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September 17, 2020

VIA ELECTRONIC FILING

Hon. Kenneth C. Hill, Chairman
c/o Ectory Lawless, Docket Room Manager
Tennessee Public Utility Commission
502 Deaderick Street, 4th Floor
Nashville, TN 37243
TPUC.DocketRoom@tn.gov

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

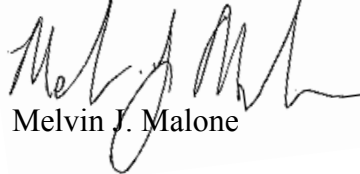
Dear Chairman Hill:

Attached for filing please find the *Application of Twin Lakes Communications, Inc. for Renewal of State-Issued Certificate of Franchise Authority* (the "Application").

As required, one (1) hard copy will follow along with a check in the amount of \$2,000.00 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

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

IN RE:)	
)	
APPLICATION OF TWIN LAKES COMMUNICATIONS, INC. FOR RENEWAL OF STATE-ISSUED CERTIFICATE OF FRANCHISE AUTHORITY))))))	DOCKET NO. 10-00129

AFFIDAVIT OF JONATHAN WEST

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"), the Applicant in this matter. TLCI is the holder of a State-Issued Certificate of Franchise Authority, granted by the Tennessee Regulatory Authority on October 20, 2010. TLCI was issued its First Amended Certificate of Franchise Authority on June 22, 2020 by the Tennessee Public Utility Commission.

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

TLCI submits the application fee of \$2,000 with this application based on a service area population between 100,000 and 500,000, 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 receipt 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 First Amended Certificate of Franchise Authority in TPUC Docket No. 10-00129, TLCI will continue to serve Clay, Fentress, Jackson, Overton, Pickett, and Putnam Counties and portions of Dekalb, Morgan, and Smith Counties. The following cities are included in the service area: 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 will also continue to serve the Chestnut Mound (Smith Co.) exchange.

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

TLCI currently offers, pursuant to its existing state or local franchise authority, or 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 renewal 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 “indemnitee.”

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

TLCI’s principal place of business is:

200 Telephone Lane
Gainesboro, TN 38562
Tel: (931) 268-2151
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 TLCI before the Tennessee Public Utility Commission:

Jonathan West
200 Telephone Lane
Gainesboro, TN 38562
Tel: (931) 268-2151
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, TLCI 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, TLCI 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,¹ 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 Tennessee counties serviced by Twin Lakes Cooperative, namely Clay, DeKalb, Fentress, Jackson, Morgan, Pickett, Putnam, Overton and Smith Counties, as well as those service areas granted in TLCI's First Amended Certificate of Franchise Authority, including part or all of Bradley, Grainger, Hamblen, Jefferson, McMinn, Meigs, Polk, Rhea and Sevier. 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

¹ 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).

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 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 over 10 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 has previously been provided to the Commission. TLCI's actions since the submission of that deployment plan are consistent with that plan.


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

Following issuance of the renewed 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, if that jurisdiction has not previously been provided service.

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
17th day of September, 2020.


Notary Public

My Commission Expires: 3/9/22



EXHIBIT 1
TO
APPLICATION OF TWIN LAKES COMMUNICATIONS, INC.
FOR RENEWAL OF STATE-ISSUED
CERTIFICATE OF FRANCHISE AUTHORITY

Local County Governments Provided Notice and Map of Service Area

Clay County

Dale Reagan, County Mayor
145 Cordell Hull
Celina, TN 38551
(931) 243-2161

DeKalb County

Tim Stribling, County Mayor
1 Public Square
Room 204 Courthouse
Smithville, TN 37166
(615) 597-5175

Fentress County

Jimmy Johnson, County Executive
101 N. Main St., Courthouse Sq.
Jamestown, TN 38556
(931) 879-7713

Jackson County

Randy Heady, County Executive
P.O. Box 617
Gainesboro, TN 38562
(931) 268-9888

Morgan County

Brian Langley, County Executive
415 N Kingston Street
Wartburg, TN 37887
(423) 346-6288

Overton County

Ben Danner, County Executive
317 University Street, Suite 1
Livingston, TN 38570
(931) 823-5639

Pickett County

Carey Garner, County Executive 1
Courthouse Sq. Ste 200
Byrdstown, TN 38549
(931) 864-3798

Putnam County

Randy Porter, County Mayor
300 E. Spring Street Room 8
Cookeville, TN 38501
(931) 526-2161

Smith County

Jeff Mason, County Mayor
122 Turner High Circle, Ste. 100
Carthage, TN 37030
(615) 735-2294

Celina

Tonya Spears, Mayor
P.O. Box 449
Celina, TN 38551
(931) 243-2115

Jamestown

Lyndon Baines, Mayor
314 East Central Avenue
P. O. Box 670
Jamestown, TN 38556
(931) 879-8815

Allardt

Patricia Clark, Mayor
2015 Michigan Avenue
P.O. Box 159
Allardt, TN 38504
(931) 879-7125

Gainesboro

Lloyd F. Williams,
Mayor
P.O. Box 594
Gainesboro, TN 38562
(931) 268-9315

Livingston

Curtis Hayes, Mayor
301 McHenry Circle
Livingston, TN 38570
Phone: (931) 823-7362

Byrdstown

Sam Gibson, Mayor
109 West Main
P.O. Box 325
Byrdstown, TN 38549
(931) 864-6120

Baxter

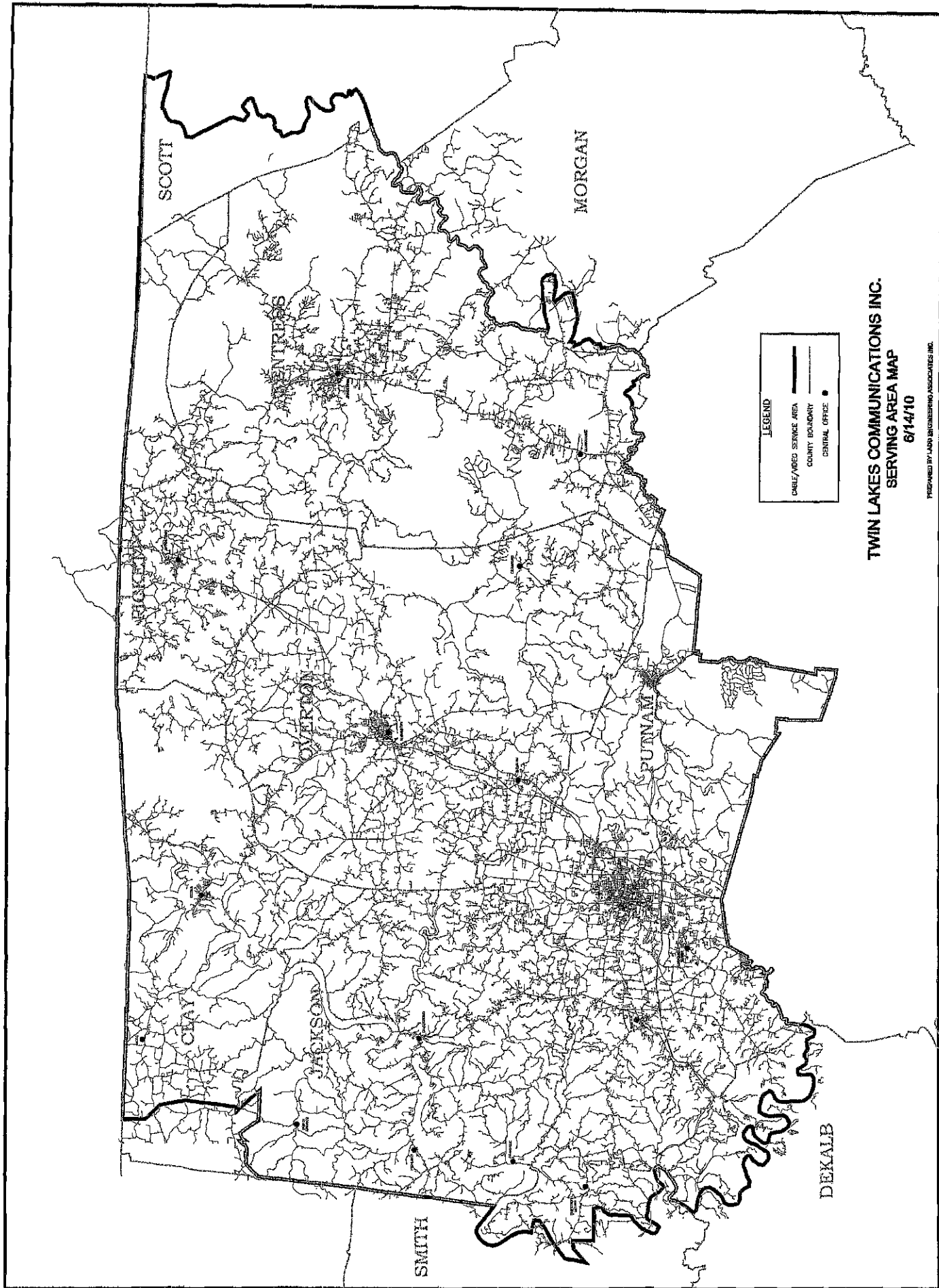
John Martin, Mayor
200 Main Street
Baxter, TN 38544
(931) 858-4111

Cookeville

Ricky Shelton,
Mayor
45 East Broad Street
Cookeville, TN 38501-0998
(931) 526-9591

Monterey

JJ Reels, Mayor
900 Romaine Avenue
Monterey, TN 38574
(931) 839-3770



TWIN LAKES COMMUNICATIONS INC.
SERVING AREA MAP
6/14/10

PREPARED BY JAM ENGINEERING ASSOCIATES INC.

EXHIBIT 2
TO
APPLICATION OF TWIN LAKES COMMUNICATIONS, INC.
FOR RENEWAL OF 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

TLCI'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 TLCI'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) 268-2151
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: 9-16-20

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

OFFICERS OF THE BOARD OF DIRECTORS

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.