

**Thomas P. Nolting, B.A., M.B.A.**

**Summary of Qualifications**

Over 20 years of experience in the telecommunications industry with demonstrated ability to build effective business units, systems, operational processes, and relationships of enduring value whether inside big corporations or an emerging start-up. Proven record of combining technical knowledge with superior customer relations skills to build client base. Ability to achieve big-picture change through developing and implementing specific action plans.

As Senior Director of a new Financial Assurance Division at Vertek Corporation, I doubled the company's client base and grew revenues to \$3 million.

At Lavastorm, I helped reorganize the business as a telecom software company collaborating with the CEO, after the company had lost all \$40 million in venture capital, building upon the only profitable division which I ran. By the time I left the company to move to Vermont for family reasons, Lavastorm had sufficient financing, an industry award winning product, Bell South and Comcast among others as long-term customers, and revenues exceeding \$3 million. Lavastorm's core strategy continues, and they currently have over \$12 million in revenues.

**Professional Background**

**FAIRPOINT COMMUNICATIONS**, South Burlington, Vermont 2009  
*Vice President Billing and Revenue Assurance* (September, 2009 - present)

Oversee the FairPoint Northern New England retail and wholesale billing functions and lead the establishment of the company's revenue assurance program over the Wholesale and Business markets. Oversee development and implementation of Sarbanes Oxley processes and controls within the billing function. Direct the work of the billing department to include retail, wholesale, and CABS billing. Define and develop optimal practices, software tools, and Revenue Assurance team resources to increase/protect revenues, reduce network operating expenses, and improve bill accuracy. Work with large business accounts to resolve escalated billing issues as needed.

*Director Revenue Assurance* (April, 2009 – September, 2009)

Lead the establishment of the company's revenue assurance program over the Wholesale and Business markets. Defined and developed optimal practices, software tools, and Revenue Assurance team resources to increase/protect revenues, reduce network operating expenses, and improve bill accuracy. Directed \$24M carrier interconnection payables operation with the goal of identifying unsubstantiated billings and reduce company's related liabilities by 25% annually. Conducted rigorous analysis and process evaluation of bill collections for FairPoint Wholesale and ESG customers, and working with the ESG, Wholesale, Regulatory, and Legal leadership teams to assess gaps, recommended and executed solutions to better manage A/R's. Designed & produced monthly scorecard, reporting on financial returns from Revenue Assurance operations, and highlighting business results and risks having material impact to the company finances.

**VERTEK CORPORATION**, Colchester, Vermont 2005 to 2008  
*Senior Director*

Vertek offered telecom companies general systems that handle ordering, bill auditing, and systems consolidation. As the Senior Director of the new Financial Assurance Division, planned long-term growth strategies to attract new customers, implemented programs and qualifications to meet current customer needs, and designed a set of core services.

I devised two new Analytical Software Applications to properly track the flow of all monies, prevent inefficiencies caused by disparate systems, and find errors before profit losses could be incurred. I recruited new analysts and managers and determined the specifics of services and pricing. After 3 years of accomplishment when I left the company, my Financial Assurance Division more than doubled the company's client base and grew revenues from less than \$150,000 to over \$2 million recurring.

**LAVASTORM**, Boston, Massachusetts 2000 to 2005 *Vice President*, Product Management (2002 to 2005)

As a Vice President of Lavastorm, a software company for telecommunications service providers, I defined the business requirements and directed the engineering team through the design, test, and installation process of our new revenue assurance product. I also maintained the key accounts. For example, for Comcast, I initiated the initial sales call through to managing all aspects of the design of the new software program that we eventually deployed throughout the customer's enterprise. The Program earned \$1.5 million and revenues were still growing by the time I left.

*Managing Director*, Telecommunications Practice (2000 to 2002)

The CEO of Lavastorm, which engineered internet systems, recruited me to create the Telecom Division. I nurtured relationships with senior management at Verizon and Allegiance Telecom to contract for the beta application of our software programs. The combined total was over \$1 million and was pivotal to gaining venture capital.

**VERIZON CARRIER SERVICES**, Boston, Massachusetts *Director of Operations* 1998 to 2000

Verizon Carrier Services billed and paid communication service providers for leasing and accessing each other's telecommunications networks. I was selected by the Verizon Executive Team to fix a massive problem in billing and payments: \$80 million receivables and \$1 billion payables and growing. I rapidly instituted operational controls to stop bleeding, saving \$28 million in 12 months. I uncovered a massive fraud scheme and led the Verizon team in a court case before the United States District Court of New York. Verizon won and recovered \$17.5 million.

**BELL ATLANTIC** 1994 to 1998 *Program Manager, Engineering and Technology*, Marlboro, MA (1996 to 1998)

The Engineering and Technology Division designed and maintained the New England Bell Atlantic telecommunications network. As Program Manager, my task was to eliminate the negative impact of the flood of dialups that were being generated by the new Internet. The team I put together designed an effective system known as Traffic Track. Our efforts won the Bell Atlantic Corporate Champion Award. The savings for the company were over \$13 million, and I ended up with 9 United States Patents.

*Market Area Center Operations Manager*, Massachusetts Market Area Division, Taunton, MA (1994 to 1996)

The Market Area Center in Taunton was a new, state-of-the-art, \$20 million hub that centralized the operations of the \$7 billion network that previously were regionalized through out the entire state of Massachusetts. I was chosen as one of two Operations Managers, overseeing the transition of functions and personnel in our regions. Once completed, I managed the 24-hour operations with a 75 person team that ran the high capacity circuits of the new facility. All of the installation service objectives were met or exceeded, trouble reports were reduced by 25%, and repairs were expedited by as much as 50%.

**NYNEX**, Framingham and Boston, Massachusetts 1987 to 1994 *Area Operations Manager*, Technical Support (1992 to 1994)

The Technical Support Department addressed all network service outages and trouble reports from the NYNEX sales and field operations. I managed a new team specializing in providing support to strategic customers, such as the City of Boston, Massachusetts General Hospital, and LL Bean. Complaints were reduced and customer satisfaction went up significantly. In addition, I developed new metrics to measure the performance of equipment suppliers companies which supplied the equipment. NYNEX adopted the metrics that I created and used then to filter the bids of potential suppliers.

*Project Manager* (1990 to 1992), *Manager* (1987 to 1990)

The Project Management Department was within the NYNEX Network Services Division and managed the installations of telephone systems for large accounts, such as the Bank of Boston, Harvard University, and the State of Vermont. I managed a 60 person team that successfully installed a \$9 million digital voice and data network for Boston University

**NEW ENGLAND TELEPHONE Switch Services Division** 1985 to 1987 *Switching Control Center Supervisor*, Manchester, NH (1986 to 1987) *Central Office Supervisor*, Portland, Maine (1985 to 1986)

## Industry Speaker

I was an invited speaker at industry conferences in United States and Europe.

## Patents

I hold 9 United States patents related to systems and software programs for monitoring, compiling, and analyzing traffic on the telephone network. The inventions are used throughout Verizon for accounting, network planning, and engineering purposes, producing millions of dollars in returns for the company.

## Publications

I have written 2 feature articles for trade magazines, one dealing with surrogate billing and the other focusing on the growing trend of companies selling services together.

## Awards

**Finalist:** Operational Excellence BillingWorld Magazine, Phoenix, Arizona 2007

**Finalist and Champion:** Revenue Assurance Case Study BillingWorld Magazine, Phoenix, Arizona 2003

**Corporate Champion:** Innovation and Customer Care Verizon and Bell Atlantic, New York City 1999

## Education

**Verizon Communications, Leaders for the New Millennium Program** Corporate Leader, 1999 to 2000 (select management courses for small group of leaders)

**Boston University Graduate School of Management** M.B.A., Business Operations, 1995 **GPA:** 3.4

**University of Vermont** B.A., Business Administration, 1985