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June 9, 2020

**VIA ELECTRONIC FILING**  
[TPUC.DocketRoom@tn.gov](mailto:TPUC.DocketRoom@tn.gov)

Hon. Robin L. Morrison, Chairman  
c/o Ectory Lawless, Docket Room Manager  
Tennessee Public Utility Commission  
502 Deaderick Street, 4<sup>th</sup> Floor  
Nashville, TN 37243

Re: *Application of Twin Lakes Communications, Inc. for Expanded State-Issued Certificate of Franchise Authority*, TPUC Docket No. 10-00129\_\_

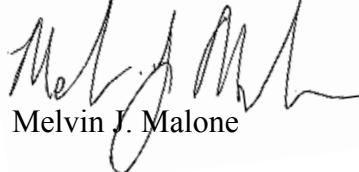
Dear Chairman Morrison:

Attached for filing please find the *Application of Twin Lakes Communications, Inc. for Expanded State-Issued Certificate of Franchise Authority* (the "Application"). Please note that Exhibit 4 to the Application is being submitted **UNDER SEAL** as **CONFIDENTIAL and PROPRIETARY**. Accordingly, this **CONFIDENTIAL** Exhibit should not be included in the public docket. Both a public version and a nonpublic, **CONFIDENTIAL** version of Exhibit 4 are attached.

As required, one (1) hard copy will follow along with a check in the amount of \$500.00 for the application fee pursuant to Tenn. Code Ann. § 7-59-305(b)(1). Should you have any questions concerning this filing, or require additional information, please do not hesitate to contact me.

Very truly yours,

BUTLER SNOW LLP



Melvin J. Malone

mcb

Attachments

*The Pinnacle at Symphony Place  
150 3<sup>rd</sup> Avenue South, Suite 1600  
Nashville, TN 37201*

MELVIN J. MALONE  
615.651.6705  
[melvin.malone@butlersnow.com](mailto:melvin.malone@butlersnow.com)

T 615.651.6700  
F 615.651.6701  
[www.butlersnow.com](http://www.butlersnow.com)

BUTLER SNOW LLP

**BEFORE THE TENNESSEE PUBLIC UTILITY COMMISSION  
NASHVILLE, TENNESSEE**

<b>IN RE:</b>	)	
	)	
<b>APPLICATION OF TWIN LAKES</b>	)	
<b>COMMUNICATIONS, INC. FOR</b>	)	<b>DOCKET NO. <u>10-00129</u></b>
<b>AMENDED AND EXPANDED STATE-</b>	)	
<b>ISSUED CERTIFICATE OF</b>	)	
<b>FRANCHISE AUTHORITY</b>	)	

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**AFFIDAVIT OF JONATHAN WEST**

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**STATE OF TENNESSEE**

**COUNTY OF**   Jackson  

I, Jonathan West, having been duly sworn in accordance with the law, state as follows.

**1. Name of Applicant.**

I, Jonathan West, do hereby attest to being General Manager/CEO of Twin Lakes Communications, Inc. I am authorized to make this affidavit on behalf of Twin Lakes Communications, Inc. ("TLCI").

**2. Application Fee (Tenn. Code Ann. § 7-59-305(b)(1)).**

TLCI submits the application fee of \$500.00 with this application based on a service area population between 50,000 and 1,000,000, as reflected by the most recent decennial census.

**3. Compliance with Applicable Laws (Tenn. Code Ann. § 7-59-305(c)(1)).**

As it has since the granting of its Certificate of Franchise Authority in TPUC Docket No. 10-00129, TLCI agrees to continue to comply with all applicable federal and state laws and regulations, to the extent that such state laws and regulations are not in conflict with or superseded by the provisions of Tennessee Code Annotated Title 7, Chapter 59, Part 3 or other applicable law,

and will timely file with the Federal Communications Commission (“FCC”) all forms required by the FCC in advance of offering video services or cable services.

**4. Description of Municipalities and/or Unincorporated Areas Within Counties to be Served (Tenn. Code Ann. § 7-59-305(c)(2)).**

In addition to the service areas granted in the Certificate of Franchise Authority in TPUC Docket No. 10-00129, TLCI will serve all or a portion of the following counties: Bradley, Grainger, Hamblen, Jefferson, McMinn, Meigs, Polk, Rhea, Roane and Sevier.<sup>1</sup> The following cities within the above counties will also be served: Athens, Benton, Cleveland, Dandridge, Dayton, Decatur, Jefferson City, Morristown, New Market, Rogersville, Rutledge and Spring City.

**5. Provision of cable service to service areas (Tenn. Code Ann. § 7-59-305(c)(3)).**

TLCI intends to begin to offer video or cable services and/or provide new broadband Internet service in accordance with Tenn. Code Ann. § 7-59-311(d), in each of the municipalities and unincorporated areas of each county described in Section 4 within twenty-four (24) months of the date of the issuance of a state-issued amended certificate of franchise authority.

**6. Indemnification (Tenn. Code Ann. § 7-59-305(c)(4)).**

TLCI agrees to indemnify and hold harmless, in accordance with Tenn. Code Ann. § 7-59-318, the state, municipality, county and any employee or representative of the state, municipality or county, as well as any political subdivision of the state and any employee or representative of the political subdivision, individually and collectively, referred to in Tenn. Code Ann. § 7-59-318 as the “indemnatee.”

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<sup>1</sup> TLCI’s current service area includes the following counties: Clay, Fentress, Jackson, Overton, Pickett, and Putnam Counties and portions of DeKalb, Morgan, and Smith Counties. The following cities are included in its current service area as well: Celina (Clay Co.); Jamestown and Allardt (Fentress Co.); Gainesboro (Jackson Co.); Livingston (Overton Co.); Byrdstown (Pickett Co.); and Baxter, Cookeville and Monterey (Putnam Co.). TLCI service area also includes the Chestnut Mound (Smith Co.) exchange.

**7. Applicant Contact Information (Tenn. Code Ann. § 7-59-305(c)(5)).**

TLCP's principal place of business is:

200 Telephone Lane  
Gainesboro, TN 38562  
Tel: (931) 476-2151  
Fax: (931) 268-3702

The principal executive officers are:

Ricky E. Strong, President  
Larry J. Stafford, Vice-President  
Marie Carlisle, Secretary/Treasurer

The following people are authorized to represent TLCP before the Tennessee Public Utility

Commission:

Jonathan West  
200 Telephone Lane  
Gainesboro, TN 38562  
Tel: (931) 476-2151  
Fax: (931) 268-3702  
Email: jwest@twinlakes.net

Melvin Malone  
Butler Snow LLP  
150 Third Avenue South, Suite 1600  
Nashville, TN 37201  
Tel: (615) 651-6705  
Fax: (615) 651-6701  
Email: melvin.malone@butlersnow.com

**8. Managerial, Financial and Technical Qualifications to Provide Cable or Video Service (Tenn. Code Ann. §§ 7-59-305(c)(6) and (d)(2)).**

As recognized in TPUC Docket No. 10-00129 and since that time, TLCP continues to have the managerial, financial and technical qualifications to provide cable or video service as required by Tenn. Code Ann. §§ 7-59-305(c)(6) and (d)(2). Pursuant to the Certificate of Franchise Authority granted in TPUC Docket No. 10-00129, TLCP currently provides cable or video service

to certain customers. Moreover, TLCI has been providing long-distance telephone services in Tennessee since 2003.

In its 2003 and 2009 Orders,<sup>2</sup> the Commission determined that TLCI had the managerial, financial and technical qualifications to provide long-distance telephone services and competitive access and transport telecommunications services. Based on its experience and success providing these telecommunications services, TLCI has the managerial, financial and technical qualifications to expand its provision of cable and video services.

a. **Managerial Qualifications.** TLCI has been providing telecommunications services in Tennessee since 2003, primarily to Tennesseans in the nine (9) Tennessee counties serviced by Twin Lakes Cooperative, namely Clay, DeKalb, Fentress, Jackson, Morgan, Pickett, Putnam, Overton and Smith Counties. TLCI has gained valuable experience as a telecommunications provider. Since 2010, TLCI has successfully provided cable and video services in its authorized services area.

TLCI is managerially qualified to expand its provision of cable and video services in its proposed amended service area. TLCI is led by Jonathan West, General Manager and CEO, and he is supported by highly qualified and competent directors and staff. Attached hereto as **Exhibit 3** is a list of the names of the Applicant's principal company officers and staff and a description of each officer's and staff member's background and experience. As shown in **Exhibit 3**, the staff of the company have substantial managerial experience in the areas of utility operations, utility customer service and utility marketing.

b. **Financial Qualifications.** Before issuing the 2003 and 2009 Orders, the Commission reviewed, among other things, TLCI's financial ability to provide telecommunications services. The Commission also reviewed the same in TPUC Docket No. 10-00129. TLCI is financially qualified to expand its provision of cable and video services.

c. **Technical Qualifications.** Based in part on its experience since 2003 as a telecommunications service's provider, and its experience since 2010 as a cable and video service provider, coupled with its demonstrated managerial experience, TLCI possesses the necessary technical qualifications to expand its provision of cable and

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<sup>2</sup> See *In Re: Company ID: 128818*, Order Granting Authority to Provide Operator Services and/or Resell Telecommunication Service in Tennessee, TPUC Case Number 02-01342 (Jan. 27, 2003) and *In Re: Application of Twin Lakes Communications, Inc. for a Certificate of Public Convenience and Necessity to Provide Intrastate Telecommunications Services Statewide*, Order Granting Amendment of Certificate of Public Convenience and Necessity, TPUC Case Number 09-00035 (Oct. 8, 2009).

video services. As noted earlier herein, TLCI has successfully serviced its telecommunications customers since 2003 and cable and video services since 2010. TLCI manages and directs TLC operations and business activities. Twin Lakes Cooperative has been providing broadband services for almost 20 years. Therefore, the technical staff and senior management team have extensive broadband experience as well. Information concerning the technical expertise of TLCI's senior management team is included in **Exhibit 3**.

For the foregoing reasons, TLCI has the managerial, financial and technical fitness to provide the applied-for services in the State of Tennessee, and TLCI respectfully requests that the Commission grants it application for amended and expanded State-Issued Certificate of Franchise Authority.

**9. Customer Service Complaint Handling Process (Tenn. Code Ann. § 7-59-305(c)(7)).**

Customers who have questions or complaints regarding their cable or video service or questions or disputes concerning their bills may contact TLCI's Customer Service at (931) 268-2151 or (931) 476-8582. Customer Service representatives are available by phone Monday through Friday, from 8:00 a.m. to 5:00 p.m. Customers may write to TLCI at its main office address in Gainesboro. Additionally, TLCI provides after-hours technical support that is available 24 hours per day, 7 days per week. It is TLCI's policy to take promptly action to address any customer question or complaint.

**10. Notice to Affected Local Governing Authorities (Tenn. Code Ann. § 7-59-305(c)(8)).**

TLCI has provided notice and a copy of this Affidavit to each local government that would be affected by the amended State-issued certificate of franchise authority at the addresses set forth in **Exhibit 1**. **Exhibit 1** includes a map of the proposed service area, as well as a map of the existing service area. TLCI will comply with any applicable local ordinance or resolution requiring notice to other entities with facilities in the rights of way.

**11. Non-discrimination and Service Deployment Requirements (Tenn. Code Ann. § 7-59-305(c)(9)).**

TLCI agrees to comply with the requirements of Tennessee Code Annotated Title 7, Chapter 59, Part 3, expressly including the applicable non-discrimination and service deployment requirements of Tenn. Code Ann. § 7-59-311. TLCI hereby acknowledges the provisions of Tenn. Code Ann. §§ 7-59-311 and 312 relevant to enforcement of non-discrimination and deployment requirements. TLCI certifies that at least twenty-five percent (25%) of the households that will have access to its cable or video service in the areas identified in Section 4 are low-income households. A copy of TLCI's deployment plan is attached hereto as **Exhibit 4**, which is being submitted **CONFIDENTIAL AND UNDER SEAL**.

**12. Notice to Affected Local Government Entities (Tenn. Code Ann. § 7-59-305(c)(10)).**

Following issuance of the amended State-issued certificate of franchise authority, TLCI will provide notice to any affected local governing authority ten (10) days prior to providing service in that jurisdiction.

**13. Minority-Owned Business Plan (Tenn. Code Ann. § 7-59-305(c)(11)).**

TLCI agrees to comply with its Minority-Owned Business Plan, which is attached as **Exhibit 2**.

FURTHER AFFIANT SAYETH NOT.

  
Jonathan West, General Manager/CEO

STATE OF TENNESSEE

COUNTY OF Jackson

Sworn to and subscribed before me this  
26<sup>th</sup> day of May, 2020.

  
Notary Public

My Commission Expires: 3/9/22





**EXHIBIT 1**  
**TO**  
**APPLICATION OF TWIN LAKES COMMUNICATIONS, INC.**  
**FOR AN AMENDED AND EXPANDED STATE-ISSUED**  
**CERTIFICATE OF FRANCHISE AUTHORITY**

**Local County Governments Provided Notice**

**Bradley County**

Gary Davis, County Mayor  
P.O. Box 1167  
Cleveland, TN 37364  
(423)728-7146

**Grainger County**

Mike Byrd, County Mayor  
8095 Rutledge Pike, Suite 100  
P.O. Box 126  
Rutledge, TN 37861  
(865) 828-3513

**Hamblen County**

Bill Brittain, County Mayor  
Hamblen County Courthouse  
511 West Second North Street  
Morristown, TN 37814  
(423) 586-1931

**Jefferson County**

Mark Potts, County Mayor  
214 West Main Street  
P.O. Box 710  
Dandridge, TN 37725  
(865) 397-3800

**Meigs County**

Bill James, County Mayor  
17214 State Highway 58 N.  
Decatur, TN 37322  
(423) 334-5850

**McMinn County**

John Gentry, County Mayor  
6 East Madison Ave.  
Athens, TN 37303  
(423)745-0095

**Polk County**

Robby M. Hatcher, County Executive  
6239 Highway 411  
P.O. Box 128  
Benton, TN 37307  
(423) 338-4527

**Rhea County**

George Thacker, County Executive  
375 Church St., Suite 215  
Dayton, TN 37321  
(423) 775-7801

**Roane County**

Ronald Woody, County Executive  
P.O. Box 643  
Kingston, TN 37763  
(865)376-5578

**Sevier County**

Larry Waters, County Mayor  
125 Court Avenue, #201E  
Sevierville, TN 37862  
(865) 453-6136

## **Local City Governments Provided Notice**

### **Athens**

Chuck Burris, Mayor  
815 N. Jackson Street  
Athens, TN 37303  
(423)744-2702

### **Benton**

Jerry Stephens, Mayor  
6496 Hwy 411 North  
P.O. Box 687  
Benton, TN 37307  
(423)338-5733

### **Cleveland**

Kevin Brooks, Mayor  
190 Church Street N.E.  
P.O. Box 1519  
Cleveland, TN 37364

### **Dandridge**

George Gantte, Mayor  
131 East Main Street  
P.O. Box 249  
Dandridge, TN 37725  
(865)397-7420

### **Dayton**

Gary Louallen, Mayor  
399 First Avenue  
P.O. Box 226  
Dayton, TN 37321  
(423)775-1817

### **Decatur**

Jeremy Bivens, Mayor  
116 North Main Street  
Decatur, TN 37322  
(423)334-5716

### **Jefferson City**

Mitch Cain, Mayor  
112 City Center Drive  
P.O. Box 530  
Jefferson City, TN 37760  
(865)475-9071

### **Morristown**

100 West First North Street,  
P.O. Box 1499  
Morristown, TN 37816  
(423)586-1205

### **New Market**

Beau Tucker, Mayor  
1024 Volunteer Street  
P.O. Box 300  
New Market, TN 37820

### **Rogersville**

Jim Sells, Mayor  
106 East Kyle Street  
P.O. Box 788  
Rogersville, TN 37857  
(423)272-7497

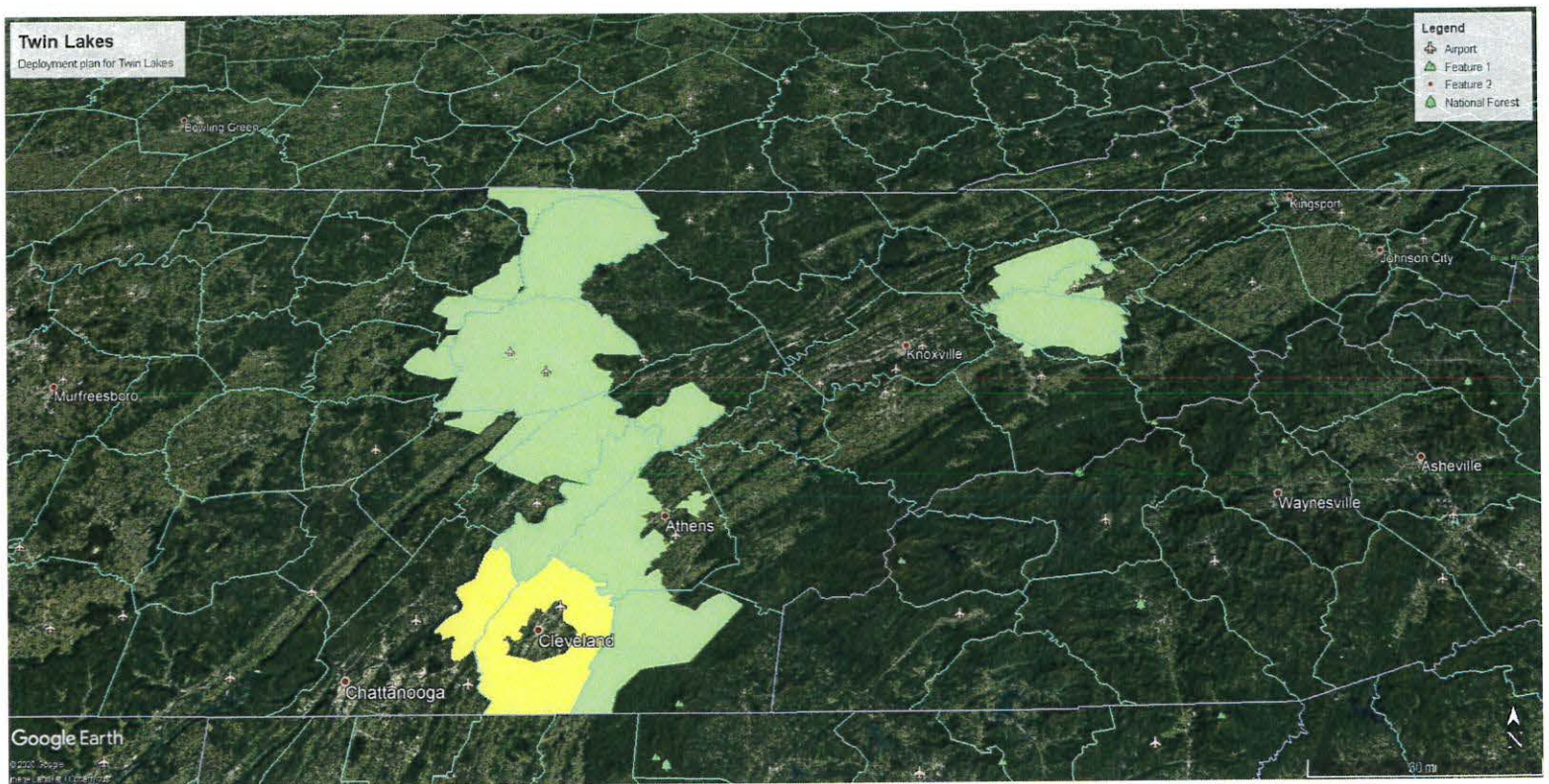
### **Rutledge**

Fred Sykes, Mayor  
8655 Rutledge Pike  
Rutledge, TN 37861  
(865)828-4513

### **Spring City**

Billy Ray Patton, Mayor  
229 Front Street, P.O. Box 369  
Spring City, TN 37381  
(423)452-0512

## EXHIBIT 1



**EXHIBIT 2**  
**TO**  
**APPLICATION OF TWIN LAKES COMMUNICATIONS, INC.**  
**FOR AN AMENDED AND EXPANDED STATE-ISSUED**  
**CERTIFICATE OF FRANCHISE AUTHORITY**

**Minority-Owned Business Plan**

Pursuant to T.C.A. §§ 7-59-305(c)(11) and 7-59-313, Twin Lakes Communications, Inc. (“TLCI”) submits this minority-owned telecommunications business participation plan (the “Plan”) along with its Application for an Amended and Expanded State-Issued Certificate of Franchise Authority.

**I. PURPOSE**

The purpose of § 7-59-313 is to provide opportunities for small and minority-owned businesses to provide goods and services to video service providers. TLCI is committed to the goals of § 7-59-313 and to taking steps to support the participation of minority-owned businesses in the video-cable industry. TLCI will endeavor to provide opportunities for minority-owned businesses to compete for contracts and subcontracts for goods and services. As part of its procurement process, TLCI will make efforts to identify and inform minority-owned businesses that are qualified and capable of providing goods and services to TLCI of such opportunities. TLCI’s representatives have already contacted the Department of Economic and Community Development to obtain a list of qualified vendors. Moreover, TLCI will seek to increase awareness of such opportunities so that companies not otherwise identified will have sufficient information to participate in the procurement process.

**II. DEFINITIONS**

As defined in § 7-59-313:

*Minority-Owned Business.* Minority-owned business means a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls the daily operations of the business and who is impeded from normal entry into the economic mainstream because of past practices of discrimination based on race, religion, ethnic background or sex, including, but not limited to, women; a disability as defined in § 4-26-102, including, but not limited to, disabled veterans; or past practices of racial discrimination against African-Americans.

### **III. ADMINISTRATION**

TLCP's Plan will be overseen and administered by the individual named below, hereinafter referred to as the Administrator, who will be responsible for carrying out and promoting TLCP's full efforts to provide equal opportunities for minority-owned businesses. The Administrator of the Plan will be:

Jonathan West  
Twin Lakes Communications, Inc.  
200 Telephone Lane  
Gainesboro, Tennessee 38562  
Tel: (931) 476-2151  
Fax: (931) 268-3702

The Administrator's responsibilities will include:

- (1) Maintaining an updated Plan in full compliance with § 7-59-313 and the rules and orders of the Tennessee Public Utility Commission;
- (2) Establishing and developing policies and procedures necessary for the successful implementation of the Plan;
- (3) Preparing and submitting such forms as may be required by the Tennessee Public Utility Commission, including the filing of required annual updates;

- (4) Serving as the primary liaison to and cooperating with the Tennessee Public Utility Commission, other agencies of the State of Tennessee, and minority-owned businesses to locate and use qualified minority-owned businesses as defined in § 7-59-313;
- (5) Searching for and developing opportunities to use minority-owned businesses and encouraging such businesses to participate in and bid on contracts and subcontracts;
- (6) Providing records and reports and cooperating in any authorized surveys as required by the Tennessee Public Utility Commission;
- (7) Establishing a recordkeeping system to track qualified minority-owned businesses and efforts to use such businesses; and
- (8) Providing information and educational activities to persons within TLCI and training such persons to seek out, encourage and promote the use of small and minority-owned businesses.

In performance of these duties, the Administrator will utilize a number of resources, including:

Chambers of Commerce  
The Tennessee Department of Economic and Community Development  
The United States Department of Commerce  
Small Business Administration, Office of Minority Business  
The National Minority Supplier Development Counsel  
The National Association of Women Business Owners  
The National Association of Minority Contractors  
Historically Black Colleges, Universities and Minority Institutions

The efforts to promote and ensure equal opportunities for minority-owned businesses are primarily spelled out in the Administrator's duties above. Additional efforts to provide opportunities to minority-owned businesses will include offering, where appropriate and feasible, minority-owned businesses assistance with technical, insurance, bonding, licensing, production and deadline requirements.

#### IV. RECORDS AND COMPLIANCE REPORTS

TLCI will maintain records of qualified minority-owned businesses and efforts to use the goods and services of such businesses. In addition, TLCI will maintain records of educational and training activities conducted or attended and of the internal procurement procedures adopted to support this Plan. TLCI will submit records and reports required by the Tennessee Public Utility Commission concerning the Plan. Moreover, TLCI will cooperate fully with any surveys and studies required by the Tennessee Public Utility Commission.

Twin Lakes Communications

By:   
Jonathan West

Dated: 5-26-20

**EXHIBIT 3**  
**TO**  
**APPLICATION OF TWIN LAKES COMMUNICATIONS, INC.**  
**FOR AN AMENDED AND EXPANDED STATE-ISSUED**  
**CERTIFICATE OF FRANCHISE AUTHORITY**  
**BIOGRAPHIES OF OFFICERS, BOARD MEMBERS AND STAFF**

**OFFICERS OF THE BOARD OF DIRECTORS – 2019**

**Ricky E. Strong, *President*, Gainesboro, TN**

Strong has been a member of the Twin Lakes Board of Directors since October 2006 and has been actively engaged in the required oversight of the Corporation. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association. He is a retired builder/contractor.

**Larry J. Stafford, *Vice President*, Gainesboro, TN**

Stafford is a retired owner of a hunting and fishing establishment in Gainesboro, TN. He has been a member of the Twin Lakes Board of Directors since October 2004 and has actively engaged in the required oversight of the Corporation. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association. He is a former employee of Twin Lakes.

**Marie Carlisle, *Secretary/Treasurer*, Red Boiling Springs, TN**

Carlisle is a retired nurse. She was elected to the Twin Lakes Board of Directors in July 2018 and has actively engaged in the required oversight of the Corporation.

**Gregory H. Brown, *Pall Mall*, TN**

G. Brown is the owner of Brown Funeral Chapel, Byrdstown, TN, and Livingston Funeral Home, Livingston, TN. He is a licensed funeral home director and embalmer in the State of Tennessee. He was elected to the Board of Directors October 2006 and actively supports all facets of the Cooperative. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**Kent J. Brown, *Rickman*, TN**

K. Brown has actively farmed for more than 30 years and owns Jared Brown & Son Registered Angus. He has been a member of the Board of Directors of Twin Lakes Cooperative since March 1999 and is actively involved in the required oversight of the Corporation. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**Kem W. Crouch, *Jamestown*, TN**

Crouch has been a Customer Service Representative for over ten years for the Pepsi Bottling Distributing Company. He was elected to the Twin Lakes Board of Directors October of 2008 and is actively engaged in the required oversight of the Corporation. He has completed the



requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**Douglas G. Elder, Byrdstown, TN**

Elder is a Crop Consultant with the Overton Pickett Farmers' Cooperative in Livingston, Tennessee. He has been a member of the Twin Lakes Board of Directors since April of 1992. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**Gary E. Flynn, Gainesboro, TN**

Flynn is a school teacher, and a high school basketball and golf coach. He is a retired owner of a self-serve gas and convenience market business. Flynn has been a member of the Board of Directors since October 2005 and has actively engaged in the required oversight of the Corporation. He has held the offices of Vice President and of President. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**Dr. Gail Myers, Baxter, TN**

Myers is the retired Principal of the Jackson County Middle School in Gainesboro, TN (Jackson County), where she was been employed for over twenty (20) years. She was elected to the Twin Lakes Board of Directors in October 2005 and has been actively engaged in in the required duties of a director. She has held the offices of Vice President and of President. She has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**J. David Parsons, Livingston, TN**

Parsons is a retired funeral home owner in Livingston, TN. He was elected to the Twin Lakes Board of Directors in October 2007 and has actively engaged in the required oversight of Twin Lakes. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**James D. Storie, Celina, TN**

Storie is a former sheriff of Clay County TN, and a former Tennessee Highway Patrol officer. He was elected to the Twin Lakes Board of Directors in October 2008 and has actively engaged in the required oversight of the Corporation. He has completed the requirements of the Director Core Curriculum certificate program offered through the National Telecommunications Cooperative Association.

**MANAGEMENT STAFF**

**Jonathan L. West, *General Manager and CEO of Twin Lakes Communications (TLC)***

West reports directly to the Board of Directors and carries out their direction for the advancement of TLC. He is a graduate of Tennessee Technological University with a bachelor's degree cum laude in Mechanical Engineering. Jonathan has been in the telecommunications industry since 2001 as an Engineering Intern, Facilities Engineer, and Plant Engineer. He has served in engineering and management roles, including Assistant General Manager, now General Manager and CEO. He has various technical certifications

related to networking and fiber optic facilities. Jonathan currently serves as chairman of the Industry Committee for the National Telecommunications Cooperative Association, chairman of the Tennessee Rural Communications Cooperative Association and chairman of Foursight Communications. He serves on the board of directors for the Highlands Economic Partnership, Tennessee Telecommunications Association, Tennessee Valley Corridor, Codero Hosting and iRis Networks.

**Bridget Betcher, *Chief Financial Officer***

Betcher oversees budget process, audit functions, and all long-term investments. She also develops financial policies and processes, analyzes financials, and presents those to the general manager. Generally, Betcher contributes to the strategic planning process by serving as the organizational expert in financial management. She also oversees all aspects of the Accounting Department, including, the Controller, Accounting Manager, Supervisor, Accountant, and Bookkeeper.

**Chad Dillon, *Plant Operations Manager***

Dillon is responsible for working groups including Engineering, Construction, Service, Dispatch, Facilities and Inventory Control. Dillon also oversees the planning and implementation of new fiber construction, which includes providing cost projections and comparisons associated with construction, aiding in budgeting as required and providing other data as needed. Dillon is responsible for surveying job sites, determining a need for construction equipment, materials, manpower and safety equipment. Additionally, Dillon is responsible for supervising service work orders, trouble reports and routine maintenance in a customer's residence or business. His job entails many other duties, including dispatch, remotes, mechanical, and warehouse inventory.

**Shane Heupel, *Director of Technology***

Heupel is over the Information Systems (IS) and Networking departments. He also serves as technical support to all employees; manages and maintains all computers; provides operational support and billing systems, patches and upgrades; and provides software systems to ensure security is maintained. Additionally, Heupel offers technical training to all employees, creates reports to measure company performance, works closely with other departments to assess IT needs and ensure the information systems are meeting their departmental goals. He ensures the operational systems utilized to provide services are secure, functional and always available.

**Melissa Mitchell, *Director of Business & Corporate Development***

Mitchell coordinates corporate and board events. Mitchell is also Project Manager for business ventures and company facilities. Some of her duties include assisting the General Manager with operations and board meetings and working with other staff members to coordinate and assist with company related meetings.

**Melissa Phillips, *Human and Office Resources Manager***

Phillips directs all HR/personnel activities. Her responsibilities typically include recruiting and hiring professionals, technical and support staff; developing and

monitoring personnel policies and procedures; ensuring compliance with relevant federal, state and local laws affecting human resources; administering employee benefits; and maintaining personnel records. She works with other staff members to assess employee training needs and develop in-house training programs or contracts with external trainers to provide needed programs.

**Jamie Meadows, *Customer Service Manager***

Meadows manages the Customer Service operations and supports the performance of the company's business customer experience. She develops and administers department goals and objectives, maintains customer satisfaction by providing problem-solving resources, develops department income/expense budgets, promotes sales of services and equipment, ensures staff are informed of proper service and equipment charges, forecasts system and subscriber growth, advises plant and engineering regarding service area needs, implements credit policies for new subscribers, ensures accuracy of billing data and customer accounts, implements tariffs, and adopts rate changes.

**Lea Ann Gore, *Marketing and Sales Manager***

While in the telecommunications industry, Gore has served in various positions including competitive business sales and key system programming, product management, marketing and is currently licensed in the State of Tennessee as a Level 1 security technician. She is responsible for creating consumer awareness through branding, advertising and promotions, media relations, sponsorships and community events. Additionally, she is responsible for managing both the business and security solution consultant teams and the billing coordinator.

# **PUBLIC VERSION**

## **EXHIBIT 4**

**TO**

**APPLICATION OF TWIN LAKES COMMUNICATIONS, INC.  
FOR AN AMENDED AND EXPANDED STATE-ISSUED  
CERTIFICATE OF FRANCHISE AUTHORITY**

**DEPLOYMENT PLAN**

