

Board Candidate Questionnaire

Brent Mello

Background

- How long have you been a property owner in Crystal Lakes?

I have owned my property in Crystal Lakes for 11 years.

- Profession

Business executive in telecommunications. I currently work for Inteliquent which is based out of Chicago. I live in Denver, work from home and go into our office in Denver.

Questions for board candidates

- Why are you seeking this office?

Crystal Lakes is very special to me. I believe in giving back to your community and making it a better place for everyone. I have served on the fishing board for 10 years and have made contributions to support an enjoyable fishing experience for our community and their guests. This has given me a lot of satisfaction.

- What makes you the best choice for this office?

I have a strong business background and understand that focusing on the big-ticket items is what makes the difference. My colleagues describe me as clear thinking, calm, a great listener, analytical, collaborative and an excellent communicator. My background in technology and telecommunications could help us better serve our community with member communications and the like.

- What are the most important duties of the board of directors?

In my opinion, the board should relate with the community and understand its needs. At the same time the board needs to prioritize items which provide for the greatest benefit for the entire community versus a narrower group of interests.

- What should be done to ensure a high quality of life for property owners?

Sound business practices and managing a balanced budget are essential. Going beyond the numbers and making sure the support staff are happy and motivated is equally important. From there its about focusing on the big-ticket items which have the greatest impact. For example, wildfires are a major threat to our community. We could take advantage of federal and state mitigation grants and put action plans in place to protect our quality of life.

- What will your top priority be if you are elected to this office?

My top priority will be to listen and learn about how the board works. I want to understand what the current priorities are and from there I can engage in the most effective way to support our Community.

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Core Qualifications		
Revenue Growth	Strategic Planning	Sales/Business Development
Innovation and Execution	Creative Deal Structure	Buy/Sell Relationships
Team Building and Leadership	Finance/P&L	Building Trust With Customers

Professional Experience

Inteliquent – Denver, CO **2016-Present**

The largest independent and domestic SIP/IP voice provider; enabling voice service driven by service providers and application developers

Vice-President, Enterprise Voice Business Unit

Over the last six years, I have held various executive leadership roles in product and commercial management at Inteliquent. My greatest strength is solving problems and creating new business opportunities. In 2021, the senior executive team asked me to lead the strategy and P&L management for our new Enterprise business unit

Key Results

- successfully managed a \$60M P&L with projected growth to \$70M in 2022
- lead a cross organizational effort to develop and implement our go-to-market strategy which included successful engagements with the leading market analyst firm – Gartner
- collaborated and gained consensus with sales, marketing, finance, operations and customer support developed a new Enterprise centric operating model to support Enterprise customers and provide the best customer experience

Bandwidth LLC – Denver, CO **2013-2016**

The sixth largest carrier nationwide which enables IP voice service driven by software efficiency for IP voice service providers and application developers

Vice-President, Product Management & Strategy

The senior executive team recruited me to lead the strategy and P&L management for the Origination and Messaging product portfolios which contribute 30% of the total revenue for the Company .

Key Results

- increased 2014 revenue for the Origination and Messaging Portfolios by 22% to \$39M by working directly with the sales organization to solution sell and close large strategic accounts
- lead a cross organizational development to deliver on high priority software development items to enable customers to efficiently order and manage services
- developed a new product strategy and identified new market segments which opens up new multi-billion dollar addressable markets which have the market potential to grow the total revenues for the Company by three fold or better.

IntelePeer – Denver, CO **2010- 2013**

An IP based voice services company which enables multimodal communications to service providers and enterprises.

Vice-President, Business Development

The senior executive team recruited me to establish key voice peering relationships in the service provider space and to lead the strategic thinking, business development and innovation for the next generation service offerings of voice as the industry moves to IP.

Key Results

- increased corporate revenue by \$18 million in 2012
- executed peering arrangements with 30+ service providers and most of the deals resulted in the service provider becoming an IntelePeer customer
- provided strategic thought leadership for IntelePeer's new federation service – "Fluent" which moves the value creation and monetization of the voice business away from legacy PSTN models and to IP based ones
- led the innovation and business development for Fluent with service providers and technical partners such as Broadsoft and Taqua
- recruited and developed high-performance team of industry professionals

Level 3 Communications – Broomfield, CO

1999- 2010

A communications company which operates one of the largest communications and internet backbones in the world, providing IP, transport, video, content and voice services.

Director, Voice Transit and Direct Interconnection

2007 - 2010

Senior executives appointed me to innovate an end-to-end business solution to significantly increase revenue and gross profit within the North American Wireless & Cable Segments of the Company's Wholesale Voice Division. Within these growth segments, the Company's had significant opportunities to develop customer and peering partner relationships. The Company had prior difficulties developing an optimal solution to service bilateral relationships.

I analyzed existing provisioning processes/technologies and developed a simplified process that applied the appropriate voice network platforms (SIP/TDM) to support maximum cost reduction and revenue growth. I then gained consensus on the concept with a cross-functional team of sales, product, operations and engineering leads.

In parallel, I developed new business relationships/peering arrangements with the largest wireless and cable service providers in the industry.

Key Results

- increased annual revenue from \$1 million in 2007 to a \$55 million in 2010
- increased gross margin from 10% to 76% in the same time frame
- recognized in 2009 as the top innovator in the Company for realizing revenue and gross profit growth
- recruited and developed high-performance team of industry professionals

Key Results

- reduced annual vendor expenses by \$36 million through aggressive vendor management, contract negotiations and optimizing leased long distance networks
- led the integration team to develop and implement a plan to consolidate Level 3 and an acquired firm's embedded base of leased transport services (metro and intercity) to effect a network expense reduction of \$20 million through contract negotiations, physical and virtual network grooms.
- structured a creative deal with MCI, which allowed for early circuit termination liability relief of \$10 million
- structured a \$7 million 10 Gig wavelength deal, which enabled Level 3 to meet an important ring closure milestone and communicate this achievement to the market.

- developed and managed Level 3's vendor performance management program (ILEC/CLEC) to aggressively manage vendor operational performance and to direct incremental business to best performing vendors
- increased revenues by creating the concept of Access Pricing Specialists to support the pricing of complex access solutions
- established Level 3's first leased access quoting system, which linked quoted access solutions to orders and transformed leased access from losing \$4 million per month to positive gross profit

Education

Master of Business Administration, Daniels College Of Business, University Of Denver, Denver, CO

Bachelor of Science, Biology and Chemistry, University Of Denver, Denver, CO

