

BEFORE THE PUBLIC UTILITIES COMMISSION  
OF THE STATE OF CALIFORNIA



**FILED**

02/23/26

04:59 PM

**A2602016**

Application of Ever Joyful, LLC for  
Registration as a Telephone Corporation  
pursuant to Public Utilities Code Section  
1013.

Application No.

APPLICATION OF EVER JOYFUL, LLC FOR REGISTRATION AS A TELEPHONE  
CORPORATION PURSUANT TO PUBLIC UTILITIES CODE SECTION 1013

[PUBLIC]

Dated: February 23, 2026

Anita Taff-Rice  
iCommLaw  
1547 Palos Verdes, #298  
Walnut Creek, CA 94597  
Telephone No. (415) 699-7885  
Fax No. (925) 274-0988  
Email Address: anita@icommlaw.com

**BEFORE THE PUBLIC UTILITIES COMMISSION  
OF THE STATE OF CALIFORNIA**

**1013 Registration Form Pursuant to Public Utilities Code Section 1013**

**1. APPLICANT INFORMATION**

Applicant Name: Ever Joyful, LLC

Business Address: 903 1st St North #1082 Hopkins, MN 55353

Telephone No.: (844) 655-3827

E-mail Address: accounting@everjoyful.net

**1.a. Principal Place of Business:** (if different from address above)

**1.b. List all fictitious business names under which Applicant has done business in the last five years:**

**1.c. Applicant is** (check one only)

- |  |   |
|--|---|
| <input type="radio"/> Corporation (Inc)                          | <input type="radio"/> General Partnership |
| <input type="radio"/> Limited Partnership (LP)                   | <input type="radio"/> Sole Proprietor     |
| <input checked="" type="radio"/> Limited Liability Company (LLC) | <input type="radio"/> Trust               |
| <input type="radio"/> Other, specify:                            |   |

Attach **Appendix A** with the following: 1) a copy of the entity's organizing documents; and (2) a copy of its Certificate of Good Standing Status certified by the California Secretary of State and/or additional evidence of the Applicant's qualification to transact business in California.

**1.d. FCC Registration No.:** 0037490927

**1.e CSOS Entity No.:** B20260008907

**1.f. Applicant has a foreign ownership interest**

- NO     YES, Foreign entity interest:

**2. APPLICANT REGISTERED AGENT FOR SERVICE OF PROCESS**

Agent Name: Registered Agent Solutions, Inc.

Address: 720 14th Street, Sacramento, CA 95814

Telephone No.: 888-705-7274

<b>3. APPLICANT LEGAL DOMICILE</b> (check one only)		
<input type="radio"/> California	<input checked="" type="radio"/> Other, specify: <b>Delaware</b>	
<b>4. APPLICANT WILL OPERATE AS</b> (check all that apply)		
<input type="checkbox"/> Competitive Local Exchange Service Provider  <b>4.a. Proposed Facilities</b>  <input type="checkbox"/> Switchless-Reseller/ Non-Facilities-Based  <b>4.d. Service Territories</b>  <input type="checkbox"/> Within ALL the service territories of uniform regulatory framework incumbent local exchange carriers  <input type="checkbox"/> Within ALL the service territories of the small incumbent local exchange carriers  <input type="checkbox"/> In specific portions of the state only ( <b>Appendix B</b> )	<input type="checkbox"/> Interexchange (Intra/Inter-LATA) Service Provider  <b>4.b. Proposed Facilities</b>  <input type="checkbox"/> Switchless-Reseller/ Non-Facilities-Based  <b>4.e. Service Territories</b>  <input type="radio"/> Throughout the state of California.  <input checked="" type="radio"/> In specific portions of the state only ( <b>Appendix B</b> )	<input checked="" type="checkbox"/> Fixed Interconnected Voice over Internet Protocol (VoIP) Service Provider  <b>4.c. Proposed Facilities</b>  <input checked="" type="checkbox"/> Non-Facilities-Based  <b>4.f. Service Territories</b>  <input checked="" type="checkbox"/> Within the service territories of uniform regulatory framework incumbent local exchange carriers  <input type="checkbox"/> Within the service territories of small incumbent local exchange carriers  <input type="checkbox"/> In specific portions of the state only ( <b>Appendix B</b> )
<p>Attach <b>Appendix B</b> to include a list of the specific portion(s) or geographical location(s) of the State, and/or ILEC territory(ies); and a copy of the map(s).</p> <p>Applicant seeking to operate in any Small Incumbent Local Exchange Carriers territories must meet the requirements contained in Appendix A of D.20-08-011.</p>		
<b>5. DATE APPLICANT EXPECTS TO BEGIN SERVICE(S) IN CALIFORNIA</b>		
 <p><b>IMPORTANT NOTICE:</b> If already providing voice services in California, <b>DO NOT USE THIS FORM.</b> The applicant is not qualified to use the 1013 registration process and must obtain an operating authority via CPCN application process pursuant to Pub. Util. Code §1001.</p>		
Date: Upon Approval		

**6. APPLICANT WILL PROVIDE THE FOLLOWING SERVICES IN CALIFORNIA**

(check all that apply)

- Provide voice services (traditional wireline and /or Fixed Interconnected VoIP) directly to customers
- Other (Describe below other services applicant offers, whether or not they are within Commission’s jurisdiction.)

**7. SWORN AFFIDAVIT**

TRUE       NOT TRUE (See important notice below)

Neither Applicant, any of its affiliates, officers, directors, partners, agents, or owners (directly or indirectly) of more than 10% of Applicant, or anyone acting in a management capacity for Applicant: (a) held one of these positions with a company that filed for bankruptcy; (b) been personally found liable, or held one of these positions with a company that has been found liable, for fraud, dishonesty, failure to disclose, or misrepresentations to consumers or others; (c) been convicted of a felony; (d) been (to his/her knowledge) the subject of a criminal referral by judge or public agency; (e) had a telecommunications license or operating authority denied, suspended, revoked, or limited in any jurisdiction; (f) personally entered into a settlement, or held one of these positions with a company that has entered into settlement of criminal or civil claims involving violations of Sections 17000 et seq., 17200 et seq., or 17500 et seq. of the California Business & Professions Code, or of any other statute, regulation, or decisional law relating to fraud, dishonesty, failure to disclose, or misrepresentations to consumers or others; (g) been found to have violated any statute, law, or rule pertaining to public utilities or other regulated industries; and /or (h) entered into any settlement agreements or made any voluntary payments or agreed to any other type of monetary forfeitures in resolution of any action by any regulatory body, agency, or attorney general.



**IMPORTANT NOTICE:** If Applicant’s response to this section is “Not True”, **DO NOT USE THIS FORM.** The applicant is not qualified to use the 1013 registration process and must obtain an operating authority via CPCN application process pursuant to Pub. Util. Code §1001.

**7.a. List of all Affiliated Entities** (Attach as Appendix C) None

**8. APPLICANT HAS THE REQUIRED MANAGERIAL AND TECHNICAL EXPERTISE TO OPERATE AS A SERVICE PROVIDER OF THE TYPE INDICATED IN SECTION 4 OF THIS FORM.**

TRUE

Attach **Appendix D** with the following: 1) List of the names, titles, and street addresses of all officers, directors, partners, agents, or owners (directly or indirectly) of more than 10% of Applicant, or any person acting in such capacity whether or not formally appointed, and 2) all resumes for each personnel identified listing all employment for each officer, director, partner, agent, or owner (directly or indirectly) of more than 10% of Applicant, or any person acting in such capacity whether or not formally appointed.

**8.a. APPLICANT ATTESTATION**

TRUE     NOT TRUE *(See important notice below)*

To the best of Applicant’s knowledge, neither Applicant, any affiliate, officer, director, partner, nor owner of more than 10% of Applicant, or any person acting in such capacity whether or not formally appointed, is being or has been investigated by the Federal Communications Commission or any law enforcement or regulatory agency for failure to comply with any law, rule or order.



**IMPORTANT NOTICE:** If Applicant’s response to this section is “Not True”, **DO NOT USE THIS FORM.** The applicant is not qualified to use the 1013 registration process and must obtain an operating authority via CPCN application process pursuant to Pub. Util. Code §1001.

**9. FINANCIAL REQUIREMENT**

TRUE

Applicant has a minimum of (a) \$25,000 in the case of a switchless reseller / non-facilities-based, reasonably liquid and available to meet the firm’s first year expenses, including an additional \$25,000 for deposits which may be required by local exchange carriers or interexchange carriers; OR (b) has profitable interstate operations to generate the required cash flow.

Attach **Appendix E** containing a financial instrument pursuant to Appendix F of D.24-11-003 that demonstrates the Applicant’s financial ability as required above.

**10. APPLICANT IS ELIGIBLE AND SEEKS AN EXEMPTION FROM TARIFFING REQUIREMENTS**

TRUE     NOT TRUE (Attach **Appendix F** with Applicant’s Draft Initial Tariff)

California Public Utilities Commission  
Page 5 of 5 1013 Registration Form – Telephone Corporation

**11. OTHER LICENSE(S) HELD WITH THE COMMISSION, EITHER CURRENT AND/OR PRIOR** *(See important notice below)*

- NONE
- CURRENT AND/OR PRIOR, specify:



**IMPORTANT NOTICE:** If applicant has previously held a CPUC issued operating authority or registration that was revoked due to a violation of Commission Rules and Requirements, **DO NOT USE THIS FORM.** The applicant is not qualified to use the 1013 registration process and must obtain an operating authority via CPCN application process pursuant to Pub. Util. Code § 1001.

**12. PERFORMANCE BOND REQUIREMENT**

TRUE

Applicant attests that, upon approval of its request, it will comply with the California Public Utilities Commission’s performance bond requirements in accordance with Decision (D.) 10-09-017, D.11-09-026, D.13-05-035 and D.24-11-003.

I hereby declare under penalty of perjury under the laws of the State of California that the forgoing information, and all attachments, are true, correct, and complete to the best of my knowledge and belief after due inquiry, and that I am authorized to make this application on behalf of the Applicant named above.

Signed  Signed by:  
Julie Ament Gran  
DF9988E76903432...

Name Julie Ament Gran

Title Chief Operating Officer

Dated 2/3/2026

Address 608 Byron Main Court NE, Lower Level,  
Byron, MN 55920

Telephone (800) 704-9412

Email Address julie@grandpad.net

California Public Utilities Commission  
Attachment A for 1013 Registration Form – Telephone Corporation

**ATTACHMENT A**

SWORN AFFIDAVIT

Name of Applicant/Company Ever Joyful, LLC

My name is Julie Ament Gran. I am Chief Operating Officer of Ever Joyful, LLC (Applicant). My personal knowledge of the facts stated herein has been derived from my employment with Ever Joyful, LLC (Applicant)

I affirm that Ever Joyful, LLC [Name of Applicant]:

- Agrees to comply with all federal and state statutes, rules, and regulations, Commission requirements as a Telephone Corporation, and state contractual rules and regulations, if granted the request as stated in this application;
- Certifies that all responses to the attached 1013 Registration for CPCN are true and correct; and

I affirm and declare under penalty of perjury under the laws of the State of California, including Rule 1.1 of the California Public Utilities Commission’s Rules of Practice and Procedure, that, to the best of my knowledge, all of the statements and representations made in this Application are true and correct.

Signed by:  
Julie Ament Gran  
DE0088E76003432  
Signature

Julie Ament Gran, Chief Operating Officer  
Name and Title

**APPENDIX A  
FORMATION DOCUMENTS**

# Delaware

The First State

I, CHARUNI PATIBANDA-SANCHEZ, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "EVER JOYFUL, LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE SIXTH DAY OF JANUARY, A.D. 2026.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "EVER JOYFUL, LLC" WAS FORMED ON THE EIGHTEENTH DAY OF JUNE, A.D. 2025.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN ASSESSED TO DATE.



10233422 8300

SR# 20260035065

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

A handwritten signature in black ink that reads "C. P. Sanchez".

Charuni Patibanda-Sanchez, Secretary of State

Authentication: 202727410

Date: 01-06-26



# California Secretary of State

Business Programs Division

1500 11th Street, Sacramento, CA 95814

Ever Joyful, LLC  
903 1ST ST NORTH  
#1082  
HOPKINS, MN 55353

## Initial Business Filing Approved

January 12, 2026

**Entity Name:** Ever Joyful, LLC  
**Entity Type:** Limited Liability Company - Out of State  
**Entity No.:** B20260008907  
**Document Type:** Initial Filing  
**Document No.:** B20260008907  
**File Date:** 01/06/2026

Congratulations! The above referenced document has been approved and filed with the California Secretary of State. To access free copies of filed documents, go to [bizfileOnline.sos.ca.gov](https://bizfileOnline.sos.ca.gov) and enter the entity name or entity number in the Search module.

### ***What's Next?***

Be sure to review the Welcome Letter for key information and contacts you may need.

Corporations and limited liability companies must file a Statement of Information **within 90 days** of the initial filing and annually or every other year, thereafter. For additional resources, view Starting A Business Checklist for key steps you may need to take when launching a business in California.

For further assistance, contact us at (916) 657-5448 or visit [bizfileOnline.sos.ca.gov](https://bizfileOnline.sos.ca.gov).



Thank you for using [bizfile California](https://bizfileOnline.sos.ca.gov), the California Secretary of State's business portal for online filings, searches, business records, and additional resources.



# Secretary of State Certificate of Qualification / Registration

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

**Entity Name:** Ever Joyful, LLC  
**Entity No.:** B20260008907  
**Registration Date:** 01/06/2026  
**Filing Type:** Limited Liability Company - Out of State  
**Formed In:** DELAWARE

The above referenced entity complied with the requirements of California law in effect on the Registration Date for the purpose of qualifying to transact intrastate business in the State of California, and that as of the Registration Date, said entity became and now is duly registered, qualified and authorized to transact intrastate business in the State of California, subject however, to any licensing requirements otherwise imposed by the laws of this State and that the entity shall transact all intrastate business within California under the Entity Name as set forth above.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.

**IN WITNESS WHEREOF**, I execute this certificate and affix the Great Seal of the State of California this day of January 09, 2026.



**SHIRLEY N. WEBER, PH.D.**  
**Secretary of State**

**Certificate No.:** 407832025

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at [bizfileOnline.sos.ca.gov](http://bizfileOnline.sos.ca.gov).



B20260008907



**STATE OF CALIFORNIA**  
*Office of the Secretary of State*  
**REGISTRATION**  
**OUT-OF-STATE LIMITED LIABILITY COMPANY**

California Secretary of State  
1500 11th Street  
Sacramento, California 95814  
(916) 657-5448

For Office Use Only  
**-FILED-**  
File No.: B20260008907  
Date Filed: 1/6/2026

B4299-4892 01/06/2026 9:06 AM Received by California Secretary of State

Limited Liability Company Name	
Limited Liability Company Name	Ever Joyful, LLC
Jurisdiction	
Limited Liability Company is Formed in	DELAWARE
Authority Statement	
This LLC currently has powers and privileges to conduct business in the state, foreign country or other jurisdiction entered above.	
Street Address of Principal Office of LLC	
Principal Address	903 1ST ST NORTH #1082 HOPKINS, MN 55343
Mailing Address of LLC	
Mailing Address	903 1ST ST NORTH #1082 HOPKINS, MN 55353
Attention	
Street Address of California Office of LLC	
Street Address of California Office	None
Agent for Service of Process	
<input checked="" type="checkbox"/> I certify the selected California Registered Corporate Agent (1505) has agreed to serve as the Agent for Service of Process for this entity.	
California Registered Corporate Agent (1505)	REGISTERED AGENT SOLUTIONS, INC. Registered Corporate 1505 Agent
Consent to Service of Process	
The Secretary of State is appointed as the agent of the foreign (out-of-state) limited liability company for service of process if the agent has resigned and has not been replaced or if the agent cannot be found or served with the exercise of reasonable diligence.	
Consent to service of process extends to service of process directed to the foreign (out-of-state) limited liability company's agent in this state for a search warrant issued pursuant to California Penal Code section 1524.2, or for any other validly issued and properly served search warrant, for records or documents that are in the possession of the foreign (out-of-state) limited liability company and are located inside or outside of this state. This shall apply to a foreign (out-of-state) limited liability company that is a party or a nonparty to the matter for which the search warrant is sought. For purposes of this consent "properly served" means delivered by hand, or in a manner reasonably allowing for proof of delivery if delivered by United States mail, overnight delivery service, facsimile, or any other means specified by the foreign (out-of-state) limited liability company, including email or submission via an Internet Web portal, the foreign (out-of-state) limited liability company has designated for the purpose of service of process.	

Electronic Signature

By signing, I affirm under penalty of perjury that the information herein is true and correct and that I am authorized to sign on behalf of the out-of-state LLC.

*Julie Ament Gran*

*01/06/2026*

Signature

Date

# Delaware

The First State

I, CHARUNI PATIBANDA-SANCHEZ, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "EVER JOYFUL, LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE SIXTH DAY OF JANUARY, A.D. 2026.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "EVER JOYFUL, LLC" WAS FORMED ON THE EIGHTEENTH DAY OF JUNE, A.D. 2025.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN ASSESSED TO DATE.



10233422 8300

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

A handwritten signature in black ink that reads "C. P. Sanchez".

Charuni Patibanda-Sanchez, Secretary of State

Authentication: 202727410

Date: 01-06-26

## **APPENDIX B**

### **MAP OF SERVICE AREAS**

Please see attached Appendix B-1 and Appendix B-2.

Ever Joyful, LLC is not applying to provide service in the small ILEC territories for which competition has not been authorized, depicted in Appendix B-2.

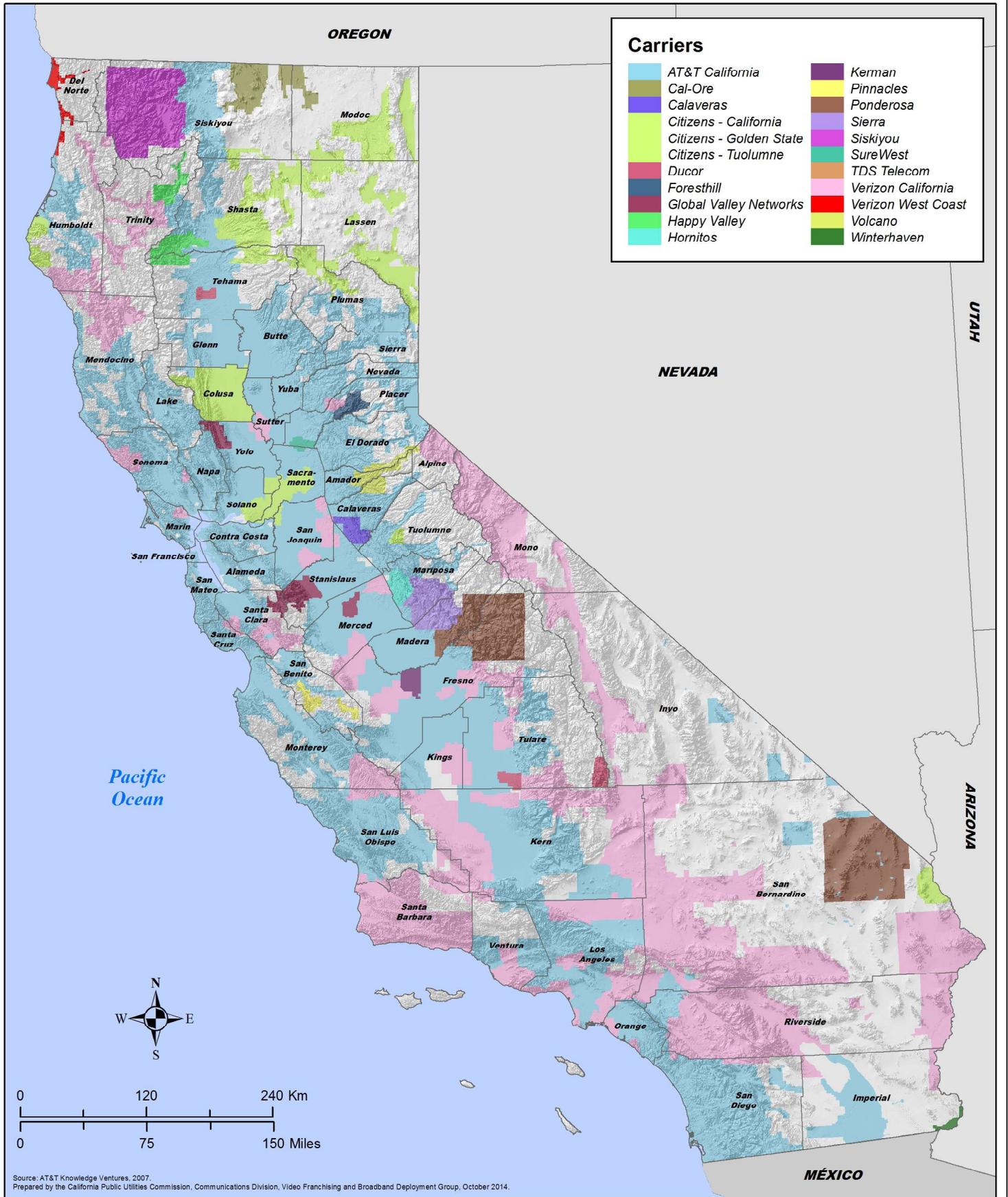
**EXHIBIT B-1**

**MAP OF SERVICE AREAS**

**Incumbent Local Exchange Carrier Territory**



# INCUMBENT LOCAL EXCHANGE CARRIER TERRITORY IN CALIFORNIA - 2014



Source: AT&T Knowledge Ventures, 2007.  
 Prepared by the California Public Utilities Commission, Communications Division, Video Franchising and Broadband Deployment Group, October 2014.

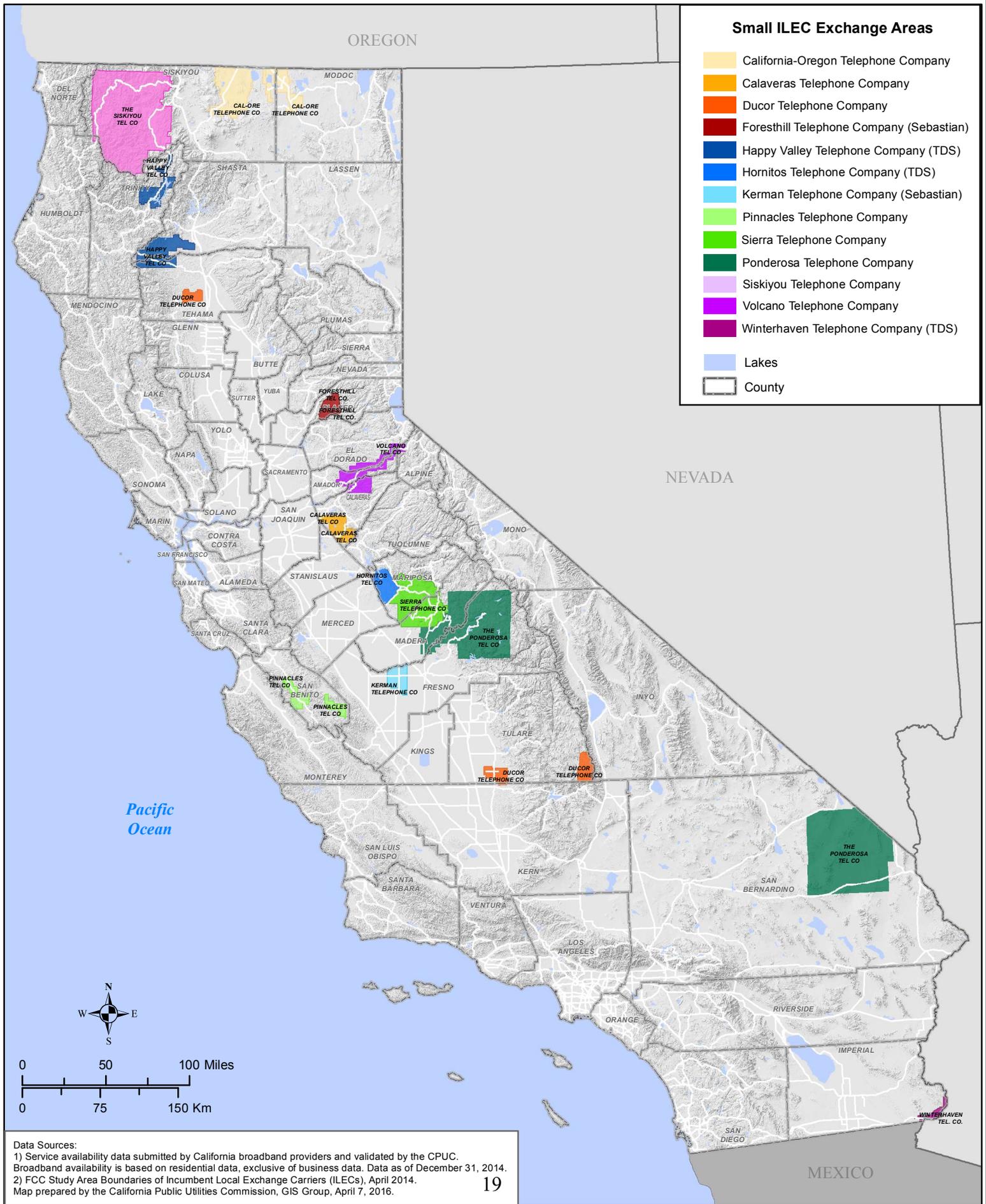
**EXHIBIT B-2**

**MAP OF SERVICE AREAS**

**Small ILEC Territory**



# STATE OF CALIFORNIA



**APPENDIX C  
NOT APPLICABLE**

**APPENDIX D**  
**LIST OF OFFICERS & RESUMES**

**APPENDIX D**

**List of Officers & Resumes**

Name	Title	Address
Julie Ament Gran	Chief Operating Officer	903 1 <sup>st</sup> St North #1082 Hopkins, MN 55353

# Julie Ament Gran

CHIEF OPERATIONS OFFICER | GROWTH ARCHITECT & TRANSFORMATIONAL BUSINESS LEADER

[linkedin.com/in/julie-ament-gran-4822687](https://www.linkedin.com/in/julie-ament-gran-4822687)

## Delivering Scalable Profitability, Enterprise Value, and Market Expansion

Dynamic executive with over 20 years of service-based success, including SaaS businesses through strategic growth, operational transformation, and service innovation. Proven ability to lead companies from growth stage to profitability, drive EBITDA performance, and maximize enterprise value. Trusted advisor to Boards and CEOs, with deep expertise in financial management, cross-functional leadership, and customer experience strategy. Builds high-impact, inclusive cultures and modern operating systems that enable sustainable, agile growth while fostering trust, encouraging creativity, and cultivating environments where employees thrive.

- Strategic Planning & Execution
- P&L Ownership
- Scalable Growth & Profitability
- Customer Experience (CX) Strategy
- Technology Enablement
- Operational Transformation
- Enterprise Risk Management
- Cross-Functional Leadership
- Financial Restructuring
- Organizational Agility
- Board & Investor Engagement
- Talent Development

### — PROFESSIONAL EXPERIENCE —

#### GrandPad | 2019 - Present

Byron, MN

*GrandPad is a privately-held SaaS company delivering senior-friendly tablets and support services, operating through direct-to-consumer channels and B2B partnerships.*

#### Chief Operating Officer | Aug 2023 - Present

- Achieved GrandPad's first EBITDA and Net Income profitability through enterprise operational scaling.
- Increased gross margins by 12% by optimizing core processes, restructuring costs, and realigning workforce resources.
- Delivered 2.5x profit over legacy offerings by developing and launching a high-margin healthcare program tailored to evolving post-COVID market demands and emerging industry needs.
- Accelerated decision-making by modernizing finance, operations, and CX platforms, cutting planning cycles from monthly to weekly, improving reporting time by 60%, and increasing data accuracy by 35%.
- Reduced operational risk exposure and ensured business continuity across all departments by establishing enterprise-wide risk management and continuity frameworks.
- Increased internal mobility by 25% by building a high-potential leadership pipeline that strengthened organizational scalability and ensured succession readiness across key functions.
- Increased cross-functional productivity and reduced costs by driving AI adoption across Marketing, Finance, and Product teams, leading AI workshops and identifying high-impact use cases.

#### Chief Growth Officer | Jan 2021 - Aug 2023

- Drove 66% YoY revenue growth by leading SaaS sales and go-to-market strategy.
- Doubled the healthcare client base and generated \$6M in new revenue by expanding targeted outreach and solution offerings in healthcare markets.
- Generated new multimillion-dollar revenue streams by launching DTC channels and expanding B2B partnerships.
- Enabled confident long-range planning and resource allocation by delivering rigorous revenue forecasting and risk analysis.

#### Vice President, Member Experience & Partner Relations | Jan 2019 - Jan 2021

- Achieved a world-class 70% Net Promoter Score (NPS) during a period of hypergrowth by building and scaling a customer experience model that prioritized service consistency and responsiveness.

- Onboarded 25+ partners in under 6 months, accelerating time-to-revenue and supporting strategic market expansion.
- Drove sustained revenue growth, stronger client partnerships, and improved satisfaction scores by leading B2B customization initiatives, including tailored workflows, branded experiences, and enhanced reporting.

## Lifetouch | 2008 - 2019

Eden Prairie, MN

*Lifetouch is a leading professional photography company specializing in capturing school portraits and family photography across North America, serving 48,000 institutions with a workforce of 5,000+.*

Vice President, Operations & Field Execution | Aug 2018 - Jan 2019

- Achieved a 20% increase in brand footprint and enhanced sales effectiveness by championing the review of new marketing collateral, ensuring accuracy, impact, and brand alignment.
- Increased NPS by 7 points and improved retention rates, fueling a 1.4% YoY revenue increase - the company's first significant growth in years - by leading quality improvements in photography operations.
- Enabled real-time visibility into pipeline and performance metrics for 130+ field territories by implementing new mobile sales technology, leading to faster decision-making and accountability.
- Boosted employee retention by 12% through engagement and recognition initiatives.

Sr. Director, Sales Operations | Sep 2011 - Aug 2018

- Shortened the time-to-close by 15%, enhancing pipeline velocity and enabling more reliable sales forecasting across the organization.
- Elevated service quality and drove continuous improvement through the development of a new Voice-of-Customer (VoC) performance-measurement tool.

Sr. Director, Field Training | Nov 2008 - Sep 2011

- Enhanced operational consistency and CX quality through standardized training across 130 territories.
- Strengthened employee engagement and productivity with new recognition and incentive programs.

Director, Guest Services & Training | Jul 2008 - Nov 2008

- Elevated customer satisfaction by 10% and strengthened brand loyalty by launching a Voice of Customer (VoC) program that aligned frontline teams around actionable insights and transformed the end-to-end service experience. See comment

## Macy's | 1991 - 2008

Minneapolis, MN

*Macy's is a publicly traded omnichannel retailer operating iconic department stores across the U.S.*

Operating Vice President, Selling Services | 2007 - 2008

- Achieved regional market share gains by 15% by leading strategic planning across a 61-store division.
- Drove consistent top- and bottom-line growth through P&L analysis and targeted business development.
- Enhanced customer satisfaction and loyalty by improving service KPIs by 5% and retention by 8%, using data-driven performance measurement tools and strategic marketing programs.

Director, Gift Registry & Macy's by Appointment | 2005 - 2007

- Delivered 20% sales growth by launching a new go-to-market strategy and incentive plan that aligned regional teams, boosted accountability, and fueled sustained performance.
- Trained 100+ professionals via bi-annual leadership seminars focused on sales growth and service excellence.

Store Manager/Assistant Store Manager - Marshall Fields/Hudson's/Dayton's | 1991 - 2005

- Exceeded sales, operational, and customer experience targets consistently by managing multimillion-dollar store operations across flagship and regional locations.

## — EDUCATION —

Bachelor of Arts, Political Science  
University of Minnesota

**CONFIDENTIAL**

Protected from public disclosure pursuant to Decision 24-11-003.

**APPENDIX F  
FINANCIALS**

**CONFIDENTIAL INFORMATION REDATED IN ITS ENTIRETY**

**Protected from public disclosure pursuant to Decision 24-11-003.**

**APPENDIX F  
NOT APPLICABLE**