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03/12/25

04:27 PM

A2503008

Attachment A

Sworn Affidavit

SWORN AFFIDAVIT
Ameelio, Inc.

My name is Devyn Greenberg, Chief Operating Officer at Ameelio, Inc. My personal knowledge of the facts stated herein has been derived from my employment with Ameelio, Inc.

I affirm that Ameelio, Inc.:

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

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



Devyn Greenberg, COO
Name and Title

Appendix List

- | | | | |
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Appendix A

Organizing Documents; Qualification to Transact Business in California; Certificate of Good Standing

Delaware

The First State

Page 1

*I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF
DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT
COPY OF THE CERTIFICATE OF INCORPORATION OF "AMEELIO, INC.",
FILED IN THIS OFFICE ON THE FIFTEENTH DAY OF MAY, A.D. 2019, AT 4:37
O`CLOCK P.M.*



A handwritten signature of Jeffrey W. Bullock in black ink, written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

7420893 8100
SR# 20250125111

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

Authentication: 202690636
Date: 01-14-25

CERTIFICATE OF INCORPORATION
OF
AMEELIO, INC.
A Delaware Non-Stock Non-Profit Corporation

ARTICLE I

The name of this corporation is: **AMEELIO, INC.**

ARTICLE II

The registered office of the corporation in the State of Delaware shall be located at 251 Little Falls Drive, Wilmington, County of New Castle, 19808. The registered agent in charge thereof is Corporation Service Company.

ARTICLE III

Section 3.1 The corporation shall be a nonprofit corporation. The corporation is organized exclusively for charitable, scientific, and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "**Code**"). Notwithstanding any other provision of this certificate of incorporation, the bylaws, or any other provision of law, the corporation shall not carry on any activities which would cause it to fail to qualify, or to fail to continue to qualify, as (i) an organization exempt from federal income tax under Section 501(c)(3) of the Code (or the corresponding section of any future federal tax code), or (ii) an organization to which contributions are deductible under Sections 170, 2055, and 2522 of the Code (or the corresponding sections of any future federal tax code). The corporation shall specifically operate within the constraints listed above to collect contributions to be remitted for the following purposes:

(a) To reduce recidivism and to improve the lives of those impacted by incarceration and to research and study prisons and prison systems and institutions, the criminal justice system and its institutions and prison and criminal justice policies, and the impact of incarceration, including through use of a prison communication, purchasing and analytics software and technology platform that enables incarcerated persons to communicate with the outside world, make purchases and receive funds for purchases and other software and analytics tools and technologies; and

(b) To administer the funds of the corporation on a nondiscriminatory and interdenominational basis and not to restrict the use of such funds to people of any race, faith, color or creed; and

(c) To do such acts and carry on such business and affairs as may be permitted by nonprofit corporations under the General Corporation Law of the State of Delaware

and other laws of the State of Delaware and the laws of the United States of America in order to accomplish the purposes set forth in this Article III.

Section 3.2 No part of the earnings of the corporation shall inure to the benefit of or be distributable to any private individual or person; *provided, however*, that the corporation may pay reasonable compensation for services rendered to it and reimbursement of expenses reasonably incurred on its behalf.

Section 3.3 No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise permitted by Section 501(h) of the Code (or the corresponding section of any future federal tax code)), and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of or in opposition to any candidate for public office.

Section 3.4 The corporation shall *at all* times be organized and operated so as to qualify as an organization that is not a private foundation, as defined in Section 509(a) of the Code (or the corresponding section of any future federal tax code). If, however, at any time or times, the corporation shall be classified as a private foundation under United States internal revenue laws, then at such time or times the corporation:

(a) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Code (or corresponding section of any future federal tax code);

(b) shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Code (or corresponding section of any future federal tax code);

(c) shall not retain any excess business holdings as defined in Section 4943(c) of the Code (or corresponding section of any future federal tax code);

(d) shall not make any investment in such manner as to subject it to tax **under** Section 4944 of the Code (or corresponding section of any future federal tax code); and

(e) shall not make any taxable expenditure as defined in Section 4945(d) of the Code (or corresponding section of any future federal tax code).

Section 3.5 **Upon** the dissolution of the corporation, the assets of the corporation shall be distributed **to one or** more recognized tax-exempt charitable organizations described in Section 501(cX3) of **the** Code (or the corresponding section of any future federal tax code) for a public purpose.

ARTICLE IV

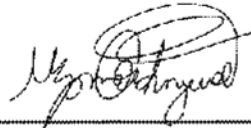
The corporation shall not have capital stock. Provisions relating to membership shall be as stated in the by-laws of the corporation.

ARTICLE V

The name and mailing address of the incorporator are as follows:

Uzoma Orchingwa
756 South Quaker Lane
West Hartford, CT 06110

I, THE UNDERSIGNED, for the purpose of forming a corporation (nonprofit) under the laws of the State of Delaware, do make, file, and record this Certificate, and do certify that the facts herein stated are true, and I have accordingly hereunto set my hand as of this 1st day of May, 2019.



Uz ma Orchingwa
Incorporator

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "AMEELIO, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE FOURTEENTH DAY OF JANUARY, A.D. 2025.

AND I DO HEREBY FURTHER CERTIFY THAT THE AFORESAID CORPORATION IS AN EXEMPT CORPORATION.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "AMEELIO, INC." WAS INCORPORATED ON THE FIFTEENTH DAY OF MAY, A.D. 2019.



A handwritten signature of Jeffrey W. Bullock in black ink, written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

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SR# 20250125111

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Authentication: 202690631

Date: 01-14-25



California Secretary of State

Business Programs Division

1500 11th Street, Sacramento, CA 95814

Request Type: Certified Copies

Entity Name: Ameelio, Inc.

Formed In: DELAWARE

Entity No.: 6198306

Entity Type: Nonprofit Corporation - Out of State

Issuance Date: 02/13/2025

Copies Requested: 1

Receipt No.: 009294795

Certificate No.: 295912030

Document Listing

Reference #	Date Filed	Filing Description	Number of Pages
B2679-8387	04/23/2024	Initial Filing	2

** **** ***** ***** End of list ***** ***** **** **

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, do hereby certify on the Issuance Date, the attached document(s) referenced above are true and correct copies and were filed in this office on the date(s) indicated above.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California on February 13, 2025.

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

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.



6198306



STATE OF CALIFORNIA
Office of the Secretary of State
**STATEMENT AND DESIGNATION - OUT-OF-STATE
NONPROFIT CORPORATION**
California Secretary of State
1500 11th Street
Sacramento, California 95814
(916) 657-5448

For Office Use Only

-FILED-File No.: 6198306
Date Filed: 4/23/2024

B2679-8387 04/23/2024 4:56 AM Received by California Secretary of State

Corporation Name	Ameelio, Inc.
Jurisdiction This Corporation is Originally Formed in	DELAWARE
Street Address of Principal Office of Corporation Principal Address	601 W 26TH STREET M203 NEW YORK, NY 10001
Mailing Address of Corporation Mailing Address	601 W 26TH STREET M203 NEW YORK, NY 10001
Attention	
Street Address of California Office of Corporation Street Address of California Office	None
Agent for Service of Process	
<input checked="" type="checkbox"/> I certify the selected California Registered Corporate Agent (1505) has agreed to serve as the Agent for Service of Process for this entity.	
California Registered Corporate Agent (1505)	NORTHWEST REGISTERED AGENT, INC. Registered Corporate 1505 Agent
<p>Consent to Service of Process</p> <p>The corporation irrevocably consents to service of process directed to the corporation upon the agent designated and to service of process on the Secretary of State if the agent designated or the agent's successor is no longer authorized to act or cannot be found at the address given.</p> <p>Consent under this paragraph extends to service of process directed to the out-of-state corporation's agent in this state for a search warrant issued pursuant to California Penal Code section 1524.2, or for any other validly issued and properly served search warrant, for records or documents that are in the possession of the out-of-state corporation and are located inside or outside of this state. This shall apply to a out-of-state corporation that is a party or a nonparty to the matter for which the search warrant is sought. "Properly served" means delivered by hand, or in a manner reasonably allowing for proof of delivery if delivered by United States mail, overnight delivery service, or facsimile to a person or entity listed in California Corporations Code section 2110, or any other means specified by the out-of-state corporation, including, but not limited to, email or submission via an Internet Web portal that the out-of-state corporation has designated for the purpose of service of process.</p>	
Electronic Signature	
<input checked="" type="checkbox"/> I am a corporate officer and am authorized to sign on behalf of the corporation.	
Kelly D. Young	04/23/2024
Signature	Date

Certificate Verification No.: 295912030 Date: 02/13/2025

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "AMEELIO, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE FIFTEENTH DAY OF APRIL, A.D. 2024.

AND I DO HEREBY FURTHER CERTIFY THAT THE AFORESAID CORPORATION IS AN EXEMPT CORPORATION.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "AMEELIO, INC." WAS INCORPORATED ON THE FIFTEENTH DAY OF MAY, A.D. 2019.



7420893 8300C

SR# 20241440577

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

A handwritten signature in black ink, appearing to read "JB", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

Authentication: 203246977

Date: 04-15-24

B2679-8388 04/23/2024 4:56 AM Received by California Secretary of State

Certificate Verification No.: 295912030 Date: 02/13/2025

Appendix B

Geographical Area to be Served

Ameelio, Inc. intends to provide non-facilities based video calling services to incarcerated individuals and their families and legal service providers throughout the state of California.



Appendix C

Current Operations in California

As part of a pilot program, starting April 1, 2025, Applicant will make available telehealth video service to incarcerated individuals in County Jails #2 and #3 located in San Francisco County. Applicant will not provide any service outside of telehealth.

Appendix D

Sworn Affidavit

See **Section 7**.

Appendix E

Affiliated Entities

Applicant is not under common control with any other entities, and therefore has no affiliated entities.

Appendix F

Officers, Directors, Partners, Agents, and Owners

Ameelio's Officers

Dan “April” Feng

Chief Executive Officer

601 W 26th Street, M203, New York, NY 10001-1130

april@ameelio.org

April is an internationally recognized leader in civic innovation. Passionate about enabling second chances through human connection and education, she has spearheaded efforts to ensure that incarcerated individuals and their families are included in the implementation of the historic bipartisan infrastructure law (IIJA) on state and national stages, leveraging a once in a generation opportunity to address structural failures in the criminal justice system.

Before becoming CEO, April previously served as Chief Operating Officer and Chief of Staff at Ameelio, where she has overseen the rapid expansion of Ameelio's incarcerated persons communication services across the country as well as internationally. Under her leadership, Ameelio doubled the number of incarcerated users served.

Prior to Ameelio, April has worked extensively for governments and academia in both the U.S. and the U.K. April holds a Master's degree from the London School of Economics and a BA from the University of Notre Dame.

Benjamin Porter
Chief Technology Officer
601 W 26th Street, M203, New York, NY 10001-1130
ben@ameelio.org

Ben Porter is a seasoned technology leader with over 15 years of software engineering and architecture experience. His ability to delve into technical details and make informed strategic decisions has been a key driver of Ameelio's success.

Since joining Ameelio in 2020, Ben has been instrumental in successfully scaling Ameelio's incarcerated persons communication services. He has demonstrated expertise across domains, including technical engineering, product development, market strategy, and organizational leadership.

Ben's professional experience ranges from startups to large corporations, such as Red Hat and Instructure. He has led and contributed to large-scale projects, mentoring teams in best practices for engineering, product, and innovative solution development. Ben holds a Master's degree in Information Assurance and Cyber Security from Dakota State University, a dual Bachelor's degree in Computer Science and Business, and multiple advanced certifications.

Devyn Greenberg
Chief Operating Officer
601 W 26th Street, M203, New York, NY 10001-1130
devyn@ameelio.org

Devyn Greenberg is a dedicated leader focused on civic technology and human-centered design. She is passionate about building technology that equitably and effectively serves the public interest—especially for historically marginalized groups.

Devyn’s professional experience spans sectors, from corporations like Bain and Google, to California’s Office of Social Innovation, to mission-driven start-ups. Devyn’s deep expertise in product strategy, government innovation, and organizational growth will help Ameelio scale our work to connect justice-involved individuals with their loved ones and provide critical educational tools to incarcerated individuals.

Devyn holds a BA from Dartmouth College, an MPA from Harvard, and an MBA from Stanford— where she was a Knight-Hennessy Scholar. Her work has been published in the Washington Post and Research & Politics.

Appendix G

Resumes of Ameelio's Officers, Directors, Partners, Agents, and Owners of more than 10%
of Applicant

Dan (April) Feng

412-520-5561 | april@ameelio.org | april.feng.dan@gmail.com
80 Piers Park Ln., Apt 3506, Boston, MA 02128

EXPERIENCE

Ameelio Inc

Remote

Ameelio is the only non-profit provider of incarcerated persons communications services and education technology in the US. In 2023, TIME magazine recognized us as one of the 100 Most Influential Companies.

Chief Executive Officer

May 2024 - Present

- **Oversee a ~3.5M operating budget:** Manage a team of 15 and a growing operational budget.
- **Oversee organization scaling:** Develop, experiment, and improve organizational strategies on sales to procurement pipeline, identify and mitigate risks from developing and deployment new technologies in high-risk environments, form plans to address federal and compliance requirements.
- **Lead fundraising:** Ensure sustainability. Fundraise from philanthropies, national, state, and local communities.
- **Build relationships with stakeholders:** Build a national profile for Ameelio. Communicate with media, policymakers, telecom regulators, universities, and the ecosystem of advocates and community resource providers.

Chief Operating Officer

April 2023 -

April 2024

- **Identified and addressed organizational growth constraints:** Worked with the operation and engineering teams to correctly identify “blockers” for growth. Mobilized the team and external stakeholders and addressed them.
- **Led project management:** Translating organizational northstars and KPIs into project plans, timelines, and concrete tasks. Managed the team to deliver on those outcomes.
- **Managed day-to-day operations:** Oversaw key processes and aligned them with strategic goals. Build the team and continuously monitor performance. Developed and implemented internal practices that promote culture.
- **Developed Ameelio’s financial infrastructure:** Worked with the CEO, CTO and Board to develop the first iteration of Ameelio’s budget and financial forecasts, as well as identify and pursue fundraising opportunities to support growth.

Chief of Staff

July 2022 - March 2023

- **Served as the “focal point” of the organization:** Implemented norms and processes for product management and communication across teams. Liaison with CEO and CTO on team performance and shared issues.
- **Functioned as the thought partner to the leadership team:** Worked closely alongside the CEO and CTO to develop and execute the earned revenue and go-to-market strategy for Ameelio. Identified the growth trajectory and inventoried the political, legislative, and regulatory constraints.
- **Oversaw legal, HR and administrative functions:** Led our annual audits, managed expenses and reimbursement systems, drafted and owned contracts with government clients, coordinated with external legal counsels.
- **Coordinated with external research team to document impact:** POC for a joint research team from three universities and participating government clients. Ensured NDAs, data sharing agreements are executed in a timely manner.
- **Assisted the CEO in fundraising:** Drafted fundraising materials, including speeches, pitches, and updates for the CEO. Maintained the relationships with external funders. Accompanied and prepped the CEO before high stake events.

Center for Radical Innovation for Social Change, University of Chicago

Chicago, US

Senior Analyst

Jan 2020 - Present

- **Leading high-performing teams in fast-paced environments:** Manage two of the center’s longest-lasting and most entrepreneurial portfolios - Data Literacy and Mental Health. Teams compose of a total of 15 analysts. In one year, we pitched six ideas to both public and private partners, including City of Chicago, Cook County Jail, Facebook, Google.

- **Managing funder relations and driving priorities:** Point of contact for our major funders - Schmidt Futures, Citadel, Valhalla, and Siegel Family Endowment. Manage our \$2.5 million funding to advance data science initiatives in US K-12 schools. Work with funders to set measurable KPIs. Leverage existing partnerships for additional fundraising.
- **Media outreach and advocacy campaigns:** Lead media outreach for the Data Literacy project. Drafted and published op-eds with Steve Levitt on the WSJ, EdWeek. Placed episode ideas for the Freakonomics Podcast. Organized our Commitment Campaign, which attracted 276 commitments from industry, policymakers and funders.
- **Used behavioral science insights to advise public service design:** Work with the Cook County Jail to redesign their inmate intake booking process to include mental health needs assessments, in-jail programming and discharge planning. Our idea has been in pilot since last September and we have conducted user interviews.

UK House of Commons, Office of Barry Sheerman MP

London, UK

Legislative Aide

Oct 2018 - Aug 2019

- **Navigating complex political organizations & systems:** Attended and contributed to House of Commons data ethics roundtables on NHS patient health data sharing and predictive algorithms used in policing. Worked with Members of Parliament (MPs) and UK industry leaders on institutionalizing evidence-based policy in the Parliament.
- **Translating quantitative insights into political communication:** Incorporated data analysis from economic databases - Bank of England, EU Research, and OECD - into briefings and speeches for Barry Sheerman MP. Research include the impact of a No-Deal Brexit, regulations for SMEs, and miscarriages of justice in crown courts.
- **Optimizing knowledge management of constituency database:** Built a database for the Member of Parliament's Westminster and constituency office. Updated the database to incorporate constituents' complaints, flag repeated policy issues, assign them urgency indexes, and propose bills and amendments for the MP to raise in the House of Commons.

Department of Innovation & Technology, City of South Bend

South Bend, US

Project Manager (promoted from innovation analyst in one year)

Jun 2017 - Jul 2018

- **Youngest City manager** of 3 teams with over 10 employees. Managed projects in affordable housing provision, public transportation, homeless prevention, early childhood education.
- **Strategic systems re-engineering & process optimisation:** Collaborated with Results for America consultants, local stakeholders, and city administrators to repurpose \$3 million in federal funding toward affordable housing development projects. The effort resulted in new scoring criteria more effectively leveraging federal funding and eliminating the previous subjective biases selection. Featured on [Apolitical](#).
- **Human-centered research & rapid prototyping:** Designed and conducted interviews, surveys, and focus groups with 80 residents to understand public transportation options available to low-income part-time employees. Consolidated insights into journey maps, personas and policy recommendations. Won \$1 million from the [2018 Bloomberg Mayors Challenge](#) as the grand prize winner from over 300 US cities.
- **Rigorous impact evaluation framework design & implementation:** Won \$50K from and collaborated with [MIT Poverty Action Lab \(J-PAL\)](#) to design an RCT to evaluate the City's high-school dropout prevention program. The analytical framework became a practice standard for similar evaluations at the City.

Contributions to Opportunities

Cape Town, South Africa

Organizational Consultant

June 2016 - August 2016

- **Measuring social impact:** Established KPIs for Contribution to Opportunities in Gugulethu and Nyanga to better understand participants' baseline circumstance and the effectiveness of CTO's programs on youth violence prevention.
- **Communicating impact and brand development:** Produced a [documentary](#) for CTO's flagship program "[Amasoja](#)" to communicate impact cross-country to European and American donors.
- **Budgeting & capacity building for non-profit organizations:** Expanded the 2-people writing initiative into a full-blown writing center in the black township Masiphumelele, which now serves ~15,000 residents.

PUBLICATIONS & PANELS

- + [“Expanding Digital Opportunity: Charting a Path toward Full Inclusion”](#) (Urban Institute, Feb 2025): Panelist to highlight solutions to narrow the digital divide in this time of historic digital investments.
- + [“Transforming the Carceral Experience: Leveraging Technology for Rehabilitation”](#) (Federation of American Scientists, December 2024): “Day one memo” calling for the new administration to systematically invest in digital and technology infrastructure in prisons and jails, and end mass incarceration through building meaningful digital citizenship.
- + [“100 Women in GovTech 2024”](#) (GovInsider, December 2024): Featured by GovInsider as one of the 100 women from 23 countries across 4 continents shaping government technology in 2024.
- + [“An Open Letter to State Broadband Leaders on Digital Equity for Incarcerated People”](#) (Benton Institute for Broadband and Society, December 2023): Explains how generational investment on broadband and digital equity (BEAD + DEA) can close the digital divide for the 1.8M incarcerated people across the country.
- + [“Computing &: A conversation series on computation and storytelling”](#) (Columbia University School of Journalism & Barnard College, April 2023): A deep dive into the role of computation on communities pre-, during, and post-incarceration, exploring carceral technologies and alternative information networks.
- + [“What Civic Innovators Could Learn from Ancient Chinese Military Theory”](#) (Apolitical, November 2018): Argues that civic innovators, in their work, need to understand what fighting is, and who and what they fight against.
- + [“Under the Shadow of Supply-Side Reform”](#) (Huffington Post, May 2017): Argues that China’s Supply Side Reform will empower big monopolies, hurt consumers while boosting the nation’s image on the world economic stage. +
- + [“Violence Generated by Fear”](#) (China Hands, December 2015): Argues that the most urgent change China needs are changes in political institutions, brought by a reforming force within the Chinese Communist Party.
- + [“The Silent Dream”](#) (Huffington Post, Jan 6th, 2015): Argues that the propaganda phrase “Chinese Dream” has its meaning dictated by the Chinese Communist Party.

EDUCATION

London School of Economics and Political Science

MSc Philosophy and Public Policy

London, UK

Sept 2018 - Dec 2019

- Graduated double-first (distinction in dissertation and overall coursework).
- Relevant coursework: Causal Inference for Observational and Experimental Studies (84, Distinction), Evidence and Policy (71, Distinction), Dissertation (77, Highest score in my programme)
- Dissertation titled “From *Politics as Usual* to *Politics in Extremis*: Applying Precautionary Reasoning to Political Norms” proposed an actionable version of the precautionary principle to recommend switching political norms from *politics as usual* to *politics in extremis* in times of political crisis.

University of Notre Dame

BA Economics & Political Science

Notre Dame, US

Aug 2013 - May 2017

- Graduated *magna cum laude*, double major in Economics and Political Science. GPA: 3.83/4.0.
- Member of Omicron Delta Epsilon International Economics Honors Society.
- Relevant coursework: Economic Capstone Project (A), Monetary Theory & Policy (A), Statistics for Economists (A), Advanced Labor Economics (graduate level course, A-), Econometrics (A-).

SKILLS

R, ArcGIS, Stata, GitHub, Microsoft Office, impact evaluation implementation and training (certified by MIT), human-centered design, community engagement (certified by John Hopkins Center for Government Excellence).

PERSONAL

Native in English and Mandarin. Intermediate in Spanish with a Paisa accent. Have been to all continents in the world. Love storytelling. Big fan of skydiving. Genuinely enjoy econometrics. Currently working on a novel about my grandmother.

Benjamin Porter

Summary of Qualifications

Benjamin Porter is a highly accomplished software engineer and technology leader with over 15 years of experience across diverse domains including security, web, distributed systems, desktop applications, and user interfaces. With a solid 8-year track record in leadership roles, most recently as a Chief Technology Officer, he specializes in DevOps and scalable infrastructure, boasting extensive expertise in Kubernetes and containerization. His programming proficiencies span Ruby, JavaScript, Elixir, Bash, and Terraform, complemented by strong Linux server and desktop skills. Holding a Master's degree in Information Assurance & Cyber Security, along with dual Bachelor's degrees in Computer Science and Management/Marketing, Benjamin has a robust academic foundation and certifications in AWS, Red Hat, and various cybersecurity disciplines.

Professional Experience

- [Ameelio \(New York, NY\)](#) - Sep 2021 to Present - *Chief Technology Officer (CTO)*
- [Red Hat \(Raleigh, North Carolina\)](#) - Oct 2019 to Sep 2021 - *OpenShift Architect/Sr Consultant*
- [SimpleNexus \(Lehi, Utah\)](#) - Sep 2018 to Oct 2019 - *Head of Infrastructure and Security*
- [Canopy Tax \(Lehi, Utah\)](#) - Aug 2017 to Sep 2018 - *Sr. Software Engineer*
- [Instructure \(Salt Lake City, Utah\)](#) - Aug 2014 to Aug 2017 - *Sr. Software Engineer*
- [Raytheon Applied Signal Technology \(Salt Lake City, Utah\)](#) - Jan 2013 to Aug 2014 - *Software Engineer*
- [L-3 Communications \(Salt Lake City, Utah\)](#) - Dec 2009 to Jan 2013 - *Software Engineer- Team Lead*
- [United States Air Force \(Mountain Home AFB, Idaho\)](#) - Sep 2005 to Oct 2009 - *Satellite, Wideband, and Telemetry Systems Journeyman*

Summary of Experience

- Designed and implemented Kubernetes-based infrastructure for scalable services, including rapid scaling of unique video system and standard web services
- Containerized and migrated services (JavaScript, PHP, Python) to new production environment using Kubernetes
- Managed and automated Infrastructure as Code with Terraform and Ansible, including DNS and WAF services on Cloudflare
- Developed and maintained authentication services and DNS maintenance systems, including automated certificate renewal with Let's Encrypt
- Analyzed security requirements, conducted security assessments, and implemented necessary changes
- Participated in customer meetings, planning sessions, and provided support for product requirements and customer integration
- Created comprehensive system and user-facing API documentation, as well as training materials for engineers
- Conducted one-on-one meetings, performance reviews, and training sessions with engineering team members
- Oversaw and participated in the implementation and customization of OpenShift for customers, conducted training, and wrote technical blog posts for Red Hat
- Designed and migrated infrastructure to GitOps-style IaC using Terraform, Chef, Packer for SimpleNexus, and conducted security assessments
- Developed architecture and microservices, led mission-critical development using Docker, Kubernetes, and CI/CD pipelines for Canopy Tax
- Developed backends (Ruby/Rails, Node.js, Java) and frontends (React.js) for Instructure's Canvas LMS, integrated third-party services, and maintained plugins
- Designed and developed user interfaces, path-planning algorithms, and MySQL DB abstraction layer for Raytheon
- Led development of STANAG 4586 system interface and automated testing suite, conducted penetration tests, and trained teams in security principles for L-3 Communications
- Developed training materials and provided instruction/mentoring in the United States Air Force, maintained satellite and wideband transmission systems

Education

[Dakota State University \(Madison, South Dakota\)](#) - 2012 to 2014

Master of Science in Information Assurance & Cybersecurity

[Park University \(Parkville, Missouri\)](#) - 2010 to 2011

Bachelor of Science in Computer Science - Summa Cum Laude

[Park University \(Parkville, Missouri\)](#) - 2006 to 2010

Bachelor of Science in Management with an emphasis in Marketing - Magna Cum Laude

[Community College of the Air Force - 2005 to 2006](#)

Associate of Applied Science in Electronic Systems

Devyn Greenberg

917 434 4024 · dgreenberg623@gmail.com

EDUCATION

Harvard University, John F. Kennedy School

Cambridge, MA

Master of Public Administration

2023

- Jobs: Teaching Assistant for Product Management and Society & Exercising Leadership

Stanford University, Graduate School of Business

Stanford, CA

Master of Business Administration

2022

- Awards: Knight-Hennessy Scholar (~1% acceptance rate)
- Leadership: TALK Coach (coached >60 classmates in narrative crafting and public speaking in service of 30-minute talks about their lives), Future of Cities Club (Co-President), Design for Extreme Affordability

Dartmouth College

Hanover, NH

Bachelor of Arts, *Summa Cum Laude*, Government and Human-Centered Design (GPA: 3.97/4.0)

2017

- Awards: Phi Beta Kappa Early Inductee (Top 20 students in class), Weinstein Engineering Design Prize, Rufus Choate Scholar, Edson Memorial Prize in International Politics, Rockefeller Leadership Fellow
- Study Abroad: Oxford, UK ('16), Fez, Morocco ('15)
- Jobs: Teaching Assistant for Design Thinking, Dilemmas of Development & Quantitative Political Analysis ('15-'17)

EXPERIENCE

Ameelio

San Francisco, CA

Chief Operating Officer

September 2024– Present

- Ameelio is the only non-profit provider of incarcerated persons communications services and education technology in the US; it is pioneering a new business model integrating policy design and delivery
- Helping lead ~15-person organization (and managing a cross-functional 4-person team) focused on driving digital equity, connectedness, and better reentry outcomes for incarcerated people both in the US and abroad; Ameelio has already reached >100K users in 6 states
- Managing operational effectiveness, excellence delivering our products and services, financial and legal oversight, and organizational alignment across teams; helping define and drive Ameelio's strategy to scale sustainably and, soon, independently of philanthropy; driving strategy across finance, HR, sales, implementation, partnerships, etc.

Francisco Partners

San Francisco, CA

Post-MBA Associate (GovTech/EdTech)

July 2023 – August 2024

- Supported portfolio companies with product, marketing, and GTM strategy, including customer acquisition, pricing optimization, experimentation to drive user engagement, and organizational capacity building
- Helped drive all stages of investment process across due diligence, operational analysis, and market research
- Co-led >\$200M growth investment into edtech business; collaborating with management team on value creation plan, including build-out of entire GTM function and redesign of product strategy to drive revenue mix shift
- Helped lead sale process for >\$1.5B TEV edtech business; prepping investor narrative, pitch materials, and data
- Served as board advisor to telecommunications-focused software company
- Supported development of FP's ESG diligence process; served as Responsible Investment Forum representative

ZOLA Electric (Venture-Backed Startup)

Remote

Product Management Intern

September 2021- December 2021

- Led development of a B2B software product allowing Solar Home System distributors in 15 emerging markets to extend financing to end users (TAM: ~2.2B users) and manage their full sales, credit, and installation processes
- Collaborated with CEO, CFO, CPO and other stakeholders to build Market Requirements Document, Product Requirements Document, and roadmap used to apply for \$25M in debt financing from a development org
- Integrated feedback from customers and stakeholders to inform onboarding journey prototype

Google

Remote

Users and Products MBA Intern

June 2021 – August 2021

- Co-led Google Workspace project to improve cross-product user journeys (covering 14 products impacting ~3B users); collaborated with cross-functional stakeholders across design, product, and engineering to incorporate more customer feedback and usage data into product decisions
- Partnered with analytics to build new methodology tracking user product and support experience, design new KPIs, package insights, and mock up product features; advocated for feature to be added to Drive roadmap

Office of Governor Gavin Newsom, Social Innovation

Remote

Special Assistant to Senior Advisor on Social Innovation

January 2021 – June 2021

- Helped mobilize public-private partnerships (>\$200M funding) to drive state's impact agenda across COVID response, Just Transition, digital divide, and clean water access; helped bridge policymakers and tech executives by translating complex (and controversial) policy issues for diverse audiences
- Supported launch of Vaccine Equity Campaign that funded and mobilized over 700 community-based organizations to reach 14M Californians; conducted user research to inform messaging around politically sensitive COVID-related initiatives; helped initiate [Immunity Together campaign](#)

Bain & Company

San Francisco, CA

Associate Consultant

August 2018 – July 2020

- Received highest performance rating (top 5% of peers) for all review cycles across analysis, teamwork, and client
- Based on depth of case experience, was asked to build pitch materials about Bain's GTM offerings that are still used today; helped design "Go-to-Market Mobilizer" framework and synthesized learnings across cases
- Led redesign of Bain SF's recruiting strategy to 1) prioritize DEI and 2) improve win-rate against competitors
- "\$90B manufacturer of computer hardware (12-month engagement)"
 - Co-led development of Asia GTM strategy, including RTM, coverage model, account & channel management plan; collaborated with local executives to refine plan, focused on public sector sales; conducted working sessions surrounding how to maximize user adoption across geographies
 - Supervised member of Bain's Capability Center to build model prioritizing amongst ~100K global technology Channel sales partners; helped client redesign Channel sales strategy to hit margin goals
- "Turnaround of "\$80B national bank digital experience (9-month engagement)"
 - Co-led customer experience transformation effort to reach NPS parity with market leaders; analyzed revenue upside of project; designed and led agile training workshops for bank's ~250K employees
 - Supervised an Associate Consultant to build an model analyzing feedback from ~100M customers

Fulbright Program

Rabat, Morocco

Professor

September 2017 – July 2018

- Taught 3 classes (avg. 20 students) at L'Ecole Nationale D'Architecture; redesigned English curricula
- Volunteered at Moroccan Center for Innovation and Social Entrepreneurship; led design thinking workshops for 3 programs, mentored 15+ social entrepreneurs, and launched a Stanford Engineering Service Learning program

America Reads

Hanover, NH

Student Director, Program Chair

September 2013 – June 2017

- Led 50-person organization that enables Work-Study eligible students to tutor at 3 local elementary schools; managed recruitment (of tutors and leadership team), school communications, performance reviews, etc.
- Drove >25% Y/Y improvement in tutor retention through spring via mentorship program and team-building

PROJECTS, PUBLICATIONS & VOLUNTEERISM

- **"Grief is Love, Not a Mental Disorder"** *Washington Post*, 2022
- **"Counting the Pinocchios: The Effect of Summary Fact-Checking Data..."** *Research and Politics*, 2019
- **Styx**: through Stanford's "Startup Garage" accelerator, led a 5-person x-functional team to build a product to help families navigate admin burden after losing a loved one; conducted over 100 user interviews, ran GTM funnel experiments, etc.
- **Product Management and Society Playbook**: collaborated with USDS co-founder Kathy Pham to [build a playbook](#) to serve as a reference guide for those building products in the public interest across sectors
- **New Economy Accelerator**: conducted market research, designed vision & strategy, and built fundraising materials for an impact-focused venture incubator ("the YC for Impact") for the Startups and Society Initiative
- **The Box**: Conducted design sprint through Stanford's "Design for Extreme Affordability" course to build "The Box" (<https://everforwardclub.org/news-and-events/2021/9/16/taking-off-the-mask-the-box>) for EverForward Club
- **Senior Design Challenge**: team won a \$20K Experiential Learning seed grant from Dartmouth to launch a new capstone course for the Human-Centered Design minor; course ongoing to-date (<https://www.dartmouth.edu/sdc/>)
- **Telling Stories for Social Change**: met weekly with a group of incarcerated men near Dartmouth, built amazing relationships, and co-created an original performance about their lived experiences ([more info here](#))
- **Design Your Life**: Led workshops for ~400 people across Google, Bain, Morocco, Dartmouth, and Stanford
- **Stanford Ethics Tech and Public Policy**: Former program participant and Community Advisory Board member

Appendix H

Attestation of Investigations

See **Section 8(c)**.

Appendix I

CONFIDENTIAL - Financial Documents

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

STATEMENT OF CONFIDENTIALITY

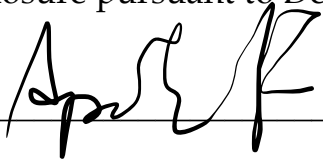
1013 Simplified Registration

Name of Applicant/Company: Ameelio, Inc.

My name is April Feng, Chief Executive Officer at Ameelio, Inc. I have personal knowledge of the documents for which I am requesting confidential treatment.

The documents for which I am requesting confidential treatment meet the financial information requirements set forth in D.24-11-003, Appendix F, and consist of one or more of the following documents: (1) Unaudited bank statements; (2) certificate of deposit or other liquid deposits with a reputable bank or financial institution; (3) preferred stock proceeds or other shareholder equity; (4) letter of credit issued by a reputable bank or other financial institution; (5) loan issued by a qualified subsidiary, affiliate, of applicant, or a qualified corporation holding controlling interest in the applicant; (6) guarantee, issued by a corporation, co-partnership, or other person or association; (7) guarantee, issued by a qualified subsidiary, affiliate, or applicant; and (8) audited financial statements.

I affirm and declare under penalty of perjury under the laws of the State of California and Rule 1.1 of the California Public Utilities Commission's Rules of Practice and Procedure, that, to the best of my knowledge, all of the documents herein contain information protected from public disclosure pursuant to Decision 24-11-003.

A handwritten signature in black ink, appearing to read 'April Feng', is written over a horizontal line.

Signature

Dan "April" Feng, March 6, 2025

Name and Date

Appendix J

Exemption from Tariffing

See **Section 10.**