

Professional Consultation for Regulated Industries

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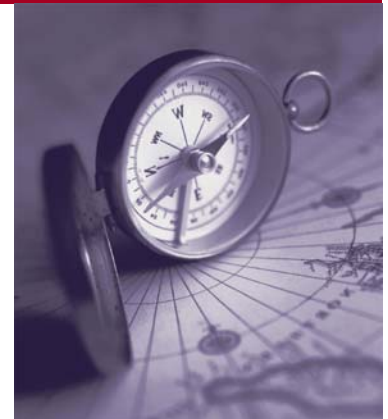
- **Network Industry Specialists**
- **Management Consulting**
- **Litigation Support**
- **Econometric Modeling**

Lead Your Industry With the Help of a Trusted Guide



Domestic communications and energy markets have opened to competition. What was a traditionally conservative, consistent industry dominated by mega-corporations has been transformed into a complex, quasi-competitive marketplace filled with financial opportunities. As old regulations fall, new policies emerge to facilitate the entry of new business interests. Likewise, technology redefines tried-and-true business models while regulation still maintains an important role. With this type of complexity, risk is unavoidable. However, with the help of an experienced QSI management consulting team, your business can dramatically minimize its risk and maximize opportunities.

QSI's management consultants have developed customized strategic solutions for clients ranging from \$50 billion market leaders, start-up organizations and the very government agencies that are responsible for managing the transition of these markets from monopoly to competition. QSI boasts a client list exceeding 250 competitive companies and government organizations both domestically and internationally. Whether they call on us for market analysis, strategic planning, econometric/financial modeling or litigation support, QSI's unique perspective and experience can help nearly any client pinpoint its best competitive advantage.



Our Services Include

Economic & Financial Modeling

Regulatory & Legislative Support

Litigation Support
(including expert testimony, damages estimation, discovery management)

Witness & Technical Training

Business Plan/Model Development

Universal Service Fund Administration

Due Diligence

**Operation Support
System Analysis & Development**

Revenue Assurance & Billing Reconciliation

Tariff Services



CORPORATE PROFILE



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QSI is a privately held consulting firm assisting a long list of clients in a number of regulated industries including energy, telecommunications, cable and media. QSI employs a wide range of technical and financial professionals including economists, marketing and product development experts, engineers, certified public accountants and industry specialists. QSI also employs an experienced research and support staff providing its clients with up-to-date information critical to strategic decision making.

QSI's primary expertise lies in assisting clients who rely upon complex, interconnected networks. QSI provides these clients with the technical, business and regulatory assistance they require on a day-to-day basis. QSI assists its clients with projects as diverse as implementing new technologies to developing sophisticated econometric models aimed at better understanding the internal cost structure of multi-product, network-based firms. QSI also has substantial experience with litigation support and general external relations. Because interconnected carriers often require complex arbitrations or the courts to settle major disputes, QSI provides its clients some of the most talented and experienced expert witnesses and litigation-savvy analysts. Likewise, because network-based firms (e.g., electric, gas, telecommunications, cable, power, wireless, etc.) are generally regulated by a varied group of governmental organizations (e.g., the FERC, FCC, local municipalities, state utility commissions, state legislatures, etc.), QSI assists its clients not only in navigating a labyrinth of regulations but also in impacting the development of local, statewide and national policies, rules and laws that are likely to impact their business.

QSI not only assists a number of commercial clients but also a long list of governmental and non-profit organizations. QSI's objectivity and unbiased counsel is manifest in the fact that it not only assists regulated organizations but is also called upon for its expertise by the very organizations responsible for regulating those entities. QSI works regularly with state public utility commissions, state attorneys general, consumer advocates and non-profit



organizations attempting to structure the converging media marketplace in a manner that encourages a vibrant business community and also generates direct benefits for consumers.

Our Approach

QSI employs a strict *Project Management* approach to consulting in which QSI's Project Managers (1) analyze the requirements of a given project, (2) develop a "critical path" analysis tasked with organizing and managing several work steps and personnel necessary to complete the project, (3) define deliverables and due dates and (4) staff the project with the industry's most experienced and creative team of professionals.

Our History

Michael Starkey, Peter Gose and August Ankum, PhD, founded QSI in January 1999. Since that time, QSI has grown steadily into one of the industry's preeminent consulting firms providing services to firms operating in network industries. In an effort to further expand the menu and quality of services available to its clients, in July 2004, QSI reached an agreement with Brian Pitkin and InterLink, Inc. to merge the two respective firms. The merger was consummated on December 1, 2005. The combined resources of QSI and InterLink (known still as QSI Consulting, Inc.) will provide our clients with the enhanced services and broader expertise required to prosper in today's marketplace. InterLink provides QSI with increased quantitative modeling expertise and a broader perspective on converging industries (energy, Internet, wireless, cable, etc.).

Our Clients

The new, combined QSI employs 14 full-time professional consultants and a host of technical specialists that subcontract with QSI on a regular basis. QSI provides assistance to more than 100 different clients in an average year. Clients range in size from the world's largest telecommunications carriers, equipment manufacturers and trade organizations to public agencies and start-up companies. The table below provides a sampling of QSI's clients:



CLIENT TYPE	CLIENTS	PROJECT(S)
<p>Incumbent Local Exchange Carriers (ILEC)</p>	<p>Illinois Consolidated Telephone Company (ICTC)</p>	<p>QSI assists ICTC in better understanding its own costs of service and has constructed a computerized econometric model that allows ICTC to manage its own service cost issues.</p>
<p>Competitive Local Exchange Carrier (CLEC)</p>	<p>AT&T, MCI, Covad Communications, Centennial Communications, McLeodUSA, El Paso Networks, Eschelon Communications, KMC Telecom, BTI Telecom, Allegiance Telecom, TDS Metrocom, Time Warner Telecom, Mpower Comm, RCN Telecom, XO Comm, Level 3 Communications, Florida Digital Network, Global Com, Conversant, Accent Integrated Networks, ATXCoreComm, WorldNet and many others</p>	<p>QSI provides its CLEC clients with a wide variety of services including (1) expert policy advice and testimony, (2) business consulting services and (3) cost of service expertise, econometric modeling and advocacy before government agencies including state utility commissions, the FCC, state legislatures and the U.S. Congress.</p>
<p>Wireless Carriers</p>	<p>Western Wireless</p>	<p>Project established interconnection rates for wireless services.</p>

CLIENT TYPE	CLIENTS	PROJECT(S)
<p align="center">Trade Associations</p>	<p>ALTS, Southeast Competitive Carriers Association, Texas CLEC Coalition, Illinois Pay Telephone Association, Ohio Public Communications Association, Michigan Payphone Association, American Public Communications Counsel, Ameritech Region - Competitive Carrier Coalition (C³)</p>	<p>QSI provides a wide variety of services to a number of industry associations ranging from competitive telecommunications carriers to pay telephone providers. QSI's assistance is most often provided in the form of expert policy and legislative advice, advocacy and expert testimony. However, QSI also facilitates the activities of a number of regional carrier-groups aimed at maximizing regulatory, legislative and strategic resources.</p>
<p align="center">Equipment Manufacturers</p>	<p>Structus Technologies, Siemens Corporation</p>	<p>QSI provides telecommunications equipment manufacturers with strategic advice regarding upcoming service/regulatory trends and general market intelligence.</p>
<p align="center">Energy Companies</p>	<p>Enron Wind Corporation, Washington Gas Light Co., Community Energy Projects, Marathon Oil, Wyoming Industrial Energy Consumers, El Paso Energy</p>	<p>QSI's consultants have a broad range of utility expertise used to provide assistance to clients in many different areas of the utility marketplace. QSI assists its utility clients in market analysis, product and business development and business model transition, etc.</p>
<p align="center">Law Firms</p>	<p>Kelly Drye & Warren LLP, Swidler Berlin Shereff Friedman, Cole, Raywid & Brayerman, Petrie Bauer, Casey Gentz & Siffuentes, Dickstein Shapiro Morin & Oshinsky, Stewart & Irwin, Lewis and Roca, Sidley, Austin Brown & Wood, Holland & Hart</p>	<p>QSI provides telecommunications and general litigation expertise (including damages assessment and witness training) to a large number of law firms either directly, or through their respective clients.</p>



CLIENT TYPE	CLIENTS	PROJECT(S)
<p>Public Agencies</p>	<p>New Mexico Public Regulation Commission, New Mexico Attorney General, Nebraska PSC, Texas Public Counsel, Maryland PSC, Wyoming PSC, Wyoming Legislature, Wyoming Energy Commission, Colorado PUC, Oregon PUC, South Dakota PSC, New York Department of Public Service, Hawaii PSC, Connecticut Attorney General's Office</p>	<p>QSI assists public agencies in meeting the many challenges afforded by a utility marketplace in transition. QSI's assistance ranges from market analysis, expert policy advice and testimony, representation in regulatory forums, providing technical and witness training, to technical support in complicated litigation/negotiation.</p>
<p>Multinational Consulting Firms</p>	<p>Accenture (f/k/a Andersen Consulting), Navigant Consulting, PricewaterhouseCoopers, LaCapra Associates, Boulder Telecomm Consultants, Blue Ridge Consulting Services</p>	<p>QSI is often called upon by larger consulting firms to provide assistance on issues of a highly technical nature within regulated industries (especially energy and telecommunications).</p>
<p>Non-Profit Policy Organization</p>	<p>Nebraska Tax Research Council</p>	<p>QSI assists with research into government efficiency and its effect on tax rates.</p>
<p>"New Media" Companies</p>	<p>Earthlink, Inc.</p>	<p>QSI provides quantitative modeling assistance to Earthlink aimed at managing its internal cost structure.</p>

In addition to the clients identified above, QSI's professional consultants have assisted numerous others, both in the United States and abroad. QSI's consultants have provided substantial assistance to clients facing the strategic challenges resulting from dynamic regulatory policies worldwide. These clients range from national cable operators to media conglomerates to national telecommunications providers.



QSI's broad range of clients gives it not only the widest possible breadth of experience but also a well-rounded perspective on issues important to network industries. Because it represents clients with widely varied and differing positions on important public policy issues, QSI continually dedicates itself to providing only the most objective and reasoned advice and counsel. This wide and varied experience provides QSI's current and prospective clients with a unique and valuable perspective.



THE QSI TEAM



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As a group, QSI's professional consultants provide its clients with expertise in economics, finance, engineering, public policy, regulation, marketing, product development, business planning and computer modeling. QSI draws from each of these disciplines and the substantial experience of its consultants when it defines a project-specific team aimed at delivering to its clients the most value-laden assistance in a particular industry. In addition, QSI's consultants bring to its clients substantial work experience from the utility industry, state regulatory commissions, national carrier associations, academia and a number of other professions. The following list provides a general overview of QSI's consultants and their professional experience. More in-depth information about each consultant and his/her experience will be provided upon request (or may be viewed on our website at www.qsiconsulting.com).

MICHAEL STARKEY
President

QSI Executive Team

Mr. Starkey is a founding partner and currently serves as the President of QSI Consulting, Inc. Prior to founding QSI, Mr. Starkey founded and served as the Senior Vice President of Telecommunications Services at Competitive Strategies Group, Ltd. (CSG) in Chicago, Illinois.

Mr. Starkey's consulting career began in 1996 shortly before the passage of the Telecommunications Act of 1996. Since that time, Mr. Starkey has advised some of the world's largest companies (e.g., AT&T, MCI, Time Warner, Covad Communications, Siemens Corporation) on a broad spectrum of issues including the most effective manner by which to interconnect competing networks. Mr. Starkey's



experience spans the landscape of competitive telephony, including interconnection agreement negotiations, mediation, arbitration and strategies aimed at maximizing new technology. Mr. Starkey's experience is often called upon in his capacity as an expert witness. Since 1991, Mr. Starkey has provided testimony in more than 100 proceedings before approximately 35 state commissions, the FCC and courts of varying jurisdiction. Mr. Starkey is a recognized expert in the area of econometric costing for telecommunications networks and has constructed, critiqued and/or reviewed telecommunications costing models for the industry's largest companies.

Mr. Starkey's experience with competitive telecommunications issues is rooted in his previous employment by a number of state utility commissions. Mr. Starkey has worked as a staff member for the Missouri, Illinois and Maryland public utility commissions. He was Director of the Maryland Commission's Telecommunications Division and the Senior Policy Analyst for the Illinois Commission's Office of Policy and Planning.

In addition to numerous industry seminars and training courses, Mr. Starkey's educational experience includes a Bachelor of Science Degree in Economics from Southwest Missouri State University in Springfield, Missouri.

BRIAN PITKIN
Senior Vice President

QSI Executive Team

Mr. Pitkin provides financial, economic and analytical consulting services to clients with an emphasis on telecommunications and cable and currently serves as Senior Vice President. He assists clients in evaluating strategies for market entry in the telecommunications industry and provides expertise in forming restructuring plans for numerous clients. His work has included overseeing the development of cash flow forecasts and long-term business plans, evaluating the financial opportunities for start-up competitive telecommunications providers and preparing analyses to evaluate the level of competition for broadband telecommunications services. Mr. Pitkin has also assisted in gaining regulatory approval for several large mergers in the cable industry.

Mr. Pitkin has also conducted numerous evaluations of computer cost models and has assisted clients and legal counsel in understanding the models and developing legal strategies associated with costing/pricing issues related to competitive entry into the local exchange market. He has also provided testimony on matters before the Federal Communications Commission and in



many state regulatory proceedings. Mr. Pitkin has also worked with international telecommunications carriers on the regulatory and policy issues associated with cost-based prices. In addition, Mr. Pitkin's work is not restricted to the cable and telecommunications arena. He also has undertaken economic and financial modeling work for clients in other network industries, including railroad and pipeline.

Prior to becoming a key member of QSI Consulting, Mr. Pitkin was founder and President of InterLink, Inc., a consulting firm providing financial and economic services in infrastructure industries. Before founding InterLink, Mr. Pitkin was a Director in the Network Industries Strategies group of FTI Consulting.

Mr. Pitkin graduated from the McIntire School of Commerce at the University of Virginia in Charlottesville, Virginia. He has a Bachelor of Science degree in Commerce, with concentrations in Finance and Management Information Systems.

PETER GOSE
Senior Vice President

QSI Executive Team

Mr. Gose is a founding partner of QSI and currently serves as Senior Vice President. Mr. Gose provides expertise in a wide variety of telecommunications and business operations issues. Prior to co-founding QSI, Mr. Gose was a partner and Senior Consultant with CSG. Before joining CSG, Mr. Gose served as Manager of Tariffs and Training for the National Exchange Carrier Association (NECA), where he was responsible for the maintenance and interpretation of interstate access and wire center tariffs for NECA member local exchange companies in 12 states. He was also directly responsible for the development and provisioning of training for the owners, management and employees of those local exchange companies.

Mr. Gose has substantial experience in econometric modeling, local competition issues, interconnection, deregulation and universal service policies, including analysis and database modeling for the Federal Communications Commission's Federal/State Joint Board Staff. In that capacity Mr. Gose was responsible for developing analytical tools to be used in maintaining the nation's universal service initiatives through the compilation of local exchange company databases used by the FCC in its determinations regarding changes to the National Universal Service Fund.



From 1989 to 1995, Mr. Gose was an analyst with the Missouri Public Service Commission, specializing in federal telecommunications issues and management audits. While at the Missouri Commission, Mr. Gose served on the Southwestern Bell Telephone Open Network Architecture Oversight Committee as well as a number of internal commission task force initiatives regarding new technology.

Mr. Gose holds a M.B.A. from Northwest Missouri State University and a B.S. in Finance, Business Management, from the same institution. He also holds a B.S. in Accounting from Lincoln University. Mr. Gose has served as an adjunct faculty member of Northwest Missouri State University and has on several occasions served as a guest lecturer at Washington University in Saint Louis, Missouri, instructing graduate level courses on state and federal telecommunications policy and access charge issues.

AUGUST ANKUM, Ph.D.
Senior Vice President

QSI Executive Team

Dr. Ankum is a founding partner of QSI and serves as Senior Vice President and is the firm's Chief Economist. Dr. Ankum is a practicing economist and consultant specializing in both domestic and international telecommunications issues. Before co-founding QSI, Dr. Ankum worked directly with a number of the country's largest communications clients in his own practice. Prior to that, Dr. Ankum served as Senior Economist for MCI Telecommunications Corporation's Public Policy Division, and before that as a Manager in the Regulatory and External Affairs Division of Teleport Communications Group, Inc. (later purchased by AT&T). In his capacity with both MCI and TCG, Dr. Ankum provided expert testimony regarding the economics of telecommunications and public policy in contested proceedings across the country. Dr. Ankum specializes in competitive telephony issues pertaining to removing barriers to entry in local telecommunications markets. Dr. Ankum began his career in telecommunications with the Texas Public Utility Commission, where he served as the Commission Staff's Chief Telecommunications Economist before leaving in 1994.

Dr. Ankum received a PhD in Economics from the University of Texas at Austin, a M.A. in Economics from the University of Texas at Austin, and a B.A. in Economics from Quincy College in Illinois.



TIMOTHY GATES
Senior Vice President

QSI Executive Team

Mr. Gates is a QSI partner and currently serves as Senior Vice President, managing some of QSI's largest clients. Before joining QSI, Mr. Gates held key management positions over a 15-year period with MCI, Inc.'s Law and Public Policy Group. Mr. Gates has focused on telecommunications issues ranging from costing, pricing, alternative forms of regulation, local entry, and universal service to strategic planning, legislation, and merger and network issues over a telecommunications career spanning 20 years. He has extensive experience working with attorneys, analysts, external consultants, regulators, lobbyists and company executives on issues associated with the convergence of competition, technologies, services and companies. Mr. Gates has developed policy positions and advocated those positions on energy and telecommunications issues before regulatory commissions and legislatures across the nation. During his tenure with MCI, Mr. Gates managed its many external consultants and the associated budget. He has testified in more than 200 proceedings in 44 states and before the FCC and the Department of Justice. Mr. Gates is widely recognized in the telecommunications industry as one of the most talented witnesses and witness trainers.

Before joining MCI, Mr. Gates was employed by the Texas Public Utility Commission as a Telephone Rate Analyst in the Telecommunications Division's Engineering Department. Prior to joining the Texas staff, Mr. Gates was employed by the Oregon Public Utility Commission as an Economic Analyst in the Telecommunications Division. Mr. Gates also has experience in the energy industry, having worked with the Bonneville Power Administration (United States Department of Energy), where he was employed as a Financial Analyst. Mr. Gates also spent 10 years in the forest industry in the Northwest, where he held numerous positions of increasing responsibility for International Paper, Weyerhaeuser and the Oregon Department of Forestry.

Mr. Gates holds a Masters of Management Degree with an emphasis in finance and quantitative methods from the Atkinson Graduate School of Management at Willamette University. He also holds a Bachelor of Science Degree in Forest Management from Oregon State University.



MARK STACY
Director of Energy and
Telecommunications Policy

Mr. Stacy is a QSI partner and currently serves as Director of Energy and Telecommunications Policy. As the former Chief Economist at the Wyoming Public Service Commission, Mr. Stacy has extensive experience in a number of utility industries including both telecommunications and energy. Before joining QSI, Mr. Stacy was the president of Stacy & Stacy Consulting, LLC, providing services to both telecommunications and energy industry clients. Over the past seven years Mr. Stacy has worked with various private industry and state and city agencies including the Wyoming Public Service Commission, the State Energy Office, the United States Department of Energy and the Governor's Office to introduce cutting-edge electric generation technologies into the Rocky Mountain Region. Mr. Stacy is a past Manager of Business and Project Development for Kenetech Windpower and has served several clients in the area of renewable energy project development, specifically in the area of wind energy.

In addition to his energy industry experience, Mr. Stacy has provided testimony and advocacy on a broad spectrum of telecommunications issues before the regulatory commissions of 20 states.

Mr. Stacy received a M.S. in Public Utility and Regulatory Economics and a B.S. in Geology from the University of Wyoming.

WARREN FISCHER, C.P.A.
Director of Business Services
and Research

Mr. Fischer is a QSI partner and currently serves as Director of Business Services and Research in QSI's Telecommunications Division. Mr. Fischer joined QSI after five years of service within AT&T's Local Services and Access Management group and Wireless Services divisions. During his telecommunications career, Mr. Fischer has focused his attention largely on costing, pricing, local market entry, Section 271 compliance, access and universal service reform issues and damages assessment. Mr. Fischer is an experienced and effective expert witness and has provided expert testimony before 14 state utility commissions and other administrative agencies. Mr. Fischer's professional experience also includes two years as a Certified Public Accountant in public practice for Deloitte and Touche and over 16 years of managing financial analysis, reporting and forecasting processes for various multi-national corporations.

Mr. Fischer, C.P.A., holds a B.S. in Business Administration with an



emphasis in Accounting from the University of Colorado.

JAMES WEBBER
Senior Consultant

Mr. Webber currently serves as a Senior Consultant within QSI's Telecommunications Division. He joined the firm with approximately 13 years of experience in the public utility and regulatory fields in which his efforts have been primarily focused toward the development and support of public policy positions, costing and pricing related issues, negotiation and support of carrier-to-carrier agreements and the development and implementation of cost reduction and profit maximization strategies. During his tenure within the telecommunications industry Mr. Webber has provided testimony in dozens of state and federal regulatory proceedings pertaining to these and numerous other issues.

Prior to joining QSI, Mr. Webber served as ATX/CoreComm's Director-External Affairs. In that capacity, Mr. Webber was responsible for the development and implementation of legal and regulatory strategies, contract management and negotiations, oversight of financial disputes and the implementation of cost reduction initiatives. Mr. Webber was previously a District Manager within AT&T's Law and Government Affairs and Local

Services and Access Management organizations, where his responsibilities included contract negotiations, arbitrations, regulatory advocacy and cost optimization. Prior to his position at AT&T, Mr. Webber was a Senior Consultant with Competitive Strategies Group, where he provided consulting services to numerous telecommunications carriers including AT&T and MCI. Mr. Webber's career in telecommunications began at the Illinois Commerce Commission, where he held various positions within the Telecommunications department, including Manager-Rates Section.

In addition to his experience in telecommunications, Mr. Webber spent a significant amount of time at the Illinois Department of Energy and Natural Resource, where he modeled electricity and natural gas consumption, estimated the impact of DSM initiatives on natural gas and electricity consumption and estimated the benefits and costs of environmental pollutant mitigation strategies.

Mr. Webber holds a B.S. degree in Business Administration and Economics as well as a M.S. in Economics from Illinois State University.

SIDNEY MORRISON
Chief Engineer

Mr. Morrison is QSI's Chief Engineer and in charge of QSI's Technical Services Division. Mr. Morrison aids



QSI's clients in all aspects of network deployment, maintenance and engineering. Mr. Morrison brings to QSI over 22 years of experience within USWEST's Network Management group, where he was responsible for managing many of USWEST's largest and most important network deployment initiatives. He also has nearly 10 years of international consulting experience. Mr. Morrison has engineered and assisted in the deployment of numerous landline communications systems (both copper and fiber based) as well as wireless and microwave platforms within the United States and abroad. Mr. Morrison is a recognized expert in Digital Subscriber Line ("xDSL") technology and has extensive experience in managing, engineering and deploying digital switching and inter-office networks.

Mr. Morrison's training includes work in applied electrical engineering sciences and business administration from Central Piedmont College in North Carolina and Regis University in Denver.

OLESYA DENNEY, Ph.D.
Senior Consultant

Dr. Denney serves as a Senior Consultant in QSI's Telecommunications Division and provides its clients with superior quantitative, econometric modeling and research skills. Dr. Denney's experience

includes two years of service within AT&T's Local Services and Access Management group. Her responsibilities included data analysis, forecasting, cost modeling, access issues and universal service reform issues.

Dr. Denney holds a PhD and M.S. in Economics from Oregon State University as well as a B.S. in Economics from Novosibirsk State University in Russia.

HALLIE LAWRENCE
Senior Consultant

Ms. Lawrence has over seven years of experience in providing economic and financial consulting services to telecommunications and transportation clients. Prior to joining QSI, she worked for InterLink, and was a Senior Consultant with FTI Consulting and Klick, Kent & Allen before that.

In the telecommunications arena, Ms. Lawrence has reviewed and evaluated numerous cost models used in the setting of telecommunications rates (including unbundled network element pricing and interconnection rates) by the Federal Communications Commission ("FCC") and state regulatory boards. Her work includes recent testimony on behalf of the Illinois Public Telephone association, assisting other expert witnesses and legal counsel in understanding models and prioritizing costing/pricing issues. She also assisted clients in pursuing line



sharing opportunities for providing DSL services in several jurisdictions in the early years of “line sharing.” Additionally, working with a team of consulting telecommunication engineers and representatives of AT&T and MCI, Ms. Lawrence was responsible for constructing a user-friendly cost model that has been used throughout the nation to calculate the long-run incremental cost that would be incurred by local exchange carriers to provide collocation facilities to competitors.

In civil litigation, Ms. Lawrence performs damage analyses and provides consulting services to outside counsel. Further, Ms. Lawrence has provided restructuring and bankruptcy consulting services.

Ms. Lawrence also has experience in railroad rate regulation, where she worked with a team of civil engineers and was responsible for developing and organizing the data and analyses required in supporting estimates of railroad land acquisition, construction and ongoing annual maintenance-of-way costs. She has also modeled future contract rate escalations and has been heavily involved in a variety of computer-based quantitative analyses used to support several of the firm’s clients in contract negotiations.

Ms. Lawrence holds a Bachelor of Science in Mathematics from Davidson College.

PATRICK PHIPPS
Consultant

Mr. Phipps, a QSI Consultant, brings a variety of regulatory experience to QSI. He served as a Policy Advisor to an Illinois Commerce Commissioner for three years, during which time he provided expert advice and analysis on policy and procedural matters related to the regulation of public utilities and transportation industries, specializing in telecommunications. In his role as Policy Advisor, Mr. Phipps became actively involved in the regulatory decision-making process and worked with Illinois Commerce Commissioners, members of the Illinois General Assembly and industry executives to establish and direct Illinois telecommunications regulatory policy. Mr. Phipps also served as a Rate Analyst in the Telecommunications Division of the Illinois Commerce Commission for three years. In that position, he provided expert witness testimony on forward-looking economic costs and rates, telecommunications mergers, alternative regulation plans and reciprocal compensation. He also analyzed telecommunications cost studies/models, tariffs and contracts, and provided recommendations to the Commission for action on each. During this time, Mr. Phipps also led projects to develop a uniform format for ILEC cost studies to increase their auditability and transparency, and to redesign the telecommunications carrier certification criteria to streamline the certification



process, lower competitive barriers to entry and educate prospective competitive LECs on the financial, technical, and managerial resources required for certification.

Mr. Phipps has testified before the Illinois General Assembly on the 2001 rewrite of the Illinois telecommunications law, i.e., Article XIII of the Illinois Public Utilities Act, and wrote correspondence on behalf of the Illinois Commerce Commission to the United States House of Representatives on unbundling issues related to next generation networks.

Mr. Phipps holds a M.A. in Economics from the University of Illinois and a B.S. in Economics from Illinois College.

CHARLES HOLLIS
Consultant

Mr. Hollis provides financial and economic analyses for corporate clients and outside counsel in the telecommunications arena. Mr. Hollis has helped his clients negotiate and litigate both cost and price issues in many state regulatory proceedings and arbitrations arising out of the telecommunications act of 1996. He has performed analysis and assisted in preparing expert testimony regarding the several models intended to estimate the cost of providing basic local services and interconnection.

Prior to joining QSI, Mr. Hollis worked for InterLink and also had seven years of experience in providing financial, marketing and market research data analysis in the non-profit sector. Mr. Hollis developed and implemented both cost savings and revenue generating programs. He created and maintained numerous databases including customer records, product inventory, services and programs.

He holds a Bachelor of Science in Business Administration with a concentration in Marketing from California State University Long Beach.

ARMANDO RODRIGUEZ, Ph.D.
Consultant to QSI

Dr. Rodriguez, a consultant to QSI, specializes in domestic and international antitrust and competition policy. Dr. Rodriguez has provided professional assessments of the competitive impact of mergers and other antitrust allegations on competition. He has conducted economic, financial and statistical analysis in support of litigation and has served as an economic expert witness in various proceedings. Antitrust cases include the analysis of allegations involving price fixing, vertical restraints, foreclosure, tying, exclusive dealing and price discrimination. Other cases included dealer termination cases, tortious interference, tax litigation, intellectual property litigation and the estimation of commercial damages.



Dr. Rodriguez is an Associate Professor at the University of New Haven. He is a former senior manager with KPMG's, Economic Consulting Services and PricewaterhouseCooper's Financial Advisory Services. Responsibilities included litigation support, international competition, valuation of tangible and intangible property and transfer pricing economics.

Dr Rodriguez is also a former US Federal Trade Commission economist. FTC responsibilities entailed planning and conducting antitrust investigations in conjunction with FTC staff attorneys. Assignments involved merger reviews, horizontal restraints and vertical restraints (tying, resale price maintenance and exclusive dealing) and covered a wide variety of industries (e.g., high technology, chemical, energy, publishing, retailing and professional associations).

Dr. Rodriguez has taught at the University of St. Thomas in Houston, The Monterey Institute of International Studies in Monterey, CA, and at the University of Texas at Austin. He has taught courses in applied economics, competition policy and microeconomics. Dr. Rodriguez has published numerous articles in refereed journals, law reviews and periodicals and has lectured widely on competition policy and international trade.

JOHN BALKE
Consultant to QSI

Mr. Balke, a consultant to QSI, brings over 20 years of telecommunications industry experience to QSI's clients. The majority of Mr. Balke's career has been dedicated to technical and cost analysis functions associated with telecom networks, services and business decisions for products.

Mr. Balke was an Associate Director of Cost Analysis & Regulatory for SBC and Ameritech. In that capacity he led a team responsible for regulatory policy cost models and cost study work for loops, sub-loops, inter-office facilities and unbundled network elements. Mr. Balke was responsible for loop modeling methods and development, and testimony support for cost witnesses. Mr. Balke also worked in Budapest developing loop cost methodology for Hungary's largest Telecom Company, MATAV. Since leaving SBC, Mr. Balke has provided engineering, cost model and regulatory expertise to clients such as state regulatory agencies and local telephone companies.

Mr. Balke earned his B.S. degree in Electrical Engineering from Marquette University.



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