

FLORIDA PUBLIC SERVICE COMMISSION

OFFICE OF INDUSTRY DEVELOPMENT AND MARKET ANALYSIS

FILED 9/30/2019
DOCUMENT NO. 09125-2019
FPSC - COMMISSION CLERK

APPLICATION FOR ORIGINAL AUTHORITY OR TRANSFER OF AUTHORITY TO PROVIDE TELECOMMUNICATIONS SERVICE IN THE STATE OF FLORIDA

INSTRUCTIONS

This form should be used as the application for an original certificate and transfer of an existing certificate (from a Florida certificated company to a non-certificated company). In the case of a transfer, the information shall be provided by the transferee. If you have other questions about completing the form, call **(850) 413-6600**.

Print or type all responses to each item requested in the application. If an item is not applicable, please explain. All questions must be answered. If unable to answer the question in the allotted space, please continue on a separate sheet.

Once completed, submit the **original and one copy** of this form along with a **non-refundable** fee of **\$500.00** to:

**Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850
(850) 413-6770**

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2019 SEP 30 PM 1:40
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APPLICATION

This is an application for (check one):

Original certificate (new company)

Approval of transfer of existing certificate: Example, a non-certificated company purchases an existing company and desires to retain the original certificate rather than apply for a new certificate.

Please provide the following:

1. Full name of company, including fictitious name(s), that must match identically with name(s) on file with the Florida Department of State, Division of Corporations registration:

HFA of Florida, LLC

2. The Florida Secretary of State corporate registration number:

L19000204687

3. F.E.I. Number: None

4. Structure of organization:

The company will be operating as a:
(Check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Corporation | <input type="checkbox"/> General Partnership |
| <input type="checkbox"/> Foreign Corporation | <input type="checkbox"/> Foreign Partnership |
| <input checked="" type="checkbox"/> Limited Liability Company | <input type="checkbox"/> Limited Partnership |
| <input type="checkbox"/> Sole Proprietorship | <input type="checkbox"/> Other, please specify below: |
-

If a partnership, provide a copy of the partnership agreement.

If a foreign limited partnership, proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS). The Florida registration number is: _____

Check received with filing and forwarded
to Fiscal for deposit. Fiscal to forward
deposit information to Records.

Initials of person who forwarded check



5. Who will serve as point of contact to the Commission in regard to the following?

(a) This application:

Name: Michel Singer Nelson
Title: Counsel
Street Address: 7700 Congress Ave., Suite 3214
Post Office Box: _____
City: Boca Raton
State: FL
Zip: 33487
Telephone No.: 916 235 2028
Fax No.: _____
E-Mail Address: info@hfaholdingsllc.com

(b) Ongoing operations of the company:

(This company liaison will be the point of contact for FPSC correspondence. This point of contact can be updated if a change is necessary but this must be completed at the time the application is filed).

Name: Michel Singer Nelson
Title: Counsel
Street Address: 7700 Congress Ave., Suite 3214
Post Office Box: _____
City: Boca Raton
State: FL
Zip: 33487
Telephone No.: 916 235 2028
Fax No.: _____
E-Mail Address: info@hfaholdingsllc.com
Company Homepage: www.hfaholdingsllc.com

(c) Optional secondary point of contact or liaison:

(This point of contact will not receive FPSC correspondence but will be on file with the FPSC).

Name: Michael Halperin
Title: Chief Executive Officer
Street Address: 7700 Congress Ave., Suite 3214
Post Office Box: _____
City: Boca Raton
State: FL
Zip: 33487
Telephone No.: 561 931 0478
Fax No.: _____
E-Mail Address: info@hfaholdingsllc.com

6. Physical address for the applicant that will do business in Florida:

Street address: 7700 Congress Ave., Suite 3214
City: Boca Raton
State: FL
Zip: 33487
Telephone No.: 561 931 0478
Fax No.: _____
E-Mail Address: info@hfaholdingsllc.com

7. List the state(s), and accompanying docket number(s), in which the applicant has:

(a) **operated** as a telecommunications company.

None.

(b) **applications pending** to be certificated as a telecommunications company.

None.

(c) **been certificated** to operate as a telecommunications company.

None.

(d) **been denied authority** to operate as a telecommunications company and the circumstances involved.

None.

(e) **had regulatory penalties imposed** for violations of telecommunications statutes and the circumstances involved.

None.

(f) **been involved in civil court proceedings** with another telecommunications entity, and the circumstances involved.

None.

The following questions pertain to the officers and directors. Have any been:

(a) adjudged bankrupt, mentally incompetent (and not had his or her competency restored), or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings? Yes No

If yes, provide explanation.

(b) granted or denied a certificate in the State of Florida (this includes active and canceled certificates)? Granted Denied Neither

If granted provide explanation and list the certificate holder and certificate number.

If denied provide explanation.

(c) an officer, director, and partner in any other Florida certificated telecommunications company? Yes No

If yes, give name of company and relationship. If no longer associated with company, give reason why not.

8. Florida Statute 364.335(1)(a) requires a company seeking a certificate of authority to demonstrate its managerial, technical, and financial ability to provide telecommunications service.

Note: *It is the applicant's burden to demonstrate that it possesses adequate managerial ability, technical ability, and financial ability. Additional supporting information may be supplied at the discretion of the applicant. For the purposes of this application, financial statements MUST contain the balance sheet, income statement, and statement of retained earnings.*

- (a) **Managerial ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient managerial experiences of each. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

See resumes of Michael Halperin, Jim Beausoleil, Michel Singer Nelson and James Mertz. Messrs. Beausoleil, Nelson and Mertz each authorize the use of their resume for this application of HFA.

- (b) **Technical ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

See resumes of Michael Halperin and Nathan Lighthouse. Mr. Lighthouse authorizes the use of his resume for this application of HFA.

- (c) **Financial ability:** An applicant must provide financial statements demonstrating

financial ability by submitting a balance sheet, income statement, and retained earnings statement. An applicant that has audited financial statements for the most recent three years must provide those financial statements. If a full three years' historical data is not available, the application must include both historical financial data and pro forma data to supplement. An applicant of a newly established company must provide three years' pro forma data. If the applicant does not have audited financial statements, it must be so stated and signed by either the applicant's chief executive officer or chief financial officer affirming that the financial statements are true and correct.

HFA of Florida LLC is a newly formed company that does not have audited financial statements. See attached pro forma financial statements and statement of Michael Halperin that the pro forma financial statements are true and correct.

10. Where will you officially designate as your place of publicly publishing your schedule a/k/a tariffs or price lists)? (Tariffs or price lists MUST be publicly published to comply with Florida Statute 364.04).

Florida Public Service Commission

X Website – Please provide Website address: www.hfaholdingsllc.com

Other – Please provide address: _____

THIS PAGE MUST BE COMPLETED AND SIGNED

REGULATORY ASSESSMENT FEE: I understand that all telecommunications companies must pay a regulatory assessment fee. A minimum annual assessment fee, as defined by the Commission, is required.

RECEIPT AND UNDERSTANDING OF RULES: I understand the Florida Public Service Commission's rules, orders, and laws relating to the provisioning of telecommunications company service in Florida.

APPLICANT ACKNOWLEDGEMENT: By my signature below, I, the undersigned owner or officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical ability, managerial ability, and financial ability to provide telecommunications company service in the State of Florida. I have read the foregoing and declare that, to the best of my knowledge and belief, the information is true and correct. I have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules, orders and laws.

Further, I am aware that, pursuant to Chapter 837.06, Florida Statutes, "**Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his or her official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083.**"

I understand that any false statements can result in being denied a certificate of authority in Florida.

COMPANY OWNER OR OFFICER

Print Name:	Michael Halperin
Title:	Chief Executive Officer
Telephone No.:	561 931 0478
E-Mail Address:	info@hfaholdingsllc.com

Signature:  Date: 9/19/19

Michael Halperin
HFA Holdings, LLC
7700 Congress Ave., Suite 3214
Boca Raton, FL 33487

Michael Halperin has spent almost 20 years in the industries of Telecom and Finance. His days in the world of telecom started in 1997 at Brown University where he wrote some software to speak between computers utilizing headsets and high speed internet.

Next, Mike took the technology and morphed it in to a retail business offering in the south Florida market selling internet, phone systems and service to active businesses. Eventually, Mike moved in to the wholesale Voice over Internet Protocol (“VOIP”) space, in addition to the retail world and developed V1 VOIP LLC as a nationwide VOIP offering.

At the same time, Michael began working at Merrill Lynch in Boca Raton, Florida building out a wealth management practice. Over the last 18 years, Mike was promoted to the Private Banking and Investment Group overseeing clients that have an estimated liquid net worth of \$10mm and above. Currently, Mike manages a the team that oversees more than \$1.25bln worth of assets and liabilities and has been named to the Forbes Best in State Wealth Advisor listings for 2018 and 2019.

JAMES BEAUSOLEIL, MBA

7941 Rasmussen Road, Loomis, CA 95650 ♦ 916-759-9881 ♦ jmbeausoleil@gmail.com

CHIEF FINANCIAL OFFICER / VP – FINANCE

Financial Analysis / Strategic Plans / Cost Control / Operations Improvements / Asset Management / P&L Budgeting / Reporting / Tax / Regulatory Relations / Audit / Product & Pricing Strategies / Compensation

Analyzed financial information to design critical initiatives that dramatically improved operational efficiency and sales volumes, cut expenses, and increase net income and cash flow. Key member of Executive Team developing strategic plans to maintain financial integrity and increase profitability.

- **Increased revenue 450% in six years at O1 Communications.**
- **Successfully led the sale of a division of O1 Communications.**
- **Developed sales/expense improvement programs at WSBC, increasing net income 400% over four years.**
- **Initiated multiple strategies to control costs, reducing expenses 52% or \$20M over four years at WSBC.**
- **Identified most-productive products to refocus WSBC sales, doubling sales production in one year.**

Special Skills: Analyzing financial data to identify opportunities for operational and financial improvements...Building sound organizational structure and efficient finance and accounting teams...Managing all aspects of operations to improve revenue and cash flow...Working closely with professionals at all levels to achieve goals... Ensuring compliance with all financial policies

MBA, Finance and BS, Business Administration/Accounting, California State University, Sacramento.

Certified Public Accountant, California, License is not active at this time.

HIGHLIGHTED ACCOMPLISHMENTS

Increased revenue 450% in six years at O1 Communications. Oversaw the growth of one of our product lines from \$4M in revenue to over \$18M in revenue over a six year period. Grew revenue by creating new unique products, adjusting pricing, creating new incentive and compensation plans, and developing new distribution channels.

Successfully led the sale of a division of O1 Communications. Worked with an investment banking firm to identify and choose a company to purchase O1's largest division. Oversaw the due diligence and review process. Created and managed a multiyear asset management agreement to transfer assets to the acquiring company while also achieving the maximum earn-out compensation for equity holders.

Developed sales improvement/cost reduction programs at WSBC, increasing net income 400% over four years. Parent company felt return generated by WSBC was not sufficient. Developed/implemented series of program/policy changes designed to increase sales/cut costs. Grew revenue by adjusting product offerings, changing pricing/marketing strategies, altering compensation plans, and driving down expenses while increasing efficiency.

Initiated multiple strategies to control costs, reducing expenses 52% or \$20M over four years. Annual controllable expenses at WSBC were out of line at over \$42M. As CFO, collaborated with COO to evaluate all options and implement reductions. Systematically cut headcount in all departments. Eliminated many costly management positions, significantly flattening organizational structure. Cut travel, entertainment marketing, administration and loan expenses.

Identified most-productive products to refocus WSBC sales, doubling sales production in one year. As CFO, used product profitability system to identify product with double the return of other products. Created business plan focused on increasing activity around this product. Altered incentive plans, awarding 15% more for favored product and 25% less on other products. Developed status reports and tied annual staff award trip to volume of high-return product sold.

CAREER HIGHLIGHTS

Private Industry Experience

Chief Financial Officer, O1 Communications, Inc., 2005 – Present. Oversee all aspects of accounting and reporting for a Holding Company and five subsidiaries. Responsible for selection and oversight of external auditors. Direct preparation of quarterly and annual tax returns. Manage all banking relationships, treasury and cash management functions. Create regulatory policy for interaction with federal and state agencies. Oversee internal and external attorneys. Manage human resources function including employee benefits and compensation plans. Guide development of new products and pricing. Manage a staff of between 8 - 11 employees.

Chief Financial Officer/Wholesale Implementation Director, Wachovia Small Business Capital (WSBC), 2000 – 2005. Manage all administrative, financial, and infrastructure activities including management reporting, communications, partnerships, and strategic implementation for \$137M division of \$20B Wachovia Bank. Manage budget/reporting and 12 finance professionals. Primary liaison to government regulators/auditors. Manage \$1.4B sold-loan portfolio including investor relations department, financial reporting and valuation process.

Financial Planning Manager, WSBC, 1999 – 2000. Directed internal budgeting process including distribution of financial reports to all WSBC. Ensured compliance with all financial policies. Managed two financial analysts.

Promoted from Financial Analyst, WSBC, 1998 – 1999. Prepared and compiled annual budget and all corporate financial reports and schedules. Reviewed financial transactions and reported on discrepancies.

Public Accounting Experience

Staff Auditor, California State Auditor's Office, 1996 – 1998. Performed variety of complex financial/consultative audits and reviews for state agencies. Created reports for use by the state legislature.

Senior Accountant, Gordon, Odom, & Davis, Inc., CPAs (now Moss Adams), 1993 – 1996. Planned and completed audits and tax returns for clients in diverse industries including financial institutions, medical environments, construction, and professional service corporations.

Other Industry Experience

Board of Directors Member, 2012 – 2016. Served on the Board of Directors for Rescue Products Inc., an El Dorado Hills based start-up. Responsible for Financial oversight and guidance

SUMMARY

Accomplished attorney with 29 years of broad-based experience and expertise, including more than 24 years in the communications industry with direct responsibility for a diverse set of regulatory and administrative law, compliance, contract and policy issues with competitive local and interexchange carriers, including AT&T and MCI and five additional years of law firm experience, representing enterprise and small business clients in civil litigation. Managed teams of subject matter experts, company personnel and regulatory counsel in significant litigation and projects. Proven track record of identifying risks and opportunities, developing strategies, carrying out those strategies, leading others and obtaining outstanding results. Licensed in Colorado. Eligible for in house license in most states.

Areas of Expertise:

- Vice President of Regulatory and Public Policy at O1 Communications, Inc.
- Senior Attorney at AT&T and MCI and Associate General Counsel at 360networks
- Significant regulatory experience, including trial experience before state utility commissions
- Ensuring full compliance with state and federal regulatory laws
- Negotiated customer and carrier contracts, franchise and pole attachment agreements

PROFESSIONAL EXPERIENCE

O1 Communications, Inc. **2012 to present**
Counsel and Vice President of Regulatory and Public Policy

360networks Corp. **2006-2011**
Associate General Counsel

In both companies, created regulatory structure for competitive local exchange carrier (CLEC) and for wholesale Voice over Internet Protocol (VoIP) provider business from the ground up. Responsible for all aspects of continuing compliance with federal and state utility regulation as well as international regulation to the extent applicable. Supported day-to-day operations of product development, carrier to carrier and customer contract negotiation, tax, billing, inter-carrier compensation, customer service, number porting, number administration and network operations personnel with regard to regulatory issues. Responsible for obtaining and managing interconnection agreements, including VoIP traffic exchange and IP to IP interconnection agreements with other carriers. Created process and oversee personnel responsible to respond to court orders and law enforcement subpoenas. Managed outside counsel. Represented both companies before state commissions and the Federal Communications Commission and in industry coalitions. Managed regulatory process for sale of 360 to Zayo.

MCI, Inc. **2001-2006**
Senior Attorney

Represented MCI with regard to regulatory matters and proceedings in the western states, particularly Washington and Oregon. Tried state commission litigation, including that relating to Qwest's entry into the long distance market, incumbent local exchange carrier (ILEC) wholesale cost

proceedings, competitive classification proceedings and MCI's sale to Verizon. Served as liaison between MCI and state commission staff with regard to rulemakings and consumer issues. Negotiated interconnection agreement amendments and disputes between MCI and Qwest and MCI and Verizon.

AT&T Corp.
Senior Attorney

1996-2001

Tried arbitrations arising out of the federal Telecommunications Act of 1996 before several western state commissions between AT&T and US WEST and AT&T and GTE. Obtained certifications for AT&T's entry into the local exchange market. Represented AT&T in state commission proceedings to develop rules governing the mediation and arbitration of interconnection agreements as well as those governing CLECs. Tried state commission litigation developing cost models for ILEC wholesale products and universal service. Represented AT&T in state regulatory proceedings relating to AT&T's purchase of TCI, US WEST's sale to Qwest and Qwest's entry into the long distance market. Served as liaison between AT&T and state commissions with regard to consumer issues.

Faegre & Benson, LLC

1991-1996

And predecessor firm Dixon and Dixon, PC

Handled employment law, insurance coverage and general civil litigation matters for small business and enterprise clients.

Colorado Court of Appeals
Law Clerk to Honorable Leonard P. Plank

1990-1991

EDUCATION

Juris Doctor, 1990, University of Denver, Denver, Colorado. Served on Student Bar Association; Received two *American Jurisprudence Awards*; Top 25% of class.

Bachelor of Science, 1985, Minnesota State University Moorhead, Moorhead, Minnesota. Graduated *Summa Cum Laude*.

James Mertz

4550 Lakefield Bend
Berkeley Lake, Georgia 30096
770-789-8161
jamesmertz@comcast.net

2012 – Present O1 Communications, Inc.

Vice President of Industry Affairs

O1 Communications, Inc. and its affiliates are certified telecommunication carriers in thirteen states. O1 Communications, Inc. was founded in 1998 and operates in California.

I am responsible for addressing and resolving complex telecommunication issues for the company and its affiliates. My responsibilities include:

- Advising the CEO, CFO, SVP Marketing, VP Network and Legal Counsel on telecommunication issues
- Managing and implementing state & federal regulatory policy
 - Review and advise leadership on state and federal regulatory policy
 - Advise leadership on legislative process and issues
 - Testify before state utility commissions and courts
 - Participate in calls with the FCC
 - Represent company in state trade organizations
 - Responsible for managing state and federal tariffs
- Negotiating with other Telecommunication Carriers
 - Negotiated seven Interconnection Agreements with ILECs
 - Negotiated Traffic Exchange Agreements with CLECs
 - Negotiated settlements to business issues with other telecommunication carriers
- Working with customers, CLEC and ILECs to resolve customer, network & business operational issues

2011 Pac-West Telecom, Inc.

Vice President of Regulatory Affairs

Pac-West Telecom, Inc. was a CLEC that had been purchased by investors.

I reported to the CEO.

I managed the Legal, Regulatory and Government Affairs activities for the company. My responsibilities included:

- Advising the CEO on the status of regulatory and legal activities affecting the company
- Hiring and managing outside counsel
- Advising and directing employees on operational issues impacting the company
- Resolution of customer issues
- Settling outstanding business issues with other telecommunication carriers
- Advising the CEO on the regulatory transfer of control process when the company was sold to a CLEC

2005 – 2010 Hypercube Telecom, LLC

Vice President of Regulatory and Government Affairs

Hypercube Telecom, LLC is a CLEC certified in 44 states and was spun off from KMC Telecom in 2005. The company began with minimal revenue and grew to over \$70 million in annual revenue. Below is a list of my responsibilities:

- Support Product development
 - Analyze ILEC, CLEC and IXC tariffs
 - Analyze wireline and wireless Interconnection Agreements
 - Identify Market Opportunities
 - Prepare Cost Analysis for Marketing and Finance
- Support the Network Organization on the efficient deployment of resources
- Negotiate Interconnection Agreements with ILECs
- Negotiate Switched Access Agreements with IXCs
- Negotiate Traffic Exchange Agreements with CLECs
- Prepare, File and Maintain Interstate and Intrastate Local, LD and Access Tariffs
- Led Litigation efforts with IXCs for unpaid access charges
 - Testify in Court Proceedings and before State Regulatory bodies
- Review FCC NPRMs and Comments filed by interested parties
- Develop and file Hypercube's FCC Comments
- Prepare and present Hypercube's FCC Ex Parte Presentations
- Monitor State Regulatory Proceedings and participate where needed to advance Hypercube's interests
- Monitor State & Federal Legislative Activity and participate where needed
- Prepared and file FCC and State Compliance Reports
- Administered Hypercube's Numbering resources with NANPA

2001 – 2005 KMC Telecom

KMC Telecom was the largest privately held CLEC before it sold portions of its business to entities acquired by CenturyLink and Level 3.

Director of Regulatory and Government Affairs

- Held positions in Regulatory & Government Affairs, Finance and Business Development while at KMC Telecom
- Responsible for developing strategies to ensure profitable relationships with cable companies, wireless companies, IXCs, ILECs, CLECs and ICOs
- Regulatory representative to the new Product development team
- KMC Telecom's lead negotiator at the Intercarrier Compensation Forum held in Washington D.C.
- Led the Revenue Recovery team in collecting \$22 million in switched access and reciprocal compensation of which \$12.8 million was more than 90 days past due
- Led the implementation of TEOCO's BillTrak Pro System used for electronic management of \$82 million in interconnection costs
- Reduced KMC Telecom's interconnection costs by ten percent (\$8.1 million) within six months of implementation of BillTrak Pro
- Testified before the State Regulatory Commissions during the ICA Arbitrations with BellSouth

1979 – 2001 AT&T

Vice President of Government Affairs

- Held positions in Regulatory & Government Affairs, Finance, Marketing and Network while at AT&T
- Supported the planning and implementation of AT&T's first local service offerings, wireless service deployment and cable acquisition
- Directed Legislative Activities for nine state
- AT&T's Lobbyist for Georgia
- Developed public policy and testified before eight state regulatory Commissions
- Chaired a telecommunications industry committee formed by the Georgia PSC
- Negotiated agreements with the ILECs and small ICOs
- Prepared and presented income statements and balance sheets to state regulatory commissions
- Designed, developed and implemented computer applications for AT&T's network

Education

M.B.A. Finance
B.S. Mathematics

Georgia State University
University of Georgia

Nathan Lighthouse

9494 Stewarton Ct
Sacramento, CA 95829
Home 916.233.4554
Cell 916.730.5829
nate@jynxd.net

OBJECTIVE: My desire is to secure a position with a stable company with a commitment to growth. I would be delighted in contributing to the success of your company's development. I possess over 18 years of telecom experience.

EMPLOYMENT: **O1 Communications**
ENGINEERING MANAGER
JULY 2019 TO PRESENT

- Monitor the current network design and deploy necessary equipment infrastructure to maintain the best possible uptime on the network.
- Design the network and deploy equipment to new colocation facilities needed for expanding into new areas.
- Gather data from other departments to determine where the best deploy new or additional hardware resources.
- Audit circuit costs and contracts and negotiate better terms with vendors.

SR. VOICE SERVICES ENGINEER
MAY 2012 TO JULY 2019

- Install, configure, manage and maintain telecom equipment including Alcatel Lucent 5010, Alcatel 1677SL Sonet, Performance Technologies Segway Pointcode Emulator, Cisco ONS 15454, Adtran MX2800 MUX, Lucent APX 8000.
- Order circuit cross-connects between the customers equipment and O1 equipment.
- Manage capacity of equipment and recommend augmenting or installing additional equipment.
- Create and execute Methods of Procedures (MOP)
- Visit remote sites to install new equipment, move circuits or add new cards.
- Work with customers directly to install private peering circuits
- Provider tier 3 support to the NOC on escalated trouble tickets.
- Train NOC Engineers on the equipment I manage and maintain.

VOICE ENGINEER
AUGUST 2008 TO MAY 2012

- Manage and maintain telecom equipment including Alcatel Lucent 5010, Alcatel 1677SL Sonet, Adtran MX2800 MUX, Lucent APX 8000.
- Manage capacity of equipment and recommend augmenting or installing additional equipment.
- Execute Methods of Procedures (MOP)
- Provider tier 2 support to the NOC on escalated trouble tickets.
- Train NOC Engineers on the equipment I manage and maintain.

ASSISTANT MANAGER NETWORK OPERATIONS
MAY 2004 TO AUGUST 2008

- Supervision of all personnel and processes in the Network Operations Center
- Assist in all training of NOC personnel
- Evaluate and guide all NOC personnel performance
- Strong technical knowledge in Lucent NAS, Radius and Cisco router support
- Receiving and working through customer escalation issues
- Manage department, provider and customer contacts and relations

- Enforcing department and company policies and procedures
- On call assistance to the NOC

**NETWORK OPERATIONS TECHNICIAN
OCTOBER 2002 TO MAY 2004**

- Verify T1 and DS3 status and IP routing within Cisco routers.
- Provide timely, accurate and consistent communication to the customer.
- Answer incoming customer calls and create tickets on repair issues.
- Initiate carrier and vendor tickets on customer circuit issues.
- Coordinate, troubleshoot and repair circuit issues with carriers and vendors.
- Perform monitoring of all customer circuits for quality and availability.
- Maintain and record timely updates on all repair tickets.
- Perform acceptance testing of circuits with carrier and vendors.
- Initiate and manage escalations with carriers and vendors as required by internal and external SLAs.
- Provide initial troubleshooting of Telecom, IT and Network Engineering services.
- Work with field service providers on new installs and repair issues.
- Process abuse complaints and provide radius records to requestor.

EDUCATION:

University of Phoenix (Graduated 2008)
Degree: B.A. Information Technology

Sierra Community College, Rocklin, CA (Graduate 1995)
Degree: A.A. in Liberal Arts

Turbo Pascal, Data Structures, Turbo C and Intro to Electronics. Completed classes for transfer to University of Phoenix, where I will complete BA in Information Technology.

**HFA of Florida LLC
Balance Sheet**

	2020	2021	2022
ASSETS			
Cash	\$ 85,000	\$ 90,000	\$ 135,000
Accounts Receivable	40,000	45,000	115,000
Total Current Assets	<u>125,000</u>	<u>135,000</u>	<u>250,000</u>
Other Assets	45,000	90,000	180,000
Total Non Current Assets	<u>45,000</u>	<u>90,000</u>	<u>180,000</u>
Total Assets	<u><u>\$ 170,000</u></u>	<u><u>\$ 225,000</u></u>	<u><u>\$ 430,000</u></u>
LIABILITIES & EQUITY			
Accounts Payable	\$ 65,000	\$ 50,000	\$ 105,000
Other Current Liabilities	40,525	77,628	135,151
Total Current Liabilities	<u>105,525</u>	<u>127,628</u>	<u>240,151</u>
Total Liabilities	<u>105,525</u>	<u>127,628</u>	<u>240,151</u>
Capital Stock	50,000	50,000	50,000
Cash Dividends Declared	-	-	-
RETAINED EARNINGS	-	14,475	47,372
Retained Earnings-Current Year	14,475	32,897	92,477
Equity Distributions	-	-	-
Total Equity	<u>64,475</u>	<u>97,372</u>	<u>189,849</u>
Total Liabilities and Equity	<u><u>\$ 170,000</u></u>	<u><u>\$ 225,000</u></u>	<u><u>\$ 430,000</u></u>

**HFA of Florida LLC
Income Statement**

	2020	2021	2022
REVENUE:			
US Origination and DIDs	52,500	110,250	275,625
International Origination and DIDs	10,500	22,050	55,125
US Toll Free	77,500	162,750	406,875
Other Services	19,375	40,688	101,719
Total Revenue	\$ 159,875	\$ 335,738	\$ 839,344
COST OF SALES:			
Total Cost of Sales	79,938	151,082	352,524
(Gross Margin)	\$ 79,938	\$ 184,656	\$ 486,820
OPERATING EXPENSES:			
Operating Expenses	23,981	50,361	142,688
Sales and Marketing	7,994	33,574	83,934
General and Administrative	15,988	33,574	100,721
Depreciation & Amortization	15,000	30,000	60,000
Interest	1,500	3,000	5,500
Income Taxes	1,000	1,250	1,500
Total Operating & Other expense	65,463	151,759	394,343
NET INCOME	\$ 14,475	\$ 32,897	\$ 92,477
Net income from HFA of Florida	14,475	32,897	92,477
EBIDTA - HFA of Florida	30,975	65,897	157,977