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SUMMARY OF SKILLS

Eighteen years experience in municipal operations analysis, performance measurement business, evaluation and assessment of, telecom, technology, and other ICT projects. President of Hellerstein & Associates, advising private sector companies, Governments, and multilateral organizations on ICT policy, e-Government, e-Commerce and regulatory projects. Vast experience as an international consultant with developing countries and in particular with post-conflict countries in the following areas:

- ICT/Telecom Policy Analysis
- Next Generation Technology and ICT Strategies
- Regulatory Impact Analysis, Regulatory Reform, and Privatization
- Training, Community Empowerment, and Capacity Building
- E-Government, Technology, and Market Assessments
- Performance Measurement, Benchmarking, and Evaluation
- Proposal Preparation and Writing
- Advanced Communications and Writing skills

EXPERIENCE

June 1997-Present: **President of Hellerstein & Associates**, a technology strategy firm that specializes in helping US companies and foreign governments better understand their markets through incisive analysis of a broad range of telecom and technology issues including capacity requirements, regulation, and adoption of E-Government, ICT, and next-generation technology strategies.

Selected Clients include:

Telecom/ICT

The National Transitional Government of Liberia (NTGL): As consultant to the World Bank's Global ICT Policy division, provided technical assistance to the NTGL by carrying out a detailed review and diagnostic of the telecom sector in Liberia and assessed its potential for growth. Formulated a strategy to improve competitiveness and competition in the provision of services in Liberia; and maximized the pro-competitive contribution of public assets, including a strategy for private participation in Liberia Telecommunications Company (LTC), the incumbent operator.

Developed and produced a national telecom policy and a telecom strategy document, which included detailed goals for the telecom sector, an action plan to achieve these goals, a regulatory framework for the sector. Identified implementation risks and suggested appropriate mitigation measures.

Briefed high-level U.S. and foreign government officials on critical technical matters and held a successful workshop where the national telecom policy issues were actively debated and discussed among Government officials, industry, other stakeholders, and donors.

Superintendencia General de Electricidad y Telecomunicaciones (SIGET)- El Salvador (USTDA Contract): Assessed the state of competition in the domestic telecom market, strengthened regulatory capacity, analyzed pricing and interconnection regimes, improved the regulator's oversight authority over anti-competitive behavior in the market place, implemented a customer service and consumer protection mechanism, assisted in creating a vision, goals and objectives, and provided recommendations on the likely impact of next-generation technologies, such as VOIP, on the market. Briefed high-level

U.S. government and SIGET officials, and other industry stakeholders on findings and recommendations.

e-Government

The States of São Paulo and Ceará, Government of Brazil (USTDA Contract):

Provided technical ICT, and e-Government assistance to the USTDA for the States of São Paulo & Ceará in structuring public-private partnerships projects for several Government Communications Infrastructure Projects. Worked with both São Paulo and Ceará to develop feasibility studies analyzing the viability of Government Communications Network projects. Assessed the project's risks, its financial viability, the extent of political/social/organizational support, potential sources of financing, and the capability and experience of the project's sponsors. Assessed and evaluated any alternative study or activities that are viable options for USTDA consideration; identified implementation risks and suggested appropriate mitigation measures. Identified several models from which States of São Paulo & Ceará may wish to proceed; prepare terms of reference for the proposed feasibility studies.

Kyrgyz Republic (USTDA Contract): Provided technical assistance to the Kyrgyz Republic on E-Government strategy and policy issues; Evaluated existing E-Government policies and directives; prepared strategic E-Government action plan for 2003-2008; and identified strategic partners and sources of financing; Organized, coordinated, and conducted a US orientation and training visit for high-level Kyrgyz government officials.

The Ministry of Finance, Government of the Bahamas: Provided technical and reengineering assistance to the Bahamas Telecommunications Company Limited (BTC) to re-evaluate and realign their core business segments, management practices, and internal processes into a more efficient and competitive operator. Developed a regulatory, and ICT strategy and policy to support BTC's overall business objectives. Worked closely with senior government officials on ICT strategy, policy, regulatory capacity building. Conducted a comprehensive review of the impact of IP telephony (VOIP) on regulation, interconnection, universal service, and telecom services.

Market Research/Analysis/Strategy Consulting

CenturyTel: Created business strategy to help CenturyTel better identify and target potential customers and markets. Conducted marketing and segmentation analysis for new service offerings. Briefed high-level senior staff on critical technical matters.

TPC Consulting: Performed market segmentation analysis for NewPath (a former CLEC) to target markets through customer profiling and demographic analysis. Market research led directly to NewPath's receipt of venture capital funding.

Pillsbury, Winthrop Shaw Pittman: Provided technical due diligence on infrastructure projects. Provided financial and market analysis on the high-speed access market for use as evidence in a lawsuit involving a CLEC and PacBell.

International Engineering Consortium: Research associate and author of two comprehensive broadband access research reports, two highly acclaimed white papers, and speaker at many IEC conferences, e.g., SuperComm.

Jan. - June 1997

MCI COMMUNICATIONS, Regulatory Analyst

- Analyzed regulatory, economic, and policy issues critical to ensuring competition in the local marketplace.
- Researched and wrote white papers on regulatory and local competition issues.
- Wrote talking points and issue briefs on local competition, technology, and education issues for senior management.

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- Jan. 1996 – Jan. 1997 **INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION** Management Specialist
- Co-managed municipal telecom, transportation, and technology programs
 - Coordinated with local government authorities for participation in studies, publications, conferences, and forum.
 - Researched and Wrote “Siting Wireless Telecommunications: Issues for Local Governments” for ICMA’s MIS series
- Aug. 1995– Sept. 1996 **FEDERAL COMMUNICATIONS COMMISSION:** International Bureau and Competition Division, Telecom Policy Specialist
- Conducted global competitive analysis of opportunities for entering into the international communications market.
 - Created a database that detailed and tracked the status of telecommunication liberalization and privatization of regulatory reform in different countries throughout the world.
 - Examined comparative advantages of various emerging telecommunications technologies and their potential market strengths.
 - Briefed high-level Government officials on critical telecom and technology issues
 - Created briefing books for high-level US Government officials for Bilateral meetings and summits
- June 1994– June 1995 **OFFICE OF THE VICE PRESIDENT OF THE UNITED STATES**
- Facilitated bilateral meetings between the National Performance Review’s Director and high-level government officials in Latin America & in Asia.
 - Assisted in several benchmarking projects to help federal agencies streamline their departments.
 - Researched and created a series of best practices
 - Facilitated & moderated electronic and non-electronic conferences, distance learning programs, forums, and discussions on re-engineering, benchmarking, and telecommunications issues
 - Worked closely with the members of the Government Information Technology Service (GITS) (a working group of the Government’s Information Infrastructure Task Force) to implement the Government’s technology goals.
 - Briefed high-level US Government officials on results and outcomes of electronic and non-electronic forums.
- Sept. 1987– Feb. 1993 **NEW YORK CITY GOVERNMENT**
Human Resources Administration, Management Analyst
Housing Preservation & Development, Management Analyst
- Responsible for performance measurement, efficiency analysis, and benchmarking
 - Analyzed Agency management performance measures, developed, tracked and guided selection of 3,000 critical quality control measures
 - Selected critical success targets for use by the Deputy Mayor’s Office
 - Performed efficiency analysis on Food Stamps and Public Assistance resulting in improvements service & delivery
 - Performed project analysis and appraisal; identified essential risks and issues.
 - Conducted cost allocation studies, recommended proper implementation of studies.
 - Evaluated Random Moment Study methodology, analyzed data, and made recommendations to the Deputy Commissioners to help NYC save over \$1 million.
 - Monitored project implementation and milestones for the department and Agency

EDUCATION

- May 1994 **COLUMBIA UNIVERSITY**, School of International and Public Affairs, Masters in Public Policy and Management
- Public Affairs Fellowship Award
 - Intensive practical knowledge of East-Asian management & business concerns as a participant in Columbia University Business School's 1994 China Trip
- May 1987 **BRANDEIS UNIVERSITY**, Bachelor of Arts in Classical Civilization (Honors) and in History

LANGUAGES

Fluent in English (Native), Proficient in Hebrew and Basic Comprehension of Italian

Selected Publications

- Developed and Co-wrote the National Telecom Policy and Strategy document for the Government of Liberia funded by the World Bank's, Global ICT Policy Division.
- The Evolution of Broadband Access: DSL & Beyond (Report, White Paper, & Web Tutorial), *International Engineering Consortium*, Sept. 2001, Dec. 2001
- The Rural Telecom Consumer and Broadband Access Market Research Report, *Insight Research*, Oct. 2000
- CLEC 2000 Report Chapter 4: Still Shaping the CLEC Industry: Key Regulatory Developments, *New Paradigm Resources Group*, April 2000
- DSL Vs. Cable Modems: The Future of High Speed Internet Access, *Insight Research*, April 2000
- Future of xDSL Technology, Deployment, Business Issues, & Strategies (Report and White Paper), *International Engineering Consortium*, July 1999
- The Implications of Asymmetric Regulations of Internet Access, *Multimedia und Recht* (The premier German Telecommunications & Technology periodical), March 1999
- The Unwired Consumer: Consumer Telephony in a Wireless World, *Insight Research*, September 1999
- Consumer Demand for Broadband Services: xDSL, Cable, and Wireless, *Insight Research*, December 1998
- Inside MCI Communications, *Telecom Publishing Group*, January 1998
- US Competitive Telecommunication Market 1996 and 1997, *Northern Business Information*, Jan., Nov 1997
- Narrowband International: Communications Under 2.0 Mbps in Latin America, Europe, & the Pacific Rim, *Communications Industry Researchers*, Feb. 1997
- "Emerging Wireline Communications Technologies," *FCC International Bureau Staff Report*, Aug. 1996
- Telefónica de Espana Market Analysis, working paper used by former FCC Chairman Hundt for the US-EU Transatlantic Business Dialogue, Oct. 1995

Selected Conferences:

Moderated

CLE Program on IP Telephony, Federal Communications Bar Association, May 2004

Quality of Service in Heterogeneous Networks, DSL ComForum, International Engineering Consortium, July 1999

Vice President Gore's Electronic Meeting Re-engineering Through Information Technology, Oct.-Dec 1994.

Healing Net: an electronic conference sponsored by Vice President Gore, the National Performance Review and the Department of Housing and Urban Development, April-May 1995.

Presented:

Panelist on "Fundamentals of DSL Technology and Applications," SuperComm 2002, Atlanta, June 2002

Panelist on two panels, "Fundamentals of Broadband Access," and "Fundamentals of Wireless Access," *National Communication's Forum*, Chicago, October 2000

Panelist, "Future of DSL," *DSLCon Fall*, Boston September 2000

Panelist, "DSL Fundamentals," *DSL ComForum*, July 1999

Developed panel on municipal telecom issues at the *International City/County Management Association's Annual conference*, "Paving the Information Highway: Innovative Approaches to Municipal Telecommunications Management," Washington, DC October 1996