2925 St. Charles Drive mobile: (501) 450-8650

Conway, Arkansas 72034 office: (501) 329-2114

thomasd@selltower.com fax: (877) 395-0570

PROFILE

Innovative thinker and coalition builder skilled at using financial, personnel, and technology assets to further the goals of business and government organizations. Repeated success in assessing complex situations and marshalling resources to start new companies, solve problems, remove roadblocks, and drive results. Servant leader who inspires the team to succeed.

AREAS OF EXPERTISE

*Telecom Networks*: technology assessments, procurement, network deployment, program management, vendor sourcing, and managing technical staff.

*Complex Transactions:* M&A due diligence, acquisition integration, strategic partnerships.

*Business Incubation:* ideation, raising capital, product development, business development, partnership strategies, back office implementation, talent acquisition.

*Business Development:* sales strategy, product development, consultative sales, pricing strategy

*Finance:* asset valuation, business case models, capital budgets, forecasting, AP/AR.

## PROFESSIONAL EXPERIENCE

# 

# SellTower Consulting 2010 – Present

# President, Management Consultant

# Consulting firm specializing in process improvement, profit margin enhancement, telecom network technologies, cell site assets, corporate development, company start-ups, and vendor sourcing.

# Developed a nationwide network deployment plan and business model for a global technology company entering the mobile wireless provider space.

* Worked with Private Equity client to build a network infrastructure company by identifying target acquisitions, performing operational due diligence, and vetting CEO candidates.
* Built a nationwide preferred vendor program for Sprint to support the Network Vision LTE deployment, iDEN decommission, and long term network maintenance.
* Provided LTE deployment process improvement & reporting services to Sprint.
* Consulted with Nokia on vendor sourcing, contract negotiation, and supplier management in support of the T-Mobile LTE deployment.
* Conducted valuation studies and commercial due diligence for private equity investors on build-to-suit, network real estate, and network infrastructure service companies.
* Conducted over 150 technology and industry briefings for venture capital, investment banking, and asset management investment groups.
* Reduced LightSquared/Ligado network site build cost by $140 million through vendor sourcing.
* Conducted a new cell tower build-to-suit RFP, and performed tower master lease agreement (MLA), and lease process reviews for LightSquared.
* Advised 3 of the 4 nationwide wireless carriers on LTE site development and network lease process improvements via centralization and tool development.

# Entrepreneur ongoing

* Founded a site representation business to profit from new “small cell” technology.
* Built an invoice factoring business supporting the communications equipment market.
* Founded cell tower crew company, SellTower Services LLC, working in the MidSouth
* Built coalitions of companies and contractors to complete over $10 million in network deployment projects.

# Uniti Group Inc. 2015 – 2017

# Vice President of Wireless

Recruited by consulting client to run the start-up of the Uniti Towers vertical. Responsible for all aspects of building the wireless infrastructure asset ownership business in the United States.

* Formulated the business model for acquiring and operating wireless network assets.
* Built the lease acquisition business that acquired $15 million in leasehold assets in 2016 and was on pace to acquire $50 million in assets in 2017.
* Negotiated “insurgent” nationwide cell tower build to suit (BTS) contract with AT&T which will result in 500+ new tower builds per year.
* Recruited engineering staff and implemented the back office and vendor contracts necessary to operate both the lease acquisition and the cell tower build to suit business.
* Forged strategic partnerships with Nokia, World Fiber, SQUAN Solutions, TES, and other wireless industry players to facilitate asset acquisition opportunities.

Public Safety Communications Consulting 2013-2014

# First Responder Network Authority (FirstNet) (2013)

# Served as the Network Procurement & Deployment Lead focused on network technology market research, partnering opportunities, siting strategy, and vendor sourcing.

* Assisted with company operating plan, and led the Opex and Capex budget development for the network deployment functions.
* Built FirstNet deployment project plans in compliance with federal acquisition regulations (FAR) procurement processes and timelines.
* Led the release of 11 network RFIs with 286 responses covering the radio access network (RAN), core network, NOC, satellite, and deployable network elements.
* Drafted the Network Management Center/Operations Management Center (NMC/OMC) RFI and performed the initial review of responses.
* Drafted both site acquisition and site construction scopes of work for network RFP.

Department of Homeland Security, Office of Emergency Communications (OEC) (2014)

* Assisted the OEC with both the development of the Communication Asset Surveys & Mapping (CASM) tool and the drafting of site lease/collocation agreement templates.
* Assembled the data elements and fields needed by FirstNet during both the network planning and the network deployment phases of launching their network.
* Reviewed the existing tool structure, data field descriptions, and entry screens and documented process, workflow, and data entry improvements.

# Md7 LLC, San Diego, California 2009 – 2010

VP – Strategic Initiatives and Product Development

* Consulted with wireless carriers on cell tower marketing & management, lease administration, lease origination, real estate IT tools options, and cost savings initiatives.
* Tripled the Md7 product line from four to sixteen offerings by building new products that utilized Md7 core competencies in negotiation, real estate, law, and finance.
* Personally sold $4.1 million of cell site lease optimization services to clients including Verizon Wireless, T-Mobile, American Tower, and Clearwire.
* Established strategic partnerships and joint ventures with industry vendors to meet customer needs for audits, new site development, and tower decommissions.
* Partnered with the CFO both to establish a $50 million credit facility for lease buyouts, and to broker the sale of $15 million of lease prepayment assets.

# Verizon Wireless, Little Rock, Arkansas 1995 - 2009

Network CFO and Executive Director

Supervise staff of 100+ professionals and contractors responsible for six company-wide functions: capital budgets, network financial planning, network real estate, FAA/FCC compliance, wholesale roaming, and management of Alltel Towers.

* Led three department innovation programs; model program adopted company- wide.
* Nominated by staff for the 2008 Alltel Leader of the Year award

Property Management and Alltel Towers

* P & L responsibility for tower collocation business on 4,000 owned cell towers. Grew revenues from $8 million to over $25 million in three years with 90% profit margins.
* Directed Accounts Payable and Accounts Receivables functions for over 15,000 property leases and subleases. Made $213 million in lease payments and $25 million in sublease collections per year with no instances of default.
* Conceptualized led development of ATLAS data tool that hosted cell site data and managed network deployment activities across RF engineering, FAA/FCC, E911, construction, backhaul, legal review, and property management functions.
* Accelerated cell site construction time by an average of three months.
* Centralized control of new lease negotiations that dropped annual expenses by over 35% while delivering optimal lease language and improved cycle times.
* Reduced expenses by $35.4 million over 15 years through lease optimization programs.
* Developed RFP approach to tower collocations that saved over $200/month per lease.

Network Financial Planning

* Controlled over $1.5 billion in annual network operating expenses. Improved revenue and expense forecast accuracy by 20.3% by developing a benchmark driven budget.
* Created executive report review process; cut monthly review time by over 50%.
* Proposed and led company-wide best practice initiative that saved over $800 million.
* Developed, implemented, and tested controls to ensure Sarbanes-Oxley compliance.

Procurement & Capital Management

* Led the network procurement improvement team that delivered $80.2 million in savings.
* Developed JobTrac tool that automated capital budget functions to include budgeting, job approval routing, capital forecasting, CWIP closing, and plant retirements.
  + Sped up project approvals by over 50% while ensuring audit compliance.
  + Annually captured and repurposed of over $100 million in capital funds.
* Developed business case and tops-down capital budget allocation models to improve returns on invested funds.

Network Team Leader/Project Manager – Merger Integration (1998 to 2002)

Appointed network & engineering program manager by the CEO for the 360° Communications acquisition; led subsequent Aliant, Liberty and Verizon market acquisitions as secondary duties.

* Spearheaded the integration of physical networks and over 20 staff groups in the Engineering & Network organization.
* Drove consensus by identifying process gaps, brokering discussion and debate, and framing decisions for executive decision.
* Executive lead for network swap with Verizon that added 1.5 million customers.
* Encouraged and served employees facing relocation or termination.

WINDSTREAM COMMUNICATIONS 1995 to 1998

Staff Manager, Economic Policy

* Formed the new Economic Policy Department to drive strategic direction for company policies on interconnection, competition, and alternative regulation pricing.
* Conducted the first incremental cost of service (TELRIC) study for the New York Public Service Commission.
* Authored comments to the FCC for the USTA Rate of Return Committee that forestalled lowering the allowed rate of return in 1996.
* Appointed Vice Chair of the U.S. Telecom Association (USTA) TELRIC Team advocating for fair market pricing of wholesale network elements.
* Created a Competitive Vulnerability Model that correctly predicted which local markets would first experienced competition thus enabling proactive customer retention efforts.

# UNIVERSITY OF CENTRAL ARKANSAS, Conway, Arkansas 1997 - 2015

Adjunct Faculty Member

Taught Contemporary Economic Issues, Personal Finance, and Managerial Finance.

* Ranked by students as a top 10% instructor every year.

3/160TH SPECIAL OPERATIONS AVIATION REGIMENT (Airborne) 1991 - 1995

Controller (rank of captain)

* Funded operation & maintenance of equipment valued at over $500 million.
* Garnered budget increases of 41.8% in two years during era of budget cuts.
* Officer in charge of managing funds needed for the unit’s “special” missions.
* Chosen by regiment commander as finance lead in the establishment of strategic objectives and policies for all aspects of the organization.
* Liaison with Paramount Studios for use of Blackhawks to film *Clear and Present Danger.*
* Awarded Meritorious Service Medal for special operations service

Director of Human Resources

In charge of personnel, public relations, and family support functions of a full battalion.

* Recruited the Army’s best officers to join its most elite aviation unit.
* Direct supervision of the 14 man Personnel Administration Center.

MORGAN STANLEY (then Van Kampen Merritt), Oakbrook, Illinois 1990 – 1991

Municipal Bond Research Analyst

EDUCATION & HONORS

GEORGIA SOUTHERN UNIVERSITY: Master of Business Administration, 4.0 GPA.

Areas of emphasis: Total Quality Management, Production & Operations Management

WHEATON COLLEGE: Bachelor of Arts in Economics, *summa cum laude*.

Areas of emphasis: Military Science, Econometrics, Business Law

* Wall Street Journal award as top business graduate

U.S. ARMY:

Department of the Army Comptroller Courses

Special Operations Aviation *Green Platoon* Course

Boards of Directors

* Optimal Giving Advisory Board
* University of Central Arkansas College of Business Advisory Board
* Past chairman, State of Arkansas Developmental Disabilities Services Board
* Past board member, Society of Utility and Regulatory Financial Analysts (SURFA)