



Daniel L. Goulet  
C Squared Systems, LLC  
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**SUMMARY:** Over twenty-two years of working experience in the wireless telecommunications industry, with practical knowledge in the RF design and system performance of 850, 1900, and 2130 MHz digital cellular and PCS. Prior experience includes six years in microwave radio and two years in 150 and 450MHz IMTS systems.

**EXPERIENCE:** **C Squared Systems, LLC** **11/2002 – Present**

Director of RF Services

Responsible for providing RF Management support functions to meet the needs of the customer base in providing complete wireless system design, deployment, optimization, maintenance, and other related turnkey services.

**Atlantic Western Consulting, Inc., Woburn, Massachusetts** **12/2000 - 11/2002**

RF Manager

Responsible for managing the RF Technical Services team to meet the needs of the customer base in providing complete wireless system design, deployment, optimization, maintenance, and other related turnkey services.

**Telecorp, PCS, Nashua, NH** **04/1998 - 11/2000**

RF Manager

Responsible for the RF design, integration, optimization, and ongoing system performance of the TDMA-based PCS network for the New England area.

- Achieved all objectives relevant to the build-out of 158 sites in 27 months.
- Exceeded performance objectives of 1.9% Lost Calls and 96% Established Calls.
- Established and implemented policies to facilitate the trending of system performance.
- Achieved significant cost savings by bringing outside contract functions in-house.
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**Sprint PCS, Wakefield, MA** **10/1995 - 03/1998**

RF Manager

- Successfully managed the RF design, integration, and optimization of 160 sites for the CDMA-based PCS network launched in the Boston MTA, (Massachusetts and Rhode Island), expanding the build-out to 258 sites by EOY97.

**Nynex Mobile Communications Company, Woburn, MA**

**1986 – 1996**

RF Manager System Performance

1993 - 1996

- Managed a staff of eight RF engineers responsible for the overall optimization of the Boston and Upstate NY networks to meet specific performance objectives.
- Managed technological improvements, including testing and integrating new technologies into the network.
- Established and chaired a weekly Service Committee, (an interdepartmental group), focused on resolving problems reported to Customer Service and Sales teams.

Radio Frequency Manager

1989 -1993

- Managed the RF Design and successful integration of all new sites into the network. This effort included: the issuance of initial search areas, zoning support, FCC and FAA filings, frequency coordination, and the provisioning of all technical cell parameters.
- Managed the successful design, development, and implementation of the first Tunnel RADIAX System in Boston, providing ubiquitous cellular coverage throughout the Callahan and Sumner Tunnels, major connectors to Logan International Airport.
- Managed the implementation of the first microwave/microcell in the Callahan Tunnel in Boston.
- Managed the optimization and ongoing system performance of the New England and Upstate New York Markets, exceeding performance objectives in both regions.

Radio Frequency Engineer

1986 -1989

- Implemented and integrated all new cell sites into the network by: coordinating pretest, assigning all cell technical parameters, and preparing and filing FCC and FAA applications.
- Established and implemented methods and procedures used to test the complex radio frequency characteristics of the RF link.
- Evaluated the various cellular engineering software tools available and making appropriate recommendations.

**New England Telephone Company, Lawrence, MA**

**1972-1986**

Radio Transmission Technician

- Responsible for the maintenance and restoration of analog and digital microwave radio in northeastern Massachusetts. Provided support for southern New Hampshire, southern Vermont, Maine and western Massachusetts.

**EDUCATION:** Northern Essex Community College, Haverhill, MA, Associate in Science - Business Management  
George Washington University, Washington, DC, Receiver Design, Fiber Optics.

**CERTIFICATES:** RF Site Safety Awareness Seminar – RSI University Based Safety Services  
RF Train the Trainer Seminar – RSI University Based Safety Services

**Attachments:** Testimony Experience

## Attachment I

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The following is a partial listing of the cities and towns where I have provided testimony in behalf of the wireless carriers and/or have been accepted by the applicable Board as an expert witness.

### **Massachusetts & Cape Cod**

Charlton  
Dover  
Falmouth  
Fitchburg  
Harvard  
Harwich  
Haverhill  
Hopkinton  
Hyannis  
Lawrence  
Lexington  
Littleton  
Marblehead  
Marlborough  
Nantucket  
Newbury  
Norton  
Plainville  
Plymouth  
Provincetown  
Rowley  
Somerville  
Swansea  
Taunton  
Vineyard Haven  
Waltham  
West Newbury  
Weymouth  
Winchester  
Worcester  
Yarmouth

### **New Hampshire**

Alton  
Amherst  
Bow  
Brookline  
Concord  
Dunbarton  
Franklin  
Gorham  
Grantham  
Hollis  
Keene  
Loudon  
Milford  
New Boston  
New Ipswich  
Plainfield  
West Sqaunze  
Wolfeboro  
Francestown  
Hinsdale

### **Maine**

Auburn  
Belfast  
Belgrade  
Bethel  
Brownfield  
Hollis  
Lewiston  
Limerick  
North Berwick  
Salmon Falls  
Shapleigh  
West Hollis

### **Rhode Island**

Coventry  
Cranston  
East Greenwich  
North Kingstown  
Pawtucket  
Providence  
Providence  
South Kingstown  
Swansea  
Warwick  
West Warwick  
Woonsocket

### **Connecticut**

Ashland  
Manchester  
New London  
Newington  
Putnam

### **New York**

Phillipsport