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Item Number - 1



Public Utility Commission of Texas

1701 N. Congress Avenue
P. O. Box 13326
Austin, Texas 78711-3326
512 / 936-7000 • (Fax) 936-7003
Web Site: www.puc.state.tx.us

TITLE PAGE

APPLICATION FOR AMENDMENT TO A SERVICE PROVIDER CERTIFICATE OF OPERATING AUTHORITY

DOCKET/PROJECT NO. _____

APPLICANT(S): 1. **Tachus CLEC, LLC d/b/a Tachus Communications**
 2. **Ezee Fiber Texas, LLC d/b/a Ezee Fiber**

Authorized Representatives for this Application:

For Tachus CLEC, LLC d/b/a Tachus Communications

NAME: Jason Danowsky

TITLE: Partner, FosterDanowsky LLP

ADDRESS: 904 West Avenue, Suite 107. Austin, TX 78701

TELEPHONE: 512-708-8700

FAX: 512-697-0058

EMAIL ADDRESS: jdanowsky@fosterdanowsky.com

NAME: Mark Foster

TITLE: Partner, FosterDanowsky LLP

ADDRESS: 904 West Avenue, Suite 107. Austin, TX 78701

TELEPHONE: 512-708-8700

FAX: 512-697-0058

EMAIL ADDRESS: mfoster@fosterdanowsky.com

For Ezee Fiber Texas, LLC d/b/a Ezee Fiber

NAME: Susan C. Gentz

TITLE: Of Counsel, Lukas, LaFuria, Lantor & Sachs LLP

ADDRESS: 8350 Broad Street, Suite 1450, Tysons, VA 22102

TELEPHONE: (703) 584-8685

FAX: (703) 584-8696

EMAIL ADDRESS: sgentz@fcclaw.com

Regulatory Representative for Tachus CLEC, LLC d/b/a Tachus Communications:

NAME: **Mark Foster**

TITLE: **Attorney for Applicant**

ADDRESS: **FosterDanowsky LLP, 904 West Avenue, Suite 107. Austin, TX 78701**

TELEPHONE: **512-708-8700**

FAX: **512-708-0058**

EMAIL ADDRESS: **mfoster@fosterdanowsky.com**

Complaint Representative for Tachus CLEC, LLC d/b/a Tachus Communications:

NAME: **Matthew B. Ockwood**

TITLE: **President and CEO**

ADDRESS: **3831 Technology Forest Blvd., Suite 200. The Woodlands, TX 77381**

TELEPHONE: **281-907-5271**

FAX: **N/A**

EMAIL ADDRESS:

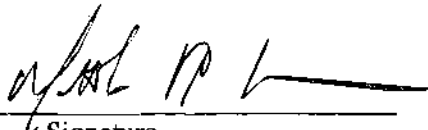
mockwood@tachus.com

AFFIDAVIT

STATE OF TEXAS §
 §
COUNTY OF Harris §

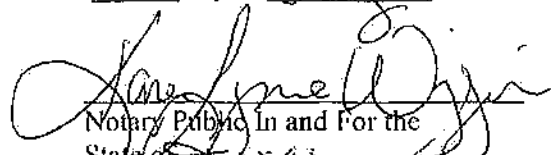
1. My name is Matthew Marino. I am a Manager on the Board of Managers of the Co-Applicant Ezee Fiber Texas, LLC.

2. I swear or affirm that I have personal knowledge of the facts stated in this Application to Amend a Service Provider Certificate of Operating Authority with respect to Ezee Fiber Texas, LLC, that I am competent to testify to them, and that I have the authority to make this Application on behalf of the Co-Applicant. I further swear or affirm that all of the statements and representations made in this Application for to Amend a Service Provider Certificate of Operating Authority with respect to Ezee Fiber Texas, LLC are true and correct. I swear or affirm that the Co-Applicant understands and will comply with all requirements of law applicable to a Service Provider Certificate of Operating Authority.


Signature

Matthew Marino
Typed or Printed Name

SWORN TO AND SUBSCRIBED before me on the 2nd day of July, 2025.


Notary Public in and for the
State of Texas

My commission expires: 04/11/2029

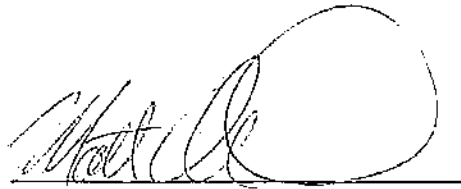


AFFIDAVIT

STATE OF TEXAS §
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COUNTY OF Montgomery §

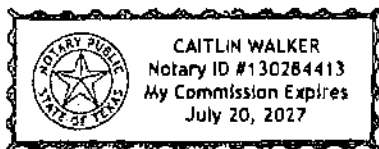
1. My name is Matthew B. Ockwood. I am President and Chief Executive Officer of the Co-Applicant Tachus Communications.

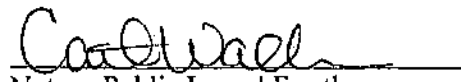
2. I swear or affirm that I have personal knowledge of the facts stated in this Application to Amend a Service Provider Certificate of Operating Authority, that I am competent to testify to them, and that I have the authority to make this Application on behalf of the Applicant Tachus Communications. I further swear or affirm that all of the statements and representations made in this Application for to Amend a Service Provider Certificate of Operating Authority with respect to Tachus Communications are true and correct. I swear or affirm that the Applicant understands and will comply with all requirements of law applicable to a Service Provider Certificate of Operating Authority.


Signature

Matthew B. Ockwood
Typed or Printed Name

SWORN TO AND SUBSCRIBED before me on the 2nd day of July, 2025.




Notary Public In and For the
State of Texas

My commission expires: July 20, 2027

1. Check only one of the following Requests:

(a)

_____ New SPCOA Application

 X Application

Amending SPCOA No. **60997**

_____ New COA Application

_____ Application

Amending COA No.

(b) If you are filing an amendment, check one or more of the following as requests made in this amendment filing:

_____ Name Change Amendment

_____ Certification Relinquishment

 X Change in Ownership/Control

_____ Service Discontinuation

_____ Change in Service Area

_____ Change in Type of Provider

_____ Corporate Restructuring

_____ Other

(c) Provide a summary explanation of all items checked in “b” above.

Ezee Fiber Texas, LLC (“Ezee Fiber”) is a Delaware limited liability company that will acquire Tachus Infrastructure, LLC (“Tachus Infrastructure”), a Delaware limited liability company, and its affiliates in the transaction described below. Tachus Infrastructure owns 100% of Tachus CLEC, LLC d/b/a Tachus Communications (“Tachus Communications”), a Texas limited liability company and holder of a Service Provider Certificate of Operating Authority in Texas. Ezee Fiber’s managing member is a Delaware limited liability company named ISQGIF III U.S. AIV Telecom Aggregator, LLC, a Delaware limited liability company (“Telecom Aggregator”).

Pursuant to the Membership Interest Purchase Agreement (the “Agreement”) dated July 3, 2025, Ezee Fiber will acquire all of the outstanding membership interests of Tachus Infrastructure and will indirectly acquire all of the outstanding equity interests of Tachus Communications (the “Transaction”). The parties to the Agreement are (i) Ezee Fiber (as the “Buyer”), (ii) Tachus Infrastructure, and (iii) Tachus, LLC (the “Seller”). Thus, upon the closing of the Transaction, Tachus Infrastructure and Tachus Communications shall become wholly-owned subsidiaries of Ezee Fiber.

Immediately following the closing of the Transaction, Telecom Aggregator will continue to control Ezee Fiber. Telecom Aggregator is managed by its members, which are a series of parallel Delaware limited partnerships (collectively referred to as the “ISQ Funds”), each of whom are managed by their collective general partner. That general partner is a Delaware limited liability company named ISQGIF III U.S. AIV GP, LLC.

For the Commission’s reference, diagrams depicting the pre- and post-Transaction corporate ownership structures are provided in attached Exhibit A.

2. Provide a description of the Applicant, which shall include the following:

- (a) Legal name and all assumed names under which the Applicants conduct business, if any;

Tachus CLEC, LLC does business under the name Tachus Communications.

Ezee Fiber Texas, LLC does business under the name Ezee Fiber.

- (b) Address of principal office and business office;

Tachus Communications:

**3831 Technology Forest Blvd., Suite 200
The Woodlands, TX 77381**

Ezee Fiber:

**5959 Corporate Drive, Suite 2000
Houston, TX 77036**

- (c) **Tachus Communications:**
Principal office/business office telephone number **281-907-5227**
Fax number **N/A**
Website address **www.tachus.com**
E-mail address **inquiries@tachus.com**
Toll-free customer service telephone number **832-791-1100**

Ezee Fiber:
Principal office/business office telephone number **713-255-7500**
Fax number **(786) 618-2281**
Website address: **www.ezeefiber.com**
E-mail address: **legal@eezeefiber.com**
Toll-free customer service telephone number **833-327-8104**

- (d) FCC Carrier Identification Code (CIC) or National Exchange Carriers Association (NECA) Operating Carrier Numbers (OCNs), if available;

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

- (e) Form of business in Texas (*e.g.*, corporation, partnership, sole proprietorship), Charter/Authorization number, date business was formed and date change was made (if applicable). Provide the State and date in which the parent company

is registered. *(The Commission requires registration with the Secretary of State for all forms of business, except sole proprietorships.)*

Tachus Communications: Tachus CLEC, LLC d/b/a Tachus Communications is a Texas limited liability company.

Texas SOS File Number: 802715026

Texas SOS Registration Date: May 5, 2017

Texas Taxpayer Number: 32063669058

Tachus CLEC, LLC d/b/a Tachus Communications is 100% owned by Tachus Infrastructure, LLC, which is 100% owned by Tachus, LLC, a Delaware limited liability company.

Ezee Fiber: Ezee Fiber, LLC d/b/a Ezee Fiber is a Delaware limited liability company formed on March 19, 2021, Registration No. 5581298.

Ezee Fiber, LLC d/b/a Ezee Fiber is majority owned and managed by ISQGIF III U.S. AIV Telecom Aggregator, LLC (a Delaware limited liability company formed on March 18, 2021, and hereafter referred to as "Telecom Aggregator"); Telecom Aggregator is 100% owned by a series of parallel Delaware limited partnerships, each of whom are managed by their collective general partner. That general partner is ISQGIF III U.S. AIV GP, LLC (a Delaware limited liability company formed on March 18, 2021). See the organization chart attached as Exhibit A.

- (f) A list of the names, titles, phone number and office e-mail address of each director, officer, or partner;

Tachus Communications:

Matthew Ockwood – President and CEO

832-791-1100

mockwood@tachus.com

Ronald Pack Jr. – General Counsel & Secretary

832-791-1100

rj.pack@tachus.com

Ezee Fiber:

Andrew Crouch – Manager

786-693-5700

Andrew.crouch@isquaredcapital.com

Arvind Krishnamurthy – Manager

786-693-5700

Arvind.Krishnamurthy@isquaredcapital.com

Carl Merzi – Manager
832-465-4510
Carl.Merzi@ictxwavemedia.net

Jonathan Popper – Manager
786-693-5700
Jonathan.Popper@isquaredcapital.com

Matthew Marino – Manager
713-255-7500
Matthew.Marino@ezccfiber.com

Thomas W. Sammons III – Manager
713-405-1148
twsammons@gmail.com

- (g) Name, address, and office address of each of the five largest shareholders, if not publicly traded;

Tachus Communications:

Tachus CLEC, LLC d/b/a Tachus Communications is not publicly traded and is a wholly owned subsidiary of Tachus Infrastructure, LLC with an office address of 3831 Technology Forest, Suite 200, The Woodlands, TX.

Ezee Fiber:

Ezee Fiber is not publicly traded. The majority member of Ezee Fiber is Telecom Aggregator which is owned by individual investor funds (limited partnerships); no investor serves as general partner and no investor has equity or voting shares of 10% or greater in Telecom Aggregator. See the organization chart attached as Exhibit A. The address for Telecom Aggregator and each of the Delaware limited partnership members is: c/o I Squared Capital, 600 Brickell Ave., PH, Miami, FL 33131.

- (h) Legal name of parent company, if any, and a description of its primary business interests; and,

Tachus Communications:

Tachus CLEC, LLC d/b/a Tachus Communications' parent company is Tachus Infrastructure, LLC. Tachus Infrastructure, LLC's purpose is to carry on any lawful business, purpose or activity as well as act as a holding company for Tachus CLEC, LLC d/b/a Tachus Communications.

Ezee Fiber:

Ezee Fiber is majority owned and managed by Telecom Aggregator. Telecom Aggregator is a holding company and has no active business operations. Ezee Fiber is a fiber solutions provider.

- (i) Legal name of all affiliated companies that are public utilities or that are providing telecommunications services and the states in which they are providing service. Give a description of all affiliates and explain in detail the relationship between the Applicant and its affiliates. An organizational chart should be provided, if available.

Tachus Communications:

Tachus Communications holds SPCOA No. 60997 and has no affiliates that are public utilities or that are providing telecommunications services.

Ezee Fiber:

Ezee Fiber holds a Texas SPCOA (No. 60777). Ezee Fiber is also providing telecommunications services in several states.¹ Ezee Fiber first acquired WaveMedia, which held the certificate. See Control No. 51983 (Ezee Fiber acquisition of WaveMedia). Ezee Fiber later amended the SPCOA to hold it directly. See Control No. 56204. Ezee Fiber's immediate parent entity, Telecom Aggregator, is a holding company. They are owned by investment funds (limited partnerships). Ezee Fiber also wholly owns FastFiber Texas, LLC, a Delaware limited liability company, and Interfacing Company of Texas, LLC, a Delaware limited liability company. Although each of these entities is involved in the fiber broadband market, they are not providers of telecommunications services.

3. State the name **and only one name**, in which the Applicant wants the Commission to issue its certificate. Provide the following information from the Applicants registration with the Office of the Secretary of State of Texas or registration with another state or county, as applicable: *(NOTE: If the Applicant is a corporation, the Commission will issue the certificate in either the Applicant's corporate or assumed name, not both. The certificate holder must use only the name approved by the Commission on all bills and advertisements sent to or viewed by the public. Name Changes require Commission Approval as well as Secretary of State Approval.)*
- (a) Requested name:
 - (b) Assumed names:
 - (c) Texas Secretary of State (or County) file number:
 - (d) Texas Comptroller's Tax Identification number:
 - (e) Other Applicable certification/file numbers:
 - (f) Date the business was registered:

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

¹ Arkansas, Colorado, Florida, Georgia, Illinois, Kentucky, Maine, Massachusetts, Michigan, Missouri, Montana, New Mexico, New York, North Dakota, Ohio, Oregon, Pennsylvania, Texas, Washington, and Wisconsin.

4. (a) Provide a detailed description of the telecommunications services to be provided.

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

- (b) Indicate with a yes or no response for each item below, whether the Applicant will be providing the following telecommunications services and whether the service will be for business or residential service:

	<u>Business</u>	<u>Residential</u>
<input type="checkbox"/> POTS (Plain Old Telephone Service)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> ADSL	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> ISDN	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HDSL	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> SDSL	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> RADSL	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> VDSL	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Optical Services	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> T1-Private Line	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Switch 56 KBPS (KiloBits Per Second)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Frame Relay	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Fractional T1	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Long Distance	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Wireless	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Other (Please Describe): _____	<input type="checkbox"/>	<input type="checkbox"/>

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

5. (a) Is the Applicant providing prepaid calling services?

No.

- (b) If yes to (a), provide a yes or no response to the list of telecommunications services below:

- ☐ Residential Prepaid Local Calling Services
☐ Business Prepaid Local Calling Services
☐ Residential Prepaid Domestic Long Distance Calling Services
☐ Business Prepaid Domestic Long Distance Calling Services
☐ Residential Prepaid International Long Distance Calling Services
☐ Business Prepaid International Long Distance Calling Services

6. (a) Indicate below the type of certification being requested:
- ☐ Facilities-based, Data, and Resale
 - ☐ Facilities-based and Resale
 - ☐ Resale Only
 - ☐ Data Only – Facilities-based and Resale
 - ☐ Data Only – Resale Only

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

7. Provide a written description of the exchanges, local access and transportation areas (LATAs), or incumbent local exchange company (ILEC) service areas or attach a scaled map of the geographic area for which the certificate is requested within the State of Texas that the Applicant proposes to serve.

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

8. Does the Applicant, owner, or any affiliate currently hold a service provider certificate of operating authority (SPCOA), certificate of operating authority (COA), or certificate of convenience and necessity (CCN) for any part of the area covered by this Application?

Tachus Communications:

Tachus Communications currently holds SPCOA No. 60997, which authorizes Tachus Communications to provide services throughout the State of Texas.

Ezee Fiber:

Ezee Fiber currently holds SPCOA No. 60777, which authorizes Ezee Fiber to provide services throughout the State of Texas.

9. (a) Does the Applicant expect to provide service to customers other than itself and its affiliates?

Pursuant to the Commission's directions for a change in ownership/control, Co-Applicant Tachus Communications only needs to update this information as required. Co-Applicant Tachus Communications has no updates to add to its previous response.

- (b) Has the Applicant provided one copy of this Application to the Texas Commission on State Emergency Communications (a.k.a. 911 Commission) within 5 days of submitting the application? If you are relinquishing the certificate have you also sent a copy of the application to all affected 911 entities within 5 days of submitting the application?

Yes, a copy is being served on the Texas Commission on State Emergency Communications. An affidavit attesting to service is attached as Exhibit B.

- (c) As part of the Application provided to the 911 Commission and this commission, has the applicant provided the following information concerning its 911 contact person as required in Substantive Rule No. 26.433(e)(2)(a)? (You may provide up to three 911 contacts per company)

Name: Chad Berkan

Title: Chief Technology Officer

Address: 3831 Technology Forest Blvd., Suite 200. The Woodlands, TX 77381.

Office Number: (281)788-1937

Fax Number (Optional): N/A

Email Address: chad.berkan@tachus.com

10. (a) Is the Applicant a municipality?

No.

- (b) Will the Applicant enable a municipality or municipal electric system to offer for sale to the public, directly or indirectly, local exchange telephone service, basic local telecommunications service, switched access service, or any non-switched telecommunications service used to provide connections between customers' premises within an exchange or between a customer's premises and a long distance provider serving the exchange?

No.

11. (a) **APPLICABLE TO SPCOA APPLICANTS ONLY.** Report total intrastate switched access minutes of use for the Applicant, together with its affiliates, for the twelve-month period beginning sixteen months before the first day of the month in which this Application is filed. (*In calculating minutes of use for this question, include minutes of all entities affiliated with the Applicant.*)

Tachus Communications does not have any switched access minutes of use for the relevant period.

- (b) **APPLICABLE TO SPCOA APPLICANTS ONLY.** Identify all affiliates whose minutes of use are included in the calculation required in 12(a).

None.

12. (a) Has the Applicant, its owners, or any affiliate applied for a permit, license, or certificate to provide telecommunications services in any state other than

Texas? If yes, identify the affiliates, what permit, license, or certificate they have applied for, and the state(s) in which they have applied.

Tachus Communications: No.

Ezee Fiber: Yes. Ezee Fiber has received CLEC authority (also known in Texas as an SPCOA or alternatively a Certificate for Convenience and Necessity) in the following states: Arkansas, Colorado, Florida, Georgia, Illinois, Kentucky, Maine, Massachusetts, Michigan, Missouri, Montana, New Mexico, New York, North Dakota, Ohio, Oregon, Pennsylvania, Texas, Washington, and Wisconsin.

- (b) Has the Applicant, its owners, or any affiliate ever had a permit, license, or certificate to provide telecommunications services granted by any state, including Texas? If yes, identify the affiliates, what permit, license, or certificate they have and when they were held and the state(s) in which they are held. Provide an explanation.

Tachus Communications: Only the SPCOA that is the subject of this amendment.

Ezee Fiber: Yes. Ezee Fiber has received CLEC authority (also known in Texas as an SPCOA or alternatively a Certificate for Convenience and Necessity) in the following states: Arkansas, Colorado, Florida, Georgia, Illinois, Kentucky, Maine, Massachusetts, Michigan, Missouri, Montana, New Mexico, New York, North Dakota, Ohio, Oregon, Pennsylvania, Texas, Washington, and Wisconsin.

- (c) Has the Applicant, its owners, or any affiliate ever had any permit, license, or certificate denied or revoked by any state? If yes, identify the affiliates, what permit, license, or certificate they had revoked, and the state(s) in which they were revoked. Provide an explanation.

Tachus Communications: No.

Ezee Fiber: No.

- (d) Has the Applicant, its owners, or any affiliate ever provided telecommunications services in Texas or any other state? If yes, identify the affiliates, what permit, license, or certificate they may have held, and the state(s) in which they provided service.

Tachus Communications: Yes, Co-Applicant currently provides telecommunications services in Texas, and no other state. Co-Applicant has never provided service in any other state. No owner or affiliate has provided telecommunications services in any state.

Ezee Fiber: Yes, applicant currently provides telecommunications services in Texas as well as New Mexico. Applicant anticipates providing services in the State of Washington by the time the transaction closes; applicant does not yet provide services in the other states where the company has received CLEC authority which are: Arkansas, Colorado, Florida, Georgia, Illinois, Kentucky, Maine, Massachusetts, Michigan, Missouri, Montana, New Mexico, New York, North Dakota, Ohio, Oregon, Pennsylvania, and Wisconsin.

13. (a) Any complaint history, disciplinary record and compliance record during the 60 months immediately preceding the filing of the application regarding: the applicant; the applicant's affiliates that provide utility-like services such as telecommunications, electric, gas, water, or cable service; the applicant's principals; and any person that merged with any of the preceding persons. The information should include, but not be limited to, the type of complaint, in which state or federal agency the complaint was made, the status of the complaint, the resolution of the complaint and the number of customers in each state where complaints occurred.

Tachus Communications: None to Tachus Communications' knowledge; no parent or affiliate provides utility-like services in the U.S. There have been no complaints and there is no disciplinary record or compliance record in any state or federal agency regarding utility-like services with respect to any affiliate or principal.

Ezee Fiber: None to Ezee Fiber's knowledge; no parent or affiliate provides utility-like services in the U.S. There have been no complaints and there is no disciplinary record or compliance record in any state or federal agency regarding utility-like services with respect to any affiliate or principal.

- (b) Is the Applicant, or the applicant's principals currently under investigation or have the Applicant or its principals been penalized by an attorney general or any state or federal regulatory agency for the violation of any deceptive trade or consumer protection law or regulation? If yes, please explain.

Tachus Communications: Neither Co-Applicant Tachus Communications nor its principals are aware of any current investigation. Neither Co-Applicant Tachus Communications nor its principals have been penalized by an attorney general or any state or federal regulatory agency.

Ezee Fiber: Neither Co-Applicant Ezee Fiber nor its principals is aware of any current investigation. Neither Co-Applicant Ezee Fiber nor its principals have been penalized by an attorney general or any state or federal regulatory agency.

- (c) Disclose whether any owners, directors, officers, or partners in the organization are convicted felons? Also disclose whether the applicant or applicant's principals have been convicted or found liable for fraud, theft, larceny, deceit, or violations of any securities laws, customer protection laws, or deceptive trade laws in any state. If yes, please explain.

Tachus Communications: No owner, director, officer or partner in the organization is a convicted felon. Neither the Applicant, nor any principal of Applicant have been convicted or found liable for fraud, theft, larceny, deceit, or any violations of any securities law, customer protection law, or deceptive trade law in any state.

Ezee Fiber: None of the owners, directors, officers, or partners of Ezee Fiber are convicted felons and none have been convicted or found liable for fraud, theft, larceny, deceit or violations of securities laws, customer protection laws or deceptive trade laws in any state.

- (d) Provide the number of customers per state (including Texas) for the past 60 months, for which the Applicant, its parent company, and/or any affiliates are providing telecommunications services.

**Tachus Communications
See Confidential Exhibit C-1**

**Ezee Fiber
See Confidential Exhibit C-2**

14. (a) Provide a detailed description of the Applicant's technical qualifications to provide the local exchange service, basic local telecommunications service, and/or switched access service proposed in this Application.

See Exhibit D for Resumes of Key Personnel at Tachus Communications and Ezee Fiber.

- (b) If the Applicant plans to rely upon a consultant to meet the technical qualifications requirements, provide the following information: (1) name, address, and phone number of consultant, (2) a copy of the contract between the principals and the consultant, (3) consultant's resume or a detailed description of the consultants experience, (4) information regarding any professional registrations or certifications that the consultant holds, (5) percentage of the consultant's time being contracted, and (6) a list of other telecommunications companies served by the consultant and the percentage of time allotted to each company.

Applicants will not rely on a consultant to meet the technical qualifications requirements.

- (c) Provide a detailed description or individual resumes setting forth the qualifications of the Applicant's key personnel. Descriptions or resumes shall include (1) Key Personnel Names, (2) Applicant Company Titles, (3) Detailed Telecommunications or Related Experience, and (4) Years of Experience.

See Exhibit D for Co-Applicants' Resumes of Key Personnel.

- 15. Attach a completed Service Quality Questionnaire.

A completed Service Quality Questionnaire is attached as Exhibit E.

- 16. Provide an audited or unaudited balance sheet for the applicants most recent quarter that demonstrates the shareholders' equity required by P.U.C. Subst. R. 26.111(f). The audited balance sheet must include the independent auditor's report. The unaudited balance sheet must include a sworn statement from the executive officer of the applicant attesting to the accuracy, in all material respects, of the information provided in the unaudited balance sheet.

Tachus Communications' most recent balance sheet is attached as Confidential Exhibit F-1.

Ezee Fiber's most recent balance sheet is attached as Confidential Exhibit F-2.

Co-Applicants will supplement this answer with balance sheets for the second quarter of 2025 as soon as those reports are available.

- 17. Provide a summary of any history of insolvency, bankruptcy, dissolution, merger or acquisition of the applicant or any predecessors in interest during the 60 month immediately preceding this Application.

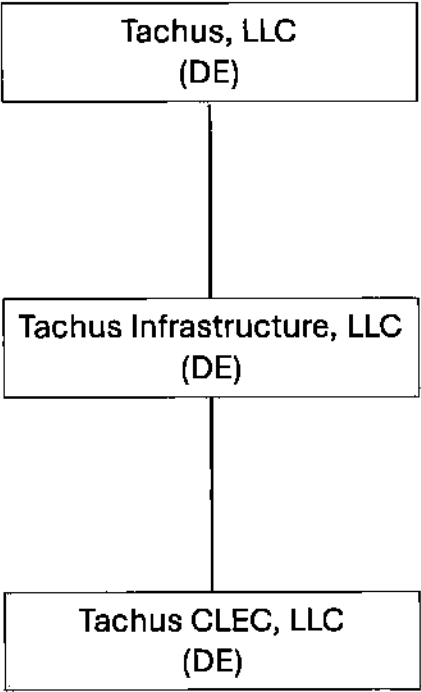
Tachus Communications has not had an insolvency, bankruptcy, dissolution, merger or acquisition within the last 60 months.

Ezee Fiber has had an approved change in control in PUC Docket 51983. Otherwise, Ezee Fiber has not had an insolvency, bankruptcy, merger or dissolution within the last 60 months.

EXHIBIT A

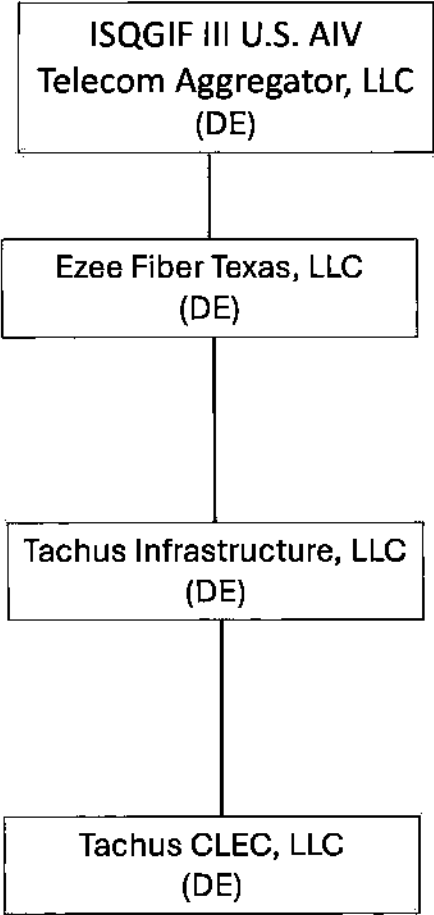
Organizational Charts

Pre-Transaction Structure



The entities listed include only the holder of the Service Provider Certificates of Authority and those entities in its chain of ownership. This chart excludes all other subsidiaries and affiliates.

Post-Transaction Structure



The entities listed include only the holders of Service Provider Certificates of Authority and those entities in their chains of ownership. This chart excludes all other subsidiaries and affiliates.

EXHIBIT B

Certificate of Service

AFFIDAVIT

STATE OF TEXAS

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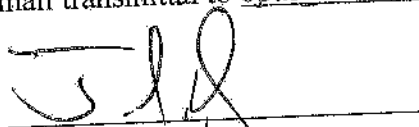
COUNTY OF TRAVIS

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My name is Jason Danowsky. I am counsel for Tachus Communications.

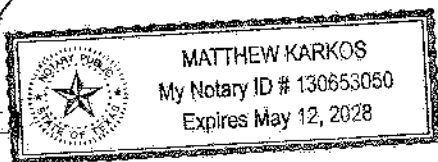
I swear or affirm that I have personal knowledge of the facts stated in this Affidavit, and that I am competent to testify to them. I further swear or affirm that all of the statements and representations made in this Affidavit are true and correct.

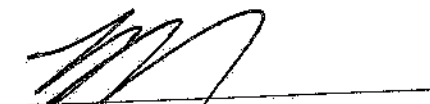
I hereby certify that a public, non-confidential copy of the Application of Tachus Communications to Amend its Service Provider Certificate of Authority was served on this date to (1) Commission on State Emergency Communications by fax #512-305-6937; and (2) the Office of Public Utility Counsel by email transmittal to opuc_eservice@opuc.texas.gov.


Jason Danowsky

SUBSCRIBED AND SWORN TO BEFORE ME, the undersigned Notary Public this 3rd day of July, 2025.

[SEAL]




Matt Karkos

Notary Public in and for the State of Texas

EXHIBIT C-1
CONFIDENTIAL

Tachus Communications Number of Customers

This information is Confidential pursuant to Section 552.110 of the Texas Open Records Act, Tex. Gov't Code Ann. 552.110, and Section 22.71(d) of the Commission's Procedural Rules, P.U.C. Proc. Rule § 22.71(d). The information provided in Exhibit B contains critical commercially sensitive and competitively significant financial data that is not available to the general public. Disclosure of this information would place the Applicants at a significant competitive disadvantage, impede full and fair competition, and undermine business plans in Texas. In contrast, confidential treatment will not adversely affect any interested party.

EXHIBIT C-2
CONFIDENTIAL

Ezee Fiber Number of Customers

This information is Confidential pursuant to Section 552.110 of the Texas Open Records Act, Tex. Gov't Code Ann. 552.110, and Section 22.71(d) of the Commission's Procedural Rules, P.U.C. Proc. Rule § 22.71(d). The information provided in Exhibit C-2 contains critical commercially sensitive and competitively significant financial data that is not available to the general public. Disclosure of this information would place the Applicants at a significant competitive disadvantage, impede full and fair competition, and undermine business plans in Texas. In contrast, confidential treatment will not adversely affect any interested party.

EXHIBIT D

Resumes of Key Personnel

EXHIBIT D

Key Personnel Biographies and Resumes

Matthew Ockwood, President & CEO

Joined Tachus in 2022

Matthew Ockwood currently serves as the President and CEO of Tachus after joining the company in 2022. He is a seasoned professional with over 18 years of experience in leadership and financial roles. Under Mr. Ockwood's leadership, the company has grown to serve over 50,000 active customers and employs nearly 200 people.

Prior to his role at Tachus, Mr. Ockwood was Chief Financial Officer at Sitio Royalties (NYSE: STR) from 2021 to 2022. He was previously a Managing Director and member of the Investment Committee from 2009 to 2021 at Chambers Energy Capital, a prominent Houston-based investment firm specializing in structured credit and private equity investments. In this role, he was instrumental in leading and participating in numerous financing transactions and served on the boards of directors of several companies, both private and publicly listed. Mr. Ockwood began his career at Lehman Brothers, where he worked in the investment banking group from 2006 to 2008.

Mr. Ockwood holds a Bachelor of Business Administration (BBA) in Finance, achieving summa cum laude honors, from Texas A&M University. Additionally, he completed a Certificate in Leadership Study and Development during his time at the university and served as the Commander of the Corps of Cadets.

Chad Berkan, Chief Technology Officer

Joined Tachus in 2023

Chad Berkan Joined Tachus as the Chief Information Officer in 2023 and transitioned to be the Chief Technology Officer in 2024. He has over 25 years of experience in technology leadership across multiple industries. Mr. Berkan leads the technology organizations at Tachus.

Prior to his role at Tachus, Mr. Berkan was the Chief Executive Officer and Owner of Experience Technology Corporation, a technology consulting company, and at Strike where he served as the Director of Enterprise Applications. Mr. Berkan has proven track record of leading transformational initiatives as a consultant and in industry.

James Turner, Vice President of Plant Operations

Joined Tachus in 2020

James Turner currently serves as the Vice President of Plant Operations at Tachus. Mr. Turner brings over 26 years of extensive experience in the telecommunications industry. At Tachus, he is responsible for PMO, Construction, Fiber Pulling, Fiber Splicing, Testing, Installation Fulfillment residential and business, and Outside Plant Operations.

Before joining Tachus, Mr. Turner held leadership positions at several prominent organizations. From 2019 to 2020, he was a Project Manager at ADB Companies, overseeing end-to-end technology infrastructure solutions. Prior to that, he served as a Project Manager at Crown Castle International Corp. from 2017 to 2019, a leading telecommunications infrastructure provider.

Earlier in his career, Mr. Turner was a Tech Ops Supervisor Sr. at Suddenlink Communications (2013–2017), where he managed operations for the seventh-largest cable operator in the U.S. From 2010 to 2013, he worked as Plant Manager at Charter Communications, a broadband operator serving over 30 million customers. He began his career at TRI-TEK Communication, serving as Operations Manager from 1998 to 2010.

MATTHEW MARINO

Houston, TX | (917) 414 9161 | matthew.marino@gmail.com | [LinkedIn](#)

ACCOMPLISHED TELECOMMUNICATIONS LEADER WITH 20 YEARS EXPERIENCE IN OPERATIONS, GO-TO-MARKET, AND FINANCE
Specialize in driving growth strategies while bringing operational rigor and financial accountability to an organization

Operations | Finance | Sales | Go-To-Market | CX | Construction & Engineering | Market Expansion | Business Transformation

PROFESSIONAL EXPERIENCE

EZEE FIBER – Houston, TX

April 2023 – Present

Chief Executive Officer
Member, Board of Directors

Ezee Fiber is a rapidly expanding fiber-optic telecommunications provider delivering affordable, reliable multi-gig internet service to residential, business, and government customers. Powered by a 100% fiber network, the company is built on a foundation of exceptional customer service, ultra-fast speeds, and transparent, straightforward pricing. Ezee Fiber operates a carrier-grade network across Texas, New Mexico, and Washington and is executing a fully funded expansion plan to bring fiber connectivity to over 1 million homes nationwide.

ALTICE USA – New York, NY (\$10B Annual Revenue, 5M Customers)

Jan 2017 – Jan 2023

EVP, Strategic Initiatives

May 2022 – Jan 2023

Led M&A process to sell Suddenlink division of Altice USA with CFO and EVP Corporate Development. Report to CEO.

- Transaction Scope: 2M customers across 17 states, \$3B annual revenue.
- FTTH Expansion Strategy: Assessed footprint expansion opportunity and built plan to construct an incremental 4M FTTH homes in adjacent markets for private equity / infrastructure fund buyers looking for a multi-year FTTH growth platform.
- Deal Execution: Developed transaction structure, financial models and marketing materials tailored to financial sponsors and strategic cable buyers. Led expert session management meetings throughout process.

EVP, Consumer Services

Jan 2021 – May 2022

Promoted for the third time in 6 years to lead the Residential Division of Altice USA. Responsible for the Sales, Marketing, Product, Digital and Go-To-Market teams supporting the Optimum and Suddenlink-branded internet, TV, phone, and wireless businesses. Additionally, assumed responsibility for the Care and Customer Experience organizations with a mandate to improve operational performance and overall customer satisfaction. Reported to CEO and worked closely with key investment partners/shareholders including Altice's Chairman and majority owner.

- P&L Responsibility: \$7.8B annual revenue, \$750M operating budget, 4.6M customers in 21 states, 6,000 employees/contractors.
- FTTH Construction, Commercialization & CX: Led multi-year FTTH strategy to build 6.5M FTTH homes by 2025. Completed 1.5M FTTH homes across the NY metro area and grew new FTTH customers by over 100K. Delivered a 5 percentage point churn improvement, 8% ARPU lift and over 40% NPS improvement vs. comparable cable subscribers.
- New Build Footprint Expansion & Penetration: Successfully advocated for and maximized capital allocations to new construction builds, market edge outs, and public grant co-funded builds – 150K+ new homes annually. Selected areas to expand footprint based on competition, density, demographics, cost per home passed, and factors impacting construction. Drove sales and marketing strategy to generate 45%+ penetrations on released homes after 12 months, exceeding ROI thresholds.
- Customer Service Operations Improvement: Developed and implemented a “Customer First” operations plan to improve service delivery, lower aggregate customer contact rate, reduce cost to serve and reset customer expectations across all care channels.
 - Care Contact Center Improvement: Over 18 months, improved NPS +40 points (to positive NPS), Voice of the Customer +30% and 7-Day First Call Resolution +15% representing an +8 percentage point absolute improvement.
 - Redesigned contact center workforce management operation to deliver a consistent 30 second ASA.
 - Delivered 4 American Customer Satisfaction Index (ACSI) #1 rankings for the Optimum Mobile wireless service in 2022: #1 Overall Customer Satisfaction, #1 Call Center Satisfaction, #1 Website Satisfaction, and #1 Retail Courtesy and Helpfulness.
- Sales Growth & Go-To-Market Strategy: Streamlined marketing message, simplified offers, removed fees, and packaged compelling product value at all tiers of service. Developed logical upsell paths that support long-term ARPU growth. Orchestrated direct marketing and direct sales blitzes targeting DSL prospects & fiber winbacks.
- Rebrand Strategy: Led rebrand strategy to unify all of Altice USA's customer-facing brands to Optimum creating a powerful national brand, brought to life locally. The Rebrand provided a platform to reconnect with customers, communities, and employees while delivering a clear value proposition, operational efficiencies, and a unified customer experience.

- Regional Sales Channel Expansion: Over 12 months, opened 65 new retail experience center locations and doubled direct sales headcount, hiring over 250 new door-to-door salespeople, net of attrition. This expansion contributes over 75,000 incremental customer relationship sales annually and increases Altice's local presence in communities served.
- Product: Led Internet + WiFi + Mobile offer, positioning and bundling strategy. Developed multi-year product roadmap and launched multi-gig speed tiers, WiFi 6, WiFi Extenders, Internet Security, and the Optimum TV App on Apple TV.
- Strategy & Execution: Implemented a top 20 program management office to prioritize top initiatives, define the KPIs that measure success, focus the organization, drive operational accountability, and instill an execution mindset.
- Customer Experience & Digital Transformation: Led digital investments with deeper back-end systems integrations of troubleshooting guides to create an ecosystem for self-help and to reduce the overall customer contact rate and cost to serve.
 - Led program to redesign customer web portal from ground up and to develop new iOS and Android customer app.
 - Simplified IVR self-help and payment flows so customers can more easily self-service or reach an agent.
 - Drove billing project to simplify customer bill presentation and eliminate confusing and inconsistent charges.

SVP, Sales & Customer Acquisition Strategy

Apr 2019 – Dec 2020

SVP, Sales

Mar 2018 – Apr 2019

SVP, Inbound Sales & Retention

Jan 2017 – Mar 2018

Responsible for Altice USA's residential sales department including oversight of sales strategy and front-line execution. Inbound Sales, E-Commerce, Direct Sales, Retail (140+ locations), MDU, Partner Sales, and Sales Ops. Assumed responsibilities for offers, value proposition, and go-to-market in 2019. Played key role driving 10% internet customer growth 2017 – 2020, 400K net adds.

- P&L Responsibility: 1M customer relationship sales annually, \$350M operating budget, 3,000 employees/contractors.
- Sales Growth: Delivered a 2.5% internet customer relationship sales CAGR 2017 – 2020 across highly competitive footprint.
- New Sales Channel: Launched Partner Sales channel in 2019, growing from zero to over 40,000 sales annually.
- Sales Performance & Efficiency Improvement: Keeping expenses flat, drove sales productivity increases every year.
 - Inbound Sales customer relationship sales yield improvement: 6% CAGR 2017-2020.
 - E-commerce Sales customer relationship sales yield improvement: 16% CAGR 2017-2020.
 - Direct Sales customer relationship sales productivity-per-day improvement: 4% CAGR 2017-2020.
 - Retail Sales customer relationship sales yield Improvement: 7% CAGR 2017-2020.
- Cost to Serve Reduction: Eliminated millions of dollars in truck rolls by driving a 25 percentage point increase in self install sell-in over 12 months. Partnered with Field Operations to ensure jobs got installed the first time, driving higher completion rates.
- Acquisition Offer Strategy: Standardized offers, prices, tiers, and go-to-market strategy across footprint. Developed offer segmentation strategy based on two market profiles – fiber competition or no fiber competition.
- E-Commerce Website & Buyflow Redesign: Redesigned both the fixed and mobile websites from the ground up – technical architecture, front end user experience, buy flow funnel and back-end operation/integrations. Generated double digit gains in browsing time, click through and conversion rates from web visitor -> shopper -> confirmed order.
- Retail Transformation: Transformed Retail footprint from service-center style locations to retail experience stores that provide top-tier sales and customer service while evoking a positive direct relationship with the Optimum brand. Renovated 30+ locations to new design standards and for mobile phone presentation in 2019.

CHARTER COMMUNICATIONS – Stamford, CT (\$40B Annual Revenue, 27M Customers)

2016 – 2017

VP, Sales Support

- Led sales back-office integration efforts following the Charter Communications / Time Warner Cable / Bright House merger.
- Managed teams from 3 different legacy organizations, rationalizing roles and aligning functions. Standardized sales back-office call center operations, reorganizing 300 employees and eliminating ~\$15M of expenses in the first 120 days.
- Responsible for 1,800 contact center sales and back-office employees, 6 sites and 3 external BPO partners.

ADDITIONAL EXPERIENCE

VP, Sales Operations & Director, Finance at Time Warner Cable (<i>Acquired by Charter Communications – May 2016</i>)	2012 – 2016
Director, Operational Finance at Insight Communications (<i>Acquired by Time Warner Cable – Feb 2012</i>)	2009 – 2012
Associate, Investment Analyst at Ramius LLC (<i>\$12B+ AUM Multi-strategy Hedge Fund</i>)	2007 – 2008
Investment Banking Analyst at Robert W. Baird & Co. (<i>Middle Market Investment Bank</i>)	2005 – 2007

VOLUNTEER EXPERIENCE & BOARD MEMBERSHIPS

WICT Prime Access Mentor – WICT Mentorship	2020 – 2025
CTAM Board of Directors (<i>Cable & Telecommunications Association for Marketing</i>)	2019 – 2022
CTAM Educational Foundation Board of Directors (<i>Harvard Business School Cable Executive Management Program</i>)	2019 – 2022

HONORS & EDUCATION

2024 Houston Business Journal Most Admired CEO Award - 2024 HBJ Most Admired CEO Awards	2024
2022 Cablefax 100 Top Power Players Honoree – 2022 Cablefax 100	2022
Harvard Business School Cable Executive Management Program	2018
B.S., Business Administration, Washington & Lee University – Lexington, VA	2001 – 2005

MOHAMMAD ASLANI

4210 Law St Houston, TX 77005 • (734) 717-3572 • maslania@umich.edu
<https://www.linkedin.com/in/mohammad-aslani-9aaba252/>

Telecommunications leader with 10+ years experience in operations and finance. Results-oriented with a demonstrated history of leading complex projects, managing cross-functional resources, and executing on strategic solutions. An established track record of identifying problems and creating strategies that achieve business goals. People-centered leader dedicated to cultivating talent and building culture. Extensive experience analyzing operational and financial data, leading to strategic business decisions.

CORE COMPETENCES

- Highly motivated and organizational leader; tough business manager balancing customer and company advocacy
- Impactful program manager that balances on time execution with initiative completion
- Ability to demonstrate a collaborative approach to working with colleagues to share and develop ideas to enhance client relationships
- Keen understanding of budgeting / forecasting process to effectively plan for short-, medium- and long-term business direction and P&L management

PROFESSIONAL EXPERIENCE

Ezee Fiber

Houston, TX

Senior Vice President, Financial Planning & Operations

May 2025 – Present

- Organizational responsibility for Finance – overseeing Financial Planning, Business Planning, Accounting, Tax and Procurement
- Organizational responsibility for Corporate Administration – overseeing Human Resources, Safety, Security, Learning & Development, Talent Acquisition, Facilities, and Fleet

Vice President, Financial Planning & Operations

Jan 2024 – May 2025

- Organizational responsibility for Finance function – overseeing Financial Planning, Accounting and Procurement
- Organizational responsibility for Business Intelligence function – develop and deploy world-class data warehouse structure & analytics function to support current & future operational needs
- Organizational responsibility for Enterprise Project Management Office (PMO) – standardize PMO efforts across major corporate initiatives aimed at efficiency + growth

Altice USA

New York, NY

Vice President, Change Management & Workforce Strategy

Jan 2022 – Dec 2023

- Build highly collaborative environments for project teams to achieve the necessary cross-functional alignment for the development of new business solutions and processes
- Lead Care Operations PMO function; establishing project charters, success metrics, timelines, and reporting out to senior leadership on status/delivery
- Transform Contact Center BPO (3rd Party) strategy by developing SOWs, governing KPIs, managing program performance; including onboarding/off-boarding partners & sites
- Oversee vendor invoice reconciliation, SOW penalty/bonus application, PSC requirements delivery & regulatory body audits
- Improve Customer Care satisfaction scores through monitoring of policies and procedures; developing best in class enhancements to established practices through strategic initiatives
- Customer Care call volume budgeting, planning and front-line workforce strategy; ~4K agents across 15+ sites

Vice President, Sales Strategy & Analytics

Jan 2021 – Dec 2021

- Lead partner to the SVP of Residential Sales; implemented the analytical framework to drive operational focus, gain sales channel insights, and deliver on sales/revenue objectives
- Finance team lead partner to budget/forecast residential sales channel operational KPIs & operating expenses

- Grew customer base revenue, proactive retention, reactive retention, customer acquisition and work order recovery via BPO (3rd party) partners by managing the Outbound Sales team of ~60 BPO agents
- Inbound Sales and Retention call volume budgeting, planning and front-line workforce strategy; ~2K agents across 8+ sites

Sr. Director, Sales Operations

Aug 2018 – Dec 2020

- Led a senior level team of sales staff to develop and achieve Residential customer sales goals
- Leveraged key performance indicators to drive sales channel leaders to maximize efficiency of frontline agents
- Setup sales strategies to deliver increased customer gross adds and incremental acquisition customer revenue
- Developed & delivered strategic analysis to evaluate all budget initiatives affecting residential customer sales
- Lead partner to Technical Ops/Field Ops organization to effectively manage customer acquisition quota strategy
- Inbound Sales and Retention call volume budgeting, planning and front-line workforce strategy; ~2K agents across 8+ sites

Director, IB Sales & Retention Operations

Mar 2017 – July 2018

- Produced & delivered consultative analysis, reports and presentations for executive and C-level management; clearly articulated operational results, business objectives and financial considerations
- Analyzed operational performance to provide recommendations to improve efficiency and effectiveness to cross functional teams in marketing, product and customer service
- Developed the analytical framework and operational/financial models used to evaluate and budget strategic projects and initiatives
- Inbound Sales and Retention call volume budgeting, planning and front-line workforce strategy; ~2K agents across 8+ sites

OTHER EXPERIENCE

Charter Communications

Stamford, CT

Manager, Sales Analytics (Residential Sales Support)

May 2016 – Feb 2017

Time Warner Cable (Acquired by Charter Communications May 2016)

New York, NY

Manager, Business Operations & Strategy

Feb 2016 – Apr 2016

Sr. Analyst, Business Operations & Strategy

Nov 2015 – Jan 2016

Analyst, Finance & Operations

Sept 2014 – Oct 2015

Electronic Arts

Redwood Shores, CA

Analyst (Finance Rotation Program)

Aug 2013 – Aug 2014

Goldman Sachs

New York, NY

Summer Analyst, Investment Strategy Group (Private Wealth Management)

Summer 2012

Summer Analyst, Investment Strategy Group (Private Wealth Management)

Summer 2011

Pendaran Inc.

Plymouth, MI

Summer Analyst, Consulting & Research

Summer 2010

EDUCATION, CERTIFICATIONS & MEMBERSHIP

University of Michigan – Stephen M. Ross School of Business – May 2013

Bachelor of Business Administration (BBA)

University of Michigan Men's Club Lacrosse (2010 – 2012)

Certified Microsoft Office Excel Expert (Certiport)

Credential ID wL6Ws-FME6

Patrick Hildebrand
13107 W 59th Pl; Arvada, CO 80004
patrickhilde2002@yahoo.com

(303) 710-3911

PROFESSIONAL EXPERIENCE

April 2023 – Ezee Fiber, Houston, TX

Present Chief Development Officer

- Assisted in developing new strategic initiatives to increase Enterprise and Government Sales by over 150%
- Assisted in growing Fiber to the Home Sales by over 7x and homes passed by over 4x in one year
- Reviewed M&A opportunities for over 20 companies and executed acquired fiber assets of over \$20 million
- Negotiated Franchise Agreements in over 10 communities for fiber builds
- Primary lead on securing CPCN licenses in over 20 States, obtaining ROW/Franchise agreements in municipalities, and responding to citywide RFP's for FTTH
- Lead on market expansion decisions including market competition, existing fiber, market demographics, capital assumptions, build ease (aerial vs. underground), and return on invested capital
- Lead on government funding including RDOF, ARPA, BEAD planning, eRate, determination of underserved/unserved markets, Grant submittals and responses, and partnerships with Co-op consultants
- Lead on MDU and Greenfield penetration plan including building access agreements and building access technologies,
- Worked with City Managers, Mayors, and City Planners within Municipal governments for opportunities to exchange fiber and conduit assets to reduce the cost of market builds
- Developed Large Deal review and market fund requests to approve over \$100 million in new market expansion analyzing MOIC, Build Multiples, IRR, EBIDTA while including financial drivers such as inflation, contingency, penetration rates, etc
- Key contributor to annual budget activities

Dec. 2021 – Intrepid Fiber, Boulder, CO

April 2023 Business Development Lead

- Created a fiber to the home start-up backed by Brookfield Infrastructure Fund (BIF)
- Negotiated framework agreement with the first ISP customer (Fortune 50 company) to offer a Wholesale Fiber to the Home arrangement
- Lead on market expansion decisions including market competition, existing fiber, market demographics, capital assumptions, build ease (aerial vs. underground), and return on invested capital
- Primary lead on government funding including RDOF, ARPA, BEAD planning, determination of underserved/unserved markets, Grant submittals and responses, and partnerships with Co-op consultants
- Lead on MDU penetration plan including building access agreements and new building access technologies,
- Primary lead on securing CPCN licenses in over 20 States, obtaining ROW/Franchise agreements in municipalities, and responding to citywide RFP's for FTTH
- Worked with City Managers, Mayors, and City Planners within Municipal governments for opportunities to exchange fiber and conduit assets to reduce the cost of market builds
- Primary lead along with CEO in creating Logo, Website, and presentation material
- Developed Large Deal review and market fund requests to approve over \$100 million in new market expansion analyzing MOIC, Build Multiples, IRR, EBIDTA while including financial drivers such as inflation, contingency, penetration rates, etc

Apr. 2020 – Unitek Global Services, Irving, TX

Aug. 2021 Executive Vice President – Commercial Operations

- Led the Business Development, Supply Chain, Bid Management, and FP&A organization for one of the largest Telecom Engineering and Construction Corporations in the United States
- Implemented new CRM system to track Activity, Pipeline/Funnel, and Results
- Created new Business Development team who had sold over \$23 Million in Telecom Construction to the largest Wireless, MSO's, and Wholesale Providers
- Led cost saving Programs which had reduced \$1.3 Million in CAPEX/NETEX annually
- Implemented Account Development Plans for our Sales Organization which included customer penetration strategies, driving new markets for UniTek, and led to new logo's within our corporation
- Led our corporate strategy in attacking new Rural Broadband markets based off to the Federal Funding through RDOF that subsidized Rural Broadband Construction throughout the Southeast
- Led UniTek's annual budgeting initiatives which incorporated Revenue Trends, Active Funnel, Cost Saving initiatives, and current operating expenses

- Key Decision Maker on new Capital Projects which included working with the Board of Directors on approving any large Capital Projects ranging from \$5 million to \$100 million
- Contributed to monthly Board Meetings discussing Company wide Pipeline/Funnel, Budget Forecasting, new sales initiatives, and Rural Broadband Projects
- Key decision maker on M&A analysis

**Oct. 2017 -
Apr. 2020**

Zayo Group, Boulder, CO

Vice President – Product, Business Development, and Solution Engineering

- Led a team that has Sales Responsibility for roughly \$1.7 million of average quarterly sales spanning Products such as Waves, Dark Fiber, Private Dedicated Networks, IP, and Collocation
- Managed the Solution Engineering (SE) team providing custom telecommunication solutions and designs for large customers
- Effectively led the Fiber Product organization with responsibility over development of new products and new product features such as Private Dedicated Networks
- Key decision maker on large projects with capital approval and/or influence of projects over \$50 million. Capital assessments range from simple payback, IRR, NPV, and includes decisions on future revenue growth, presales on speculative investments, and managing capital budgeted forecasts
- Maintained Capex, Netex, and Opex budget with objectives to decrease expenses which included commercial negotiations with 3rd parties to realize expense saving opportunities
- Key decision maker on large M&A analyzing future cash flows, enablement of new markets, and expense synergies
- Leads a team which pursues opportunities to partner with utility, government, and education groups who require significant infrastructure support including fiber construction support and fiber network operations
- Led initiatives to increase sales from mega verticals such as International Carriers, Webscalers, MSO's, Datacenters, Wireless, Large Enterprise, and Wholesale including insights into competitive landscape, pricing strategies, and optimal solution for customers
- Led the Business Development Organization which assisted the direct sales team in closing Complex Deals and Pursuit Support including identification of solutions, developing/supporting RFP response and proposals, and negotiating contracts with larger, complex deals.
- Created a Targeted Account Program which serves to focus our Business Development and Sales Organization on Accounts with telecom growth opportunities

**Dec. 2010 –
Oct. 2017**

LEVEL 3 Communications. London, England and Broomfield, Colorado

Senior Director Commercial Services and Offer Management Europe (2016 to 2017)

Senior Director Commercial Services United States (2010 to 2016)

- Successfully led a Commercial Services organization which had responsibility for Global Solutions for European Customers, who's targeted customer base was Wholesale, Large Enterprise, Wireless, and Webscalers spanning the largest markets in Europe
- Led a team which had responsibility for contract negotiations with a goal of striking a balance between customer requested commercial terms and lessening negative contractual exposure to Level 3
- Offer Management team assisted in increasing sales 18% from 2016 to 2017 with Sales reaching \$13.7 Million monthly reoccurring in 2017
- Had decision authority and influence over \$100 Million of annual Capital Budget which was deployed on success based and speculative capital projects
- Team had authority over pricing and customer offers utilizing tools to reach a balance between competitive offers and gross margin, return on invested capital, EBITDA, NPV, and IRR
- International experience (2016-2017) leading Global teams tasked with Commercial decisions on new deals, contract negotiation, and RFP responses

**July 2000 –
Oct. 2010**

LEVEL 3 Communications. Broomfield, CO

Senior Director – Wholesale Markets Group

- Lead a team that provides operational oversight for the Converged Carrier and Wireless, Foreign Carrier, and Government Sales channels generating \$1 B in annual revenue
- Lead the Order Entry, Service Delivery, and Program Management Orgs with oversight of \$9M budget and accountability for performance objectives, product quality, and account life cycle management
- Served as key integration leader in several M&A's including; WilTel, Broadwing, Telcove and Progress affecting 1,000 + employees, meeting budget and headcount goals by assisting in the consolidation of legacy teams, manage OPEX initiatives, and executing on synergies between organizations
- Team established and maintained operational ownership and relationships for Level (3)'s top customers including Verizon, T-Mobile, France Telecom, British Telecom, and AT&T

EDUCATION

Bachelors Degree in Business Management from the University of Colorado

Pedro G. Checo

973-460-1123

Checo12000@gmail.com

<https://www.linkedin.com/in/pedro-checo-msb-01a73539/>

Houston, TX

EXECUTIVE SUMMARY

Visionary operations and customer experience executive with 15+ years of success leading high-performing teams across telecom, financial services, and technology. Proven ability to scale operations from the ground up, drive multimarket expansions, and achieve breakthrough customer growth and satisfaction results. Skilled in leading customer operations, direct sales, contact centers, and cross-functional teams across the U.S. and international markets. Known for a relentless focus on customer obsession, strategic execution, and people-first leadership.

PROFESSIONAL SKILLS

- | | | |
|------------------------------|----------------------------|---------------------------|
| • Sales Development | • Operations Management | • Leadership Development |
| • Sales Enablement & Support | • Strategic Planning | • Training & Development |
| • Vendor Management | • Budget Management | • Customer Experience |
| • Profit & Loss Management | • Inside and Outside Sales | • Executive Communication |
| • Network Ops | • Customer Growth | • Field Operation |

PROFESSIONAL EXPERIENCE

Ezee Fiber of Texas

Executive Vice President, Customer Operation

June 2023 – Present

- Oversee and enhance the comprehensive customer experience at Ezee Fiber, ensuring smooth service delivery from initial customer interaction through installation and ongoing support, ultimately driving customer satisfaction and loyalty.
- Lead and direct all sales and customer operations, including contact center management, D2D sales, field ops, community solutions for master-planned communities and multi-dwelling units, community engagement and brand awareness teams, and corporate escalations.
- Drive customer growth, collaborating closely with marketing and branding teams to align objectives and initiatives.
- Manage and guide critical operational teams, including NOC, OSP, Net Eng, BSS/OSS, IT, Construction and Engineering.
- Supervise general manager roles and organizational structures across multiple markets.
- Successfully developed and launched the contact center, ecommerce and door-to-door operations from inception, resulting in a tenfold increase in customer growth within the first year.
- Achieved a 90%+ completion rate for customer installations.
- Google Review rating improved from 2.6 to 4.9 in Houston and maintained a 4.9 rating in NM from market launch.
- Effectively expanded operations into the New Mexico and Washington markets, setting up full operational capacity within six months. Secured over +20% market penetration through strategic presales and targeted sales initiatives.

Broadview Federal Credit Union

Senior Vice President, Member Service

Feb 2023 – June 2023

- Drove business development via our customer support channels and marketing initiatives.
- Secured the successful development and execution of our corporate strategy, with a strong focus on member service, financial performance, and operational excellence within our Member Solutions Centers.
- Spearheaded strategic planning and implementation, resource management, product/service development, and financial forecasting in relation to sales, member service/retention, and e-service functions.
- Supervised the performance of internal and outsourced resources within our Member Solutions Centers.
- Strategic enhancements in WFM and chat vertical drove a 98% handle rate, and 20% improvement in sales yield.

Altice USA**Sr Director, Retention & Sales Operations**

December 2017 – October 2020

- Led the operational oversight of nationwide internal and BPO functions for residential and SMB inbound sales/retention contact centers.
- Initiated customer outreach to diversify their product offerings through outbound sales campaigns.
- Enhanced customer lifetime value by boosting revenue and reducing churn.
- Identified crucial product features and conveyed comprehensive product information to customers seeking to cancel their services, educating them about the advantages and benefits.
- Achieved an +85% overall save rate on voluntary disconnect call volume.
- Consistently maintained a 90% close rate on sales opportunities via the inbound sales vertical.

Cablevision Systems Corp**Director, Retention & Sales Operations**

March 2014 – December 2017

- Supervised inbound sales and retention operations throughout the Optimum service area, overseeing the management of two call center facilities in New York and New Jersey.
- Managed outsourced business partners for Backoffice and workforce functions.
- Implemented a comprehensive training and coaching program for all staff, equipping agents with the necessary tools and information to excel in their roles and achieve optimal results.
- Led the inbound and retention training teams for the NY metro area.
- Monitored, evaluated, and tracked retention metrics to ensure the achievement of budgeted goals.
- Upheld performance and ethical standards while strategically planning and executing tactics to support inbound & retention sales objectives.
- Maintained a Save Rate exceeding 85% while minimizing ARPU erosion during save transactions.

Cablevision Systems Corp**Manager, Retention & Sales Operations**

March 2012 – March 2014

- Oversaw the operation of Cablevision Optimum's New York retention and sales call center.
- Maintained regular tracking and reporting of sales and retention performance metrics.
- Enforced supervisor involvement in team monitoring and performance coaching.
- Innovated and enhanced compensation structures.
- Ensured comprehensive staff knowledge of the latest competitive strategies and information.

EDUCATION

CTAM Executive Management Program - Harvard Business School**Master of Science in Business (MSB) - City University of New York (Lehman College)****Bachelor of Arts - City University of New York (Lehman College)**

LANGUAGE

Fluent in English & Spanish (written and spoken)

EXHIBIT E

Service Quality Questionnaire

SERVICE QUALITY QUESTIONNAIRE for SPCOA and COA Applicants as required in
Question number 15.

Will the Applicant meet each of the following benchmark service quality standards listed below?
For each "NO" response, please provide an explanation.

YES ☒ NO ☐ Make one-party line service available upon request to all subscribers of local exchange service.

YES ☒ NO ☐ Install 95% of primary service orders and 90% of regular service orders within five working days of customer orders, excluding those orders where a later date is requested by the customer.

YES ☒ NO ☐ Meet 90% of commitments to customers regarding the date of installation of service orders, excepting customer-caused delays.

YES ☒ NO ☐ Maintain the level of held regrade orders (as defined in Substantive Rule 26.54) at or below one percent of access lines served.

YES ☒ NO ☐ Answer 85% of toll and assistance operator calls within ten seconds.

YES ☒ NO ☐ Answer 90% of repair service calls and calls to business offices within 20 seconds.

YES ☒ NO ☐ Provide dial tone within 3 seconds for 98% of calls.

YES ☒ NO ☐ Maintain an availability factor for stored program controlled digital and analog switching facilities (local intra-office) at 99.99%, or keep total unscheduled outages below 53 minutes per year.

YES ☒ NO ☐ Maintain an availability factor for stored program controlled digital and analog switching facilities (local inter-office) at 99.93%, or keep total unscheduled outages below 365 minutes per year.

YES ☒ NO ☐ Complete 97% of properly dialed tolled calls without encountering failure because of blockages or equipment irregularities.

YES ☒ NO ☐ Maintain an average monthly rate of customer trouble reports, excluding CPE reports, at or below 6%.

YES ☒ NO ☐ Clear 90% of out-of-service trouble reports within 8 working hours, except where access to the customer's premises is required and not available or where interruptions are caused by unavoidable casualties and acts of God affecting large groups of customers.

- YES ☒ NO ☐ Maintain the number of repeated trouble reports on residence and single-line business lines at or below 22% of the total customer trouble reports on those lines.
- YES ☒ NO ☐ Maintain transmission facilities meeting the requirements of Substantive Rule 26.54, Transmission Requirements.
- YES ☒ NO ☐ Meet the Commission's continuity-of-service requirements established in Substantive Rule 26.51.
- YES ☒ NO ☐ Provide 911 emergency telephone service in accordance with Chapters 771 and 772 of the Texas Health and Safety Code, as applicable.
- YES ☒ NO ☐ Commit to providing equipment that will comply with 911 requirements.
- YES ☒ NO ☐ Commit to providing at least 1 customer service representative per every 2,500 customers during normal business hours.
- YES ☒ NO ☐ Commit to providing equipment that is local number portability (LNP) capable.
- YES ☒ NO ☐ Maintain an emergency operations plan that addresses disaster recovery procedures.
- YES ☒ NO ☐ Comply with PUC Substantive Rules §26.32 and §26.130 requiring notification of customers about slamming and cramming information on monthly bills.
- YES ☒ NO ☐ Comply with PUC Substantive Rules §26.31 for customer disclosure.
- YES ☒ NO ☐ Comply with PUC Substantive Rules §26.122 regarding customer proprietary network information.
- YES ☒ NO ☐ Comply with applicable portions of Chapter 26, Subchapter B regarding customer service and protection.
- YES ☒ NO ☐ Comply with anti-discrimination laws on the basis of race, nationality, color, religion, sex, marital status, income level, source of income, or geographic location.
- YES ☒ NO ☐ Disclose to customer that they may contact the PUC and pursue complaints if the customer and certificate holder cannot resolve the complaint.

EXHIBIT F-1
CONFIDENTIAL

Tachus Communications Unaudited Balance Sheet

This information is Confidential pursuant to Section 552.110 of the Texas Open Records Act, Tex. Gov't Code Ann. 552.110, and Section 22.71(d) of the Commission's Procedural Rules, P.U.C. Proc. Rule § 22.71(d). The information provided in Exhibit B contains critical commercially sensitive and competitively significant financial data that is not available to the general public. Disclosure of this information would place the Applicants at a significant competitive disadvantage, impede full and fair competition, and undermine business plans in Texas. In contrast, confidential treatment will not adversely affect any interested party.

EXHIBIT F-2

CONFIDENTIAL

Ezee Fiber Unaudited Balance Sheet

This information is Confidential pursuant to Section 552.110 of the Texas Open Records Act, Tex. Gov't Code Ann. 552.110, and Section 22.71(d) of the Commission's Procedural Rules, P.U.C. Proc. Rule § 22.71(d). The information provided in Exhibit F-2 contains critical commercially sensitive and competitively significant financial data that is not available to the general public. Disclosure of this information would place the Applicants at a significant competitive disadvantage, impede full and fair competition, and undermine business plans in Texas. In contrast, confidential treatment will not adversely affect any interested party.