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EXHIBIT A

UBIQUITY LOUISIANA, LLC ARTICLES OF INCORPORATION
WITH THE STATE OF DELAWARE

Delaware

The First State

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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 "UBIQUITY LOUISIANA,
LLC", FILED IN THIS OFFICE ON THE THIRTIETH DAY OF OCTOBER,
A.D. 2020, AT 1:51 O'CLOCK P.M.



Jeffrey W. Bullock Secretary of State

4020290 8100
SR# 20208144320

You may verify this certificate online at corp.delaware.gov/authver.shtml

Authentication: 203981432
Date: 10-30-20

State of Delaware
Secretary of State
Division of Corporations
Delivered 01:51 PM 10/30/2020
FILED 01:51 PM 10/30/2020
SR 20208144320 - File Number 4020290

**STATE OF DELAWARE
LIMITED LIABILITY COMPANY
CERTIFICATE OF FORMATION**

First: The name of the limited liability company is Ubiquity Louisiana, LLC.

Second: The address of its registered office in the State of Delaware is 251 Little Falls Drive, in the City of Wilmington, in the County of New Castle, Delaware 19808. The name and address of the registered agent for service of process on the limited partnership in the State of Delaware are Corporation Service Company, 251 Little Falls Drive, in the City of Wilmington, in the County of New Castle, Delaware 19808.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Formation on this 30th day of October, 2020.

By: /s/ Sherie Hollinger
Sherie Hollinger, Authorized Person

EXHIBIT B

UBIQUITY LOUISIANA, LLC AUTHORIZATION TO DO BUSINESS FROM .

THE LOUISIANA SECRETARY OF STATE

R. Kyle Ardoin
SECRETARY OF STATE

State of Louisiana
Secretary of State



COMMERCIAL DIVISION
225.925.4704

11/30/2020

Administrative Services

225.932.5317 Fax

Corporations

225.932.5314 Fax

Uniform Commercial Code

225.932.5318 Fax

ONLINE FILING
Miranda.Groom@cscglobal.com

UBIQUITY LOUISIANA, LLC

It has been a pleasure to approve and place on file your application for certificate of authority. The appropriate evidence is attached for your files.

Payment of the filing fee is acknowledged by this letter.

In addition to email and text notifications, business owners now have the option to enroll in our secured business filings (SBF) service. This service is available online, at no charge, by filing a notarized affidavit. Upon enrollment, an amendment cannot be made to your entity without approval using your personal identification number. This is another way to protect your business from fraud and identity theft.

Please note that as of January 1, 2018, business owners in the following parishes will be required to file all available business documents online through **geauxBIZ**: Ascension, Bossier, Caddo, Calcasieu, East Baton Rouge, Jefferson, Lafayette, Livingston, Orleans, Ouachita, Rapides, St. Tammany, Tangipahoa and Terrebonne.

Online filing options are available if changes are necessary to your registration or if you need to file an annual report. Please visit our website at **GeauxBiz.com** for your future business needs.

Sincerely,

The Commercial Division
WEB



R. Kyle Ardoin
SECRETARY OF STATE

As Secretary of State of the State of Louisiana, I do hereby Certify that

the Application Form for Certificate of Authority of

UBIQUITY LOUISIANA, LLC

Domiciled at WILMINGTON, DELAWARE,

Was filed and recorded in this Office on November 30, 2020.

Thus authorizing the limited liability company to exercise the same rights and privileges accorded similar domestic limited liability companies, subject to the provisions of R. S. Title 12, Chapter 22, Part VIII.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

November 30, 2020

Secretary of State

WEB 44166877Q



Certificate ID: 11303582#JHH62

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.
www.sos.la.gov

R. Kyle Ardoin
SECRETARY OF STATE

State of Louisiana
Secretary of State



November 30, 2020

COMMERCIAL DIVISION
225.925.4704

Administrative Services

225.932.5317 Fax

Corporations

225.932.5314 Fax

Uniform Commercial Code

225.932.5318 Fax

The attached document of UBIQUITY LOUISIANA, LLC was received and filed on
November 30, 2020.

WEB 44166877Q

**APPLICATION FOR AUTHORITY
TO TRANSACT BUSINESS IN LOUISIANA**

(R.S. 12:1345)

This Company is For:
BUSINESS

Limited Liability Company Name:
UBIQUITY LOUISIANA, LLC

Previous Company Name:

Date of Organization:
10/30/2020

Period of Duration:
PERPETUAL

Principal office address in state or country of incorporation/organization:
C/O CSC, 251 LITTLE FALLS DRIVE
WILMINGTON, DE. 19808

Principal business office address:
5700 WEST 112TH STREET STE 500
OVERLAND PARK, KS, 66211

Principal business establishment in Louisiana:
501 LOUISIANA AVENUE
BATON ROUGE, LA, 70802

Mailing Address:
5700 WEST 112TH STREET STE 500
OVERLAND PARK, KS, 66211

Registered office address in Louisiana:
501 LOUISIANA AVENUE
BATON ROUGE, LA, 70802

Registered agent's name and address in Louisiana:
CORPORATION SERVICE COMPANY
501 LOUISIANA AVENUE
BATON ROUGE, LA, 70802

The name and municipal address (not a P.O. Box only) of the managers or members:
UNIQUITY FIBER NETWORKS, LLC (MEMBER)
5700 WEST 112TH STREET STE 500
OVERLAND PARK, KS, 66211

JAMIE EARP (MANAGER)
332 FIELDING AVENUE
CHARLOTTE, NC, 28211

AJAY GHANEKAR (MANAGER)
15605 LINDEN ST.

OVERLAND PARK, KS, 66211

Nature of Business to be transacted in Louisiana:

DEVELOPMENT OF FIBEROPTIC NETWORKS IN LOUISIANA ON BEHALF OF ANCHOR TENANTS, SPECIFICALLY WIRELESS CARRIERS AND/OR INTERNET SERVICE PROVIDERS.

The filing of a false public record, with the knowledge of its falsity, is a crime, subjecting the filer to fine or imprisonment or both under R.S. 14:133.

BY TYPING MY NAME BELOW, I HEREBY CERTIFY THAT I AM A MEMBER/MANAGER.

ELECTRONIC SIGNATURE: JAMIE EARP (11/25/2020)

TITLE: MANAGING PARTNERS

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "UBIQUITY LOUISIANA, 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 TWENTY-FIFTH DAY OF NOVEMBER, A.D. 2020.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "UBIQUITY LOUISIANA, LLC" WAS FORMED ON THE THIRTIETH DAY OF OCTOBER, A.D. 2020.

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



4020290 8300

SR# 20208498614

You may verify this certificate online at corp.delaware.gov/authver.shtml

Authentication: 204170531

Date: 11-25-20

SECRETARY OF STATE



Agent Affidavit and Acknowledgement of Acceptance

Charter Number: 44166877Q

Charter Name: UBIQUITY LOUISIANA, LLC

The agent / agents listed below accept the appointment of registered agent for and on behalf of the Charter Name above.

Date Responded	Agent(s)	Agent(s) Electronic Signature
11/30/2020	CORPORATION SERVICE COMPANY	ELIZABETH A. DAWSON, ASST. VICE PRESIDENT

EXHIBIT 3

Confidential versions filed under seal under separate cover

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EXHIBIT 4

Exhibit 4-A	Resume of Patrick O'Leary
Exhibit 4-B	Resume of Emir Fazlic
Exhibit 4-C	Resume of Ajay Ghanekar
Exhibit 4-D	Resume of Jamie Earp

Patrick O'Leary

847-404-2067

Novi, MI 48377

poleary@ubiqops.com

Linked In profile www.linkedin.com/in/PatrickOlearyIL

Engineering/Operations/Supply Chain Executive

Innovative, collaborative and decisive leader with over 25 years' experience in all facets of Engineering, Operations and Supply Chain Management. Proven track record in building, motivating and transforming organizations to address the strategic needs of the business. Strong leadership and team building skills that creates a culture of trust, enthusiasm and pride. Problem solving through data analytics and activity direct observation. Operational and Supply Chain leader who has created, deployed and managed complex initiatives, vendor negotiations, projects and budgets (completion dates Operational Expense/Capital Expense targets).

Experience

Ubiquity Operations, Overland Park, KS

Managing Director (January 2020)

Responsible for all aspects of identifying, cultivating, engineering and closing business opportunities. Working with the Ubiquity Partners to secure anchor tenants (ISP, Wireless Carriers). Lead a team in implementing an open access fiber network that allows a multi-tenant high speed network solution.

The Green Panel, Brighton, MI

Director Business Operations (2020)

Led the team to reorganize the business which will allow The Green Panel to grow the organization and build new processes to allow them to be more efficient.

Providing renewable energy solutions by installing residential and commercial Solar panels and backup power (Tesla Powerwalls) to decrease commercial power by reducing the time "on Grid".

Verizon, Southfield, MI; Basking Ridge, NJ

Director of East Territory Engineering (2016- 2019)

Leader of a team of 16 senior managers with 150 employees and 100 direct contractor reports responsible for Budgets, Inventory, Cost Transformation and Building Engineering

- Actively managed yearly capital budget of approximately \$2.9B.
- Led and created a strategic and operational team focused on teamwork, functional alignment, fiscal responsibility, inventory controls and corporate compliance.
- Designed and established an Engineering Control Tower including its operating model, functional alignment, and external benchmarking, resulting in a \$350 million Capital Expense reduction.
- Implemented collaborative budget and inventory programs.
- Developed standardized processes for budget and inventory reporting across 10 national markets including 5G design standardization and cost reduction initiatives.
- Drove supplier cost reductions and accountability for on time delivery by utilizing performance metrics against targets while delivering a quality product.

Verizon, Southfield, MI

Director of Engineering - Michigan, Indiana, Kentucky (2014- 2016)

Led a team of 7 senior managers with 80 employees responsible for Budgets, Inventory, Real Estate Negotiations, Project Management, 4G Engineering and Cell Site Engineering/Construction

- Actively managed a yearly capital Budget of \$380M while achieving the highest inventory turns in

the nation.

- Drove the strategy and execution of 4G engineering and construction services which led the country in 4th Generation sites on air.
- Championed expense reduction projects in real estate and communication savings that resulted in \$20M yearly expense savings targets.
- Exceeded operational deliverables (cell towers, small cell nodes, In-Building and major venues).
- Directed an Asset Management team and staging facility of 75,000 sq. ft. with an average of \$75M.

Verizon, Schaumburg IL

Interim Director Network Performance - Illinois / Wisconsin Region – (2013-2014)

Led the Design and Network Performance team that was responsible for strategic network development, analyzing network performance and engineer solutions to address problem areas

- Led the team to improve performance characteristics in major venues (Soldier Field, Lambeau Field, Chicago Speed Way and Sears/Willis Tower) while managing a budget of \$50M.

Senior Manager Project Implementation - Illinois / Wisconsin Region (2008 - 2012)

Led a team of 22 employees that Engineered, Project Managed field and Central Office capacity requirements and managed a 65K sq. ft. inventory facility

- Actively manage an annual capital budget of approximately \$280M. Reduced overall inventory (Capital In Progress) by \$50M by improving cycle turns thus reducing equipment inventory aging.

Senior Manager Switch, Data & Transport Engineering - Illinois / Wisconsin Region (2006- 2008)

Led team of highly technical engineers, provided leadership and guidance for the design, implementation and support of the Verizon Wireless data networks and backhaul transport in the Region while Managing a yearly budget of \$70M.

Senior Manager New Product Implementation - National (2005 - 2006)

Responsible for the successful introduction of Area/Regional services along with capacity upgrades to systems

- Established working relationships with HQ, Area/Regional Marketing and Sales organizations to ensure successful introduction of services and continued expansion of systems.

Senior Manager Network Operations - Illinois / Wisconsin Region (2001- 2005)

Led team of 25 technicians for the largest cellular switching office in the region. Responsible for all 24x7 operations and maintenance.

Additional Experience

Ameritech Cellular – Hoffman Estates IL

Senior Maintenance Engineer (1998-2001)

Assistant Manager of Field and Switch Network Operations (1994-1998)

Retail Store Communications Technician (1993 - 1994)

Education

Lewis University - Bachelor of Science Degree in Aircraft Management

Lewis University - FAA Certified Licensed Power Plant and Airframe Mechanic

EXHIBIT 4-B

RESUME OF EMIR FAZLIC

Emir Fazlic

Senior Engineering Strategist + Leader

Team-focused, results-driven leader, with 5+ years of progressive management experience in Network Engineering and Operations. Strong interpersonal, written, and verbal communication skills, with extensive experience working in a diverse, team-structured environment. Highly effective in developing and optimizing teams focused on delivering results, reducing costs, and providing superior customer service. Seeking advanced opportunities in a director capacity to leverage extensive leadership experience and core competencies in information technology.

Education

Columbia College, Columbia, MO
Master of Business Administration

Webster University, St. Louis, MO
Bachelor of Science, Computer Science

St. Louis Community College, St. Louis, MO
Associate in Applied Science
Network Administration

Core Competencies

Management & Leadership

Team-work/Team-Building

Capital Budget Planning & Oversight

Project Management

Strategic Thinking

Critical Thinking/Problem-Solving

Written & Verbal Communication

Interpersonal Communication

Global/Intercultural Fluency

Tools & Technology

- 5G UWB Deployment
- Fiber Engineering
- 4G LTE Deployment and Optimization
- AWS
- SQL
- Access
- C++

Contact

P: (913) 249-0361

E: emirfazlic2012@gmail.com

LinkedIn: linkedin.com/in/emir-fazlic-b3532264/

Professional Experience

Ubiquity Operations, Kansas City, KS

Managing Director, Ubiquity Operations, (July '20 - Present)

Emir Fazlic is a Managing Director at Ubiquity Operations where he is responsible for all aspects of engineering, evaluation, contractual negotiations, and project management. Emir previously held leadership posts at Verizon where he led the network engineering team. During his tenure at Verizon, Emir was responsible for all aspects of Verizon's fiber network buildout in the Midwest, in addition to managing multi-million-dollar annual capital and expense budgets.

Verizon, Kansas City, KS

Senior Manager, Network Engineering and Operations, (Apr. '19 - July '20)

- Deployed largest fiber infrastructure network that launched 5G service for Kansas City, Kansas
- Supervised and developed a team of 12 Engineers who assisted with maintenance of a multimillion-dollar fiber network
- Improved processes that increased productivity while lowering expenses and honing key performance indicators
- Facilitated contractual negotiations with vendors to maximize cost efficiencies
- Collaborated with colleagues to develop tools that identified system discrepancies, saving time troubleshooting reporting issues, and maximizing productivity in other high priority areas

Senior Manager, Network Assurance, (Apr. '17 - Apr. '19)

- Managed daily operations and maintenance of a multi-million-dollar wireless network in a span of 906 cell site locations
- Supervised a team of 16 Network Field engineers responsible for maintaining, upgrading and optimizing locations, to include Macro, CRAN, DAS, and Small Cells
- Collaborated with the West Area Tools Team to develop an automated nationwide report to access key performance indicators
- Designed and implemented several cost saving initiatives that saved Verizon thousands of expense dollars annually

Accomplishments

- Engineered, designed and deployed largest fiber infrastructure network that launched 5G service for Kansas City, Kansas
- Saved 100's of thousands of capital dollars utilizing existing Operations Team to complete a portion of projects
- Saved 1+ million dollars re-negotiating existing contracts and new amendments

EXHIBIT 4-C

RESUME OF AJAY GHANEKAR

AJAY GHANEKAR, MS

aghanekar@ubiqpartners.com

15605 Linden Street Overland Park KS 66224

281.638.7398

**TELECOMMUNICATIONS INVESTOR/ STRATEGIC LEADER & ORGANIZATIONAL
CHANGE AGENT**

**TECHNOLOGY SOLUTIONS • \$MM PROJECT DESIGN & DEPLOYMENT
BUILDING HIGH PERFORMANCE / QUALITY & SOLUTIONS DRIVEN PROJECT TEAMS**

**Go-To for Profitably Turning Around Underperforming Projects in
Major Geographic Regions throughout the United States**

Recipient of Recognition by the CEO and Numerous Outstanding Achievement Awards for Creating a Culture of Innovation and Excellence, meeting demanding goals, and driving employee satisfaction with improving morale; promoted numerous times throughout career and have earned a reputation as a “fixer”.

Leadership Strengths:

- *Futurist & Strategic Thinker with Strong Technical Problem-Solving in a Cost-Effective Manner*
- *Challenge the Status Quo to Enhance Organizational Efficiency with Best Practices / Quality Initiatives*
- *Ensure Cross-Functional Collaboration and Engage Employee Participation through Transitions and Changes*
- *Exemplify Core Values—Exceptional Work Ethic, Integrity, Initiative, Accountability, Fairness and Tenacity*

Core Competencies & Key Knowledge Areas:

- *Consistently Exceed Expectations and Meet Project Milestones, Deliverables, SLAs and Business Goals*
- *Manage Project Compliance with Fiscal/Budgetary Guidelines, Specifications and Outcomes*
- *Analyze Scenarios & Anticipate Outcomes to Minimize Problems / Glitches within the Project Life Cycle*
- *SME in Wireless, RF Engineering, Fiber, Network Technologies, Design, Integration & Performance Enhancements*

EXPERIENCE AND ACHIEVEMENTS

Ubiquity Management

Overland Park, Kansas – USA

Managing Partner (December 2019 till date)

Responsible for all aspects of deal sourcing, evaluation, and execution as well as operational management. Ubiquity Partners seeks to invest, develop and manage critical communications infrastructure throughout the United States.

VERIZON WIRELESS - Nationwide

Overland Park, Kansas - USA

Executive Director – Network Engineering and Performance (November 2015 – December 2018)

Lead teams of 500+ employees for Planning, Performance and Network Engineering throughout the Eastern Half of the country. Network deployment associated with \$3.5 billion annual capital budget and \$2 billion annual expense budget.

- Successfully launched various services on 4G and prepared the network for launch of 5G
- Lead Network transformation efforts driving over \$250m in capital and over \$100m in annual expense savings
- Conducted over 100 round table sessions across the East Territory to share strategy and direction

AJAY GHANEKAR, MS

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EXPERIENCE AND ACHIEVEMENTS

VERIZON WIRELESS (Continued)

Executive Director – Network (September 2014 – November 2015)

Sent to Detroit, Michigan to lead a team of 330+ employees and complete network growth plans associated with \$400 million capital budget. Project deployment was back loaded in a calendar year impacting network performance employee workload. Directed network planning, deployment and operation throughout the Michigan, Indiana, and Kentucky region. Challenged the Director team to understand reasons for a back loaded plan.

- Achieved recognition as the Top Performing Region in 2015.
- Drove workforce efficiency by eliminating poor performing employees and overlapping roles.

Engineering Director (December 2013 – September 2014)

System Performance Director - Overland Park, Kansas - USA (August 2011 – December 2013)

Partnered with Engineering and Operations teams to deploy the best 4G network in Kansas Missouri Region with a budget of \$200 Million. Led teams of Engineers for RF Design, Performance and Network Engineering. Challenged team members to exceed their goals and consequently met all network performance and deployment goals.

- Region 4G Network was Ranked #1 in the entire U.S.—maintaining superiority in a highly competitive market.
- Established a 3-year plan to address long term network coverage and capacity need.

System Performance Manager - Houston, Texas (March 2009 to August 2011)

Lead the team of 12 Engineers for RF design, regional capacity and network performance for the Alltel Integration Project. Worked with cross-functional teams for timely completion of capital projects.

- Successfully improved network efficiency by re-harvesting more than 350 voice carriers but at the same time growing EvDO capacity to stay ahead of the need. Carrier Re-harvest Project saved more than \$7 million.

SPRINT - Denver, Colorado - USA

RF Engineering Manager (September 2004 to March 2009)

Lead the Colorado RF Team in network design and integration projects (CDMA 3G1X) with more than 1200 sites in the State. Reduced employee turnover and ranked as one of the Top Managers in the region. Successfully designed and integrated 161 Qwest sites within 6 months followed by a successful migration of 180,000 Qwest customers onto the Sprint network. Improved network performance by 200+% in 3 years—with the Denver market earning the Best Telephia\Nielsen Network Satisfaction scores in the West Region.

- Received several Excellence Awards, recognition by the CEO—and top ratings in employee experience surveys.

TATA TELESERVICES LTD - Mumbai, India

Senior Manager - Corporate Network (RF) (2002 to 2003)

Rolled out the 3G CDMA throughout India—completed within the 1st year for commercialization. Reported directly to the CTO to manage and direct all RF engineering activities nationwide. Established parameters, guidelines and processes for RF engineers. Lead Vendor selection for various network elements

MARCONI WIRELESS (MSI) - USA

Senior Consultant (2000 to 2002)

Designed and optimized CDMA and TDMA networks with multiple carriers for MSI throughout the United States.

BPL MOBILE - Mumbai, India

Deputy Manager - RF Planning

Member - Network Performance Team 1995 to 2000)

Designed / optimized GSM 900 network in Mumbai with more than 150 Motorola cell sites, in an austere location.

EDUCATION

UNIVERSITY OF MUMBAI - Mumbai, India

Master of Science in Financial Management 2000

Bachelor of Science in Electronics Engineering 1995

EXHIBIT 4-D

RESUME OF JAMIE EARP

Jamie W. Earp

**5700 W. 112th Street
Suite 500
Overland Park, KS 66211**

**(913) 378-1752 O
(919) 368-6446 M
jearp@ubiqpartners.com**

Accomplished Entrepreneur and Growth Specialist with 20 years of experience in a wide variety of management and advisory roles focused on superior return on investor capital. Maintains a robust professional network and a skill set for working with high-level teams in growth-oriented business environments. Possesses capabilities to create value while providing companies with strategic, operational, business development, and stakeholder relations expertise. Track record of success in deal-making and raising capital for organic and M&A growth-phase businesses.

CORE COMPETENCIES

Start-Up Ventures
Business Development
Investor Relations

Growth Management
Fundraising/Restructuring
Stakeholder Management

Strategic Planning
Mergers & Acquisitions
Visionary Leadership

PROFESSIONAL EXPERIENCE

Ubiquity Management, LP
Managing Partner

2019 – Present

Ubiquity seeks to invest, develop and manage critical communications infrastructure throughout the United States, providing telecom services companies with access to open-access networks in markets where market demand for and a scarcity of infrastructure exist.

- Focus on investments in telecom-based infrastructure assets, as well as the operating companies that rely on and have exposure to those core asset classes
- Responsible for all aspects of deal sourcing, evaluation, funding and execution as well as providing support for operational management
- Utilizes a deep and robust network to provide Ubiquity the ability to source, negotiate and close on opportunistic transactions for strategic growth

RCP Holdings, LLC
Managing Partner

2016 – 2019

Personal investment vehicle utilized to assess and deploy capital in real estate-like assets and entities that can deliver outsized returns while mitigating downside market risk.

- Focused primarily on the telecom sector, specifically operating companies and corollary infrastructure assets
- Additional investment focus on certain real estate investment opportunities with existing income and/or value-add investment attributes
- Actively sourced transactions, managed fundraising activities, executed new investments, and worked alongside managers of target companies to maximize overall enterprise value and return on investment

Branch Communications, LLC
Founder, Director & Executive

2011 – 2016

Founded and co-led the fastest growing private US tower company over a five-year period, during which the industry underwent drastic changes to the operating models of both infrastructure owners and wireless carriers/broadband providers. Acted in various executive roles, overseeing operations, long-term strategic planning, investor relations, finance, legal, administrative, and external affairs.

- Raised an initial \$40 million in 2011 (record for a greenfield by our investors), and grew to over \$120 million of committed equity and debt funding, while serving as CFO/COO during the start-up phase of the company, and Head of Business Development during peak customer expansion
- Oversaw company growth to over 900 total assets (250 developed and acquired/over 700 managed for 3rd party owners) in 38 U.S. states/territories, while leasing and services revenues grew to over \$22 million annually
- Served as a member of the investment committee, and as a managing officer in each of the company's development, M&A and services arms

Cardinal Strategy Group
Principal

2008 – 2011

Provided strategic planning, fundraising, and development services to organizations in order to execute management, financial structuring, business development, and public policy goals. Led projects and worked with high-level teams across multiple business functions.

- Assisted American Tower Corporation (ATC) with state and local advocacy efforts as well as multiple in-building and outdoor DAS network project deployments
- Advised an alternative energy investment fund on project placement in target states, initiating community outreach and negotiating business incentives with state/local authorities
- Reorganized Senator Elizabeth Dole's 2008 re-election finance division, executing a strategic plan over the final two quarters that increased income by 88% to over \$6 million, while reducing operational costs by 25%

North Carolina Chamber of Commerce
Vice President

2006 – 2008

- Increased annual revenue by 10% during the 2007-2008 fiscal year while holding costs for revenue generation below historic levels
- Created, funded, and managed organizational subsidiaries developed for business engagement purposes, including initiatives on tax, regulatory and legal reform, workforce preparedness, and infrastructure funding
- Worked with business members in North Carolina and regional corporate partners to develop coalitions and strategies to achieve mutually desired public policy outcomes

Earp & Associates

2003 – 2006

Principal

- Served as a finance advisor to the National Republican Senatorial Committee (NRSC) during the 2005-2006 cycle, utilizing national contacts to generate over \$1 million in new revenue for the Committee
- Provided Fortune 1,000 aggregate company with strategic contacts and adeptness in using policy processes to influence key tax officials, resulting in the positive resolution of a multi-million-dollar state tax dispute
- Developed client and partnership leads for an alternative energy solutions provider, using access to corporate and governmental organizations to generate increased revenue

Dole 2002 Committee, Inc., Salisbury, NC

2002 – 2003

Deputy Director

- Worked extensively with national, state, and local business leaders to help formulate the campaign's policy positions pertaining to business competitiveness and private sector growth, and dissemination of those positions to employers and employees across the state.
- Directed implementation of targeted grassroots and communication efforts, while coordinating with the campaign's communications team to maximize earned and paid media opportunities in targeted North Carolina markets.
- Organized and managed national and state fundraising opportunities with business leaders and the PAC community, generating 10% (\$1.3 million) of total fundraising during the campaign through hard and soft-money solicitations to the campaign and joint fundraising committees.

U.S. Chamber of Commerce, Washington, DC

1999 – 2002

Manager, Congressional and Public Affairs

- Lobbied Members of Congress on a wide variety of business issues while working with a diverse mix of pro-business Republicans and Democrats to advance policy and regulatory priorities, specifically on issues involving trade (China PNTR), transportation, telecom, tax, healthcare, and energy policy.
- Prepared and presented policy briefings for business executives, Chamber members, Federation partners, and media organizations – including driving press activities on top issues in key Congressional districts.
- Promoted pro-business Members of Congress and candidates through local press outreach, fundraising opportunities, and grassroots support among the business community through the Chamber's GOTV program.

EDUCATION**UNC Kenan-Flagler Business School, Chapel Hill, NC**

2012

Master of Business Administration

George Mason University School of Law, Arlington, VA

2005

Juris Doctorate

University of North Carolina, Chapel Hill, NC

1998

Bachelor of Arts