



TECHNICALLY-ORIENTED LEADER

*Operations Expertise ~ Process Development and Continuous Improvement
Mergers & Acquisitions Business Integration ~ Project Management
Technology ~ Major Accounts ~ Troubleshooter*

QUALIFICATIONS ABSTRACT

Thirteen years of telecommunications industry experience, including eight years of management in infrastructure deployment (fiber optic and mobile phone networks), sales support, service fulfillment, service assurance and Voice-over-IP (VoIP) network operations. Capable of leading through periods of change in fast-paced, competitive business environments. Experienced with rapid start-up of projects ranging in value from US\$8M to US\$37M. Proven problem solver and facilitator. Able to effectively communicate up and down an organization. Comfortable traveling internationally and working with geographically-distributed teams.

KEY CAREER ACHIEVEMENTS

- One of Level 3 Communications first 100 employees. In 1998, became the founding member of the infrastructure deployment team, initially charged with developing budget estimates and Prime Contractor selection criteria for Level 3's original 20,000 mile network.
- Part of a sales organization that booked US\$1B+ in new Dark Fiber contracts in a single year. Award-winning leader of a team that coordinated delivery of Dark Fiber contracts for major US Competitive Local Exchange Carriers (CLECs), US Interexchange Carriers (IXCs) and European incumbent carriers (PTTs).
- While at Level 3, delivered engineering services and technical leadership for the development and refinement of multiple INTERNET TELEPHONY® magazine "Product of the Year Award" winners. (3)Tone won in '03 for *Technological Excellence*, (3)VoIP Enhanced Local won in '04 and E-911 Direct won in '05 for *Outstanding Innovation*.

EMPLOYMENT

NaviGo Global, Inc

Co-Founder & Principal Partner, Grand Haven, Michigan, U.S.A

(Oct'06 - Present)

- Co-Founded a technology consulting company from scratch, focused on consulting, technology and partnerships for emerging broadband, wireless and VoIP network operators as well as Web 2.0 service providers, particularly in the areas of business process scaling, capital projects and go-to-market strategy.
- Additional experience supporting venture capital and private equity firms on due diligence and strategy assessments.

Level 3 Communications, LLC

Director, Voice & SoftSwitch Operations, Broomfield, Colorado, U.S.A.

(Jun'03 - Oct'06)

- Managed a team of 30 highly technical Operations Engineering professionals charged with support of high-availability real-time SIP and SS7 call processing applications running on UNIX, LINUX and proprietary OS platforms.
- Directed high-visibility Tier 3/Tier 4 troubleshooting support in a multi-vendor/multi-protocol production environment that includes network elements from Lucent, Sonus, Nortel, Acme Packet, Tekelec and proprietary C++ applications.
- Organizational tasks included network performance root cause analysis and development of corrective actions; service improvement plan implementation; network SLA/KPI definition and on-going measurement; network change management and execution; inter-operability testing with customers and other carriers; tactical tools development and network management system architecture.

- Supported a high volume of new VoIP product development through rapid field prototyping, independent operational trials and acceptance of new products and platforms.
- Responsible for the operational integration of Terverse, a next generation provider of IP Centrex services acquired by Level 3 to provide the seed for its (3)Tone and HomeTone services.
- Led cross-company operations integration planning for Level 3's voice network following the acquisitions of three competitors (WilTel, ICG and TelCove).

**Director, Global Service Activation & Service Management, Broomfield, Colorado, U.S.A.
(Oct'02 - May'03)**

- Redesigned Level 3's "Specials" process (custom product development) and supported its subsequent transfer from a manual, e-mail-managed process to a more automated and measurable process capable of guiding intelligent product investment decisions. Customer surveys revealed satisfaction increased from less than 50% to over 90%.
- Selected to join a corporate M&A planning team for Level 3's US\$242M acquisition of Genuity, a Tier 1 ISP and provider of optical transport services. Performed pre-close due diligence and post-close business integration of the target's service delivery organization into Level 3's operational model.

**Director, Dark Fiber Service Activation, Broomfield, Colorado, U.S.A.
(Jun'01 - Sep'02)**

- Directed an International team (Broomfield, Colorado, U.S.A. and Frankfurt am Main, Deutschland-based resources) through the transformation of Level 3's Dark Fiber delivery capability from a Project Management-centric approach to a robust, scalable transactional model.
- Coordinated across organizational boundaries to define and implement a globally adopted order-to-invoice process. Effort included development of the systems (Amdocs Clarify) and training required to successfully migrate to the new process.
- New approach yielded a repeatable and measurable process with continuous improvement enabled by elements of Statistical Process Control (SPC) and other process management techniques. Went from nearly unmeasurable process with greater than 50% miss rate on delivery dates to less than 17%.

**Director, Dark Fiber Implementation, Broomfield, Colorado, U.S.A.
(Oct'99 - May'01)**

- Staffed and managed a team of 8 major account Program Managers through the implementation of 15+ Dark Fiber contracts valued in aggregate at US\$1.4B+. The group acted as the hub for information between Customers and internal fix agent organizations.
- Accountable for delivery of Dark Fiber in Level 3's early phase 16,000 mile US InterCity Network, collocation space in 275+ sites and custom metro networks in up to 26 markets. Worked extensively on product definition issues, technical specifications and implementation processes.

**District Sponsor, InterCity Construction, Portland, Oregon/Salt Lake City, Utah, U.S.A.
(Apr'99 - Sep'99)**

- Acted as Level 3's District Sponsor assigned to Kiewit Network Services - Northwest District. In this role, oversaw US\$425M+ in permitting, right-of-way acquisition, environmental studies, materials procurement and construction activities associated with the deployment of 2,200 miles of InterCity Network.
- Consulted with Kiewit Network Services on delivery strategies and technical matters. Testified on Program issues before various federal, state, county and municipal boards and agencies on Level 3's behalf.

**Engineering Program Manager, InterCity Construction, Golden, Colorado, U.S.A.
(Jan'98 - Mar'99)**

- Responsible for US\$225M+ in engineering activities performed by Level 3's Prime Contractor (Kiewit Network Services) and its subcontractors towards completion of Level 3's InterCity Network Program. Role included supervision of Program estimate and budget development; major subcontractor selections; engineering and CAD standards creation; and overall progress reporting.
- Frequent International travel to consult with London, England-based peer group responsible for delivery of Level 3's European InterCity and Metro Network Program.

MFS Network Technologies, Inc. [now Adesta Communications]

Project Manager, MFS - Dallas/Las Colinas Expansion Project, Dallas, Texas, U.S.A.

(Jun'97 - Dec'97)

- First in command for turn-key design and construction of a US\$8.5M+/45 mile metropolitan fiber optic network build-out that included installation of 71 telco rooms in buildings along the network route.
- Accountable for all aspects of Project operations including scheduling, engineering, material procurement, construction; supervision of team members; handling of business transactions (bidding, Subcontract negotiations, Sub and Prime Contract management, claims avoidance, AP/AR); and revenue forecasting and reporting.

Contracts Manager, Nortel - Dallas MTA Project, Dallas, Texas, U.S.A.

(Mar'96 - May'97)

- Second in command on a US\$37M+ contract to design and deploy 280 wireless tower sites on behalf of Nortel for their client Sprint PCS. Project deliverables were achieved in only 14 months. Key player in managing the client relationships with both Nortel and Sprint PCS.
- Managed Subcontracts department (price negotiation, Subcontract creation and administration) and drove staffing of project team, budget development, materials vendor selection and cost management.
- Oversaw many Project operations including management of multiple A&E firms supplying services for site design, structural engineering and geotechnical surveys as well as day-to-day coordination with site construction Subcontractors.

Contracts Manager, MFS - San Jose/San Francisco/Oakland, Hayward, California, U.S.A.

(Sep'95 - Feb'96)

- Second in command on a US\$21M+/120 mile metropolitan fiber optic network build-out that included installation of 100 telco rooms in buildings along the network route. Performed Subcontract creation and administration; scheduling; forecasting and tracking of costs; material procurement; soliciting bids for work; and Subcontractor communications. Also handled the role of Safety Engineer for the Project, implementing and enforcing Company safety policies.

Other Positions

(Jun'94 - Aug'95)

- OSP Route Engineer, MFS - Seattle, Redmond, Washington, U.S.A. (Aug'95)
- Contracts Manager, GST Lightwave, Inc., Hayward, California, U.S.A. (Jul'95 - Aug'95)
- Project Engineer, MFS - San Jose/San Francisco, Palo Alto, California, U.S.A. (Jan'95 - Jun'95)
- ISP Engineer, MFS - San Jose/San Francisco, Palo Alto, California, U.S.A. (Jun'94 - Dec'94)

EDUCATION

North Dakota State University, Fargo, North Dakota, U.S.A.

(May'94)

B.S., Mechanical Engineering

- Included multiple Engineering Co-op/Marketing Intern rotations at Melroe Company - Bismarck, ND/Fargo, ND (May - Aug'90, Feb - Aug'92 & May - Aug'93) [now Bobcat Company a division of Ingersoll-Rand]
 - Conducted product prototyping/testing, engineering assessment and participated in product performance evaluation. Documented testing procedures, evaluated lab results and formulated recommendations for product improvement. Designed surveys and performed product research through nationwide face-to-face interviews and survey data analysis.

Professional/Managerial Training

- Southern Methodist University (SMU)/Cox Business School First-Line Management Program (Nov'97), Level 3 (3)PEAK Leadership Boot Camp Program (Sep'02), Level 3 Select Mentor Program (May'04).

Awards

- Level 3 Dark Fiber Program Manager of the Year (Jan'01), Level 3 Circle of Excellence (Apr'03).