### **Resume of Ms. Susan M. Hayslip, J.D.**

### **Background**

Ms. Hayslip has extensive experience in telecommunications operations and the planning, design and engineering of telecommunications networks. Before entering consulting almost twenty years ago Ms. Hayslip spent twenty-five years with Southwestern Bell Communications, Inc. (SBC). Ms. Hayslip held numerous positions within SBC in both operational and administrative capacities. Operational positions included work within the central office with the switching equipment, design of outside plant facilities, call center positions for both installation and repair, managing installation forces and dispatch of personnel. Part of her work experience also involved restoration activities following major hurricanes in Texas. Since becoming a management consultant, she has worked extensively on audits and performance monitoring and performance assurance programs (PAP) associated for regulatory bodies. An aspect of the PAP process is ensuring that bill credits attributed to specific customers due to penalties resulting from poor performance results are calculated and applied to customer bills correctly. She has also performed assessments of performance related to call center performance, installation effectiveness, customer service quality, etc.

As a consultant, Ms. Hayslip has worked on telecommunication consulting projects reviewing Verizon Communications, Fairpoint Communications, Qwest Communications, Nevada Bell and Pacific Bell. She also engaged in designing high capacity circuits interfacing with the Trunk Integrated Record Keeping System (TIRKS) from Telcordia Technologies for GTE-California KNA Verizon. She has provided consulting services to the Arizona Corporation Commission (ACC), California Public Utility Commission, Colorado Public Utility Commission (CPUC), Nevada Public Utilities Commission, Texas Public Utility Commission, Vermont Public Service Commission (VPSC) and the Pennsylvania Public Utility Commission (PPUC). In addition, she has appeared before the Kansas Corporation Commission, Missouri Public Service Commission, Arkansas Public Utilities Commission, Oklahoma Public Utilities Commission, Department of Justice (DOJ) and the Federal Communications Commission (FCC).

Ms. Hayslip has worked on numerous telecommunications assignments with Vantage and Mr. Fowler.

### **Selected Telecommunications Consulting Experience**

**New York Public Service Commission** – Senior Consultant with Vantage Energy Consulting, LLC on a project with the New York Public Service Commission to analysis and evaluate the Long Island Power Authority’s response during and following Hurricane Irene, including call center accessibility and wait times, identifying outages, communications with customers, restoration intervals and making recommendations to improve their emergency response systems in the future to better meet customers’ needs and expectations. Mr. Fowler was also engaged on this project.

**Vermont Public Service Commission** - Senior Consultant with Vantage Energy Consulting, LLC, on a project with the VPSC and the New England states to simplify the Performance Assurance Plan enacted in 2000 as part of the 271 process. This involved coordinating with Fairpoint Communications, the local incumbent provider, the Vermont, New Hampshire and Maine utility commissions and competitive local exchange carriers (CLEC) of telecommunications in the three state area. The purpose of the proceeding was to remedy wholesale operational issues, reduce the number of performance metrics and simplify the statistical methodology used to calculate penalties when Fairpoint’s service to wholesale customers falls below that to which it provides its retails customers or fails to meet established benchmarks in cases where there is no retail analogue. This process includes determining specific fines that should be incurred for below standard performance as a whole, to the state regulatory bodies and to specific customers and how those penalties should be paid. Mr. Fowler also served as Senior Consultant on this project.

**Colorado Public Utility Commission** - Senior Consultant on a joint Northstar Consulting/Vantage Consulting, Inc. assignment working with the CPUC conducting multiple year audits of Qwest Corporation’s Performance Plan. The project involved the audit of the performance metrics and penalty payments generated under the plan covering a two-year period. Both audit reports, containing numerous recommendations, were approved by the CPUC. Mr. Fowler was also on this engagement.

**Arizona Corporation Commission** **-** Senior Industry Consultant with Cap Gemini Ernst & Young (CGE&Y) engaged in completing the 271 work with the ACC. Ms. Hayslip joined CGE&Y and the Arizona project in June, 2000 and was assigned the responsibility of managing the entire project including OSS testing, the audit and producing the final report. Her role in conducting the Performance Measurement Audit (PMA) involved requesting and reviewing Qwest documentation, conducting on-site interviews with key Qwest personnel in IT Services, Operating Support Systems, provisioning, maintenance and repair, billing, and regulatory reporting and producing the final reports documenting findings and recommendations. She was also the expert witness for performance measurement reporting in multiple forums including at the FCC and DOJ on several occasions.

The Arizona PMA team is credited with producing the most thorough audit of an ILEC’s performance measurement reporting process to date. During this audit 128 exceptions were noted and eventually closed. The final audit report is a 500 page document which clearly describes Qwest’s performance reporting process, how data is obtained, what and how data is excluded and the final resolution to all exceptions. The team is also responsible for producing five additional reports; the *Data Reconciliation Report*, the *PID Data Element Summary Report*, *the Functionality Test Results Comparison (FTRC) Report* and the *Qwest/Eschelon OP5 Data Reconciliation Report* as part of the overall Arizona Performance Measurement Evaluation. In addition, in February 2003, the team produced a formal response to all parties’ comments concerning the *Qwest/Eschelon* OP5 Data Reconciliation Report, a very controversial document detailing seven major problems with Qwest’s Installation Quality measure, calling into question the validity of published results.

**Nevada Public Utilities Commission** - subject matter expert on the requirements of the 14-point checklist for 271 approval. In addition, Ms. Hayslip also assisted staff with the FCC requirements for providing evidence of similarity of OSS between an anchor state, where OSS testing was conducted and FCC approval obtained, and subsequent applications. Ms. Hayslip also provided the Commission with information on when the state could rely on performance measure results from other jurisdictions where commercial volume exists in the anchor yet is absent in the applicable state. (2000).

**Pennsylvania Public Utilities Commission** - Ms. Hayslip completed an assignment with auditing Verizon’s 271 performance measurement results, associated penalty payments due under the PAP and CLEC bill credits due from Verizon for its failure to comply with performance standards. Mr. Fowler also worked on this assignment.

### **Other Experience**

Ms. Hayslip was recruited to engineer the South Padre Island restoration project in Texas following Hurricane Allen. This involved coordinating with local electric providers to survey the damage to determine when an area was safe for employees to begin work and prioritizing areas most affected by the storm in order to restore service to as many customers as possible in the shortest time frame. Coordination was also required in replacing poles, underground facilities and making wire transfers. Telephone restoration involved activating a remote central office on the island fed by the first fiber optic cable deployed in Southwestern Bell’s territory across the inter-coastal causeway and re-engineering every piece of cable on the island. This restoration effort was completed on schedule, within budget and with exceptional positive public comment. Operational and administrative issues identified following the storm, which impeded the restoration project, resulted in a joint effort with other utilities to establish the SBC Hurricane Preparedness Center, also known as the “war room”.

While working in SBC’s Installation and Repair Division, Ms. Hayslip developed and implemented a new customer service technician performance measurement plan for the Dallas East District to provide critical data for the employee performance appraisal process. In addition to holding the technician accountable for ensuring every effort is made to provision or restore customer service when expected, this program allowed for better monitoring and control of the work force in order to accurately balance the workload for the entire district. Ms. Hayslip was also responsible for implementing a process to reduce I-Reports (troubles within seven days of provisioning work) and repeat reports while simultaneously significantly reducing overtime expense within the division.

Ms. Hayslip has been actively involved with the Telecommunications Act of 1996 since December 1997. In her role as Associate Director of Federal Regulatory/271 Compliance for SBC, she was responsible for coordinating state and federal 271 applications for seven states, (CA, TX, MO, OK, AK, KA and NV). This required the review and summarization of all state and federal orders, reports and other relevant documentation, such as filings by all intervening parties. In addition, a working knowledge of state and carrier specific interconnection agreements was necessary in order to determine specific obligations unique to any particular party.

Prior to leaving SBC, Ms. Hayslip was involved in coordinating with subject matter experts, regulatory, legal and independent consultants to produce accurate affidavits and supporting materials to provide evidence of SBC’s compliance with all requirements of §271 of the Act as interpreted by state and federal regulatory bodies in addition to the fourteen (14) point checklist. This effort resulted in the FCC’s approval of the Texas application in July, 2000, the second successful application in the country following Bell Atlantic New York’s approval.

### **Professional Memberships and Affiliations**

Licensed to practice law in the State of Texas

Charter Fellow Member of Texas Wesleyan School of Law Warren E. Burger Society

Texas Wesleyan University School of Law; Law Review, 1995-1996

Chairman of the Board; First Christian Church of Waxahachie

President - Board of Directors – Lake Point and Hill Point Homeowners Association

Property Manager – Hill Point Homeowners Association (2013-2017)

Member of Ellis County and American Bar Association

### **Education**

BBA degree in Accounting from Texas Tech University; 1979

Jurist Doctor from Texas A&M School of Law FKA Texas Wesleyan University; 1995 Summa cum laude (Ms. Hayslip graduated first in her class)