



**NEO's Response to the City of Craig and Moffat County
BROADBAND STRATEGIC PLAN**

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BROADBAND STRATEGIC PLAN**

City of Craig
Attention: Jim Ferree, City Manager
300 West 4th Street
Craig, Colorado 81625
jferree@ci.craig.co.us

Dear Members of the Evaluation Committee:

NEO Connect (NEO) is pleased to respond to this Request for Proposal for the City of Craig and Moffat County's Broadband Strategic Plan. NEO is a national leader in providing consulting services for all of the areas involved in planning for and implementing advanced wireless, fiber, broadband, middle mile and Fiber to the Home/Premise (FTTH) networks.

We are a privately-held, woman-owned business; one of a handful of companies in the industry that has real-world experience in planning, community engagement, design/engineering, business modeling, financing, owning, and operating fiber optic, wireless and FTTH networks.

Our approach to broadband master planning is to gather information on the community, its key attributes, its key stakeholders, existing services and service providers. We will provide projected start-up and capital costs and will provide a number of financial models showing various assumptions and strategies. We will provide an analysis of the strengths, weaknesses, opportunities and threats to all of the various approaches and strategies which will inform City of Craig and Moffat County on all possibilities and risks.

We have assembled the best of breed in meeting the City of Craig and Moffat County's needs. We are collaborating with Atlantic Engineering Group (AEG) for the design and engineering work needed to develop the preliminary design. AEG will be a subcontractor to NEO Connect for this engagement. Together our team will provide unparalleled support and consultation for this engagement.

As the Lead Consultant for this project, I bring the experience of owning and operating four successful telecommunications companies. I have been in the telecommunications consulting business for over twenty-five years; the last fifteen years as the CEO and owner of a leading national FTTH company. This real world experience truly sets us apart, as we have vast experience in developing business plans, planning and monetizing networks, designing/engineering, and constructing FTTH networks.

In addition to my business experience, I have been elected by my industry peers to serve as the Chairman of the Board for the FTTH Council, our industry's international consortium of vendors and operators in the FTTH business. Playing a leadership role in our industry's non-profit organization has allowed me to develop professional relationships with many of the players in our industry and lead the efforts of many of us that want to see better broadband services for all.

We fully understand the services to be performed under this Request for Proposal and can commit to providing all of the services specified. Thank you for your consideration to have NEO assist with the City of Craig and Moffat County's broadband planning and feasibility analysis efforts. I have prepared this proposal response and will be the primary contact person for this project. As the CEO of NEO Connect, I am authorized to make representations for the company. I can best be reached directly at 970-309-3500 or by email at diane@NEOconnect.us.

I look forward to working with you.



Diane Kruse

CEO

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Introduction and Company Overview

NEO's mission is to assist our customers in all aspects of building and owning Last Mile FTTH and fiber optic networks. We are big supporters of the National Broadband Plan, of municipal broadband and are ambassadors of all that better broadband networks enable, including smart grid and energy management systems, ultra-fast broadband networks, telemedicine and tele-health, distance learning and better education for all, e-government, enhanced homeland security, as well as all of the unforeseeable improvements in and for our lives that broadband networks enable.

NEO is a national company whose main line of business is to provide business and consulting services for utilities, municipalities, companies, grant recipients and government agencies that are deploying broadband and telecommunications networks. NEO was formed in 2010, and is based in Glenwood Springs, CO. We are a small, boutique consulting company with less than ten employees. We partner with the best of breed subcontractors to ensure we have the most knowledgeable and the most talented people assembled for each project. Our offices are located in Denver and Glenwood Springs. Our team has been providing consulting services for the fiber optic and FTTH industry since 1996 and we have worked with over 200 projects across the United States, Canada and the Virgin Islands in broadband planning and implementation.

By choosing NEO's team, you will immediately benefit from our hands-on experience in broadband planning, design, engineering and strategic business planning. NEO will be providing the majority of services described in the scope of work. Diane Kruse, will be the primary point of contact and the Lead Project Manager for this engagement. We will partner with Atlantic Engineering Group (AEG) for the design/engineering and mapping requirements of this project, as well as the lead on identifying capital costs of the fiber implementation and potential phasing of the project.

Atlantic Engineering Group (AEG) focuses on the design and construction of fiber optic and Fiber-to-the-Home (FTTH) networks. Founded in 1996, AEG is headquartered in Braselton, Georgia, and is considered by many as a pioneer in FTTH. Having built America's first municipal FTTH network in Kutztown, PA in 2001, AEG has now assisted over 100 clients and communities with the design and construction of their FTTH networks representing over 25,000 miles of fiber optic cable passing over 1,000,000 parcels. AEG's offices are located in Braselton, Kansas City, Austin and Denver.

NEO and AEG have a long history of working together, dating back to 2002, the early days of the FTTH industry in the U.S. AEG has hired NEO and our project managers to provide assistance and support for their projects and NEO and Kruse have teamed with AEG to support our projects since 2002. AEG has provided design, engineering and construction of nearly 80% of the FTTH projects in the U.S. and in leading Google Fiber's engineering efforts. AEG is in the process of moving 60 of their engineers to Colorado to primarily support NEO's projects.

NEO's team is different from most consultants in this industry in that our team has not only consulted with communities to implement advanced broadband and FTTH networks; we have also designed, built and operated our own networks and managed the business of FTTH networks. This real world business experience truly sets us apart from other consultants who have been in the industry and are very knowledgeable, but have never built or run their own networks or FTTH business. We want you to see us as an extension of your team, planning alongside you, making recommendations based upon

our wealth of experience and contributing to your success. Our operational experience will reflect well on your project – we know and understand from our own experience how networks, the services that are enabled, financing, construction best practices, customer service options and operational considerations impact the success of your project; and therefore, our involvement in your project will yield excellent results.

We are a national leader in the municipal, county and regional broadband industry. We are often called upon to speak at national conferences to promote better broadband infrastructure and to provide “how-to” advice on leveraging existing assets to build fiber optic, wireless and FTTH networks. Recently Kruse has been selected as Chairman of the Summit for Broadband Communities, is on the Chairman’s Committee for Broadband Communities regional conferences, and was peer-elected to serve as Chairman of the Board for the FTTH Council. Both the FTTH Council and Broadband Communities provide education, resources and information for public entities to deploy advanced broadband networks.

In addition to our national leadership, we have extensive experience in Colorado. We have conducted similar broadband planning efforts for many projects throughout the State of Colorado. NEO has been working with Region 10 on their broadband planning efforts for the past year and wrote their Regional Broadband Plan. NEO has recently been engaged by Pitkin County to facilitate their broadband planning efforts. We are currently working with the City of Grand Junction and the Grand Junction Downtown Development Authority on planning efforts, as well the strategic broadband plan for Mesa and Garfield Counties. We have worked with the City of Boulder, the City of Durango, the City of Montrose, the Town of Estes Park, EAGLE-Net, Teller County, and Routt County. This experience will facilitate the City of Craig and Moffat County’s efforts to put together a coordinated regional plan.

This Colorado experience helps in that we have already established working relationship with many of the parties that may be involved in your project. We have excellent working relationships with PRPA, the State of Colorado’s OIT group, DOLA, CDOT, Tri-State, WAPA, Unite Fiber Networks, EAGLE-Net, Zayo, CenturyLink, Comcast and many of the potential partners for this project.

Our intention is to develop a number of strategies, opportunities and plans for the City of Craig and Moffat County to consider. We do not necessarily believe in an “all or nothing” approach. There may be several strategies that are feasible for the City of Craig and Moffat County and we will identify which strategies are best to consider and assist your team in identifying the risks, rewards and potential outcomes of each strategy. Our deliverable will provide a roadmap for various approaches and strategies.

We applaud your foresight in establishing a regional broadband plan and we look forward to working with you to help achieve your goals. We realize the importance of having advanced broadband infrastructure within your communities and are confident that we can help.

Qualifications/Professional Competence/Training

Here is a list of our key team members that will be assigned to this project, their experience and expertise and their roles and responsibilities.

Diane Kruse, President and CEO, NEO Connect **Lead Consultant and Primary Point of Contact**



Diane Kruse will be the Lead Consultant and primary point of contact for this project. Diane has extensive experience presenting to elected officials and in managing stakeholder outreach. Diane is available to attend all City Council and County Commissioner presentations and stakeholder events.

Diane has founded four successful telecommunication companies and is providing consulting services for start-up organizations, high-growth companies, and Fortune 500 companies. She has (30) years of telecommunications and energy industry experience, the last (20) years as an entrepreneur starting and managing successful telecommunication, energy and start-up companies.

Prior to NEO, she was the CEO of a leading firm in the FTTH industry for Greenfield real estate development projects and FTTH design, engineering and construction for municipalities and rural telecommunications companies. Kruse designed and built fiber optic and FTTH networks for municipalities and real estate developments and owned and operated several FTTH networks throughout the country. During the economic downturn, Kruse sold all of her fiber optic network assets, as the housing market showed little improvement likely to happen in the next few coming years.

Starting and running a telecommunications company has many facets and disciplines and Kruse has extensive experience in all of these areas, including: sales, marketing, financing, operations, managing design and construction activities, appraisals and negotiations, writing RFPs and vendor management, and finally selling fiber optic network assets.

Additionally, Kruse has provided consulting services for AT&T, Verizon, Qwest, 360 Networks and Level 3 Communications, where she wrote business and financial feasibility plans, negotiated interconnection, collocation, and IRU agreements, provided network valuations and appraisals, wrote RFPs and negotiated their vendor contracts. Kruse has excellent financial acumen and analytical, project management, communication, collaboration and negotiation skills.

Kruse has held numerous management positions with Sprint Communications, primarily in sales and sales management with national and government accounts. She is an experienced, creative and energetic leader and visionary and has an excellent track record managing complex and diverse projects. She applies her management and entrepreneurial capabilities to yield great results.

Steven Burkholder, Project Consultant, NEO Connect

Steven Burkholder provides project management and business consulting services for Stimulus grant recipients, municipalities, communities and real estate developers to build world-class Gigabit, Middle Mile Fiber and Fiber to the Home (FTTH) networks. Burkholder provides program and project management, vendor management strategies, pricing and positioning, business plans, financial plans, and community engagement programs.

His past experience includes project management of FTTH and Middle Mile construction projects, managing day-to-day business, schedules, logistics, payroll and operational and administrative activities. He has been responsible for generation and analysis of reports such as revenue & performance records, budgets and cost-benefit/break-even analysis for equipment and capital purchases.

He has been involved in community engagement activities for numerous broadband efforts underway at NEO Connect. Burkholder has created and negotiated service agreements and contracts with vendors and construction firms.

Patricia McCasky, Project Consultant, NEO Connect

Patricia McCasky has more than twenty-five years of experience of sales, marketing and executive sales management, project management and consulting services for the telecommunications industry. McCasky started at MCI and Sprint in the late '80s when these telecom giants were just getting started. McCasky held sales and sales management positions for national accounts and was a leading Sales Director for Sprint. She has held VP of Sales and Marketing positions while at 800-Video On, a company owned by G.E. Capital. McCasky is a strong negotiator and specializes in strategic consulting, including business plan & sales strategy development and advising new businesses on formation of corporations and business structures, drafting privacy policies and structuring commercial transactions.

In 1999, McCasky founded an Allstate Insurance franchise, where she quickly grew the agency to one of Allstate's top performing locations in the country. She has recently sold her business and joined NEO's team this year. Patricia will provide stakeholder outreach and will help facilitate community engagement meetings for this project.

James R. (Jimmy) Salter, VP of Operations, Design and Engineering Oversight, AEG

AEG has worked with Kruse's previous company and with NEO for over thirteen years. Jimmy is responsible for designing, developing, and directing the overall engineering and construction operations for AEG. Responsibilities also include defining, implementing and measuring results of policies, procedures, standards and tools for the implementation and on-going service operations. Safety management falls under Jimmy as well as reporting and budget implementation. Jimmy joined AEG full-time in 2012 after a career in the financial industry, but has been involved with the company since its founding in 1996. Jimmy holds a Bachelor's degree from The University of the South in Sewanee, Tennessee.

Jimmy utilizes strong, successful managerial experience in corporate operations. He establishes quality, safety and financial operational standards to produce positive impact on the overall performance of the organization.

Jason Galloway, VP of Engineering, AEG

Jason oversees all of AEG's engineering projects and processes. He has been with AEG for four years and has worked extensively on all aspects of field engineering, design engineering, and operations. Jason has substantial engineering project management experience and has successfully led teams through the completion of design and construction of metropolitan-size projects. Jason graduated from Georgia Tech with a Bachelor of Science in Electrical Engineering. He has recently moved to Denver and will be leading the team of engineers that will be based in Colorado.

Chad Renfro, Design Engineering Director, AEG

Chad is an industry expert in designing and building fiber optic and FTTH networks. He has 15 years of fiber optic and FTTH industry experience; much of it as a design engineer and construction manager for AEG. Chad has worked with the NEO team for over 10 years and has been the Lead Design Engineer for many of our fiber optic and FTTH projects. In this capacity, he is an expert in site selection consulting, fiber optic counts and sizing, conduit design, telecommunications and fiber optic engineering and FTTH engineering. Chad has the knowledge and know-how for managing engineering projects to successful completion.

In addition to our core team listed above, each of our respective organizations brings a host of engineers, GIS-mapping specialists, project managers and consultants.

NEO Response: Below is an overview of NEO's strengths gained through decades of experience.

- **Experience.** NEO's team has extensive business planning, financial modeling, pricing and contract negotiation, vendor management and procurement selection, project management, and community engagement experience; as well as actual real-world construction, management and operations of FTTH and fiber optic networks. This real-world experience will directly translate into a successful consultation and implementation of your project.
- **Business Acumen and Commitment to our Customer's Success.** We are committed to excellence, creativity, professionalism and reliability. We have excellent business acumen and knowledge of the various business models of running and operating networks and providing services to customers. We are excellent researchers and negotiators. We see ourselves as an extension of your team and organization and will represent you well within your community and the industry.
- **Superb Project Management Capabilities.** We are committed to providing on-time, within budget, beyond expectations delivery for all project management, engineering and consulting opportunities.
- **Communication.** We know our clients want to keep abreast of what is happening with their projects. Good communication is key to a project's success and we are committed to

communicate well and often.

- **Industry Contacts, Thought Leaders.** We have been active in the FTTH industry since its inception and are thought leaders in this space. We have worked in and with all facets of the industry: real estate developers, service providers, municipal and city leaders and shareholders, public-private partnerships, grant recipients, regulatory and legal advisors, vendors, etc. NEO's Kruse served as the Chairman of the FTTH Council during a difficult and critical year for the Council. In so doing, much goodwill and support was generated. We have contacts.

Our core business and planning team is comprised of seasoned executives with broad and deep experience in the FTTH industry. The team possesses deep subject matter and technical depth, including significant intellectual capital in best practices, programs, innovations, project management, lessons learned and success stories.

NEO's Diane Kruse will be the primary point of contact and lead for the work on plan and all of the associated deliverables of this project. Additionally, Steven Burkholder and Patricia McCasky will participate in the community meetings with key stakeholders and will also assist behind the scenes in gathering needs assessments, surveys, research, etc. Additionally, Ken Fellman with Kissinger and Fellman will provide regulatory and legal support if needed. Jimmy Salter and Jason Galloway will provide oversight of the design and engineering process, and Chad Renfro with AEG will lead the design and mapping efforts for this project. Additionally, we have an extensive team of engineering support, including people who provide design, estimates and mapping capabilities that will serve as support to the project team.

We have extensive knowledge, understanding and expertise in providing broadband master planning services to public entities. In 2002, NEO's CEO Diane Kruse, founded Zoomy Communications, an industry leader in FTTH. Zoomy provided professional consulting and business planning services to many of the first FTTH communities- or municipal-wide projects in the U.S. and we have been providing broadband master planning services to public entities ever since.

In addition to business and financial planning, Zoomy provided design, engineering and construction management services for these initial FTTH deployments. During the height of the housing market, Zoomy also owned and operated numerous FTTH networks across the country for master planned communities. We had the foresight then to protect our financial model against a down-turn in the housing market, and when the housing market showed signs of weakness, Zoomy was able to sell its fiber optic and FTTH assets because of this critical foresight.

NEO was formed to apply this experience and expertise and to help communities, municipalities and government agencies to further deploy FTTH technologies throughout the country. For the past several years, NEO's team has created market surveys and competitive assessments, business plans and financial models for several NTIA grant recipients, government agencies and municipalities that want to provide a better infrastructure for their communities.

With our rich history in the FTTH industry, we have proven our ability to relate technical knowledge and design to all aspects of business modeling for last mile network design, deployment

methodologies, value chain segmentation and pricing strategies. In addition to planning and constructing our networks, we also operated our networks, sought financing and have become experts in budgeting, forecasting, modeling capital and operational expenses and revenue generation.

Below is a sampling of projects that are similar in scope and nature to those services being sought after in the Request for Proposal for broadband planning services. Additionally, we are providing projects in which we have provided design, engineering, construction and operations. Our team has extensive experience throughout the United States, Canada and the Virgin Islands and we also have several sample projects in Colorado.

Colorado Region 10

This project is being financed with the assistance of a Department of Local Affairs (DOLA) grant for broadband planning and preliminary design and engineering services.



NEO's Scope of Work. NEO is currently working with Colorado Region 10 in the broadband plan for the six-county region, including the counties and communities within Hinsdale, San Miguel, Montrose, Delta, Gunnison and Ouray Counties. Our scope of work includes community engagement and meetings with the key business leaders and existing service providers and infrastructure owners within the region. We have conducted a preliminary design and engineering plan for a regional network with carrier neutral facilities and estimated capital costs for numerous business models for consideration. These include a regional middle mile network, a network that extends to anchor institutions and finally, a FTTX network in the event that the municipalities may offer telecommunications services with the opting out of SB-152.

Services Provided:

- Stakeholder and Community Engagement Meetings
- White paper on Benefits of Community Advanced Broadband Networks
- Mapping of existing assets
- Network Planning and Route Development
- Ownership models, business models
- Business and financial planning, public-private partnerships

The Result. The plan will address bringing redundant and abundant broadband to the six-county Region in Colorado, making broadband more accessible and affordable.



The Town of Estes Park

This project is being financed with the assistance of an Economic Development Authority (EDA) grant for broadband planning and preliminary design and engineering services.

NEO's Scope of Work. NEO completed a business plan and feasibility analysis for fiber optics, and a FTTH network for the Town of Estes Park. Our scope of work included community engagement and meetings with the key business leaders and existing service

providers and infrastructure owners within the region. We have conducted a preliminary design and engineering plan with estimated capital costs for many business models for consideration.

Services Provided:

- Stakeholder and Community Engagement Meetings
- White paper on Benefits of Community Advanced Broadband Networks
- Mapping of existing assets
- Network Planning and Route Development
- Ownership models, service delivery models
- Business and financial planning, public-private partnerships
- Sensitivity analysis

The Result. The plan provided a go-forward strategy for implementing FTTH with proposed phases and funding sources. The plan provided a recurring revenue, sustainable approach and strategy for leveraging existing assets and implementation of the FTTH project.

Blue Ridge Internetworks



Blue Ridge is a Virginia-based Internet access, networking, hosting and technology consulting company based in the Counties of Charlottesville. The company had constructed over 25 miles of fiber throughout the Counties of Charlottesville and Nelson County and wanted to leverage this asset to build Fiber to the Home/Businesses.

NEO’s Scope of Work. Blue Ridge hired NEO to provide strategy business planning and consulting services for the management team to consider for expansion and use of the company’s existing fiber optic asset. NEO provided SWOT analysis, business and financial models to consider, a valuation of the company’s existing asset and successfully raised capital and funding for the company to expand its network further into the neighborhoods and business communities within and surrounding Charlottesville.

The Result. NEO provided a financial and business plan for the successful raise of \$24 Million in debt and equity financing. The company has started construction of its network in 2015.

City of Durango



The City of Durango has built a fiber optic network throughout the Counties as well as established existing conduit to be used for broadband facilities.

NEO’s Scope of Work. The City of Durango hired NEO to put together a valuation of the Counties’s existing conduit and fiber assets and to assist the City of Durango with the valuation and contract negotiations of IRUs of its fiber optic assets.

The Result: The City of Durango used the NEO valuation in securing long-term IRU contracts with providers and is currently issuing a Request for Proposal to various service providers to use the

Counties's existing assets to offer advanced broadband and wireless services to the community. NEO continues to consult with the City of Durango on various matters related to best practices, policies and recommendations to further advance broadband services.

City of Boulder

The City of Boulder was approached by Zayo to rent or acquire existing conduit facilities throughout the Counties enabling them to build a fiber network to existing and new cellular tower facilities.



NEO's Scope of Work. The City of Boulder hired Kruse and NEO to negotiate their contract for procurement of excess conduit. We conducted a detailed financial analysis of the value of the conduit by assessing the saved costs of construction by acquiring the conduit, the incremental value of additional fibers, the incremental value of building additional conduit ducts and the overall impact to the City of Boulder in reducing traffic interruption and minimizing construction delays. We provided detailed analysis and positioning strategies to County staff members and negotiated a win-win contract with their vendor.

The Result. As a result of the City of Boulder's engagement with NEO, the Counties was able to have Zayo install a 144-count fiber optic network for the Counties's use at no charge to the Counties, was able to receive \$1.7 Million for the acquisition of the conduit, had additional conduit installed at no cost and is positioned to become a Gigabit City. The Counties Council is considering a 2014 ballot measure to exempt Boulder from state limitations on broadband investment. If approved, this proposed ballot measure would reestablish City autonomy for investing in community broadband services currently limited by Colorado Senate Bill 152 (SB-152). SB-152 includes a provision allowing Colorado municipal governments to exempt themselves from the law's provisions via a public vote.

The Boulder community would significantly benefit from more economical, higher-capacity broadband services, given their tech-savvy demographic, readiness for next-generation services, and publicly available fiber-optic infrastructure.

Urbana-Champaign Big Broadband (UC2B) Not-for-Profit.

The Urbana-Champaign Big Broadband (UC2B) is an intergovernmental consortium of the University of Illinois and the cities of Urbana and Champaign dedicated to building and operating an open-access fiber-optic broadband network throughout the Champaign-Urbana area. UC2B applied for and was awarded a NTIA grant of \$22.5 Million. The State of Illinois provided a \$3.5 Million grant and local matching funds added an additional \$3.4 Million to fund the project.



NEO's Scope of Work: NEO provided business planning, pricing strategies, market and competitive analysis, financial projections, operating governances, community engagement services and operational consulting for this NTIA grant recipient. We developed the feasibility objectives; assisted UC2B in development of its guiding principles, mission and objectives. We wrote the Business Plan and developed the Financial Plan. NEO also provided bid and Request for Proposals, RFP response

evaluations and vendor management services. NEO conducted a thorough market analysis and competitive assessment and developed pricing strategies, IRU and other service agreements and operating governances. NEO worked with UC2B's Policy Board, both City Councils and oversaw community stakeholder engagement meetings.

The Result. UC2B successfully implemented their grant and built out their network and are serving 4,600 residential customers with Fiber to the Home (FTTH) in very distressed neighborhoods throughout the Champaign and Urbana area and 230 anchor institutions. The anchor institutions are connected at Gigabit speeds to each other and to the Internet and include large municipal and University facilities to the local hospitals, community organizations, worship centers and non-profit organizations. Through NEO's facilitation, UC2B contracted with an outsourced customer service center that provides sales support, customer service, billing, collections and trouble resolution. NEO facilitated all of the foundational work for this customer including development of guiding principles, their mission and clarifying their goals and objectives. We recommended that a not-for-profit organization be established for UC2B to better compete in their marketplace and they have done that. NEO provided four business models as options for implementing and delivering services and expansion models. Pricing and positioning strategies have been put in place and are being offered for Internet services, IRUs and dark fiber leases. UC2B has entered into a public-private partnership with a local service provider, ITV-3 who is offering video/cable TV services to the community, using UC2B's FTTH network.

Pavlov Media

Pavlov Media is a network provider in the MDU and student housing space. They are the largest private provider of broadband services to off-campus student housing. Pavlov Media's newest technology brings gigabit (1,000Mbps) speeds to residents.



NEO's Scope of Work. NEO was hired to help Pavlov Media with their high-level broadband planning and strategic planning. We conducted market analysis of several markets, providing a competitive analysis, pricing and service offering. We provided financial modeling and business planning to select which specific markets to target and build network facilities. We provided design, engineering support to identify preliminary designs and estimated capital costs. We provided a bank-ready deliverable for seeking financing and construction loans, working closely with their upper management team and their Board of Directors.

The Result. Pavlov Media continues to dominate their niche of MDU and student housing. They are in the process of implementing our plans, have successfully obtained financing and are underway with their construction efforts. Pavlov Media continues to contract with NEO Connect for strategic and business planning.

Sho-Me Technologies, Sho-Me Power

Sho-Me Technologies, LLC was awarded a \$26.6 Million BTOP grant and in June 2011, and began construction on the first new fiber segment of the Sho-Me MO middle-mile project. Sho-Me Technologies' plan was to build upon its 880 miles of existing fiber; the project will deploy a total of 500

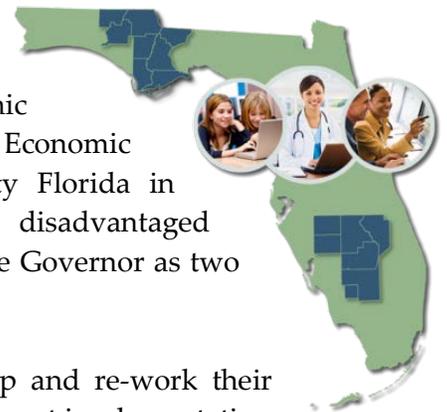
miles of new fiber to complete a 1380-mile fiber network across 30 counties in south and central Missouri. As a middle-mile project, Sho-Me MO is a part of a five-year initiative, MoBroadbandNow, launched by Missouri Governor Jay Nixon in 2009. The initiative is seeking to expand broadband accessibility to 95 percent of the total state population, a significant increase from the current projected accessibility of 80 percent.

NEO's Scope of Work: NEO provided a financial appraisal for Sho-Me Technologies' existing fiber optic network which was used as an in-kind contribution for their BTOP grant. NEO conducted financial projections, IRU analysis and pricing recommendations and a financial appraisal for this BTOP grant recipient. NEO also participated in broadband planning efforts and strategy of execution of their network build.

The Result. Sho-Me Technologies completed their grant compliance requirements for in-kind contributions and successfully constructed their network build. Sho-Me provides advanced telecommunications capability with access to network architecture and a business model which utilizes a fixed access network as an infrastructure for enabling other service providers, fixed or wireless, to provide advanced services to the end user. The intended purpose of the network is not to limit the use, but instead to share the access between unlimited numbers of users. The network is commercially available to both public and private entities. Sho-Me Technologies, LLC merely provides the infrastructure, network and facilities to allow those connections to be made. Sho-Me Technologies, LLC is not a service provider, but is a carrier of transport infrastructure which operates in accordance with all applicable statutes, rules and regulations.

Florida Rural Broadband Alliance

The Florida Rural Broadband Alliance, LLC (FRBA) is a limited liability company formed in March 2010 by two non-profit economic development corporations – Florida's Heartland REDI (Regional Economic Development Initiative) in south central Florida, and Opportunity Florida in northwest Florida. This coalition of rural and economically disadvantaged communities encompasses 15 counties and has been designated by the Governor as two Rural Areas of Critical Economic Concern (RACEC).



NEO's Scope of Work: FRBA was instructed by NTIA to re-vamp and re-work their financial and business plan for implementation of their grant, as their grant implementation had fallen behind schedule and they were in jeopardy of losing their grant funding. Our team helped to restructure FRBA to meet the NTIA CCI requirements and engaged with FRBA in developing their business and financial plan. We wrote the go-forward 90-day plan for their success, and wrote several RFPs for various components of their CCI implementation. We re-developed their broadband plan to get this project back on track.

The Result: Our efforts put FRBA back in good standing with NTIA and they successfully built their network. Per our recommendation, FRBA took back the management of the network's implementation and operations, giving them control over the oversight of how money was spent. The network serves the following counties: Calhoun, Collier, DeSoto, Franklin, Gadsden, Glades, Gulf, Hardee, Hendry, Highlands, Holmes, Jackson, Liberty, Okeechobee and Washington counties.

The communities in which they serve have had the following benefits:

- Created Economic Opportunities
- Created 76 direct jobs and 122 indirect jobs
- Advanced Delivery of Critical Government Services
- Enhanced Delivery of Outreach and Support Services such
- Promoted and Provided More Educational Opportunities
- Improved Public safety
- Provided Better Emergency Services
- Improved Healthcare services

The FRBA Network Capacity includes:

- Initial offerings 600Mbps to 1Gbps
- 11,255 Square Miles
- 453,926 Total Population
- 174,472 Households
- 865 Community Anchor Institutions and Public Safety Entities
- 16,440 Businesses

Virgin Island Next Generation Network

The Virgin Island Next Generation Network (viNGN) received over \$100M in grant funding to deploy a fiber optic network to the islands of St. Thomas, St. Croix, St. John and Water Island, creating a territory-wide middle mile network and the ability to connect community anchor institutions with reliable high-speed Internet services.

NEO's Scope of Work. NEO was hired by viNGN for broadband planning and development of the Business and Financial Plan and supporting Work Plan to comply with viNGN's grant requirements, contract negotiation, and project implementation for the viNGN's Public Computer Center grant and for their Sustainable Broadband Adoption grant. The Public Computer Center grant allowed for deployment of computer centers in (51) public housing, libraries, schools and community centers. The Sustainable Broadband Adoption grant provided computer literacy training to over 2,000 residents. NEO provided planning and implementation activities for both of these grant programs. In doing so, NEO met with key community stakeholders, public housing and library employees and management to negotiate access to buildings for placement of the computer centers. NEO developed bids and Request for Proposals, assisted in the evaluation criteria and process and provided vendor management services. We developed the training curriculum, hired trainers, developed marketing, outreach and training plans and provided overall program management and grant compliance reporting. We are currently providing Project Management and oversight of the engineering and construction of their completion of their fiber optic network as a subcontractor to AEG.



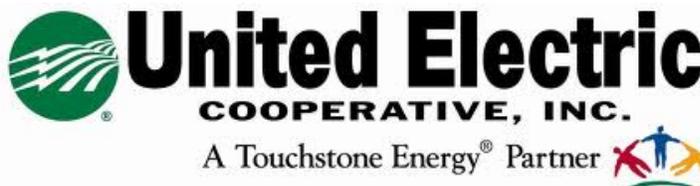
The Result. As much as we get kidded about “working” in the Virgin Islands, we were essentially building networks, establishing computer centers and rolling out a comprehensive training program in a third world country, with very little resources available to us. The grant program was measured on how often the computer centers were used and how many people were trained and in what capacity. In addition to building the fiber network and developing the computer centers and training curriculum, we needed to determine how to get people to go to these computer centers which were located within gang-ridden, public housing authority, dismally-furnished places.

The real work was to renovate, paint, furnish and redecorate these public housing computer centers and then establish motivation to get people to come and complete the training program. An entire book could be written about this! The program is a huge success; over 2,000 people have completed advanced IT training and the computer centers are now the hub of many of these communities. The fiber network has been built and this serves as a platform for revitalization and economic development.

Below is a sampling of projects for Atlantic Engineering Group (AEG):

Kit Carson Electric Cooperative, Inc. (KCEC). KCEC with support from the RUS Broadband Investment Program (BIP) appropriated from the American Recovery and Reinvestment Act (ARRA) have contracted AEG to construct a next generation fiber-to-the-home network along its existing power distribution rights-of-way in order to provide advanced broadband services, including high speed Internet access, to its roughly 22,000 members. The network will provide a fiber infrastructure to enable SmartGrid energy management applications for the KCEC power distribution business and member/owners.

United Electric Cooperative, Inc. United Electric Cooperative, Inc. (UECI) was awarded \$21.2 million from the RUS Broadband Investment Program (BIP)



appropriated from the American Recovery and Reinvestment Act (ARRA) to construct and operate a next generation fiber-to-the-home network along its existing power distribution rights-of-way in order to provide advanced broadband services, including high speed Internet access, to its roughly 5,000 members. The network will provide a fiber infrastructure to enable SmartGrid energy management applications for the UECI power distribution business and member/owners. AEG was chosen as the FTTH construction partner for the project.

Ralls County Electric Cooperative. AEG was chosen by Ralls County Electric Cooperative to build their FTTH network, passing 5,000 homes and covering 1,200 miles. RCEC is one of the first recipients awarded funding provided by the American Recovery and Reinvestment Act. RCEC will use the funding to provide broadband services to un-served and under-served communities.



Opelika Light & Power. Opelika Light and Power (OLP), a municipal utility and department of the Counties of Opelika, Alabama is chose AEG to install a Smart Grid fiber optic network capable of

providing advanced services to the utility and community. These services include, but are not limited to, SCADA communications, automatic meter reading, power outage detection, automated distribution, load control, demand response, real time data collection, remote connect/disconnect, prepaid services, etc. The installation of a robust, technologically advanced infrastructure will enable Opelika Light and Power to successfully achieve these goals while positioning the utility with the capability to deploy broadband services including voice, video, and data.



The Counties of Salisbury. Salisbury North Carolina is in the process of deploying a Fiber to the Home network to provide the triple play services of voice, video and data over a telecommunications network. The Counties of Salisbury has chosen our team to design, build and implement their FTTH network.

Clarksville Department of Electricity. The CDE project is a Fiber to the Home (FTTH) deployment delivering triple play services to their 57,000 residences and businesses. The CDE project also has deployed meters that may be monitored and



controlled from the Headend allowing CDE to turn on and off power without a truck roll and saving the utility money. The network may also be utilized for Smart Grid applications. The CDE project is one of the largest municipal networks in the country both geographically and by homes passed.



Bristol Tennessee Essential Services. The BTES project encompassed all of the Counties of Bristol Tennessee and Sullivan County with a Fiber to the Home (FTTH) deployment. BTES provides triple play services over the telecommunications network. In addition, the

network is being used to gather data for Smart Grid applications. BTES and Dr. Browder are leaders in implementing real world solutions for time of use metering and other important energy saving methods.



Grant County PUD. The Grant County Public Utility District continues to deploy their Fiber to the

Home (FTTH) project throughout Grant County Washington. Grant County PUD was one of the early FTTH to be deployed and is currently in their second phase of connecting their residents and businesses. The Grant County PUD project is an open access, point to point network.



Dalton Utilities. Dalton Utilities deployed their Fiber to the

Home project, in several distinct stages throughout their service territory and Whitfield County, Georgia. This project provides triple play telecommunications to businesses and residents. For the many large industrial customers Dalton Utilities provides point to point high bandwidth connections.

Dalton Utilities also utilizes this fiber network for internal SCADA efficiencies, monitors and controls the largest waste water Land Application System in the world, and communicates directly with the new generation plant. This network is ready to accept Smart Grid communications.

References

Below are references for NEO and AEG for projects that are of similar size and scope to the City of Craig and Moffat County.

Reference	Contact Information	Description
Colorado Region 10	Michelle Haynes Region 10 Economic Assistance & Planning 300 N Cascade, Suite 1 Montrose, CO 81401 970-249-2436 ext 202 mhaynes@region10.net	NEO developed the six-county regional plan for improving broadband throughout the region. The innovative plan uses existing fiber and partnerships to keep capital costs down.
City of Grand Junction	Scott Hockins Special Projects Manager City of Grand Junction Grand Junction, CO Telephone: 970-244-1484 Email: Scott Hockins <scotth@ci.grandjct.co.us>	NEO is providing broadband planning for the City of Grand Junction. The work includes development of surveys, community engagement, asset mapping, design, engineering, RFI for Public Private Partnerships and broadband policies and ordinances.
Town of Estes Park	David Batey, Jon Nichols or Frank Lancaster Broadband Committee Members and Town Manager Town of Estes Park Estes Park, CO Telephone: 970-215-7427 david.m.batey.us@gmail.com , jnicholas@estesparkedc.com , Frank Lancaster <flancaster@estes.org>	NEO provided the broadband plan for the Town of Estes Park.
Charlottesville, VA, Blue Ridge Internetworks	Baylor Fooks, CEO BRI Charlottesville, VA Telephone: 434-817-0707 x 2002 bfooks@briworks.com	NEO provided strategic broadband planning for BRI, and raised \$24 Million in capital funding for the project to be implemented.
City of Boulder	Francis Duffy Infrastructure Services Manager City of Boulder duffy@boulder.colorado.gov (303) 441-4908 (w)	NEO and Kruse provided a valuation of the City's conduit system and negotiated a long-term IRU purchase of the conduit system to Zayo. The work with NEO has set the City of Boulder up for exploring their own infrastructure strategies.
Google Fiber	Ben Segura, Google Fiber, numerous cities Telephone: 650-690-0432 Email: benws@google.com	AEG is the lead design engineering firm for Google Fiber's projects.
Clarksville Department of Electricity	Christy Batts Clarksville Department of Electricity 931-533-7322 cbatts@clarksvilledc.com	AEG performed final design, engineering and construction management of Clarksville's FTTH network.

Our Approach, Scope of Work, Work Plan and Timelines

Broadband planning in rural, frontier, and mountainous communities differs significantly from similar planning in regions that do not exhibit these characteristics. As we live and work in the rural mountains of Colorado, we intimately understand the challenges rural, remote, and mountainous locations pose to development of advanced broadband networks. We also understand the issues regarding construction costs and limited construction seasons. We understand from our own experience, that lacking advanced broadband services can create all kinds of issues in conducting business and that having advanced broadband services is often a game-changer for economic development, delivery of e-government services, and improvement of education and healthcare. An understanding of these issues will be critical in your broadband planning project.

NEO is able to provide seamless end-to-end services for all service areas detailed in this Request for Proposal. Our tightly integrated team has assigned roles and responsibilities for all aspects of project delivery leveraging our in-house subject-matter-expertise to provide you with the depth and breadth necessary to ensure the on-time, on-budget delivery of fiber network engineering and related professional services.

Typically, a weekly or bi-weekly conference call and/or on-site meeting are conducted to communicate progress updates, communications, weekly objectives and critical milestones. In addition to the on-site project meeting, our Project Team will provide weekly electronic update reports to you and will be available as needed to meet with your personnel and associated parties to review schedules and progress.

Individual deliverables and work streams will be managed under a single, unified project plan, allowing for parallel paths and harmonious knowledge transfer, accelerating the planning process for the City of Craig and Moffat County.

Working with all of the key stakeholders within the City of Craig and Moffat County, we will strive to:

- Identify strategies to help make broadband abundant, redundant, affordable and accessible in the areas targeted by the community's broader economic development goals.
- Identify key stakeholders and service providers to include in the needs assessment process. Engage stakeholders and service providers in an ongoing dialogue to identify opportunities for collaboration
- Provide thorough market research on existing service providers, their service offerings and pricing information
- Identify public and private assets in place and provide documentation and maps of assets.
- Identify gaps in services offered and provide a road map and strategies to ensure that public and private investments have the most impact, especially from an economic development and jobs attraction perspective.
- Provide guidance on best practices for products, services and pricing.
- Increase the opportunities for the City of Craig and Moffat County to attract the new Knowledge Economy businesses by having the right broadband infrastructure to complement the excellent quality of life and scenic beauty of the area.
- Address sustainability, scalability and maintenance of the network into the future by recommending various business models for construction and operations.

- Provide guidance on governance, structure, management, and service delivery models.
- Provide sound analysis on risks vs. rewards, identifying both political and financial risks and strategies to mitigate these risks.

Our team is very familiar with the scope of work described within this Request for Proposal. In fact, this is entirely what we do. NEO's Kruse has written articles and speaks nationally on the topic of leveraging existing assets to improve broadband services within your community. We applaud your foresight in establishing a fiber network and we look forward to working with you to help achieve your economic development goals. We realize the importance of having advanced broadband infrastructure within your community and are confident that we can help with the planning, design, financial aspects and community engagement needed to educate your community, involve key stakeholders that may be partners in this endeavor.

We can be creative because we are intimately familiar with all of the aspects of broadband planning. This includes the design, engineering, identifying capital costs, mapping existing resources, engagement with anchor institutions, other providers and key stakeholders and in the negotiation of resources. This aids our ability to put together a comprehensive business and financial plan, giving you the tools needed to implement an advanced broadband network.

Below is a detailed approach to the Scope of Services.

Kick-off Meeting. Before we begin the work needed to formulate the plan, we will set up a meeting with you, key stakeholders and the steering committee to further define the mission, value and goals of the project. In this meeting and in collaboration with the City of Craig and Moffat County staff and the broadband committee, we will specifically identify the components of the implementation plan document. In our planning session, we will also identify and recommend key stakeholders and potential partners that shall participate in the process and map out and assign dates to all of the required meetings, workshops, and tasks necessary to complete the plan document. Our team will be available either in person or via conference call to participate in all meetings necessary to inform the the broadband committee, City Councils, County Commissioners and any key stakeholders in the process.

Deliverable: Work Plan, timelines, list of contacts of shareholders and businesses, talking points and agendas for the meetings with stakeholders. Project Plan and Timeline.

Timeline: Week 1

Baseline Information, Existing Assets, Current Speeds, Needs Assessment

As part of our market research, we recommend having several days of meetings set aside for discussions with City and County leaders, GIS departments and time to conduct the on-site speed tests. We believe good relationships with community leaders are essential as well as excellent communications with asset owners, private fiber networks, and providers. We will make every effort to represent you well in all of our communication with stakeholders. We also recommend sending out a survey to businesses and residents that includes questions regarding current service and usage, future needs, service providers, pricing, and questions regarding their current needs and experiences. The survey can also include a real speed test to gather these results as well. Additionally, we will assess the

citizens' preferences for the City of Craig and Moffat County's role in promoting more affordable, reliable, and abundant broadband.

Deliverable: Report on surveys, speed test results.

While we are conducting stakeholder meetings/calls with anchor institutions, businesses and service providers, we will also schedule meetings/conference calls with the participating jurisdictions and the Colorado State Office of Information Technology to collect, verify and compile data. Additionally, we will meet with CDOT, Unite Fiber Networks, regional and local economic development councils, the local transit authorities, the power and energy companies, the cellular companies, EAGLE-net and any other entities that might have conduit, right of way, easements, pole attachments, fiber, towers or other assets. These meetings will gather information and available maps of existing public and private assets in place and available for contractual use. From our surveys, and community engagement meetings and our independent research, we will gather, evaluate and analyze information on broadband-dependent next-generation needs from users within the potential service areas (i.e. residents, businesses, city, county, healthcare, and public safety and educational institutions).

Deliverable: The needs assessment will include current and future needs of these users.

We will assemble information on the market, including the existing service providers (middle mile providers and last mile providers), their service offerings and pricing and assess their capabilities, their financial ability to expand services and their offerings and their future plans for further build-out of their facilities. We will conduct one-on-one meetings and conference calls with the service providers to identify potential partnerships, and opportunities for collaboration. We will invite them to participate in the planning process.

We also recommend issuing a formal Request for Information for the service providers to respond to regarding potential Public-Private Partnerships. NEO's team will write the RFI and will respond to questions submitted during this process. This RFI will provide information on what is possible regarding partnerships with the private sector, funding available to cover capital costs, services that can be offered and pricing information. This process will inform our team of the specific options and models available for potential Public-Private Partnerships.

Deliverable: Market research on competitive service providers and their service offerings. Request for Information document and report of findings.

Asset Mapping

We have a team of individuals dedicated to utilizing GIS to assist clients with various projects including asset management solutions for a wide variety of a community's assets. We will assemble maps of existing assets within the City of Craig and Moffat County, including any conduit and/or fiber that are owned by the various agencies. We will also assemble maps of existing infrastructure owned by other entities such as the local ISPs, incumbent cable and phone companies, the Department of Transportation, the local transit authorities, the power and energy companies, the cellular companies, and any other entities that might have conduit, right of way, easements, pole attachments, fiber, towers

or other assets. Gathering this information will allow us to access potential public/private partnerships and identify assets that may be leveraged and may contribute value to the Broadband Plan.

We will gather information and available maps of existing public and private assets in place and available for contractual use and we will provide a Google-Earth file or GIS-based map of these assets. We will then provide an assessment of these assets, including the technical evaluation of the existing

Deliverable: Map of existing fiber, conduit and other assets

Perform a Gap Analysis of the Current Broadband Environment

Preliminary Design, Preliminary Engineering, and Projected Capital Costs. From the service provider, infrastructure owner and stakeholder meetings, NEO will provide its support and expertise to identify gaps in the network of service coverage. We will define, identify, map, characterize, and report on the opportunities and challenges presented by a variety of last mile network options, disruptive technologies, - including input from multiple stakeholders and other relevant data sources; and will provide support and expertise in designing, developing and delivering of complex networking solutions; including providing advice on relevant trends and best practices on last mile broadband approaches and models.

We will design a broadband delivery system that leverages any existing conduit, and fiber assets in place and addresses both the current and future needs of the City of Craig and Moffat County. Our team has vast experience in accurately estimating design and construction costs for underground FTTP systems because our design partner, AEG, has designed and built over 80% of the FTTP municipal networks in the country and provides lead design for Google Fiber. Working for Google Fiber has sharpened our abilities and has challenged our team to provide innovative construction techniques that have the ability and potential to significantly reduce construction costs.

With our real-world construction of FTTP network experience comes practical advice and know-how. This experience will greatly impact the success of this project. No other consulting firm has this vast experience and knowledge in actual – not just theoretical – implementation.

Plan to Fill the Gaps, Meet Broadband Needs. We will provide information on trends in the industry globally, providing information on average and best broadband speeds, pricing targets, best practices and reasonable standards for capacity, throughput, quality of service/reliability, etc. for multiple applicable classes of next generation broadband services. NEO will rely on its previous experience, research already conducted in the industry by others, and our knowledge, expertise and vast resources of information assembled over the years.

We will research these attributes through community engagement meetings, surveys, market research, etc. We will take the information compiled for the City of Craig and Moffat County and compare it to findings conducted nationally to determine and predict market demand, estimated take rate percentages and needs. We will also provide best practices for mitigating any uncertainty in trying to predict these factors to eliminate or minimize risks associated with take rate projections.

From the information gathered through the Needs Assessment process, we will identify existing broadband options and costs and will examine the feasibility of the City partnering with various service providers and other infrastructure owners. We will provide an assessment of the strategies and alternatives to address the engineering and business parameters for deploying broadband service throughout the City. We will determine what economic and community impact broadband issues are having on the City of Craig and Moffat County. The Gap Analysis should include an evaluation of key issues limiting broadband expansion.

Deliverable: Preliminary design of network maps using GIS-based mapping software. Projected capital costs and write-up of methods for construction and delivery of service options. Write up of economic and community impacts and evaluation of key issues limiting broadband expansion.

Models for Consideration, Service Delivery Options, Collaboration, Partnerships and Possibilities and Prioritization. During our engagement with City of Craig and Moffat County, we will identify opportunities for collaboration, joint builds, grants, etc. that will influence the prioritization of the project/needs. There needs to be ample time available in the budget to discuss these opportunities and strategies.

We will provide numerous options for consideration including strategic partnerships, specific targeted investments, financing and contracting models and public/private partnerships. The options will include policy changes, dark fiber leasing, open access, municipality-owned and controlled offering of retail services and potential public-private partnerships. The report will include of all issues and discussion of pros and cons of various approaches, options for consideration regarding business models, public/private partnerships and public options.

Business and Financial Modeling. NEO's team will provide detailed financial models for each of the various approaches described above. This business and financial model will include capital investment required, additional assets required, potential services and partners, the operations and maintenance costs of execution of the plans and salary projections based upon need personnel, professional services, outsourcing, and operational needs. Our financial models also address sustainability and financial ratios that investment firms will use to access whether or not the project plan is a good investment, mitigating risks of debt coverage and operational execution. The business and financial models will address all areas discussed in the RFP document and will include reasonable and/or conservative assumptions. We have a proven track record in financial planning for broadband fiber networks.

We will provide a number of plans that are executable and specific to City of Craig and Moffat County. We also have extensive experience on development of potential partnerships and synergies and can provide real-world examples of these partnerships, not just lip-service of these partnerships. Our financial models provide flexibility to easily input various assumptions, variables and what-if scenarios. We will not evaluate a single option, but rather, will provide a number of various approaches and their financial outcomes.

Deliverable: The plan, maps of the planned network, and cost estimates. Business and financial models, capital expenses, projected financial statements, (P&L, balance sheet and cash flow statements) return on investment and feasibility objectives, SWOT analysis, strategies and options.

Recommendations on Broadband Strategy

The Broadband Plan Report will take a holistic approach that is comprised of several sections, including a detailed write-up of the assumptions, timelines, expectations and our recommendation of all of the various models and approaches. We will provide a multifaceted analysis of the data from all of the previous deliverables and our assessment of the best broadband strategy to implement.

We would recommend reviewing the plan draft and cost estimates with the City of Craig and Moffat County staff and the broadband committee to provide feedback on the plan. After we receive feedback from the steering committee, we will put together the final plan.

Deliverable: Draft and final report. Presentations for City and County staff, the committee and City Council and County Commissioners

We will attend all meetings and will meet all of the requirements of this RFP.

Fees/Cost Proposal

We charge an hourly rate of \$150/hour for our services. For travel-related expenses, we will pass through actual costs with a 10% mark-up. Travel related expenses will be minimal as our team is primarily located in Colorado.

Here is our estimated budget for all of the activities outlined in the scope of work. We anticipate no more than a budget of \$2,000 for reimbursable travel expenses.

Scope of Work	Hours	# of People	Hourly Rate	Total
1. Inventory county and municipal broadband infrastructure, public and private. Include download and upload capacity and inventory all physical transport.	20	1	\$ 150	\$ 3,000
2. Conduct and record speed test data for all designated Community Anchor Institutions (CAI's) and inventory current broadband demand at CAI's.	16	1	\$ 150	\$ 2,400
3. Survey a representative sample of local businesses for bandwidth demand.	16	1	\$ 150	\$ 2,400
4. Determine total bandwidth demand for urban and rural communities in order to plan an infrastructure that meets current and future demand.	5	1	\$ 150	\$ 750
5. Address all reasonable means of connectivity and redundancy, including fiber, wireless, and other.	5	1	\$ 150	\$ 750
6. Identify all unserved and underserved sections of the City and County, both residential and commercial sectors.	16	1	\$ 150	\$ 2,400
7. Survey local service providers to assess total demand.	40	1	\$ 150	\$ 6,000
8. Identify major consumers of bandwidth.	8	1	\$ 150	\$ 1,200
9. Determine ratios of public and private sector demand.	5	1	\$ 150	\$ 750
10. Evaluate and report on partnership opportunities within and surrounding the County. Inventory opportunities for aggregating resources.	40	1	\$ 150	\$ 6,000
11. Evaluate willingness of owners of easements and rights of ways to share those resources to improve the broadband infrastructure.	5	1	\$ 150	\$ 750
12. Inventory Middle Mile providers to service to our communities.	20	1	\$ 150	\$ 3,000
13. Inventory and contact Last Mile providers and invite their participation in this planning effort.	8	1	\$ 150	\$ 1,200
14. Identify gaps in the broadband network and strategies to fill those gaps, including cost estimates and funding sources.	60	1	\$ 150	\$ 9,000
15. Deliverables will include all information collected, all supporting materials in written and electronic (editable) format, and a Moffat County Telecommunications Plan.	16	1	\$ 150	\$ 2,400
16. Conduct community meetings as needed.	40	1	\$ 150	\$ 6,000
		Total		\$ 48,000

We can work with the City of Craig and Moffat County to narrow and refine this budget as needed.

In Closing

We thank you for the opportunity to submit our response to your Request for Proposal and we look forward to working with City of Craig and Moffat County team involved in the planning process. For more information, or for further questions, please contact Diane Kruse at 970-309-3500 or by email at diane@NEOconnect.us