

Exhibit BCO-1
Direct Testimony of Bion C. Ostrander
On Behalf of Kentucky Office of Attorney General
Case No. 2013-00148 - October 9, 2013

General- Ostrander

Mr. Ostrander is an independent regulatory consultant, a practicing Certified Public Accountant (CPA) and has thirty-four years of regulatory and accounting experience. Mr. Ostrander's firm, Ostrander Consulting, has been providing consulting services since 1990 and he has addressed more than 180 cases in numerous jurisdictions.

Previously, Mr. Ostrander served as the Chief of Telecommunications for the Kansas Corporation Commission (KCC - the regulatory agency for the state of Kansas) from 1986 to 1990, and served as Chief Auditor for the KCC on gas, electric, transportation, and telecom cases from 1983 to 1986. Mr. Ostrander also worked for two CPA firms, and directed audits of utility companies and other entities for the international accounting/auditing firm Deloitte, Haskins and Sells (now Deloitte).

Mr. Ostrander formed Ostrander Consulting in October 1990, after leaving employment as Chief of Telecommunications for the Kansas Corporation Commission. Ostrander Consulting has operated successfully and continuously for over 20 years through the present date and is in legal and ethical good standing in the U.S. and internationally.

Mr. Ostrander is also a licensed and practicing certified public accountant in Kansas and is required to meet strict industry ethics and practice requirements.

Mr. Ostrander's background experience started with the energy utility industry, when he performed annual audits, tax, and specialized services of Kansas Gas & Electric as a CPA employed by Deloitte. Subsequently, Mr. Ostrander became Chief Auditor at the KCC and much of his work focused on rate cases of telecommunications, gas and electric utilities. Mr. Ostrander was subsequently appointed as Chief of Telecommunication at the KCC, with a focus on telecom issues, although his expertise was periodically used in rate case audits of gas and electric utilities.

Mr. Ostrander has investigated matters related to all of the largest telecom carriers in the United States including, Verizon, AT&T, SBC/Southwestern Bell, U S WEST, Sprint, Embarq, BellSouth, MCI, numerous independent local exchange companies ("ILECs"), Relay Service Providers (provide telecom services to the speech and hearing impaired), and others. In addition, Mr. Ostrander has evaluated various other international telecom carriers, including Cable & Wireless.

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Mr. Ostrander has addressed a broad range of regulatory issues including (but not limited to the following):

- ✓ Traditional Rate Cases
- ✓ Price Caps and Alternative Regulation Plans
- ✓ Specialized or Unique Accounting and Auditing Issues
- ✓ Audits of Universal Service Funds
- ✓ Virtually All Rate Case Expense Issues
- ✓ Virtually All Rate Base Issues
- ✓ Compensation Issues – Reasonableness of Base Salary, Incentives, and Perks
- ✓ Payroll Issues – Pro forma and normalized changes
- ✓ Outsourcing issues
- ✓ Affiliate Transactions
- ✓ Allocation of Costs between Regulated/Nonregulated Operations
- ✓ Depreciation Expense and Depreciation Rate Issues
- ✓ OPEB and Pension Expense Issues
- ✓ Dues and donations (EEI and AGA, etc.)
- ✓ Research and Development
- ✓ Promotions Expense
- ✓ Uncollectibles
- ✓ Rate Case Expense
- ✓ Charitable Contributions
- ✓ TIER issues
- ✓ REC Revenues
- ✓ Pipeline Assessment Costs
- ✓ Self-Insurance – Utility Company “insuring itself” for distribution/transmission losses
- ✓ Tree Trimming
- ✓ Legal costs and settlements
- ✓ Plant Held for Future Use
- ✓ Cash Working Capital (Lead/Lag Studies)
- ✓ Income Tax Issues
- ✓ Competition Issues
- ✓ Interconnection Issues
- ✓ Cost Accounting and Cost Allocation
- ✓ Access Deficit Issues in Caribbean Nations
- ✓ Universal Service Issues
- ✓ Local Loop Unbundling
- ✓ Licensing Issues
- ✓ Broadband/Internet Access and Infrastructure
- ✓ Tariff Policy and Design Issues

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- ✓ Infrastructure Issues
- ✓ Facilities Sharing/Collocation Issues
- ✓ Service Quality Issues
- ✓ International Calling Prices and Competition
- ✓ Mobile/Cellular Calling Prices and Competition
- ✓ On-Net and Off-Net Pricing/Policy Issues in Caribbean Nations
- ✓ Issues Regarding Duopoly of Mobile Providers in Caribbean Nations
- ✓ Broadband Pricing and Competition Issues
- ✓ Number Portability Issues
- ✓ Purchase and Acquisitions (Debt, Finance and Regulatory Issues)
- ✓ Affiliate-Relationship Issues
- ✓ Cross-Subsidization Issues
- ✓ Parts 32, 36, 64 and 69 Issues

Work History- Ostrander

Ostrander Consulting - 1990 to Current (22 years):

Principal

Ostrander Consulting principally addresses regulatory issues on behalf of governments and regulatory agencies, including Attorney Generals and U.S. and international regulatory agencies. Services include those related to revenue requirement issues, price caps or alternative regulation plans, competition assessment, costing/pricing, interconnection/local loop unbundling, universal service, management audits and other matters.

Kansas Corporation Commission:

Chief of Telecommunications

Supervised staff and directed all telecommunications-related matters including assessment of rate cases of SWBT, United/Sprint and rural LECs. Also, directed actions regarding alternative regulation plans, establishing access charge policy, transition to intrastate competition, depreciation filings, establishment of the Kansas Relay Center, filings with the FCC, billing standards, quality of service, consumer complaints, staff training and over one hundred docketed regulatory matters per year. Mr. Ostrander was the lead witness on all major telecommunications matters.

Kansas Corporation Commission:

Chief Auditor

Directed rate cases of gas, electric and telecom companies prior to promotion to Chief of Telecommunications.

Mize, Houser, Mehlinger and Kimes (now Mize Houser & Company Professional Association):

Auditor - CPA firm

Performed auditing, tax and special projects for various industries.

Deloitte, Haskins and Sells (now Deloitte) - (International CPA/Audit Firm):

Auditor - CPA firm

Performed auditing, tax and special projects in industries such as utilities, savings and loan, manufacturing, retail, construction, real estate, insurance, banking and not-for-profit.

Education- Ostrander

University of Kansas - B.S. Business Administration with a Major in Accounting, 1978.

Professional License and Affiliations - Ostrander

- Maintains a permit to practice as a CPA in Kansas.
- Member of the American Institute of CPAs (AICPA).
- Member of the Kansas Society of CPAs (KSCPA).

Recent Experience (10 Years) - Major Cases - Bion C. Ostrander

2012 - Baltimore Gas and Electric - Before the Public Service Commission of Maryland - Case 9299: Mr. Ostrander reviewed most operating expense revenue requirement issues, including payroll, benefits/OPEB, deferred compensation, merger costs and savings, RM 43 and 44 plant and expenses, rate case expense, taxes, injuries and damages, tree trimming/vegetation management, and other expenses.

2012 - Potomac Electric Power Company - Before the Public Service Commission of Maryland - Case 9286: Mr. Ostrander reviewed most operating expense revenue requirement issues, including payroll, benefits/OPEB, deferred compensation, uncollectibles, rate case expense, taxes, injuries and damages, expenses incurred for complying with Commission's service quality directive, tree trimming/vegetation management, and other expenses.

2012 - Delmarva Power and Light Company - Before the Public Service Commission of Maryland - Case 9285: Mr. Ostrander reviewed most operating expense revenue requirement issues, including payroll, benefits/OPEB, deferred compensation, uncollectibles, rate case expense, taxes, injuries and damages, expenses incurred for complying with Commission's service quality directive, tree trimming/vegetation management, and other expenses.

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2011 - Washington Gas Light - Before the Public Service Commission of Maryland - Case 9267: Mr. Ostrander reviewed all revenue requirement issues including a detailed review of the complicated outsourcing arrangement with Accenture, long-term incentives, other payroll issues, research & development, pipeline assessment costs, various rate base additions, and other issues. Mr. Ostrander pre-filed three sets of testimony and appeared as a witness for the Maryland Office of People's Counsel.

2012/2011 - PacifiCorp - Before the Washington Utilities and Transportation Commission - Docket UE-111190: Mr. Ostrander pre-filed testimony for certain revenue requirement issues including various accounting adjustments, payroll issues, "self-insurance" for transmission & distribution assets, management fees charged from Corporate to the regulated utility, and other matters for the Washington State Attorney General's Office - Public Counsel Section.

2011 - Review of the Revenue Requirements of Washington Electric Cooperative, Inc. (WEC) - Docket No. 7691 before the Vermont Public Service Board: Mr. Ostrander performed this work for the Vermont Department of Public Service, reviewing the revenue requirements, adjustments, TIER, affiliate transactions issues, and other related issues of WEC.

2012 - Docket No. 12-GIMT-170-GIT - before the Kansas Corporation Commission - Mr. Ostrander represents the Citizens' Utility Ratepayer Board of Kansas (CURB) in this proceeding to address the impacts that the FCC's Omnibus Order (issued November 2011) regarding Federal Universal Service, Connect American Fund (broadband USF and mobility fund), intercarrier compensation, lifeline, separations reform, cost models, and other related issues could have on the Kansas USF (KUSF). In addition, the KUSF is being reviewed for policy changes that could impact the fund and related annual assessments.

2011 - Docket No. 11-GIMT-420-GIT (Docket 420) - before the Kansas Corporation Commission - This docket was initiated in 2010. Mr. Ostrander represents the Citizens' Utility Ratepayer Board of Kansas (CURB) in this proceeding to address changes in policy and review of cost studies to determine cost-based Kansas Universal Service Fund support for price capped telecom carriers. This costs of universal service included in the KUSF have not been reviewed in over ten years for these carriers, and this docket will evaluate those costs and other policy issues.

2008 - 2010 - Docket No. 08-GIMT-1023-GIT (Docket 1023) - before the Kansas Corporation Commission - This docket was initiated May 2008 and essentially completed June 2010. Mr. Ostrander worked on this case from beginning to end for CURB. In this proceeding, Sprint filed a petition to reduce CenturyLink's intrastate access charges to the interstate level (mirror interstate access). There were differences of opinion regarding interpretation of language in

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existing Kansas statute regarding how often, and when, mirroring of interstate access charges is required for mid-sized carriers like CenturyLink (CL). CL's intrastate access rates had previously been reduced to interstate levels in 1997/1998, 2000, and 2002, and Mr. Ostrander participated in all of these proceedings. In these prior cases, part of the access charges were rebalanced to increases in basic local rates and discretionary services, and the remainder was included in the KUSF. The current proceeding rebalancing the entire difference between intrastate and interstate access rates to the KUSF, and there were no increases in any other rates of CL. There will continue to be similar proceedings in the future for periodic updates to interstate access rates.

Mr. Ostrander's responsibilities in Docket 1023 included:

- Perform analysis
- Prepare discovery and review responses to all discovery
- Prepare direct and rebuttal testimony
- Participate as a witness in hearings
- Participate in negotiations with Sprint and CenturyLink regarding the flow-through of access reductions to retail rates.

2010 - Docket No. 10-GIMT-188-GIT - (Docket 188) - before the Kansas Corporation Commission - This docket was addressed by Mr. Ostrander from June to October 2010. Mr. Ostrander reviewed Staff's testimony and calculations and no problems were identified. Hearings were not held in this proceeding because no problems or issues were identified. Kansas statute requires rural LEC access rates to update their intrastate access rates to interstate levels every 2 years, with the difference between intrastate and interstate rates included in the KUSF. Mr. Ostrander has reviewed calculations and participated in these proceedings for the past 14 years during the existence of the KUSF.

1999 to 2010 - Kansas Universal Service Fund (KUSF) Calculations and Competitive Impact - Kansas: On behalf of the Citizens' Utility Ratepayer Board of Kansas, Mr. Ostrander has addressed the calculation of KUSF assessments for each of the 14 years of the fund, including the evaluation of the projected gross revenue base, safe harbor percentages for wireless and VoIP providers, the treatment of VoIP revenues, withdrawals from the fund, statutory compliance, internal control procedures, and evaluation of competitive data and analysis submitted by carriers to ensure that assessments to consumers are reasonable and within the proper guidelines.

2009 - Review KCPL Iatan Coal Plant Charges - Docket No. 09-KCPE-246-RTS before the Kansas Corporation Commission: Mr. Ostrander represented the Citizens' Utility Ratepayer Board (CURB) in Kansas. Mr. Ostrander made numerous on-site inspections of the Iatan 2 Coal Plant of Kansas City Power & Light in order to address percent completion and in-service

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dates of environmental upgrades and other construction, which affects treatment in the related rate case. Errors were detected in the control budgets and allocation of common costs between Iatan units 1 and 2, KCP&L failed to comply with FERC guidelines regarding treatment of common costs, and it became necessary to analyze plant and separate the common costs between Units 1 and 2 in order to make sure such costs were not double-counted on KCP&L's books (and in rate base).

2002 to 2010 - Evaluation of the Intrastate IntraLATA/InterLATA Embedded Cost of Service of Various Alaska Rural LECs for Purposes of Establishing Annual Access Charge Rates -

Alaska: For this nine year period, Mr. Ostrander evaluated the embedded costs of the intrastate jurisdiction (intrastate intraLATA/interLATA revenue requirement) of rural LECs in Alaska (using a traditional rate case approach) for purposes of establishing intrastate access charge rates in Alaska each year.

2010 - Evaluate Rural LEC Request for Increased Universal Service Fund Disbursements:

On behalf of the Citizens' Utility Ratepayer Board, Mr. Ostrander determined that a rural LEC did not properly meet the filing requirements for expedited withdrawals from the Kansas Universal Service Fund (KUSF), and the company will re-file a traditional rate case in future months. Mr. Ostrander may participate in that future proceeding when it is filed.

2009 to 2010 - ECTEL - Evaluate Competition and Implement Price Caps Plan:

On behalf of the Eastern Caribbean Telecommunications Authority (the centralized regulatory agency representing the Caribbean nations of St. Lucia, St. Vincent, Grenada, St. Kitts/Nevis, and Dominica), Mr. Ostrander completed an evaluation of competition, assessment of duopoly market, access deficit issues raised by the incumbent carrier, pricing/costing issues, imputation, impact of the initial price cap plan, retail prices for international, mobile, internet and local service, wholesale interconnection prices, financial operations of the incumbent, and infrastructure issues. Interviews were conducted with the various stakeholders and a detailed consultation process was used for gathering and assessing information from various stakeholders. All of these issues were considered in recommending the implementation of a new price cap plan for the ECTEL member nations.

2009 - 2010 - Evaluate Access Costs, Rebalance to Kansas Universal Service Fund, and Related Policy for Major Carriers - Kansas:

On behalf of the Citizens' Utility Ratepayer Board of Kansas, Mr. Ostrander recently completed assessment of policies and evaluating costs/pricing for intrastate interconnection/access between the largest carriers in Kansas and other competitive carriers. Also, the calculation of proper amounts to be rebalanced and included in the Kansas Universal Service Fund were addressed. Mr. Ostrander also addressed universal service and the impacts of rate rebalancing proposals by Embarq, Sprint and AT&T.

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2010 - Evaluate Access Charges for Rural Telephone Companies - Kansas: On behalf of Citizens' Utility Ratepayer Board of Kansas, Mr. Ostrander will address costing, legal, and policy issues related to interconnection/access charges for rural telephone companies in Kansas (after previously addressing this same issue for the largest carriers in Kansas). The interconnection aspects relates to the cost of the local service carrier providing access to its public switched network and facilities so that other carriers can provide competitive long distance/other services.

February 2009 to June 2009, USAID Capacity Assessment and Development for the Department of Public Services Regulatory Commission of Armenia: Mr. Ostrander assisted with this project to conduct a telecom sector strategic analysis, legal and regulatory assessment, and human and institutional capacity assessment for the PSRC in Armenia, under the auspices of USAID and the Academy for Educational Development. The team consisted of three experts from the US, and local experts in Armenia. The team delivered a comprehensive Final Report to AED and USAID on May 31, 2009, which addressed government's plan for IT sector development, market structure and technological potential, the current telecommunications law and regulatory environment, current regulatory performance and priorities, overlapping responsibilities, performance gaps, and human and institutional capacity assessment regarding areas including independence, accountability, transparency, institutional characteristics, organizational structure, and financing and budget.

2008 to 2010 - Evaluate Competition/Price Caps/Tariffs - Maryland: On behalf of the Maryland Office of Public Counsel (regulatory agency), Mr. Ostrander addressed competition, costing/pricing issues, tariff policy, universal service, preservation of reasonable prices for low income citizens, infrastructure issues related to fiber/DSL and other financial matters that impacted the recommendation of a new price cap plan applicable to Verizon Maryland (the dominant incumbent carrier).

1999 to Current - Universal Service Fund Calculations and Competitive Impact - Kansas: On behalf of the Citizens' Utility Ratepayer Board (CURB) of Kansas, Mr. Ostrander has addressed the calculation of Kansas Universal Service Fund (KUSF) assessments for each of 11 years of the operation of KUSF, including the evaluation of competitive data and analysis submitted by carriers and ensuring that assessments to consumers are reasonable and within the proper guidelines.

2009/2008 - Verizon Michigan Cost Studies and Competitive Impact: On behalf of the Michigan Attorney General (regulatory agency), Mr. Ostrander addressed cost studies for the retail cost of basic local service and the wholesale cost of local service (local loop unbundling), identified problems with Verizon Michigan (incumbent carrier) cost studies, and evaluated the related impacts on competition and universal service.

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2008/2007 - Cable & Wireless (C&W) Barbados Price Caps and Competition: On behalf of the Fair Trading Commission (FTC) of Barbados (the regulatory agency in Barbados), Mr. Ostrander addressed a new price cap plan for C&W, policy related to competition, cost of regulated/deregulated services, international calling rates, cost allocation matters, tariff issues, and infrastructure matters.

2008/2007 - Price Caps and Competition Impacts for AT&T and Embarq - Kansas: On behalf of the Citizens' Utility Ratepayer Board of Kansas, Mr. Ostrander addressed price caps and related impacts upon competition as it relates to the carriers AT&T and Embarq in Kansas.

2007 - UNE Costing Embarq Nevada: On behalf of the Nevada Bureau of Consumer Protection-Attorney General, Mr. Ostrander addressed unbundled network elements (local loop unbundling).

2007 - Legislation/Deregulation and Competitive Impacts - Embarq Nevada: On behalf of the Nevada Bureau of Consumer Protection-Attorney General, Mr. Ostrander addressed Legislative issues regarding competition, deregulation and pricing flexibility related to Embarq.

2007 - Affordable Local Rates - Michigan: On behalf of the Michigan Attorney General, Mr. Ostrander addressed Verizon's failure to file proper tariffs to comply with Michigan law regarding affordable rates for basic local telephone service.

2007 - RTB - Alaska: On behalf of GCI, Mr. Ostrander addressed the issue of the proper treatment of funds received by telephone companies related to the dissolution of the Rural Telephone Bank (RTB).

2007 - Verizon Deregulation - Virginia: On behalf of the CWA, Mr. Ostrander addressed Verizon's request for deregulation and detariffing in Virginia and related competition issues.

2007 - 2005 - Verizon Maine: On behalf of AARP, Mr. Ostrander addressed the revenue requirements of Verizon Maine, including issues such as Yellow Pages, affiliate transactions and DSL-related issues.

2007 - 2008 Legislative Kansas: Assisted CURB in Kansas with 2007 legislative issues related to telecom, competition and other matters.

2006/2005 - Embarq/LTD & Sprint/Nextel Change of Control - Kansas: On behalf of CURB of Kansas, Mr. Ostrander evaluated the separation and creation of a new local service holding company and the potential impact on customers, rates, competition, service quality

and other issues.

2006 - Embarq Sale of Exchanges to Rural Telephone - Kansas: On behalf of CURB of Kansas, Mr. Ostrander reviewed Embarq's sale of local exchanges to Rural Telephone Company and addressed issues such as rates, due diligence, service quality, acquisition adjustments, tariff design, competition and policy issues.

2006/2005 - Verizon & AT&T Local Rate Rebalance - Michigan: On behalf of the Michigan Attorney General, Mr. Ostrander reviewed the requests of Verizon and AT&T to rebalance and increase local rates, including the necessity to preserve affordable and reasonable local rates.

2006 - Embarq Proposal to Reduce MetroPlus Rates as a Competitive Response - Kansas: On behalf of CURB, Mr. Ostrander reviewed Embarq's proposal to significantly reduce its charge for MetroPlus service as a response to competition in several of its exchanges.

2006/2005 - ETC Policy in Kansas - Kansas: Mr. Ostrander assisted CURB with comments regarding the establishment of state policy and filing requirements for Eligible Telecommunication Carriers (ETCs) in Kansas, while also considering the FCC's related policy and requirements. Mr. Ostrander addressed these issues in three separate generic dockets (06-GIMT-446-GIT, 06-GIMT-082-GIT and 05-GIMT-112-GIT) before the Kansas Corporation Commission.

2006 - United Telephone (now Embarq) Sale of Exchanges to Twin Valley - Kansas: On behalf of CURB, Mr. Ostrander reviewed United Telephone's sale of local exchanges to Twin Valley Telephone Company and addressed issues such as rates, service quality, acquisition adjustments, tariff design, competition and policy issues.

2006 - Kansas Universal Service Fund (KUSF) Assessment - Kansas: On behalf of CURB, Mr. Ostrander evaluated the Kansas Universal Service Charge annual calculation and assessment.

2006/2005 - Unsubstantiated Rate Additives by CLECs - Kansas: On behalf of CURB, Mr. Ostrander has addressed issues related to excessive and unsubstantiated recurring charges Placed on telephone bills by CLECS such as Sage, CIMCO, ITC/DeltaCom, etc.

2005 - United Telephone (now Embarq) Sale of Exchanges to Blue Valley - Kansas: On behalf of CURB, Mr. Ostrander reviewed United Telephone's sale of local exchanges to Blue Valley Telephone Company and addressed issues such as rates, due diligence, service quality, acquisition adjustments, tariff design, competition and policy issues.

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2005 - Saudi Arabia Communications and Information Technology Commission (CTIC):

Assessed Saudi Telecom's proposed accounting separation and allocations manual on behalf of the CTIC.

2005 - Embarq/LTD & Sprint/Nextel Change of Control - Nevada: On behalf of the Nevada Board of Consumer Protection, Mr. Ostrander evaluated the separation and creation of a new local service holding company and the potential impact on customers, rates, service quality and other matters.

2001 - 2003 - Kansas Gas & Electric Rate Case - Docket No. 01-WSRE-436-RTS before the Kansas Corporation Commission: Mr. Ostrander represented the Citizens' Utility Ratepayer Board (CURB) in Kansas. In this electric utility rate case, Mr. Ostrander filed testimony and appeared as a witness. Mr. Ostrander addressed issues and adjustments related to proper cost allocation policy and procedures, including the correct allocation of executive and corporate compensation, taxes, Board of Director fees, insurance, building cost, and software. In addition, he addressed the company's improper accounting treatment of restricted shares and dividend benefits to executives, and adjustments related to professional services expenses. Also, Mr. Ostrander reviewed the company's internal aircraft logs and used this information to allocate additional executive payroll costs to nonregulated operations based on extensive use of the company's aircraft for both nonregulated operations and personal use by company executives, their families, and associates.

2005/2004 - Verizon Vermont: On behalf of the Vermont Department of Public Service, Mr. Ostrander evaluated Verizon Vermont's revenue requirements, Yellow Pages, affiliate transactions, work force reductions, depreciation issues, infrastructure/modernization, and policy issues as part of a new alternative regulation plan ("ARP") to go in place in 2005, after the expiration of the current plan. Mr. Ostrander previously conducted an earnings review and evaluation of the prior ARP five years ago in Vermont.

2005 - Southwestern Bell Kansas: On behalf of CURB, Mr. Ostrander assisted with the review of SWBT's request for deregulation of local and other services in certain metro exchanges.

2005/2004/2003 - Cable & Wireless Barbados ("C&W"): On behalf of the Fair Trading Commission ("FTC"), the regulatory agency in Barbados), Mr. Ostrander evaluated a proposal by C&W in 2003/2004 to move away from flat-rate local service to introduce "measured or usage-based" local service at increased rates, as well as policy issues to expand cellular competition and other competition issues. Mr. Ostrander addressed the revenue requirements of C&W, proposed significant revisions to these revenue requirements, and reviewed the C&W cost model and the costs of local, cellular, and other services. The FTC's final decision in July 2004 rejected the C&W proposal, and maintained local rates at existing levels without a

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switch to measured service.

2004/2003 - Cable & Wireless Eastern Caribbean States: On behalf of the Eastern Caribbean Telecommunications Authority ("ECTEL"), the regulatory agency for certain Caribbean nations), and the nations of St. Lucia, Grenada, St. Vincent, St. Kitts/Nevis, Mr. Ostrander evaluated implementation of the first price caps plan, policy to introduce and expand cellular and other competition in these Caribbean nations, reviewed C&W cost models, evaluated the cost of fixed local and cellular service, as well as other issues. This project resulted in substantial regulatory concessions to customers and significant reductions in prices and increases in infrastructure investment by competitors.