



August 30, 2001

Florida Public Service Commission  
Division of Records and Reporting  
2540 Shumard Oak Blvd.  
Tallahassee, FL 32399-0850

011176-TX

Enclosed, please find the application of Tel West Communications LLC for approval of transfer of existing ALEC certification from HTR&L Enterprises dba Hart Communications (#4867) to Tel West Communications.

If there is any further information you should require please feel free to contact me via email at [dotaylor@qwest.net](mailto:dotaylor@qwest.net) or telephone (253) 639-4076.

Sincerely,

Donald O. Taylor  
Corporate Compliance

DOCUMENT NUMBER DATE  
10939 SEP-4 01  
FPSC-COMMISSION CLERK

## APPLICATION

1. 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 of authority.

Request transfer of certificate # 4867 from HTR&L Enterprises, dba Hart Communications, to Tel West Communications, LLC (Ref Docket 010938)

Approval of assignment of existing certificate: Example, a certificated company purchases an existing company and desires to retain the certificate of authority of that company.

Approval of transfer of control: Example, a company purchases 51% of a certificated company. The Commission must approve the new controlling entity.

2. Name of company: Tel West Communications, LLC

3. Name under which the applicant will do business (fictitious name, etc.):  
Tel West Communications

4. Official mailing address (including street name & number, post office box, city, state, zip code):  
Tel West Communications  
PO Box 94447  
Seattle, WA 98124

5. Florida address (including street name & number, post office box, city, state, zip code):  
Tel West Communications  
C/O The CT Corporation  
1200 South Pine Island Rd  
Plantation, FL 33324

6. Structure of organization:

Individual

Corporation

Foreign Corporation

Foreign Partnership

General Partnership

Limited Partnership

Other Arizona Limited Liability Company

**7. If individual, provide:**

Name:

Title:

Address:

City/State/Zip:

Telephone No.: \_\_\_\_\_ Fax No.:

Internet E-Mail Address:

Internet Website Address:

**8. If incorporated in Florida, provide proof of authority to operate in Florida:**

(a) The Florida Secretary of State corporate registration number:

**9. If foreign corporation, provide proof of authority to operate in Florida:**

(a) The Florida Secretary of State corporate registration number:

**M010@0001132**

**10. If using fictitious name-d/b/a, provide proof of compliance with fictitious name statute (Chapter 865.09, FS) to operate in Florida:**

(a) The Florida Secretary of State fictitious name registration number:

**11. If a limited liability partnership, provide proof of registration to operate in Florida:**

(a) The Florida Secretary of State registration number:

**12. If a partnership, provide name, title and address of all partners and a copy of the partnership agreement.**

Name:

Title:

Address:

City/State/Zip:

Telephone No.: \_\_\_\_\_ Fax No.:

Internet E-Mail Address:

Internet Website Address:

**13. If a foreign limited partnership, provide proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS), if applicable.**

(a) The Florida registration number:

14. **Provide F.E.I. Number(if applicable):**

15. **Indicate if any of the officers, directors, or any of the ten largest stockholders have previously been:**

(a) adjudged bankrupt, mentally incompetent, or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings. Provide explanation.

None

(b) an officer, director, partner or stockholder in any other Florida certificated telephone company. If yes, give name of company and relationship. If no longer associated with company, give reason why not.

None

16. **Who will serve as liaison to the Commission with regard to the following?**

(a) The application:

Name: Donald O. Taylor  
Title: Consultant  
Address: 24428 – 145<sup>th</sup> Place SE  
City/State/Zip: Kent, WA 98042  
Telephone No.: 253-639-4076 Fax No.: Same As Voice – Call First  
Internet E-Mail Address: dotaylor@qwest.net  
Internet Website Address:

(b) Official point of contact for the ongoing operations of the company:

Name: Jeff Swickard  
Title: President  
Address: 3823 Delridge Way SW  
City/State/Zip: Seattle, WA 98106  
Telephone No.: 206-933-1119 Fax No.: 206-933-1117  
Internet E-Mail Address: jswickard@telwestcommunications.com  
Internet Website Address:

(c) Complaints/Inquiries from customers:

Name: Chris Sturgul  
Title: Customer Service Manager  
Address: 3823 Delridge Way SW  
City/State/Zip: Seattle, WA 98106

Telephone No.: 206-933-1118 Fax No.: 206-933-1117  
Internet E-Mail Address: csturgul@telwestcommunications.com  
Internet Website Address:

**17. List the states in which the applicant:**

- (a) has operated as an alternative local exchange company.

Alabama, Arizona, Arkansas, California, Florida, Georgia, Kansas, Kentucky, Mississippi, Missouri, Montana, Nevada, New Mexico, Oklahoma, Oregon, S. Carolina, Tennessee, Utah, Washington, Wyoming

- (b) has applications pending to be certificated as an alternative local exchange company.

Idaho, New Jersey, Texas

- (c) is certificated to operate as an alternative local exchange company.

Alabama, Arizona, Arkansas, California, Florida, Georgia, Kansas, Kentucky, Mississippi, Missouri, Montana, Nevada, New Mexico, Oklahoma, Oregon, S. Carolina, Tennessee, Utah, Washington, Wyoming

- (d) has been denied authority to operate as an alternative local exchange company and the circumstances involved.

Certification in Oregon was canceled for noncompliance with submission of certain required forms. Tel West has submitted required forms and re-certification is pending.

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

None

- (f) has been involved in civil court proceedings with an interexchange carrier, local exchange company or other telecommunications entity, and the circumstances involved.

None

**18. Submit the following:**

- A. Managerial capability: give resumes of employees/officers of the company that would indicate sufficient managerial experiences of each.**

**B. Technical capability: give resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance.**

Resumes are enclosed.

**C. Financial capability.**

The application should contain the applicant's audited financial statements for the most recent 3 years. If the applicant does not have audited financial statements, it shall so be stated.

The unaudited financial statements should be signed by the applicant's chief executive officer and chief financial officer affirming that the financial statements are true and correct and should include:

1. the balance sheet;
2. income statement; and
3. statement of retained earnings.

**NOTE:** *This documentation may include, but is not limited to, financial statements, a projected profit and loss statement, credit references, credit bureau reports, and descriptions of business relationships with financial institutions.*

Further, the following (which includes supporting documentation) should be provided:

1. written explanation that the applicant has sufficient financial capability to provide the requested service in the geographic area proposed to be served.
2. written explanation that the applicant has sufficient financial capability to maintain the requested service.
3. written explanation that the applicant has sufficient financial capability to meet its lease or ownership obligations.


Audited financial statements are not available. Enclosed are year to date and previous year balance sheets, signed by Jeff Swickard, President of Tel West, attesting to their accuracy. Tel West has sufficient financial capability to provide and maintain the requested service in the geographic area proposed to be served, and has sufficient financial capability to meet its lease or ownership obligations.

**THIS PAGE MUST BE COMPLETED AND SIGNED**  
**APPLICANT ACKNOWLEDGMENT STATEMENT**

1. **REGULATORY ASSESSMENT FEE:** I understand that all telephone companies must pay a regulatory assessment fee in the amount of .15 of one percent of gross operating revenue derived from intrastate business. Regardless of the gross operating revenue of a company, a minimum annual assessment fee of \$50 is required.
2. **GROSS RECEIPTS TAX:** I understand that all telephone companies must pay a gross receipts tax of two and one-half percent on all intra and interstate business.
3. **SALES TAX:** I understand that a seven percent sales tax must be paid on intra and interstate revenues.
4. **APPLICATION FEE:** I understand that a non-refundable application fee of \$250.00 must be submitted with the application.

**UTILITY OFFICIAL:**

**Jeff Swickard** \_\_\_\_\_  
Print Name

 \_\_\_\_\_  
Signature

**President** \_\_\_\_\_  
Title

**1/28/01** \_\_\_\_\_  
Date

**206-933-1119**      **206-933-1117**  
Telephone No.      Fax No.

**Address: 3823 Delridge Way SW** \_\_\_\_\_

**Seattle, WA 98106** \_\_\_\_\_

**THIS PAGE MUST BE COMPLETED AND SIGNED**


**AFFIDAVIT**

By my signature below, I, the undersigned officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical expertise, managerial ability, and financial capability to provide alternative local exchange 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 attest that 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 and orders.

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 official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083."

**UTILITY OFFICIAL:**

**Jeff Swickard**  
Print Name

  
Signature

**President**  
Title

**8/24/01**  
Date

**206-933-1119**  
Telephone No.

**206-933-1117**  
Fax No.

**Address: 3823 Delridge Way SW**  
**Seattle, WA 98106**

**INTRASTATE NETWORK (if available)**



Chapter 25-24.825 (5), Florida Administrative Code, requires the company to make available to staff the alternative local exchange service areas only upon request.

**1. POP:** Addresses where located, and indicate if owned or leased.

1) \_\_\_\_\_ 2) \_\_\_\_\_  
\_\_\_\_\_

3) \_\_\_\_\_ 4) \_\_\_\_\_  
\_\_\_\_\_

**2. SWITCHES:** Address where located, by type of switch, and indicate if owned or leased.

1) \_\_\_\_\_ 2) \_\_\_\_\_  
\_\_\_\_\_

3) \_\_\_\_\_ 4) \_\_\_\_\_  
\_\_\_\_\_

**3. TRANSMISSION FACILITIES:** POP-to-POP facilities by type of facilities (microwave, fiber, copper, satellite, etc.) and indicate if owned or leased.

POP-to-POP

OWNERSHIP

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

# CERTIFICATE SALE, TRANSFER, OR ASSIGNMENT STATEMENT

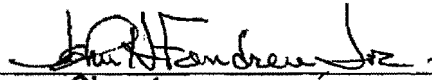
I, John Fondren, CEO of HTR&L Enterprises, dba Hart Communications, and current holder of Florida Public Service Commission Certificate Number # 4867, have reviewed this application and join in the petitioner's request for a:

- ( ) sale
- ( X ) transfer
- ( ) assignment

of the above-mentioned certificate.

## UTILITY OFFICIAL:

**John Fondren**  
Print Name

  
Signature

**CEO**  
Title

**22 AUGUST 2001**  
Date

**912-249-0603**  
Telephone No.

**912-242-5363**  
Fax No.

**Address: PO Box 2151**  
**Valdosta, GA 31604**

08/30/01

TEL WEST Communications L.L.C.  
Profit & Loss  
January 1 through August 30, 2001

REDACTED

Jan 1 - Aug 30, '01

Ordinary Income/Expense	
Income	
Gross Sales	5,578,645.90
Interest Income	4,504.65
Uncategorized Income	473.97
Total Income	5,578,645.90
Cost of Goods Sold	
Cost of Goods Sold	3,040,234.89
Total COGS	3,040,234.89
Gross Profit	2,538,411.01
Expense	
Amortization Expense	69,800
Automobile Expense	4,703.76
Bank Service Charges	2,127.64
Cash Discounts	4,401.46
Classes & Seminars	1,634.25
Dues and Subscriptions	2,417.21
Fees & Licenses	
Insurance	34,896.30
Interest Expense	0.00
Leased Vehicle	
Marketing Expense	
Office Expense	51,892.56
Outside Labor	
Payroll Expenses	
Postage & Delivery	
Printing and Reproduction	
Professional Development	
Professional Fees	
Promotional / Emp Incentives	
Refunds	
Rent	
Repairs & Maintenance	
Taxes	
Total Internal Telecom	
Total Travel & Ent	
Uncategorized Expenses	
Utilities	
Total Expense	

08/30/01

TEL WEST Communications L.L.C.  
Profit & Loss  
January 1 through August 30, 2001

REDACTED

Jan 1 - Aug 30, '01

Net Ordinary Income	[REDACTED]
Other Income/Expense	
Other Income	
Other Income	[REDACTED]
Total Other Income	[REDACTED]
Other Expense	
Other Expense H.T.R. & L.	[REDACTED]
Total Other Expense	[REDACTED]
Net Other Income	[REDACTED]
Net Income	[REDACTED]

*Jeff Swickard*

Jeff Swickard, President

08/30/01

TEL WEST Communications L.L.C.

Balance Sheet

As of August 28, 2001

REDACTED

Aug 28, '01

ASSETS

Current Assets

Checking/Savings

Asia Europe Americas Bank

Asia Vision

Bank of America Checking

Compass Bank

Regions Bank

SouthTrust Bank

Bank One Checking

Bank One Savings

Total Checking/Savings

Accounts Receivable

Accounts Receivable

Total Accounts Receivable

Other Current Assets

Employee Receivable

Total Other Current Assets

Total Current Assets

Fixed Assets

Total Fixed Assets

Total Fixed Assets

Other Assets

Inventory

Other Assets

Other Assets (2)

Total Other Assets

TOTAL ASSETS

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Credit Cards

Credit Cards

Total Credit Cards

Other Current Liabilities

Arizona Liabilities

08/30/01

TEL WEST Communications L.L.C.  
**Balance Sheet**  
As of August 28, 2001

REDACTED

	Aug 28, '01
GA - Liabilities	[REDACTED]
Loans Payable	[REDACTED]
PA Liabilities	[REDACTED]
Payroll Liabilities	[REDACTED]
Shareholders Payable	[REDACTED]
Taxes Payable	[REDACTED]
Washington Liabilities	[REDACTED]
Total Other Current Liabilities	26,407.71
Total Current Liabilities	[REDACTED]
Long Term Liabilities	
Long Term Liability	248,277.51
Total Long Term Liabilities	248,277.51
Total Liabilities	79,997.17
Equity	
Equity - Jeff	[REDACTED]
Opening Bal Equity	[REDACTED]
Retained Earnings	[REDACTED]
Net Income	[REDACTED]
Total Equity	988,925.11
TOTAL LIABILITIES & EQUITY	[REDACTED]

Jeff Swickard  
Jeff Swickard

08/30/01

TEL WEST Communications L.L.C.  
Profit & Loss  
January through December 2000

REDACTED

	<u>Jan - Dec '00</u>
Ordinary Income/Expense	
Income	
Gross Sales	1,703,073.39
Interest Income	[REDACTED]
Total Income	[REDACTED]
Cost of Goods Sold	
Cost of Goods Sold	1,022,122.91
Total COGS	1,022,122.91
Gross Profit	1,681,157.60
Expense	
Automobile Expense	[REDACTED]
Bank Service Charges	2,565.74
Cash Discounts	2,045.65
Charitable Donation	572.00
Depreciation Expense	[REDACTED]
Dues and Subscriptions	[REDACTED]
Equipment Rental	476.72
Fees & Licenses	[REDACTED]
Hardware Supplies	[REDACTED]
Insurance	15,124.31
Interest Expense	[REDACTED]
Leased Equipment	[REDACTED]
Leased Vehicle	[REDACTED]
Marketing Expense	[REDACTED]
Office Expense	[REDACTED]
Outside Labor	[REDACTED]
Payroll Expenses	[REDACTED]
Postage & Delivery	[REDACTED]
Printing and Reproduction	[REDACTED]
Professional Development	[REDACTED]
Professional Fees	[REDACTED]
Promotional / Emp Incentives	[REDACTED]
Refunds	[REDACTED]
Regulatory Fees	[REDACTED]
Rent	[REDACTED]
Repairs & Maintenance	[REDACTED]
Taxes	[REDACTED]
Total Internal Telecom	677,115.81
Total Travel & Ent	[REDACTED]
Uncategorized Expenses	[REDACTED]
Utilities	[REDACTED]

08/30/01

TEL WEST Communications L.L.C.  
Profit & Loss  
January through December 2000

REDACTED

	Jan - Dec '00
Total Expense	[REDACTED]
Net Ordinary Income	[REDACTED]
Other Income/Expense	
Other Income	
Other Income	2,391.96
Total Other Income	2,391.96
Other Expense	
99 Expenses	[REDACTED]
Other Expense H.T.R. & L.	[REDACTED]
Total Other Expense	0.00
Net Other Income	2,391.96
Net Income	[REDACTED]

Jeff Swickard  
Jeff Swickard



08/30/01

TEL WEST Communications L.L.C.

Balance Sheet

As of December 31, 2000

REDACTED

	<u>Dec 31, '00</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Asia Europe Americas Bank	25,213.89
Bank of America Checking	128,010.17
Bank One Checking	41,012.06
Bank One Savings	5,396.60
Wells Fargo Checking	2,354.60
<b>Total Checking/Savings</b>	<u>211,987.32</u>
<b>Accounts Receivable</b>	
Accounts Receivable	455.90
<b>Total Accounts Receivable</b>	<u>455.90</u>
<b>Total Current Assets</b>	<u>211,531.42</u>
<b>Fixed Assets</b>	
<b>Total Fixed Assets</b>	<u>105,399.49</u>
<b>Total Fixed Assets</b>	<u>105,399.49</u>
<b>Other Assets</b>	
Inventory	1,600.00
Other Assets	[REDACTED]
Other Assets (2)	1,868.00
<b>Total Other Assets</b>	<u>428,212.49</u>
<b>TOTAL ASSETS</b>	<u><u>745,143.28</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Credit Cards</b>	
Credit Cards	32,282.50
<b>Total Credit Cards</b>	[REDACTED]
<b>Other Current Liabilities</b>	
Arizona Liabilities	127.67
GA - Liabilities	989.73
Loans Payable	2,422.24
Payroll Liabilities	32,172.98
Taxes Payable	14,550.69
Washington Liabilities	[REDACTED]
<b>Total Other Current Liabilities</b>	<u>50,847.31</u>

08/30/01

TEL WEST Communications L.L.C.  
**Balance Sheet**  
As of December 31, 2000

REDACTED

	<u>Dec 31, '00</u>
Total Current Liabilities	<u>36,129.83</u>
Long Term Liabilities	
Long Term Liability	<u>                    </u>
Total Long Term Liabilities	<u>488,273.73</u>
Total Liabilities	<u>524,403.56</u>
Equity	
Retained Earnings	<u>2,009.91</u>
Net Income	<u>192,749.68</u>
Total Equity	<u>190,739.79</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>715,143.29</u></u>

Jeff Swickard  
Jeff Swickard

# Stan Efferding

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<b>Experience</b>	2000-2001	Tel West Communications	Seattle, Wa.
	<b>Vice President</b>		
	<ul style="list-style-type: none"><li>▪ Manage Operations</li></ul>		
	1999-2000	Simpson Property Group	Denver, Co.
	<b>Regional Property Manager</b>		
	<ul style="list-style-type: none"><li>▪ Managed portfolio of multi-family properties</li><li>▪ Developed budgets</li></ul>		
	1998-1999	Simpson Property Group	Eugene, Or.
	<b>Regional Property Manager</b>		
	<ul style="list-style-type: none"><li>▪ Managed portfolio of multi-family properties.</li><li>▪ Developed budgets.</li></ul>		
	1991-1999	Mulqueeney Company	Eugene, Or.
	<b>Property Manager</b>		
	<ul style="list-style-type: none"><li>▪ Managed multi-family property.</li><li>▪ Managed construction of 200 unit community.</li></ul>		
<b>Education</b>	1985-1990	University Of Oregon	Eugene, Or.
	<ul style="list-style-type: none"><li>▪ B.S., Psychology.</li></ul>		
<b>Interests</b>	Exercise, Carpentry, Nutrition, Computers.		

Jeffrey K Swickard  
PO Box 94447  
Seattle, WA 98124

## RESUME

jswickard@telwestcommunications.com

(206) 933-1119

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### Work History

1998 – Present	Tel West Communications	President and CEO
1997 – 1998	US West	Account Manager
1995 – 1997	AT&T	Account Manager
1995 – 1996	MCI	Account Manager
1993 – 1995	Dean Witter	Marketing
1992 – 1994	AT&T	Customer Service Manager

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### Education

1994	University of Oregon	BS, Business Management Marketing
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# CHRIS G. HATTASCH

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7567 CALIFORNIA AVE. SW  
SEATTLE, WA 98136

206-938-1903 (H)  
chattasch@uswest.net

**Education:** Arizona State University  
Bachelor of Science, School of Mechanical/Aerospace Engineering  
Graduated: May 1987

**Experience:** **INFORMATION TECHNOLOGY – Tel West Communications**  
1998 – Present

Create and manage database and technology instruments necessary for operations.

**777 LEAD PROJECT ENGINEER**, Boeing Commercial Aircraft Group  
January 1997 - Present

- Effectively lead cross-functional teams by driving project definition, schedule, documentation, milestones towards achievement of project objectives.
- Resolution of aircraft electrical, mechanical, software, and pneumatic systems problems requiring short project cycles.
- Demonstrated conflict management skills managing multidiscipline teams during high production rates. Successfully maintained project progress and optimized team productivity.
- Provide immediate onsite support to airline issues. Organized and successfully implemented a multidivisional team, which resolved an two week ongoing problem within 6 hours, returning the aircraft to full revenue service.
- Prepare and present technical material to airlines, and internal organizations, effectively communicating technical solutions, and quickly developing audience trust. Single point of contact for multiple airlines, suppliers, and internal organizations for the 777 secondary power system.
- Effectively listen and respond to the needs of external customers, establishing long lasting positive relationships.
- Created the first company Internet monitored engine field test, allowing personell at various off site locations to operate and monitor systems tests. This test led to the identification and resolution of an ongoing field problem which was elusive for several years.
- Excellent working knowledge of Microsoft Windows, Access, Project, Power Point, Excel, Word Exchange, and Net Meeting.

**Senior Development Engineering Consultant, AlliedSignal**  
April 1994- December 1996

- Provided on-site Engineering representation and technical support to Boeing during the development of the Boeing 737 Next Generation aircraft.
- Provided supplier technical expertise in hardware development and project management during throughout the OEM design and development cycle.
- Recognized for excellent facilitation and people skills between two major companies with supplier/customer relationships.

**Development Engineer, AlliedSignal Aerospace**

May 1984 - March 1992

- Project Manager for the AirForce F-22 aircraft advanced secondary power system installation design. Managed research and design team responsible for \$2 million dollar budgets.
- Overseas assignment as Lead Test Engineer for a multi national team in Frankfurt, Germany. Successfully completed aircraft systems compatibility testing for the Airbus A330/A340 commercial aircraft.
- Onsite flight test engineer for at E-Systems for Saudi 747 VIP aircraft modification testing. Conducted testing and provided quick on site problem resolution.
- Provided on site systems engineering support for the development of the Grumman JSTARS aircraft.
- Onsite Flight Test Engineer for the McDonnell Douglas MD-80 aircraft. Remotely interfaced with numerous teams to quickly resolve problems.
- Key member of new products team, identifying potential gas turbine designs for emerging markets for military and commercial aircraft. Proactively sought new customers and identified potential aircraft requirements.
- Organized and wrote numerous proposals which were successful in establishing new business and markets for company products.
- Solved numerous field problems by defining and conducting gas turbine engine testing. Worked with cross functional teams to define, design, and implement fixes into the field.

2111 E John,304  
Seattle, WA 98112

Phone 206-940-0988  
Fax 206-933-1117  
E-mail [costurgul@telwestcommunications.com](mailto:costurgul@telwestcommunications.com)

# Christopher R Sturgul

<b>Education</b>	1999 - 2001	SBC	Los Angeles, CA	
	<b>CLEC Training</b>			
	PACLEX, SWBLEX, Verigate, Toolbar			
	1999 - 2001	Bellsouth	Atlanta, GA	
	<b>CLEC Training</b>			
	LENS, CLEC Basic			
<b>Professional experience</b>	1999 - 2001	US West	Seattle, WA	
	<b>CLEC Training</b>			
	IMA, Listings, UNE-P POTS, ASR – Switched Access, DS3, LIS			
	1999 -	University of Washington	Seattle, WA	
	<b>Business</b>			
	• International business / accounting			
<b>Professional experience</b>	1991 - 1993	University of Washington	Seattle, WA	
	<b>Graphic Design</b>			
	• Graphic design program			
	<b>Professional experience</b>	1999 - 2001	Tel West Communications	Seattle, WA
		<b>Manager – Provisioning and Support</b>		
		• Supervise provisioning department		
• Provision orders				
• Conduct training for provisioning and customer service representatives.				
• Resolved escalation problems and questions.				
<b>Professional experience</b>	• Incorporate new LECs and procedures into provisioning department			
	1996–1998	Centric Photo Processing	Tucson, AZ	
	<b>Art Director for Digital dept.</b>			
	• Worked daily with client accounts to ensure smooth communication and resolved any difficulties when they occurred.			
	• Tested new products and substrates.			
	• Suggested new suppliers that increased our profit margin by 30%.			
<b>Professional experience</b>	• Developed a close relationship with suppliers to ensure prompt delivery and speedy replies to any product inquires.			
	• Assisted clients with aesthetic questions about products that they had as well as items that needed to be produced.			