A. usTLD Team

NeuStar's cross-functional team organization, combined with its strong corporate focus and oversight, ensures the successful achievement of the DOC's objectives for managing and enhancing the usTLD.

NeuStar is organized around a principle of leveraging a centralized group of functional organizations that support market-specific business initiatives. The line of business (LOB) teams are staffed with subject matter experts from specific markets that provide requisite knowledge to meet their LOB constituency's needs and have responsibility for business development, marketing and sales, and service delivery. By contrast, the corporate support organization is composed of information technology, operations, corporate development, administration, legal, external affairs (including media relations), finance, and neutrality functions. These functional teams are staffed with highly qualified and experienced staff who are tasked with administering various facets of our services. The Executive Oversight Committee provides direction and management to both the functional organization and the LOBs. Because the organizational structure is broad, this group is readily accessible to all teams for guidance and approval. The cohesive nature of the organization optimizes communication and fosters a collaborative work environment, whereby all of NeuStar's customer's benefit from a shared knowledge base. Additionally, this organization can quickly respond to change and reevaluate and deploy resources for critical operation.

For the usTLD Administration Program, NeuStar is proposing a dedicated cross-functional team reporting to the usTLD Director who will report to our Vice President of Internet Protocol (IP) Services. The usTLD management positions will be staffed with individuals who possess many years of relevant management and technical experience. These positions will be supplemented with personnel from our Corporate Support Team and our Technology and Operations division who will be dedicated to ensuring the success of the usTLD. The management staff will be supported by our corporate executives, who also have a strong commitment to the success of the usTLD program and will provide the requisite oversight and resources to ensure the usTLD program objectives are met.

HIGHLIGHTS

- **Cross-functional team organization maximizes resources and provides economies of scale to ensure best value**

- **Dedicated team composed of subject matter experts ensures successful implementation and ongoing operation of the usTLD**

- **Executive oversight provides resources and direction to ensure usTLD objectives are met**

usTLD Team

NeuStar's usTLD team will consist of an Executive Oversight Committee and an Implementation and Ongoing Operations Team. These teams are described below.

Executive Oversight

Our executive oversight committee, shown in Exhibit A-1 and introduced below, is composed of senior-level staff with vast experience covering Internet expertise, operations, systems development and deployment, financial planning, communications, and resource management. This group will provide the requisite direction and resources to ensure that the usTLD program objectives are met.

Jeffrey Ganek, President and Chief Executive Officer

Jeffrey Ganek is responsible for overall management of NeuStar, Inc. Jeff has nearly 25 years of experience in the telecommunications industry. Before heading the Communication Industry Services division within Lockheed Martin IMS, Jeff served as Vice President of Asian Operations for Global TeleSystems Group, where he developed and managed competitive telecommunications services companies in fast-growing Asian markets. He was also Vice President of Marketing at GTE Spacenet, Director of Global Communications Services at MCI, and Division Manager of Corporate Development at AT&T. He holds bachelor's and master's degrees from Carnegie Mellon University in Pittsburgh.

Matthew D. Wald, Vice President, IP Services

Matthew D. Wald is responsible for the commercial development and management of NeuStar's emerging IP business. He has more than 12 years of experience in the telecommunications industry, including identifying, developing, and operationalizing new business opportunities in advanced intelligent networking, IP, and Web hosting. He has held positions with LCI/Qwest Communications and Global TeleSystems Group. Most recently, as the leader of the Global Alliance and Partnership Group at GTS, he oversaw the development of several key Web hosting, Voice over IP (VoIP), and content delivery partnerships that formed the cornerstone of the GTS IP business strategy.

Exhibit A-1. NeuStar's Executive Oversight Committee will ensure the requisite resources are provided for successful service delivery.

Mark D. Foster, Chief Technology Officer

Mark Foster is responsible for strategic technology initiatives, standards, and program management, and the design, development, and operation of NeuStar's complex network and systems infrastructure. A widely recognized subject matter expert, Mr. Foster pioneered number portability in the industry in 1994–1995 and subsequently led the development of NeuStar's Number Portability Administration Center in 1996. He has more than 20 years of entrepreneurial experience in developing innovative solutions to industry problems with inventions such as a voice-controlled intelligent network service node platform, a new computer language for developing telephone switching systems software, and the first SS7-to-IP signaling gateway (1990).

Joseph F. Franlin, Senior Vice President of Operations

Joseph Franlin is responsible for NeuStar operations and customer satisfaction for clearinghouse and numbering products and services. Joseph's organization managed the

successful introduction of Local Number Portability in the United States and Canada and assumed the role of North American Numbering Plan Administrator in the United States, Canada, and many of the Caribbean Islands. Joseph has more than 30 years of experience in telecommunications and systems engineering, most notably with NYNEX, AT&T, and Lockheed Martin.

Robert Dowski, Chief Financial Officer

Robert Dowski joined NeuStar in 2000, assuming the role of Chief Financial Officer. Prior to joining NeuStar, he held similar positions with Gilat/GE Spacenet, PCS, Telecorp, and Hughes Network Systems. He has worked in the telecommunications and Information Technology industry sectors for more than 10 years, concentrating on managing large, full-scale accounting, financial planning, and strategic planning departments. In addition, he has managed the development of a series of financial systems.

Edward Frietag, General Counsel

Edward Freitag, General Counsel, is responsible for oversight of legal matters for NeuStar. Prior to joining NeuStar, he was with MCI Communications Corporation and MCI WorldCom from 1975 to 1999, last serving as Chief Corporate Counsel. During his career at MCI, he was responsible for supporting mergers and acquisitions, financing, SEC reporting, international ventures, and other corporate matters. Prior to joining MCI, he was an associate with Donovan, Leisure, Newton & Irvine and Pro Se Law Clerk for the United States Court of Appeals for the Second Circuit. He also has served as Chairman of the Corporate and Securities Law Section of the American Corporate Counsel Association. Mr. Freitag is a graduate of Princeton University and the Columbia University School of Law.

Jerry Kovach, Senior Vice President, External Affairs

Jerry Kovach is responsible for the corporate communications, government relations, regulatory law, public policy, and public relations activities of NeuStar. Prior to joining NeuStar, Mr. Kovach was a Senior Vice President at MCI Communications Corporation from 1985 to 2000. From 1975 to 1984, he was on the staff of the United States Senate, last serving as the Chief Counsel and Chief of Staff of the Committee on Commerce, Science, and Transportation. Mr. Kovach's professional background also includes senior management positions with Chrysler Corporation and the National Academy of Sciences. Mr. Kovach is a member of Phi Beta Kappa and holds a bachelor of arts degree (cum laude) in economics from Wayne State University, a doctor of law degree (cum laude) from Wayne State University Law School, and a master of law degree from the University of Washington School of Law.

Robert Poulin, Vice President, Corporate Development

Robert R. Poulin is responsible for early-stage development of new business initiatives as well as alliance and acquisition opportunities. He actively pursues opportunities where NeuStar's proven capabilities as a trusted provider of registry and clearinghouse services can facilitate the interoperability of networks. He has 12 years of experience in the communications industry. Prior to joining NeuStar, he was Director of Business Development at Global TeleSystems Group, where he was responsible for early-stage development of new ventures in Asia. He also has held a variety of business development and finance positions with GTE Spacenet, GTE Mobilnet, and GTE Telephone Operations. He has a bachelor's degree from the Haas School of Business at the University of California at Berkeley.

Jerome Haynesworth, Vice President of Human Resources and Administration

Jerome Haynesworth is responsible for organizational development, compensation planning, facilities management, human resources development, employee relations, and equal employment programs. Jerome manages the human resources function for the technical and nontechnical components of NeuStar, with more than 400 employees internationally. He has more than 20 years of experience in managing human resources and administration, including positions with KPMG, Hughes Aircraft Company, The Interface Group/Mass., and IBM.

David H. Crocker, Senior Advisor, Consultant

David H. Crocker has been a principal with Brandenburg InternetWorking since 1991. He has been developing internetworking technologies for 30 years, including standards for e-mail, EDI, facsimile, security, and e-commerce. He was an IETF Area Director for four years, providing oversight of DNS technical development, and he initiated public interest enhancement to BIND, the DNS reference software. During the 1980s, Mr. Crocker led TCP/IP, OSI, and network management product development efforts. Mr. Crocker's current efforts focus on the creation of Internet-based businesses built on a solid foundation of customer benefit and revenue potential.

William Manning, Senior Advisor, Consultant

Bill Manning is a contributing scientist on CenterGate's UltraDNS and serves on the research staff at USC's Information Sciences Institute. At Texas Instruments, Bill was responsible for the deployment of IP networking, initially in the semiconductor division, and then throughout the corporation. He joined Rice University to become the lead engineer for the NSFnet's SESQUINET regional network. Following the successful migration of SESQUINET and MIDnet from the NSFnet to commercial networks, Bill assumed a role in the NSF's Routing Arbiter project at NSI. Bill is active in the IETF and has been active in the DNS and Routing working groups as a participant, working group chair, and code developer. He was responsible for specifying the method for adding NSAP support to the DNS, and then he developed and implemented a plan to expand the Internet root server system to add four new nodes. Bill is also on the program committees for the North American Network Operators Group (NANOG), the Asia Pacific Regional Internet Conference on Operational Technologies (APRICOT), and the African Network Operators Group (AFNOG). He is also a member of the Advisory Council of ARIN (American Registry for Internet Numbers). Bill continues to work on enhancing DNS code to track the growth of IP networks and is currently working with the IPv6 developers and implementers by managing the IP6.INT domain, which is the functional equivalent of the in-addr.arpa zone.

Implementation and Ongoing Operations Team

NeuStar's experience in forming successful implementation teams for such services as NPAC and NANPA will be used in staffing the usTLD operation. Leveraging these skills ensures that the usTLD will be implemented on time and that effective ongoing operations will be established. The usTLD team will include the use of experienced, highly qualified, proven individuals skilled in registry operation, database development and administration, data center operation, and transition and customer service. The usTLD team members were individually selected for their respective expertise and in-depth knowledge of technical, policy, and operational requirements. Collectively, their unique qualifications and experience, when dedicated to the coordination, expansion, and enhancement of the usTLD, will ensure success.

As can be seen in Exhibits A-2 and A-3, NeuStar is proposing two functional organizations—an implementation team and an ongoing operations team. NeuStar is committed to the delivery of high levels of quality service; therefore, most key team members participating in the implementation phase will eventually transition from the implementation team to full-time, ongoing usTLD operations support. However, this separation provides a distinct focus on the critical implementation phase. Our experience has proven that transitioning individuals participating in the implementation of an operation ensures an effective ongoing operation. As required, résumés for key team members (arranged in alphabetical order) can be found at the end of this section.
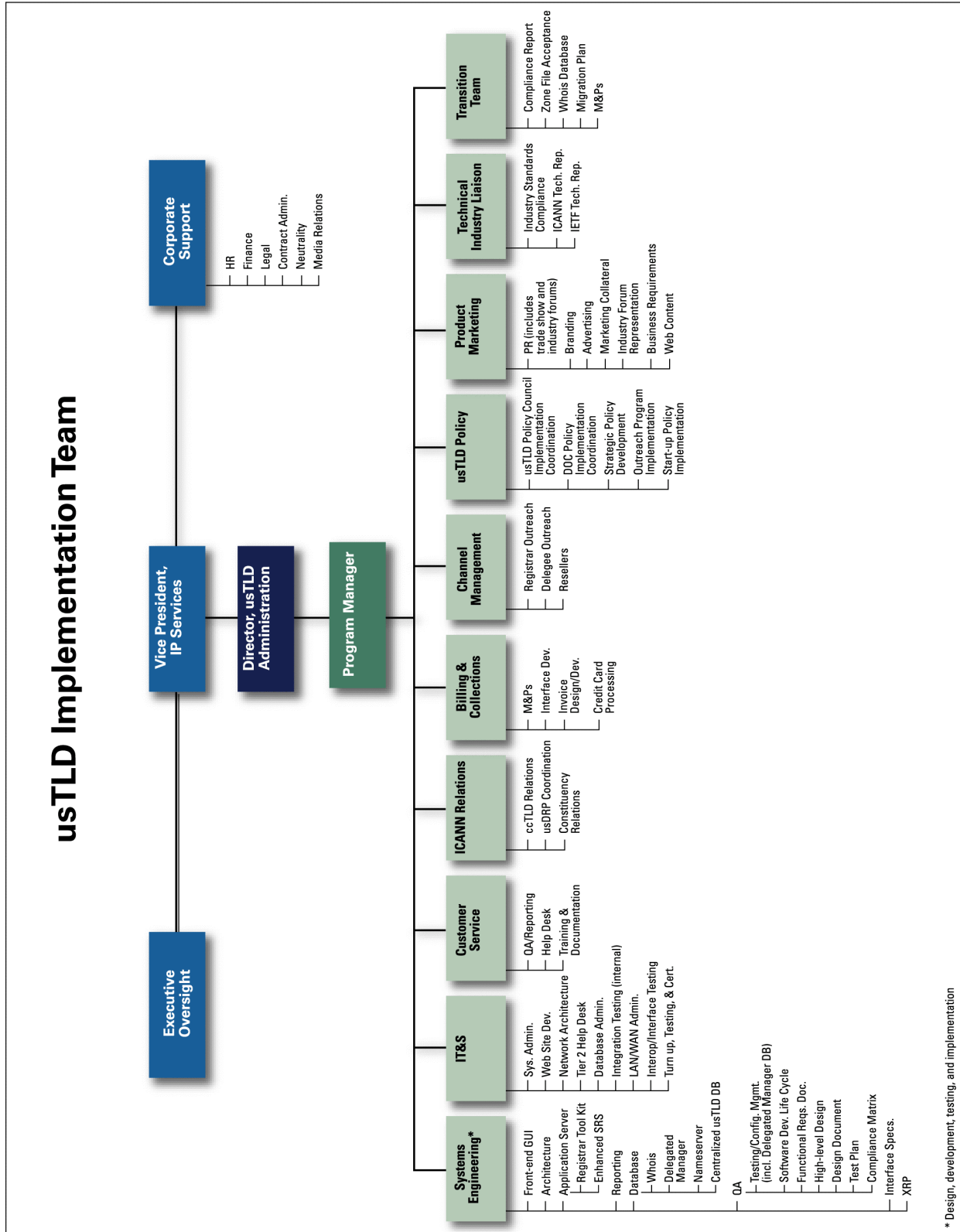
usTLD Implementation Team

Exhibit A-2. NeuStar's Implementation Team is comprised of dedicated subject matter experts with a depth of experience successfully meeting program objectives.
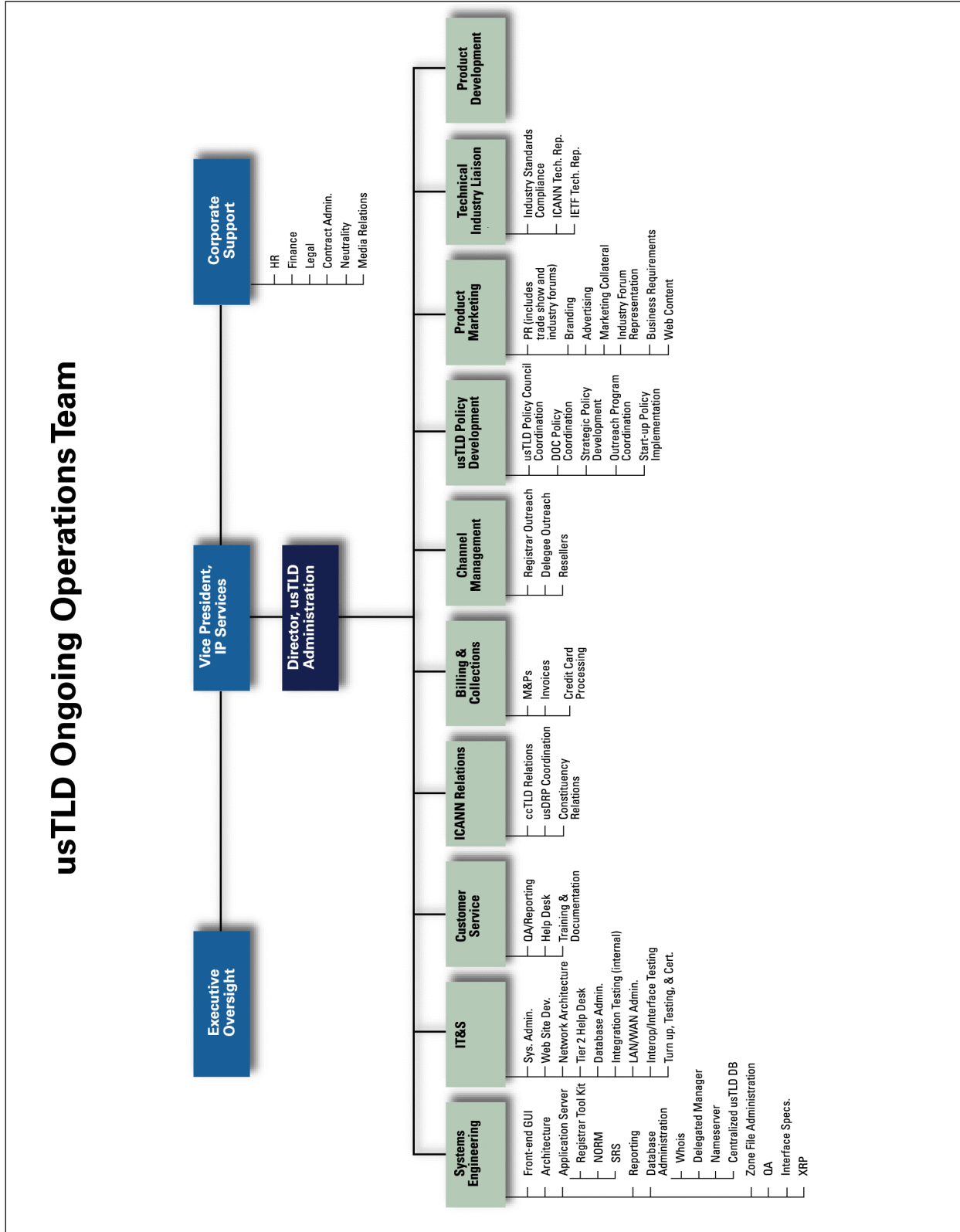
usTLD Ongoing Operations Team

043.usTLD

Exhibit A-3. *NeuStar's usTLD Ongoing Operation Team will ensure all DOC program objectives are met.*

The following table contains the job titles, descriptions, and skills of key NeuStar usTLD team members.

usTLD Organization Roles and Responsibilities/Skills Matrix

Title	Job Description	Skills
Director, usTLD	Responsible for defining the usTLD product and business requirements. Has ultimate responsibility for day-to-day management of operations to support the usTLD project and will serve as the primary point of contact (POC) to the industry. Will ensure that the necessary resources are made available to address any deviation from expectations and will be the primary decision-maker on program-related issues. Will report status to the Contracting Officer at the DOC and to NeuStar Senior Management.	• Extensive industry experience • Excellent verbal and written communications skills • Excellent organizational and time management skills • Problem resolution skills • Excellent facilitation skills • Strong decision-making skills
Program Manager	Has overall responsibility for the successful completion of implementation, development, deployment, and upgrade of the usTLD service. Will provide overall leadership for the entire implementation team; determine project scope; develop the project plan, milestones, and risk mitigation plan; and act as the front-line contact with the client representatives on project-related issues.	• Excellent customer service, decision-making, and communications skills • Detail-oriented, creative, and analytical • Industry experience • Experience with managing large, complex, multi-phase technical projects • Strong leadership skills
Director, Systems Engineering	Will be responsible for overall system delivery and will manage the design and development processes of all usTLD systems.	• Well-developed and highly effective verbal and written communications skills • Demonstrated ability to manage the design and development of complex applications using development standards • Expertise in one or more technical areas as well as experience in relational database development and design
Director, Information Technology and Services	Manages the technical operations group and the network support group in a 24x7 real-time mission-critical production environment. Supports, monitors, tests, and troubleshoots hardware and software problems; recommends and schedules repairs; and provides Tier 2 support for all LAN/WAN-based applications. Maintains security and disaster recovery procedures and participates in database architecture strategy development, database design and engineering, and reliability and performance enhancement.	• Experience in LAN operating systems • Extensive knowledge of LAN infrastructure setups, including hubs, routers, and firewalls • Strong written and communications skills • Strong analytical and problem-solving skills • Familiar with standard concepts, practices, and procedures within particular field
Senior Manager, Channel Management	Is responsible for the registrar, delegee, and resellers outreach programs. This person and his or her team are responsible for channel communications for the usTLD product.	• Experience with various Industry forums • Excellent verbal and written communications skills • Excellent organizational and time management skills • Problem resolution skills • Excellent facilitation skills • Ability to run efficient meetings • Supervisory skills

usTLD Organization Roles and Responsibilities/Skills Matrix

Title	Job Description	Skills
Senior Manager, Product Marketing	Is responsible for the definition of enhanced services for the usTLD locality-based and expanded products. Will create marketing materials and review any training materials or other documentation about the product. Is responsible for public relations, branding, advertising, and Web content look and feel and will also attend industry forums.	• Extensive Industry experience • Excellent verbal and written communications skills • Excellent organizational and time management skills • Problem resolution skills • Excellent facilitation skills
Senior Manager, Customer Service	Is responsible for all day-to-day usTLD service operations. Hires and supervises the Help Desk, Quality Assurance group, and the Training and Documentation group. Ensures that the staff have the adequate tools and facilities to properly perform their functions and develops and implements escalation procedures.	• Extensive Industry experience • Extensive data center operations experience • Excellent verbal and written communications skills • Excellent organizational and time management skills • Problem resolution skills • Excellent facilitation skills
Quality Assurance Group	Evaluates our conformance to the standards mandated by industry guidelines. Performs operational and business audit reviews, evaluates results, and makes recommendations for the improvement of internal operational and management control systems and performance. Will send out surveys to the usTLD user base, soliciting comments about our service and incorporating their suggestions for improving the process.	• Internal business auditing or related experience • Experience with commonly used auditing concepts and practices • Strong analytical and problem-solving skills • Strong written and verbal communications skills
Help Desk Group	Plays a critical role in the implementation of usTLD, working closely with the industry to establish policies, procedures, and processes that facilitate usTLD operations. Ongoing activities will include resolution of all user problems and inquiries associated with usTLD.	• Excellent customer service, decision-making, and communications skills • Detail-oriented, creative, and analytical • Industry experience • Experience with troubleshooting computer hardware and software
Transition Team	Is responsible for managing the transition from the current administrator to NeuStar, which includes working closely with the delegees to understand and improve the existing locality-based space.	• Excellent customer service, decision-making, and communications skills • Detail-oriented, creative, and analytical • Industry experience • Strong written and verbal communications skills.
Technical Industry Liaison	Is NeuStar's technical representative with the ICANN, IETF, and other industry standards bodies. Is responsible for ensuring that NeuStar is compliant with all industry standards and provides technical direction to the Systems Engineering organization.	• Well-developed and highly effective spoken and written communications skills • Understands the usTLD space, both technically and operationally • Expertise in ccTLD technology and standards. • Detail-oriented, creative, and analytical • Registry administration experience.

usTLD Organization Roles and Responsibilities/Skills Matrix

Title	Job Description	Skills
HR/Administration	Responsible for Human Resources including recruiting and hiring staff. Responsible for facilities management. Responsible for ensuring program is meeting financial budget, defining AP, AR, and credit processes. Also is responsible for neutrality supervision and for ensuring that all program activities meet neutrality requirements.	• Excellent customer service, decision-making, and communications skills • Detail-oriented, creative, and analytical • Industry experience • Strong written and verbal communications skills.
Legal, Policy, and ICANN Relations	Responsible for usTLD contract negotiation and management. Also responsible for registrar, delegated manager, and delegee contracts. Responsible for US Nexus requirements, locality-based usTLD policy enforcement, domain name dispute resolution procedure/policy, Sunrise and Land Rush Policy, ICANN Policy, Government Advisory Committee Principles, Registrar Agreement Development, and Policy compliance audit.	• Extensive experience in ccTLD and ICANN policy • Excellent negotiation skills • Excellent contract management skills • Excellent decision-making and communication skills.
Billing and Collections	Responsible for defining Billing and Collections interface requirements, invoice design and development, methods and procedures, and credit card processing.	• Extensive experience in registry billing and collections • Excellent customer service skills • Excellent decision-making and communications skills

Staffing Approach

NeuStar's philosophy is that the company achieves its business goals through its people. We promote the philosophy among our employees that they are individually and collectively critical to the company's success and share in its rewards. A sense of ownership is encouraged among employees—ownership of their own work as well as responsibility for the overall performance of the company. NeuStar consistently maximizes its business goals by hiring staff who are highly productive and of high caliber, ensuring the highest levels of service.

Staffing allocations may need to be adjusted as demand for service increases. Adjustments may include the staff size or refinements to required technical skills. The mechanisms for such reviews and procedures will be consistent with NeuStar's policies. In addition, NeuStar can and will draw upon a reserve of managerial and technical skills within the corporation. Cross training is used in all positions to promote job interest and esprit de corps.

Pages A-11 through A-43 of original submission have been redacted.