

**Broadband Study and Modeling Proposal
Arlington, Virginia**

**Athena Global Advisors, Inc.
30 S. 15th Street, Suite 600
Philadelphia, PA 19102**

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ARLINGTON COUNTY, VIRGINIA
REQUEST FOR PROPOSALS NO. 22-CPHD-RFP-500

PROPOSAL FORM

ELECTRONIC PROPOSALS WILL BE RECEIVED BY THE COUNTY VIA VENDOR REGISTRY NOT LATER THAN
3:00 P.M., JANUARY 20, 2022.

FOR PROVIDING BROADBAND STUDY PER THE SOLICITATION.

THE FULL LEGAL NAME OF THE ENTITY SUBMITTING THIS PROPOSAL MUST BE WRITTEN IN THE SPACE BELOW. THIS PROPOSAL FORM AND ALL OTHER DOCUMENTS THAT REQUIRE A SIGNATURE MUST BE FULLY AND ACCURATELY COMPLETED AND SIGNED BY A PERSON WHO IS AUTHORIZED TO BIND THE OFFEROR, OR THE PROPOSAL MAY BE REJECTED.

SUBMITTED BY:

(legal name of entity)

Athena Global Advisors, inc.

AUTHORIZED SIGNATURE:

MWJ

PRINT NAME AND TITLE:

Margaret Wilkinson

ADDRESS:

30 S. 15th Street, Ste. 600

CITY/STATE/ZIP:

Philadelphia, PA 19102

TELEPHONE NO.:

866-299-6040

E-MAIL

ADDRESS:

M.Wilkinson@athenaglobal

THIS ENTITY IS INCORPORATED

412-956-6364

advisors.com

IN:

S. Corp, Commonwealth of Pennsylvania

THIS ENTITY IS A:

(check the applicable
option)

CORPORATION

LIMITED PARTNERSHIP

GENERAL PARTNERSHIP

UNINCORPORATED ASSOCIATION

LIMITED LIABILITY COMPANY

SOLE PROPRIETORSHIP

IS OFFEROR AUTHORIZED TO TRANSACT BUSINESS IN THE
COMMONWEALTH OF VIRGINIA?

YES

NO

IDENTIFICATION NO. ISSUED TO THE ENTITY BY THE
SCC:

113 29 198

Any Offeror exempt from Virginia State Corporation Commission (SCC) authorization requirement must include a statement with its proposal explaining why it is not required to be so authorized.

ENTITY'S DUN & BRADSTREET D-U-N-S NUMBER: (if available)

080137034

HAS YOUR FIRM OR ANY OF ITS PRINCIPALS BEEN DEBARRED
FROM SUBMITTING PROPOSALS TO ARLINGTON COUNTY,
VIRGINIA, OR ANY OTHER STATE OR POLITICAL SUBDIVISION
WITHIN THE PAST THREE YEARS?

YES

NO

OFFEROR STATUS: MINORITY OWNED: WOMAN OWNED: NEITHER:

THE UNDERSIGNED UNDERSTANDS AND ACKNOWLEDGES THE FOLLOWING:

THE OFFICIAL COPY OF THE SOLICITATION DOCUMENTS, WHICH INCLUDES ANY ADDENDA, IS THE
ELECTRONIC COPY THAT IS AVAILABLE FROM THE VENDOR REGISTRY WEBSITE AT:

HTTPS://VRAPP.VENDORREGISTRY.COM/BIDS/VIEW/BIDSLIST?BUYERID=A596C7C4-0123-4202-BF15-3583300EE088.

POTENTIAL OFFERORS ARE RESPONSIBLE FOR DETERMINING THE ACCURACY AND COMPLETENESS OF
ALL SOLICITATION DOCUMENTS THEY RECEIVE FROM ANY SOURCE, INCLUDING THE COUNTY.

1. OFFEROR MUST SUBMIT: ONE ELECTRONIC COMPLETE SIGNED PROPOSAL THAT INCLUDES AS ITS FIRST PAGE THIS PROPOSAL FORM.
2. INDICATE THE NAME AND CONTACT INFORMATION OF THE PERSON WHO CAN RESPOND AUTHORITATIVELY TO QUESTIONS REGARDING THIS PROPOSAL.

NAME (PRINTED): Cristina Bermudez TITLE: Analyst

E-MAIL ADDRESS: cbermudez@athenaglobal TEL. NO.: 866-299-6040 x
advisors.com 412-956-6364

TRADE SECRETS OR PROPRIETARY INFORMATION:

Trade secrets or proprietary information submitted by an Offeror in connection with a procurement transaction will not be subject to public disclosure under the Virginia Freedom of Information Act. Pursuant to Section 4-111 of the Arlington County Purchasing Resolution, however, an Offeror seeking to protect submitted data or materials from disclosure must, before or upon submission of the data or materials, identify the data or materials to be protected and state the reasons why protection is necessary.

Please mark one:

No, the proposal that I have submitted does not contain any trade secrets and/or proprietary information.

Yes, the proposal that I have submitted does contain trade secrets and/or proprietary information.

PROPOSAL FORM, PAGE 3 OF 5

If Yes, you must clearly identify below the exact data or materials to be protected and list all applicable page numbers, sections, and paragraphs, of the proposal that contain such data or materials:

State the specific reason(s) why protection is necessary and why the identified information constitutes a trade secret or is proprietary:

If you fail above to identify the data or materials to be protected or to state the reason(s) why protection is necessary, you will not have invoked the protection of Section 4-111 of the Purchasing Resolution. Accordingly, upon the award of a contract, the proposal will be open for public inspection consistent with applicable law.

CERTIFICATION OF NON-COLLUSION: The undersigned certifies that this proposal is not the result of or affected by (1) any act of collusion with another person engaged in the same line of business or commerce (as defined in Virginia Code §§ 59.1-68.6 *et seq.*) or (2) any act of fraud punishable under the Virginia Governmental Frauds Act (Virginia Code §§ 18.2-498.1 *et seq.*).

CONTACT PERSON AND MAILING ADDRESS FOR DELIVERY OF NOTICES

Provide the name and address of the person who is designated to receive notices and other communications regarding this solicitation. Refer to the "Notices" section in the draft Contract Terms and Conditions for information regarding delivery of notices.

NAME: Cristina Bermudez

ADDRESS: Athena Global Advisors, inc.

30 S. 15th St., Ste. 600, Philadelphia, PA 19102

E-MAIL: cbermudez@athenaglobaladvisors.com

OFFEROR'S PRINTED NAME: Margaret Wilkinson

ACKNOWLEDGEMENT OF COUNTY COVID-19 VACCINATION POLICY

I, Margaret Wilkinson (hereinafter referred to as "Offeror"), certify that I will comply with the COVID-19 Vaccination Policy as a condition of contract award which requires that all contractor employees or subcontractors who will be working on the contract are fully vaccinated against COVID-19, being tested on a weekly basis, or are exempt pursuant to a valid reasonable accommodation under state or federal law.

Signed: MW Date: 1/17/2022

Name of Offeror: Margaret Wilkinson

CONFLICT OF INTEREST STATEMENT

I, whose name is subscribed below, a duly authorized representative and agent of the entity submitting this proposal to Arlington County in response to its Request for Proposal No. 22-CPHD-RFP-500, and on behalf of the Offeror certify that:

1. Neither the Offeror nor any affiliated entity has, within the past five years, been employed by or represented a deliverer of services that reasonably could be expected to be considered for purchase by the County as a result of this solicitation.
2. if the Offeror is awarded a contract under this solicitation and during the term of that contract prepares an invitation to bid or request for proposal for or on behalf of the County, the Offeror must not (i) submit a bid or proposal for that procurement or any portion thereof or (ii) disclose to any potential bidder or offeror information concerning the procurement that is not available to the public.
3. The Offeror will not solicit or accept any commissions or fees from vendors who ultimately furnish services to the County as a result of any contract award made as a result of this solicitation.

OFFEROR'S NAME: Margaret Wilkinson

SIGNED BY: Margaret Wilkinson

PRINTED NAME/TITLE: Margaret Wilkinson, President

DATE: January 17, 2022

NOTARY STATEMENT

COMMONWEALTH OF VIRGINIA/STATE OF Pennsylvania)

CITY/COUNTY OF Philadelphia) to wit:

Margaret Wilkinson personally appeared before me this 17th day of January, 2022 the undersigned a Notary Public in and for the State and County of aforesaid, Philadelphia, known to me (or satisfactorily proven) to be the person whose name is subscribed to within the instrument as an agent of the Offeror and acknowledged that he/she has executed the same for the purposes therein contained.

(Seal)

Notary registration number: 1393456

My commission expires: February 8, 2025

Commonwealth of Pennsylvania - Notary Seal
MAXWELL RILEY BLACK, Notary Public
Philadelphia County
My Commission Expires February 8, 2025
Commission Number 1393456

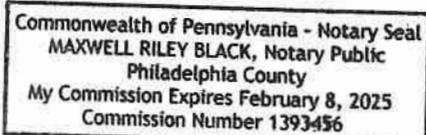
This certificate is attached to a 5 page document dealing with/entitled Arlington County, Virginia Request for Proposals No. 22-CPHD-RFP-500 and dated 01/17/2022.

CERIFICATE OF ACKNOWLEDGEMENT

State of Pennsylvania
County of Philadelphia

On this 17th day of January, 2022, before me, the undersigned notary public, personally appeared Margaret Wilkinson proved to me through satisfactory evidence of identification, which was United States Passport to be the person whose name is signed on the preceding or attached document in my presence.

Signature of Notary Public:



Title of Officer:



KD0CDDENDUM ACKNOWLEDGEMENT FORM

OFFEROR ACKNOWLEDGES RECEIPT OF ADDENDUM NUMBER 1.

FIRM NAME: Athena Global Advisors, Inc.

**AUTHORIZED
SIGNATURE:**  **DATE:** 1/18/2022

I C. ACCEPTANCE OF TERMS AND CONDITIONS

Athena does not take exception to the mandatory provisions of the draft Contract Terms and Conditions set forth in RFP No. 22-CPHD-RFP-500 Broadband Study. Athena hereby accepts the Terms and Conditions set forth in RFP No. 22-CPHD-RFP-500 Broadband Study.

Athena Global Advisors, Inc.

Firm Name



Authorized Signature

01/19/2022

Date

II. COVER LETTER

Offeror Name: Athena Global Advisors
Offeror Address: 30 S. 15th St, Philadelphia, PA 19102
Offeror Website: athenaglobaladvisors.com
Contact Person: Cristina Bermudez
Contact Person Email: cbermudez@athenaglobaladvisors.com
Contact Phone Number: 866-299-6040 x 259 (Office); 412-956-6364 (Cell)

Thank you for the invitation to be considered as an independent consultant to conduct a broadband study and explore the ways in which Arlington can expand broadband service options with cost-effective and reliable solutions. Broadband service is crucial, with the pandemic further highlighting its importance in our every endeavor. Labor productivity improves or suffers according to access, and emerging economic, educational, and social opportunities directly relate to broadband availability, affordability, and adoption.

Founded in 2013, Athena houses 69 dedicated full-time employees and 15 additional professionals who serve as consultants and advisors. As a certified Women's Business Enterprise by the Women's Business Enterprise National Council (WBENC), Athena takes great pride in being a diverse workplace made up of professionals who embody our work ethos. Our approach is equal parts innovative and practical. While others may be able to identify problems and recommend solutions, we have a bias for action. Everything we do fulfills the rigor of an operations-oriented mindset. We believe in being hands-on partners who bring about change based upon what is doable, scalable, and manageable even after our engagement has ended.

Over the past eight years, Athena has cultivated relationships with a network of subject matter experts who serve as principals on ground-breaking initiatives. The project team we have fielded will be led by known industry experts working alongside experienced program managers, researchers, community engagement specialists, and communications professionals. We fondly refer to this operating method as the "Athena Machine." Our industry leaders will head an innovative, collaborative, and exceedingly organized team who will take an action-oriented approach to the scope of this work.

Our subject matter experts include:

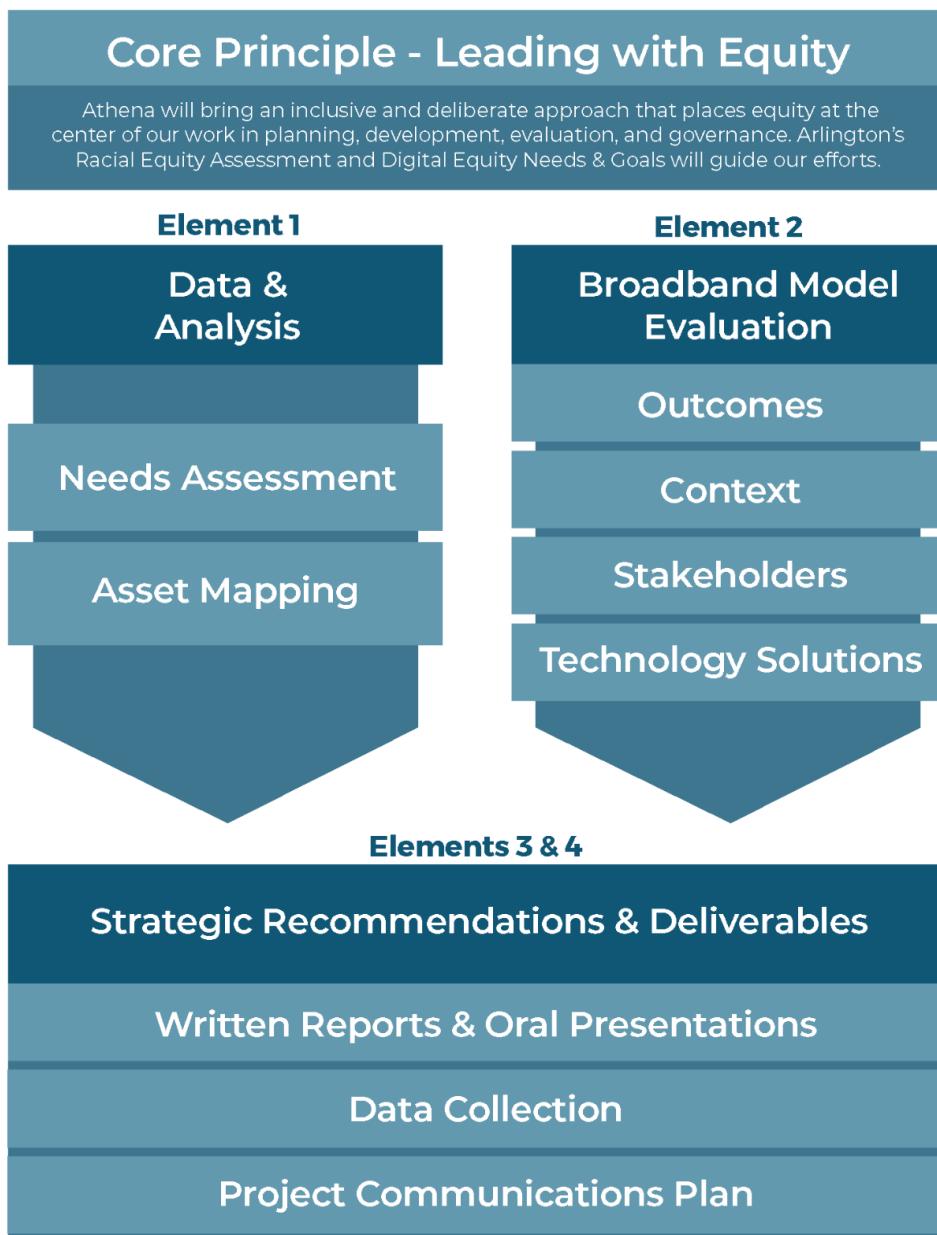
1. Broadband industry specialists focused on the design and implementation of affordable broadband and digital equity programs, private-public partnerships, and community engagement strategies. Our principal lead and supporting Athena team members have extensive experience conducting broadband needs analyses for a national broadband adoption program covering 40 percent of the population comprising 6,500 municipalities of varying sizes.
2. Data scientists capable of parsing out which communities have connectivity by technology type, cross-referenced against multiple demographic and industry variables;
3. A technical expert in spectrum, space and mobile wireless technologies, and broadband deployment and architecture who has sought out innovative and market-creating approaches to connectivity; and
4. A seasoned attorney, policymaker, and former federal government telecommunications senior executive with demonstrated experience evaluating broadband programs and policies across the country. She is widely recognized for her expertise in the broadband regulatory landscape.

Arlington county has already paved the way over the past several years in analyzing its foundation for the County's infrastructure, establishing its digital and racial equity principles that will guide broadband expansion, and studying consumer opinions about their existing services. In short, the County is in an advanced position to drive sustainable impact and economic growth in digital equity for its residents. Our work as consultants is to leverage the existing research and resources dedicated to this mission and be a force-multiplier for social good. We are committed to the belief that all stakeholders in the private and public sector have more to gain by partnering with each other to develop innovative and affordable solutions

to connect every household in Arlington. This is not a zero-sum marketplace. Collaboration drives our work and will lead to more productive outcomes in the long run for the county.

The following infographic provides an overview for Athena's approach to this engagement, which matches the structure outlined in the RFP NO. 22-CPHD-RFP-500 (Broadband Study).

Arlington Digital Equity Roadmap



III. PROJECT APPROACH

Element 1: Asset Mapping and Needs Assessment

The first section of this proposal establishes a comprehensive foundation for understanding the current and future landscape of broadband planning and adoption in the County of Arlington. It comprises a needs assessment; an inventory of existing providers, products, and devices; stakeholder engagement; quantitative and geospatial analysis of broadband coverage and utilization; and a review of the policies and programs that inform digital equity and broadband planning.

This foundation is analogous to developing a well-conceived go-to-market strategy for launching a new product or service. There are twelve activities outlined in the RFP connected to establishing the baseline for Arlington County that can be grouped into three categories: 1) Asset Mapping; 2) Needs Assessment; and 3) Data & Analysis. Athena's model offers a conceptual framework in which to situate and integrate the requirements outlined in Element 1. A commitment to racial, gender and socio-economic equity will guide each phase of our engagement, from governance and planning to development and evaluation.

Our approach to understanding the existing policy and program landscape, as well as reviewing previous digital equity research, will be disciplined and rigorous, and will also involve a nationwide review of best practices involving public and private sector entities implementing programs that expand broadband and its adoption. The digital inclusion ecosystem extends far beyond infrastructure and includes a network of non profits, community organizations, educational institutions, and other public sector entities dedicated to helping people develop the necessary digital skills to use broadband successfully.

Community input will drive Athena's development of the needs assessment across the broadband and digital inclusion ecosystem. We will explore a variety of quantitative and qualitative modalities as we seek stakeholder input in a way that is cost-effective and maximizes representation. Athena will launch multilingual stakeholder engagement, involving online surveys, electronic communications, and virtual and in-person meetings, in coordination with businesses, anchor institutions, organizations, and Arlington residents on the ground. Data will be analyzed from a variety of resources, including the U.S. Census American Community Survey, the Pew Research Center, the Department of Housing and Urban Development, the Department of Education, FCC data, and where available, service territory and speed coverage from incumbent internet service providers.

Predictable challenges in this effort will likely involve securing proprietary data from service providers, including utilization rates and customer service levels. Our approach, however, has always been highly collaborative, and we believe in the efficacy of private-public partnerships in expanding broadband service and adoption. Providing a secure and encrypted platform that allows ISPs to upload de-identified data in partnership with the city of Arlington under an NDA would potentially mitigate concerns about revealing competitive business intelligence. Additionally, involving school districts and national nonprofits such as EducationSuperHighway, which has already made great progress in gathering de-identified data of non-subscribers from ISPs, will provide the ancillary support we need to understand broadband subscription rates at various geographic levels.

All aspects of work related to Element 1, including focus groups and online surveys, will be managed by Athena employees and its long-time consultants. These activities will occur contemporaneously. Our team will assemble into working groups and will be assigned specific clusters of activities outlined in Element 1. As information and data are collected in real-time, our data analysts and mappers will begin integrating and visualizing these points into maps, charts, tables, and further infographics, forming the foundation of the report detailed in Element 4.

We will be vigilant in our communication with the County and all involved parties and will organize regular virtual check-ins, deliver daily and weekly updates, and provide ad hoc findings to all relevant parties in a timely and efficient manner. We are prepared to develop the work plan for Element 1, comprising a detailed schedule and plans for project management and communications, with requisite staff commitments, milestones, deliverables, and mechanisms for real-time feedback in the first month of our engagement.

Element 2: Model Evaluation

The current state of broadband planning and evaluation is complex and lacks standardization. There are a series of imperfect conditions under which broadband implementation models are being considered. Government leaders are juggling disparate data sources, competing demands from constituents and telecommunications providers alike, and are working arduously to train staff on developing and implementing broadband plans. Organizations such as the National Digital Inclusion Alliance, Common Sense Media, the Pew Research Center, the Benton Institute for Broadband and Society, as well as numerous local nonprofit organizations, have published many informative reports and white papers on how best to navigate the new and well-funded broadband landscape. The states and their municipalities maintain, however, have a wide range of latitude in determining which technologies, strategies, and plans will best serve their constituents.

The search for a concise, effective, and reliable method to evaluate different broadband models can assume many forms. Our team has settled on a model that will consolidate and clearly communicate the necessary information as transparently as possible to support Arlington in making the best decision for the communities it serves.

We will adapt the Institutional Analysis and Policy Design (IAD) Framework, frequently used in the social sciences, to evaluate and recommend changes to broadband-related policy and broadband implementation models in Arlington.¹ This framework, or structured evaluation, provides a means by which Arlington County can synthesize the work of multiple stakeholders in search of a shared policy outcome—ubiquitous, reliable, and affordable internet for all residents, organizations, anchor institutions, and businesses. The model will not only account for the minimum considerations detailed in Section 2.2 but offer additional insights on how to advance broadband equity.

Clearly defining Arlington's shared policy and broadband implementation outcomes at the start of this engagement may offer a helpful guide for all relevant parties. These outcomes could include questions and themes that become integrated into a shared set of norms and values that steer the process and remind all parties to keep equity front and center. Examples of thought starters include:

- What is the level of trust between participants in serving multiple constituent needs?
- What is the appropriate level of information-sharing required by participants to ensure ubiquitous, reliable, and affordable internet throughout the County?
- What mechanisms exist to monitor progress and permit quality control?
- To what extent does each model encourage sustainability through innovation and adaptation in response to shifting demands?
- How is accountability built into the process of current and future digital equity and broadband planning efforts?

Another way to view these questions/desired outcomes is that they establish the common terrain in which all stakeholders interact with each other in the broadband ecosystem. Previously established patterns of interaction between the public and private sector may or may not move the needle on broadband deployment

¹ Polski, Margaret and Ostrom, Eleanor. "[An Institutional Framework for Policy Analysis and Design](#)." Elinor Ostrom and the Bloomington School of Political Economy: Volume 3, Frameworks and Methods of Institutional Analysis. Lanham MD: Lexington Books., 2017.

and adoption, and if the latter is true, now is the time for Arlington to chart a new course for its digital equity efforts. Athena's approach provides a trajectory for outlining the desired outcomes, context, stakeholders, and technology solutions for Arlington's broadband goals. The findings from Element 1 will provide the much-needed baseline for the context in which the broadband ecosystem exists.

Critical components of the **Context** section include:

- Population sizing and density data disaggregated by demographic variables.
- Broadband speed requirements with specific use cases as examples.
- Local, state, and federal policies and programs that accelerate or inhibit broadband investment. Additionally, this section of the analysis will include a detailed review of the operating rules that govern entry into the broadband space, pole attachment, rights-of-way, and other rules influencing how broadband is implemented.
- All findings related to the needs, preferences, and long-term goals of Arlington residents, organizations, anchor institutions, and businesses.
- Additional relevant comparative market research, such as national, state, and local broadband subscription rates by income and demographic variables.

Critical components of the **Stakeholders** section include:

- List of all relevant stakeholders, including individuals and the organizations they represent.
- Analysis of policy positions, industry and subject matter expertise, level of training of stakeholder involvement.

Critical components of the **Technology Solutions** section include:

- Exploration of the technology solutions outlined in Element 2.1.1 – 2.1.5, including but not limited to:
 - Wireless technologies as an expansion of the fiber network
 - Private 5G digital equity networks
 - County infrastructure, including ConnectArlington
 - FTTH/P
 - HFC/Fiber
 - Smart Cities' efforts leveraging the latest affordable and scalable last-mile solutions, such as broadband luminaires and smart utility poles
 - Private/Public partnerships and best practices from Arlington, as well as other cities that serve low-income neighborhoods
- With an appropriate grid outlining the various technology solutions currently or potentially available, we will ascertain the following information from each available provider:
 - Cost effectiveness (CAPEX and OPEX) and the number of homes passed/households served
 - Power and bandwidth
 - Range of products and services available with each technology, as well as their associated costs to the city and to customers, with a focus on the extent to which the provider offers options to low-income customers
 - Serviceability maps
 - Maintenance and management
 - Regulatory parameters, such as broadband delivery rules applicable to each type of technology type in Virginia (e.g. for county constructed fiber, VA law restricts jurisdictions from offering fiber optic/broadband services to entities outside County)
 - Environmental sustainability
 - Adaptability

Predictable challenges for this section of the engagement include receiving timely and complete information from service providers regarding the unique attributes of their technology. The first two elements of this

RFP combined will then provide Arlington County with the right information, data, and guiding principles to develop the strategic recommendations as outlined below Element 3.

Element 3: Strategic Recommendations

Propose internet delivery models. Athena will use the findings from the structured evaluation model detailed in Element 2 to propose the most appropriate broadband implementation strategy for Arlington County. We will detail why the proposed model is best equipped to meet the County's current and future needs, resolves digital disparities in low-income communities, and overall furthers Arlington's Digital Equity goals. We do not expect that this exercise will result in a one-size-fits-all approach for digital equity but that multiple technologies will be required to establish the broadband ecosystem of the future. Ensuring connectivity for as many people right now, for example, will likely involve leveraging partnerships with existing service providers. As we look toward the future, however, wireless and smart technologies, may provide the power and bandwidth needed to serve affordable housing and communal spaces. Businesses and city government services will also have different future-proof needs around speeds, security, and reliability. We will develop a multi-faceted plan that matches the needs of all constituents according to short-, medium- and long-term timelines.

Provide case studies. Athena will provide at least three detailed case studies of models similar to the model(s) proposed in 3.1 from communities relevant in size and complexity using the assessment criteria set forth in Element 2. We will complete a point-by-point description of how the models are most relevant to Arlington's digital equity goals. Additionally, this is an opportunity for Arlington to improve upon what has been done in the past in other cities. With the variety of technologies available, including county infrastructure, Athena will explore market innovating options to expand the broadband ecosystem.

Note other strategic recommendations and actions. The findings from all sections of this proposal will likely expose other areas of opportunity for Arlington to address specific socio-economic and policy goals that collectively advance equity, particularly in the areas of education, health, and workforce development. Digital equity is a social justice issue and extends far beyond connectivity as the Covid-19 pandemic has highlighted. Racial, educational, and socio-economic disparities have been sorely exacerbated during the past two years, bringing to the surface longtime historical systems of inequity and oppression. Our approach to this work is also part sociological and community development oriented. We believe that broadband can serve as an onramp to a greater sense of economic mobility for low-income households when supporting social systems work in tandem with the broadband ecosystem. The impact of this study goes beyond a technical analysis and can serve as an important tool in addressing the impact of poverty and inequity throughout the County.

Organize recommendations and proposed actions. Planning for the future of Arlington's broadband ecosystem, as discussed above, will involve a complex, multi-faced technology solution, organized according to short-, medium-, and long-term feasibility timelines. Developing an organized and well-executed strategic plan accessible to diverse audiences is in Athena's DNA. This is the place where our experience in program management, strategy, marketing, communications, and creative design services converges resulting in an exceedingly strong final product that will read as a blueprint for Arlington's digital equity present and future (print, digital, or interactive, as proposed immediately below).

Element 4: Project Deliverables

Written Reports & Accompanying Tools. Creating a clear, concise, and actionable report that accounts for the complexity of driving digital equity and business growth is not a small task. Athena will use its extensive experience bringing together data analysts, mappers, designers, and experienced industry thought leaders to develop a detailed and visually engaging report. Our experience developing communications strategies across multiple sectors and scaling proportionate and tactical recommendations will be an

immense asset for this engagement. Additionally, we will ensure that all communications are accessible and available in multiple languages.

Athena would be interested in discussing with County officials the creation of a companion website for the written report, one that serves as a living, breathing interactive experience capable of receiving new stakeholder input as needed. This website would allow all vested parties to continue to engage in a dialogue with each other and with government officials about the implementation of the broadband plan. It would also mitigate the need for future one-time studies (on an annual basis, for example) as we could use the site for data collection, stakeholder input, inclusion of best practices, mapping, and much more. Athena has previous experience in creating websites for large-scale projects in the past, such as with the National Football League and telecommunications providers.

The digitization of the work compiled in Elements 1 and 2 would be a great asset for ensuring that Arlington County remains at the forefront of digital inclusion efforts. Broadband planning should be an evergreen initiative, responding to changing technologies and constituent needs in real-time.

Oral Presentations. The Athena senior staff and lead consultants are well-versed in public speaking engagements, and is confident in presenting findings and key takeaways to the required parties outlined in the RFP. Karima Zedan, our principal lead for this engagement, has extensive experience providing public briefings and presentations to members of municipal and state government, Congress, the FCC, Attorneys General, diverse industry associations in media, journalism, technology and education, and business and community leaders. Additionally, Deborah Lathen, Athena's legal, policy, and regulatory expert (and former FCC Cable Bureau Chief) for this engagement has presided over numerous groundbreaking video programming and Internet industry initiatives in her career, accompanied by myriad high-profile speaking engagements and studies.

Data Collection Methodology. Athena houses dedicated teams for research, data, and analytics, and will develop a comprehensive methodology for community and stakeholder engagement, involving an array of qualitative and quantitative methods. For example, we can deploy smart surveys with branch logic to engage the community and stakeholders as needed to fulfill the specifications in Elements 1-3. We will use statistical methods to gauge adequate confidence intervals and sample sizes, as well as quota sampling to ensure that the data collected is valid and comprises a representative sample of the Arlington community.

Model Evaluation Framework. Element 2 of this proposal provides a thorough description of the components of the evaluation model. The framework integrates desired outcomes, stakeholder needs, accounts for the community and institutional context, reviews the broadband policy ecosystem, and outlines an array of technological solutions. The results of the model will be presented in a visually creative and easy-to-follow format.

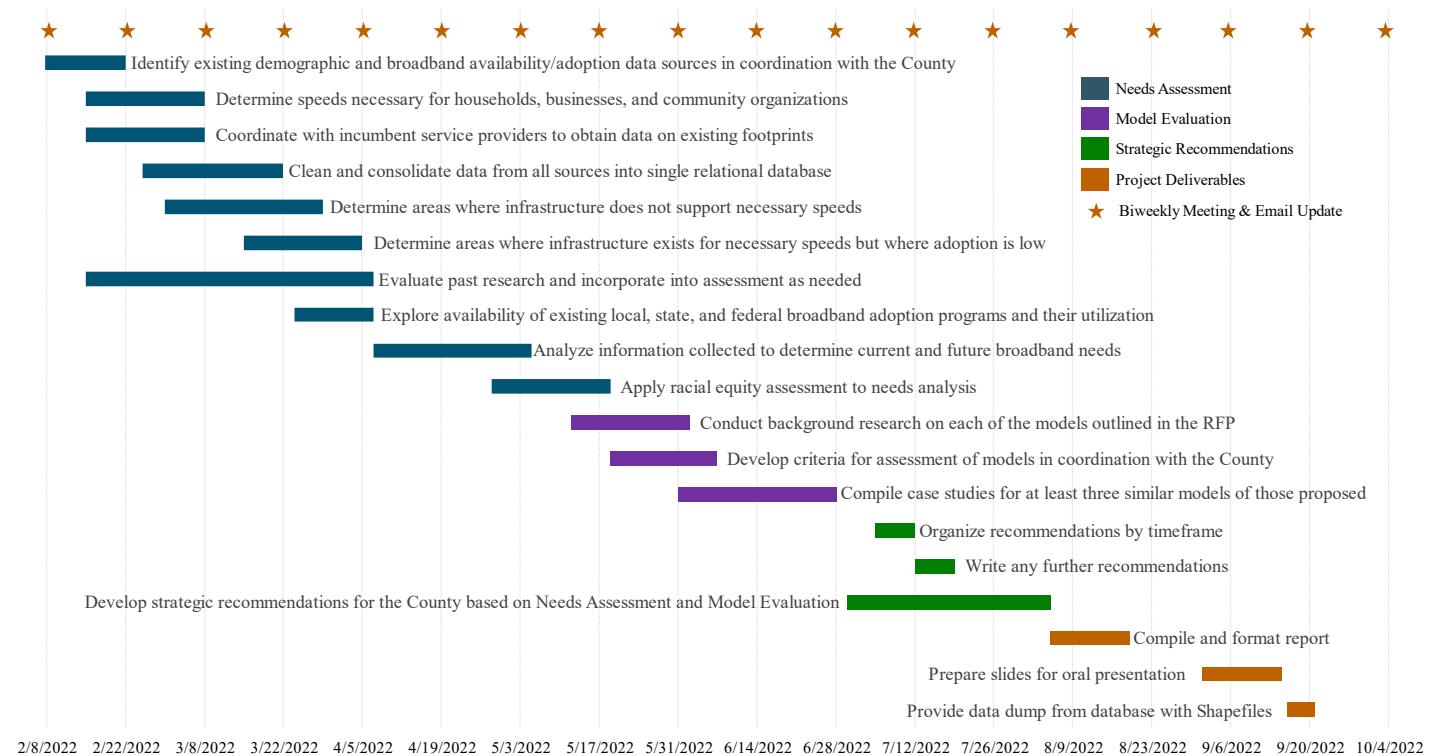
Data Management and Delivery. Athena will collect the information specified in Elements 1-3 using advanced, secure data collection and management methodologies that rely on statistical principles. Our team will deliver shapefiles to be used in the County's ArcGIS mapping system.

Project Communication. Athena will be vigilant in communicating with the County and all involved parties. We will organize regular virtual check-ins, deliver daily and weekly updates, and provide ad hoc findings to all relevant stakeholders in a timely and efficient manner. We are prepared to develop the work plan for Element I, comprising a detailed schedule and plans for project management and communications, with requisite staff commitments, milestones, deliverables, and mechanisms for real-time feedback in the first month of our engagement.

IV. PROJECT SCHEDULE

Athena's proposed work schedule and timeline, detailing all major required tasks and subtasks to be completed based upon the scope of work, is as follows. Athena will serve as the project manager and coordinator for this engagement and will be responsible for working with the County to schedule all meetings, updates, and review sessions throughout. Athena will work with the County as needed to receive approval for each deliverable and methodology, as specified in the RFP.

Project Schedule



Task	Subtask	Start Date	End Date	Duration	County Task
Biweekly Videocall and Status Email	Biweekly videocall and status email	2/15/2022	2/15/2022	NA	Yes
Conduct Broadband Needs Assessment	Identify existing demographic and broadband availability/adoption data sources in coordination with the County	2/7/2022	2/22/2022	15	Yes
	Evaluate past research and incorporate into assessment as needed	2/15/2022	4/7/2022	51	No
	Coordinate with incumbent service providers to obtain data on existing footprints	2/15/2022	3/8/2022	21	No
	Determine speeds necessary for households, businesses, and community organizations	2/15/2022	3/8/2022	21	No
	Clean and consolidate data from all sources into single relational database	2/25/2022	3/22/2022	25	No
	Determine areas where infrastructure does not support necessary speeds	3/1/2022	3/29/2022	28	No
	Determine areas where infrastructure exists for necessary speeds but where adoption is low	3/15/2022	4/5/2022	21	No
	Explore availability of existing local, state, and federal broadband adoption programs and their utilization	3/24/2022	4/7/2022	14	No
	Analyze information collected to determine current and future broadband needs	4/7/2022	5/5/2022	28	No
	Apply racial equity assessment to needs analysis	4/28/2022	5/19/2022	21	No
Model Evaluation	Conduct background research on each of the models outlined in the RFP	5/12/2022	6/2/2022	21	No
	Develop criteria for assessment of models in coordination with the County	5/19/2022	6/7/2022	19	Yes
Strategic Recommendations	Compile case studies for at least three similar models of those proposed	5/31/2022	6/28/2022	28	No
	Develop strategic recommendations for the County based on Needs Assessment and Model Evaluation	6/30/2022	8/5/2022	36	No
	Organize recommendations by timeframe	7/5/2022	7/12/2022	7	No
	Write any further recommendations	7/12/2022	7/19/2022	7	No
Project Deliverables	Compile and format report	8/5/2022	8/19/2022	14	No
	Prepare slides for oral presentation	9/1/2022	9/15/2022	14	No
	Provide data dump from database with Shapefiles	9/16/2022	9/21/2022	5	No

V. PROJECT COST

The following table provides the total proposed “not to exceed cost” to complete the project, itemized by project elements and major tasks. It includes the hourly rate of each team member and the anticipated time each member will spend to complete each project element, alongside line items for travel and all other reimbursable expenses. Athena proposes a monthly payment schedule (1/12 of the total cost of the project) on net 30 payment terms. However, Athena is flexible and willing to accommodate mutually agreed upon payment terms if required.

Team Member	Principal Lead	Network Engineer	Legal Counsel	Data Scientist	Program Manager	Senior Analyst	Analyst	Estimated Cost
Hourly Rate	\$400	\$400	\$400	\$300	\$275	\$200	\$175	
Element 1								
1.1 Assess current and future broadband needs, disaggregated by household and demographic information								
1.2 Assess population of unserved/underserved by household and demographic data								
1.3 Apply Arlington's Racial Equity Assessment to analysis								
1.4 Define & include affordable broadband internet service and incorporate into needs assessment and evaluation								
1.5 Identify targeted broadband speeds categorized by household and business size								
1.6 Provide overview of incumbent internet service providers								
1.7 Assess utilization rate and barriers to access								
1.8 Assess scale and nature of landlords with exclusive contracts								
1.9 Inventory digital inclusion resources								
1.10 Map of relevant information using ArcGIS								
1.11 Evaluate broadband development and digital inclusion related policies/programs								
1.12 Evaluate past/current digital equity research and incorporate into needs assessment								
	Anticipated Time	90	43	15	100	72	412	406
								\$262,450
Element 2								
2.1.1 County-built infrastructure model research								
2.1.2 Offloading full-scale network and service management model research								
2.1.3 Other partnerships model research								
2.1.4 Financial subsidies model research								
2.1.5 Other models research								
2.2.1 Structured evaluation of models described in Section 2.1								
2.2.2 Model's ability to meet county's needs								
2.2.3 Appropriate scale to implement the model								
2.2.4 Possibility of leveraging ConnectArlington								
2.2.5 Appropriate technologies and technology's ability to meet broadband speed goals								
2.2.6 Risk and benefit consideration								
2.2.7 Order of magnitude cost								
2.2.8 Implementation considerations								
2.2.9 Policy changes needed								
	Anticipated Time	118	110	36	60	60	228	228
								\$225,600
Element 3								
3.1 Propose most appropriate internet delivery model & positioning, advancing Digital Equity goals								
3.2 3 detailed case studies of models, describe relevance and failures								
3.3 Other useful strategic recommendations and actions								
3.4 Organize recommendations and proposed actions by short/mid/long term								
	Anticipated Time	42	24	6	18	36	114	114
								\$86,850
Element 4								
4.1 Written reports - Develop written report for each of the elements								
4.2 Present summary of findings for each project element								
4.3 Develop methodology detailing engagement								
4.4 Develop an evaluation framework to support completing Element 2								
4.5 Provide county with shapefiles								
4.6 Provide biweekly updates on progress								
	Anticipated Time	54	22	6	34	36	258	258
								\$149,650
	Travel							\$14,000
	Clerical/Supplies							\$5,000
	Data							\$5,000
	Reimbursable Expenses							\$24,000
	Not to Exceed Cost							\$ 748,550.00

VI. ORGANIZATIONAL EXPERIENCE AND CAPACITY

VI. A PROJECT TEAM

Karima A. Zedan, Principal Lead (Consultant for Athena)

Karima is an experienced social impact and business executive with more than 20-years in academia, government, and the private sector. She spent the last decade serving as Vice President, Digital Inclusion and Internet Essentials for Comcast Corporation, building and growing the nation's largest digital equity program, which connected eight million people in low-income U.S. households to affordable internet at home. This national effort included developing the government, education, and community partnerships, as well as the digital infrastructure to support broadband adoption, playing an especially critical role during the Covid-19 pandemic. From 2008 to 2012, under the leadership of nationally recognized Police Commissioner Charles H. Ramsey, Karima served as the Director of Communications and New Media for the Philadelphia Police Department.

Born to a Syrian Druze Muslim father and American Jewish mother, Karima has balanced the complexity of multiple perspectives that may appear irreconcilable to others. Her career reflects her commitment to the notion that today's most complicated societal challenges require bridging differences and multi-sector collaboration. She has a B.A. in Communications from the University of Pennsylvania, and an M.A. in Criminal Justice from Temple University.

Margaret Marion Wilkinson, CEO

Margaret Marion Wilkinson is known to say "all talk, no do" when colleagues bring her a strategy not underpinned by practicality. While big picture ideation and strategic discussion play a critical role in making progress, she truly subscribes to Thomas Edison's adage, "Vision without action is hallucination." A concept with no potential for fulfillment holds little interest for her. And neither do unambitious goals. With that thinking as a backdrop, she founded Athena to be a force for positive change, creating a company that functions as the indispensable link between ideation and execution.

This unwavering pursuit of results has required Margaret to build a company that values impact over convention. With teams of project managers, designers, data analysts, marketing experts, content creators, copywriters, researchers, video producers, event specialists, and much more, Athena serves best in the collective. It is the confluence of these seemingly disparate practices that enables Athena to wear the many hats necessary to address complex and ever-evolving client needs. Margaret and her team have brought their skills to bear for clients around the globe in media, telecommunications, professional sports, fashion, healthcare, hospitality, and much more.

Roscoe Michael Moore, III, Network Expert (Consultant for Athena)

Roscoe Michael Moore III, Esq. is an astronautical engineer, entrepreneur, and attorney with 32 years of private industry and federal government experience in commercializing space and mobile wireless telecommunications technologies. He is currently the President and Founder of PeerSat. As an independent consultant, he advised private equity funds. He is also a National Spectrum Consortium (NSC) Member helping to shape US Government regulation and use of 5G spectrum.

As an Air Force Officer from 1993 to 1998 he evaluated foreign ballistic missile and space technology, and he worked as a Nuclear Missile Treaty Inspector in Votkinsk, Russia. Upon leaving US Air Force active duty in 1998, he was appointed by the US Secretary of Transportation to the Commercial Space Transportation Advisory Committee (COMSTAC) to assist in planning commercial space industry

regulations. He is a graduate of the International Space University (ISU) Space Odyssey Institute held at Beihang University in Beijing, the Georgetown University Law Center, the United States Air Force Academy (B.S. in Astronautical Engineering), and the ISU Summer Session Graduate Program.

Deborah Ann Lathen, Legal Counsel (Consultant for Athena)

Deborah Ann Lathen is an accomplished corporate attorney, business leader, and domestic and international policy advisor. She has enjoyed a distinguished career in the private and public sectors, having held a senior executive position with the Federal Communications Commission and legal and senior management positions with national law firms and Fortune 500 corporations. Lathen was appointed Chief of the Cable Services Bureau of the Federal Communication Commission in May 1998, where supervised the review of several high-profile mergers and the publication of several landmark reports. In February 2007, she was named a Director of British Telecom. Prior to joining the FCC, Lathen was the first African American woman to serve in a senior executive position at Nissan, as Director of National Consumer Affairs. Currently, she serves on the Multicultural, Telecommunications and Internet Council (MMTC) board.

She established Lathen Consulting LLC in 2001, which specializes in providing policy, legal, and advisory services to technology, telecommunications, and media companies. She received a J.D. from Harvard Law School and B.A. magna cum laude in Government. She is a member of the California and Illinois State Bar Associations.

Brian David Wilson, Data Scientist (Consultant for Athena)

Brian David Wilson has two decades of experience as a software developer, systems architect, data engineer, and analyst. He has applied his expertise to leading international accounting firms, Fortune 500 corporations, AmLaw 50 legal firms, federal, state, and local law enforcement, the Department of Defense, and US intelligence agencies.

Brian's work has taken him all over the world. In addition to working on behalf of the Volcker Commission, serving on multi-national teams that audited Swiss banks for accounts belonging to victims of Nazi persecution, he has assisted European re-insurers with identifying World War II-era life insurance policies, and developed systems to process claims and compensate Nazi slave labor victims. After 9/11, Brian worked with US law enforcement and intelligence agencies in their fight against terrorism, where he built and implemented a wide array of tools that fused large, diverse datasets to identify terrorist networks and sources of financing using natural language processing, geospatial analysis, and link analysis. Outside of his national security work, he has extensive experience with complex litigation matters, claims management, FCPA violations, forensic accounting, and e-discovery collections and processing.

Nichole Girgenti, Program Manager

Nichole Girgenti has over 20 years of project management experience and has refined a strategic leadership style that prioritizes coaching and relationship development. Nichole supports tracking, organization, and strategic integration of project work across internal and external teams with an emphasis on analytic and pragmatic decision-making. She facilitates client success by taking a genuine interest in the project work and personally investing in client workstyle and consistent communication. Authentic relationship building and availability are crucial components of her project management success. As a trusted resource for executive leadership teams, she supports them in synchronizing organizational flow in environments with rapid growth, change, and development. She also has a B.A. in Psychology from West Chester University and M.A. in Clinical Counseling Psychology from La Salle University. Prior to Athena, Nichole's many years of hospitality industry experience culminated in the opportunity to work on innovative new software

that combined reservation management and grassroots marketing, stimulating her love of solving problems with operational solutions and propelling her on a new path in business.

Tina Diablo Turner, Program Manager

Tina Diablo Turner is an accomplished project manager with over 15 years of experience. Detailed and solution-oriented in her method, she has an adaptive and team-centric approach that allows her to optimize resources and develop personal relationships with clients. Tina believes in building trust with clients and internal team members, tending towards a collaborative leadership style to coach and empower others. Progressing daily towards a meaningful goal and contributing to expansive projects that impact industry and customers motivate Tina to invest in her team and find innovative solutions to new problems. She has a B.A. in Sociology from the University of Delaware. Prior to her time at Athena, Tina was a Senior Project Manager for Evoke Group in Philadelphia.

Nathaniel Allen Deacon, Senior Analyst

Nathaniel Allen Deacon combines qualitative intuition with technical expertise in data analysis to turn raw data into actionable insights. He has used this approach to build models for hiring based on past employee performance and projected consumer demand, identify the most common customer pain points from tens of thousands of open-response surveys, and quantify the impact of marketing campaigns on social media sentiment. Partnering with clients across the globe, with a particular focus in Latin America and the Caribbean, Nat takes pride in knowing that his efforts provide brands digestible and unbiased information that enable well-informed decisions. In addition to his client-facing work, Nat coordinates our relationship with the STAR reentry program and provides ongoing support and guidance to our apprentice throughout their time with us. He has a dual B.A. from Bowdoin College in Philosophy and Russian Studies and played on the Bowdoin Football Team.

Cristina Paz Bermudez, Analyst

Cristina Paz Bermudez serves as a catalyst for informed decision-making by taking data and elevating it into actionable stories. Leveraging a range of analytics tools such as Tableau, Excel, and Brandwatch, as well as her experience in product analytics, she identifies consumer trends, provides user interface and experience recommendations, and creates reports that drive market and policy decisions. Cristina brings experience in these fields from her work with award-winning digital agencies, international organizations, and the Yale Institution for Social and Policy Studies. She has a B.A. from Yale University in Political Science. Beyond her work with Athena, Cristina has designed, developed, and scaled digital marketplaces.

Cristina has a diverse set of experiences in the telecommunications industry and brings an international perspective from her years living in South America. She has informed and helped shape the broadband development and adoption efforts of a variety of Internet service providers, including an international client working to bridge the digital divide in Latin America and the Caribbean. As a key member of Athena's Data Insights and Optimization team, she conducts broadband-related research and contributes to executive-level reporting. Most recently, Cristina spearheaded a report that combined a client's internal data with national data to provide broadband deployment recommendations using forecasted population migration shifts, primarily to rural areas, during the pandemic.

Luke Thomas O'Connell, Senior Analyst

Luke Thomas O'Connell supports an international telecommunications client's efforts to establish country-wide digital inclusion programs from scratch. Luke has also spearheaded Athena's intern and university recruitment efforts, developing original programming for professional development and networking. Prior

to joining Athena, Luke received two Masters' degrees in international politics and economics at Sciences Po in Paris and the London School of Economics. He previously received his dual BA in International Development and Slavic Studies at Brown University. These studies offered him a global perspective on government, regulatory environments, and business, which he has employed to support an international telecommunications clients' efforts to bridge the digital divide. He also brings extensive experience in media and politics from his time with CBS News "Sunday Morning" and managing local and Congressional campaigns.

Michael Ralph Cloppse, Editorial Manager

Michael Ralph Cloppse is an Editorial Manager in Athena's in-house Creative Agency that serves in-house project teams and out-of-house creative clients. For in-house project teams, he mainly provides editorial support for reports, presentations, proposals, and collateral. For out-of-house clients, he helps articulate brand narratives with copy and serves as the Agency's creative liaison in many cases, presenting concepts, trafficking creative assets, and corresponding with clients. He is currently the lead account manager for Virginia-based hospitality conglomerate Outlands Group, leading a comprehensive branding effort for this fast-developing client. Mike is an innate pragmatist, incisive in his work, and he finds that blending this constitution with the artistic vision required in his role allows him to produce fruitful creative for clients. He has a B.A. in Economics and Government & Legal Studies from Bowdoin College. Ever courteous to clients, colleagues, and anyone he encounters, Mike naturally forges strong relationships and is often engaged for advice because of his approachability, perceptiveness, and tendency to encourage creative, critical thinking.

Shawn Joseph Gorman, Senior Designer

Shawn Joseph Gorman's mix of design instincts and technical skills give him an unmatched ability to turn creative asks into creative answers. Shawn has defined, built, and shaped the identities of several client brands and multiple high-visibility campaigns. A true utility player, his work spans print, digital, display, and social media and includes globally recognized brands like the NFL, Comcast, and Liberty Latin America as well as schools in the higher education space. He has a B.A. in Graphic Design and M.S. in Internet Marketing from Full Sail University. This varied experience has provided him with an impressive fluency with brand guidelines, allowing him to not only translate a brand's style but elevate it.

VI. B PRIOR EXPERIENCE

Athena has worked extensively with private sector Internet service providers, both in the United States and abroad, on expanding their offerings to unserved and underserved communities. We have cultivated relationships with a network of subject matter experts who serve as the principals on ground-breaking initiatives. The project team we have fielded for this engagement will be led by known industry experts working alongside experienced program managers, researchers, community engagement specialists, and communications professionals. Many Athena employees have operated in highly regulated environments and as a firm we are accustomed to creating regulatory standards based on environments with significant, overlapping jurisdictional regulations. We are well placed to navigate regulatory challenges similar to those experienced in Virginia. Descriptions of related work and additional samples of Athena's large-scale projects are, to the extent permissible by terms of engagements, included for reference below. Athena has significant experience implementing innovative practices and processes, including digitizing systems and business intelligence metrics and optimizing virtual experiences and interactive interfaces.

State of Broadband Report

Athena drafts an annual report, "U.S. Broadband Connectivity: Policy, Initiatives, and Inclusion," which serves as a primer for any person or organization seeking a comprehensive and holistic overview of the broadband regulatory, social, and legislative landscape. The report provides a history of Title II and Net Neutrality topics and offers a data-driven understanding of the present-day state of broadband in the United States and globally, with an emphasis on service speed, cost, and coverage. The report also includes an overview of recent and upcoming state and federal legislation pertaining to broadband service providers and public funding. The report reflects on broadband adoption initiatives, taking into consideration digital literacy challenges, regional differences, and local and state government needs. The report's research and analysis support the efficacy of private-public partnerships for overcoming barriers to broadband accessibility, affordability, and adoption.

Maggy Wilkinson lead the team that created this report, while Cristina Bermudez and Nat Deacon contributed to background research and writing. Michael Cloppse provided editorial support, while Shawn Gorman focused on layout and design elements. The report can be found using this [link](#).

Contact Name: Mike Cloppse	Contact Phone Number: 866-299-6040
Contact Title: Editorial Manager	Contact Email Address: MCloppse@AthenaGlobalAdvisors.com

Internet Essentials: The Largest Private Affordable Broadband Adoption Program in the World

Athena built an operations team to stand up [Comcast's Internet Essentials Partnership Program \(IEPP\)](#) – part of the ISP's package of [Covid response](#) initiatives and commitment to increasing broadband adoption. Athena collaborated with government agencies, school districts, and NGOs throughout the stakeholder onboarding journey from executing program legal agreements to ensuring individual household connectivity. As the program grew and expanded (currently with almost 600 Lifetime Sponsorships), Athena specifically supported the strategic planning and expansion of the partnership program to respond to demand, government support, and research findings. These programs include successful private-public partnerships in Washington, D.C., Philadelphia, and Chicago, alongside Houston, Weslaco, and Cypress in Texas. Athena also supported Comcast's work to produce nationwide summits with non-profit and government leaders.

Karima Zedan, now a consultant for Athena, led this initiative as a Comcast employee. Nichole Grgenti and Tina Diablo-Turner provided managerial support for the initiative as Athena employees. The work products delivered for this project are under non-disclosure agreements and are therefore not linked here.

Contact Name: Trinity Thorpe-Lubneuski	Contact Phone Number: 215-286-7769
Contact Title: Executive Director, Strategy & Policy, Comcast	Contact Email Address: Trinity.Thorpe-Lubneuski@comcast.com

Philadelphia Soccer 2026

The competition for city hosting rights rivals the intensity of the World Cup matches themselves. Once FIFA selected North America to host the 2026 World Cup, the United States was allotted just ten host cities. When Philadelphia leaders decided that our city and the World Cup deserved one another, they engaged Athena to create a meticulously crafted brand and a powerful activation strategy to come out on top. Athena built a vibrant brand for Philadelphia Soccer 2026, the non-profit tasked with winning the host city bid. With an expansive public awareness campaign, flourishing stakeholder support, and personal connection to the local Philadelphia community, we have successfully generated city-and-statewide momentum for Philadelphia Soccer 2026.

As of 2021, supporter newsletters have reached thousands of emails, and well over a million social media impressions have spread the news further. Athena produced eight videos, supported over 20 event activations to date, managed all budgets, coordinated with vendors, produced marketing collateral, and tactfully planned each event, including the seminal site visit by FIFA representatives in September 2021. Maggy Wilkinson led this effort with our Events team.

A presentation recapping Athena's engagement can be found using this [link](#).

Contact Name: Daniel Hiltferty	Contact Phone Number: N/A
Contact Title: Chair	Contact Email Address: Dhiltferty@philadelphia2026.com

Karima Zedan

kzedan@Athenaglobaladvisors.com

Digital equity, social impact and business executive focused on change initiatives that harness the power of technology, the internet, and digital connection to unlock opportunities. Experienced emotionally intelligent leader in building inclusive and effective teams for bold social change initiatives in the public and private sector.

Extensive experience providing public briefings and presentations to members of municipal and state government, Congress, the FCC, Attorneys General, diverse industry associations in media, journalism, technology and education, and business and community leaders.

Professional Experience

Zedan Impact Consulting

2021 – Present

Founder & Principal

- Advisor to organizations and communities in digital and technological equity, strategic planning, broadband adoption and affordable broadband program design and implementation.
- Consultant for public, private, and nonprofit organizations in the area of social impact, corporate social responsibility, and organizational design.
- Client work has included advising an international telecommunications provider in developing the strategy and program design to help close the digital divide in the Caribbean and Latin America, working with mission-driven tech companies, and supporting national nonprofits.

Comcast Corporation

2012 – 2020

Vice President, Digital Inclusion & Internet Essentials

- Built and led a diverse and interdisciplinary team responsible for strategy and implementation of Comcast's signature affordable broadband adoption program and corporate social responsibility (CSR) initiative, Internet Essentials—the nation's largest digital equity program, connecting millions of low-income households to the internet at home, offering tens of thousands of laptops, and funding the development of hundreds of computer labs.
- Formed a network of thousands of nonprofit, government (federal, state, and local), education, and community partners to support broadband adoption, local outreach, digital skills and workforce development trainings.
- Developed specialized research, data, and analytics function to support all digital equity and broadband adoption efforts within the company; managed an array of external research, policy, and industry partnerships.
- Created an integrated program strategy across all aspects of the internet business with key performance metrics; developed unique customer enrollment process and multichannel platform experience (national call center, mobile, and web-based) to serve specific needs of unconnected, low-income households; maintained financial responsibility for the growth of the program.
- Provided leadership for overall communications and stakeholder engagement strategies for 6,000 communities across the country, including marketing, customer-focused, and government and community training and outreach materials; worked with thousands of employees to implement robust employee engagement initiative; created recognition programs for community partners with ongoing training, events, and localized programs in support of economic development.
- Led the program through the first eight months of the Covid-19 pandemic; successfully responded and delivered internet service in the face of surging demand; formed strategic partnerships with thousands of schools and organizations to support school-funded home internet for their students; created public program for supporting 1,000 WiFi-enabled community centers across the country.

Philadelphia Police Department**2008 - 2012***Director of Communications & New Media*

- Created and led the Office of Organizational Communications for the nation's fourth largest police department, an agency struggling to change the city's narrative and reputation around violence, policing, and community engagement, for Police Commissioner Charles H. Ramsey and Mayor Michael Nutter.
- Developed the overarching internal and external communications strategy, including re-alignment of the department's mission, vision, and values, to match new community strategy; ran daily media relations operations; managed external affairs and strategic partnerships with local, regional, and national nonprofit, government, and corporate partners; re-branded the department's mission and image under new ethical leadership.
- Launched digital and social media presence, including Phillypolice.com, setting the national template for law enforcement agencies across the country; consistently leveraged technology as an enabler of social change within department's culture; led programmatic efforts to enroll 6,500 employees in the adoption of new behaviors and practices to reflect and accelerate culture change.

University of Pennsylvania**2006 – 2008***Associate Director, University Affairs & Director of Academic & External Affairs*

- Implemented strategic diversity and international goals for the Office of the Provost; served as project co-manager for university-wide mission continuity initiative.
- Led the development of internal and external communications for the Division of Public Safety, including proactive and crisis communications impacting institutional reputation; served as the media and student liaison for the Division; developed diversity and inclusion model for Division employees; coordinated academic research initiatives regarding community policing and student safety.

Education**Temple University**, Philadelphia, PA

M.A. Criminal Justice

- Completed studies in organizational communications and constitutional law and civil rights, minorities and women in criminal justice, and research methods and analysis; study abroad, University of Leiden, Netherlands.
- Served as Adjunct Instructor for three years teaching undergraduate Introduction to Criminal Justice and Urban Minorities and Criminal Justice courses. Completed prospectus for Ph.D. with focus on organizational communications and strategy.

University of Pennsylvania, Philadelphia, PA

B.A. Communications, with concentrations in psychology and media

Lifelong Learning

- Accredited Executive Coach Program, International Coach Federation, 2018, *Teleos Coach Development Program*
- Out & Equal Executive Forum, 2018, *Out & Equal Workplace Advocates*
- Comcast Women in Leadership, 2016, *University of Pennsylvania, Wharton Aresty Institute of Executive Education*
- Executive Education for America, 2012, *Brookings Executive Education*

Maggy Wilkinson

mwilkinson@athenaglobaladvisors.com

Accomplished C-Level executive leader with strong portfolio of success directing the operations and financial management of international corporations including reorganizing and repositioning companies for merger and sale.

- Excellence in identifying strengths and weaknesses of a business model and implementing comprehensive plans to improve organizational processes, maximize profit potential and manage risk.
- Track record of taking companies in need of restructure and identifying, developing and executing corporate growth strategies.
- Proven ability to lead multinational corporations to optimize technology, penetrate new markets and strengthen customer and vendor relationships.
- History of transitioning organizations from reactive environments to proactive cultures with constant reassessment and continuous innovation.

Executive Highlights

- Grew company from \$10 million to \$30 million in 24 months.
- Developed multinational corporate organizational structure.
- Turned around failed programs, saving over \$1 million.
- Pioneered strategies that generated multimillion dollar revenue streams.
- Designed programs to address organizational inefficiencies and reduce turnover while increasing productivity.

Leadership Competencies

- Multinational Operations
- Corporate Governance
- Human Capital Management and Utilization
- Market and Product Strategies
- Strategic Planning and Growth
- Risk Management
- Executive Development
- Business Process Optimization
- Situational Analysis/Assessment
- Change Agent
- Mergers and Acquisitions
- Motivating Leader /Team Builder
- Multimillion dollar P&L Management

Selected Professional Experience

Athena Global Advisors

2013 – Present

Chief Executive Officer

Maggy founded Athena to be an agent of positive change in the world through the activation of transformational thinking. Athena's culture, values, and practice reflect a foundational belief that inspiration and innovation require practical execution and action. And that it is only through this process—of translating ideas and hopes into realistic targets and achievable goals—that progress is made.

Forensic Risk Alliance LP

2010 – 2012

Chief Operating Officer

- Led all operations for this international consultancy.
- Sole responsibility for driving and measuring all indicators of success including employee utilization, profitability, status of projects and client contracts, sales pipeline, talent acquisition, fixed and variable overheads, sources of revenue, current cash position and cash risk profile.
- Oversaw all internal financial reporting including income statements, balance sheets, cash flow statements, etc.

Selected Achievements

Operations Change Management

- Grew company from \$10 million to \$30 million in revenue while creating dramatic improvement in margins.
- Doubled the company from 28 to 70 staff including consultants.

- Designed and implemented organizational structure in all 4 countries of operation where none existed before, resulting in improved communication and positive impact on revenue stream and corporate culture.
- Led and delivered results domestically and internationally by introducing Project Management best practices.
- Developed vendor management program in all countries of operation.

Human Resources and Human Capital

- Built resource allocation model used to staff all projects where none existed before.
- Oversaw management and delivery of 21 projects in 24 countries.
- Designed and introduced compensation and performance management programs.
- Developed and implemented policies and procedures to include adoption of an Employee Handbook, T&E Policy, Benefits Offering, Data Protection and Data Privacy Policies, etc.

Technology

- Increased competitive advantage by spearheading the redesign and rebuild of key technology offering which is responsible for 60% of current revenue stream.
- Directed the critical upgrade of data centers in all countries of operation.
- Managed the implementation of cloud-based Salesforce CRM and other key solutions necessary for tracking and reporting of business development efforts.

Sales and Business Development

- Defined and developed Sales Funnel goals.
- Set example by personally securing 4 new clients with total revenues approx. \$.7 million and responsible for 2 proposals currently out for additional work.

Athena Human Capital

2008 – 2010

Independent Consultant at Comcast

- Managed \$100M combined budget.
- Covered 29 markets with extremely aggressive targets.

Selected Achievements

- Taking over and turning around failed programs for direct sales organization, successfully led 3 nationwide initiatives on time and under budget

Teletech Holdings, Inc.

2006 – 2008

Executive Director, Corporate Human Capital (CHC)

- Hired to improve and automate processes globally for Corporate Human Capital in this 55,000-employee business process outsourcing firm.
- Managed onshore and offshore CHC and Talent Acquisition teams.
- Served as senior Human Capital Business Partner to Sales, Marketing, Legal and Finance Organizations.

Selected Achievements

- Conceived, designed and implemented professional development initiative which enabled every corporate employee to chart his/her own course for career growth.
- Implemented and managed companywide process for commission payouts to sales team members in all countries of operation where one did not exist prior.
- Created and introduced model for behavioral interviewing of all corporate employees.

Education

Columbia University, New York, NY

Graduate Courses in Organizational and Social Psychology

Middlebury College, Middlebury, VT

B.A., Classics with concentration in Political Science, cum laude

Brian Wilson

bwilson@Athenaglobaladvisors.com

(317) 220-5836

Technology Skills

Languages

C#, Python, R, VB.NET, ASP.NET, VB6, VBA, RegEx, SQL, TSQL, XSLT, XPath, SQR, Javascript

Libraries/APIs

NServiceBus, Akka.NET, Relativity Analytics Engine (CAAT), Stanford NLP, OpenCalais, Syncfusion Essential Studio, Linq, OAuth, OpenId, Facebook, LinkedIn, Twitter, YahooBoss, StackOverflow, MS Office Automation, Task Parallel Library, HtmlAgilityPack, WS-I WebServices, jQuery

Databases/ORMs

CosmosDB, SQL Server, SQL Azure, MS Access, Oracle, LinqToSql, EntityFramework

Development Tools

Visual Studio, VSTO, FME Safe, Cerabrate, Fiddler, Postman, RegEx Buddy, TFS, DreamWeaver, FogBugz, Kiln (Mercurial), GitHub, SVN, VSS, Resharper, LinqPad, DataGrip, FME Desktop

Other

Windows Azure, AcrGIS Pro, GeoDa, MapLarge, Tableau, ActiveDirectory, AzMan, Atalasoft .NET Imaging SDK, Oracle OutsideIn, Analyst's Notebook, Analyst's Workstation, iBase, iBridge, iXa, iXv, TextChart, Photoshop, Illustrator, Nuance OCR

Professional Experience

Agility Software / Athena Global Advisors

2015 – Present

Contractor

Collaborated with a multi-disciplinary team at a Fortune 50 telecom firm on development of a multimillion-dollar bid for the FCC's Connect America Phase II Auction and buildout of 5G wireless networks. Preparation includes geospatial analysis of eligible census blocks as they relate to the firm's existing footprint, competitive analysis of other telecom firms in the market, and analysis of population densities across the US.

- Constructed an expansive geospatial data warehouse after researching, identifying, and acquiring public and commercial data sets required for analysis.
- Performed geospatial calculations to weight eligible census blocks based upon their proximity to the client's existing plant.
- Developed custom clustering algorithms to identify the top 20 clusters of eligible census blocks that maximize ROI, while matching the client's desired profile of population densities.
- Prepared detailed statistical reports and maps highlighting proposed high-speed broadband service expansion for presentation to senior presidential advisors at White House.
- Utilized NASA remote-sensing satellite data to measure tree coverage in firm's existing markets for build out of new 5G networks.

Legal Decoder

2015 – Present

Vice President of Technology

- Designed and wrote a fluent, embedded domain specific language in C# to express complex rule theorems, along with a robust rules engine to evaluate the theorems against legal invoices.
- Utilized open-source NLP libraries to extract the structure and meaning of invoice line narrative.
- Worked with subject matter experts to define a comprehensive legal taxonomy used in categorizing line item such that they can be bucketed into phases of legal proceedings for subsequent temporal analysis.

2014 – 2015

Manage URiD*CTO*

- Managed team of offshore programmers and testers in the development and enhancement of the product.
- Translated stakeholder's business requirements into detailed technical specifications after in-depth analysis.

Mindseye Solutions**2012 – 2014***Senior Developer*

- Architected and implemented the integration of latent semantic indexing, email threading, and document deduping via Content Analyst's CAAT platform (Relativity Analytics Engine).
- Replaced legacy OCR functionality with high-throughput, multi-threaded OCR and language identification using Nuance OCR SDK.

Indiana University School of Medicine**2012 – 2012***Software Developer*

- Implemented public-facing websites for Riley Hospital for Children and various pediatric-focused departments affiliated with the Indiana University School of Medicine.
- Updated legacy applications to replace Infragistics dependency with jQuery, jQuery UI, and assorted plug-ins.
- Identified and corrected significant data anomalies skewing report statistics, while drastically improving report compilation times.

MyWebCareer.com / Brandify.com**2010 – 2012***Cofounder, Chief Architect*

- Overall architecture and development of back-end services for this sophisticated Internet startup.
- Designed data model and XML document formats used throughout system, as well as test harness for third-party APIs/datasets.

Forensic Risk Alliance**2006 – 2010***Senior Development Manager***2001 – 2002**

- Managed and hosted SaaS document review applications, and generated statistics and reports integral to cases built by various legal clients as well as the Department of Justice and the Securities & Exchange Commission.
- Designed and developed a claims management system for The Conference on Jewish Material Claims Against Germany, a system that administered compensation claims to slave labor victims of the WWII Nazi regime.

Choicepoint Government Services / i2 Inc.**2002 – 2006***Senior Solutions Architect / Senior Consultant***2000 – 2001**

- Back-end development and fusion center architecture while supporting sales team as technology SME and providing client training on customized software.
- Developed iBridge COTS product as part of UK-based development team that connected i2's flagship application to customer databases.

PricewaterhouseCooper**1999 – 2000***Dispute Resolutions Associate*

- Cleaned, normalized and loaded datasets into a central Oracle database; then produced reports using SQR to highlight patterns and anomalies.
- Produced reports and statistics presented to Paul Volker, chair of the Independent Committee of Eminent Persons (Volker Commission).

Education**George Washington University**, Washington DC

M.S., Data Science

Graduate Certificate in Geographic Information Systems

Indiana University, Bloomington, IN

B.S., Business Process Management, Operations Management & International Business

Yonsei University, Seoul, South Korea

Korean Language, History, Culture, Politics, and International Relations

Indiana University, Bloomington, IN

East Asian Summer Language Institute

Japanese Immersion Language Training

Deborah Lathen

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(703) 887-0990

Corporate Attorney | Business Leader | Domestic & International Policy Advisors

Subject Matter Expertise across Legal, Business & Policy Arenas

Nationally recognized leader known for tackling cutting-edge, complex business, policy and legal issues in challenging environments. Well-honed management and leadership skills that motivate and encourage team members and build future leaders. Areas of expertise: Telecommunications and New Media, Corporate Governance, Civil Litigation, Mergers & Acquisitions, Government Accountability & Ethics, Consumer Affairs and Labor Law.

Business & Corporate Expertise | National Law Firms | Fortune 500 Companies | Corporate & Not-For-Profit Boards

Thought Leadership

Key Speaking and Panel Appearances (partial listing)

- Appeared on CSPAN, PBS and CNN as a telecom expert
- Testified before Congress on major telecom issues
- Participated on numerous FCC panels
- National Association of Mayors
- National Association of Governors
- Town Hall Los Angeles
- London Financial Times
- Duke University
- University of Washington
- British American Roundtable
- Sino/ US Media Conference Beijing, China
- Multicultural Media, Telecommunications and InternetCouncil (MMTC)
- British Telecom Senior Women's Association
- Rainbow/Push Wall Street Financial Summit
- Congressional Black Caucus

Career Narrative

Lathen Consulting LLC

2001 – Present

President

Industry Expert and Advocate sought out by Wall Street, international investment and hedge fund companies. Provide strategic advice on some of the hottest and most transformative issues in telecommunications today including Time Warner/ Comcast proposed merger, Time Warner/Charter merger and AT&T/DirectTV proposed merger. Serve as an intelligence resource for companies seeking to better understand and influence the regulatory process. Educate clients with respect to the processes, procedures and “politics” of the FCC and how it interfaces with the executive and legislative branches. Thought leader helping to shape views on key telecom issues such as Net Neutrality, Broadband deployment and the commercial availability of set-top boxes. Advise analysts from the US, UK, Australia, Canada, Singapore and India.

Highlights of Individual Client Projects and Outcomes: (company names withheld for confidentiality)

- Advocated and obtained a regulatory waiver rescuing a Fortune 100 set-top box provider and network manufacturer from a regulation which threatened its core business and could have potentially eliminated the major source of its revenue.
- Developed an extensive early alert tracking system allowing preemptive actions to thwart future regulations potentially harmful to the business.
- Designed and implemented an “educational program” pairing senior company executives with influential government and industry executives. Provided in-depth, full-day briefings to the CEO and senior managers on regulatory matters impactful to their business on an ongoing basis.
- Created and launched an advocacy plan to assist a national telecom company in obtaining approval for the launch of its broadband video service in local communities.

- Authored op-eds in support of a Fortune 50 company's business strategies and testified before local government authorities as an expert.

Cable Services Bureau, Federal Communications Commission

1998 – 2001

Bureau Chief

Appointed by President Clinton and reported to the Chairman of the FCC. Led a bureau of 112 lawyers, accountants, engineers and economists in setting policies and crafting regulations covering the cable, satellite TV and broadcast industries. Headed the agency's efforts on broadband deployment, video programming and Internet policy issues. Served as lead person for the development and implementation of the national broadband policy. Led the review of 3 major mergers: \$108 billion AOL/Time Warner; \$58 billion AT&T/Media One; \$50 billion AT&T/TCI.

- Oversaw the agency's implementation of the Satellite Home Viewers Improvement Act (SHVIA) which made sweeping changes to the law governing satellite TV and cleared the way for consumers to receive local TV channels over satellite.
- Spearheaded the revision of the hotly contested and complex cable ownership and attribution rules which determined how many cable subscribers a single company may own nationwide.
- Authored first extensive report on Broadband, Understanding Broadband (1999).

Education

Harvard Law School, Cambridge, MA

J.D.

Cornell University, Ithaca, NY

A.B. magna cum laude in Government, with distinctions in all subjects

Admitted to practice before courts of Wisconsin, Illinois and California

Affiliations & Honors

Multicultural Media, Telecommunications and Internet Council

2000 – Present

Board of Directors

- Not-for-profit focused on giving voice to minority issues to regulators and on obtaining access to broadband for all Americans as well as promoting diversity in media ownership and programming.
- Founding Board Member, DC Board of Ethics and Government Accountability — 2011–2016
- Chosen by Mayor of DC and confirmed by the City Council as one of three founding board members of the DC Board of Ethics and Government Accountability which was established after a rash of ethical violations that resulted in the imprisonment of several City Council members.

BT (British Telecom)

2007 – 2010

Board of Directors

- Served on the Corporate Social Responsibility Committee and the Remunerations Committee. First African American to be elected to BT's Board.

Selected by The HistoryMakers, an organization that chronicles lives of accomplished African Americans. Six-hour video interview is a part of the Library of Congress's collection.

Founder/Secretary of the Nissan Foundation in Los Angeles and Former Board Member, Rails to Trails Conservancy, One Economy, Safe Harbor Women's Shelter and Operation Hope.

Founder of Tech & Roses, an organization established for women in technology to mutually support each other.

Roscoe M. Moore III

rmoore@athenaglobaladvisors.com

(301) 588-0264

Professional Experience

Peersat

2002 – Present

President & Founder

- Won Defense Advanced Research Projects Agency (DARPA) & NASA contracts for PeerSat Link 5G technology.
- Patented & tested PeerSat Link over commercial satellites for satcom to 5G Phones, UAV drones, & hypersonics.
- 5G Network Slice Cloud services sharing existing 5G networks & satcom using software defined radio firmware.
- 5G at 3.7-Ghz, 28-Ghz, and 12-Ghz overlaps satcom without FCC Ancillary Terrestrial Component (ATC) rules.
- 5G Tests of PeerSat Links sharing 5G 3.7-Ghz, 28-Ghz, & 12-Ghz frequency bands with acceptable interference.

Wireless & Satellite Telcom & Private Equity & Hedge Fund Advisor

2002 – Present

- Advised private equity fund in FCC 5G Mid-Band 3-Ghz Auctions in 2021, and 5G spectrum sharing with Radars.
- National Spectrum Consortium (NSC) Member shaping US Government regulation and use of 5G spectrum.
- Advised hedge funds on 4G wireless spectrum distressed by debt or uncertain new FCC technical rules like ATC.
- Over \$1-Billion invested with 10-fold returns in distressed 4G of Clearwire, Ligado, TerreStar, & SiriusXM Radio.

Spacehab/Astrotech

2004 – 2007

Chief Technology Officer, Director

- Worked at only space technology focused VC firm in world investing \$273-M in institutional funds.
- Served as observer on board of 2 start-up companies building satellites for wireless/media markets.
- Executed \$20-M in portfolio company financings, re-wrote business plans, and helped \$84-M fund-raise.

Other Experience

World Radiocommunication Conference (WRC 2000)

2000

US Delegate

Federal Communications Commission

1998 – 1999

Satellite Division

Commercial Space Transportation Advisory Committee

1998 – 2002

Political Appointee

Washington Space Business Roundtable (WSBR)

2000 – 2006

Chairman

Military Experience

U.S. Air Force

1993 – 1998

Captain

- Nuclear Missile Inspector in Votkinsk, Russia (near Siberia) for START/INF arms control treaties
- Top Secret analysis of foreign space systems at NASIC at WPAFB as an Astronautical Engineer
- On U.S. Air Force Air Staff at the Pentagon as Team Chief of a computer modeling and analysis team

Skills & Interests

- Ran with the Bulls in Pamplona, Spain. Trained in martial arts of Capoeira, Tae Kwon Do, & Aikijitsu
- Broke Triple Jump record, elected Team Captain, and was all-conference for NCAA Div-1 Track Team

- Obtained a private pilot's license to fly single engine aircraft. Awarded Army Air Assault Badge & other medals
- Licensed by DC Bar; elected into International Institute of Space Law; published in refereed law journal

Education

Georgetown Law University, Washington DC

J.D.

International Space University, Strasbourg, France

Summer Session Program

United States Air Force Academy, Colorado Springs, CO

B.S. in Astronautical Engineering (Rocket Science)

Nichole Grgenti

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Growth-focused and innovative manager, experienced in partnering with clients to increase efficiencies in a variety of disciplines and settings. Background working collaboratively across clinical, account, creative, development, and executive teams to meet project goals in alignment with expected timelines. Experience and strength in client relationship-building, responsively customizing solutions to a diverse set of needs. Versatile and flexible to work within a team, supporting the needs of the key stakeholders, while focused on driving the project forward.

Select Core Competencies

- Project Management / Coordination
- Process Development / Implementation
- Account Management
- Relationship-Building
- Client Management
- Strategic Planning
- New Business Development
- Team Leadership
- Problem Resolution

Professional Experience

Athena Global Advisors

2019 – Present

Senior Manager, Project Management Team

Partner with Product, Operations, and Leadership teams to operationalize and monitor performance of Internet Essentials digital equity program/product offering. Collaborates with team in creating and maintaining project plans and developing systems and processes to support the client initiatives. Skilled at translating client needs to action items, tracking the deliverables and managing communications around project progress. Supports research and data analyzation, including interpreting insights and results for executive review.

Select Highlights

- Participate in expansion of national digital equity programming (Internet Essentials) aimed at bridging the digital divide: Support on research study execution and engaging governmental, non-profit, and private entities in partnerships to improve connectivity in targeted service areas.
- Ability to direct activities in line with business strategy and implement standard operational frameworks to meet established program goals.
- Maintain and follow through on action-oriented task management with key executive stakeholders, subject matter experts, and internal team resources.
- Provides strategic, analytical, and communications support.
- Experience in broadband and telecommunications, including maintaining public/private partnerships with government entities.

Miss Rachel's Pantry

2014 – 2018

Operations Manager

Restructured business by establishing and implementing systems and procedures which have increased revenue and efficiencies. Trusted advisor to business owner to create a blueprint for success which has expanded client base, productivity, and revenue. Exclusively responsible for communication between owner, vendors, and customers for price negotiation, contract development, and scheduling. Plan all components to execute events, meshing services offered with client vision.

CityEats by Food Network/Scripps Networks Interactive

2012 – 2014

Client Relations Manager, Operations

Oversaw the accounts of 200+ restaurants in Philadelphia and Washington, DC, employing a new mobile dining content/reservations solution for iOS software for table management, Cloud-based technology for scheduling and

organizing customer data, and a digital event ticketing and marketing tools. Balanced partner relationship-building for two direct marketplaces as the liaison between partners, developers, and executives of emerging business-facing software. Played a key role in the development and growth of the product, fulfilling objective to sell the tool to a major technology firm.

Fish/Little Fish Restaurant

2005 – 2012

General Manager, Operations

Directed operations, driving corporate growth through oversight of general administrative and front-of-house management tasks such as comprehensive personnel recruitment. Worked with owners and design team to track and drive forward the construction and design of three restaurants. Originated and continually expanded training processes and operational protocols geared toward staff orientation and ongoing performance assessment of team.

Moss Rehab

2000 – 2004

Day Program Coordinator/Case Manager/Brain Injury Therapist I

Led daily operations for non-profit hospital program, ensuring effective clinical service delivery to clients. Developed new programing with hospital administration, including policies and procedures aligned with industry laws and regulations. Served as the liaison for treatment team, translating vital clinical information to patients and their families as well as insurance representatives and referral sources.

Main Line Rehabilitation Associates, Inc.

1995 – 2000

Referral Coordinator/Case Coordinator/Cognitive Therapist

Provided direct treatment services to clients, specializing in cognitive retraining as related to clients' progress in returning to home or work following a traumatic brain injury. Advanced to a case management role, customizing treatment strategies and discharge plans based on a thorough assessment of the client's level of functioning. Further advanced to the role of managing all new referrals, responsible for negotiating program focus and fees with stakeholders, including funding sources, referral sources, families, school districts, and community agencies.

Education

La Salle University, Philadelphia, PA

M.A., Clinical Counseling Psychology

- Therapist Intern - Stress, Depression, and Wellness Program, University of Delaware, Dr. Adele Hayes Trained in emerging treatment model: Exposure Based CBT for depression
- Therapist Intern - Trauma-Focused Cognitive Behavioral Therapy, Delaware Division of Child Mental Health Services, Charles Webb Ph.D.
- Provided Clinical Counseling to adolescents screened positive for PTSD as part of an effectiveness study of Trauma- focused Cognitive Behavioral Therapy

West Chester University, West Chester, PA

B.A., Psychology, concentration in Cognitive Rehabilitation

Tina Diablo Turner

tdiablo9@yahoo.com

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Professional Experience

2019 – Present

Athena Global Advisors

Program Manager

2019

Director

2020 – Present

Comcast/Project Management Support and Oversight for Product Advocacy, Corporate Communications, Internet Essentials

Relationship management and communication leadership

- Build/manage/maintain interdepartmental relationships to maximize efficiency and collaboration across functions.
- Collaboration with cross-functional partners across the organization through a consistent cadence of meetings and communications.
- Provide strategy, content, development, and design support for internal and external facing presentation materials.
- Manage weekly updates as directed for executives and key stakeholders.
- Management of campaign timelines.

Holistic project management

- Development and maintenance of project tracker for individual team members and facilitation of connectivity across swim lanes.
- Standardize approach to team meetings and tracking of prioritized projects.
- Development of a resource analysis strategy to measure and mitigate bandwidth.
- Process optimization and assistance supporting team evolution.

Project-specific management and leadership

- Provide as needed subject matter expertise for program related action items within communications, events, content, partnership development and employee engagement.
- Maintain, advance, and care for internal/external all-inclusive Partnership tracker, internal Stakeholder tracker(s).
- Construct subsequent project trackers as needed for initiatives, data collection, external partnerships, etc.
- Construct reports as needed to support program management initiatives.

Comcast/Internet Essentials specific to Lift Zones

- Provide project management support for the implementation of Lift Zones, which includes acting as the connective tissue between Internet Essentials and all Leadership Teams involved in the initiative including Project Management Office (PMO), Government Affairs (GA), Comms, Brand, Legal, Product/Tech, Support, Finance.
- Participate in program development meetings and contribute to tasks to solidify processes.
- Executive level support on Lift Zone operations.
- Provide prep for executive sponsor and IE Team to report out on program status for weekly meetings.
- Provide support to strategize, develop, solidify, and evolve initiative processes.
- Provide support on Lift Zones Impact Evaluation Plan Report and metrics.
- Partnering with Key Stakeholders to develop business case, focused on overall strategy/current state, partnerships, and employee engagement.
- Provide as needed content and administration support for key presentations and meetings.
- Other duties and responsibilities as assigned.

Evoke Group	2015 – 2019
<i>Senior Project Manager</i>	
<ul style="list-style-type: none"> • Owned a project from inception through completion, and managed multiple mid-and large-scale projects, with the support of junior-level project managers, across both digital and offline/traditional media. • Worked closely with the Account Management Team to keep them aware of project statuses and risks and supports them through client-facing interactions as needed. • Worked with the Program Manager to solve complex production and project issues with a collaborative solutions-based approach, based on past experience, while adjusting to the situation at hand. Knows when to escalate an issue before it affects timing and/or budget. 	
HealthAnswers Education	2014 – 2015
<i>Senior Program Director</i>	
<ul style="list-style-type: none"> • Led the program management department, including management and development of staff and program procedures and processes, both internal and external, demonstrating expertise in ability to work with many difference departments, vendors, clients and tactics. • Managed/coordinated internal process of project development, educated all team members on all necessary information (background information, timeline, budget, project specs, staffing plan) along with client submission requirements • Managed the administrative tools and SOPs of all eLearning programs utilized by HealthAnswers. 	
HealthAnswers Education	2013 – 2014
<i>Project Manager</i>	
<ul style="list-style-type: none"> • Worked with appropriate customers to develop project scope of work documents and project plans. (i.e. Statement of work, budget, timelines). • Defined the responsibilities of parties involved in the project including customers, management, IT management, project team, vendors and others affected by the project. • Maintained effective communication and working relationships with customers and project team members. • Prepared and manage timeline, outlining all planned program details for the client, internal team, and external vendors. • Assigned, scheduled, trained, reviewed, and monitored project work to ensure that progress is within expected guidelines and is completed on time and within budget. • Identified, tracked, monitored and communicated project-related issues, scope changes, variances and contingencies that may arise during the implementation of projects. • Facilitated relevant solutions with the appropriate customer(s) to meet and exceed client requirements, while exploring opportunities to enhance the deliverable and add value to job accomplishments. 	
BCD Meetings and Incentives	2010 – 2013
<i>Program Manager, Pfizer Account</i>	
<ul style="list-style-type: none"> • Planed, executed, managed and evaluated all logistics and compliance components for high volume complex domestic and international, including both independent and series meetings with an attendee count of 5 people to 1000 people. • Prepared and provided client with timeline outlining all planned program details. 	
ApotheCom, A Huntsworth Health Company	2004 – 2010
<i>Meeting Manager</i>	
<ul style="list-style-type: none"> • Planed, executed, managed and evaluated all logistics for more than 25 domestic and international meetings simultaneously per year including Certified Medical Education and promotional advisory board meetings, speaker training, and symposium-related programs ranging from 30 to 500 attendees. • Strategized and planed with the internal client service and scientific team members to achieve the clients' set goals and exceed their high expectations through meeting and events. 	
Education	
University of Delaware , Newark, DE; <i>B.A., Sociology with a minor in Leadership</i>	

Luke T. O'Connell

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Professional Experience

Athena Global Advisors

2021 – Present

Senior Analyst

- Worked with international telecommunications client to establish a country-wide digital inclusion program from scratch, including by preparing presentations and talking points for discussions with the World Bank.
- Developed internal internship program and managed recruitment efforts.
- Supported telecommunications client in improving customer lifecycle management processes.

Raja for Congress

2020

Campaign Manager and Finance Director

- Managed senior campaign staff and external contractor relationships overseeing a 46-point margin of victory for Congressman Raja Krishnamoorthi's reelection.
- Directed logistics for socially distanced, in-person events and virtual fundraisers to raise \$1.4 million for Q3 2020, the Congressman's most successful fundraising quarter ever.
- Supervised the intern program to maximize research and incorporate a diverse, representative intern class into the fundraising and organizing process.

Brett Burman for Pennsylvania Senate

2020

Campaign Manager

- Managed a budget of \$250,000 to hire and staff a diverse, majority-LGBTQ team of over 12 individuals, including senior staff and interns.
- Cultivated relationships with and acted as primary liaison for endorsing organizations, securing endorsements from the Working Families Party and LGBTQ Victory Fund, and a distinction from Mom's Demand Action.
- Wrote and maintained social media, fundraising emails, and communications, building up a large following and email subscriber base for a first-time candidate.

Office of Governor Gina Raimondo

2015 – 2016

Policy Fellow

- Drafted research packets, engaged with policymakers, and edited memoranda for the Deputy Chiefs of Staff and the Governor to inform policy development on topics such as mitigating climate change, parole and probation reform, and regulating economic disruptors.
- Led and facilitated meetings with multiple high-level staffers in different agencies to gain feedback and further study the potential for such government modernization.

Education

The London School of Economics and Political Science, London, UK

M.S., International Political Economy

Specialization in International Investment and Trade

- Dissertation: "Investment Provisions in CETA: Variations on NAFTA and Other Developed Country Bilateral Investment Treaties"

Sciences Po, Paris School of International Affairs, Paris, France

M.A., International Public Management

Specializations in European Politics, Public Policy, and Cross-border Financial Regulations

Brown University, Providence, RI

B.A., International Development and Slavic Studies (Honors)

- Pushkin Prize for Excellence in Senior Thesis
- Associate Editor, *Brown Journal of World Affairs*

Additional Information

- Languages: German, Advanced Proficiency; French, Intermediate Proficiency
- Skills: Project Management, Economic Policy & Legislative Analysis, Microsoft Office Suite

Nathaniel Deacon

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(401) 871-7361

Professional Experience

Athena Global Advisors

2021 – Present

Senior Analyst, Data Insights & Optimization (50-75 hours/week)

- Modeled resourcing needs for a multi-national telecommunications corporation's social media moderation team, leading to a 200%+ improvement in response rates in the months following implementation of recommendations.
- Combined disparate data sources from several departments to create a comprehensive dashboard view of the customer experience across touchpoints.
- Spearheaded company's participation in the STAR re-entry apprenticeship program, in which Athena provided an apprenticeship to an individual returning from incarceration with a significant risk of recidivism.

Analyst, Data Insights & Optimization (50-75 hours/week)

2020 – 2021

- Automated various weekly reports, saving the company 10+ hours per week.
- Performed text and sentiment analysis on a data set of over 50,000 tNPS surveys to identify the most prevalent pain points on the customer journey.
- Participated in the reputation audit of a major academic non-profit foundation using quantitative analysis of social media traffic, media reports, and interviews with grantees conducted by Athena.

Research Intern (35-40 hours/week)

Summer 2017, 2019

- Synthesized large reports and pieces of legislation into digestible executive summaries.
- Participated in creation of business development proposals for community initiatives of the NHL and NBA.

Jack MaGee's Pub and Grill

2021 – Present

Operational Manager and Co-lead Bartender (7-10 hours/week)

- Managed bar area, including opening and closing bar, instructing bouncers, and enforcing alcohol regulations.
- Cultivated group of "regulars" from kitchen staff and student body, leading to an increase in morale and sales.

Bowdoin Women's and Men's Lacrosse

Spring Seasons 2017 – 2019

- Oversaw set-up of scoreboard, PA system, and filming equipment.
- Filmed games, coordinated with referees to run penalty box, and collected loose balls.

Leadership & Service

RSVP Philadelphia

2021 – Present

Volunteer Math Tutor (3-4 hours/week)

- Provide math tutoring twice per week, reinforcing concepts taught in school and creating additional practice problems.

Bowdoin Varsity Football

2016 – 2019

Linebacker (15-30 hours/week)

- Balanced practice, games, travel, and workouts with a rigorous academic schedule.
- Participated in various community service opportunities with the team, such as a Be The Match drive, cancer research fundraising, and snow and leaf shoveling for elderly community members.

Education

Bowdoin College, Brunswick, ME

B.A., Philosophy and Russian

GPA: 3.55/4.00

Honors: 2017-2019 NESCAC All-Academic

Davis School of Russian at Middlebury College, Middlebury, VT

- Participated in language pledge, completing the equivalent of one year of college-level language study in 8 weeks

Middlebury College, Middlebury, VT

B.A., Classics with concentration in Political Science, cum laude

Additional Coursework, Coursera

Linear Algebra, Imperial College London; R Programming, Johns Hopkins University

Additional Skills

- Technical Capabilities: R, SQL, Visual Basic, Tableau, PowerBI, SharePoint development, Microsoft Office Suite
- Foreign Languages: Russian (Proficient)

Cristina Bermudez

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Professional Experience

Athena Global Advisors

2021 – Present

Digital Equity / Data Insights & Optimization

- Compile data, craft data visualizations, and isolate macro and micro trends to guide market strategies, optimize consumer engagement, and inform market and policy decisions.
- Conduct weekly and monthly broadband-related funding and policy reporting.
- Leverage market research and product analytics to optimize user experience and maximize campaign impact.

The Policy Lab, Yale Institution for Social and Policy Studies

2020 – 2021

Market & Policy Researcher

- Conducted market research to identify states of interest for expansion of technology startup developing free tools for the incarcerated to communicate with their families.
- Researched legislation and policy surrounding communication tools in prisons by state and county to determine barriers to entry in each.
- Identified political actors and policymakers with influence in prison policy and drafted policy briefs compiling studies and reports.

Questus Agency – Research & Analytics

Summer 2020

Research & Analytics

- Performed data analysis and conducted demographic research to optimize content strategy for award-winning digital marketing agency.
- Contributing researcher and editor, *Exponential*.

Mujeres Del Pacifico

Summer 2019

Strategy

- Worked with directors of an international non-profit organization that aids female entrepreneurs throughout Latin America to create products and programs for emerging female entrepreneurs in the Spanish-speaking segment.

Fairmount Ventures

Summer 2019

Operations Management

- Worked with directors of an international non-profit organization that aids female entrepreneurs throughout Latin America to create products and programs for emerging female entrepreneurs in the Spanish-speaking segment.

Yale Launch

2017 – 2021

President & Member

- Led Yale's entrepreneurial think tank and incubator for social ventures, non-profits, and businesses.
- Helped growing ventures reach product market fit and connect to resources.

Education

Yale University, New Haven, CT

B.A., Political Science

Graduate Certificate in Geographic Information Systems

Skills

Information Design – Data Management & Analytics

- Advanced Boolean querying, data visualization, database design/management/maintenance, advanced surveying, survey design (Excel, Google Apps/Analytics, AWS, Firebase, SQL, Tableau, Brandwatch, Sprinklr, Twitter/Facebook Analytics, Mechanical Turk, Qualtrics)

Digital Product Design & Analytics

- User interface and experience design, web app/mobile application/website design and updates, product analytics

Project Management

- Agile development, SCRUM, CRM

Michael Cloppse

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(347) 825-5570

Professional Experience

Athena Global Advisors

2022

Editorial Manager

- Promoted to lead Editorial Department and co-lead in-house Creative Agency.

Senior Copywriter

2021

- Account lead for two clients with total contracts valued at nearly \$500,000 per year.
- Responsible for 2 direct reports and up to 10 indirect staff depending on current projects.
- Spearhead internal Athena brand efforts, including a new company website and brand messaging.
- Support business development by leading proposal creation and participating in new business pitches.
- Serve as liaison between clients, project teams, and in-house creative team members.

Copywriter

2020

- Developed creative concepts and wrote and edited copy for reports, presentations, video, collateral, infographics, web, and social media.
- Assisted the Creative Director with strategic planning and implementation.
- Led proposal efforts for high-value RFPs, including a 7-year \$24.2 million opportunity.
- Collaborated with copywriters and designers to produce compelling creative for clients and internal teams.
- Presented creative concepts and copy to internal teams and clients. Managed revisions and reviews.

Research Intern

Summer 2019

- Supported an internal content audit for a Fortune 30 client.
- Led research and copywriting efforts for several reports for executives at a Fortune 50 company.
- Presented and participated in client meetings and Athena internal meetings.

Education

Bowdoin College, Brunswick, ME

B.A., *Economics and Government & Legal Studies*

Skills & Certifications

- Computer: Airtable, Miro, InCopy, Zoom, Microsoft Office Suite: Word, PowerPoint, Excel, OneDrive, Teams
- Certifications: Certified Digital Marketing Professional from the Digital Marketing Institute

Shawn Gorman

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Professional Experience

Athena Global Advisors

2018 – Present

Creative Manager

- Oversees creative department responsible for design elements of presentations and whitepapers.
- Coordinates closely with strategic team to represent business objectives in digestible graphics.

Atlantic Cape Community College

2015 – 2018

Graphic Artist

- Performed layout, design, illustration and pre-press production of printed materials Create logo types and illustrations.
- Transformed ideas into effective communication mediums for informational and promotional purposes in keeping with college brand and graphic standards.

Omega High Impact Print Solutions

2014 – 2015

Print Production Specialist

- Operator of a Vutek GS3200 large format printer Process files through appropriate RIP workflow
- Setup, maintained, and efficiently operated various digital printing devices

Copiers Plus

2013 – 2014

Print Production Specialist

- Vehicle wrap conceptualization, design, print, and installation.
- Designed and printed various print products such as business cards, posters, brochures, and postcards Wide format printer operator using Epson GS6000, Epson 9890, Summa DC4, and Royal Sovereign laminator.
- Sales and customer service

JC Motorsports

2012 – 2013

Lead Graphic Designer / Vehicle Wrap Installer

- Developed the concept of a vehicle wrap department for a pre-existing automotive customization business.
- Graphic designer proficient in Adobe Suite CS6 and FlexiSIGN 10 Vehicle wrap and graphics installer
- Wide format printer operator using Mutoh ValueJet 1324, 62" Base Laminator by Seal, and 55" Kona Cutter
- Purchase orders for materials
- Job sales, production schedules, and built a repeat client database

Columbus Technologies and Services

2004 – 2013

Computer Operator

First Off Decal Co.

2004 – 2012

Owner

Education

Full Sail University

Master's, Internet Marketing

Bachelor's, Graphic Design

Skills

• Graphic Design	• Brochures	• Sales
• Vehicle Wrap Design	• Digital Printing	• Vehicle Wrap Installation
• Adobe Creative Suite	• Customer Service	• Photography

EXHIBIT A

CONTRACTOR COVID-19 VACCINATION CERTIFICATION

I hereby certify that all Athena Global Advisor, Inc. (Contractor Name) employees and subcontractors who will be working on Contract No. 22-CPHD-1FB-500 are fully vaccinated against COVID-19, being tested on a weekly basis, or are exempt pursuant to a valid reasonable accommodation under state or federal law.

Please do not include any of your employees' medical documentation, including vaccination records or test results.

Date: 1/19/2022

Signature: MWJ

Printed Name: Margaret Wilkinson

Title: President

EXHIBIT B

CONTRACTOR COVID-19 VACCINATION QUARTERLY COMPLIANCE CERTIFICATION

Note: The report below has been submitted to: contractorvaccineinfo@arlingtonva.us.

I hereby certify that all Athena Global Advisors, Inc. (Contractor Name) employees and subcontractors working on Contract No 22-CPHJ-NRF-409 are fully vaccinated against COVID-19, being tested on a weekly basis, or are exempt pursuant to a valid reasonable accommodation under state or federal law.

Please do not include any of your employees' medical documentation, including vaccination records or test results.

Date: 1/19/2022

Signature: 

Printed Name and Title: Margaret Wilkinson

Company Name: Athena Global Advisors, Inc.

Company Address: 30 S. 15th St., Suite 600, Philadelphia, PA 19102