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May 7, 2021

Lisa Felice  
Executive Secretary  
Michigan Public Service Commission  
7109 West Saginaw Hwy, 3rd Floor  
Lansing, MI 48909

Re: Case U-20956

Dear Ms. Felice:

Enclosed please find Aspire Networks 1, LLC's official exhibits admitted at the evidentiary hearing in Case No. U-20956 on May 6, 2021.

Please note that Exhibit AN-4 consists of confidential financial statements that were filed under seal with Aspire's application and will be submitted directly to you via U.S. mail.

Thank you for your attention regarding this matter, please contact me with questions or comments.

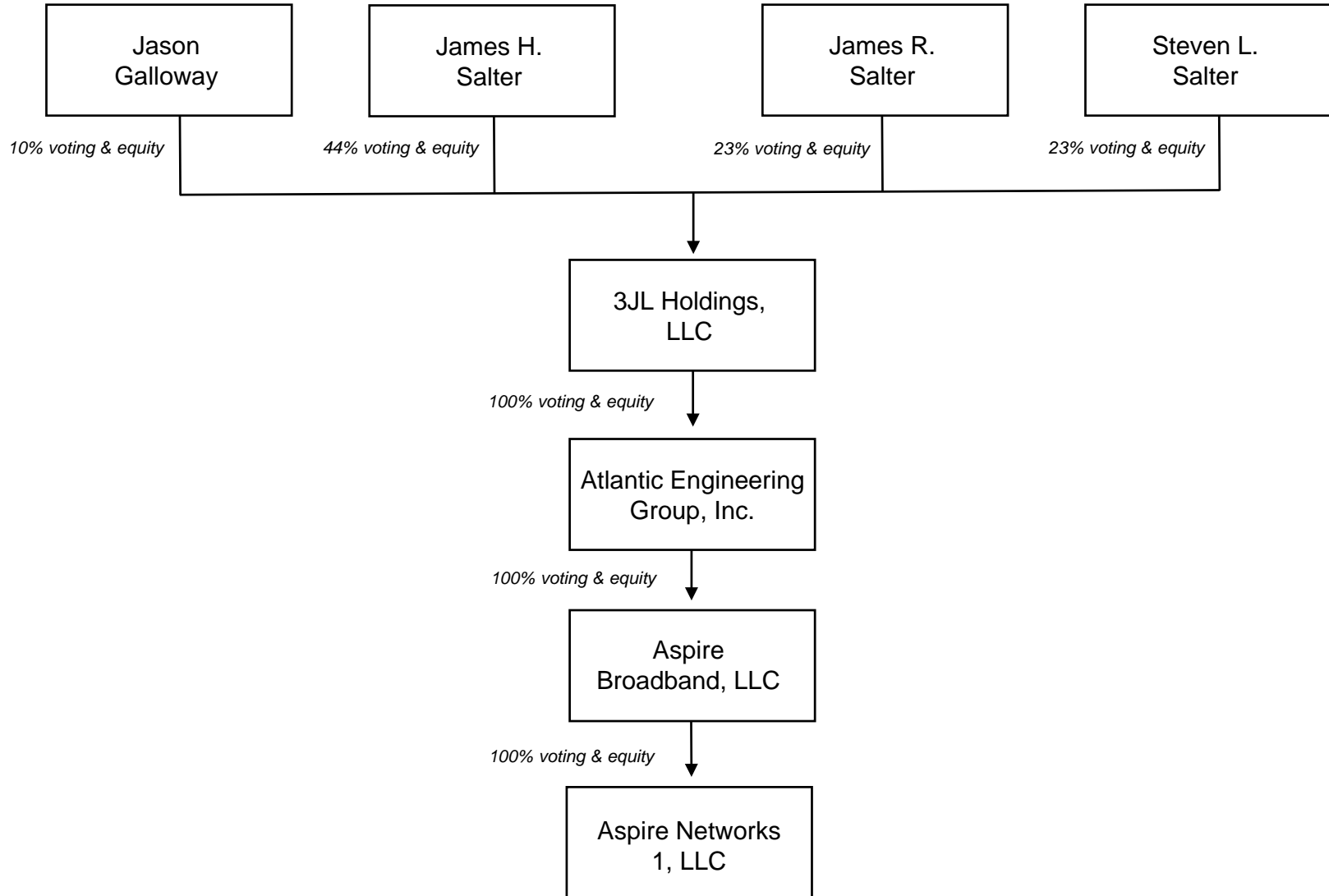
Sincerely,

**DYKEMA GOSSETT PLLC**

John A. Janiszewski

Enclosures

## Exhibit A: Aspire Networks 1, LLC Organizational Diagram



# Delaware

The First State

Page 1

*I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF FORMATION OF "ASPIRE NETWORKS 1, LLC", FILED IN THIS OFFICE ON THE EIGHTEENTH DAY OF DECEMBER, A.D. 2020, AT 2:12 O`CLOCK P.M.*



  
\_\_\_\_\_  
Jeffrey W. Bullock, Secretary of State

4493689 8100  
SR# 20208700326

Authentication: 204367085  
Date: 12-18-20

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

**CERTIFICATE OF FORMATION  
OF  
ASPIRE NETWORKS 1, LLC**

The undersigned authorized person certifies that the information required to be set forth by Section 18-201 of the Delaware Limited Liability Company Act is as follows:

1. The name of the limited liability company is:

Aspire Networks 1, LLC

2. The address of its registered office and the name and address of its registered agent in the State of Delaware is:

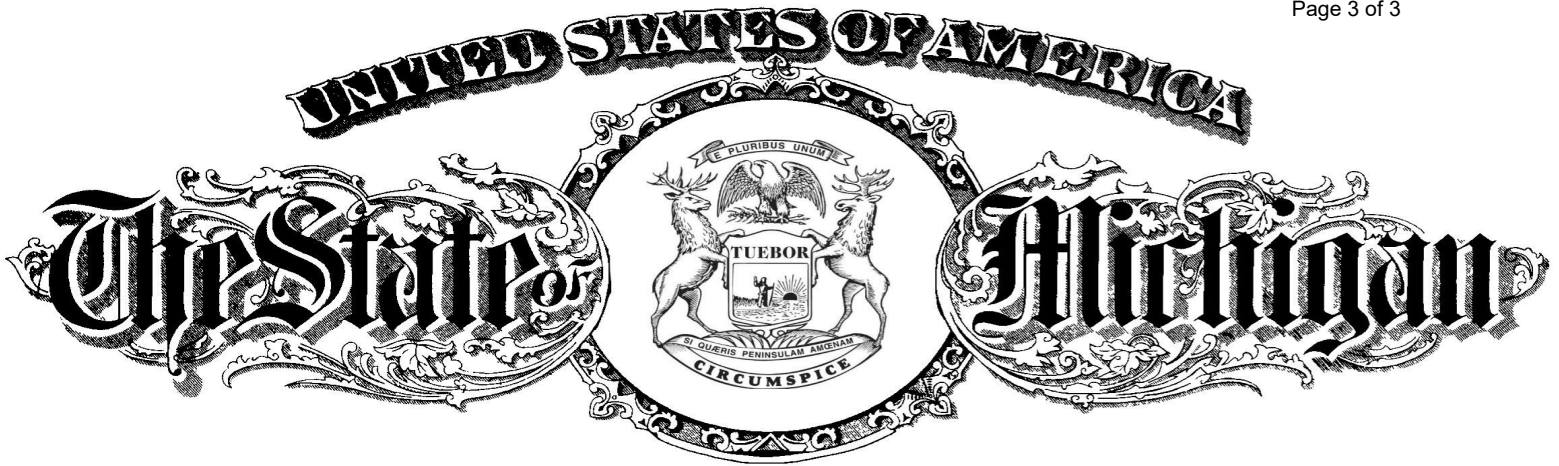
Business Filings Incorporated  
108 West 13<sup>th</sup> Street  
Wilmington, Delaware 19801  
New Castle County

3. This Certificate of Formation shall be effective on the filing date.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Formation of Aspire Networks 1, LLC this 18<sup>th</sup> day of December, 2020.

/s/ James Salter

James Salter  
Authorized Person



Department of Licensing and Regulatory Affairs

Lansing, Michigan

This is to Certify That

**ASPIRE NETWORKS 1, LLC**

a FOREIGN LIMITED LIABILITY COMPANY existing under the laws of the state of Delaware

was validly authorized to transact business in Michigan on the 15 day of March , 2021 in conformity with 1993 PA 23.

Said company is authorized to transact in this state any business of the character set forth in its application which a domestic company formed under this act may lawfully conduct. The authority shall continue as long as the company retains its authority to transact such business in the jurisdiction of its organization, its authority to transact business in this state has not been suspended or revoked, and the company has not surrendered its authority to transact business in this state.

This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.



In testimony whereof, I have hereunto set my hand, in the City of Lansing, this 15th day of March , 2021.

Linda Clegg, Director

Corporations, Securities & Commercial Licensing Bureau

**JAMES H. SALTER, P.E.**  
*Founder, Chief Executive Officer, and President*

Mr. Salter founded, and is the President of, the Atlantic Engineering Group, Inc. (“AEG”) ([www.aeg.cc](http://www.aeg.cc)), a “design & build” firm specializing in fiber-to-the-home (“FTTH”) projects particularly for new market entrants and electric utilities. Since its formation in 1996, AEG has been involved in over 60 city-wide FTTH projects, representing 2,800,000 homes, that include 16 projects having a significant Smart Grid component as part of the business case. Prior to founding AEG, and after graduating from the Georgia Institute of Technology with an Electrical Engineering degree, Mr. Salter spent 15 years in the electric utility business and was the President & General Manager of an electric utility immediately before founding AEG. Mr. Salter is also the former Chairman of the Board of Directors of the Fiber Broadband Association ([www.fiberbroadband.org](http://www.fiberbroadband.org)), an industry trade group whose mission is to promote FTTH as the ultimate access technology. In addition, Mr. Salter founded, and was the principal financier of, Atlantic Fiber Networks ([www.atlanticfibernetworks.com](http://www.atlanticfibernetworks.com)), a dark fiber optic network company which built and owned networks in multiple states throughout the U.S. and was sold in 2018. Mr. Salter is also the founder and managing member of a telecommunications and utility infrastructure consulting business, The RainTree Group, LLC, which was founded in 2017 and operates in the U.S. Virgin Islands.

**JAMES R. SALTER**  
*Vice President of Finance*

Mr. James R. Salter is the oldest son of Mr. James H. Salter and has been involved with AEG since his adolescent years when the company first began in 1996 working various positions to learn the business and telecommunications industry, including field engineering technician, GPS analyst, and aerial groundsman. Mr. Salter attended The University of the South in Seawee, Tennessee and graduated with a Political Science and Economics degree. Prior to beginning full-time with AEG, he began his post-college career in the finance and investment management industry at Bell Capital Management in Atlanta, GA, and eventually took the position of a Principal at MBM Advisors (now BOK Asset Management) in Houston, TX. In 2012, Mr. Salter decided to take his talents back to the telecommunications arena to work full-time at AEG. Mr. Salter was initially hired as the Director of Field Services with the task of managing all field engineering operations and ensuring that those operations were efficiently gathering the necessary information for the design team to implement for construction activities. In 2015, Mr. Salter was promoted to the Vice President of Operations for AEG. His roles included managing all construction operations for the company, balancing the resource requirements of each project as well as managing client relationships to ensure successful and on budget project completions. As VP of Operations, Mr. Salter successfully completed 5 large-scale multi-year projects that included over 1,000 miles of fiber construction and passing approximately 50,000 homes and businesses for our clients. In 2018, Mr. Salter transitioned to his current position of AEG’s Vice President of Finance. In his current role, Mr. Salter utilizes his experiences gained from the previous “field”

operational roles at AEG to the business functions of managing a multi-million dollar enterprise. These include cash flow, vendor relationships and budget. To-date, AEG has grown 200% and achieved this growth through self-funding and no outside investment, which is unique to AEG's success as a telecommunications company.

**STEVEN L. SALTER**

*Vice President of Corporate Management*

Mr. Steven L. Salter is the second oldest son to Mr. James H. Salter and, similar to his brother Mr. James R. Salter, has also been involved with AEG since his adolescent years. Mr. Salter has held several positions and responsibilities throughout his tenure, including aerial groundman, telecom construction inspection, field surveying and engineering technician. Additionally, Mr. Salter has also worked in other utility fields outside of AEG such as natural gas technician and wastewater laborer. Mr. Salter has worked full-time at AEG since 2009 and currently oversees many of AEG's corporate functions. Mr. Salter currently handles drafting and reviewing all company contracts, on-going contract compliance, legal claims, insurance claims, and risk control in conjunction with the project management team members. He also handles all material procurement for all of AEG's projects and maintains vendor relationships in the industry on behalf of the company. Additionally, Mr. Salter is essential in the business development process with him handling the detailed project estimating, as well as assisting with the client interface. Furthermore, Mr. Salter leads the human resources and IT services department for the company. Mr. Salter attended Georgia State University and graduated with a bachelor's degree in Philosophy.

**JASON GALLOWAY**

*Vice President of Engineering*

Mr. Galloway attended and graduated from Georgia Tech in 2009 with a degree in Electrical Engineering. After graduation he quickly moved into the telecommunications sector with AEG and has been working for the past decade on broadband infrastructure deployment and management. Throughout his tenure at AEG he has been part of various operational and engineering roles, including Field Engineering Technician, Director of Design Engineering, and Business Development. Since 2012, Mr. Galloway has been AEG's Vice President of Engineering and oversees all aspects of AEG's engineering team, both from a field and a desktop design perspective. His responsibilities include permitting, make-ready engineering, traffic control planning, fiber design, value engineering, plant architectures, cost analysis, as-builts, field verifications both pre and post construction, and client advocacy. During his tenure at AEG, Mr. Galloway has led a team that has completed over 2 million homes of FTTP design in 15 states and 7 countries.

**JEREMY WILLIAMS**  
*Vice President of Operations*

Mr. Williams currently serves as Vice President of Operations for AEG. With more than 15 years of fiber operations experience, Mr. Williams has served in various management and leadership roles from private design-build companies to Fortune 500's. Prior to joining AEG in 2019, Mr. Williams was the National Program Manager for Crown Castle responsible for building, deploying, and managing city fiber networks and next generation small cell infrastructure. In his current role, Mr. Williams is responsible for all aspects of constructing and (if applicable) operating the networks AEG builds. These tasks may include aerial and underground construction, technical services (e.g. splicing), project budgets, network resourcing, technology innovation, and network operations and maintenance. Mr. Williams has a passion for innovation and connecting cities with future proof infrastructure, which he continually instills in his team of more than 300 people. Mr. Williams completed college at Georgia Perimeter College in Business, Management and Communications. He also has certifications in Business Ethics, PMP Certification, Lean Six Sigma Yellow Belt, and Kaizen Certified.

**EXHIBIT AN-4**

**SUBMITTED UNDER SEAL**