

EXHIBIT C

RESUMES

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Jamie W. Earp

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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
Master of Business Administration

2012

George Mason University School of Law, Arlington, VA
Juris Doctorate

2005

University of North Carolina, Chapel Hill, NC
Bachelor of Arts

1998

AJAY GHANEKAR, MS

aghanekar@ubiqpartners.com

**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

Page 2 of 2

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 3GIX) 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

GREGORY S. DIAL



SKILLS

- New Technology Business Development
- Deep Service Provider / Enterprise Experience
- 5G, Cloud, Security and Private Networks
- Product Lifecycle, P & L Ownership
- Large Scale Contract Negotiation
- Business Transformation / Change Management

UBIQUITY OPERATIONS

MANAGING DIRECTOR AND CHIEF REVENUE OFFICER 2021 -
PRESENT

- Responsible for overseeing Internet Service Provider business for Ubiquity as well as supporting overall Ubiquity strategy. This includes managing Sales, Marketing, Billing and Customer Service at One Source and future expansion locations.

CASA SYSTEMS

VP, 5G BUSINESS DEVELOPMENT, MAJOR ACCOUNTS 2020 - 2021

- Business development lead for all 5G engagements across both Carrier and Enterprise domains. Program ownership for 5G radio and core integration into Public Cloud (AWS / Azure) as well as solution development and proof of concept support for Tier 1 mobile and cable operators.

JMA WIRELESS

SVP, WIRELESS PRODUCT AND MARKET STRATEGY 2019 - 2020

- Product and go to market strategy lead for 5G and indoor products, cross functional sales support and customer facing messaging. Strategic product development ownership for 5G wireless and enterprise private wireless solutions. Ownership of all product material, corporate positioning and RFP responses
- Strategic Channel Development ownership for 5G and emerging edge service business. CTO level engagements with Public Cloud and Infrastructure leaders as well as the U.S. government. Driving proof of concept / lab trials through full commercial deployments inside Tier 1 service providers and Fortune 500 enterprises.

VERIZON 2007-2018

EXECUTIVE DIRECTOR, NETWORK PLANNING 2017 - 2018

- Headquarters network planning lead for Verizon's wireless network. Responsible for 4G and 5G network engineering, new technology introduction, vendor negotiation, and investor relations support to evangelize Verizon's network story. Annual Capital budget ownership of \$8B.
- Chief of Staff to Chief Network Officer (CNO). Led Quarterly Verizon Board of Directors presentation package, organization wide metrics reporting & analysis, and live quarterly webcast.
- Member of Verizon Mergers and Acquisitions team evaluating seed stage opportunities and partnerships

GREGORY S. DIAL



EXECUTIVE DIRECTOR, PRODUCT DEVELOPMENT

2014 – 2017

- Lead Verizon Cloud, Messaging, Security and Voice product development. Oversight of national data center infrastructure backing up content from 50 million Verizon smartphones daily. Drove \$500M in annual revenue.
- Managed 90 U.S. based software developers, 100 offshore development resources, and 5 major vendors
- Market ownership of enterprise products, delivering converged communication solutions - voice, text, and data

DIRECTOR, PRODUCT DEVELOPMENT - MOBILE DEVICES

2013 – 2014

- Managed global team of 25 engineers focused on 4G Smartphone development across Android and IOS. Requirements lead for standards compliance and development of Mobile payment and Security solutions.
- Created Verizon Support and Privacy app used to protect 50 million Android devices on Verizon's network.
- Managed multiple 'dark' projects for flagship smartphones, working directly with Apple and Google on site.

DIRECTOR, GLOBAL PRODUCT DEVELOPMENT

2012 – 2013

- Development of Verizon international roaming business, including the world's first 4G LTE roaming.
- Lead negotiator with global operators for roaming contracts. End-to-end accountability of roaming user experience; including web, customer interactions, self-serve solutions, and price plans.
- Grew revenue stream from \$250M to over \$1B in 3 years, increasing margin 2X through roaming negotiation

ASSOCIATE DIRECTOR, USER EXPERIENCE

2008 – 2012

- Training of retail locations to support overall improvement of sales and smartphone upgrade process
- Reduced new customer call center traffic 15%, driving bottom-line savings of more than \$50M
- Developed a digital platform for in-store smartphone screens, driving 20 million retail impressions annually

ALCATEL-LUCENT (BELL LABS)

2004 - 2007

SENIOR MANAGER, BUSINESS DEVELOPMENT – WIRELESS PRODUCTS

- Network sales engineer handling government and private carrier deals up to \$500M
- Lead the 3G Wireless task force to introduce emerging markets to 3G wireless tech (India, Africa, Middle East)
- Chief of staff for Wireless Business Development group President

LUCENT TECHNOLOGIES

2000 - 2004

CONTRACT ADMINISTRATION MANAGER
FINANCIAL PLANNING & ANALYSIS

EDUCATION

M.B.A. GENERAL BUSINESS: (*Magna Cum Laude*)
FAIRLEIGH DICKINSON UNIVERSITY, FLORHAM PARK, NJ

CLASS OF 2005

B.S. BUSINESS ADMINISTRATION
WAKE FOREST UNIVERSITY, WINSTON-SALEM, NC

CLASS OF 2000

G R E G O R Y S . D I A L



PATENTS

Systems and methods for identifying a cell type and cell communication capabilities from broadcast data

Patent number: 10548029

Connected toll pass

Patent number: 10078831

Patrick O'Leary

poleary@ubiqops.com

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 (2020- till date)

Responsible for all aspects of identifying, engineering, and closing business opportunities. Lead the team for project implementation and providing oversight for Ubiquity's networks.

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

Awards

- 2018 National Best in class Cost Transformation Award - special award from Chief Network Office
- 2015 National Best in class Capital Management (CIP/Aging) Award – special award from Chief Network Office
- 2013 Network Foundation Award- special award from Chief Network Office
- 2012 NATO Summit in Chicago - Recognized by leadership team for support and lead on disaster drill support leading up to and including event.
- 2009 Regional 3 Star Executive Director Award for LTE Ericsson RRH solution for Chicago microcell design
- 2006 Regional 2 Star Director Award – Personal and Team Commitment (Interim Transport Engineering Manager)
- 2003 Verizon Team V Award Winner
- 1997 Ameritech Chairman Award nominee
- 1998 Ameritech Cellular Above & beyond award winner

Bryan N. Quisenberry, CPA, CIRA

13 Years – Focus on Financial Change Leadership – Hands On Collaboration – Transformation & Growth

ACCOMPLISHMENTS

Key Metrics Delivered – Assessed and built tool to measure and manage key metrics to optimize business / team performance

Expanded Service Capability – Developed new service for data driven Price/Volume/Mix Analysis process for EY TAS Decision Modeling and Economics

Global Initiative of Change – Led standardization initiatives, including global rollout of C2C operating system

Building Playbook & Plan – Developed strategies to manage through severe liquidity crunch, playbooks for the divestment of select non-core businesses, and modeled financial forecasts

PE / Venture Capital Modeling – Developed detailed planning, forecasting, and measurement tool; integrating key performance indicators with forecasted metrics to drive complex decisions such as staffing model, and inventory management

EXPERIENCE

Managing Director of Finance, Ubiquity Management

June 2021 - Present

Responsible for driving finance and accounting excellence across all investments and supporting strategic decisions.

Principal, Q Advisors LLC

January 2020 – June 2021

Founded an independent advisory firm focused on increasing enterprise value of middle market clients through transformation of finance and accounting functions.

Senior Director of Finance, HONEYWELL INCORPORATED

June 2019 – January 2020

Global Process Owner of Credit to Cash (C2C)

Led global C2C organization of over 450 team members across the globe; responsible for establishing and reassessing customer credit limits, collecting payments, reducing past dues, and applying payments to invoices to reduce days sales outstanding

Drove process standardization across all businesses to enhance performance through combination of superior data metrics visibility and procedural improvement.

Major Initiatives:

- Enhanced C2C policy to tighten controls
- Roll out of standard C2C operating system globally in 3 months, including training program
- Instigated resource site planning in line to meet improved long-term performance objectives

Senior Manager, ERNST AND YOUNG LLP

August 2006 – May 2019

Over 12 years progressing to Senior Manager with increasing responsibility in leadership, execution, and sales across three practices and three cities – Charlotte, NC (2013-May 2019), Atlanta, GA (2011-2013), and New York, NY (2006-2011)

Overall Responsibilities as Senior Manager:

Identified and led pursuit opportunities including market research efforts, developing client relationships, marketing capabilities and services

Built pipeline of activity within financial services sector through development of proprietary tools and cultivation of strategic relationships

Led client engagements from building team to managing delivery quality and timeliness of work.

Bryan N. Quisenberry, CPA, CIRA

Senior Manager – TAS: Decision Modeling and Economics

July 2018 – May 2019

Typically assigned to projects that needed major change, transformative work, and out-of-the-box thinking

Core work focus was on quantitative analysis and leveraging evidenced-based analytics to inform clients' strategic and operational decisions

Major Initiatives:

- Led 4-member team to provide valuation and data analytics expertise to support major business decisions for global multi-billion dollar

- Assessed quarterly gross profit and identified key drivers for declines; performed comparison analysis
- Leveraged analytics tools to improve efficiency and auditability of financial analysis
- Led development of new service capability to deliver price/volume/mix analysis to support understanding and reporting of financial performance

Senior Manager – TAS: Restructuring and Financial/Operational Forecasting 2010 – June 2018

Focused on advising clients, typically in distress, in managing/improving liquidity, credit availability, and assessing operational strategies

Work commonly included strategic analysis and planning and cash flow forecasting

Major Initiatives:

- Led 20-member cross-functional team advising one of the largest global financial institutions in plan development to be resolved in the event of failure
 - Developed strategies to manage through severe liquidity crunch, playbooks for the divestment of select non-core businesses, and modeled financial forecasts
 - Performed funding analyses to demonstrate each strategy's effectiveness and impact on stakeholders
- Led targeted team to assist PE portfolio company (greater than \$200M in annual revenue) in understanding key drivers for recurring large forecast variances and determine risk to breaching loan covenants
 - Reviewed historical financial performance, improved budget forecast and cash management process on manufacturing and services company
 - Brought together disparate processes and developed single comprehensive monthly operating and financial forecasting model, detailed by business segment. The model integrated impacts of assumptions on sales, inventory, plant efficiency, etc. on forecasted cash flow with variance analysis for actuals, as well as alert for potential covenant breaches
 - Built new tool to use dynamic inputs and have structured output to link budget process and established KPIs
- Led front-office and finance teams through the acquisition of a mid-market bank
 - Acquisition work focused on integration impact analysis, defining target operating models, integration approach, and detailed design
 - Developed targeted analysis including deposit products alignment to acquired customer mix, deposit and loan pricing strategy review, and rationalization of deposit products for mid-market bank

Senior – Forensic Accounting, Integrity Services, and Fraud 2006 - 2010

Led workstreams and performed analysis and execution on client engagements including:

Work commonly included forensic accounting and litigation support to outside legal counsel for finance and accounting needs, such as insider, customer fraud, illegal trading schemes, and contract disputes

Audit Staff 2006 – 2007

During busy season, performed normal auditing functions for the firm

PROFESSIONAL CERTIFICATIONS

Certified Public Accountant (CPA), North Carolina

Certified Insolvency and Restructuring Advisor (CIRA), ASSOCIATION OF INSOLVENCY AND RESTRUCTURING ADVISORS

EDUCATION

Master of Science in Accounting

SOUTHERN METHODIST UNIVERSITY

GPA: 3.84

Grad Date: May 2006

Bachelor of Business Administration in Accounting

UNIVERSITY OF GEORGIA

GPA: 3.50

Grad Date: December 2004

Emir Fazlic

Senior Engineering Strategist + Leader

Team-focused, results-driven leader, with 9+ 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 executive role to leverage extensive leadership experience and core competencies in operations, engineering and information technology.

Education

Columbia College, Columbia, MO
Master of Business Administration

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

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
- Financial Modeling
- Microsoft Suite
- AWS,C++, SQL, Access, GIS

Contact

[Redacted Contact Information]

Professional Experience

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

- Managing Director at Ubiquity Operations where he is responsible for all aspects of engineering, evaluation, contractual negotiations, and project management.
- Responsible for quality strategies, cost-cutting initiatives and streamlining of the operational workflow of the highest level
- Evaluated numerous businesses for acquisitions, financial models, which resulted in fiber infrastructure acquisition.
- Worked with financial associates to develop and streamline business cases for capital network expansion by utilizing correct levers and assumptions while projecting key financial yields on returns on capital.
- Reduced cost on capital expenditures by 37% on labor and 67% on equipment by contractual negotiations for new acquired portfolio company resulting in savings millions of dollars for future capital build out while streamlining processes.

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 systemdiscrepancies, 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

Rafael “ Sonny” Nunez

Work History and Experience

Mission Statement

The mission is to provide professional solutions-based telecommunications networks in areas where communications demand and capacity are at odds. The goal is to ensure high functioning teams can enter a clear path of deployment in an extremely challenging space whether for technical reasons or the regulatory nuances of Fiber-based networks. It is with the necessary and rich collection of deployment experience, municipal understanding, utility regulations and excellent relationship building skills that I can bring forward to assist in laying the foundation to meet and/or exceed the expectations of the private and public sector.

Experience

Ubiquity Management, LLC

April 2022 – Current

Vice President, External Affairs

- Responsible for providing executive management market entry assessments resulting in high dollar capex projects across 6 states and 15 markets.
- Responsible for working collaboratively with local, state and/or federal agencies to ensure entitlement processes are consistent with applicable telecom regulations.
- Obtain all agreements necessary to access existing utility infrastructure, Rights-of-Ways, Railroad and/or any other licenses for the provisions of providing Ubiquity's telecommunications services
- Single point of contact for escalatory matters involving the Public, Municipalities and/or Regulated Utilities.

Crown Castle Fiber LLC – Irvine, California

June 2013 – November 2020

West Region Utility Relations Manager

- Responsible for negotiating and obtaining 60 Utility Infrastructure Use Agreements in the Southern and Western United States for Fiber and Small Cell deployments in addition to managing all regulated activities such as Pole Attachment Authorizations, Construction Standards and Executive Level Escalations.
- Developed method of analysis and reporting metrics to identify regulatory hot spots and key performance indicators reconcilable to applicable laws governing regulated access, costs and timelines.
- Provide expert review, consultation and presentation for technical panels such as the NESC, FCC's Broadband Deployment Advisory Committee and industry organizations such as Western Energy Institute, Utilities Technology Council, and EUCL.
- Chairperson for Subcommittee 2 of the G.O. 95 Rules Committee responsible for advancing the modernization of the regulation while enhancing safety and reliability to include G.O. 165, 2017 ROW Rules, revisions to Rule 18 and most recently the pending Pole OII/OIR rulemaking (I-17-06-027) requiring development of common portals and public access to asset databases.
- Strategically worked directly with utility regulatory teams on all tariffed and non-tariffed electric products and/or services to negotiate favorable outcomes either by a new tariff filing or by administrative advice letter.

Crown Castle USA Inc. – La Verne, California

January 2010 – May 2013

West Region Government Relations Manager

- Responsible for permitting wireless/wireline activities in 13 states, 125 municipalities, obtaining roughly 50 Right-of-Way Usage Agreements and over 150 Land Use Entitlements in the Southwestern United States.

Rafael Nunez

- Implemented procedures to ensure compliance and quickly identify actual and/or potential conflicts related to Federal, State and Local laws specifically regulating cost, time, place and manner for mutual and diplomatic resolve where practicable.
- Developed strategic plans, materials and presentations to address Public Hearings, Town Hall meetings and public engagements such as, California League of Cities, in order to advance regulation, promote the technology shift and educate elected officials.
- Served as subject matter expert on technical panels for the 2011 FCC 11-50 and 2012 Middle Class Tax Relief Act Section 6409(a).

NextG Networks Inc. – San Jose, California

January 2007 – December 2009

Program Manager Southwestern Region

- Greater Los Angeles Market manager responsible for deploying over \$20M in CapEx projects spanning 1200 small wireless facilities and roughly 600 miles of fiber optic cables on utility and city owned infrastructure.
- Developed market-based program to establish rules and procedures for emerging technology to include safety and reliability protocols.
- Delegated representative to manage transactions with all Joint Pole Associations, its members and associated activities for the purpose of addressing concerns, obtaining attachment approvals and coordinating 3rd party requests for transfer.

Raytheon Technical Services – Hohenfels, Germany

March 2005 – September 2006

- Responsible for European import and export coordination of specialized equipment through civilian and military lines of logistics.
- Developed process flows for material handling, warehousing and RMA's on special projects in order to secure bidding eligibility for large government contracts.
- Reported and interfaced directly with Property Book Office to receive over \$10M annual in government furnished equipment and contractor acquired materials for consumption.
- Implemented SAP and JDE software tools to manage and account for over \$50M USD in tracked assets.

Education

Sonoma State University

Jan 2002 - June 2004

- BA - Business Administration/International Business Management, Dean's List S'03 to F'04
- Minor in Economics and in German Language