



Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850

FILED 10/2/2017
DOCUMENT NO. 08014-2017
FPSC - COMMISSION CLERK
September 27, 2017

To Whom It May Concern:

RE: Submission of Application Form for Authority to Provide Telecommunications
Company Service within the State of Florida

Please find enclosed the above referenced application form submitted by Citadel
Design & Construction, LLC.

All of us here at Citadel Design & Construction are praying for you and the others in
your community affected by Hurricane Irma. Thank you for your time and if you
have any questions, please do not hesitate to contact me.

Sincerely,

Antoine M. AL-Aziz
CEO
Citadel Design & Construction, LLC.
13118 Frog Hollow Ct. Herndon, VA 20171

RECEIVED-FPSC
2017 OCT -2 AM 10: 15
COMMISSION
CLERK



Check received with filing and forwarded
to Fiscal for deposit. Fiscal to forward
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Initials of person who forwarded check:

- COM
- AFD
- APA
- ECO
- ENG
- GCL
- IDM**
- CLK

FLORIDA PUBLIC SERVICE COMMISSION
OFFICE OF TELECOMMUNICATIONS

APPLICATION FORM
FOR
AUTHORITY TO PROVIDE TELECOMMUNICATIONS COMPANY SERVICE
WITHIN THE STATE OF FLORIDA

Instructions

- A. This form is used as an application for an original certificate and for approval of transfer of an existing certificate. In the case of a transfer, the information provided shall be for the transferee (See Page 8).
- B. Print or type all responses to each item requested in the application. If an item is not applicable, please explain.
- C. Use a separate sheet for each answer which will not fit the allotted space.
- D. Once completed, submit the original and one copy of this form along with a non-refundable application fee of **\$500.00** to:

Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850
(850) 413-6770

- E. A filing fee of **\$500.00** is required for the transfer of an existing certificate to another company.
- F. If you have questions about completing the form, contact:

Florida Public Service Commission
Office of Telecommunications
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850
(850) 413-6600

1. This is an application for (check one):

Original certificate (new company).

Approval of transfer of existing certificate: Example, a non-certificated company purchases an existing company and desires to retain the original certificate of authority rather than apply for a new certificate.

2. Name of company: Citadel Design & Construction, LLC.

3. Name under which applicant will do business (fictitious name, etc.):

4. Official mailing address:

Street/Post Office Box: 13118 Frog Hollow Ct.
City: Herndon
State: VA
Zip: 20171

5. Florida address:

Street/Post Office Box: _____
City: _____
State: _____
Zip: _____

6. Structure of organization:

- | | |
|---|--|
| <input type="checkbox"/> Individual | <input type="checkbox"/> Corporation |
| <input type="checkbox"/> Foreign Corporation | <input type="checkbox"/> Foreign Partnership |
| <input type="checkbox"/> General Partnership | <input type="checkbox"/> Limited Partnership |
| <input checked="" type="checkbox"/> Other, please specify:
Limited Liability Company | |

If individual, provide:

Name: _____
Title: _____
Street/Post Office Box: _____
City: _____
State: _____
Zip: _____
Telephone No.: _____
Fax No.: _____
E-Mail Address: _____
Website Address: _____

7. **If incorporated in Florida**, provide proof of authority to operate in Florida. The Florida Secretary of State corporate registration number is:
8. **If foreign corporation**, provide proof of authority to operate in Florida. The Florida Secretary of State corporate registration number is:
9. **If using fictitious name (d/b/a)**, provide proof of compliance with fictitious name statute (Chapter 865.09, FS) to operate in Florida. The Florida Secretary of State fictitious name registration number is:
10. **If a limited liability partnership**, please proof of registration to operate in Florida. The Florida Secretary of State registration number is: H17000243433
11. **If a partnership**, provide name, title and address of all partners and a copy of the partnership agreement.

Name: _____
Title: _____
Street/Post Office Box: _____
City: _____
State: _____
Zip: _____
Telephone No.: _____
Fax No.: _____
E-Mail Address: _____
Website Address: _____

12. **If a foreign limited partnership**, provide proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS), if applicable. The Florida registration number is:

13. Provide **F.E.I. Number**: 81-3746001

14. Who will serve as liaison to the Commission in regard to the following?

(a) The application:

Name: Antoine M. Al-Aziz
Title: Chief Operating Officer
Street Name & Number: 13118 Frog Hollow Ct.
Post Office Box: _____
City: Herndon
State: VA
Zip: 20171
Telephone No.: 703-435-8026
Fax No.: 703-435-8026
E-Mail Address: amalaziz@citadel-construct.com
Website Address: _____

(b) Official point of contact for the ongoing operations of the company:

Name: Tomoko Horii
Title: Executive Vice President of Community Development
Street Name & Number: 13118 Frog Hollow Ct.
Post Office Box: _____
City: Herndon
State: VA
Zip: 20171
Telephone No.: 347-559-3557
Fax No.: 703-435-8026
E-Mail Address: thorii@citadel-construct.com
Website Address: _____

(c) Where will you officially designate as your place of publicly publishing your schedule (a/k/a tariffs or price lists)?

- Florida Public Service Commission
- Website – *Website address:*
- Other – *Please provide address:*

15. List the states in which the applicant:

(a) has operated as a telecommunications company.

N/A. The applicant is a new company.

(b) has applications pending to be certificated as a telecommunications company.

N/A. The applicant is a new company.

(c) is certificated to operate as a telecommunications company.

N/A. The applicant is a new company.

(d) has been denied authority to operate as a telecommunications company and the circumstances involved.

N/A. The applicant is a new company.

(e) has had regulatory penalties imposed for violations of telecommunications statutes and the circumstances involved.

N/A. The applicant is a new company.

(f) has been involved in civil court proceedings with another telecommunications entity, and the circumstances involved.

N/A. The applicant is a new company.

16. Have any of the officers, directors, or any of the ten largest stockholders previously been:

(a) adjudged bankrupt, mentally incompetent (and not had his or her competency restored), or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings. Yes No

If yes, provide explanation.

Antoine M. Aziz

1656 Cedar Hollow Way, Reston VA 20194
(571) 529-0101 – mustiaziz@hotmail.com

EXPERIENCE

FEDERAL DEPOSIT INSURANCE CORPORATION

November 2011 – Present

Senior Complex Financial Institution Analyst – Washington, DC

- As a subject matter expert, I am responsible for performing risk analysis to include historical trend analysis and simulation analysis for the purpose of recommending the determination of assessment adjustments related to the FDIC's deposit insurance pricing system for large and complex financial institutions.
- Responsible for performing advanced analyses of emerging risks and trends in the Systemically Important Financial Institutions (SIFIs) including lending, investment funding patterns and risk concentrations for the potential effect on the risk profile of these large complex financial institutions.
- I am responsible for performing risk analysis to include historical trend analysis and simulation analysis for the purpose of recommending the determination of assessment adjustments related to the FDIC's deposit insurance pricing system for large and complex financial institutions.
- Responsible for conducting reviews on the effectiveness of insurance and supervisory programs designed to collect information on large, complex financial institutions and make recommendations for improving quantitative risk measurement techniques.
- Manage or assist, as subject matter expert, in assigned special projects related to potential emerging risks to insured institutions and the deposit insurance funds, including those which are policy related.
- Analyze and manage the work of senior staff and preparing reports and presentations on highly complex and controversial issues for senior management within various divisions of the corporation, with other agencies, with senior management of insured institutions, and the public.
- Develop, test and refine analytical processes and participates as the FDIC's representative on internal and external working groups.
- As a senior staff member, I am responsible for cultivating strong relationships with interagency counterparts and industry representatives.

DEPARTMENT OF HOUSING & URBAN DEVELOPMENT

August 2011 – November 2011

Director, Counterparty Risk (Ginnie Mae) – Washington, DC

- Planned, organized, and directed major policy initiatives, projects, studies, and business and financial analyses of risk issues, including risk assessments of products, activities and portfolios to maintain awareness of industry best practices, trends and innovations, particularly as they relate to counterparty credit risk management, and to develop major policies for GNMA uniquely suited to the Ginnie Mae business model.
- As the Director of Counterparty Risk, I was responsible for the development of sources of knowledge, including in the capital markets and the credit industry, to create external

and internal benchmarks to: measure the long and short term performance of GNMA issuers of federally backed mortgage securities; determined the financial health and continuity of the issuing financial organizations; identify troubled institutions; and, develop remediation work out plans that minimize the occurrence of credit defaults.

- I applied financial expertise to direct the development of innovative processes for identifying, collecting and using performance information data, including sampling, measurement and analysis systems to develop financial performance metrics that provided indicators of financial health and to determine if each issuer remained eligible (according to established Ginnie Mae policies) to continue to receive the Ginnie Mae guarantee on its securities and, if not, informing the issuer of actions it must take to regain eligibility.
- Maintained, and updated counterparty risk policies, including eligibility requirements, exposure limits, and exceptions and or alternatives to basic requirements to develop recommendations for managing program risk and carrying out the risk management program once approved.
- Led field reviews of troubled issuers and took disciplinary action including supervisory agreements, freezing of pools, or referral to the Issuer Review Board or Risk Committee for sanctions or possible default of troubled issuers.
- Assist issuers and their agents with routine business activities including interpretation of Ginnie Mae guidelines.
- Maintained current and accurate eligibility status of each issuer and ensured data systems accurately reflecting their status and work with the Single family and Multifamily Divisions in dealing with counterparty risk management issues.
- Supervised a staff of four professionals to including 3 GS-14s, a 1 GS-13, GS-08. I assigned work loads depending on scheduled deliverables, evaluated work performance, and developed and motivated employees.

THOMPSON, COBB, BAZILIO & ASSOCIATES

August 2010 – August 2011

Senior Consultant – Washington, DC

- Responsible for providing critical analysis on pre-transactional data with regards to LLC structured transactions as well as assets of recently failed financial institutions held in receivership by FDIC.
- Acting as a subject matter expert with regards to valuations and compliance, represent the Division of Finance (DOF) regarding matters impacting the quantification of risk off structured transactions and credit enhancements to the Corporation's Deposit Insurance Fund (DIF).
- Use financial tools to calculate allowances quantify and perform statistical analysis on all active receiverships whereby the distribution of estimated proceeds is applied to receivership liabilities by their legal priority.
- Review and provide written analysis of transaction documentation created by the Division of Resolutions and Receiverships (DRR). Analysis is conducted to draw reasonable concurrence with the ongoing cash flow projections, credit guarantees and loss share exposure performed by DRR.
- Monitor and analyze the estimated losses to the FDIC DIF for the receiverships.

- Responsible for reviewing pricing, legal provisions and quantifying the impact of the structured transaction purchase money note on the FDIC corporate guaranty over the term life of the note.
- Independently work with senior management within DOF and other FDIC business units to identify and define important financial and business trends and provide formal presentations to management regarding their implications to the banking industry.
- Represent the Division on behalf of the Corporation as a whole, to other regulatory agencies regarding issues related to quantification of risk to the FDIC DIF.

NVA PARTNERS

March 2008 – August 2010

Manager, Planning & Operations – Reston, VA

- Prior to the sale of the firm, I provided daily operational management and support for a commercial REIT and government contractor.
- Prior to the sale of the firm, managed the day-to-day operations and staff of a turnkey system integration provider and government contracting firm.
- Provide leadership, strategic vision, and guidance for CXOs and staff.
- Develop and maintain business management protocols and procedures.
- Co-developed the business plan, financial and operational plans.
- Assist in the development of new leads and business opportunities.
- Manage cost estimating and reporting; financial oversight; subcontractor management; management reporting; and expenditure tracking reports.
- Responsible for the recruitment and retention of officers and technical staff.
- Lead negotiations and advance corporate objectives with clients, vendors, strategic partners and investors.
- Reviewed and signed off on financial performance metrics and business results of line units held in portfolio.
- Drafted business processes and procedures and financial reporting guidelines to streamline operations and increase reporting transparency.
- Generated monthly reports on key performance metrics and performance trend analysis. Analyzed financial performance information to include free cash flow (FCF), NPV, IRR and DCF analysis, and tracked KPIs for senior management review.
- Prepared contract review records and monitored contract task completion against WBS.
- Identify business leads via corporate alliances and corporate contract vehicles.

GOODMAN SOLUTIONS – SENIOR MANAGER

June 2007 – March 2008

Project Lead – Fannie Mae – Washington, DC

- Project Lead on a seven-member consulting engagement responsible for the technical analysis, review and improvement of business processes, procedures of risk factors and their mitigates and reporting with regards to the \$3.5B collateral management and \$11B recourse and loss sharing activities of a Fortune 500.
- Interacted with senior level staff on significant technical matters frequently requiring coordination across organizational lines.
- Compiled and presented findings which were incorporated into policy decisions.
- Analyzed business processes, procedures, system requirements and performance metrics to optimize business performance.

- Authored Risk Assessment and Audit Reports. Lead coordination efforts between business units to eliminate deficiencies within MF capture systems.
- Executed the comprehensive and exhaustive review of the current internal controls process. Authored and implemented Statement of Works. Instituted a new work paradigm designed to reduce the risk inherent in a multi-dimensional work stream in accordance with Sarbanes-Oxley 404 requirements.
- Managed a cross team of personnel from different units as well as contractors. Responsibilities included the creation of project plans, execution of the work plans, and coordination of change management efforts, sign off on work products, preparation of data quality reports, coordinating meetings, and tracking action items.
- Worked with client business unit managers and IT department developers in risk assessment, business and system remediation, SOX compliance testing, GL account reconciliation, system implementations and reporting of risk incidents.
- Assisted application owners with remediation of control deficiencies and operational issues that arose over the course of the engagement.
- Designed analytical database and reporting process to optimize business decisions used to improve trade/sales profitability.

GOODMAN SOLUTIONS - SENIOR MANAGER

December 2006 – May 2007

Sr. Consultant – Freddie Mac – McLean, VA

- Provided subject matter expertise with researching emerging trends in the formulation and valuation of financial securities for a Fortune 500.
- Structured analytical models to produce the FAS 133, 167 valuation results including complex financial spreadsheet models, rating agency models, Intex Desktop and internal software applications.
- Determined and performed high-level reasonableness checks of prices (values) provided by third-party dealers, and key work products performed by internal parties, including key intermediate and final outputs.
- Interacted with senior level staff on significant technical matters frequently requiring coordination across organizational lines.
- Provided internal control expertise by conducting work stream walking-through, procedure documentation, testing and the evaluation of key control points in significant business processes and sub-processes, including reporting control design deficiencies and operating ineffectiveness for remediation.
- Authored Risk Assessment and Audit Reports. Lead coordination efforts between business units to eliminate deficiencies within MF capture systems.
- Designed analytical database and reporting process to optimize business decisions used to improve trade/sales profitability.
- Utilized financial analytical tools (MS Excel, Intex, MS Access, Bloomberg and Rating Agency models) to mathematically validate the price of approximately \$1.5T of mortgage whole loans and mortgage backed and asset backed securities held in the retained portfolio.
- Performed high-level reasonableness checks of prices (values) provided by third-party dealers, and key work products performed by internal parties, including key intermediate and final outputs.

- Provided corporate wide SOX compliance subject matter expertise regarding price computing and consumption, controls mapping and integration.

OFFICE OF FEDERAL HOUSING ENTERPRISE OVERSIGHT October 2005 – December 2006

Senior Financial Risk Analyst II (term) – Washington, DC

- Conducted financial analysis on the capital adequacy and risk profiles of the Enterprises by analyzing information submitted by the Enterprises and publicly available data.
- Created specifications to assist the OFHEO Office of Information Technology in maintaining and developing internal financial and risk measurement software and the subsequent verification of project completion.
- Led the reporting of Government-Sponsored Enterprises (GSE) new activities, proxies, and changes in accounting treatments to MBS and related securities. Proactively ensured the timely analysis and reporting of risk factors associated with capital adequacy and treatments to the risk-based capital model.
- Developed modeling treatments for new products and instruments. Conducted research and formulated recommendations on modeling treatments for financial instruments.
- Authored reports and PowerPoint presentations used to determine supervisory policy regarding the treatment of mortgage instruments and related securities and the reporting of risk factors associated with capital adequacy and the risk-based capital model.
- Conducted research and formulated policy recommendations on the risk of financial instruments to the capital profile of the GSEs.
- Conducted presentations to senior management and the GSEs regarding analysis performed on emerging industry trends and the issues relating to the introduction of financial instruments and products towards their overall ability to maintain adequate capital reserves.
- Provided leadership and financial acumen to the development of alternative risk analysis measures and tools.

PENTAGON FEDERAL CREDIT UNION

January 2005 – September 2005

Financial Risk Manager – Alexandria, VA

- Identified risk trends, formulated strategy recommendations and advised management in presentations on financial risk issues specific to the retained portfolio.
- Managed and evaluated the interest rate risk within the balance sheet and the credit risk within the loan portfolio.
- Analyzed the results of the Asset Liability Model using financial tools to include: Discounted Cash Flows (DCF), Value at Risk (VaR), Net Present Value (NPV), Internal Rates of Return by asset class (IRR) and statistical analysis.
- Responsible for the production of monthly financial models, statistical analysis and financial management reports using MS Excel, MS Word and internal financial models.

FREDDIE MAC

March 2002 – January 2005

Senior Financial Analyst – Mortgage Investments & Structuring, McLean, VA

January 2004 – January 2005

- As a member of the capital markets group, I was responsible for the dissemination of trade information used to drive investment decisions, inform senior management of various portfolio strategies and drive business policy.
- Calculated interest rate sensitivity and pricing of Mortgage Backed Securities (MBS) using MS Excel, MS Access, Intex and Yieldbook.

- Generated performance and statistical trend analytics (WAC, WALA, WAM, Duration, Convexity, NPV, IRR, PV, FV, OAS) for assets in portfolio.
- Provided reports, both orally and written, to senior management throughout the corporation, identifying trends, evaluating asset performance, and providing analysis that drove business decisions.
- Managed report team that provided portfolio managers with key analytics used in the review of various portfolio strategies.
- Served as subject matter liaison between the retained portfolio and corporate technology solution partners.

Senior Manager/Lead Analyst – Business Development & Finance, McLean, VA

March 2002 – January 2004

- Worked in cross-functional teams in evaluating, structuring, negotiating and optimizing business operations for business units.
- Performed due diligence activities of the financial and business performance of business units in the Mortgage Technology Group.
- Created pro-forma statements, strategic business analysis, strategic cost estimates, industry and emerging technology reports and regulatory analysis.
- Conducted financial, economic and resource allocation analysis, used to optimize business performance to include default mitigation and related mortgage technology.
- Supported the management of business assets, created dashboards outlining performance trends of business units and generated Key Performance Indicators (KPIs).

REPUBLIC MORTGAGE INSURANCE COMPANY

July 2001 – March 2002

Structured Transaction Manager, Winston-Salem, NC

- Managed the contractual negotiations of risk sharing structures to include captive reinsurance and MI pool insurance between RMIC and its prospective clients.
- Assisted in quantitatively modeling structured products for loss sharing activities, reviewing reps and warrants, structuring waterfalls and supporting corporate actuaries in reviewing agreements between RMIC and its banking/mortgage lending and institutional clients.
- Developed of business relationships and opportunities with non-traditional customers.

UBS PAINWEBBER INC.

June 1999 – July 2001

Associate - Investment Banking, Municipal Securities Group, New York, NY

- Executed municipal finance transactions to include project finance, structured finance, and new money offerings.
- Created complex models in support of transactions to include project finance, structured finance, debenture analysis, FCF forecasting, DCF analysis, debt restricting and new money offerings using MS Excel and third party applications.
- Responsible for the construction and performance of complex financial models out of MS Excel and third party financial tools. Prepared presentations based on analysis outlining strategic financing alternatives.
- Developed and provided presentations outlining strategic financing alternatives.
- Conducted due diligence activities for negotiated and competitive bid transactions.
- Reviewed and reconciled legal documentation and clients financial statements for credit analyses in efforts to explore creative financing opportunities.
- Assisted in all aspects of general client service and maintenance including pricing, negotiation of deal terms and closing of transactions.

EDUCATION

BRANDEIS UNIVERSITY, Waltham, MA

Aug 1998 – May 2000

Graduate School of International Economics and Finance

MA in International Economics and Finance

THE AMERICAN UNIVERSITY, Washington, DC

Sept 1995 – May 1998

BA in Economics

RELEVANT SKILLS AND TRAINING

- Intex Desktop, S&P Levels, Mood's Metric Model (M3), MS Excel, MS Word, MS PowerPoint, Bloomberg Analytics

TOMOKO HORII

13118 Frog Hollow Ct. Herndon, VA 20171. tomoko.horii@gmail.com, (347) 559-3557

Development professional with over 10 years of experience working in public, private and non-state sectors. Technical areas of expertise include human development with a focus on women and children, post-conflict reconstruction, and systems building for social services for impoverished countries. Functional skills include: project management, proposal development, policy and advocacy, sector research and analysis, and work group facilitation.

WORK EXPERIENCE

Citadel Alliance Group, LLC., Herndon, VA, USA

09/2016-Present

Advisor, Economic and Community Development

Citadel Alliance Group, LLC. (CAG) is a start-up company helping local governments – through an innovative public private partnership – devise innovative strategies and business plans to spur economic and community development, especially in disadvantaged and rural areas.

- Develop grant proposals for economic development programs offered for Promise Zone Initiative.
- Collaborate with the offices of Economic Development Council, Department of Agriculture, to mobilize stakeholders and commitments from non-state actors.

Results for Development (R4D), Washington, DC, USA

02/2015-03/2016

Consultant/Advisor on Violence & Abuse Prevention

Objectives of this part-time consultancy include providing technical assistance on violence and abuse prevention component of an Early Childhood Development project, funded in partnership with UBS Optimus Fund (UBSOF) with the aim of identifying, studying, and diffusing of innovations for children ages 0-8.

- Specific support includes: refinement of data collection tools for landscape analysis and innovation identification processes; review country landscape and innovation documents, and; identification of models of adaptation from other parts of the world.

The World Bank Group, Washington DC, USA

09/2013–11/2016

Consultant, the Independent Evaluation Group, Public Sector Evaluation Group

Objectives of this full-time consultancy include providing technical assistance to the evaluation of the World Bank's investment in Human Development Sectors (Health, Education and Social Protection) in the last 15 years and analyze findings to inform the Bank's post-2015 investments in the area.

- Analyze effectiveness of HD interventions for the *Systematic Review*
- Manage a team of 4 consultants in reviewing the Bank's portfolio from 1999 to-date in investment lending, policy lending, and advisory and knowledge products as they relate to Human Development.
- Conduct in-depth literature review of trends, policies, and project implementation in HD for selected countries.
- Conduct in-depth research in key evaluation areas: equity, service quality, access and utilization, and measuring impact.

Consultant, Human Development Network, Education Sector

08/2012–08/2013

Objectives of this full-time consultancy include providing project support and technical assistance to an impact evaluation study of a randomized trial of quality improvement strategies in early childhood development and protection.

- Provide technical assistance to the Malawi Project Team, manage implementation and timely budget execution.
- Manage the funding request process for Strategic Impact Evaluation Fund (SIEF) (USD 595,000 awarded).
- Provide technical and operational support to "Effects of Quality Improvement Strategies of Early Childhood Development in Community Based Childcare Centers in Malawi: A Randomized Trial".
- Manage local partnership for Malawi's report on Systems Approach to Better Education Results (SABER-ECD).

United Nations Children's Fund (UNICEF), Lilongwe, MALAWI

08/2008–12/2011

Child Protection Specialist, Child Protection Section

- Mainstream child health and nutrition, pre-primary education and child protection into National Strategy instruments.
- Manage UNICEF's Early Childhood Development program (USD 2 million/year; 15 implementing partners).
- Lead the establishment of 115 victim support units linking the formal and traditional justice systems..
- Design and implement child-friendly social welfare services at community levels with multi-disciplinary teams (from primary, secondary, to tertiary care services).
- Design and implement the impact evaluation of National Stop Child Abuse Campaign (USD 2 million).
- Co-lead pilot implementation of Social Cash Transfer Program.
- Manage: in-country partnerships with implementing partners, global donor relations, reporting requirements and proposal development.
- Represent UNICEF in international and national functions.

The World Bank Group, Juba Sub-Office, SOUTH SUDAN

09/2007- 07/2008

Operations Consultant, Multi-Donor Trust Fund (MDTF) for Health Sector Development

Objective of this full-time consultancy is to provide technical assistance to the Government of South Sudan Ministry of Health to implement the Umbrella Health Program-UHP.

- Manage the secretariat for the first National Health Conference in Southern Sudan (including budget and logistics).
- Monitor the distribution of pharmaceuticals and other procured goods and services to the hard-to-reach districts.
- Manage local counterparts for timely implementation and fiduciary arrangements.

United Nations World Food Programme (WFP), Rome, ITALY

03/2007- 08/2007

Consultant/Writer, Policy, Strategy & Programme Support Division

- Manage process and technical contents of WFP Annual Performance Report 2006 and World Hunger Series 2007.
- Research the impacts of the school feeding programme on enrolment and learning outcomes in primary education.
- Research issues and trends related to child malnutrition and the effects of micronutrients.

CARE International, Washington DC, USA and Uganda

Field Team Leader, Hope for African Children's Initiative

10/2005- 05/2006

- Conduct comprehensive research on ECD in emergency and non-emergency contexts globally and specifically Uganda.
- Devise indicators to measure the correlation between the quality of ECD services and the child's cognitive development in support of Government of Uganda's ECD curriculum.
- Lead and supervise field research and data collection in emergency (northern Uganda) and non-emergency (eastern and western regions of the country) to test and modify ECD indicators.

Catholic Church Foundation, Jakarta, INDONESIA

05/2005- 08/2005

Program Coordinator, Support for Children in Institutional Care

Objectives of this position are: to develop extracurricular programs for children of different age groups and strengthen the capacities of caregivers at the childcare center.

- Develop and implement culturally- and age-appropriate extra-curricular programs for 180 resident children aged 5 to 17, using child-centered approach to maximize their physical and cognitive development.
- Develop and pilot the outreach program for street children and other children at risk of exploitation to increase access and utilization of child-friendly health and education services.
- Organize a theater program to promote prevention of HIV/AIDS for at-risk youths

Polaris Project, Washington DC, USA

01/2005- 05/2005

Research Fellow, Japan's Campaign Against Trafficking in Persons

- Conduct comparative analysis of Government of Japan's and other Asian governments' initiatives in combating child prostitution and pornography, as well as penal framework for the related offenses.
- Develop IEC materials on existing international and national laws and policies on human trafficking and Commercial Sexual Exploitation of Children (CSEC) for the US Government Department of State.

TRAINING

- 2014: **Facilitating Focus Group Discussions** - Independent Evaluation Group, World Bank, DC
- 2013: **Poverty and Inequality Analysis Course using Multi-Topic Household Surveys** – World Bank, DC
- 2013: **Impact Evaluation Training** – Independent Evaluation Group, World Bank, DC.
- 2012: **Systems Approach to Better Education Results Framework (SABER)-ECD Module** – Human Development Network for Education, World Bank, DC
- 2011: **Building our professional capacity to address HIV** – UNAIDS, Lilongwe, Malawi
- 2010: **Results-Based Management** –UNICEF ESARO and Malawi CO, Lilongwe, Malawi
- 2009: Specialization Course on **“Child Protection, Monitoring and Rehabilitation”** – International Civilian Peace Keeping and Peace Building Training Program for the Austrian Study Center for Peace and Conflict Resolution, Stadtschlaining, Austria
- 2008: **Programme, Policy and Procedures (PPP)** –UNICEF ESARO, Nairobi, Kenya
- UNICEF **e-learning courses**: Gender Equality; Managing Project Communications; Managing UNICEF’s Business Practices; Performance Planning; Principal Approach to Humanitarian Action (PATH); Prevention of Work Place Harassment; and IPSAS

EDUCATION

MA, International Development Studies

Elliott School of International Affairs, the George Washington University, Washington, DC

June 2006

BA, Political Science

Rutgers University, the State University of New Jersey, New Brunswick, NJ

October 2001

OTHER

Languages	Japanese (mother tongue), English (fluent), Bahasa Indonesia (good)
Computer skills	Good command of Windows OS, Microsoft Office tools, WebEx and similar programs
Social skills	Empathy, good personal relationship, communication skills, ability to work in multicultural settings
Organizational skills	Work group management, group leadership and facilitation, events organization
Nationality	Japan
Permanent Residency	United States of America

MEGUMI MAKISAKA

900 Farnam Street, APT 316
Omaha, NE 68102

(402) 301-4457
megumi.makisaka@gmail.com

Dynamic professional with over 10 years of experience working in various sectors, including NGOs, private sector, and international organizations. Functional expertise and skills include: project management, business and program development, strategic planning and communications, sector research and analysis, stakeholder engagement, partnership building, and institutional capacity building.

EXPERIENCE

THE WORLD BANK, HOME-BASED

MARCH 2014 - PRESENT

CONSULTANT, GLOBAL PRACTICE FOR SOCIAL, URBAN, RURAL AND RESILIENCE (GSURR)

Country Case Studies and Comparative Analysis:

- Put together twelve country case studies (primarily in East and South Asia and Africa), summarizing how each country institutionalized Community Driven Development (CDD) approach and principles in its country systems through policy, legal and/or financial framework. Primary research methods include online research, desktop reviews of relevant literature, and interviews/email exchanges with project managers and members.
- Conduct comparative analysis on various design choices of CDD projects.

Global Conference Planning and Execution:

- Assisted the World Bank's GSURR to plan, organize and conduct two regional conferences on CDD: 1) the Second Asia Regional CDD conference in Cebu, Philippines (March 2015); and 2) the Africa Regional Conference on CDD in fragile and conflict-affected situations in Nairobi, Kenya (May 2015).
- Contributed to developing the agendas as well as writing and editing the conference proceedings and responsible for preparing, monitoring and executing all required logistical activities for the conferences.

Technical Support for the Government of Myanmar:

- Provided technical support to the government counterpart agency in the preparation, execution and follow up to the annual project multi-stakeholder review as well as the revision of the Operations Manual for Myanmar's National Community Driven Development Project.

THE UNITED NATIONS WOMEN, HOME-BASED

MAY 2016

CONSULTANT, UN TRUST FUND TO END VIOLENCE AGAINST WOMEN

Concept Note/Proposal Review:

- As a technical expert, participated in the first round of the proposal review, assessing 52 concept notes (geographical focus in Africa) that were submitted for the UN Trust Fund to End Violence against Women.

THE ASIA FOUNDATION, HOME-BASED

FEBRUARY 2013 – JUNE 2015

CONSULTANT, PROGRAM STRATEGY, INNOVATION AND LEARNING

Asia Regional CDD Conference Planning and Execution:

- Planned and executed an East Asia regional conference on CDD, which was held in Bali, Indonesia at the end of October 2013, in partnership with the Australian Department of Foreign Affairs and Trade, SMERU Research Institute, and the World Bank.
- Co-author of an internal note about the overview of CDD, targeting the Asia Foundation staff in the field.

Country Reports on Conflict and Violence:

- Produced conflict and violence assessment reports on Bangladesh, Cambodia, Nepal, Mongolia, Pakistan, and Timor-Leste for The Asia Foundation's policy and strategic discussions with respective countries;

THE WORLD BANK, WASHINGTON, DC

DECEMBER 2011 – NOVEMBER 2014

CONSULTANT, THE FRAGILE AND CONFLICT-AFFECTED COUNTRIES GROUP (OPCFC)

Partnership Building and Institutional Capacity Building:

- Built and managed external partnerships with over 30 multilateral, civil society, academic and private sector organizations for the Knowledge Platform on Fragility, Conflict, and Violence, known as "theHive";
- Coordinated knowledge sharing activities with the World Bank's regional and country offices as well as other sectors and communities of practice.
- Managed the organization of an international workshop on decentralization and local governance in conflict and fragile contexts, inviting government officials, academics, and civil society groups from Libya, Tunisia, and Yemen. The workshop was held in Istanbul, Turkey in June 2012.

Activity Assessment and Reporting:

- Assessed effectiveness of the Knowledge Platform's activities, prepare quarterly and annual progress reports;
- Produced technical briefs highlighting lessons learned and best fit solutions that have worked in conflict/post-conflict and fragile situations.

Outreach and Communications:

- Led communications strategy, including bi-weekly newsletter, Twitter, and training.

THE WORLD BANK, WASHINGTON, DC
CONSULTANT, SOCIAL DEVELOPMENT DEPARTMENT

DECEMBER 2007 – DECEMBER 2011

Research and Analytical Writing:

- Co-author of a background report on interpersonal violence prevention for the 2011 World Development Report.
- Lead author of two Social Development Issue Notes on human trafficking (2009) and sexual violence (2011).

Focal Point for Gender-Based Violence Activities:

- Responsible for coordinating gender-based violence related activities and managed internal/external partnerships.
- Played a primary role in planning and organizing a half-day symposium at the World Bank, which was part of a three day international conference, titled "Women and War", in Washington, DC; prepared briefing notes and speeches for the World Bank's Managing Director and Network Vice President; coordinated logistics with internal partners as well as external conference partners.
- Provided technical input and support to the development of various policy and strategic documents on gender-based violence, including Senior Management briefings, reviews of strategies and operations and external papers.

WASHINGTON CORE, BETHESDA, MD
SECRETARIAT COORDINATOR AND RESEARCH ANALYST

JANUARY 2006 - NOVEMBER 2007

Research and analytical reports:

- Conducted policy and market research on IT, electronic commerce, and high-performance computing.

Coordination and Network Management:

- Served on the Secretariat of an international electronic commerce association; ensured timely flow of information between members.
- Coordinated international conferences for over 200 participants in Taipei and Tokyo. Primary tasks included agenda development, logistical support, and conference proceedings.

POLARIS PROJECT, WASHINGTON, DC
GRASSROOTS OUTREACH COORDINATOR

SEPTEMBER 2004 - SEPTEMBER 2005

Grassroots Network Management:

- Built and managed a grassroots network of over 1,000 individuals in carrying out advocacy and campaigns for anti-human trafficking efforts.
- Responsible for developing communications strategies, including content management for English and Japanese websites and e-newsletters.

EDUCATION

SYRACUSE UNIVERSITY, SYRACUSE, NEW YORK
MASTER OF ARTS IN INTERNATIONAL RELATIONS, MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS

MAY 2005

- Concentration: Global Development, Gender Issues, and International Conflict Resolution

UNIVERSITY OF HOUSTON-CLEAR LAKE, HOUSTON, TEXAS
BACHELOR OF SCIENCE IN PSYCHOLOGY

DECEMBER 2002

PUBLICATIONS

July 2011, "Preventing and Responding to Sexual Violence in Situations of Fragility and Conflict," Social Development Notes, The World Bank.

August 2010, "Interpersonal Violence Prevention: A review of evidence and emerging lessons," a background paper for the World Development Report 2011: Conflict, Security, and Development, The World Bank.

December 2009, "Human Trafficking: A Brief Overview," Social Development Notes, The World Bank.

Carson Fields III
604 Utterback Store Rd
Great Falls, VA 22066

202.798.0794 (Cell) carsonfields@broadleaftech.com

SUMMARY:

- ◆ Skilled Information Technology Professional with 17 years of IT experience.
- ◆ Diverse work experience including data networking, infrastructure design, telecommunications, virtualization, cloud computing.
- ◆ Accomplished communicator including both oral and written disciplines.
- ◆ Concentration on Virtualization and Cloud Computing, Network/Information Security Utilizing Various Operating Systems, and Network Infrastructure Hardware.
- ◆ Conduct Cisco Network Training Classes Utilizing Cisco Routers and Switches

EDUCATION:

M.S.E, Information Systems and Engineering

Focus on Information and Network Security

Johns Hopkins University, Baltimore, MD

B.S., Public Affairs and Administration

University of Oklahoma, Norman, OK

SKILLS INCLUDE:

Unix, Linux, Windows (2003-2012 Server, 2000 AS, 7, 10), VPN, Firewall, IPSec, IDS

COMPUTER SKILLS:

Telecommunications: Lucent/Avaya PBX, CMS, Audix Voicemail, Avaya Modular Messaging
Networking: TCP/IP, Nortel Networks Data Switches/BLN Routers, Cisco, Routing Protocols
Networking Services: DNS (Bind), NFS, Samba, Sshd, MRTG, Ntop, Httpd (Apache), Ftpd (Proftpd).
Windows: Active Directory, MS Exchange, ACL's
Networking Tools: Tcpdump, IDS (Snort, Portsentry), Firewall (Iptables), Nagios
Operating Systems: Linux (Various kernels): (Gentoo, Red Hat, CentOS, Slackware, Debian, Ubuntu) UNIX: (Solaris) BSD: (OpenBSD), Windows Server 2000/2008/2012 Desktop 7/10
Programming Lang: Shell Scripting (BASH), Perl, HTML, Expect/Tcl, JAVA
Software Packages: Avaya Modular Messaging Voicemail Systems, Tivoli Backup Manager Administration, VMware Virtual Server Environment, Monowall VPN Software, Citrix XenServer,
Training Courses: AWS Certified Solutions Architect (in progress)
Cisco ICND Course, Three weeks
Cisco ICND Capstone, One week

WORK EXPERIENCE:

2016-Present Broad Leaf Technology Corporation
CEO and Principal Infrastructure Engineer

- ◆ Set the vision and culture for Broad Leaf Technology Corporation
- ◆ Administer AWS cloud computing infrastructure for software development teams and database administrators.
- ◆ Administer and configure Cisco Nexus routers and switches for big data solutions for customers.
- ◆ Configure infrastructure for Cloudera Hadoop clusters networking and computer systems for big data solutions for customer.
- ◆ Actively administer HP 7000 Blade server solution for virtual infrastructure for development teams and database administrators.
- ◆ Administer VMware 6.0 virtual infrastructure enterprise solution for customer.

2009-2017 **Software Theoretic Corp.** McClean, VA
Senior Information Technology Engineer

- ◆ Cloud Minions Cloud Computing project utilizing AWS cloud infrastructure
- ◆ Use AWS to build resilient and fast data storage facilities utilizing a combination of ephemeral, EBS, and S3 storage facilities across availability zones (reference architecture attached).

- ◆ Utilize cloud formations to construct cloud infrastructure in an efficient and predictable manner for distribution and ease of deployment.
- ◆ Design, implement, and support data network and system architecture infrastructure for the organization including hardware and software systems.
- ◆ Design, implement, and administer VMware based Server virtualization (24 Hosts, 400+ Virtual Machines)
- ◆ Actively administer, maintain, and configure Cisco UCS environment for VMware virtualization environment.
- ◆ Managing 3.5 million dollar recapitalization of Virtual Hardware and Shared Data Storage for current customer.
- ◆ Administer shared storage for VMware infrastructure running on NetApp Storage, shared storage for VMware infrastructure.
- ◆ Upgrade our fragmented backup and archival system to a centralized, enterprise system using VMPro/Quantum Solution for virtual environment.
- ◆ Design, implement and support security infrastructure for customer corporate network and corporate hosts.
- ◆ Administer infrastructure to support multiple software development teams and financial systems.
- ◆ Support hardware and software needs of multiple geographically distributed team members.

2005-2009

Strategic Products and Services Herndon, VA

Server Application Engineer

- ◆ Designed, implemented, and conducted initial implementation and maintenance on Avaya Modular Messaging Solution for SPS Customers.
- ◆ Provided Tier 3 Technical Support for Modular Messaging solutions existing and newly installed into customer facilities.
- ◆ Troubleshoot Cisco/Extreme Network/Nortel networking issues for customer networks for converged network projects.
- ◆ Rolled out updates to Modular Messaging platforms existing and newly installed
- ◆ Conducted field training sessions with customer on Modular Messaging Voicemail Systems.

2003-2005

NCED National Center for Employee Development, University of

Oklahoma/United States Postal Service Norman, OK

Network Design Engineer/Technical Trainer - University of Oklahoma/United States Postal Service

- ◆ Designed, implemented and administered network infrastructure.
- ◆ Developed and designed secure departmental Intranet.
- ◆ Administered Linux and Windows NT/2000/XP Operating System
- ◆ Handled consultation and design of computer hardware/software for mission critical systems. (Linux Software Routers, Windows Servers)
- ◆ Developed and maintained team wireless (802.11b) infrastructure with secure solutions. (128 bit WEP and MAC address filtering)
- ◆ Utilized NTOP, Portsnentry and Tcpdump to analyze and identify any security threats, rouge/malicious traffic on departmental intranet.
- ◆ Lead training sessions in the operation, connection and function of Cisco Network Devices linking United States Postal Service (USPS) national networking infrastructure.
- ◆ Developed efficient data network structure for the FRES and Flats Interim Remote Encoding System (FIRES) network on the AFSM100 for the USPS.
- ◆ Instructed students in the operation, maintenance and function of the AFSM100 for the Flats Remote Encoding System (FRES) program.. LAN/WAN Data Networking functionality.
- ◆ Developed training course work for USPS to train employees on Flats Remote Encoding System (FRES) data network infrastructure.
- ◆ Drafted employee performance analysis reviews.

2000-2003

Servicezone, Inc. Port Arthur, TX

Telecommunications Administrator/Data Networking Engineer

- ◆ Responsible for the design, layout and functionality of AVAYA/Lucent PBX, Data Networking Infrastructure and CMS/Call Management Systems.
- ◆ Utilized and configured Nortel Networks data switches and routers for the organizational intranet and internet data connectivity function.
- ◆ Assisted in the configuration and maintenance of site servers and computer network infrastructure (Windows 2000 Advanced Server)
- ◆ Produced written procedures to direct team members in proper revisions to announcements, phone switch maintenance routines and site equipment purchase orders.
- ◆ Administered and coordinated the expansion of PBX and data networking resources during ramp-up of workforce.

JOHN WILSON

9515 Eredine Way □ Bristow, VA 20136
703-608-3432 (C) □ Qgladstone1@comcast.net

Q.GLADSTONE GROUP

Principle Owner Since 1999 – to current

Financial Management, Project Start-up, Tax Consulting & Insurance Risk Analysis

- Project assessment, development and management
- Project start-up and financial projections
- Cash flow and financial efficacy forecasting and monitoring
- Business Management and Operations Consultant
- Business Tax forensics

INSURANCE MARKETING EXECUTIVE / MANAGER

Marketing Executive and Business & Product Development with over 13 years of success

- Skilled at all levels of the Consultative/Solution Selling process; was particularly strong in closing the sale and building rapport with customers.
- Tenacious with proven ability to build/grow a book of insurance business and retain market share.
- Highly effective time manager with excellent organizational and follow-through abilities.
- Proven ability to train and manage marketing and underwriting professionals through goal setting, coaching, and training.
- Well-developed persuasive and communication skills; able to interact with individuals at all levels.
- Focused business forensics on insured commercial insurance needs, updated on new insurance product lines.

PROFESSIONAL EXPERIENCE

MARKETING DIRECTOR / VICE PRESIDENT

MELTZER KARLIN PROPERTY & CASUALTY, Bethesda, MD
SABLE INSURANCE COMPANY, New York, NY

2004-2008
1998-2004

- As **Vice President of Marketing** at Meltzer Karlin, Generated written premium opportunities with commercial insurance customers through networking strategies.
 - Selected to train and motivate Account Executives in product knowledge, company procedures, account cross selling, and marketing strategies at all companies.
 - Built long-lasting relationships with insurance carriers, wholesalers and MGAs to place referral business.
 - Implemented consultative sales strategies between sister companies to build trust and gain new client business.
 - Established marketing controls and workflow procedures to increase business.
 - Exceeded written premium goals established by each company, averaging up to 115% of quota. Increased commercial written premium book in three years by 225% from \$28 million to \$38 million.
- As **Vice President of Business and Product Development** at Sable Insurance, I established business relationships with experienced minority agents in 12 urban centers who sought access to and partnered with Sable in developing insurance products and programs designed for their respective territories. I installed and expanded our agency distribution system throughout the mid-West and East. In my territory, wrote a Combined Written Premium after three years of \$57 million.

BRANCH MANAGER / SENIOR UNDERWRITER

Commercial Branch Manager and Senior Underwriter with over 18 years of experience

- Proven ability to build/grow a book of insurance business and retain market share.
- Highly effective time manager with excellent organizational and follow-through abilities.
- Proven ability to train and manage marketing and underwriting professionals through goal setting, coaching, and training.
- Well-developed persuasive and communication skills; able to interact with individuals at all levels.

PROFESSIONAL EXPERIENCE

BRANCH MANAGER / UNDERWRITER

COMSTOCK INSURANCE COMPANY, Los Angeles, CA

1993-1998

- As **Branch Manager / Senior Underwriter** at Comstock Insurance Company, supervising 27 employees.
 - Developed underwriting and specialty programs for Managing General Agents in southern California region totaling over \$46 million written premium.
 - Responsible for branch budget forecasting, setting underwriting profit margin goals and agency contract negotiation.

EDUCATION

Business Major (4 years)

ROCHESTER INSTITUTE OF TECHNOLOGY, Rochester, NY



From: John Wilson <johnqwilson@gmail.com>
Subject: Re: Kindly share your most updated CV for records
Date: September 25, 2017 at 2:40 PM
To: Tomoko Horii <thorii@citadel-construct.com>

Tomoko:

I John Wilson give Citadel Design & Construction my permission to use my Curricula Vitae for the purpose of submission on the project.

Sincerely,

John Wilson

Sent from my iPhone

On Sep 25, 2017, at 2:32 PM, Tomoko Horii <thorii@citadel-construct.com> wrote:

Dear John,

Could you please state explicitly that you authorize Citadel Design & Construction to use your CV? for the purpose of submitting our submission to Florida PSC?

Thank you so much.

Sincerely,

Tomoko Horii
EVP, Community Development
Office: (703)-435-8026
Mobile: (347)-559-3557
thorii@citadel-construct.com

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Begin forwarded message:

From: John Wilson <johnqwilson@gmail.com>
Subject: Re: Kindly share your most updated CV for records
Date: August 2, 2017 at 10:45:31 AM EDT
To: Tomoko Horii <thorii@citadel-construct.com>

Tomoko, Antoine:

See the attached you requested.

Regards,

John Wilson (Uncle John)
Q.Gladstone Group
703-608-3432
JJohnQWilson@gmail.com

On Mon, Jul 31, 2017 at 3:47 PM, Tomoko Horii <thorii@citadel-construct.com> wrote:

Thank you, Carson!

On Mon, Jul 31, 2017 at 2:03 PM Carson Fields <carsonfields@broadleaftech.com> wrote:

Here is the document that you requested

Thanks.

Carson Fields III

Broad Leaf Technology
Principal Infrastructure Engineer
carsonfields@broadleattech.com
202.798.0794 (m) | 202.800.8535 (f)
broadleattech.com

Broad Leaf Technology Transmittal Notice: The information contained in this e-mail and any files in this transmittal is intended for the addressee only and may be confidential, proprietary information, or otherwise protected. If you are neither the intended recipient nor the employee or agent responsible for delivering this e-mail to the intended recipient, any use, distribution, copying, or disclosure to any other person is strictly prohibited. If you have received this e-mail in error, please notify the person transmitting the information immediately and immediately delete this e-mail without making a copy. We suggest that you exercise caution when deciding to disclose any personal or confidential information in emails.

On Mon, Jul 31, 2017 at 12:55 PM, Tomoko Horii <thorii@citadel-construct.com> wrote:

Dear Uncle John and Carson,

I hope everyone had a great weekend! If you could share with me your current CV for the purpose of applying for CLEC certification with Florida Public Services Commission Office of Telecommunications. The application asks for CVs of those with relevant technical capabilities.

Thank you so much.

Tomoko

<John Wilson.docx>

From: **Carson Fields** carsonfields@broadleaftech.com
Subject: Re: Kindly share your most updated CV for records
Date: September 26, 2017 at 12:50 PM
To: Tomoko Horii thorii@citadel-construct.com



I Carson Fields give Citadel Design & Construction my permission to use my Curricula Vitae for the purpose of submission on the South Florida project.

Thank you,

Carson Fields III
Broad Leaf Technology
Principal Infrastructure Engineer
carsonfields@broadleaftech.com
[202.798.0794 \(m\)](tel:202.798.0794) | [202.800.8535 \(f\)](tel:202.800.8535)
broadleaftech.com

Broad Leaf Technology Transmittal Notice: The information contained in this e-mail and any files in this transmittal is intended for the addressee only and may be confidential, proprietary information, or otherwise protected. If you are neither the intended recipient nor the employee or agent responsible for delivering this e-mail to the intended recipient, any use, distribution, copying, or disclosure to any other person is strictly prohibited. If you have received this e-mail in error, please notify the person transmitting the information immediately and immediately delete this e-mail without making a copy. We suggest that you exercise caution when deciding to disclose any personal or confidential information in emails.

On Mon, Sep 25, 2017 at 4:41 PM, Tomoko Horii <thorii@citadel-construct.com> wrote:

Dear Carson,

HAPPY BELATED BIRTHDAY!! I didn't know! I hope you had a great day!

By the way, I am finalizing our application to become a CLEC in Florida via Public Services Commission. The application states that if we have CVs of individuals not employed by the applicant (Citadel), then we need a written authorization.

I have forwarded what John wrote for us. Could you please give me the same in a new email? Thank you So much.

p.s. I hope you're making progress on the technical narrative part ;) Let us know if you have any questions.

Best wishes,

Tomoko

Tomoko Horii
EVP, Community Development
Office: (703)-435-8026
Mobile: (347)-559-3557
thorii@citadel-construct.com



Begin forwarded message:

From: John Wilson <jjohnqwilson@gmail.com>
Subject: Re: Kindly share your most updated CV for records
Date: September 25, 2017 at 2:40:50 PM EDT
To: Tomoko Horii <thorii@citadel-construct.com>

Tomoko:

I John Wilson give Citadel Design & Construction my permission to use my Curricula Vitae for the purpose of submission on the project.

Sincerely,

John Wilson

Sent from my iPhone

On Sep 25, 2017, at 2:32 PM, Tomoko Horii <thorii@citadel-construct.com> wrote:

Dear John,

Could you please state explicitly that you authorize Citadel Design & Construction to use your CV? for the purpose of submitting our submission to Florida PSC?

Thank you so much.

Sincerely,

Tomoko Horii
EVP, Community Development
Office: (703)-435-8026
Mobile: (347)-559-3557
thorii@citadel-construct.com

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From: John Wilson <jjohnqwilson@gmail.com>
Subject: Re: Kindly share your most updated CV for records
Date: August 2, 2017 at 10:45:31 AM EDT
To: Tomoko Horii <thorii@citadel-construct.com>

Tomoko, Antoine:

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Regards,

John Wilson (Uncle John)
Q.Gladstone Group
703-608-3432
JJohnQWilson@gmail.com

On Mon, Jul 31, 2017 at 3:47 PM, Tomoko Horii <thorii@citadel-construct.com> wrote:

Thank you, Carson!

On Mon, Jul 31, 2017 at 2:03 PM Carson Fields <carsonfields@broadleaftech.com> wrote:

Here is the document that you requested.

Thanks,

Carson Fields III
Broad Leaf Technology
Principal Infrastructure Engineer
carsonfields@broadleaftech.com
202.798.0794 (m) | 202.800.8535 (f)
broadleaftech.com

Broad Leaf Technology Transmittal Notice: The information contained in this e-mail and any files in this transmittal is intended for the addressee only and may be confidential, proprietary information, or otherwise protected. If you are

From: **Megumi Makisaka** megumi.makisaka@gmail.com
Subject: Authorization to use my CV
Date: September 25, 2017 at 9:22 PM
To: Tomoko Horii thorii@citadel-construct.com



I authorize Citadel Design & Construction, LLC to use my CV for the company's telecommunication project.

Megumi Makisaka



September 19, 2017

FLORIDA DEPARTMENT OF STATE
Division of Corporations

CITADEL DESIGN & CONSTRUCTION LLC
13118 FROG HOLLOW CT
HERNDON, VA 20171US

Qualification documents for CITADEL DESIGN & CONSTRUCTION LLC were filed on September 18, 2017, and assigned document number M17000007928. Please refer to this number whenever corresponding with this office.

Your limited liability company is authorized to transact business in Florida as of the file date.

This document was electronically received and filed under FAX audit number H17000243433.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. If the annual report is not filed by May 1st, a \$400 late fee will be added.

A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Apply today with the IRS online at:

<https://sa.www4.irs.gov/modiein/individual/index.jsp>.

Please notify this office if the limited liability company address changes.

Should you have any questions regarding this matter, please contact this office at the address given below.

Stacey M Warren
Regulatory Specialist II
Registration/Qualification Section
Division of Corporations

Letter Number: 417A00018970

CASHFLOW REQUIREMENTS FOR SOUTHERN FLORIDA TELECOMMUNICATIONS PROJECT - FROM 2018 THROUGH 2022

HEADQUARTERS - Facilities Plant and Equipment					2018	2019	2020	2021	2022	TOTAL	
NO.	DESCRIPTION	MANUFACTURER	QTY	UNIT PRICE	TOTAL	CASHFLOW REQUIREMENT BY YEAR					TOTAL
1	Site Work: Grading, Water, Sewer, Storm Drain, Concrete Side Walks, Concrete Curb, and Asphalt	Construction	1	\$ 1,250,000.00	\$ 1,250,000.00	\$ 250,000.00	\$ 625,000.00	\$ 375,000.00	\$ -	\$ -	\$ 1,250,000.00
2	Zoning Requirements and Permits	Planning & Zoning	1	175,000.00	175,000.00	35,000.00	87,500.00	52,500.00	-	-	175,000.00
3	Air Intake/Exhaust and Clean Water	Construction/Code	2	380,000.00	760,000.00	-	152,000.00	380,000.00	228,000.00	-	760,000.00
4	Foundation Framing & Pour	Construction	1	1,250,000.00	1,250,000.00	-	250,000.00	625,000.00	375,000.00	-	1,250,000.00
5	Framing, electrical, plumbing, Roofing, Gutter System, Exterior Masonry, and window panes	Construction	1	2,750,000.00	2,750,000.00	-	392,857.14	942,857.14	942,857.14	471,428.57	2,750,000.00
6	HVAC System	Construction	3	625,000.00	1,875,000.00	-	267,857.14	642,857.14	642,857.14	321,428.57	1,875,000.00
7	Fire Suppression System (Data Room)	Construction	2	250,000.00	500,000.00	-	-	250,000.00	250,000.00	-	500,000.00
8	Fire Suppression Sprinkler System (Building)	Construction	2	750,000.00	1,500,000.00	-	-	750,000.00	750,000.00	-	1,500,000.00
9	Security Internal / External Cameras	Security System	150	6,500.00	975,000.00	-	325,000.00	325,000.00	325,000.00	-	975,000.00
10	Generators & UPS	Construction	8	405,000.00	3,240,000.00	-	462,857.14	1,110,857.14	1,110,857.14	555,428.57	3,240,000.00
11	General Office Facility Space - w/SCIF capability	Construction	1	5,250,000.00	5,250,000.00	-	1,050,000.00	2,625,000.00	1,575,000.00	-	5,250,000.00
12	Data Room	Construction	1	2,500,000.00	2,500,000.00	-	500,000.00	1,250,000.00	750,000.00	-	2,500,000.00
13	Printers and graphical support	Construction	10	165,000.00	1,650,000.00	-	825,000.00	825,000.00	-	-	1,650,000.00
14	Boiler Room	Construction	1	2,250,000.00	2,250,000.00	-	450,000.00	1,125,000.00	675,000.00	-	2,250,000.00
15	Front Lobby	Construction	1	125,000.00	125,000.00	-	125,000.00	-	-	-	125,000.00
16	Secure Receptionist Area	Construction	1	125,000.00	125,000.00	-	125,000.00	-	-	-	125,000.00
17	Elevators	Construction	2	250,000.00	500,000.00	-	71,428.57	171,428.57	171,428.57	85,714.29	500,000.00
18	Conference Rooms with video conferencing	Construction	3	60,000.00	180,000.00	-	180,000.00	-	-	-	180,000.00
19	Loading Dock	Construction	2	350,000.00	700,000.00	-	350,000.00	350,000.00	-	-	700,000.00
20	Roadways	Construction	3	850,000.00	2,550,000.00	-	364,285.71	874,285.71	874,285.71	437,142.86	2,550,000.00
21	Railway Head & Materials	Construction	2	1,875,000.00	3,750,000.00	-	535,714.29	1,285,714.29	1,285,714.29	642,857.14	3,750,000.00
22	Access Points - Secure Smart Card & Licensing	Security System	1	750,000.00	750,000.00	-	-	375,000.00	375,000.00	-	750,000.00
23	Access and Parking Garage Requirements	Construction	1	2,800,000.00	2,800,000.00	-	400,000.00	960,000.00	960,000.00	480,000.00	2,800,000.00
24	Personnel Support Facility - Building	Construction	1	1,850,000.00	1,850,000.00	-	264,285.71	634,285.71	634,285.71	317,142.86	1,850,000.00
25	Miscellaneous Personnel Healthcare Support Facility	Construction	1	1,250,000.00	1,250,000.00	-	312,500.00	312,500.00	312,500.00	312,500.00	1,250,000.00
26	Internal Wiring - LEEDS	Construction	1	170,000.00	170,000.00	-	170,000.00	-	-	-	170,000.00
27	Hardscape	Construction	12	35,000.00	420,000.00	-	-	420,000.00	420,000.00	420,000.00	1,260,000.00
SUBTOTAL					\$41,935,000.00	\$ 285,000.00	\$ 8,286,285.71	\$ 16,662,285.71	\$ 12,657,785.71	\$ 4,043,642.86	\$ 81,935,000.00

Citadel Design Construction

TELECOMMUNICATIONS - Hendry - Network Operating Center (NOC) - Facilities Plant and Equipment					2018	2019	2020	2021	2022		
NO	DESCRIPTION	ACRES Needed Per Logistic Campus	QTY	UNIT PRICE	TOTAL	CASHFLOW REQUIREMENT BY YEAR					TOTAL
1	HVAC and Fire Suppression Systems	1500	1	\$ 1,250,000.00	\$ 1,250,000.00	\$ 625,000.00	\$ 625,000.00	\$ -	\$ -	\$ -	\$ 1,250,000.00
2	NOC - Primary Telecommunications Site	12500	1	3,437,500.00	3,437,500.00	-	2,291,666.67	1,145,833.33	-	-	3,437,500.00
3	Hot Site - Redundancy with replication	300	1	1,031,250.00	1,031,250.00	-	1,031,250.00	-	-	-	1,031,250.00
4	Cold Site - Redundancy with replication	300	1	1,031,250.00	1,031,250.00	-	515,625.00	515,625.00	-	-	1,031,250.00
5	Land Assessment and Feasibility Contingency Study	Per Site	4	775,000.00	3,100,000.00	2,066,666.67	1,033,333.33	-	-	-	3,100,000.00
6	Zoning Requirements and Permits	Per Site	4	325,000.00	1,300,000.00	866,666.67	433,333.33	-	-	-	1,300,000.00
7	Architectural, Structural, Plumbing, and Mechanical Plan which includes water, sewer/drainage, and electrical components - Soft Costs	Construction - Soft	4	650,000.00	2,600,000.00	-	866,666.67	866,666.67	866,666.67	-	2,600,000.00
8	Site Work: Grading, Water, Sewer, Storm Drain, Concrete Side Walks, Concrete Curb, and Asphalt	Construction	4	450,000.00	1,800,000.00	-	600,000.00	600,000.00	600,000.00	-	1,800,000.00
9	Internal Wiring - LEEDS	Construction	4	125,000.00	500,000.00	-	-	250,000.00	250,000.00	-	500,000.00
10	Land Easment rightaway	Construction	2	300,000.00	600,000.00	300,000.00	300,000.00	-	-	-	600,000.00
11	Dark Fiber runs from Carrier POP to NOC	TBD	6	1,750,000.00	10,500,000.00	-	-	3,500,000.00	5,250,000.00	1,750,000.00	10,500,000.00
12	Fiber Cabling - For all sites	0	6	125,000.00	750,000.00	-	-	250,000.00	375,000.00	125,000.00	750,000.00
SUBTOTAL					\$ 27,900,000.00	\$ 3,858,333.33	\$ 7,696,875.00	\$ 7,128,125.00	\$ 7,341,666.67	\$ 1,875,000.00	\$ 27,900,000.00

Citadel Design Construction

TELECOMMUNICATIONS - Hendry - Network Operating Center (NOC) - Systems					2018	2019	2020	2021	2022	2023	2024	TOTAL (\$)
NO	DESCRIPTION	MANUFACTURER	QTY	UNIT PRICE (\$)	TOTAL (\$)	CASHFLOW REQUIREMENT BY YEAR						TOTAL (\$)
1	Fujitsu 1Finity ROADM (Multiplexing equipment) - See Descriptions on Colocation Tab - Location 1	Fujitsu	1	400,000.00	400,000.00	-	-	66,666.67	333,333.33	-	-	400,000.00
2	Core Broadband Router - See Description on Colocation Tab - Location 1	Fujitsu	1	300,000.00	300,000.00	-	300,000.00	-	-	-	-	300,000.00
3	PON/FTTX System - See Description on Colocation Tab - Location 1	Fujitsu	1.5	500,000.00	750,000.00	-	750,000.00	-	-	-	-	750,000.00
4	Workstations/Laptops - Precision Tower 7000	Dell	75	3,500.00	262,500.00	-	-	150,000.00	112,500.00	-	-	262,500.00
5	Microsoft Licensing	Microsoft	1	400,000.00	400,000.00	-	-	200,000.00	200,000.00	-	-	400,000.00
6	Software Security Licenses	Linux\Cisco\Microsoft	1	100,000.00	100,000.00	-	-	50,000.00	50,000.00	-	-	100,000.00
7	Build-out - DoD classified materials, data, and cabling	Military Requirement	1	1,250,000.00	1,250,000.00	-	-	625,000.00	625,000.00	-	-	1,250,000.00
8	Feasibility Study	Per County	6	175,000.00	1,050,000.00	-	262,500.00	656,250.00	131,250.00	-	-	1,050,000.00
9	Site Survey - Environmental Protection Agency, Easements, Licensing, and Permits	State Requirements	6	550,000.00	3,300,000.00	-	825,000.00	2,062,500.00	412,500.00	-	-	3,300,000.00
10	Encryption Equipment	Military Requirement	2	215,000.00	430,000.00	-	215,000.00	215,000.00	-	-	-	430,000.00
SUBTOTAL					\$ 8,242,500.00	\$ -	\$ 2,352,500.00	\$ 4,025,416.67	\$ 1,864,583.33	\$ -	\$ -	\$ 8,242,500.00

Citadel Design Construction

TELECOMMUNICATIONS - Anchor Sites - Broward, Charlotte, Collier, Glades, Lee, and Sarasota (POPS) - Systems					2018	2019	2020	2021	2022	2023	2024	TOTAL	
NO	DESCRIPTION	MANUFACTURER	QTY	UNIT PRICE	TOTAL	CASHFLOW REQUIREMENT BY YEAR						TOTAL	
1	Fujitsu 1Finity ROADM (Multiplexing equipment) - See Descriptions on Colocation Tab - Location 1	Fujitsu	5	\$ 400,000.00	\$ 2,000,000.00	\$ -	\$ -	\$ 333,333.33	\$ 1,666,666.67	\$ -	\$ -	\$ -	\$ 2,000,000.00
2	Core Broadband Router - See Description on Colocation Tab - Location 1	Fujitsu	5	300,000.00	1,500,000.00	-	-	1,500,000.00	-	-	-	-	1,500,000.00
3	PON/FTTX System - See Description on Colocation Tab - Location 1	Fujitsu	331.5	500,000.00	165,750,000.00	-	33,150,000.00	116,025,000.00	16,575,000.00	-	-	-	165,750,000.00
4	Workstations/Laptops	Dell	75	3,500.00	262,500.00	-	-	131,250.00	131,250.00	-	-	-	262,500.00
5	Assorted Security Licenses	Linux\Cisco\Microsoft	5	500,000.00	2,500,000.00	-	-	1,250,000.00	1,250,000.00	-	-	-	2,500,000.00
6	Special Build-out Cost pertaining to classified materials, data, and cabling	Security	1	500,000.00	500,000.00	-	-	500,000.00	-	-	-	-	500,000.00
7	Encryption Equipment	Security	1	225,000.00	225,000.00	45,000.00	180,000.00	-	-	-	-	-	225,000.00
8	Generator and Uninterruptible Power Supply (UPS)	Construction	10	175,000.00	1,750,000.00	350,000.00	1,400,000.00	-	-	-	-	-	1,750,000.00
9	Fiber Distribution Cabinet	FTTX	8	23,000.00	184,000.00	-	-	26,285.71	52,571.43	52,571.43	26,285.71	26,285.71	184,000.00
10	Local Service Electronics	TBD	10	125,000.00	1,250,000.00	-	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	1,250,000.00
SUBTOTAL					\$ 175,921,500.00	\$ 395,000.00	\$ 34,730,000.00	\$ 120,015,869.05	\$ 19,925,488.10	\$ 302,571.43	\$ 276,285.71	\$ 276,285.71	\$ 175,921,500.00

Citadel Design Construction

TELECOMMUNICATIONS - Anchor Sites - Broward, Charlotte, Collier, Glades, Lee and Sarasota (POPS) - Facilities Plant and Equipment					2018	2019	2020	2021	2022	2023	2024	TOTAL	
NO	DESCRIPTION	MANUFACTURER	QTY	UNIT PRICE	TOTAL	CASHFLOW REQUIREMENT BY YEAR						TOTAL	
1	Site Work: Grading, Water, Sewer, Storm Drain, Concrete Side Walks, Concrete Curb, and Asphalt	Construction	5	\$ 1,175,000.00	\$ 5,875,000.00	\$ 2,937,500.00	\$ 2,937,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,875,000.00
2	Zoning Requirements and Permits	Planning & Zoning	5	175,000.00	875,000.00	875,000.00	-	-	-	-	-	-	875,000.00
3	Air intake/Exhaust and Clean Water	Construction/Code		340,000.00	3,400,000.00	-	1,700,000.00	850,000.00	850,000.00	-	-	-	3,400,000.00
4	Foundation Framing & Pour	Construction	5	650,000.00	3,250,000.00	-	1,083,333.33	1,083,333.33	1,083,333.33	-	-	-	3,250,000.00
5	Framing, electrical, plumbing, Roofing, Gutter System, Exterior Masonry, and window panes	Construction	5	850,000.00	4,250,000.00	-	1,416,666.67	1,416,666.67	1,416,666.67	-	-	-	4,250,000.00
6	HVAC System	Construction	5	675,000.00	3,375,000.00	-	-	1,687,500.00	1,687,500.00	-	-	-	3,375,000.00
7	Fire Suppression System (Data Room)	Construction	5	150,000.00	750,000.00	-	-	375,000.00	375,000.00	-	-	-	750,000.00
8	Fire Suppression Sprinkler System (Building)	Construction	5	250,000.00	1,250,000.00	-	-	1,250,000.00	-	-	-	-	1,250,000.00
9	External perimeter exterior fencing	Security System		6,000.00	1,500,000.00	-	-	1,500,000.00	-	-	-	-	1,500,000.00
10	Security Internal / External Cameras	Security System		6,500.00	1,625,000.00	-	-	232,142.86	464,285.71	464,285.71	232,142.86	232,142.86	1,625,000.00
11	Generators & UPS	Construction	10	250,000.00	2,500,000.00	-	-	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	2,500,000.00
12	Office Space - 10 employees	Construction	50	15,000.00	750,000.00	-	-	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
13	Data Room	Construction	5	975,000.00	4,875,000.00	-	-	975,000.00	1,950,000.00	650,000.00	650,000.00	650,000.00	4,875,000.00
14	Boiler Room	Construction	5	340,000.00	1,700,000.00	-	-	340,000.00	340,000.00	340,000.00	340,000.00	340,000.00	1,700,000.00
15	Front Lobby	Construction	5	45,000.00	225,000.00	-	-	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	225,000.00
16	Security Receptionist Area	Construction	5	45,000.00	225,000.00	-	-	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	225,000.00
17	Elevators	Construction	10	250,000.00	2,500,000.00	-	-	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	2,500,000.00
18	1 Conference Rooms with video conferencing	Construction	5	60,000.00	300,000.00	-	-	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
19	Loading Dock	Construction	5	150,000.00	750,000.00	-	-	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
20	Roadways	Construction	5	550,000.00	2,750,000.00	-	-	550,000.00	550,000.00	550,000.00	550,000.00	550,000.00	2,750,000.00
21	Access Points - Secure Smart Card & Licensing	Security System	5	150,000.00	750,000.00	-	-	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
22	Parking Lot	Construction	5	65,000.00	325,000.00	-	-	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	325,000.00
23	Fixtures	Business Furnishings	5	58,000.00	290,000.00	-	-	58,000.00	58,000.00	58,000.00	58,000.00	58,000.00	290,000.00
24	Wiring and cabling	Business Furnishings	5	100,000.00	500,000.00	-	-	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	500,000.00
25	Hardscape	Construction		10,000.00	600,000.00	-	-	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	600,000.00
SUBTOTAL					\$ 45,190,000.00	\$ 3,812,500.00	\$ 7,137,500.00	\$ 12,202,642.86	\$ 10,659,785.71	\$ 3,947,285.71	\$ 3,715,142.86	\$ 3,715,142.86	\$ 45,190,000.00

Citadel Design Construction

PROFESSIONAL SERVICES - Soft Costs					2018	2019	2020	2021	2022	2023	2024		
NO	DESCRIPTION	MANUFACTURER	QTY	UNIT PRICE	TOTAL	CASHFLOW REQUIREMENT BY YEAR						TOTAL	
1	Engineering Fees - Soft Costs	TBD	1	\$ 1,141,850.00	\$ 1,141,850.00	\$ 1,141,850.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,141,850.00
2	Architectural Fees	TBD	1	4,567,400.00	4,567,400.00	4,567,400.00	-	-	-	-	-	-	4,567,400.00
3	Other Fees	TBD	1	410,950.00	410,950.00	410,950.00	-	-	-	-	-	-	410,950.00
SUBTOTAL					\$ 6,120,200.00	\$ 6,120,200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,120,200.00

	2018	2019	2020	2021	2022	2023	2024	TOTAL
	CASHFLOW REQUIREMENT BY YEAR							
NIPR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	-	-	-	1,304,378.82	1,304,378.82	-	-	\$2,608,758
SIPR	-	-	-	-	-	-	-	
	-	-	-	-	1,119,858.89	1,119,858.89	-	\$2,239,718
CENTRIX - ISAF (CXI)	-	-	-	-	-	-	-	
	-	-	-	-	-	455,169.56	455,169.56	\$910,339
	-	-	-	-	-	-	-	\$910,339
	\$ -	\$ -	\$ -	\$ 1,304,378.82	\$ 2,424,237.71	\$ 1,575,028.45	\$ 455,169.56	\$5,758,815

		2018	2019	2020	2021	2022	2023	2024	TOTAL
FLORIDA	SFTP Counties	CASHFLOW REQUIREMENT BY YEAR							
Annual Project Flow Requirements	Infrastructure	14,471,033	60,203,161	160,034,339	53,753,688	12,592,738	5,566,457	4,446,598	311,068,015

Head Count (Personnel)		\$6,460,000	\$21,950,000	\$34,309,500	\$43,454,375	\$46,054,313	\$47,435,942	\$48,859,020	\$248,523,150
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All Other Expenses (Operational)	18%	\$2,604,786	\$10,836,569	\$28,806,181	\$9,675,664	\$2,266,693	\$1,001,962	\$800,388	\$55,992,243
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TOTAL ALL Expenses		\$23,535,819	\$92,989,730	\$223,150,020	\$106,883,727	\$60,913,743	\$54,004,361	\$54,106,006	\$615,583,407
	Accum Expenses	\$23,535,819	\$116,525,549	\$339,675,569	\$446,559,297	\$507,473,040	\$561,477,401	\$615,583,407	

		2018	2019	2020	2021	2022	2023	2024	
Projected Cash Flow	Penetration 25%	\$0	\$180,969,708	\$271,454,563	\$542,909,125	\$950,090,969	\$1,662,659,195	\$2,493,988,793	\$6,102,072,354
	Accum Revenue	\$0	\$180,969,708	\$452,424,271	\$995,333,396	\$1,945,424,365	\$3,608,083,560	\$6,102,072,354	

Differences	-\$23,535,819	\$87,979,979	\$48,304,542	\$436,025,398	\$889,177,226	\$1,608,654,834	\$2,439,882,787	\$5,486,488,947	Cumulative Profit
Taxes	\$0	\$24,634,394	\$13,525,272	\$122,087,111	\$248,969,623	\$450,423,354	\$683,167,180	\$1,542,806,935	Less Taxes
Net Profit	\$0	\$63,345,585	\$34,779,270	\$313,938,286	\$640,207,603	\$1,158,231,481	\$1,756,715,607	\$3,943,682,012	Net Profit

	2018	2019	2020	2021	2022	2023	2024
Number of Subscribers Penetration	0	150,808 5.7%	226,212 8.6%	452,424 17.2%	791,742 30.0%	1,385,549 52.5%	1,511,508 57.3%
Potential (as of 2015 Census)	Homes 1,638,275	Businesses 999,601					
	Total Potential 2,637,876						

Citadel Design Construction

Citadel - Income Statement

No Investment Capital

	2018	2019	2020	2021	2022	2023	2024	Total
REVENUE								
Income - Subscriber Base	-	180,969,708	271,454,563	542,909,125	950,090,969	1,662,659,195	2,493,988,793	6,102,072,354
Leases Facilities	-	0	0	0	0	0	0	0
Total Revenue	-	180,969,708	271,454,563	542,909,125	950,090,969	1,662,659,195	2,493,988,793	6,102,072,354
EXPENSES								
Salaries & Bonuses	6,460,000	21,950,000	34,309,500	43,454,375	46,054,313	47,435,942	48,859,020	248,523,150
Benefits	1,162,800	3,951,000	6,175,710	7,821,788	8,289,776	8,538,470	8,794,624	44,734,167
Construction Build - All Facilities	-	-	-	-	-	-	-	-
Utilities	35,000	87,500	262,500	525,000	1,575,000	3,150,000	9,450,000	15,085,000
Communications Charges	2,880	11,520	16,128	24,192	41,126	69,915	118,855	284,617
Travel Insurance	57,600	60,480	165,957	448,084	470,488	494,013	518,713	2,215,336
Key Man Insurance	34,270	37,697	41,467	45,613	50,175	55,192	60,711	325,125
Business Insurance	45,000	67,500	84,375	105,469	131,836	164,795	197,754	796,729
Officers & Key Directors Ins	17,135	18,849	20,733	22,807	25,087	27,596	30,356	162,563
Computers & Peripherals	180,050	450,125	495,138	519,894	545,889	573,184	601,843	3,366,122
Office Supplies	49,600	62,000	74,400	89,280	107,136	128,563	154,276	665,255
Equipment Lease	50,000	55,000	60,500	66,550	73,205	80,526	88,578	474,359
Accounting Services	85,230	93,753	103,128	113,441	124,785	137,264	150,990	808,592
Attorney Services	24,000	36,000	43,200	47,520	52,272	57,499	77,624	338,115
Professional Fees	176,000	220,000	240,000	260,000	280,000	300,000	320,000	1,796,000
Marketing	85,000	170,000	255,000	382,500	573,750	860,625	1,290,938	3,617,813
Airline Travel	210,000	252,000	302,400	362,880	435,456	522,547	627,057	2,712,340
Hotel and Per Diem	125,000	187,500	281,250	351,563	439,453	461,426	484,497	2,330,688
Business Development	255,000	280,500	308,550	339,405	373,346	410,680	451,748	2,419,229
Presentation Material	63,750	70,125	77,138	84,851	93,336	102,670	112,937	124,231
Depreciation (office assets)	(16,104)	(35,359)	(38,895)	(41,051)	(43,337)	(45,760)	(48,329)	(268,834)
Totals	9,134,419	28,096,907	43,355,968	55,106,263	59,779,767	63,616,665	72,438,850	331,528,838
Net Income After Depreciation	9,118,315	28,061,549	43,317,073	55,065,212	59,736,430	63,570,906	72,390,521	5,770,543,515
Corporate Tax	2,553,128	7,857,234	12,128,781	15,418,259	16,726,200	17,799,854	20,269,346	92,752,801
Net Income After Taxes	6,565,187	20,204,315	31,188,293	39,646,952	43,010,230	45,771,052	52,121,175	238,507,203
Non Cash Expense	16,104	35,359	38,895	41,051	43,337	45,760	48,329	268,834
Cash Flow	6,581,290	20,239,674	31,227,188	39,688,004	43,053,566	45,816,812	52,169,504	238,776,037
Withholding Tax	1,842,761	5,667,109	8,743,613	11,112,641	12,054,999	12,828,707	14,607,461	66,857,290
Net Cashflow after all taxes	4,738,529	14,572,565	22,483,575	28,575,363	30,998,568	32,988,104	37,562,043	171,918,747
Borrowings	-	-	-	-	-	-	-	-
Working Capital	-	-	-	-	-	-	-	-
Repayment Interest	-	-	-	-	-	-	-	-
Net Loan Outstanding	4,738,529	19,311,094	41,794,669	70,370,032	101,368,599	134,356,704	171,918,747	0.52
	2018	2019	2020	2021	2022	2023	2024	Total

Citadel Design Construction

Citadel - Proforma Balance Sheet

No Investment Capital

	US\$							
	2018	2019	2020	2021	2022	2023	2024	Total
Assets								
Current assets								
Investments (Working Capital)	-	-	-	-	-	-	-	-
Repayments in excess of borrowings	-	-	-	-	-	-	-	-
Receivables	-	180,969,708	271,454,563	542,909,125	950,090,969	1,662,659,195	2,493,988,793	6,102,072,354
Total current assets	-	180,969,708	271,454,563	542,909,125	950,090,969	1,662,659,195	2,493,988,793	6,102,072,354
Property, Plant and Equipment	-	-	-	-	-	-	-	-
Capital deployment Assets	-	-	-	-	-	-	-	-
Accumulated depreciation	16,104	35,359	38,895	41,051	43,337	45,760	48,329	268,834
Net capital deployment assets	16,104	35,359	38,895	41,051	43,337	45,760	48,329	268,834
Other assets	-	-	-	-	-	-	-	-
Accumulated depreciation	-	-	-	-	-	-	-	-
Net other assets	-	-	-	-	-	-	-	-
Total Property, Plant and Equipment	16,104	35,359	38,895	41,051	43,337	45,760	48,329	268,834
Total assets	16,104	181,005,067	271,493,457	542,950,176	950,134,305	1,662,704,955	2,494,037,123	6,102,341,187
Liabilities								
Current liabilities								
Total current liabilities	23,535,819	92,989,730	223,150,020	106,883,727	60,913,743	54,004,361	54,106,006	615,583,407
Long-term debts	-	-	-	-	-	-	-	-
Total liabilities	23,535,819	92,989,730	223,150,020	106,883,727	60,913,743	54,004,361	54,106,006	615,583,407
Capital								
Equity								
Retained earnings	(23,535,819)	87,979,979	48,304,542	436,025,398	889,177,226	1,608,654,834	2,439,882,787	5,486,488,947
Total equity	(23,535,819)	87,979,979	48,304,542	436,025,398	889,177,226	1,608,654,834	2,439,882,787	5,486,488,947
Total liabilities and capital	-	180,969,708	271,454,563	542,909,125	950,090,969	1,662,659,195	2,493,988,793	6,102,072,354