

**THE STATE OF NEW HAMPSHIRE  
PUBLIC UTILITIES COMMISSION**

**Bretton Woods Telephone Company, Inc.**

**DT 19-143**

**Petition for Findings and Order in Furtherance of  
Transfer of Franchise, Works, and Systems to Affiliate**

**SUPPLEMENTAL PREFILED DIRECT TESTIMONY**

**OF**

**ROBERT E. DOLAN**

**ON BEHALF OF**

**BRETTON WOODS TELEPHONE COMPANY, INC.**

**October 2, 2019**

**SUPPLEMENTAL PREFILED DIRECT TESTIMONY  
OF ROBERT E. DOLAN**

**INTRODUCTION**

**Q: Please state your name.**

A: My name is Robert E. Dolan.

**Q: Did you previously submit prefiled testimony in this proceeding?**

A: Yes, I submitted Prefiled Direct Testimony on August 27, 2019, in support of the Petition filed on behalf of Bretton Woods Telephone Company, Inc. (“BWTC”).

**Q: What is the purpose of your supplemental testimony?**

A: In further support of BWTC’s petition, my supplemental testimony clarifies and elaborates on the close relationship and common managers and directors between LICT Corporation (“LICT”) and CIBL, Inc (“CIBL”). This supplemental testimony is provided in response to informal discussions between BWTC and the staff of the Public Utilities Commission following the submission of BWTC’s petition.

**Q: Please summarize your supplemental testimony.**

A: At present, BWTC is indirectly owned by LICT, which is a holding company for rural telephone companies. The proposed transaction will transfer BWTC’s indirect ownership from LICT to CIBL, which is also a holding company for rural telephone companies. Although LICT and CIBL are separate, publicly traded companies, they have material overlaps in their leadership and management,

including common directors and managers who will continue to oversee BWTC's operations after the proposed transaction is complete. As a result, the transaction will be seamless and invisible to all relevant stakeholders of BWTC – from its customers and employees to its contractors and suppliers.

**Q: What are the overlaps in management and leadership between LICT and CIBL?**

A: LICT spun off CIBL as a separate company in 2007. Both companies are publicly traded, so their ownership, which was initially identical, is no longer identical. Nonetheless, there is substantial overlap among the companies' shareholder groups, as well as in their corporate leadership. I served as CEO and/or CFO of LICT from 2007 until my retirement in July 2019. I presently serve as Interim CEO and Interim CFO at CIBL, positions that I will continue to hold at CIBL after completion of the proposed transaction. I have nearly 30 years of senior management experience in the rural telephone industry.

With regard specifically to BWTC, I had primary responsibility for oversight of its operations within LICT, from the time of its acquisition by LICT until my recent retirement, a period of 26 years. In the discharge of this responsibility, I have developed a comprehensive knowledge of BWTC's services and network operations. I will continue to be responsible for the corporate oversight of BWTC in my executive roles at CIBL.

In addition, the day-to-day management and operation of BWTC will continue to be performed by its current employees; no change in BWTC's

personnel is planned or expected in the foreseeable future. Moreover, LICT presently provides administrative and management services to CIBL and will continue to do so after the closing. To the extent that I may need assistance in my supervisory role at CIBL, that assistance will be available to me from LICT. And if BWTC should need additional day-to-day management or operational assistance, that will also be available from LICT, as they are today, through its arrangement with CIBL. In sum, the management of BWTC will be essentially unchanged by the transaction.

Moreover, the seven (7) members of LICT's board of directors include all three (3) members of CIBL's board of directors, so there will be substantial continuity of knowledge and experience from the current leadership team to the new leadership team.

**Q: What changes will the transaction produce for BWTC?**

A: The proposed transaction involves an indirect change in control of BWTC at the upstream holding company level. Indeed, the transaction will be entirely seamless and invisible to BWTC's customers, vendors, and employees. There will be no change in BWTC's current staffing, services, systems, or contracts as a result of the transaction. The public-facing functions of BWTC, in particular, will be the same after the transaction as they are before the transaction.

However, BWTC will be CIBL's sole telecommunications property following this transaction, rather than one (and the smallest) of a number of such properties owned by LICT. We are hopeful – and intend – that BWTC will benefit from a

closer, more focused direction by CIBL's experienced governance team. Under CIBL's ownership, BWTC should gain a greater ability to develop strategies and implement initiatives for current and new services.

**Q: Does this conclude your supplemental prefiled direct testimony?**

A: Yes.