

**iCommLaw®**  
1547 Palos Verdes #298  
Walnut Creek, CA 94597-2228  
Phone: 415.699.7885  
anita@icommlaw.com

May 24, 2022

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

**REDACTED**

RECEIVED-FPSC  
2022 MAY 27 AM 8:39  
COMMISSION  
CLERK

*Re: Application for Certificate of Public Convenience and Necessity for Ubiquity Florida, LLC & Request for Confidentially*

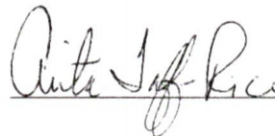
Dear Commission Clerk,

Enclosed for filling with the Commission please find the Application of Ubiquity Florida, LLC (“Ubiquity”) and a check # 1363 in the amount of \$500.00 for the filing fee.

Pursuant to Florida Statute sections 364.183(1) and 364.183(3), Ubiquity respectfully request confidential classification of portions of Exhibits A and B. Ubiquity also request confidential classification of Exhibit C in its entirety. Exhibits A, B, and C contain proprietary confidential business and personal information. As required in Rule 25-22.006(5) of the Florida Administrative Code, one copy of Exhibits A, B, and C with the information claimed as confidential is highlighted, and two redacted copies of Exhibit C that can be made available for public inspection are also enclosed.

Please contact me at [anita@icommlaw.com](mailto:anita@icommlaw.com) if there are any questions about this matter.

Sincerely,



Counsel for Ubiquity Florida, LLC

COM \_\_\_\_\_  
AFD \_\_\_\_\_  
APA \_\_\_\_\_  
ECO \_\_\_\_\_  
ENG \_\_\_\_\_  
GCL \_\_\_\_\_  
IDM \_\_\_\_\_  
CLK \_\_\_\_\_

*1 copy of Application Packet*

# 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

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#### 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:

Ubiquity Florida, LLC

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2. The Florida Secretary of State corporate registration number:

M22000003470

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3. F.E.I. Number: 88-1188401

4. Structure of organization:

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

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

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

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

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

(a) This application:

Name: Anita Taff-Rice  
Title: Counsel for Ubiquity FL, LLC  
Street Address: 1547 Palos Verdes, #298  
Post Office Box: \_\_\_\_\_  
City: Walnut Creek  
State: CA  
Zip: 94597  
Telephone No.: 415-699-7885  
Fax No.: \_\_\_\_\_  
E-Mail Address: anita@icommlaw.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: Patrick O'Leary  
Title: Managing Director  
Street Address: 4200 West 115th Street, Suite 320  
Post Office Box: \_\_\_\_\_  
City: Leawood  
State: KS  
Zip: 66211  
Telephone No.: 847-404-2067  
Fax No.: \_\_\_\_\_  
E-Mail Address: pat@ubiquitygp.com  
Company Homepage: \_\_\_\_\_

(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: \_\_\_\_\_  
Title: \_\_\_\_\_  
Street Address: \_\_\_\_\_  
Post Office Box: \_\_\_\_\_  
City: \_\_\_\_\_  
State: \_\_\_\_\_  
Zip: \_\_\_\_\_  
Telephone No.: \_\_\_\_\_  
Fax No.: \_\_\_\_\_  
E-Mail Address: \_\_\_\_\_

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

Street address: 121 W. Trade Street, Suite 1275  
City: Charlotte  
State: NC  
Zip: 28202  
Telephone No.: 847-404-2067  
Fax No.:  
E-Mail Address:

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

(a) **operated** as a telecommunications company. California and Texas

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

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

(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.

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If denied provide explanation.

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(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.

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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.

Exhibit A Managerial Ability-Confidential Filed Under Seal

- (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.

Exhibit B Technical Ability-Confidential Filed Under Seal

- (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.

Exhibit C Financials Confidential Filed Under Seal- Audited Financials for 2020 and 2021. Pro Forma financials are being submitted for 2022

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: https://ubiquitygp.com
- Other – Please provide address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**THIS PAGE MUST BE COMPLETED AND SIGNED**

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

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

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

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

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

COMPANY OWNER OR OFFICER

Print Name: Jamie Earp  
Title: Managing Partner  
Telephone No.: 919-368-6446  
E-Mail Address: jamie@ubiquitygp.com

Signature:  Date: 04/18/2022




STATE OF North Carolina  
COUNTY OF Mecklenburg

Verification

I, Jamie Earp, being first duly sworn, depose and state that I am the Managing Partner of Ubiquity FL, LLC and that the attached document was produced by me or under my direction and the contents thereof and the statements therein contained are true, to the best of my knowledge, information and belief.

Officer Name : Jamie Earp

  
\_\_\_\_\_  
Title :  
Ubiquity FL, LLC

Subscribed and Sworn to  
before me this 31 day of  
March 2022.

  
\_\_\_\_\_



**EXHIBIT A**  
**MANAGERIAL ABILITY**  
**CONFIDENTIAL INFORMATION**  
**REDACTED**

**Jamie W. Earp**

5700 W. 112th Street

Suite 500

Overland Park, KS 66211

(913) 378-1752 O

jearp@ubiqpartners.com

Accomplished Entrepreneur and Growth Specialist with 20 years of experience in a wide variety of management and advisory roles focused on superior return on investor capital. Maintains a robust professional network and a skill set for working with high-level teams in growth-oriented business environments. Possesses capabilities to create value while providing companies with strategic, operational, business development, and stakeholder relations expertise. Track record of success in deal-making and raising capital for organic and M&A growth-phase businesses.

**CORE COMPETENCIES**

Start-Up Ventures  
Business Development  
Investor Relations

Growth Management  
Fundraising/Restructuring  
Stakeholder Management

Strategic Planning  
Mergers & Acquisitions  
Visionary Leadership

**PROFESSIONAL EXPERIENCE**

**Ubiquity Management, LP**  
*Managing Partner*

2019 – Present

Ubiquity seeks to invest, develop and manage critical communications infrastructure throughout the United States, providing telecom services companies with access to open-access networks in markets where market demand for and a scarcity of infrastructure exist.

- Focus on investments in telecom-based infrastructure assets, as well as the operating companies that rely on and have exposure to those core asset classes
- Responsible for all aspects of deal sourcing, evaluation, funding and execution as well as providing support for operational management
- Utilizes a deep and robust network to provide Ubiquity the ability to source, negotiate and close on opportunistic transactions for strategic growth

**RCP Holdings, LLC**  
*Managing Partner*

2016 – 2019

Personal investment vehicle utilized to assess and deploy capital in real estate-like assets and entities that can deliver outsized returns while mitigating downside market risk.

- Focused primarily on the telecom sector, specifically operating companies and corollary infrastructure assets
- Additional investment focus on certain real estate investment opportunities with existing income and/or value-add investment attributes
- Actively sourced transactions, managed fundraising activities, executed new investments, and worked alongside managers of target companies to maximize overall enterprise value and return on investment

**Branch Communications, LLC**  
**Founder, Director & Executive**

2011 – 2016

Founded and co-led the fastest growing private US tower company over a five-year period, during which the industry underwent drastic changes to the operating models of both infrastructure owners and wireless carriers/broadband providers. Acted in various executive roles, overseeing operations, long-term strategic planning, investor relations, finance, legal, administrative, and external affairs.

- Raised an initial \$40 million in 2011 (record for a greenfield by our investors), and grew to over \$120 million of committed equity and debt funding, while serving as CFO/COO during the start-up phase of the company, and Head of Business Development during peak customer expansion
- Oversaw company growth to over 900 total assets (250 developed and acquired/over 700 managed for 3<sup>rd</sup> party owners) in 38 U.S. states/territories, while leasing and services revenues grew to over \$22 million annually
- Served as a member of the investment committee, and as a managing officer in each of the company's development, M&A and services arms

**Cardinal Strategy Group**  
**Principal**

2008 – 2011

Provided strategic planning, fundraising, and development services to organizations in order to execute management, financial structuring, business development, and public policy goals. Led projects and worked with high-level teams across multiple business functions.

- Assisted American Tower Corporation (ATC) with state and local advocacy efforts as well as multiple in-building and outdoor DAS network project deployments
- Advised an alternative energy investment fund on project placement in target states, initiating community outreach and negotiating business incentives with state/local authorities
- Reorganized Senator Elizabeth Dole's 2008 re-election finance division, executing a strategic plan over the final two quarters that increased income by 88% to over \$6 million, while reducing operational costs by 25%

**North Carolina Chamber of Commerce**  
**Vice President**

2006 – 2008

- Increased annual revenue by 10% during the 2007-2008 fiscal year while holding costs for revenue generation below historic levels
- Created, funded, and managed organizational subsidiaries developed for business engagement purposes, including initiatives on tax, regulatory and legal reform, workforce preparedness, and infrastructure funding
- Worked with business members in North Carolina and regional corporate partners to develop coalitions and strategies to achieve mutually desired public policy outcomes

**Earp & Associates** 2003 – 2006  
*Principal*

- Served as a finance advisor to the National Republican Senatorial Committee (NRSC) during the 2005-2006 cycle, utilizing national contacts to generate over \$1 million in new revenue for the Committee
- Provided Fortune 1,000 aggregate company with strategic contacts and adeptness in using policy processes to influence key tax officials, resulting in the positive resolution of a multi-million-dollar state tax dispute
- Developed client and partnership leads for an alternative energy solutions provider, using access to corporate and governmental organizations to generate increased revenue

**Dole 2002 Committee, Inc., Salisbury, NC** 2002 – 2003  
*Deputy Director*

- Worked extensively with national, state, and local business leaders to help formulate the campaign’s policy positions pertaining to business competitiveness and private sector growth, and dissemination of those positions to employers and employees across the state.
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**EDUCATION**

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 Master of Business Administration

**George Mason University School of Law, Arlington, VA** 2005  
 Juris Doctorate

**University of North Carolina, Chapel Hill, NC** 1998  
 Bachelor of Arts

**AJAY GHANEKAR, MS**

[aghanekar@ubiqpartners.com](mailto:aghanekar@ubiqpartners.com)

**TELECOMMUNICATIONS INVESTOR/ STRATEGIC LEADER & ORGANIZATIONAL  
CHANGE AGENT**

**TECHNOLOGY SOLUTIONS • \$MM PROJECT DESIGN & DEPLOYMENT  
BUILDING HIGH PERFORMANCE / QUALITY & SOLUTIONS DRIVEN PROJECT TEAMS**

**Go-To for Profitably Turning Around Underperforming Projects in  
Major Geographic Regions throughout the United States**

**Recipient of Recognition by the CEO and Numerous Outstanding Achievement Awards** for Creating a Culture of Innovation and Excellence, meeting demanding goals, and driving employee satisfaction with improving morale; promoted numerous times throughout career and have earned a reputation as a “fixer”.

*Leadership Strengths:*

- *Futurist & Strategic Thinker with Strong Technical Problem-Solving in a Cost-Effective Manner*
- *Challenge the Status Quo to Enhance Organizational Efficiency with Best Practices / Quality Initiatives*
- *Ensure Cross-Functional Collaboration and Engage Employee Participation through Transitions and Changes*
- *Exemplify Core Values—Exceptional Work Ethic, Integrity, Initiative, Accountability, Fairness and Tenacity*

*Core Competencies & Key Knowledge Areas:*

- *Consistently Exceed Expectations and Meet Project Milestones, Deliverables, SLAs and Business Goals*
- *Manage Project Compliance with Fiscal/Budgetary Guidelines, Specifications and Outcomes*
- *Analyze Scenarios & Anticipate Outcomes to Minimize Problems / Glitches within the Project Life Cycle*
- *SME in Wireless, RF Engineering, Fiber, Network Technologies, Design, Integration & Performance Enhancements*

**EXPERIENCE AND ACHIEVEMENTS**

Ubiquity Management

Overland Park, Kansas – USA

**Managing Partner** (December 2019 till date)

Responsible for all aspects of deal sourcing, evaluation, and execution as well as operational management. Ubiquity Partners seeks to invest, develop and manage critical communications infrastructure throughout the United States.

VERIZON WIRELESS - Nationwide

Overland Park, Kansas - USA

**Executive Director – Network Engineering and Performance** (November 2015 – December 2018)

Lead teams of 500+ employees for Planning, Performance and Network Engineering throughout the Eastern Half of the country. Network deployment associated with \$3.5 billion annual capital budget and \$2 billion annual expense budget.

- Successfully launched various services on 4G and prepared the network for launch of 5G
- Lead Network transformation efforts driving over \$250m in capital and over \$100m in annual expense savings
- Conducted over 100 round table sessions across the East Territory to share strategy and direction

**AJAY GHANEKAR, MS**

Page 2 of 2

**EXPERIENCE AND ACHIEVEMENTS**

VERIZON WIRELESS (Continued)

**Executive Director – Network** (September 2014 – November 2015)

Sent to Detroit, Michigan to lead a team of 330+ employees and complete network growth plans associated with \$400 million capital budget. Project deployment was back loaded in a calendar year impacting network performance employee workload. Directed network planning, deployment and operation throughout the Michigan, Indiana, and Kentucky region. Challenged the Director team to understand reasons for a back loaded plan.

- Achieved recognition as the Top Performing Region in 2015.
- Drove workforce efficiency by eliminating poor performing employees and overlapping roles.

**Engineering Director** (December 2013 – September 2014)**System Performance Director - Overland Park, Kansas - USA** (August 2011 – December 2013)

Partnered with Engineering and Operations teams to deploy the best 4G network in Kansas Missouri Region with a budget of \$200 Million. Led teams of Engineers for RF Design, Performance and Network Engineering. Challenged team members to exceed their goals and consequently met all network performance and deployment goals.

- Region 4G Network was Ranked #1 in the entire U.S.—maintaining superiority in a highly competitive market.
- Established a 3-year plan to address long term network coverage and capacity need.

**System Performance Manager - Houston, Texas** (March 2009 to August 2011)

Lead the team of 12 Engineers for RF design, regional capacity and network performance for the Alltel Integration Project. Worked with cross-functional teams for timely completion of capital projects.

- Successfully improved network efficiency by re-harvesting more than 350 voice carriers but at the same time growing EvDO capacity to stay ahead of the need. Carrier Re-harvest Project saved more than \$7 million.

SPRINT - Denver, Colorado - USA

**RF Engineering Manager** (September 2004 to March 2009)

Lead the Colorado RF Team in network design and integration projects (CDMA 3GIX) with more than 1200 sites in the State. Reduced employee turnover and ranked as one of the Top Managers in the region. Successfully designed and integrated 161 Qwest sites within 6 months followed by a successful migration of 180,000 Qwest customers onto the Sprint network. Improved network performance by 200+% in 3 years—with the Denver market earning the Best Telephia\Nielsen Network Satisfaction scores in the West Region.

- Received several Excellence Awards, recognition by the CEO—and top ratings in employee experience surveys.

TATA TELESERVICES LTD - Mumbai, India

**Senior Manager - Corporate Network (RF)** (2002 to 2003)

Rolled out the 3G CDMA throughout India—completed within the 1st year for commercialization. Reported directly to the CTO to manage and direct all RF engineering activities nationwide. Established parameters, guidelines and processes for RF engineers. Lead Vendor selection for various network elements

MARCONI WIRELESS (MSI) - USA

**Senior Consultant** (2000 to 2002)

Designed and optimized CDMA and TDMA networks with multiple carriers for MSI throughout the United States.

BPL MOBILE - Mumbai, India

**Deputy Manager - RF Planning****Member - Network Performance Team** 1995 to 2000)

Designed / optimized GSM 900 network in Mumbai with more than 150 Motorola cell sites, in an austere location.

**EDUCATION**

UNIVERSITY OF MUMBAI - Mumbai, India

**Master of Science in Financial Management** 2000**Bachelor of Science in Electronics Engineering** 1995

**EXHIBIT B**  
**TECHINICAL ABILITY**  
**CONFIDENTIAL INFORMATION**  
**REDACTED**



**Jamie W. Earp**

5700 W. 112th Street  
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(913) 378-1752 O

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**Go-To for Profitably Turning Around Underperforming Projects in  
Major Geographic Regions throughout the United States**

**Recipient of Recognition by the CEO and Numerous Outstanding Achievement Awards** for Creating a Culture of Innovation and Excellence, meeting demanding goals, and driving employee satisfaction with improving morale; promoted numerous times throughout career and have earned a reputation as a “fixer”.

*Leadership Strengths:*

- *Futurist & Strategic Thinker with Strong Technical Problem-Solving in a Cost-Effective Manner*
- *Challenge the Status Quo to Enhance Organizational Efficiency with Best Practices / Quality Initiatives*
- *Ensure Cross-Functional Collaboration and Engage Employee Participation through Transitions and Changes*
- *Exemplify Core Values—Exceptional Work Ethic, Integrity, Initiative, Accountability, Fairness and Tenacity*

*Core Competencies & Key Knowledge Areas:*

- *Consistently Exceed Expectations and Meet Project Milestones, Deliverables, SLAs and Business Goals*
- *Manage Project Compliance with Fiscal/Budgetary Guidelines, Specifications and Outcomes*
- *Analyze Scenarios & Anticipate Outcomes to Minimize Problems / Glitches within the Project Life Cycle*
- *SME in Wireless, RF Engineering, Fiber, Network Technologies, Design, Integration & Performance Enhancements*

**EXPERIENCE AND ACHIEVEMENTS**

Ubiquity Management  
Overland Park, Kansas – USA

**Managing Partner** (December 2019 till date)

Responsible for all aspects of deal sourcing, evaluation, and execution as well as operational management. Ubiquity Partners seeks to invest, develop and manage critical communications infrastructure throughout the United States.

VERIZON WIRELESS - Nationwide  
Overland Park, Kansas - USA

**Executive Director – Network Engineering and Performance** (November 2015 – December 2018)

Lead teams of 500+ employees for Planning, Performance and Network Engineering throughout the Eastern Half of the country. Network deployment associated with \$3.5 billion annual capital budget and \$2 billion annual expense budget.

- Successfully launched various services on 4G and prepared the network for launch of 5G
- Lead Network transformation efforts driving over \$250m in capital and over \$100m in annual expense savings
- Conducted over 100 round table sessions across the East Territory to share strategy and direction

# AJAY GHANEKAR, MS

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## EXPERIENCE AND ACHIEVEMENTS

VERIZON WIRELESS (Continued)

**Executive Director – Network** (September 2014 – November 2015)

Sent to Detroit, Michigan to lead a team of 330+ employees and complete network growth plans associated with \$400 million capital budget. Project deployment was back loaded in a calendar year impacting network performance employee workload. Directed network planning, deployment and operation throughout the Michigan, Indiana, and Kentucky region. Challenged the Director team to understand reasons for a back loaded plan.

- Achieved recognition as the Top Performing Region in 2015.
- Drove workforce efficiency by eliminating poor performing employees and overlapping roles.

**Engineering Director** (December 2013 – September 2014)

**System Performance Director - Overland Park, Kansas - USA** (August 2011 – December 2013)

Partnered with Engineering and Operations teams to deploy the best 4G network in Kansas Missouri Region with a budget of \$200 Million. Led teams of Engineers for RF Design, Performance and Network Engineering. Challenged team members to exceed their goals and consequently met all network performance and deployment goals.

- Region 4G Network was Ranked #1 in the entire U.S.—maintaining superiority in a highly competitive market.
- Established a 3-year plan to address long term network coverage and capacity need.

**System Performance Manager - Houston, Texas** (March 2009 to August 2011)

Lead the team of 12 Engineers for RF design, regional capacity and network performance for the Alltel Integration Project. Worked with cross-functional teams for timely completion of capital projects.

- Successfully improved network efficiency by re-harvesting more than 350 voice carriers but at the same time growing EvDO capacity to stay ahead of the need. Carrier Re-harvest Project saved more than \$7 million.

SPRINT - Denver, Colorado - USA

**RF Engineering Manager** (September 2004 to March 2009)

Lead the Colorado RF Team in network design and integration projects (CDMA 3GIX) with more than 1200 sites in the State. Reduced employee turnover and ranked as one of the Top Managers in the region. Successfully designed and integrated 161 Qwest sites within 6 months followed by a successful migration of 180,000 Qwest customers onto the Sprint network. Improved network performance by 200+% in 3 years—with the Denver market earning the Best Telephia\Nielsen Network Satisfaction scores in the West Region.

- Received several Excellence Awards, recognition by the CEO—and top ratings in employee experience surveys.

TATA TELESERVICES LTD - Mumbai, India

**Senior Manager - Corporate Network (RF)** (2002 to 2003)

Rolled out the 3G CDMA throughout India—completed within the 1st year for commercialization. Reported directly to the CTO to manage and direct all RF engineering activities nationwide. Established parameters, guidelines and processes for RF engineers. Lead Vendor selection for various network elements

MARCONI WIRELESS (MSI) - USA

**Senior Consultant** (2000 to 2002)

Designed and optimized CDMA and TDMA networks with multiple carriers for MSI throughout the United States.

BPL MOBILE - Mumbai, India

**Deputy Manager - RF Planning**

**Member - Network Performance Team** 1995 to 2000)

Designed / optimized GSM 900 network in Mumbai with more than 150 Motorola cell sites, in an austere location.

## EDUCATION

UNIVERSITY OF MUMBAI - Mumbai, India

**Master of Science in Financial Management** 2000

**Bachelor of Science in Electronics Engineering** 1995

**EXHIBIT C**

**2020 AND 2021 AUDITED FINANCIALS**

**2020 PRO FORMA FINANCIALS**

**CONFIDENTIAL INFORMATION**

**Pursuant to Florida Statute 364.183(1) and 364.183(3) Exhibit C to the Certificate of Public Convenience and Necessity Application is Redacted in its entirety**