

## CNAC Responses To Prospective Vendors' Questions

2 March 2018

1. The RFP document and the CNA website suggest a current staffing level of at least 7 people. Please confirm the exact staffing of the current CNA along with roles and responsibilities if additional to the RFP or website.

### RESPONSE:

The CNA organization has 8 staff members with titles as follows:

<b>Individual</b>	<b>Title</b>
Glen Brown	Project Manager
Suresh Khare	CO Code Manager
Fiona Clegg	Senior CO Code Admin.
Natalie Lessard	CO Code Admin.
David Comrie	CO Code Admin.
Gerry Clermont	CO Code Admin.
KT Walsh	CNAS Admin.
Sandi Mish	Office Administration (Local)

#### *CNA Project Manager*

The CNA Project Manager has overall responsibility for the operation of the CNA project within Leidos Canada. The PM is involved with all CNA functions, in one capacity or another. He is also responsible for ensuring that there is a chair for all CSCN and NPA Relief Planning Committees; attending numbering fora meetings in Canada and the US as needed; and assisting in Central Office Code Administration and NPA Code relief when required. He is primarily responsible for all "problematic" applications, ESRDs, MBIs, the recovery of CO Codes and assisting with the annual NRUF. He continues to oversee the operation of the CNAS and serve as the backup web master.

#### *Canadian Central Office Code Manager*

The Central Office Code Manager (Project Manager) reports to the CNA Project Manager and is responsible for managing the administration of CO Codes across Canada and for the initial review of all CO Code applications. He is the NPA Relief Planning Coordinator and is responsible for conducting the Canadian Numbering Resource Utilization Forecast (C-NRUF).

#### *Senior Central Office Code Admin.*

Our Senior CO Code Admin works under the direct supervision of the CO Code Project Manager, for CO Code Administration functions only. For all other activities, she reports directly to the Program Manager. The Senior CO Code Admin, in addition to CO Code Administration functions, is responsible for administering or coordinating non-CO Code numbering resource assignments with NANPA and/or iconectiv as required. They also provide assistance, guidance

and advice to junior staff. They are the liaison between the CNA and TRA and acts as the Program Manager or CO Code Manager when required.

#### *CO Code Admin. (3)*

The CO Code Admin are responsible for CO Code assignments, the secondary review of applications for completeness and accuracy and the bulk of the associated data entry. One CO Code Admin is generally the first line of contact for the applicants, particularly in the case of carriers operating in Quebec. The second CO Code Admin has been trained to complete CO Code assignments. In addition to CO Code Administration functions this person performs all CSCN and NPA Relief Planning Committee secretarial functions. The third CO Code Admin is responsible for maintaining the NANPA, iconectiv and other Canadian numbering resources listings, particularly the updating of CIC information. This person is also a CO Code Specialist during times of peak CO Code Administration activity.

#### *CNAS Administrator*

The CNAS Administrator is an IT specialist responsible for maintenance of the CNAS and website as well as the development of any necessary software. This person is also responsible for assisting in any activities involving maps, such as in the NPA Relief Initial Planning Documents.

In addition to the above CNA staff, the CNA organization also has Corporate (Overhead) Back Office Functions as follows:

#### *Office Administration*

The local office administrator is responsible for all routine CNA office support functions, and provides direct support to the senior staff on their specific assignments, such as by arranging meetings (schedule and facilities). Other office administrator functions (e.g. HR) are a combination of local and corporate Leidos staff.

#### *IT Support*

IT Support consists of both local and corporate Leidos staff who are responsible for providing day-to-day telecommunications, network and firewall support, supervising upgrades/patches, computer setup/troubleshooting, IT security, etc.

#### *Contract Administration*

Contract Administration is Leidos corporate staff who provide legal review and support of all contracts that Leidos engages in.

#### *Financial/Accounting Administration*

Financial/Accounting Administration is primarily Leidos corporate staff and are responsible for revenue recognition, audits, bond support, banking, taxes, GST/HST collection, payroll, etc.

The following table links the high level roles with the individual(s) that are currently performing these functions. The matrix shows the assignments as (P)rimary, (S)econdary and (A)ssistive.

High Level Role (Presentation: Slide 14)	Title/Function (Presentation: Slide 13)								
	Project Manager	CO Code Manager	Senior CO Code Admin	CO Code Admin	CO Code Admin	CO Code Admin	CO Code Specialists	Office Administration (Local)	Corporate Leidos
Program Manager	P	S	S						
Senior or Manager of Numbering Resources Administration	S	P	S						
Numbering Resource Specialists	S	S	S	P	P	S	S		
CSCN chair	P	S	S						
CSCN secretary			S		P				
RPC chair	P	S	S						
RPC secretary			S		P				
NANPA Resource Administrator	P		P				S		
Non-NANPA Resource Administrator	P		P				S		
CNAS Specialist(s)	S				S	P			
IT Support Specialist(s) (Local)	S				S	P			
IT Support Corporate	A					A			P
Webmaster	S				S	P			
GIS Support						P			
NRUF Specialists	P	P	S		S	S			

High Level Role (Presentation: Slide 14)	Title/Function (Presentation: Slide 13)								
	Project Manager	CO Code Manager	Senior CO Code Admin	CO Code Admin	CO Code Admin	CO Code Admin	CO Code Specialists	Office Administration (Local)	Corporate Leidos
NPA Relief Planning Manager	S	P	S						
Industry Notification Service	S		S	P	P		S		
Office Administration (Local)								P	
Office Administration (Corporate/Local)								A	P
Financial/Accounting Administration	A						A	A	P
Contract Administration	A						A	A	P

2. What is the status of the current CNA staff? Are they all Leidos Canada Inc employees? Or do they operate under CNA corporation?

RESPONSE:

- CNAC contracts directly with Leidos Canada and it is our understanding that the CNA staff are currently employees of Leidos Canada Inc.
- All CNA staff are located in Ottawa except for one located in Vancouver.
- CNAC is a corporation owned by industry participants and is independent from the vendor providing the CNA services (currently Leidos Canada). CNAC's role is to be the contracting party to the CNA vendor and to oversee the funding

mechanism approved by the CRTC for funding numbering administration in Canada including but not limited to the vendor performing the CNA functions.

3. What is the plan for the current staff going forward? Will they transition to the new CNA provider?

RESPONSE:

- As the members of the current CNA staff are employees of Leidos Canada, CNAC has no visibility and/or control as to the plans for the CNA staff going forward.
  - CNAC does expect, however, that the current Leidos Canada CNA staff who are not offered other positions with Leidos Canada will have an interest in future employment opportunities with whichever prospective vendor is selected by CNAC to become the new CNA.
  - CNAC will have no issue with the current Leidos Canada staff transitioning over to the vendor selected to act as the new CNA, however, the choice as to such transition is up to the Leidos Canada CNA employee and the new vendor. As a result, it would be prudent for prospective vendors to establish communications with Leidos Canada CNA staff to discuss future employment opportunities with them on the condition that such vendors would be selected by CNAC to perform the CNA functions for the next 5 year contract term. The CNAC also expects the selected vendor to contact other potential people in addition to the Leidos Canada staff to offer employment opportunities with that vendor after the contract is awarded by CNAC.
  - In order to lessen any concerns that prospective vendors may have that one or more parties may have an advantage in the RFP process due to having access to the current Leidos Canada CNA staff, CNAC intends to evaluate each of the proposals received on the assumption that each of the prospective vendors will have the opportunity to offer to hire any of the existing Leidos Canada CNA staff that wish to continue to work in this role in the event that the prospective vendor is selected as the new CNA.
4. Please provide a financial statement for the most recent fiscal years operation of the CNA that would allow us to determine current revenue and expense models, including salaries and benefits (especially in the event current staff are expected to transition to the new provider).

RESPONSE:

- The financial statements of Leidos Canada are considered to be proprietary and confidential information to Leidos Canada and CNAC does not have access to this information.

- CNAC does not have access to the costing details of Leidos Canada's CNA operations (including access to current salaries and benefits).
  - CNAC's total expenses over the last 5 year period (2013 to 2017) ranged from a low of about \$1.9 M and a high of about \$2.6 M (average annual expense of about: \$2.2 M) Please note that the expenses of CNAC include all expenses incurred by the organization including: CNA services fee, NANP fee, billing and collection fee and administration expenses (insurance and professional fees).
  - CNAC encourages prospective vendors to review the estimated work volumes contained in the CNA RFP as well as the information contained in the CNA Annual Reports for details on work volumes. See: [http://www.cnac.ca/about/annual\\_reports.htm](http://www.cnac.ca/about/annual_reports.htm) Such information would be useful in estimating staff requirements and costs.
5. We understand that number resources are becoming scarce and the future may require a significant change (addition) to the numbering schema to allow for continued growth. How is this to be planned in the context of the new CNA provider?

RESPONSE:

- The NANP Administrator currently projects the NANP exhaust date to be beyond 2047. See October 17 NANP Exhaust Analysis available at: [https://www.nationalnanpa.com/reports/reports\\_npa.html](https://www.nationalnanpa.com/reports/reports_npa.html)
- CNAC expects the regulators of the countries participating in the NANP, including the CRTC, to consider various options to expand the NANP and make an appropriate decision at least 10 years prior to the projected exhaust date (approximately 2037) as the industry has estimated that it will need five to ten years to implement NANP expansion. At this time, based upon INC and CSCN recommendations, it is expected that the NANP will be expanded from 10 to 12 digits by adding one digit at the end of the Area Code and one digit at the beginning of the CO Code.
- Prospective vendors should base their proposals on the information provided in the CNAC RFP which is based on the current regulatory requirements for numbering. CNAC also advises prospective vendors to review the Industry Numbering Committee (INC) and CSCN documentation regarding NANP exhaust and expansion for more information.
- In the event that changes are implemented, the CNA then under contract will be required to modify its systems and processes to accommodate whatever changes are made to the numbering and dialing plan.
- The agreement to be entered into between CNAC and the new vendor will provide for a mechanism to deal with changes that occur during the contract term.

6. Are there regulatory requirements, over and above the Personal Information Protection and Electronic Documents Act (PIPEDA) that governs the day re: privacy and security?

RESPONSE:

- CNAC and CNA operate under the regulatory supervision of the Canadian Radio-television and Telecommunications Commission (CRTC). The CRTC approves the Guidelines for the administration of numbering resources in Canada by the CNA. The CNA must perform its role in accordance with the Guidelines which contain requirements for maintaining confidentiality of certain information provided by telecommunications service providers. A copy of all Guidelines can be found at <https://crtc.gc.ca/cisc/eng/cisf3fg.htm>.

7. Is there a systems architecture or other technical documentation of the system available as part of the RFP?

RESPONSE:

- The CNA RFP sets out in section 4.12 Telecommunications and Systems Requirements high level information on the various systems used by Leidos Canada to perform the CNA activities. The CNAS Software used by Leidos Canada is owned by CNAC and will be made available to the new vendor for use.
- On the expiration of the current agreement, Leidos Canada is contractually obligated to deliver to CNAC for use by the new CNA, the CNAS software and any other systems it is using to perform the CNA services including all information including confidential information, all documentation, all hardware, all rights and licenses, etc. so that the CNA functions can be seamlessly transferred to the new CNA.
- Leidos Canada is also contractually required to assist the new CNA to understand the administration and assignment of numbering resources process and to train the new CNA on using the NAS and other third party software and be available to the new CNA for consultation purposes.

8. Will Leidos Canada Inc. permit prospective vendors to discuss future employment of Leidos staff during 2018? If yes when will this be permitted?

RESPONSE:

- Leidos Canada staff member Glen Brown commented during the Information Session that Leidos Canada is allowing the current CNA staff to speak with prospective vendors regarding the CNA RFP and as well on future employment opportunities, provided that such discussion does not take place during CNA business hours of operation and occurs during the employees' own private time.

- CNAC recommends that prospective vendors contact CNA staff during CNA business hours to seek preferred contact details individually and arrange for a time after business hours to discuss future employment opportunities.
  - Prospective vendors are invited to contact CNAC if they experience difficulties in reaching Leidos Canada staff.
9. How does Leidos Canada Inc. see the transition to the new vendor being accomplished between 1 September 2018 and the new contract start date of 1 January 2019? What are the key activities that must be completed?

RESPONSE:

- Leidos Canada is contractually required to provide such assistance as is requested in order to assist in an orderly transition of the CNA activities to the new vendor. CNAC expects that the new vendor and Leidos Canada will open discussions along with CNAC regarding the transition once the new vendor is selected.
- CNAC is in discussion with Leidos Canada regarding the transition plan and if further details become available before the deadline for proposals to be submitted, CNAC will provide such additional information to prospective vendors.
- CNAC reminds prospective vendors that a proposed transition plan and schedule indicating the main tasks to be undertaken and the time required is to be included as part of any proposals submitted. In particular, all prospective vendors should indicate compliance with the overall periods for preparation, development and approval of the final transition plan and implementing the transition plan. The transition plan should include the following in addition to other items as deemed important by the prospective vendor:
  - plan to assume the new CNA will take over the CNA functions on 1 January 2019
  - monthly status reports to be submitted to CNAC from the date of being selected as the new Vendor
  - detailed plans including a detailed schedule of meetings and tasks to assume the functions of the CNA (e.g., hire staff, rent premises, purchase equipment and software systems, consulting with the existing CNA vendor regarding systems and data transfers, etc.)
  - the transition activities shall not interfere with:
    - ongoing CNA or numbering resource operations
    - scheduled CSCN, CISC and/or RPC meetings



- attendance along with Leidos Canada at any fall meetings/work groups that occur (e.g. CSCN, CISC, RPC, INC, IOC-IMSI, CIGRR, Canadian CIGRR and possibly NANC)
- work with current CNA staff to co-ordinate the release of the NRUF request in December 2018
- The final transition plan shall be delivered to CNAC no later than 30 working days following the date selected as the new vendor .
- CNAC notes that its contractual agreement with Leidos Canada includes transition requirements designed to ensure the continued and uninterrupted provision of CNA services during the period of transition to a new entity. These requirements require:
  - Leidos Canada to provide all hardware, software, databases, data, etc. for the continued provision of the CNA services
  - Leidos Canada to demonstrate to the new CNA the CNA functions, provide assistance to the new CNA to understand the administration and assignment of numbering resources process and to train the new CNA on using the NAS and third party software to be used by the new CNA in performing CNA services.
  - Leidos Canada to make available appropriate personnel of Leidos Canada which previously performed the CNA Services for consultation purposes.

10. Would you please clarify the role of the CSCN Secretary with respect to chairing CSCN meetings as other CISC Working Groups have volunteer chairs from members participating in those committees?

RESPONSE:

- In section 4.4.1 CSCN Secretary, the CNA RFP states as follows:

*4.4.1 CSCN Secretary*

*The CNA shall perform the duties of the CSCN Secretary in accordance with the CSCN Administrative Guidelines, as may be amended from time to time. Such duties include but are not limited to:*

*1) Attend and chair all meetings of the CSCN;*

- CNAC advises prospective vendors that the CSCN Chair role is only being performed by the current vendor due to the lack of a volunteer from the CSCN to fulfill this role. If in the future a CSCN participant volunteers to be the CSCN

Chair, then the new Vendor will not perform the Chair role. Accordingly, prospective vendors should submit in their proposals the cost of performing the CSCN Chair role as a separate annual cost which will be paid if they perform the role and not paid if a volunteer fulfills the role.

11. What is the CRTC's role and relationship to CNAC and the CNA?

RESPONSE:

- As indicated in the CNA RFP, the provision of Canadian number administration services is subject to the provisions of the *Telecommunications Act*, particularly section 46 of the *Telecommunications Act*. Section 46 allows the CRTC to delegate any of its powers over number administration to any person including any body created by the CRTC for that purpose, and regulate the rates and manner in which any person provides services relating to numbering resources. CNAC has been delegated the power by the CRTC to select and oversee the CNA.
- CNAC supervises the CNA through its contractual relationship with the CNA vendor. The CNA performs its role based on the agreement it has executed with CNAC and administers numbers in accordance with numbering guidelines approved by the CRTC and orders issued by the CRTC.
- The CNA may consult with CRTC staff when necessary in the performance of its tasks.

12. If a numbering administration dispute arises between a service provider and the CNA, how would it be resolved?

RESPONSE:

- The dispute resolution process between the CNA and service users is set out in the agreement between the CNA and each service user. Article 6 of this agreement stated the following:

6.1 Dispute Resolution. In order to ensure an orderly and efficient resolution of any dispute between CNA and the Service User as a result of the rendering or omission to render the Services hereunder by CNA, CNA and the Service User agree to utilize and abide by any industry numbering resource guideline and dispute resolution process developed by CNAC, the CSCN or CISC, regulatory decisions made by the CRTC, policy statements issued by Industry Canada or such other guidelines, decisions, directives or policy statements of any other Governmental Entity as may be applicable to the Services provided by CNA hereunder.

6.2 Co-operation. CNA agrees to co-operate fully with any applicable body or Person charged with dealing with disputes under consideration. CNA agrees to

abide by the decisions rendered by such bodies or Persons regarding disputes that will fall within the scope of this Article 6.

6.3 Assistance of CNA in Other Disputes. In the event the Service User has a dispute in connection with the Services (which includes being denied a Service or the type of Service requested by the Service User is not available) before the CSCN, CISC or other Governmental Entity, CNA shall provide such information as may be required by law to the CSCN, CISC, or other Governmental Entity, as the case may be, for the purposes of assisting with the resolution such dispute. For greater certainty, CNA acknowledges and agrees that it shall in no way act in any manner as an advocate for the Service User and shall provide any information required to be provided in accordance with this Section 6.3 in an impartial manner.

- A copy of the CNA-Service Users agreement template can be found on the CNA website at [http://cnac.ca/service\\_agreement/service\\_agreement.htm](http://cnac.ca/service_agreement/service_agreement.htm)
- The dispute resolution process identified in the CRTC CISC Administrative Guidelines may be obtained at: <https://crtc.gc.ca/cisc/eng/cag.htm>. Normally the CNA would only be involved in disputes directly related to its responsibilities. If the dispute is with an action taken by the CNA that is in accordance with a numbering guideline approved the CRTC, then the dispute could be addressed at the CSCN. For example, the CSCN might conclude that a dispute about one of its numbering resource guidelines is best resolved by modifying the guideline. In such a case, the CNA may be asked to evaluate the impact of the proposed changes as part of its mandate. The CSCN, after considering the dispute information, might propose changes to the numbering guideline to address the issues raised in the dispute.

13. Are there any Enterprise Services that the CNA must provide to service providers?

RESPONSE:

- At this time there are no additional Enterprise Service that the CNA must provide other than the Industry Notification Service described in section 4.10 of the CNA RFP.

14. Is there any additional information available to help prospective vendors develop a proposed transition plan?

RESPONSE:

- See response to Question #9.

15. How will the CNA vendor be paid for providing its services?

RESPONSE:

- The CNA will be paid by CNAC for the CNA services to be provided. Service users are not charged by the CNA for this service but rather are required to pay to CNAC a portion of the costs incurred by CNAC for number administration (which includes the fee to be paid to the new vendor) based on their relative Canadian telecommunications revenue pursuant to the funding formal approved by the CRTC.
- As indicated in Annex A Item 5, Pricing of the CNAC RFP, payments by CNAC to the selected vendor shall generally be made on a monthly basis on the last day of each month, in arrears, and calculated by dividing the Total Price for each applicable year by 12. Such monthly payments shall commence on January 31, 2019 and end on December 31, 2023.

16. Will number pooling as implemented in the USA ever be implemented in Canada, and if yes, how would this affect the CNA's role?

RESPONSE:

- If number pooling were to be adopted for use in Canada in the future, it is expected that the CSCN would address the issue and determine how it would be implemented. If the CNA were requested to perform additional work to implement number pooling, negotiations would take place between CNAC and the CNA vendor to add the appropriate tasks and determine appropriate additional compensation if any.

17. What if any work activities will the CNA vendor be expected to perform with the LNP database?

RESPONSE:

- At this time, there is no requirement for the CNA to interface with any LNP database.

18. Would you please provide additional information regarding the Bond/Letter of Credit requirement described in Item 8 of Section 6.0 of the RFP?

RESPONSE:

- Item 8 of Section 6.0 states:

*8. Bond/Letter of Credit*

*The contract shall require that the vendor provide CNAC with a performance bond and/or letter of credit issued by a reputable Canadian bank in an amount of not less than \$1 million to support the Vendor's performance under the contract.*

*The terms of the performance bond and/or letter of credit shall be to the satisfaction of CNAC.*

- CNAC requires prospective vendors to provide evidence demonstrating that it is “bondable”. The term “bondable” is meant to refer to a form of performance bond, or other appropriate security, which could be obtained by the vendor to protect against the vendor’s inability or refusal to perform its obligations under the contract to be entered into with CNAC. The details of the contract performance security required by CNAC (including the circumstances in which such security may be drawn upon) will be negotiated with the vendor.

19. It appears that the volume of work could vary significantly from year to year given the wide range of Codes requested and the area code exhaust projections. Would you please provide additional information regarding pricing flexibility to address these variances in work volumes.

RESPONSE:

- As indicated in Annex A Item 5, Pricing of the CNAC RFP, CNAC notes that the price quotes should be based upon the volumes of work contained in section 10.0. of the RFP and be inclusive of all actual work volumes that may occur over the term of the agreement.
- Should the vendor desire to propose prices for volumes of work that vary from those identified in the RFP, it may do so including identifying the minimum quantities of work that will be done for a fixed price plus prices for volumes of work done above the volumes covered by the fixed price quote.