

State of Florida



Public Service Commission

CAPITAL CIRCLE OFFICE CENTER • 2540 SHUMARD OAK BOULEVARD
TALLAHASSEE, FLORIDA 32399-0850

-M-E-M-O-R-A-N-D-U-M-

DATE: January 15, 2026

TO: Adam J. Teitzman, Commission Clerk, Office of Commission Clerk

FROM: *(Rm)* Penny Mallow, Public Utility Analyst III, Office of Industry Development & Market Analysis

RE: Docket No. 20250148-TX-Application for certificate to provide local telecommunications service by Georgia Network Operations Company, LLC.

Attached is an update to the Full Name of company for Georgia Network Operations Company LLC and audited financial statements. Please add to docket file. If you have questions please contact me at 413-6586.

2
1/15/2026
PENNY MALLOW
CLERK
FPSC
20250148-TX-
GENEDE FPSC

Penny Mallow

From: Roland Hall <Hall@ahclaw.com>
Sent: Wednesday, January 14, 2026 3:47 PM
To: Penny Mallow
Subject: RE: Docket No. 20250148-TX
Attachments: GNOC - IXC Application -- 01-14-2026 (005).pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Penny,

The revised application for Georgia Network Operations Company LLC is attached. The company name has been revised on page 1 to reflect the correct name and punctuation. Notes have been included at the bottom of the attached financials to indicate that they are independently audited on a consolidated basis. Please let me know if any additional corrections are needed.

Thank you,

Roland
(404) 406-8594

From: Penny Mallow <pmallow@psc.state.fl.us>
Sent: Tuesday, January 13, 2026 2:35 PM
To: Roland Hall <Hall@ahclaw.com>
Cc: Rentfrow, Robert <robert.rentfrow@gasoc.com>
Subject: Re: Docket No. 20250148-TX

Roland,

Yes, as indicated on the application the financials should either be audited or be accompanied by a statement signed by either the CEO or CFO.

Thank you,

Penny Mallow	Public Utility Analyst
<p>Office of Industry Development & Market Analysis <u>2540 Shumard Oak Boulevard</u> <u>Tallahassee, FL 32399-0850</u> <u>(850) 413-6586</u></p>	

From: Roland Hall <Hall@ahclaw.com>
Sent: Tuesday, January 13, 2026 1:55:41 PM
To: Penny Mallow <pmallow@psc.state.fl.us>

Cc: Rentfrow, Robert <robert.rentfrow@gasoc.com>

Subject: RE: Docket No. 20250148-TX

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Penny,

I have received additional information from GNOC and its parent, Georgia System Operations Corporation (GSOC) regarding GNOC's financials. While we sent GNOC's stand-alone financials with the application, for auditing purposes, GNOC's financials are consolidated with those of GSOC, and the consolidated financials are independently audited. Should we send a signed statement for inclusion with the application that explains this? I apologize for the confusion.

Thank you,

Roland

From: Penny Mallow <pmallow@psc.state.fl.us>

Sent: Monday, January 12, 2026 12:04 PM

To: Roland Hall <Hall@ahclaw.com>

Cc: 'jeff.thompson@gasoc.com' <jeff.thompson@gasoc.com>; Rentfrow, Robert <robert.rentfrow@gasoc.com>

Subject: RE: Docket No. 20250148-TX

You don't often get email from pmallow@psc.state.fl.us. [Learn why this is important](#)

Roland,

A newly signed application is not required. However, the statement regarding the financials does need to be signed by either the CFO or CEO.

Thank you,



From: Roland Hall <Hall@ahclaw.com>

Sent: Friday, January 9, 2026 10:58 AM

To: Penny Mallow <pmallow@psc.state.fl.us>

Cc: 'jeff.thompson@gasoc.com' <jeff.thompson@gasoc.com>; Rentfrow, Robert <robert.rentfrow@gasoc.com>

Subject: RE: Docket No. 20250148-TX

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Penny,

We will make the changes to the application you set forth below.

Can we resubmit a copy of the current application with the corrected pages, or do we need to submit a newly signed application?

Thank you,

Roland



ROLAND F. HALL | Partner
100 Crescent Centre Parkway | Suite 625 |
Tucker Georgia 30084
Direct: (470) 579-6654
hall@ahclaw.com | www.ahclaw.com

This e-mail message (and any attachments) may contain confidential and privileged information solely for the intended recipient's use. If you received this message in error, please delete this message and notify the sender.

From: Penny Mallow <pmallow@psc.state.fl.us>

Sent: Thursday, January 8, 2026 10:41 AM

To: Roland Hall <Hall@ahclaw.com>

Cc: 'jeff.thompson@gasoc.com' <jeff.thompson@gasoc.com>; Rentfrow, Robert <robert.rentfrow@gasoc.com>

Subject: Docket No. 20250148-TX

You don't often get email from pmallow@psc.state.fl.us. [Learn why this is important](#)

Roland,

I am in receipt of Georgia Network Operations Company's application for certificate of authority to provide telecommunications service in the state of Florida. A review of the application revealed the following items that require correction:

1. The company name on the application is Georgia Network Operations Company, LLC. The company name according to the Florida and Georgia Division of Corporations is Georgia Network Operations Company LLC. The discrepancy is with the comma between Company and LLC. Please update either the Division of Corporations, or the application to reflect the correct name and punctuation.
2. Three years of financials were provided with the application, however the financials were not audited. 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 the chief financial officer affirming that the financial statements are true and correct.

To keep this docket on the February 3rd Commission Conference agenda, the corrected documentation must be received by January 15, 2026.

Thank you for your prompt attention to this matter,

Penny Mallow

Public Utility
Analyst

Office of Industry Development & Market Analysis



**FLORIDA PUBLIC
SERVICE COMMISSION**

2540 Shumard Oak Boulevard

Tallahassee, FL 32399-0850

(850) 413-6586

FLORIDA PUBLIC SERVICE COMMISSION
OFFICE OF INDUSTRY DEVELOPMENT
AND MARKET ANALYSIS

**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**

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:

Georgia Network Operations Company LLC

2. The Florida Secretary of State corporate registration number:

M25000013507

3. F.E.I. Number: 82-1555793

4. Structure of organization:

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

Corporation
Foreign Corporation
Limited Liability Company
Sole Proprietorship

General Partnership
Foreign Partnership
Limited Partnership
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:

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

(a) This application:

Name: Roland Hall
Title: Partner
Street Address: 100 Crescent Center Pkwy STE 625
Post Office Box:
City: Tucker
State: Georgia
Zip: 30084
Telephone No.: 770-818-4444
Fax No.: _____
E-Mail Address: Hall@ahclaw.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: Jeffery Thompson
Title: VP, Chief Legal, Finance, and Compliance Officer
Street Address: 2100 E. Exchange Place
Post Office Box:
City: Tucker
State: Georgia
Zip: 30084
Telephone No.: (770) 270-7200
Fax No.: (770) 270-7872
E-Mail Address: jeff.thompson@gasoc.com
Company Homepage: gasoc.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: Robert Rentfrow
Title: Senior Staff Attorney – Manager of Procurement and Records Management
Street Address: 2100 E. Exchange Place
Post Office Box:
City: Tucker
State: Georgia
Zip: 30084
Telephone No.: (770) 270 7200
Fax No.: (770) 270-7872
E-Mail Address: robert.rentfrow@gasoc.com

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

Street address: 2100 E. Exchange Place
City: Tucker
State: Georgia
Zip: 30084
Telephone No.: (770) 270-7200
Fax No.: (770) 270-7872
E-Mail Address: robert.rentfrow@gasoc.com

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

(a) **operated as a telecommunications company.** 41255- Georgia

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

(c) **been certificated to operate as a telecommunications company.** 41254- Georgia

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

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

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

8. 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.

9. 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.
- (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.
- (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.

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

Website – Please provide Website address: _____

Other – Please provide address:

Georgia Network Operations Company

2100 E. Exchange Place,
Tucker, Georgia 30084

Copies of the tariffs or price lists will also be provided upon request by mail or email.

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.

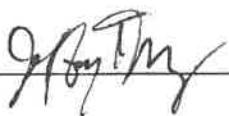
APPLICANT ACKNOWLEDGEMENT: By my signature below, I, the undersigned owner or officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical ability, managerial ability, and financial ability to provide telecommunications 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:	Jeffery Thompson
Title:	VP, Chief Legal, Finance, and Compliance Officer
Telephone No.:	(770) 270-7200
E-Mail Address:	jeff.thompson@gasoc.com

Signature:  Date: 12-16-25

CERTIFICATE TRANSFER

As current holder of Florida Public Service Commission Certificate Number _____, I have reviewed this application and join in the petitioner's request for a transfer of the certificate.

COMPANY OWNER OR OFFICER

Print Name: _____

Title: _____

Street/Post Office Box: _____

City: _____

State: _____

Zip: _____

Telephone No.: _____

Fax No.: _____

E-Mail Address: _____

Signature: _____ Date: _____

Managerial, Technical and Financial Ability

Applicant (GNOC) is a wholly-owned subsidiary of Georgia System Operations Corporation (GSOC), a cooperative that manages and monitors the electric generation and transmission for 38 of Georgia's electric membership corporations. GSOC is the parent company and sole member of Applicant. In support of its application, Applicant is submitting the attached resumes of employees of GSOC that perform managerial and technical services for Applicant. As shown below, some of these employees are also officers of GNOC. All such individuals have authorized the use of their resumes for purposes of Applicant's submission of this application.

Managerial Ability:

Gregory S. Ford, President & CEO (GSOC); President (GNOC)

Nathan L. Brown, P.E., Executive VP/COO (GSOC); Senior Vice President (GNOC)

Jeffery L. Thompson, VP, Chief Legal, Finance & Compliance Officer (GSOC); VP, Business Operations (GNOC)

Technical Ability:

Matt Hyatt, Vice President, Power Technology (GSOC)/Vice President, Technology (GNOC)

John Pirtle, Director, Networks & Telecommunications (GSOC)

Mark Bowman, Manager, Network Engineering (GSOC)

GREGORY S. FORD

OVERVIEW

President & CEO

Seasoned hands-on executive with proven leadership, decision-making, strategic planning, and communication skills.

An energetic and results-driven senior executive with a demonstrated record of designing, building, and collaborating with Member Systems to realize the visions of electric utility operations and strategic platforms. A communication style that takes complex data and information down to a meaningful topic. Able to converse with regulatory and business leaders to promote programs benefiting the needs of our Members. Collaborative approach to meeting the needs of Members, customers, and the needs of the organization.

EXPERIENCE

Georgia System Operations Corporation

February 1997 to Present

President & CEO, April 2007 to present

- GSOC named among the Best Places to Work in Georgia by Georgia Trend Magazine 2017.
- Accountable to the Board of Directors, responsible for strategic direction, vision, leadership, and general management of the GSOC organization to achieve the company's goals and objectives.
- Fostering a good working relationship between Oglethorpe Power Corporation, Georgia Transmission Corporation, Georgia Electric Membership Corporation, and the EMC members in providing highly technical services with high value at economic costs.
- Electric SubSector Coordinating Council Member CEO – Representing the Cooperative sector
- Providing leadership to Telecommunications as it supports GTC/OPC/Members' communication needs, utilizing state-of-the-art technologies such as fiber optics.
 - Directed the development of a subsidiary company, Georgia Network Operations Corporation, for the benefit of our Members in the development and operations of a fiber optic network.
- Providing leadership, fiscal responsibility and strategic development to all of Georgia System Operations Corporation, which includes Bulk Electric System Operations and Shared Services Administration, and IT for over 250 associates.
- Developing and maintaining a Georgia Power/Southern Company relationship that allowed for the negotiation of the operational Control Area Compact, the extension of Compact, and an agreement for handling energy losses and schedules within the Southern Company Balancing Area. These negotiations resulted in savings to the EMCs of more than \$100 million dollars over an 8-year period.
- Providing leadership and direction in establishing GSOC's Compliance Program to meet FERC/NERC/SERC's ERO requirements. Separating daily operations from compliance monitoring and oversight to foster a Culture of Compliance.
 - Representing GSOC to SERC in Reliability matters and holding the position of Coop Sector Board of Director. Past Chairman of the Board of Directors and past Chair of the SERC Board Compliance Committee.
 - Representing the Cooperative Sector at the national level to NERC on the Member Representative Committee.
- Providing leadership to the generation and energy supply Scheduling Process to allow Members to economically meet their energy needs.
- Providing leadership in Transmission Operations to help improve results over multiple years and meet present SAIDI/SAIFI goals.
- Guiding GSOC in the development and implementation of a formal Enterprise Risk Management approach to manage and mitigate internal/external risks.
- Directed the efforts in GSOC in applying for and receiving a \$6 Million dollar Department of Energy Grant to upgrade systems to meet the changing NERC standards in Bulk Operations and Cyber Security and provide EMC members with additional operational information.
- Provided leadership through 3 major and 1 Y2K upgrades to the GSOC Energy Management System.
- Represent the FOC on the American Red Cross Blood Services Board of Directors and achieved the Red Cross's Bloodhound award

PHONE: (770) 270-7955

E-MAIL – greg.ford@gasoc.com

Vice President System Operations, July 2002 to April 2007

- Provided leadership and strategic development to System Operations for change to take our EMCs to the next level.
- Worked directly with GSOC's President & CEO in providing strategies and directional leadership for its Board of Directors and EMC members.
- After exploring several options to supply operating reserves for our system, operationally strategized and lead the process that created a 300MW Reserve Option deal with Florida Power & Light (Change to allow greater flexibility for our Members).
- To provide the final step, GSOC had to be recertified by SERC for Control Area Operations. Provided the leadership to meet this challenge and gave Georgia Power notice of cancellation for the Revised and Restated Control Area Services Agreement (RCSA).
- By canceling the RCSA and having the option to provide the services on GSOC's own as a Separate Control Area, GSOC was able to negotiate a better deal for its EMC Member Systems. The Control Area Compact will save GSOC's Members over \$100 million over the life of the contract and its extension.
- Continuing to provide leadership in SERC, represented GSOC at the Board level and represent the Cooperative Sector and served as Vice Chair of the SERC Compliance Committee.
- Served as Chair for the Southern Sub Region Security Coordinator Committee (OPC/GTC/GSOC, Southern Co., MEAG, SMEPA, AEC, SEPA, and Constellation Dispatch and Control).

Director System Operations, July 2000 to June 2002

- GSOC's number one strategy effort was coming together. Provided the leadership which allowed GSOC to be audited and certified to begin operating as a Separate Control Area in 2001.
- Provided strategy and leadership for the communication, development and implementation for several new phases of the Separate Scheduling Member process:
 - Allowing Multiple Scheduling Member groups with an OPC Pool
 - Providing a mechanism that created a dynamically scheduling member group
 - All Members in a scheduling member group with no OPC Pool
- Actively participated in NERC/SERC-level activities. As a member of the NERC Control Area Criteria Task Force, helped to formulate the industry model that is being implemented today as part of the NERC ERO process. Continued to provide leadership in SERC and the Southern Sub Region Security Coordinating Committee by representing the Family of Companies on the Operating Committees.

Manager System Operations, August 1997 to June 2000

- Provided the leadership and coordination with Harris Corporation as GSOC made all necessary enhancements to our Energy Management System to meet the challenges of Y2K with no problems.
- Strategic planning paid off as GSOC took control of GTC Sub Stations in 1998 and we have realized over 55% reduction in outage minutes to our Member Systems.
- Provided strategy and leadership to Members and OPC in allowing the Member Scheduling group's the ability to exercise their rights towards separately scheduling the OPC owned generation resources and supplying additional energy from third party power marketers to meet their load requirements.
- Provided strategy and direction to meet control area operational criteria, as Operations worked with EMC members and OPC to provide GSOC the control of Dispersed Generation and Automatic Generator Control (AGC) to OPC's power plants. Without this control, Control Area certification would not have been possible.

Operations Engineer, February 1997 – August 1997

- Assisted in the creation of the Southern Sub-region Security Coordination Agreement and provided the leadership for operational protocol within GSOC.
- Assisted in the negotiations of the Revised & Restated Coordinated Services Agreement (RCSA) and lead the implementation activities for operations under the RCSA.
- Representative for Oglethorpe Power Company on the SERC Operating Committee

Florida Power & Light, Miami, Florida*August 1986 to February 1997***Engineer/Supervisor/Switching Coordinator**

- Chair for FPL's Corporate Switching program
- Dispatched 18000+MW system to meet NERC Operating standards
- Managed a \$5 million Protection and Control budget for capital upgrades and improvements
- Supervised and performed the installation, maintenance, troubleshooting and repair of all protective relay and control equipment including load control, telemetering, RTUs and fault recording devise pertaining to steam generators, gas turbines, 500/240/138kv Transmission switchyards and 23 & 13kv distribution stations.

Alabama Power Company, Birmingham, Alabama*1982 to 1986***Co-op Engineer**

Worked in Substation Design and Transmission Line Construction, assisting in the design and drafting of major station and transmission line improvements.

EDUCATION AND CERTIFICATION**Auburn University, Auburn, Alabama, August 1986**

- Bachelor of electrical engineering with power option
- Cooperative education certificate
- Professional Engineer license – State of Florida (currently inactive)

PERSONAL

- Member of St Mark's Catholic Church
- Board of Directors for the GEMC Credit Union
- American Red Cross Biomed Board of Directors
- Member of the Loganville High School Leadership Council for 4 years, 2008-2012 school years.
- Member of and held the office of VP and President for 2 years each of the LHS TD Club.

NATHAN L. BROWN, P.E.

E-Mail: nathan.brown@gasoc.com

Phone: (770) 270-7902

Executive Summary:

Electric utility executive with over 30 years of generation and transmission electric cooperative experience. Strategically focused leader with a history of building strong and diverse teams capable of developing creative solutions to complex challenges. Direct experience includes extensive background in safety, environmental compliance, power production, system planning and operations, power supply, power marketing, fuel procurement and delivery, generation and transmission regulatory activities, NERC/CIP compliance, wholesale rates, member services, renewables, economic development, information technology systems, communication networks, and distributed generation. Also have considerable experience with financing activities related to electric generation and transmission cooperatives including the Rural Utilities Service, rating agencies, and short-term and long-term lenders. Experience includes coordinated efforts to secure project financing for large projects, improve overall financial ratings, and achieve the strategic initiatives of the cooperatives.

Experience:

11/22 to Present

Georgia System Operations Corporation (GSOC), Tucker, GA

Executive Vice President/Chief Operating Officer

Responsible for ensuring the safe, reliable, and efficient operation of member-owned generation, transmission, and communications facilities used to serve the needs of thirty-eight electric membership cooperatives in the state of Georgia. Responsibilities include management of three control centers and supporting staff that are responsible for ensuring overall system reliability for our member-owners.

Member resources include approximately 12,000MW of owned and controlled generation resources and approximately 5000 miles of transmission lines, which are operated in coordination with other owners of the Integrated Transmission System within the state of Georgia.

San Miguel Electric Cooperative, Inc., Christine, TX

5/21 to 11/22

General Manager/CEO

Position responsible for the overall management of the generation and transmission electric cooperative consisting of a 391MW lignite-fueled power plant, a lignite mine, and associated transmission facilities, which are operated within the footprint of the Electric Reliability Council of Texas (ERCOT) electricity market. San Miguel has 168 plant-site employees, and its mining contractor has approximately 315 mine-site employees that support the overall operation of the facility. Responsibilities included overall responsibility for the safety of employees and the public; environmental compliance; power production, operations, and maintenance; mining contract administration;

NERC compliance; wholesale rates and billing; and cooperative financing activities including the Rural Utilities Service, various lenders, and rating agencies. Also was responsible for the overall strategic planning activities of the cooperative.

Cooperative Energy, Hattiesburg, MS; formerly South Mississippi Electric Power Association (SMEPA)

10/07 to 1/21

Senior Vice President and Chief Operating Officer:

Chief Operating Officer (10/07 thru 6/16)

Position was part of the executive management team for the cooperative providing a significant contribution with primary responsibility for the overall planning and operation of the generation and transmission system. The Cooperative Energy system includes approximately 2600MW of owned and controlled generation resources, including a jointly owned nuclear facility, and approximately 1850 miles of transmission lines, most of which are operated within the footprint of the Midcontinent Independent System Operator (MISO). Cooperative Energy is also a transmission dependent utility utilizing transmission facilities of Entergy Mississippi and Southern Company to serve member load under various contractual arrangements.

Responsibilities included overall responsibility for the safety of employees and the public; environmental compliance and data reporting; power production, including planning, construction, operation, and maintenance of Cooperative Energy owned generation resources totaling approximately 2300MW; system operations and planning; communications systems planning, construction, and maintenance; power marketing and power purchase/sales contracts; fuel procurement, delivery, and storage; information technology systems; transmission policy and regulatory activities; NERC operations, planning, and CIP compliance and reporting; development of cost of service studies; and wholesale rates and billing. Also provided significant contribution to the overall strategic planning activities for the cooperative and participated in support of cooperative financing activities with various lenders, the Rural Utilities Service, and various rating agencies.

10/04 to 9/07

Manager of Power Supply

Contributed as part of the executive management team for SMEPA with primary duties consisting of managing a department of approximately thirty employees. Overall departmental responsibilities included system operations, control and computer systems, power purchase/sales contracts, transmission and generation resource planning, NERC compliance, regulatory, wholesale rates, and billing.

11/00 to 10/04

Director of Transmission Planning

Primary duties included supervision of personnel and directing all activities related to transmission planning, operations planning, coordination of distribution system planning, system metering, SCADA, and application of under-frequency relays.

7/93 to 11/00

Planning Engineer / Planning & Metering Engineer (4/95)

Primary duties included performing load flow studies used to develop yearly Summer Operating Guides, five-year Construction Work Plans, and Long-Range Transmission Planning Studies. Additional duties added in April 1995 consisted of supervising transmission planning and metering personnel, design, installation, and maintenance of revenue metering packages.

Ingalls Shipbuilding, Inc., Pascagoula, MS

1/92 to 7/93

Electrical Engineer

Worked in the Power Systems Engineering department providing engineering and field support for shipboard power and degaussing systems for naval ships.

Board & Committee Experience:

Georgia System Operations Corporation (GSOC)

Georgia System Operations Corporation Board of Directors (11/22 to present)

San Miguel Electric Cooperative, Inc.

San Miguel Electric Cooperative Board of Directors (5/21 to 10/22)

Cooperative Energy, formerly South Mississippi Electric

Cooperative Energy Board of Directors (10/04 to 1/21)

North American Electric Reliability Corporation (NERC)

Reliability and Security Technical Committee Representative (1/23 to present)

SERC Reliability Corporation (SERC)

SERC Board of Directors Representative (10/04 to 1/21)

SERC Board Executive Committee Representative (6/08 to 1/21)

Human Resources and Compensation Committee (6/16 to 1/21)

ACES Power Marketing (ACES)

Board of Directors Representative (11/12 to 2/14)

Board of Directors Alternate (3/14 to 1/21)

Education:

Master of Business Administration, University of Southern Mississippi, December 2021.

Master of Science in Electrical Engineering, Mississippi State University, May 2002.

Bachelor of Science in Electrical Engineering, Mississippi State University, December 1991.

Leadership & Professional Affiliations:

Registered Professional Engineer – State of Mississippi # 13162

NRECA, The Lewis & Clark Leadership Experience, 2019

NRECA, The Gettysburg Leadership Experience, 2016

Louisiana State University, Executive Management, 2012

JEFFERY L. THOMPSON

(770) 270-7374 • jeff.thompson@gasoc.com

Work History

Vice President, Chief Legal, Finance & Compliance Officer (CLFCO), 12/2022 to Current Georgia System Operations Corporation – Tucker, GA

Responsible for handling corporate-wide legal, financial, and compliance matters and concerns of GSOC, both industry-specific to the electric utility industry and general business concerns. Provide advice to GSOC's Board, executive management, and staff with respect to the legal ramifications of GSOC's activities to make them aware of the legal risks associated with specific matters and collaborate with them to find solutions that meet GSOC's business needs while mitigating legal risks.

Oversee the various legal activities being performed by various outside legal firms providing services to GSOC and certain legal activities of Oglethorpe Power Corporation and Georgia Transmission Corporation, to assure consistency, information sharing, and economies of scale.

Managing Partner, 07/1999 to 11/2022

Constangy Brooks Smith & Prophete LLP - Macon, GA.

Office head for the Macon office managing attorneys, paralegals, and support staff.

Executive committee member for the last six years (two terms), providing strategic planning for the entire firm of approximately 200 lawyers in 27 offices all over the country with \$75 million in revenue.

Provide advice to clients in all areas of labor and employment law, risk management, regulatory compliance, contract writing and interpretation and representation before multiple federal and state regulatory agencies.

Specialize in providing legal advice to most of the Electric Cooperatives in Georgia and Alabama.

Partner, 01/1989 to 07/1999

Haynsworth Baldwin LLC - Macon, GA.

Provided general legal advice (first as an associate, then as a partner) and consultation for clients from multiple industries, including electric power, manufacturing, healthcare, and professional associations.

Associate, 08/1988 to 01/1989

Muller & Mintz - Miami , FL.

Associate with general practice and labor/ employment firm providing legal advice to multiple industries including Florida Power and Light.

Law Clerk, 09/1987 to 08/1988

Judge James R. Tuten- Brunswick, GA

Clerk for Superior Court Judge providing consultation, drafting orders and reviewing briefs/ motions and other similar duties.

Private Investigator and Bounty Hunter, 12/1982 to 08/1985

Self-employed - Macon, GA.

Performed private investigatory services for industrial clients. Provided security services, audits, and undercover work for various clients. Also worked as a bounty hunter, apprehending suspects who failed to appear in court.

Education

Mercer University - Macon, GA

J.D.: Jurisprudence, 05/1987

Mercer University School of Law - Macon, GA.

Bachelor of Arts: Sociology, 05/1982

Mercer University - Macon, GA.

Affiliations

General Counsel:

- Georgia Mining Association
- Georgia Employers Association
- Macon-Bibb Equal Opportunity Council (Head Start)

Board of Directors:

- Rescue Mission of Middle Georgia
- Georgia Employers Association

Awards & Professional Engagements

Awards:

- Best Lawyers in America
- Top 150 Lawyers in Georgia
- Associate Member of the Year 2022 for Georgia Mining Association

Professional Engagements:

- Extensive speaking engagements on various legal topics including speaking yearly at both GEMC and AREA association meetings providing legal and regulatory updates.
- Motivating today's Electric Cooperative employees.



MATT HYATT 770-270-7483

matt.hyatt@gasoc.com



Proven and experienced leader who enjoys collaboration and building productive teams with 20+ years' experience in Power Control Systems and 30+ years in Information Technology.

Experienced technology strategist with a well-rounded technical background in **Information Technology, Regulatory Compliance, Cyber Security, Telecommunications, Operations Centers, Datacenters, Virtualization, Servers, Storage, and Network Operations**, with a focus on creating positive corporate culture and business capabilities.

Highlights

- Focused on People through professional development, recognition, training, retention, and recruitment.
- Ability to cast vision and build effective strategies.
- Ability to perform analysis of organizational effectiveness.
- Ability to lead diverse teams across organizational or company boundaries.
- Holds self, leaders, and staff accountable to set and achieve high standards.
- Values the sharing of knowledge to grow bench strength and resiliency.
- Capable of setting and achieving strategic goals; On schedule and within budget.
- Experienced facilitator and public speaker with a well-known, positive, industry reputation.

Experience



Vice President, Power Technology, Georgia System Operations Corporation Vice President, Technology, Georgia Network Operations Corporation

Dates: 2024 – Present (Duration: ~2 years) – Tucker, GA

Provides strategic direction and leadership for Power Technology supporting GSOC and its stakeholders; including but not limited to, the EMCs (Local Power Companies), the Family of Companies, other member companies, and broadband customers. Sets strategic direction for the secure and reliable operations of the **Cyber Security, GSOC/GTC owned State-Wide Fiber Network, Energy Management Systems, Communication Systems, Operational Technology, and Datacenters**.

- Creates and develops relationships with members, stakeholders, peers, and FOC leadership.
- Works with other executive leadership and to develop and set appropriate strategic direction and goals.
- Regularly represents GSOC and Utility Industry at various utility industry conferences.
- Rural Broadband Expansion for underserved communities leveraging GSOC/GTC's Fiber Network.
- Responsible for operations and maintenance of GSOC's Disaster Recovery Facility.
- Regulatory Support – Response Coordination, NERC CIP Audit Support, GridEx, and Remediation.
- Holds primary NERC CIP Sr. Manager role for GSOC's NERC CIP Program.



Director, Power Technology Operations, Georgia System Operations Corporation

Dates: 2020 – 2024 (Duration: 4 years) – Tucker, GA

Provided strategic direction and leadership for Power Technology Operations department supporting GSOC and its stakeholders; including but not limited to, the EMCs (Local Power Companies), the Family of Companies, other member companies, and broadband customers. Responsible for setting strategic direction for the reliable operations of the **GSOC/GTC owned State-Wide Fiber Network, Communication Systems, Operational Technology, and Datacenters**. Other areas of responsibility included building and operating a 24x7 Operational Technology Control Center, Statewide Network Operations, Physical Security operations, Regulatory Compliance(NERC-CIP, FCC Primarily), Voice Communications, Telecom Billing, Telecom Contract Management, and Facilities Management.

NERC Chair, NERC CIP 2023-09 Standards Drafting Team – Focus on Cloud Technology

Dates: 2024 - Present (Duration: 2 years) - Atlanta-Buckhead, GA

Sets vision and strategy for the team and drafts modifications to NERC-CIP Standards representing the utility industry. Leads public meetings between Industry, FERC, NERC, other regulatory authorities. Leads large scale public industry webinars and technical conferences. Serves as a Subject Matter Expert for Energy Management Systems, Cyber Security, Network, Storage, Compute, Cloud Virtualization applied to Industrial Control Systems.

NERC Co-Chair, NERC CIP 2016-02 Standards Drafting Team – Focus on Virtualization Technology

Dates: 2016 - 2025 (Duration: 9 years) - Atlanta-Buckhead, GA

Sets vision and strategy for the team and drafts modifications to NERC-CIP Standards representing the utility industry. Leads public meetings between Industry, FERC, NERC, other regulatory authorities. Leads large scale public industry webinars and technical conferences. Serves as a Subject Matter Expert for Energy Management Systems, Cyber Security, Network, Storage, Compute, Cloud Virtualization applied to Industrial Control Systems.

TVA Transmission Engineering – Manager, Control Center Design & Special Projects (Engineering)

Dates Employed: 2016 – 2020 (Duration: 4 years) – Chattanooga, TN

Responsible for engineering industrial control systems for TVA's control center as well as specialized projects that affect the rest of TVA's control systems with a budget responsibility of around ~30m/year. This includes Control System Planning, Scheduling, Analysis Tools, SCADA Systems, RTU, Metering, Radio and Wireline Communications, etc. Managed daily operations for the Control Center Design and Special Projects team and coordinated team participation in project workflows (planning, engineering, implementation). Provided strategy and leadership for TVA's research and development test lab. Served as advisor for telecom capital projects and long-term telecom strategy and as a cross-organizational liaison between operations, software development, and engineering teams. Responsible for maintaining the Telecom and Control Systems training program. Served as a leader of TVA's Grid 2023 initiative, including the initial telecom design and engineering of TVA's modernized networks, control centers, and datacenters. Responsible for leading joint project teams in response to DHS, OIG, FISMA, NERC CIP, and presidential directives.

TVA Transmission Engineering – Control Center Design & Special Projects - Specialist Level Engineer

Dates Employed: 2012 – 2016 (Duration: 4 years) – Chattanooga, TN

Served as an individual contributor providing engineering solutions for TVA's Control Systems infrastructure. Specialization in Virtualization, Storage Systems, and Networking. Served as an SME and team lead for various capital projects with a focus on life cycle programs and improvement projects. Successful ground up modernization and redesign of TVA's Control Center network, compute, storage systems. Brought extensive IT/OT background and experience into the telecom engineering groups. Engineering/Design of various transport technologies including Wireless, Fiber Optics, SONET, ROADM, Ethernet, and other technologies. Served as primary SME for equipment standards development in TVA's Datacenter and Designed/Implemented Compliance and Cyber Security Controls (Including NERC CIP, FISMA, SOX, etc). Served as Facilitator of the Power Control Systems Employee Advisory Group working close with union representation and executive leadership to address employee concerns.

Previous Industry Experience 1996 – 2012 (Duration: 14 Years) – IT Industry & Business Owner & Power Control Systems

Education



Belhaven University

2013, Bachelor of Science Degree in *Organizational Management*, Summa Cum Laude, 3.95 GPA

Activities and Societies: Alpha Sigma Lambda Honor Society, Chattanooga Food Bank Partnership

References

[References available upon request.](#)

PROFILE

Hands-on technical management with 20+ years of progressive experience in Network service delivery. Strengths include operational process and customer service within an ITIL framework, as well as managing projects through design, proposal, implementation, and support. Consistent success in cross-functional leadership, training, and team building with financial oversight in leveraging resources and technology.

Recent successes:

- Transitioned business-hours NOC to 24x7 coverage
- Onboarded contractor group and established Physical Security team, developed ticketing structure
- Assembled NetOps team to assume ownership for network administration, implementations, and escalated support
- Established SharePoint repositories for documentation and training
- Consolidated and extended vendor support contracts to reduce administrative complexity and expenses
- Assisted mechanisms for tracking metrics related to KPI reporting, incident management, and staff performance
- Promoted new technical operations structure to stakeholders (meeting presentations, “Department. Dossier” article, etc.)

CORE COMPETENCIES

- Data center build, migration, upgrades
- WAN and carrier network technologies, expense management
- NOC operations management
- Disaster Recovery/Business Continuity
- Global teams coordination (US, EMEA, APAC)
- Monitoring, analysis, response systems and process
- Call center and VoIP technologies
- Cisco Product, Support, Contract services

CERTIFICATIONS

- Previous Cisco CCNA Route/Switch, Design
- LogicMonitor Certified Professional
- Sophos Certified Engineer
- Extreme Networks Sales Professional (ESP) Certification
- Brocade Certified Professional IP Administrator
- Eaton (Power) Alliance Partners

SKILLS SUMMARY

COMMERCIAL SOFTWARE TOOLKIT

8x8 Voice and Collaboration, Acrylic Wi-Fi Heatmaps, MS Office/SharePoint/Visio, Bomgar, Connectwise, Atera, Remedy

METHODOLOGIES & STANDARDS

Six Sigma foundation, ITIL foundation, Sarbanes Oxley, SAS-70 and SSAE-16, HIPAA, Trustwave PCI compliance

EXPERIENCE

NETWORK

Cisco Nexus/Catalyst/Meraki/ASA/Wi-Fi, F5, Brocade, Extreme, Barracuda, Dell, HPE/Aruba Switch and Wi-Fi, Lenovo Switch, Adtran router/switch, Aerohive, Sophos firewall, Ubiquiti, Juniper Switch, Amazon Web Services

CARRIER

Internet DIA, BGP, MPLS, VPN, SD-WAN, Leased Line, T1, DS3, OCx

MONITORING

LogicMonitor, SolarWinds, NetScout, NetFlow/Sflow, SNMP, WMI, Wireshark, Syslog (ELK, Graylog), Nagios, Zabbix

VOICE

VoIP, QoS, SIP, 8x8 Cloud, Cisco Call Manager, 3CX, Polycom

SECURITY

Cisco ASA and Meraki, Palo Alto, Sophos, SonicWALL, Barracuda Web Filter, AlienVault, Nessus, Sectigo/HackerGuardian PCI testing

OPERATING SYSTEMS

Microsoft, Linux, Android, Raspberry Pi

DATA CENTER/CO-LO

Power, UPS, cooling, carrier meet-me, cage, cabinet, Internet, contracts

Director, Networks & Telecommunications, Georgia System Operations Corp, Atlanta, GA

Jun 2025 - Present

Operator of electric generation, transmission, and related business functions for Georgia's Electric Membership Corporation members

- Director of Network Engineering, Technical Support, Voice, Telecom billing and provisioning teams
- Provide leadership and guidance for projects and strategic initiatives
- Responsible for operational status of network and voice communications services

Manager, Security & Network Operations Center, Georgia System Operations Corp, Atlanta, GA

Jun 2021 - Jun 2025

Operator of electric generation, transmission, and related business functions for Georgia's Electric Membership Corporation members

- Manager of NOC, Network Operations, and Physical Security teams
- Expanded NOC and PSOC support functions, including additional staff and supervisors
- Established Network Operations team to handle complex issues and enhance the network system lifecycle
- Developed centralized documentation repositories in SharePoint along with training programs
- Worked with Process Management team to update NOC ticketing system and develop new Physical Security process
- Made improvements for accurate monitoring, alerting, and communications to stakeholders
- Worked to enhance relationships with escalation teams, vendors, carriers, members, and customers

Director, Network & Cyber Engineering, MinervaWorks, Atlanta, GA Jan 2018 - Jun 2021

Consulting and Managed Services Provider focused on analysis, solutions, restoration, and operations

- Hands-on manager for enterprise and data center operations and uplift projects
- Client account management including support team task coordination
- Emergency response to client security and infrastructure events
- Monitoring and alerting implementations, IT documentation
- Traffic and capacity analysis including ISP, Wi-Fi heatmaps, WAN circuit expense review
- Escalation point for Operations team support

Sr. Manager, Network Services, Comprehensive Technical Group, Atlanta, GA

Oct 2015 – Jan 2018

Managed Services Provider focused on consulting, analysis, operations

- Coordinated teams through network, voice, systems, and storage projects, to customer acceptance and operational support
- Managed network incident response, served as technical escalation point
- Provided network solutions for customer on-prem and hosted data centers
- Clients ranged from small business to government and education

Manager, Network Administration, E-Trade Financial, Alpharetta, GA

May 2014 – Oct 2015

Financial services company providing online brokerage and related services

- Operations Manager of NOC staff providing support for hosting data centers, global call centers, and enterprise operations
- Key responsibilities included operations process, audit, change management, ticket resolution, disaster recovery
- 24x7x365 staffed NOC provided monitoring, upgrades, escalations to carriers, vendors, partners
- VoIP call center locations included multiple US locations and Philippines
- Member of DR/BCP team

Network Manager, TMX Finance (TitleMax), Alpharetta, GA

Apr 2012 – Apr 2014

Specialty finance company in automobile title loan servicing

- Network and telephony oversight of multiple data centers and corporate locations
- Oversight of staff for retail construction and support, and data center activity
- Expanded retail locations from 800 to 1400 over a two-year period
- Refreshed and relocated data centers for geographical diversity
- Reduced telecom expense through audit, aggregation, and technology

Network Manager, Ceridian, EIS Global (Fidelity Information Services), Atlanta, GA

Aug 2010 – Apr 2012

Outsource provider to Ceridian

- Led engineering and operations services for multiple data centers, call centers, offices
- Managed staff throughout North America
- Expanded data center virtualization and network capacity
- Enhanced data and VoIP connectivity to overseas locations: UK, Philippines, Mauritius

Manager of Network Enterprise Operations, Ceridian (Dayforce), Atlanta, GA
Corporate HR, payroll, benefits, tax services provider in the US, Canada, and United Kingdom

Mar 1998 – Aug 2010

- Managed US network and voice engineers and coordinated with international teams
- Team awarded the *2009 Cisco South Area Award for Technical Excellence*
- Named *2008 President's Circle Winner*
- Expanded data center network services with Cisco Nexus
- Designed and implemented geographical network redundancy
- Assisted with transitions to web hosting platforms, Internet, and security expansions
- Reduced telecom expenses through audit, standardization, technology refresh

EDUCATION

- Vanderbilt University – BS Political Science / Business

PROFESSIONAL DEVELOPMENT

- Sophos Certified Engineer
- Extreme Networks Cloud Sales Professional (ESP-ExtremeCloud) Certification
- Extreme Networks Sales Professional (ESP) Certification
- LogicMonitor Certified Professional, #615
- Brocade Certified Professional IP Administrator, #98PED7T1DF4Q5MKT
- Cisco Certified Design Associate, exam pass
- Myers-Briggs Type Indicator, Personal Communication Styles
- Cisco Certified Network Associate, #CSCO10857975
- Situational Leadership training program
- Manager Leadership Skills and Six Sigma, BPMS
- Leadership Skills for Managers
- ITIL: Introduction to IT Services Management
 - Configuration and Release Management
 - Service Level and Capacity Management
 - Continuity and Availability Management
 - Problem and Change Management
 - Financial and Security Management
 - The Service Desk and Incident Management
- NetScout Certified Administrator
- Cisco Certified Network Associate, #CSCO10857975
- Cisco Certified Network Associate, #CSCO10067776
- Wellfleet/Bay/Nortel Networks Certified Engineer
- Novell Certified Network Engineer

MEMBERSHIPS / AFFILIATIONS

Member, Atlanta Federation of Musicians, Local 148-462 Member,

DeKalb Symphony Orchestra

Member, Atlanta Track Club

Previous regional coordinator, 928 Owners Club

Mark Bowman

mark.bowman@gasoc.com

770.270.7826

Professional Experience

Manager, Network Engineering, Georgia System Operations Corp (2014 – Present)

- Managed a group that designed an Internet services network to serve Georgia's electrical cooperatives. The cooperatives have access to low cost Internet bandwidth using a statewide fiber/MPLS backbone.
- Led a group during a new data center design and migration. This group was tasked with creating a plan to integrate two physical datacenters within the same building. Several areas of this project touched multiple groups. Coordination was required with our facilities group to ensure the proper power specifications. All server groups provided input as we designed the migration into a single area of the data center.
- Oversaw several projects that strategically placed fiber in locations that are providing more bandwidth, as well as lowering overall operating costs. A team of architects and engineers worked with other groups to create a fiber design needed for this deployment. These designs will also allow for future expansion of our network combination of MPLS and Carrier Ethernet services.
- Managed a compliance/security team of engineers who did an analysis of all rules deployed in our NERC/CIP environment. This coordinated effort expanded across several departments and involved many engineers. All security policies were reviewed and corrected per the NERC-CIP standards.
- Led an upgrade of remote generating sites from carrier provided MPLS circuits to our own fiber connected MPLS environment. This deployment also called for additional network configurations on the core environment. The engineering team created a design by using multiple VRFs to separate operational traffic from corporate IT traffic.
- Developed a plan to meet with all my engineers on a regular basis. During this time we discuss projects and task they are working on but more importantly we are building relationships which have improved the team functionality. We also discuss long term strategies that will benefit the company.
- Led engineers and contractors to simplify our DMVPN network. The results led to equipment reduction and a simplified network for troubleshooting. The network operation group (NOC) greatly benefited overall from this project.
- During an overall migration from carrier landline circuits to a variety of mediums used, I managed a team that also migrated our backup data solution from 3G to 4G. Combining these projects reduced the timeframe of upgrading all remote sites.

- Managed a migration of our existing Internet connections to our fiber backbone that is connected to several carrier hotels. We were able to increase our bandwidth 10 times and reduce our MRC by approximately \$8k.
- Managed a local consultant working with several engineers from various departments who designed and deployed a DWM (dense wave multiplexing) fiber solution using a single fiber. This solution has provided more bandwidth and redundancy to several of our remote sites in rural Georgia. This is also a key backbone link in our MPLS strategy.
- Successfully led a security project that involved meeting NERC/CIP requirements in preparation for an audit. The engineering team designed a solution for implementing a jump host that all technicians use when accessing our critical operational network.
- Led an evaluation of several VoIP phone systems along with several other managers, analysts, engineers, and technicians. Once a vendor was chosen, the chosen option was presented to several executive management teams.
- Led a network engineering team during the deployment of a Cisco Call Manager VoIP phone system.
- Led a team of engineers who created a fiber design with two paths for redundancy between Atlanta and Jacksonville, Fl. This was a coordinated effort that involved several departments, two external companies that provided dark fiber, and two equipment vendors.
- Managed a team of network/telecom engineers and contractors who converted several hundred frame-relay sites to a new MPLS network, fiber, and layer 2 Ethernet services.
- Manage a capital budget between \$400,000 and \$1 million each year.

- **Supervisor, Telecommunications Engineering**, Georgia System Operations Corp (2009 – 2014)
- **Telecommunications Engineer**, Georgia System Operations Corp (2005 – 2009)
- **Telecommunications Technician**, Georgia System Operations Corp (1999 – 2005)

LAN/WAN Specialist, The Intercept Group (1997 – 1999)

Network Specialist, Department of Defense, US Navy (1991 – 1995)

Education

Bachelor of BA, Computer Information Systems, 2000

Georgia State University

Georgia Network Operations Company, LLC
Statement of Cash Flows
As of December 31, 2022

| PROPRIETARY AND CONFIDENTIAL |

	<u>Current Month</u>	<u>Year-To-Date</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net Margin	<u>(1,485)</u>	<u>832</u>
ADJUSTMENTS TO RECONCILE NET MARGIN TO NET CASH PROVIDED BY OPERATING ACTIVITIES:		
Total Adjustments	<u>-</u>	<u>-</u>
CHANGES IN NET ASSETS, EXCLUDING LONG-TERM DEBT DUE WITHIN ONE YEAR:		
Receivables	8,249	(18,347)
Accounts Payable	31,320	34,189
TOTAL CHANGES IN NET ASSETS, EXCLUDING LONG-TERM DEBT DUE WITHIN ONE YEAR:	<u>39,569</u>	<u>15,842</u>
TOTAL ADJUSTMENTS TO NET MARGIN	<u>39,569</u>	<u>15,842</u>
NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES	<u>38,084</u>	<u>16,674</u>
CASH FLOWS USED IN INVESTING ACTIVITIES:		
TOTAL PROPERTY ADDITIONS	<u>-</u>	<u>-</u>
NET CASH PROVIDED BY / (USED IN) INVESTING ACTIVITIES	<u>-</u>	<u>-</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES	<u>-</u>	<u>-</u>
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	<u>38,084</u>	<u>16,674</u>
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>32,073</u>	<u>53,483</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>70,158</u>	<u>70,158</u>

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

GEORGIA NETWORK OPERATIONS COMPANY, LLC
Balance Sheet
As of December 31, 2022

	<u>Dec 31, 2022</u>	<u>Dec 31, 2021</u>
<u>ASSETS:</u>		
<u>Current Assets:</u>		
Cash & Cash Equivalents	70,158	53,483
Receivables	35,272	16,925
Total Current Assets	105,430	70,408
<u>Other Assets:</u>		
TOTAL ASSETS	105,430	70,408
<u>EQUITY & LIABILITIES</u>		
<u>Equity of Members:</u>		
Patronage Capital Retained	15,000	15,000
Retained Earnings - GNOC	4,322	4,555
Curr Yr Patron Cap Assignable	832	(233)
Total Equity of Members	20,155	19,322
<u>Long Term Debt and Obligations:</u>		
Total Capitalization	20,155	19,322
<u>Current Liabilities:</u>		
Accounts Payable	85,275	51,086
Total Current Liabilities	85,275	51,086
<u>Other Liabilities:</u>		
Total Other Liabilities	0	0
TOTAL EQUITY & LIABILITIES	105,430	70,408

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

Georgia Network Operations Company, LLC
Statement of Revenues & Expenses
Division: Georgia Network Operations Company
For the month ended December 31, 2022

	Current Month			Year-To-Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance	Projection	Budget	Variance
Revenues:									
Revenue-From Affiliated Companies	0	0	0	0	0	0	0	0	0
Revenue-Other Operating	30,197	18,875	11,322	430,700	221,075	209,625	430,700	221,075	209,625
Revenue - Capacity Swaps	20,800	11,100	9,700	264,200	133,200	131,000	264,200	133,200	131,000
Total Revenues	50,997	29,975	21,022	694,900	354,275	340,625	694,900	354,275	340,625
Property Costs:									
Property & Income Tax	0	0	0	586	1,000	(414)	586	1,000	(414)
Total Property Costs	0	0	0	586	1,000	(414)	586	1,000	(414)
Personnel Costs:									
Outside Services:									
Professional Services	2,900	3,500	(600)	13,700	15,700	(2,000)	13,700	15,700	(2,000)
Legal Services	362	0	362	824	500	324	824	500	324
Total Outside Services	3,262	3,500	(238)	14,524	16,200	(1,676)	14,524	16,200	(1,676)
Equipment and Supplies:									
Telecommunication & Utilities	49,220	28,764	20,456	678,957	340,011	338,946	678,957	340,011	338,946
Total Equipment and Supplies	49,220	28,764	20,456	678,957	340,011	338,946	678,957	340,011	338,946
Total Expenses	52,482	32,264	20,218	694,067	357,211	336,856	694,067	357,211	336,856
Net Margin	(1,485)	(2,289)	804	832	(2,936)	3,769	832	(2,936)	3,769

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

Georgia Network Operations Company, LLC
Statement of Cash Flows
As of December 31, 2023

	<u>Current Month</u>	<u>Year-To-Date</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net Margin	(1,600)	(10,404)
ADJUSTMENTS TO RECONCILE NET MARGIN TO NET CASH PROVIDED BY OPERATING ACTIVITIES:		
Total Adjustments	-	-
CHANGES IN NET ASSETS, EXCLUDING LONG-TERM DEBT DUE WITHIN ONE YEAR:		
Receivables	(10,297)	(50,897)
Accounts Payable	54,247	74,673
TOTAL CHANGES IN NET ASSETS, EXCLUDING LONG-TERM DEBT DUE WITHIN ONE YEAR:	<u>43,950</u>	<u>23,776</u>
TOTAL ADJUSTMENTS TO NET MARGIN	<u>43,950</u>	<u>23,776</u>
NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES	<u>42,350</u>	<u>13,372</u>
CASH FLOWS USED IN INVESTING ACTIVITIES:		
TOTAL PROPERTY ADDITIONS	-	-
NET CASH PROVIDED BY / (USED IN) INVESTING ACTIVITIES	-	-
CASH FLOWS FROM FINANCING ACTIVITIES:		
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES	-	-
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	<u>42,350</u>	<u>13,372</u>
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>41,179</u>	<u>70,158</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>83,529</u>	<u>83,529</u>

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

GEORGIA NETWORK OPERATIONS COMPANY, LLC

Balance Sheet

As of December 31, 2023

	Dec 31, 2023	Dec 31, 2022
<u>ASSETS:</u>		
<u>Current Assets:</u>		
Cash & Cash Equivalents	83,529	70,158
Receivables	86,169	35,272
 Total Current Assets	 169,698	 105,430
 <u>Other Assets:</u>		
 TOTAL ASSETS	 169,698	 105,430
 <u>EQUITY & LIABILITIES</u>		
<u>Equity of Members:</u>		
Patronage Capital Retained	15,000	15,000
Retained Earnings - GNOC	5,155	4,322
Curr Yr Patron Cap Assignable	(10,404)	832
 Total Equity of Members	 9,751	 20,155
 <u>Long Term Debt and Obligations:</u>		
 Total Capitalization	 9,751	 20,155
 <u>Current Liabilities:</u>		
Accounts Payable	159,948	85,275
 Total Current Liabilities	 159,948	 85,275
 <u>Other Liabilities:</u>		
 Total Other Liabilities	 0	 0
 TOTAL EQUITY & LIABILITIES	 169,698	 105,430

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

Georgia Network Operations Company, LLC
Statement of Revenues & Expenses
Division: Georgia Network Operations Company
For the month ended December 31, 2023

	Current Month			Year-To-Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance	Projection	Budget	Variance
Revenues:									
Revenue-From Affiliated Companies	0	0	0	0	0	0	0	0	0
Revenue-Other Operating	52,647	38,147	14,500	479,059	453,189	25,870	479,059	453,189	25,870
Revenue - Capacity Swaps	11,850	17,750	(5,900)	43,315	213,000	(169,685)	43,315	213,000	(169,685)
Total Revenues	64,497	55,897	8,600	522,374	666,189	(143,815)	522,374	666,189	(143,815)
Property Costs:									
Property & Income Tax	0	0	0	1,042	1,150	(108)	1,042	1,150	(108)
Total Property Costs	0	0	0	1,042	1,150	(108)	1,042	1,150	(108)
Personnel Costs:									
Outside Services:									
Professional Services	4,500	3,500	1,000	19,700	15,700	4,000	19,700	15,700	4,000
Legal Services	0	0	0	16,375	400	15,975	16,375	400	15,975
Total Outside Services	4,500	3,500	1,000	36,075	16,100	19,975	36,075	16,100	19,975
Equipment and Supplies:									
Telecommunication & Utilities	61,597	52,273	9,324	495,661	622,935	(127,274)	495,661	622,935	(127,274)
Total Equipment and Supplies	61,597	52,273	9,324	495,661	622,935	(127,274)	495,661	622,935	(127,274)
Total Expenses	66,097	55,773	10,324	532,778	640,185	(107,406)	532,778	640,185	(107,406)
Net Margin	(1,600)	124	(1,724)	(10,404)	26,004	(36,409)	(10,404)	26,004	(36,409)

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

Georgia Network Operations Company, LLC
Statement of Cash Flows
As of December 31, 2024

	<u>Current Month</u>	<u>Year-To-Date</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net Margin	(4,723)	11,932
ADJUSTMENTS TO RECONCILE NET MARGIN TO NET CASH PROVIDED BY OPERATING ACTIVITIES:		
Total Adjustments	-	-
CHANGES IN NET ASSETS, EXCLUDING LONG-TERM DEBT DUE WITHIN ONE YEAR:		
Receivables	19,847	19,147
Accounts Payable	56,470	7,419
TOTAL CHANGES IN NET ASSETS, EXCLUDING LONG-TERM DEBT DUE WITHIN ONE YEAR:	<u>76,317</u>	<u>26,566</u>
TOTAL ADJUSTMENTS TO NET MARGIN	<u>76,317</u>	<u>26,566</u>
NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES	<u>71,594</u>	<u>38,498</u>
CASH FLOWS USED IN INVESTING ACTIVITIES:		
TOTAL PROPERTY ADDITIONS	-	-
NET CASH PROVIDED BY / (USED IN) INVESTING ACTIVITIES	-	-
CASH FLOWS FROM FINANCING ACTIVITIES:		
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES	-	-
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	<u>71,594</u>	<u>38,498</u>
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>50,433</u>	<u>83,529</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>122,027</u>	<u>122,027</u>

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

GEORGIA NETWORK OPERATIONS COMPANY, LLC
Balance Sheet
As of December 31, 2024

	<u>Dec 31, 2024</u>	<u>Dec 31, 2023</u>
<u>ASSETS:</u>		
<u>Current Assets:</u>		
Cash & Cash Equivalents	122,027	83,529
Receivables	67,022	86,169
Total Current Assets	189,049	169,698
<u>Other Assets:</u>		
TOTAL ASSETS	189,049	169,698
<u>EQUITY & LIABILITIES</u>		
<u>Equity of Members:</u>		
Patronage Capital Retained	15,000	15,000
Retained Earnings - GNOC	(5,249)	5,155
Curr Yr Patron Cap Assignable	11,932	(10,404)
Total Equity of Members	21,683	9,751
<u>Long Term Debt and Obligations:</u>		
Total Capitalization	21,683	9,751
<u>Current Liabilities:</u>		
Accounts Payable	167,367	159,948
Total Current Liabilities	167,367	159,948
<u>Other Liabilities:</u>		
Total Other Liabilities	0	0
TOTAL EQUITY & LIABILITIES	189,049	169,698

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.

Georgia Network Operations Company, LLC
Statement of Revenues & Expenses
Division: Georgia Network Operations Company
For the month ended December 31, 2024

	Current Month			Year-To-Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance	Projection	Budget	Variance
Revenues:									
Revenue-From Affiliated Companies	0	0	0	0	0	0	0	0	0
Revenue-Other Operating	53,547	58,722	(5,175)	703,668	686,439	17,229	703,668	686,439	17,229
Revenue - Capacity Swaps	5,350	11,850	(6,500)	111,800	142,200	(30,400)	111,800	142,200	(30,400)
Total Revenues	58,897	70,572	(11,675)	815,468	828,639	(13,171)	815,468	828,639	(13,171)
Property Costs:									
Property & Income Tax	0	0	0	901	1,600	(699)	901	1,600	(699)
Total Property Costs	0	0	0	901	1,600	(699)	901	1,600	(699)
Personnel Costs:									
Outside Services:									
Professional Services	7,400	7,000	400	24,200	29,700	(5,500)	24,200	29,700	(5,500)
Total Outside Services	7,400	7,000	400	24,200	29,700	(5,500)	24,200	29,700	(5,500)
Equipment and Supplies:									
Telecommunication & Utilities	56,220	67,456	(11,236)	778,435	791,894	(13,460)	778,435	791,894	(13,460)
Total Equipment and Supplies	56,220	67,456	(11,236)	778,435	791,894	(13,460)	778,435	791,894	(13,460)
Total Expenses	63,620	74,456	(10,836)	803,536	823,194	(19,658)	803,536	823,194	(19,658)
Net Margin	(4,723)	(3,884)	(839)	11,932	5,445	6,488	11,932	5,445	6,488

Financials are consolidated with those of its parent, Georgia System Operations Corporation, and all consolidated financials are independently audited.