



**Independent Analysis of  
West Virginia Broadband  
Infrastructure**

Technical Proposal in Response to the  
West Virginia Development Office's  
Request for Proposal (RFP) No. DEV1224

***Consulting Services to Conduct an Independent Analysis  
of West Virginia's Broadband Infrastructure***

November 29, 2011

**Proposal Submitted by:**

Charlie Leadbetter, PMP, Principal  
Keith Damon, PMP, Project Manager  
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WV PURCHASING  
DIVISION



## TITLE PAGE AND TRANSMITTAL LETTER

November 29, 2011

Mr. Frank Whittaker  
Department of Administration  
Purchasing Division  
Building 15  
2019 Washington Street, East  
Charleston, WV 25305-0130

Dear Mr. Whittaker:

Berry, Dunn, McNeil & Parker (BerryDunn) is pleased to submit this proposal in response to the West Virginia Development Office's (WVDO's) Request for Proposal (RFP) #DEV1224 for Consulting Services to conduct an independent analysis of West Virginia's broadband infrastructure. We have read the RFP and the Addendum, we understand them, and we agree to the terms and conditions stated therein.

The services sought by the WVDO are core to the focus of our Government Consulting Group. We provide extensive, hands-on experience assisting states with broadband development efforts. We understand West Virginia's challenges with respect to rural telecommunications and the importance of broadband infrastructure and adoption to enhance economic development, healthcare, education, tourism, public health and safety, and government efficiency.

As a Principal and the leader of BerryDunn's State Government Consulting practice, I am authorized to bind BerryDunn to the commitments made herein. My contact information is:

Charles K. Leadbetter, PMP, Principal  
Berry, Dunn, McNeil & Parker, LLC  
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Phone: (207) 541-2249  
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Enclosed we have provided one (1) original and five (5) copies of our Technical Proposal for the Evaluation Committee's review. As requested, we have provided our Cost Proposal under separate cover. Our proposal is a firm and irrevocable offer and is valid for a minimum of 180 days from the proposal due date of November 29, 2011.

We would enjoy working in collaboration with the State on this important project and would welcome the opportunity to present our proposal to answer any questions WVDO may have.

Sincerely,

Charles K. Leadbetter, PMP  
Principal



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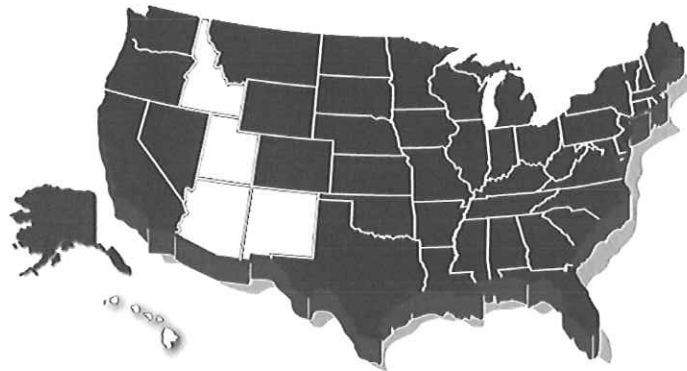
## 1.0 FIRM QUALIFICATIONS

### 1.1 Introduction to BerryDunn

Berry, Dunn, McNeil & Parker, LLC (BerryDunn) is a consulting and certified public accounting firm headquartered in Portland, Maine, and serving clients nationally. We were formed in 1974 with nine professionals and have experienced sustained growth throughout our 37-year history. Today BerryDunn employs approximately 200 personnel with offices in Maine, Massachusetts, and New Hampshire. BerryDunn is a Limited Liability Company organized in the State of Maine with 30 principals. We have a sufficient number of staff available to fulfill commitments, current as well as future.

We provide a full range of services, including management consulting, IT consulting, audit, and tax services. We have worked in over 40 states throughout the United States (as shown in Exhibit A).

BerryDunn has achieved the INSIDE Public Accounting (IPA) "Top 100 Firm" designation and was also named as a "Fastest-Growing" firm in the 2011 IPA 100 rankings. In addition, BerryDunn has been named one of the "Best Accounting Firms for Women" by the American Society of Women Accountants and the American Woman's Society of CPAs. We believe that these commendations, combined with our continued growth during challenging economic times, speak to the quality of our firm and the valued services and expertise we bring to our clients.



**Exhibit A: Map of Client States Served**

### 1.2 Our Government Consulting Focus

BerryDunn's Government Consulting Group will be responsible for leading the proposed broadband consulting services. Our Consulting Group was formed in 1986 and has a long history of working collaboratively with clients in the public sector and the telecommunications industry to provide objective and independent services related to organization, management, and information technology.

Over the past 25 years, we have provided consulting services to over 125 state, local, and quasi-governmental agencies, including projects ranging from \$10,000 to multi-year, multi-million dollar engagements that involve collaboration with diverse stakeholder groups. We understand the public sector environment, challenges around fiscal constraints, and the commitment to serving the public.

Of particular relevance to the West Virginia Development Office, BerryDunn is an independent consulting firm. We do not sell or develop hardware or software, nor do we partner with vendors or engage in projects that might impair our independence or objectivity. If selected to conduct this project, we will provide objective recommendations that are only in the best interest of the State of West Virginia.

### 1.3 Broadband Consulting Experience

BerryDunn is committed to serving the consulting, audit, accounting, and rate setting needs of clients in the telecommunications industry. We maintain a current working knowledge of proposed and actual changes in regulations, legislation, and technology that impact telecommunications, and participate in the following industry groups/associations that help us to stay abreast of current topics and issues affecting our clients.

**ACUTA** – Our team members maintain active membership in ACUTA, the Association for Communications Technology Professionals in Higher Education.

**NASCIO** – The National Association of State Chief Information Officers was assembled to shape national IT policy through collaborative partnerships, information sharing, and knowledge transfer across jurisdictional and functional boundaries.

**TELERGEE** – A nation-wide alliance of CPA and consulting firms who specialize in serving the utility industry; BerryDunn is a founding member of this organization.

In addition, we participate in regional associations such as the Telephone Association of New England and the Maine Telecommunications Users Group. This provides our team with insight into technical and regulatory telecommunications issues impacting states with large rural populations.

Table 1 highlights our recent relevant experience as relates to West Virginia’s broadband consulting needs.

**Table 1: BerryDunn’s Recent Relevant Broadband Experience**

Client/Organization	Experience
NASCIO State Connectivity and Broadband Working Group	Our proposed Lead Subject Matter Expert, David Houle, recently served as a member of the NASCIO State Connectivity and Broadband Working Group, which was formed to monitor policies and programs that flow out of the National Broadband Plan and to track broadband issues, best practices of individual state programs, and leading edge efforts to leverage broadband connectivity to spur economic growth and service delivery.
New Hampshire Department of Resources and Economic Development (DRED)	BerryDunn was hired by the New Hampshire DRED to facilitate the development of a Statewide Broadband Action Plan. BerryDunn worked in collaboration with stakeholders from government, education, healthcare, and the private sector to develop a strategy and roadmap for expanding affordable, advanced broadband technologies and services throughout all regions of the state. As a result of the broadband planning effort, New Hampshire received \$44M in BTOP (Broadband Technology Opportunities Program) funding.

Client/Organization	Experience
Maine Public Utilities Commission	BerryDunn conducted a telecommunications needs assessment of Maine's Federally Qualified Health Centers (FQHCs) and developed an approach and work plan to seek funding from the federal Universal Service Fund – Rural Health Care program. The assessment focused on the need for increased sharing of electronic information for practice management, medical records, and related functions that are essential to the delivery of health care in rural areas of the State of Maine. In addition, we evaluated funding alternatives for the participating FQHCs.
Maryland Rural Broadband Task Force	Our proposed Lead Subject Matter Expert, David Houle, formerly served as coordinator for the Maryland Rural Broadband Task Force. In this role, David obtained federal funding for broadband development projects in Maryland, promoted broadband access as a key driver for economic development in the State, and developed public/private partnerships to ensure that underserved communities had access to high-speed communications

#### 1.4 Other Related Experience

While West Virginia's broadband planning activities are being led by the Development Office, we understand that broadband planning, development, and deployment impacts stakeholders from across State government, as well as other sectors such as healthcare, education, and public safety. Table 2 highlights other work led by BerryDunn relevant to West Virginia's broadband consulting needs.

**Table 2: Additional Relevant BerryDunn Consulting Experience**

Client/Organization	Experience
West Virginia Office of the Insurance Commissioner	BerryDunn recently led the development of a Strategic IT Plan for West Virginia's Health Insurance Exchange (HIX) and is providing program and project management services for HIX-related initiatives. The HIX is a requirement of the Federal Affordable Care Act to provide individuals and small businesses with a range of health insurance alternatives. The HIX will require secure data sharing with several other State-operated systems and will provide online access and enrollment for consumers.
West Virginia Bureau for Medical Services	BerryDunn led the development of West Virginia's State Medicaid Health IT Plan (SMHP), which serves as the strategic vision and roadmap as the State moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities. The SMHP also builds a framework for providing incentive payments to healthcare providers that adopt Electronic Health Record (EHR) solutions and meet Federal standards for "Meaningful Use" of healthcare data.

Client/Organization	Experience
<p>Massachusetts Executive Office of Health and Human Services</p>	<p>BerryDunn led the development of Massachusetts' State Medicaid Health IT Plan (SMHP), which serves as the strategic vision and roadmap as the Commonwealth moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities. As part of this project, BerryDunn met with the Massachusetts Broadband Institute to collect information on broadband capacity and challenges that may impact providers' adoption of EHR technology.</p>
<p>Massachusetts Information Technology Division</p>	<p>BerryDunn was engaged by the Massachusetts Information Technology Division (ITD) to perform Project Health Assessments of eight previously approved projects funded by the Commonwealth's IT Capital Program. As part of this contract, BerryDunn evaluated the Executive Office of Health and Human Services' (EOHHS) project to deploy Voice-over IP (VoIP) to all Health and Human Service office locations across the Commonwealth (over 160 sites and 23,500 handsets). The objective of this project was to refresh voice and data network infrastructure, eliminate redundant services provided by more than 70 service providers, standardize the technology base to ensure a sustainable support model, and provide a common communications platform throughout 16 EOHHS Agencies. The agreed upon platform for delivering the VoIP solution is CISCO's Unified Communication Manager v6.1.</p>
<p>Vermont Office of the CIO</p>	<p>BerryDunn conducted an independent review of the State's preferred vendor's proposal to provide a Next Generation E-911 system. The State's primary objective was to strengthen the State's ability to respond to 9-1-1 calls with updated technology. As part of the review, BerryDunn reviewed background documentation; conducted interviews with the E-911 Board and Staff, representatives from the Vermont State Police and local police stations, the preferred vendor, and other interested parties. Based on our analysis, we provided an independent analysis of the vendor's proposed costs, the architecture of the proposed solution, the vendor's proposed implementation plan, and the vendor's capacity to provide the proposed equipment, support and services. We then conducted a cost/benefit analysis and provided recommendations for the State to consider in deciding whether to proceed with the preferred solution.</p>



## 2.0 STAFF QUALIFICATIONS

### 2.1 Proposed Project Team

To meet the State's requirements for this project, BerryDunn has formed a team with extensive hands-on experience leading broadband planning initiatives, analyzing broadband policy and funding, conducting specialized broadband mapping, implementing surveys, and developing public outreach and strategic communications campaigns. BerryDunn's Government Consulting Group will be responsible for leading our work. In addition, we have strategically positioned two subcontractors – Kenneth Schlager and John Powers – to provide telecommunications subject matter expertise. All members of our team have worked together in various capacities and will bring our interconnected relationships, subject matter expertise, and history of collaboration to this project.

The individuals that will be actively involved in the execution of this project include:

- **Strategic planning experts** with demonstrated experience leading statewide broadband planning initiatives, determining strategic vision, gaining consensus from diverse stakeholder groups, and developing actionable plans to guide future direction.
- **Telecommunications experts**, including individuals that have been closely involved with state telecommunications activities for more than 25 years and who bring perspective into states' broadband planning best practices and expertise in the areas of specialized broadband mapping and wireline and wireless communications.
- **Marketing and communications specialists** with expertise in gathering and utilizing meaningful data to drive the development of focused outreach and marketing campaigns.

BerryDunn will oversee the services provided by our team members and will be responsible for the quality of services and deliverables provided by our team to the State. Our proposed organizational structure is shown in Exhibit B.

### Exhibit B: Team Organizational Structure

Table 3 describes the roles and expertise of named team members.

**Table 3: Team Roles and Responsibilities**

Title/Team Member(s)	Roles and Responsibilities
<b>Project Principal</b> <i>Charles Leadbetter, PMP</i>	Charlie will have overall responsibility for the work provided to the State. In this role, he will ensure the full commitment of our firm to this project and approve all project deliverables. Charlie is a Principal in BerryDunn's Government Consulting Group and leads our State Government Consulting practice. He has 18 years of experience leading needs assessments, facilitating planning engagements, and assisting clients in government, healthcare, and the private sector to plan for strategic utilization of technology. Of particular relevance, Charlie is leading BerryDunn's current work with the West Virginia Office of the Insurance Commissioner to provide project management and strategic IT planning services for the State's Health Insurance Exchange.
<b>Project Manager</b> <i>Keith Damon, PMP</i>	Keith will lead the work of our team, serve as BerryDunn's primary point of contact with the State, manage and monitor our team's progress on the project, and oversee the development of project deliverables. Keith is a Senior Consultant in BerryDunn's Government Consulting Group, with more than 20 years of project management and IT consulting and leadership experience. He is a certified Project Management Professional (PMP), a designation of the Project Management Institute.
<b>Broadband Subject Matter Experts</b> <i>David Houle, MS, CPP</i> <i>Ken Schlager, PhD, PE</i> <i>John Powers</i>	Our proposed Broadband Subject Matter Experts (SMEs) provide West Virginia with a knowledgeable team in the areas of rural broadband planning and implementation, wireline and wireless expertise, broadband mapping, broadband funding, and regulatory affairs. We will draw upon the expertise of our team of SMEs, as warranted, to serve West Virginia's specific project needs.
<b>Business Analysts</b> <i>Nathan DesJardins, BS</i> <i>Sarah Killingbeck, BS</i>	Nathan and Sarah will serve as Business Analysts to meet specific project needs such as development, administration, and analysis of surveys; research of successful broadband strategies in other states and regions; analysis of Federal and State policies and programs; and analysis of public outreach strategies.
<b>Marketing and Communications Specialist</b> <i>Mary Conroy, BA</i>	Mary will lead the development of public awareness campaigns to promote broadband expansion efforts. Mary has over 15 years of experience in marketing and public relations and has provided marketing strategy and creative development for direct mail campaigns, television and radio advertising, website design and copy, signage, brochures.

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## **2.2 Location of Services to be Provided**

Our project team will work on-site at State offices and from our team members' respective office locations for this engagement. We regularly conduct work for government agencies throughout the United States. We have been able to effectively bridge distance gaps by planning an appropriate amount of on-site work for the needs of the project, and through the use of teleconference and Web-based project management tools. Additionally, our consultants are provided with the necessary technology to enable them to work effectively regardless of their location.

We are confident that we can effectively serve the needs of the State for this project. We encourage the Evaluation Committee to ask our references about our on-site commitment and our responsiveness to client and project needs.

## **2.3 Resumes and Certifications**

On the following pages, we have provided resumes for key project personnel, followed by copies of relevant certifications.

### CHARLES K. LEADBETTER, BA, PMP – PRINCIPAL

Charlie Leadbetter is a Principal and the leader of BerryDunn's State Government Consulting practice. Charlie joined the firm in 1993 while completing his Bachelor's Degree at the University of Maine, where he studied computer science and economics. He is a certified Project Management Professional (PMP), a designation of the Project Management Institute. Charlie has 18 years of experience providing project management, strategic planning, large scale system implementation and design, data warehousing, and ad-hoc reporting services. He has worked extensively with government-funded technology, regulatory requirements, and business processes.

#### RELEVANT EXPERIENCE

**West Virginia Office of the Insurance Commissioner.** Charlie is serving as Principal of BerryDunn's team to facilitate the strategic IT planning process for West Virginia's Health Insurance Exchange (HIX); provide program and project management of HIX-related projects; develop a HIX Business Plan; provide policy analysis; and assist with the development of competitive procurement documents and grants.

**Massachusetts State Medicaid Health IT Plan (SMHP) and I-APD Development.** Charlie served as Project Manager for the development of Massachusetts' SMHP, which serves as the strategic vision for the State as it moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities. Charlie oversaw four teams comprised of BerryDunn employees and subcontractors, served as BerryDunn's primary liaison with the State, and reviewed and approved all project deliverables. He also provided oversight of our work developing Massachusetts' HIT Implementation Advance Planning Document (I-APD), a document required by the Federal government to approve funding for future HIT initiatives.

**Vermont Office of the CIO.** Charlie has led several independent reviews on behalf of the Vermont CIO's Office, including a review of the Vermont State Hospital's preferred Electronic Health Record (EHR) solution and the Vermont State Police's E-911 solution. The objective of these reviews were to evaluate the soundness of the vendor's proposed acquisition costs, anticipated benefits, technical architecture, implementation approach, timeline, and resources for implementation, as well as the State's organizational readiness for undertaking the project.

**Massachusetts Capital IT Project Health Assessments.** Charlie led BerryDunn's engagement to conduct project health assessments on behalf of the Massachusetts IT Division for eight capital IT projects. As part of this project, he evaluated the project management practices; project artifacts; and policies, procedures, and processes guiding the Commonwealth's IT initiatives; and provided recommendations to strengthen project management processes to increase the likelihood of project success. Of particular relevance, BerryDunn evaluated a project to deploy Voice-over IP (VoIP) deployment to all Health and Human Service office locations across the Commonwealth (over 160 sites and 23,500 handsets). The objective of this project was to refresh voice and data network infrastructure, eliminate redundant services provided by more than 70 service providers, standardize the technology base to ensure a sustainable support model, and provide a common communications platform throughout 16 Agencies. The agreed upon platform for delivering the VoIP solution is CISCO's Unified Communication Manager v6.1.

**West Virginia Bureau for Medical Services.** Charlie provided Quality Assurance services for the State's Medicaid Management Information System (MMIS) implementation, including identifying risk and issues and providing recommendations for mitigating risks.

### KEITH DAMON, PMP – PROJECT MANAGER

Keith Damon is a Senior Consultant with more than 10 years of project management experience and 17 years of experience working in local government. His project management experience includes engagements with large and diverse government organizations, including managing technical and business personnel. Prior to joining BerryDunn, Keith worked for an ERP system vendor, where he managed systems implementations for government clients. He also worked for the City of Keene, New Hampshire, for 15 years serving as the City's Director of Information Services.

#### RELEVANT EXPERIENCE

**State of Maine.** Keith is currently serving as Project Manager for BerryDunn's engagement with the Maine Office of the State Controller to conduct an independent assessment of the process for billing IT services to State agencies. Depending on the results of the analysis, we will recommend business process improvements, system modifications, and/or other business or technical approaches to streamline the billing process for OIT services. A central focus of our project approach is to work collaboratively with stakeholders to gain an understanding of challenges in the current environment, identify opportunities for improvement, and build awareness and support for the recommendations and potential changes ahead.

**City of Nashua, New Hampshire.** Keith provided onsite project management of the City's ERP system implementation, monitoring the progress of the implementation, maintaining the project work plan and timeline, monitoring vendor services and deliverables, developing BerryDunn deliverables, and providing regular project status updates to the City.

**City of Keene, New Hampshire.** From 1984 to 1999, Keith served as Director of Information Services for the City of Keene. In this role, he oversaw all aspects of IT for all City departments, including planning for the City's technology needs; implementing, operating, and supporting all technology initiatives; developing hardware and software standards; preparing and presenting annual department budgets; managing technical staff; managing data and voice networking for the City; ensuring responsive support for City computer users; managing conversion, implementation, and training of new systems; developing RFPs and leading the vendor negotiations process for various contracts and purchases; and working with department managers to identify and implement technology solutions that met City objectives.

**JD Edwards/PeopleSoft/Oracle.** From 1999 to 2003, Keith managed the implementation of ERP software applications, facilitated consulting engagements to support installed customers, conducted vendor demonstrations with prospective clients, mentored team members, managed risks associated with implementation projects, and resolved issues to the satisfaction of clients. With the merger of JD Edwards and PeopleSoft, Keith managed PeopleSoft implementations for government clients, as well as JD Edwards upgrade initiatives, which involved performing upgrade planning sessions and preparing customers to migrate to the current version of the software. With the merger of PeopleSoft and Oracle, Keith served as Oracle Engagement Manager with responsibility for overseeing 30+ public sector implementation projects, working with regional sales managers to develop tools to address customer needs, and providing consulting assistance for customers and partners.

#### EDUCATION

Keith is a certified Project Management Professional (PMP), a designation of the Project Management Institute. He earned his Bachelor of Science degree in Computers and Management from Franklin Pierce College.

### DAVID HOULE, MS, CPP - LEAD SUBJECT MATTER EXPERT

David Houle is a Manager in BerryDunn's Management and Information Technology Consulting Group. David joined the firm's Portland office in 2005 after five years as the Program Manager for eCommerce at the Maryland Technology Development Corporation (TEDCO). David has extensive knowledge of broadband access needs and challenges through his work on similar planning efforts in Maine, Maryland, and New Hampshire. He recently served as a member of the NASCIO State Connectivity and Broadband Working Group, which was charged with working in collaboration with state CIOs to promote awareness of the intent and direction of the National Broadband Plan and federal broadband investments.

#### RELEVANT EXPERIENCE

**New Hampshire Department of Resources and Economic Development.** David served as Project Manager for the development of New Hampshire's Statewide Broadband Action Plan, which involved collaboration of stakeholders from government, healthcare, industry and education. As a follow-on to this planning initiative, the State received \$44M in BTOP funding.

**Maine Public Utilities Commission.** David led a telecommunications needs assessment of Maine's Federally Qualified Health Centers (FQHCs), identified challenges and opportunities for the FQHCs to move toward the use of telehealth, and evaluated funding sources and opportunities for collaboration amongst the FQHCs.

**Maryland Broadband.** From 2000 to 2005, David served as Program Manager for eCommerce at the Maryland Technology Development Corporation (TEDCO), where he managed a statewide, federally-funded project that was only the second effort of its kind in the U.S. The goal was to assess information and communications infrastructure, access, and usage across the State of Maryland. The *eReadiness Maryland* project involved over 50 active stakeholders and 10 sponsors that represented business, healthcare, government, and education; included multiple vendors; and over 2,600 survey responses. In this role, David spoke at national conferences on strategies for improving broadband access as a key driver for economic development and worked to develop public-private partnerships to promote access to high speed communications in underserved communities. In addition, David was responsible for coordinating activities of the Rural Broadband Task Force.

**Massachusetts State Medicaid Health IT Plan (SMHP).** David served as Lead for the "As-Is" Assessment of Massachusetts' current Health IT landscape for the development of Massachusetts' SMHP. The current environment assessment involved fact-finding and interviews with a broad range of stakeholders, including representatives of the Massachusetts Broadband Institute. The SMHP serves as the strategic vision for the State as it moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities.

**Vermont Office of the CIO.** David has led several independent reviews on behalf of the Vermont CIO's Office, including a review of the Vermont State Hospital's preferred Electronic Health Record (EHR) solution and the Vermont State Police's E-911 solution. The objective of these reviews were to evaluate the soundness of the vendor's proposed acquisition costs, anticipated benefits, technical architecture, implementation approach, timeline, and resources for implementation, as well as the State's organizational readiness for undertaking the project.

#### EDUCATION

David earned his M.S. in Management of Information Technology from the University of Virginia, and his B.A. in International Studies from George Mason University. He is a Certified Process Practitioner, a designation of the International Process and Performance Institute.

### **KENNETH SCHLAGER, PHD, PE – SUBJECT MATTER EXPERT**

Ken Schlager is President of HierComm, Inc., and is serving as a subcontractor to BerryDunn for this engagement. He has over 30 years of experience in the engineering development of communications equipment and systems and eight years of experience in regional telecommunications planning, including recent experience in broadband inventories and mapping.

#### **RECENT RELEVANT EXPERIENCE**

**USDA SBIR Grant, Broadband Telecommunications for Rural America.** In the majority of rural environments, the projected and actual return on infrastructure invested is marginal at best and negative at worst. In a research and development program sponsored by the U.S. Department of Agriculture, HierComm (under Ken's direction) developed not only a system with much lower cost but with enhanced 4G performance that is now fully operational in Washington County, Wisconsin.

**USDA SBIR Grant, Advanced Telemedical Rural Healthcare Delivery System.** Extended travel distances present a major problem in rural home healthcare. Under a separate USDA research grant, HierComm assisted with the development of a low cost home-based video conferencing system for nurse-patient communications. Such distance problems can be helped by more frequent video conferencing. This system made use of the high speed streaming video capability of the broadband wireless system developed under the previous grant. The system was field tested with home nursing staff and real patients in Rusk County in northern Wisconsin.

**Regional Broadband Telecommunications Plan for Southeastern Wisconsin.** Ken assisted with the development and implementation of what is believed to be the first regional broadband telecommunications plan in the U.S. This plan, which applies to the seven counties of Southeastern Wisconsin, required broadband inventories and a mapping foundation. It pioneered the concept of field measurement as a supplement to provider information as the basis for service inventories. The final regional broadband plan called for a joint 4.9/5.8 GHz public safety/commercial network that is now in implementation.

**Broadband Public Safety Communications Demonstration Project.** A major result of the regional broadband telecommunications plan in southeastern Wisconsin was the initiation of a broadband 4.9 GHz public safety communications system development and demonstration program funded by Kenosha County. This project initiated in September, 2007 was successfully completed in April, 2009 with a series of field tests and demonstrations. Plans now call for full-scale deployment in Kenosha and for introduction to cities and counties throughout the U.S.

**Numerous Other Communications/Instrumentation Research and Development Projects since 1990.** Ken has completed a wide range of projects ranging from new methods of signal amplification to new forms of network architecture.

#### **EDUCATION AND CERTIFICATIONS**

B.S. in Engineering, U.S. Naval Academy

MSEE in Electrical Engineering, University of Wisconsin

MS in Industrial Management, Massachusetts Institute of Technology

PhD in Electrical/Biomedical Engineering, Marquette University

Registered Professional Engineer in the State of Wisconsin

### JOHN POWERS – SUBJECT MATTER EXPERT

John Powers is an independent telecommunications and network consultant joining our project team as a subcontractor for BerryDunn. John has over 20 years of experience providing technology and infrastructure review and telecommunications consulting services for a wide variety of clients, including educational institutions, commercial organizations, health care and electric utility organizations, as well as select state and municipal governments.

#### RELEVANT EXPERIENCE

**Powers Tritsch & Associates.** John was formerly a Principal Consultant with Powers Tritsch & Associates, a telecommunications consulting firm, and was dedicated to serving the strategic planning, analysis and implementation needs of end users organizations, manufacturers, vendors, independent telephone companies (ILEC), Incumbent Local Exchange Companies (ILEC), public and investor owned power companies (ICO) and a select group of large end-user organizations. He has assisted clients with the migration of legacy TDM voice and data applications to IP networks and VoIP PBX and hosted VoIP applications and private municipal optical network builds. John is known for leveraging the convergence of emerging technologies with a high degree of impact on clients' business.

**Harvard University.** John was the project lead for developing and writing the procurement specifications for 20,000 lines of voice switching technology to support the main campus for Harvard University's Office of Information Technology. The second element in this project was the specifications development of a campus wide, fiber optic backbone, connecting all major buildings and computational resources on campus. The design included certified copper cabling media, providing connectivity to support specific voice, data, security and telemetry requirements. The third component was the establishment of proposal evaluation procedures to allow the technical and non-technical members of the evaluation committees to read, understand and evaluate the complex vendor bid submissions. The project resulted in a new campus telecom infrastructure with a unique Centrex system deployment with the capacity to serve the institution well into the twenty first century.

#### INDUSTRY AFFILIATIONS

John has published many articles and conducted tutorials nationally related to the telecommunications industry. He served as Executive Editor of Cabling Business magazine, a publication focused on information transport technology. He has been a Faculty Advisor to NACUBO and ACUTA. Powers is an associate member of the IEEE Computer & Optical Societies and BICSI, and participates in leading communications and networking trade conferences.



#### **NATHAN DESJARDINS, BS – BUSINESS ANALYST**

Nathan DesJardins is a Consultant in BerryDunn's Government Consulting Group who is dedicated to serving public sector clients. He has recent relevant state government consulting experience conducting strategic planning projects in Massachusetts, New Hampshire, Vermont, and West Virginia. Prior to joining BerryDunn in 2006, Nate conducted system testing, assisted in the deployment of global applications, deployed hardware and software, conducted technical training, and developed technical documentation.

**Massachusetts State Medicaid Health IT Plan (SMHP).** Nate served as Analyst for the "As-Is" Assessment of Massachusetts' current Health IT landscape for the development of Massachusetts' SMHP. The current environment assessment involved fact-finding and interviews with a broad range of stakeholders, including representatives of the Massachusetts Broadband Institute. The SMHP serves as the strategic vision for the State as it moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities

**Vermont Office of the CIO.** Nate conducted an independent review on behalf of the Vermont CIO's Office for the Vermont State Police's E-911 solution. The objective of this review was to evaluate the soundness of the vendor's proposed acquisition costs, anticipated benefits, technical architecture, implementation approach, timeline, and resources for implementation, as well as the State's organizational readiness for undertaking the project.

**West Virginia Bureau for Medical Services.** Nate participated as part of BerryDunn's team to conduct West Virginia's Medicaid Information Technology Architecture State Self-Assessment, which involved evaluating the "As-Is" environment for eight business processes associated with the delivery of Medicaid services and served as the initial step in the State's planning for the replacement of its Medicaid Management Information System (MMIS).

Nate earned his Bachelor of Science in Management Information Systems from Northeastern University in Boston.

#### **SARAH KILLINGBECK, BS – BUSINESS ANALYST**

Sarah Killingbeck is a Consultant in BerryDunn's Government Consulting Group. In this role, she assists clients with business and technology planning, application and organizational needs assessments, system selection, and the implementation of information systems. Her experience includes developing business process workflow diagramming, conducting best practice research of peer organizations, developing surveys, and making recommendations for clients based on information gathered through research and fact-finding activities.

Prior to joining the BerryDunn in 2011, Sarah served as a Business Analyst for K and M Associates in Providence, Rhode Island.

Sarah earned a Bachelor of Science degree in Finance, with a minor in Management Information Systems, from the University of Massachusetts at Dartmouth.

### MARY CONROY, BA – MARKETING AND COMMUNICATIONS SPECIALIST

Mary Conroy is a Marketing and Communications Specialist in BerryDunn's Management and Information Technology Consulting Group. In this role, Mary works with consultants to conduct research, provide marketing consultation services, and develop client specific reports and documentation for a variety of management and technology engagements.

#### RECENT RELEVANT EXPERIENCE

**Marketing and public relations.** Mary has over 15 years of experience in marketing and communications. Her experience includes serving as owner and principal designer of Odyssey Design, a freelance graphic design, marketing, and project management services company for nine years. In this role, she assisted clients with developing marketing campaigns, producing collateral, designing websites, and managing the production of other forms of outreach, including radio and television spots. She also partnered with market research firms to conduct research for use in the development of targeted media campaigns.

As Marketing Director/Public Relations Coordinator and Manager of the Growth Management Consulting Division for a 160 employee professional services firm in Portland, Maine, Mary developed marketing strategies, produced marketing collateral, produced copy for television and radio spots as well as print campaigns, conducted event and trade show planning/promoting, and managed vendor/subcontractor relationships and agreements. Additionally, Mary provided clients with public relations services to build brand identity and awareness.

**Technical documentation.** Mary conducts research and assists with client specific reports and documentation for BerryDunn management and technology consulting engagements, including strategic technology planning, business process improvement, and project management reports.

#### EDUCATION

Mary earned her Bachelor of Arts in Communication from the University of Southern Maine and her Associates of Science in Interior Design from Becker College.





### 3.0 REFERENCES

On the following pages, we have provided seven corporate references information for BerryDunn and two references for our proposed subcontractor, Kenneth Schlager of HierComm Telecommunications Consulting.

RFP Requirement	New Hampshire DRED	Maine PUC	West Virginia BMS	West Virginia OIC	Massachusetts EOHHS	Vermont Office of the CIO	Washington & Lee University	SWRPC	SWRPC
2.3.1.1 Understanding of broadband industry at Federal and State Levels	✓	✓	✓	✓	✓	✓		✓	✓
2.3.1.2 Assessment, engineering, design, operation and capacity building for broadband infrastructure	✓							✓	✓
2.3.1.3 Advisory, assessment, and program support for State and Federal regulatory, funding programs, and USF reforms	✓	✓			✓			✓	✓
2.3.1.4 Comprehensive strategic and tactical plans for infrastructure deployment	✓	✓							✓
2.3.1.5 Implementation and management of broadband adoption programs	✓	✓							✓
2.3.2 Specialized broadband mapping								✓	✓
2.3.3 Strategic communications*							✓		

\* Please note: our proposed Marketing and Communications Specialist, Mary Conroy, previously operated a marketing and design company, Odyssey Design. For additional examples of Ms. Conroy's work prior to joining BerryDunn, please see <http://odysseymaine.com/portfolio.php>.

As consultants we must assure the quality of our services and our work products to preserve our reputation and ensure our long-term viability. We are proud of our record of on time, on budget project performance. We encourage you to contact our references to inquire about our performance and our client's satisfaction with the services we have provided.

<b>BerryDunn Client Reference #1</b>	
<b>Client Name:</b>	<b>New Hampshire Department of Resources and Economic Development</b>
<b>Contact Information:</b>	<b>Ms. Carol Miller, Director of Broadband Technology</b> Division of Economic Development 172 Pembroke Road Concord, New Hampshire 03302-1856 Telephone: (603) 271-2341 x138
<b>Project Details:</b>	<p>BerryDunn was hired by the New Hampshire Department of Resources and Economic Development in 2008 to facilitate the development of a Statewide Broadband Action Plan. The objective of this project was to develop a strategy and roadmap for expanding affordable, advanced broadband technologies and services throughout all regions of this rural Northern New England state. As part of this project, BerryDunn provided the following services:</p> <ul style="list-style-type: none"> <li>• Facilitated five regional broadband forums open to the public, which attracted approximately 200 participants, including representatives from higher education, government, healthcare, industry, and broadband providers;</li> <li>• Conducted fact-finding interviews with key stakeholders throughout the State;</li> <li>• Worked with the State and stakeholders to “connect the dots” between the stakeholders, previous efforts, and current broadband initiatives;</li> <li>• Issued two questionnaires that sought to capture input from both users and providers of broadband services in the State;</li> <li>• Evaluated funding opportunities and identified opportunities for collaboration and leveraging other initiatives planned or underway; and</li> <li>• Conducted research on other states’ broadband initiatives to provide perspective in comparison to New Hampshire’s current environment.</li> </ul> <p>We documented findings from our analysis and provided practical, actionable recommendations to improve access to affordable broadband in all regions of the State and to guide the State in policy and decision making. The report defined how best to move the State forward to ensure that New Hampshire maintains and expands its leadership position on this issue.</p> <p>As a result of this planning initiative, the State identified 25 broadband action items to be completed within the next three years. Following the completion of our project, the State asked BerryDunn to perform follow-on work to provide professional facilitation services related to the implementation of the State’s Broadband Action Plan.</p>

<b>BerryDunn Client Reference #2</b>	
<b>Client Name:</b>	<b>Maine Public Utilities Commission</b>
<b>Contact Information:</b>	<b>Mr. Phillip Lindley, Executive Director</b> ConnectME Authority 36 Anthony Ave., Suite 101 138 State House Station Augusta, ME 04333 Telephone: (207) 624-9970
<b>Project Details:</b>	<p>From November 2006 to February 2007, BerryDunn conducted a telecommunications needs assessment of Maine's Federally Qualified Health Centers (FQHCs) to develop an approach and work plan to seek funding from the federal Universal Service Fund – Rural Health Care program. The assessment focused on the need for increased sharing of electronic information for practice management, medical records, and related functions that are essential to the delivery of health care.</p> <p>BerryDunn's team collected information from FQHCs through surveys, interviews, and reviews of available documentation on their current information system and telecommunication usage. We also considered current infrastructure and services of their telecommunication providers.</p> <p>Through our assessment, we found that most of the FQHCs are meeting their current communications needs; however, as FQHCs move towards greater use of electronic practice management and medical record systems, their telecommunication and video conferencing needs and requirements will increase. An even greater driver of bandwidth capacity will be the increased use of telemedicine. We also found that FQHCs, and other potentially eligible rural healthcare providers in Maine, are underutilizing the USF – Rural Health Care funding program.</p> <p>Based on our assessment, we developed several recommendations to guide Maine's FQHCs in taking advantage of existing network infrastructure capabilities, seeking opportunities for collaboration and leveraging existing programs and opportunities in the State, and increasing the likelihood of obtaining Rural Health Care funding.</p>

BerryDunn Client Reference #3	
<b>Client Name:</b>	<b>West Virginia Bureau for Medical Services</b>
<b>Contact Information:</b>	<b>Mr. Ed Dolly, Deputy Commissioner</b> West Virginia DHHR Bureau for Medical Services 350 Capitol Street Charleston, WV Telephone: (304) 558-5978
<b>Project Details:</b>	<p>In 2008, BerryDunn was hired to provide project management for the West Virginia Bureau for Medical Services' (BMS', Bureau's) MMIS re-procurement and design, development, and implementation (DDI). We facilitated the development of the MMIS technical and functional requirements and led the development of the Bureau's MMIS RFP and Advanced Planning Document (APD – a document required for Federal review and approval to obtain funding for the MMIS). We will continue to provide project management through the DDI (with an anticipated contract completion date of 2014).</p> <p>BerryDunn led the development of West Virginia's State Medicaid Health IT Plan (SMHP), which serves as the strategic vision and roadmap as the State moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities. The SMHP also builds a framework for providing incentive payments to healthcare providers that adopt Electronic Health Record (EHR) solutions and meet Federal standards for "Meaningful Use" of healthcare data. As part of the SMHP process, BerryDunn led visioning sessions with BMS leaders and stakeholders, conducted interviews and focus groups with government and industry representatives, developed surveys, analyzed the current environment, and developed an actionable roadmap for implementing the Plan and Provider Incentive Program. We also worked with EOHHS to prepare strategic communications regarding participants' involvement in the SMHP and developed the APD to request funding for the HIT initiatives.</p> <p>BerryDunn has also provided healthcare reform planning, policy analysis, and implementation services; researched and developed grant applications for federal funding; developed a rate setting methodology for a subset of West Virginia's behavioral health services; and led the development of a Project Management Office.</p> <p>Over the course of our engagement, BerryDunn has served as a trusted advisor and an extension of the State's team by providing project management, policy analysis, business and technical analysis, and Medicaid subject matter expertise to meet the Bureau's evolving project needs. Our work with the Bureau is comprised of a core team of eight BerryDunn consultants, together with a team of additional project resources serving specific project needs.</p>



<b>BerryDunn Client Reference #4</b>	
<b>Client Name:</b>	<b>West Virginia Office of the Insurance Commissioner</b>
<b>Contact Information:</b>	<p><b>Mr. Jeremiah Samples, Program Manager</b>            West Virginia Offices of the Insurance Commissioner            1124 Smith Street            Charleston, West Virginia            Telephone: 304-558-6279 ext 1131</p>
<b>Project Details:</b>	<p>In June 2011, the OIC hired BerryDunn to provide health insurance exchange (HIX) strategic IT planning services for the State. The HIX is a requirement of the Federal Affordable Care Act to provide individuals and small businesses with a range of health insurance alternatives. The HIX will require secure data sharing with several other State-operated systems and will provide online access and enrollment for consumers.</p> <p>West Virginia is ahead of many states with respect to HIX planning because in part to a State Health Access Program grant received in 2009. Part of this grant was designated for the OIC to research, develop, and implement an Exchange.</p> <p>In addition to facilitating the strategic IT planning process and developing a strategic HIX technology roadmap, BerryDunn has assisted the OIC with project and program management, including establishment of a Project Management Office (PMO) for the Exchange, providing HIX policy analysis and research, providing grant writing, and assisting with procurements. BerryDunn has also assisted with developing a business plan to describe the State's approach to establish and commence operations of the Exchange.</p> <p>BerryDunn's collaborative approach has helped to build a strong working relationship with the State, including the necessary collaboration with other State agencies and stakeholders. BerryDunn's team brings industry expertise and objective recommendations that the State trusts.</p>

**BerryDunn Client Reference #5**

<b>Client Name:</b>	<b>Massachusetts Executive Office of Health and Human Services</b>
<b>Contact Information:</b>	<b>Ms. Deborah Schiel, Project Manager</b> Commonwealth of Massachusetts EOHHS, Office of Medicaid One Ashburton Place Boston, MA Telephone: (617) 573-1623
<b>Project Details:</b>	<p>From October 2010 to April 2011, BerryDunn led the development of the Massachusetts EOHHS' State Medicaid Health Information Technology Plan (SMHP). The SMHP is required by the Commonwealth's legislation (Chapter 305) along with the American Recovery and Reinvestment Act's (ARRA) Health Information Technology for Economic and Clinical Health (HITECH) Act. The SMHP developed through this initiative detailed how the EOHHS will identify providers eligible for incentive payments, analyze and describe changes to the MMIS that will allow payment of the incentive amounts, determine and track the meaningful use activities of providers, and track and monitor ARRA funds and other required EHR functions.</p> <p>The SMHP was broken out into five primary sections, including:</p> <ul style="list-style-type: none"> <li>• Section A: The State's "As-Is" HIT Landscape;</li> <li>• Section B: The State's "To-Be" Landscape;</li> <li>• Section C: Activities Necessary to Administer the Incentive Program;</li> <li>• Section D: The State's Audit Strategy; and</li> <li>• Section E: The State's HIT Roadmap.</li> </ul> <p>BerryDunn prepared strategic communications and engaged key partners within the Commonwealth at various levels to complete the SMHP, including the EOHHS, MassHealth, Massachusetts eHealth Institute, and the Massachusetts Technology Collaborative. We also met with the Massachusetts Broadband Institute to collect information on broadband capacity and challenges that may impact providers' adoption of EHR technology. Upon its completion, the SMHP was submitted by the Commonwealth for approval by the Centers for Medicare and Medicaid Services (CMS).</p> <p>Following the completion of the SMHP, EOHHS engaged BerryDunn to lead the development of the HIT/HIE Implementation Advance Planning Document (I-APD). BerryDunn was subsequently selected by competitive procurement by EOHHS in June 2011 to conduct a MITA State Self-Assessment and systems planning project for the Departments of Public Health, Developmental Services, and Mental Health. We believe that EOHHS' selection of BerryDunn for these additional projects speaks to the Commonwealth's satisfaction with the services we provided as part of the SMHP.</p>

<b>BerryDunn Client Reference #6</b>	
<b>Client Name:</b>	<b>Vermont Office of the CIO</b>
<b>Contact Information:</b>	<b>Mr. David Tucker, Executive Director</b> Enhanced 9-1-1 Board 94 State Street, Drawer 20 Montpelier, VT 05620 Telephone: (802) 828-4911
<b>Project Details:</b>	<p>BerryDunn conducted an independent assessment of a proposed E-911 solution on behalf of the Office of the CIO for the State of Vermont Department of Information and Innovation (DII) and the Enhanced 9-1-1 Board. The State's primary objective was to strengthen the State's ability to respond to 9-1-1 calls with updated technology.</p> <p>At the time of our independent review, the Board operated an entirely IP-based statewide 9-1-1 system that included 34 call-take positions across nine locations. The Board wanted to strengthen the State's ability to respond to 9-1-1 calls with updated technology that preserved the number of call-taking positions and PSAP locations within the State.</p> <p>As part of the review, BerryDunn reviewed background documentation; conducted interviews with the E-911 Board and Staff, representatives from the Vermont State Police and local police stations, the preferred vendor, and other interested parties. Based on our analysis, we provided an independent analysis of the vendor's proposed costs, the architecture of the proposed solution, the vendor's proposed implementation plan, and the vendor's capacity to provide the proposed equipment, support and services. We then conducted a cost/benefit analysis and provided recommendations for the State to consider in deciding whether to proceed with the preferred solution.</p>



<b>BerryDunn Client Reference #7</b>	
<b>Client Name:</b>	<b>Washington &amp; Lee University</b>
<b>Contact Information:</b>	<p><b>Ms. Deborah Caylor</b>            Associate Treasurer and Controller            Washington and Lee University            Lexington, Virginia 24450            Telephone: (540) 458-8736</p>
<b>Project Details:</b>	<p>Washington &amp; Lee University engaged BerryDunn in 2009 to provide eCommerce and Payment Card Industry (PCI) advisory services. The objective of this project was to review and identify opportunities to strengthen the University's processes, policy guidelines, and practices in support of eCommerce and credit card handling across the various areas of the University that handled electronic payments.</p> <p>Our recommendations report identified key issues, opportunities, and threats to the University to be addressed as a primary step in meeting the PCI standard. We also identified all entities on the campus that had some level of credit card activity. To that end, our analysis was organized in accordance with the twelve requirements of PCI compliance and identified strategic management recommendations to be addressed by the University.</p> <p>Based on our recommendations, we worked with the University's leadership to develop and conduct security architecture training and work sessions with the IT staff at Washington &amp; Lee. In addition, we prepared a brochure to educate and inform University personnel about the new processes, policy guidelines, and practices in support of eCommerce and credit card handling.</p>

## HierComm Reference #1: Wireless Infrastructure Inventory

**Client Name:** Southeastern Wisconsin Regional Planning Commission

**Contact**

**Information:** Kurt W. Bauer, Ph.D., P.E.  
Executive Director Emeritus, SEWRPC  
Waukesha, Wisconsin  
(262)547-6721 x 260

**Summary:**

- Developed a methodology for acquiring data on existing wireless communications antenna site locations to correct for errors and omissions in existing FCC and FAA databases.
- Carried out data acquisition and regional mapping of all of the 615 mobile and fixed wireless sites in southeastern Wisconsin in the 2005-2006 time period
- Project involved working closely with 153 local units of government and 10 wireless service providers

**Project Description:**

Comprehensive and accurate wireless telecommunications infrastructure inventories are a rare commodity. Although national data bases on antenna sites have been compiled by the (FCC) Federal Communications Commission and Federal Aviation Administration (FAA), these data bases tend to be inaccurate and incomplete. Neither agency has attempted a comprehensive antenna site compilation, so that an accurate antenna site inventory requires collation of data from at least four major sources as listed below. The FAA database is primarily concerned with the location and height of antenna structures near airports, data more conveniently and often more accurately collated from the other databases used. Therefore, the FAA database, although obtained, was not used in the compilation of the inventories.

1. FCC Database

This data base provided a good starting point for an inventory of antennae sites for traditional cellular networks in the 800 to 900 MHz range; but is a poor source of data for personal communication system (PCS) wireless networks in the 1900 MHz range.

2. Mobiledia Website

This data base provided information of fair quality relating to PCS networks.

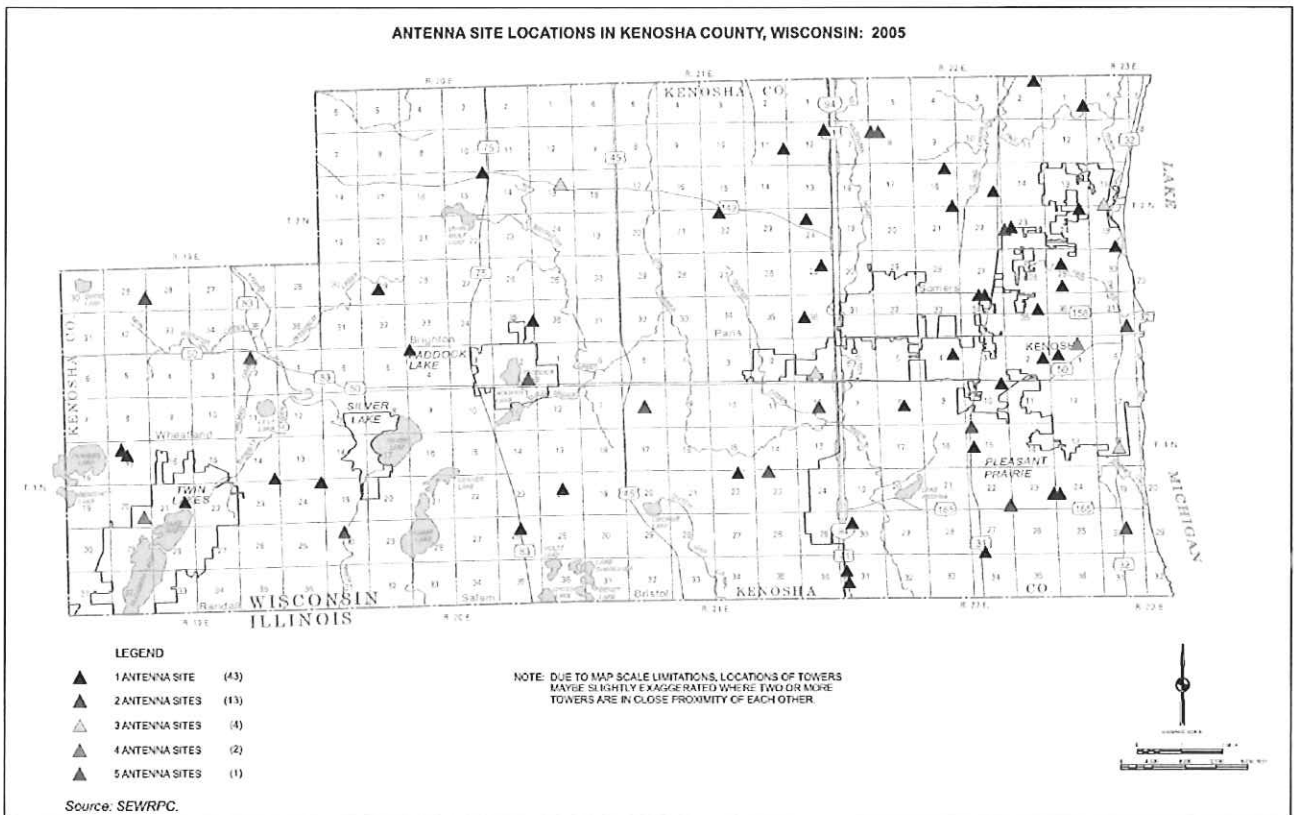
3. Local Units of Government

The county and municipal units of government within the Region constitute a good confirmation source for antennae site locations providing cellular and PCS service, and the only independent source of data for fixed wireless antenna sites.

4. Network Operators

The network operators comprised the final confirmation source for all four classes of wireless networks and a critical check on the coverage element of the inventory.

Using all four of the above sources, the Commission compiled a comprehensive inventory for regional antenna sites. Geographic and technical data for each site then provide the foundation for radio propagation studies to determine the radio coverage of individual sites and the overall radio coverage of the Region.



## HierComm Reference #2: Complete Regional Wireless/Wireline Communications Services Inventory and Mapping

**Client Name:** Southeastern Wisconsin Regional Planning Commission

**Contact**

**Information:** Kurt W. Bauer, Ph.D., P.E.  
Executive Director Emeritus, SEWRPC  
Waukesha, Wisconsin  
(262)547-6721 x 260

**Relevance:**

- Developed a methodology for the data acquisition and mapping of broadband telecommunications coverage, performance and infrastructure in a multi-county, urban-suburban-rural region
- Carried out a broadband inventory and mapping program for the seven counties of southeastern Wisconsin in the years 2006-2007
- Utilized a combination of service provider, field measurement and web site data along with public records to inventory and map the broadband service areas and network infrastructure of the Region

**Project Description:**

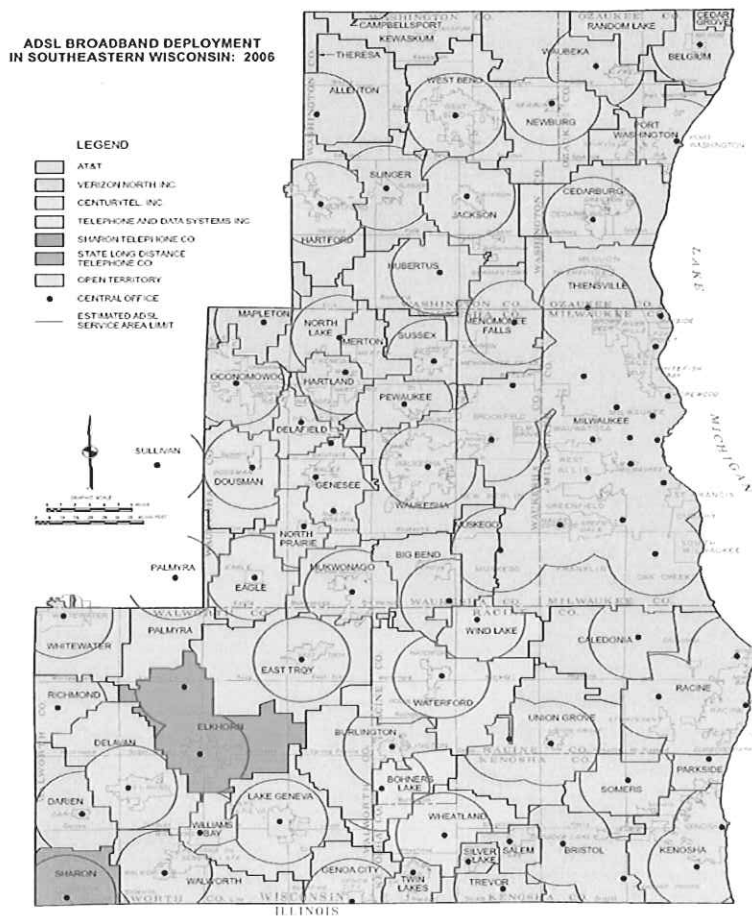
The end goal of the telecommunications planning program initiated in 2004 at the Southeastern Wisconsin Regional Planning Commission was to develop a comprehensive broadband telecommunications plan for the seven-county southeastern Wisconsin Region. A vital part of the planning process was the compilation of a broadband services and infrastructure inventory and its subsequent mapping region wide. The acquisition of such an inventory and related mapping represented a significant challenge both in its scope coupled with the difficulties encountered of obtaining data from the service providers.

The seven counties of southeastern Wisconsin cover a land area of 2,689 square miles and have a population of 1.97 million people. Although parts of the region are classified as under either the Milwaukee or Chicago metropolitan areas, 64 percent of the land area and about 10 percent of the population are rural. This rural area is generally unserved or underserved with broadband communications. Some low income central city areas are in the same category. Both were major concerns of the telecommunications planning program.

Each of the broadband communications technologies presented its own set of challenges for this project. Telephone-based DSL networks are organized around central offices and remote terminals. Information on the locations of these network nodes is sometimes in public records, but more recently has become proprietary information rarely released by service providers. For this reason, data acquisition was based on a mix of public sources and field measurements and investigation. An interesting correspondence was found between DSL coverage and sanitary sewer coverage throughout the region. Such a correspondence provides a confirmation of mapping from other sources.

Wireless broadband services, both mobile and fixed, are located around access points or antenna base stations. Locating these base stations and their heights and technical characteristics along with radio propagation modeling will serve to estimate wireless service areas. Improved mapping was the result of field measurements to calibrate and check these models in different terrain environments.

Hybrid fiber coax (HFC) cable networks presented the most formidable challenge because of their network structure and the lack of public regulatory records. Two data sources, however, opened the door to cable coverage determination: community franchise agreements and cable deployment economics. The franchise agreements identified the cable service providers in each community and cable deployment decision rules based on housing densities allowed for informed coverage estimation. Again, the correspondence with sanitary sewer coverage provided an amazingly accurate confirmation check.



Source: Wisconsin Department of Administration Office of Land Information Services and SEWRPC



## 4.0 RESPONSE TO PROJECT GOALS AND OBJECTIVES

This section provides responses to the Project Goals and Objectives contained in Section 2.4 of the RFP and the specific responses requested in Attachment A Sections 2.4.1 through 2.4.8.

**Goal/Objective 1:** Assisting in the development and implementation of a plan/strategy focused on increasing access and adoption of broadband technologies around the State's small business and entrepreneurial communities to include benchmarking, analysis, a detailed work plan and measurable results.

*Please describe how you would perform an assessment of West Virginia's current broadband efforts across the State's governmental entities with regard to strengths, weaknesses, opportunities, and threats.*

### **BerryDunn Response:**

We will collect information via interviews, questionnaires, onsite inspections, site surveys, documentation collection and review, and best practice research. We will involve State stakeholders in a collaborative manner; work to ensure that participants understand the purpose of each meeting, their role, and how information gathered will be used; and provide an opportunity for stakeholders to validate information to ensure it was captured correctly.

- *Request and review existing documentation.* We will request relevant business and technical documentation from the West Virginia Development Office and other organizations as necessary, such as background information on how previous data has been collected and utilized, as well as other research and data gathered that will help our team get up to speed quickly. By reviewing this information in advance of our kickoff meeting and research activities, we will be able to plan more efficiently and make better use of stakeholders' time.
- *Conduct SWOT (strengths, weaknesses, opportunities, and threats) analysis.* We will use a variety of approaches to gather input and data from State governmental entities to evaluate strengths, weaknesses, opportunities, and threats with respect to current levels of broadband deployment and current practices and policies. Our approach to gathering information may include (but is not limited to) interviews, group work sessions, regional focus groups, and questionnaires. We have used each of these approaches successfully and can scale our approach to meet the size and depth of information needs we are seeking from each stakeholder group. We will work with the West Virginia Development Office to determine entities to be included in the SWOT analysis – including, but not limited to, State agencies, key public officials, and quasi-governmental agencies. We also believe it will be important to gain input from business owners, relevant industry associations, rural and urban educators, and health care providers as part of the SWOT process.

**Goal/Objective 2:** An assessment of federal programs and policies, including those at the National Telecommunications and Information Administration, The Federal Communications Commission and the U.S Department of Agriculture that will impact the state and its broadband plans.

*Please describe how you would perform an assessment of federal programs and policies, including those at the NTIA, the FCC, and the USDA that will impact the State and its broadband plans.*

**BerryDunn Response:**

Through our involvement with national and regional associations – including NASCIO, ACUTA, TELERGEE, the Telephone Association of New England, and the Maine Telecommunications Users Group – we regularly stay apprised of federal programs and policies that impact our clients and their broadband plans. In addition, through our team’s work conducting similar broadband planning work in Maine, Maryland, and New Hampshire, we have conducted similar analyses of relevant federal programs and policies.

An area of particular focus for our team has involved monitoring programs and policies impacting clients with large rural populations, which provides our team with a unique understanding of potential challenges faced in West Virginia.

For this project, we will conduct focused research of NTIA, FCC, and USDA programs and policies as they relate to West Virginia’s unique needs and the challenges and opportunities identified through the SWOT analysis process. We will also work to identify and catalog existing Federal programs in which the State is currently active.

**Goal/Objective 3:** Assisting in the development and implementation of a plan/strategy focused on increasing access and adoption of broadband technologies, analysis, a detailed work plan and measurable results.

*Please describe how you would assist in the development and implementation of a plan/strategy focused on increasing access and adoption of broadband technologies around the State's small business and entrepreneurial communities to include benchmarking, analysis, a detailed work plan, and measurable results.*

**BerryDunn Response:**

Identifying opportunities to increase access and adoption of broadband technologies for small businesses and entrepreneurial communities cannot be done in isolation of the other potential broadband users within a community. In order to develop and implement a broadband adoption and implementation plan, we would seek input from a broad range of stakeholders representing a cross-section of businesses, broadband service providers, citizens, educators, libraries, healthcare professionals, and others.

A particular area of focus for our analysis will be on "anchor tenants" – libraries, schools, hospitals, etc. We would then use a demand aggregation strategy, pooling together the various stakeholders' needs and broadband demand to build a stronger business case and create a more attractive customer base for broadband providers to expand into unserved or underserved communities.

As part of the broadband plan and strategy, we will undertake the following activities:

- Create a vision statement and goals for West Virginia's Broadband Plan and Strategy
- Identify issues and challenges that will need to be resolved as part of West Virginia's broadband planning initiative (through the fact-finding, research, and information gathering process)
- Work in collaboration with stakeholders to identify strategic initiatives to address issues and challenges in the current environment
- Analyze costs, benefits, and return on investment (ROI) of the strategic initiatives
- Prioritize strategic initiatives in collaboration with stakeholders
- Develop actionable roadmap that sets forth the timeline, tasks, and resources necessary to implement the strategic initiatives
- Develop an evaluation strategy to measure and monitor the results of the strategic initiatives

**Goal/Objective 4:** An analysis of the Universal Service Fund as it relates to West Virginia's current community of service providers and in anticipation of forthcoming changes at the federal level/initiation of the Connect America Fund to include potential impact on West Virginia's citizens of the forthcoming changes and solutions to lessen any anticipated impact.

*Please describe how you would perform an analysis of the USF as it relates to West Virginia's current community of service providers and in anticipation of forthcoming changes at the federal level/initiation of the Connect America Fund to include potential impact on West Virginia's citizens of the forthcoming changes and solutions to lessen any anticipated impact.*

**BerryDunn Response:**

Our team is very familiar with the National Broadband Plan, which recommends comprehensive reform of the USF and the establishment of the Connect America Fund (CAF). As part of the National Broadband Plan, funding for several areas of the USF will shift to the CAF. Our proposed Lead Subject Matter Expert, David Houle, recently served as a member of the NASCIO State Connectivity and Broadband Working Group, which was formed to monitor policies and programs that flow out of the National Broadband Plan and to track broadband issues, best practices of individual state programs, and leading edge efforts to leverage broadband connectivity to spur economic growth and service delivery

We will review and analyze changes to the USF, as well as the National Broadband Plan and the changes related to the initiation of the CAF, to identify potential impacts on West Virginia citizens; Tribal, State, regional, and local government; educators; libraries; healthcare providers; and businesses. The information gained through our research and analysis will be incorporated into the State's broadband planning and strategy discussions and action planning.

BerryDunn conducted a similar analysis of the USF's Rural Health Care Program as part of our work with Maine's Federally Qualified Health Centers (FQHCs) to identify opportunities and potential impacts for Maine's FQHCs.

**Goal/Objective 5:** A review and analysis and report of findings focused on the current State broadband map with regard to national standards, best practices, levels of granularity and inclusion of all current broadband technologies being offered in West Virginia (wire line, wireless, fiber, satellite) in an effort to monitor, assess, and influence broadband infrastructure deployment, affordability and sustainability moving forward.

*Please describe how you would perform the review and analysis and report of findings focused on the current State broadband map with regard to national standards, best practices, levels of granularity, and inclusion of all current broadband technologies being offered in West Virginia (wire line, wireless, fiber, satellite) in an effort to monitor, assess, and influence broadband infrastructure deployment, affordability, and sustainability moving forward.*

**BerryDunn Response:**

At the outset of the project, we will request copies of databases and maps that depict West Virginia's broadband environment, including (but not limited to) maps that present the following information (if available):

- Existing wireline services (e.g., DSL, Cable, T1, etc.)
- Existing wireless services (e.g., fixed, microwave, etc.)
- Other services (e.g., satellite, Broadband over Power Lines, etc.)
- Broadband provider coverage
- Personal wireless service facilities (e.g., broadcast towers, two-way radios, and other antenna structures)
- West Virginia Public TV transmission interconnectivity
- West Virginia University's Wide Area Network

We will also gain an understanding of the processes in place for developing and maintaining maps and databases of broadband availability, including the organizations charged with developing and maintaining these documents.

We will review and analyze the available maps with respect to national standards, their levels of granularity, and alignment with best practices as demonstrated through research of other states and regions. Based on our analysis, we will provide recommendations for steps West Virginia to take to develop, update, and maintain broadband data and maps, including recommendations for strategic partnerships the State might consider with existing resources (e.g., public universities) to map broadband infrastructure and data.

**Goal/Objective 6:** An analysis of West Virginia’s current school-based (K-12) broadband access and adoption rates to include potential solutions to any identified shortcomings.

*Please describe how you would perform an assessment and analysis of West Virginia’s current school-based (K-12) broadband access and adoption rates to include potential solutions to any identified shortcomings.*

**BerryDunn Response:**

The current changes underway with the USF and subsequent impact on the CAF will have a direct impact on the strategy set forth for addressing education. Expanding broadband connectivity to rural schools is critical in order to promote digital literacy and prepare West Virginia students for future educational and employment opportunities. As part of our initial SWOT analysis (described in response to Goal/Objective 1), we will seek input from a sampling of rural and urban schools to understand strengths and challenges with current broadband access and adoption, as well as perceived opportunities and threats. In addition, we will seek input from the West Virginia Department of Education and the Board of Education.

In order to reach a broad range of stakeholders, we recommend utilizing multiple means of data collection, such as online and/or paper-based surveys, interviews, and/or regional focus groups.

Based on our assessment of K-12 broadband access and adoption – together with our research of national and regional best practices and our understanding of Federal broadband program and funding opportunities – we will provide recommendations for potential solutions to address gaps and/or shortcomings.

As noted in our response to Goal/Objective 3, we believe it is critical for states with large rural populations to pool together resources that have a need for broadband – e.g., “anchor tenants” such as schools, libraries, and hospitals – in order to build a business case and gain traction in attracting broadband providers. Understanding the broadband limitations faced by West Virginia K-12 schools is an important component for building this business case.

**Goal/Objective 7:** An analysis of opportunities to leverage additional funding with State-based resources around the development, deployment and adoption of broadband technologies to include specific market opportunities and technical assistance around addressing any identified opportunities.

*Please describe how you would perform an analysis of opportunities to leverage additional funding with State-based resources around the development, deployment, and adoption of broadband technologies to include specific market opportunities and technical assistance around addressing any identified opportunities.*

**BerryDunn Response:**

There is a great deal of activity at the Federal, State, regional, and local levels promoting the adoption and expansion of technology. Many of these initiatives are being driven by the Federal government to transform how we work and share information in areas such as healthcare (e.g., health information exchanges, telemedicine), education (e.g., longitudinal data systems), and public safety (e.g., e911).

Through our current and recent contracts with the West Virginia Bureau for Medical Services, the West Virginia Department of Health and Human Resources, and the West Virginia Office of the Insurance Commissioner, we are very familiar with initiatives that promote the development, deployment, and adoption of technology in the State. These projects include:

- Leading the development of a Strategic IT Plan for **West Virginia's Health Insurance Exchange (HIX)** and providing program and project management services for HIX-related initiatives. The HIX is a requirement of the Federal Affordable Care Act to provide individuals and small businesses with a range of health insurance alternatives. The HIX will require secure data sharing with several other State-operated systems, including the Medicaid eligibility determination system and the State's financial system.
- Leading the development of **West Virginia's State Medicaid Health IT Plan (SMHP)**, which serves as the strategic vision and roadmap as the State moves forward with the development of Health IT (HIT) and Health Information Exchange (HIE) activities. The SMHP also builds a framework for providing incentive payments to healthcare providers that adopt Electronic Health Record (EHR) solutions and meet Federal standards for "Meaningful Use" of healthcare data.
- Developing **West Virginia's HIT Implementation-Advance Planning Document (I-APD)**, a document that must be submitted to and approved by the Centers for Medicare and Medicaid Services (CMS) in order to receive Federal funding for the State's planned HIT initiatives.
- Providing project management for the planning and procurement of the **Bureau for Medical Services' Data Warehouse/Decision Support System (DW/DSS)**, which will enable the Bureau to perform more sophisticated analyses of data in order to make better decisions, improve health outcomes, and make best use of State and Federal financial resources.
- Providing project management for the planning and procurement of the **Bureau for Medical Services' Medicaid Management Information System (MMIS)**, an integrated group of mechanized claims processing and information retrieval systems.

Our experience working on these West Virginia technology initiatives uniquely positions BerryDunn to perform this broadband planning work for the West Virginia Development Office in that we are very familiar with work currently being undertaken by State agencies to address Federal technology requirements and data/information sharing needs. This knowledge and familiarity with West Virginia's technology landscape will allow our team to "hit the ground running" in our work with the West Virginia Development Office.

In addition to our West Virginia-specific experience, members of our team have also worked with other state and local government agencies, as well as preK-20 educational institutions, cooperative extension services, public safety agencies, and healthcare providers to evaluate technology, identify funding sources and leverage funding and collaborative partnerships for the development, deployment, and adoption of broadband technologies.

We will build upon our team's knowledge of funding opportunities that may be leveraged as we work with the West Virginia Development Office and its stakeholders. In addition, through the interview and fact-finding process, we will seek information from stakeholders on the types of initiatives and funding opportunities that organizations are pursuing and evaluate whether opportunities exist to collaborate, establish partnerships, and/or leverage their work toward the development, deployment, and adoption of broadband. Finally, if desired by the State, we will conduct focused research to identify opportunities to collaborate and/or leverage funding that may benefit the development, deployment, and adoption of broadband technologies.



**Goal/Objective 8:** Provide advisory consultancy services for the development, implementation or refinement of state broadband projects and programs focused on development, deployment or adoption of broadband technologies to include an independent and objective analysis of existing plans and operation strategies around the same.

*Please describe how you would provide advisory consultancy services for the development, implementation, or refinement of state broadband projects and programs focused on development, deployment or adoption of broadband technologies to include an independent and objective analysis of existing plans and operational strategies around the same.*

**BerryDunn Response:**

BerryDunn will provide advisory consulting services for the development, implementation, and/or refinement of West Virginia's broadband projects and programs focused on the development, deployment, and adoption of broadband technologies. We will work with the West Virginia Development Office and stakeholders to identify key drivers for broadband expansion – such as telehealth, public safety, education, and economic development. We will work to proactively coordinate resources and promote collaboration and partnerships among State agencies and public/private entities.

As an independent consulting firm, BerryDunn does not sell or develop hardware or software, nor do we partner with industry vendors that could impair our objectivity. If selected to conduct this project, we will provide an independent and objective analysis of West Virginia's existing broadband plans and operational strategies.

We understand that the scope of consulting services to be provided under this contract will vary according to the West Virginia Development Office's needs and that the West Virginia Secretary of Commerce or his/her designee will assign specific tasks to be performed. Based on specific work assignments, BerryDunn will work with the State to identify costs to perform the services, as well as a timeline and completion date for the work.

Based on the information set forth in the RFP and the eight Goals/Objectives, BerryDunn has formed a team with the qualifications and availability to provide the full spectrum of services sought by the State, including:

- Strategic broadband planning and facilitation (e.g., development of the State's broadband vision and goals, gap analysis, funding strategy, resource requirements, implementation roadmap, and governance structure)
- Industry and policy analysis
- State and Federal funding analysis
- Specialized broadband mapping
- Survey development and administration
- Regional focus group planning and facilitation
- Marketing, outreach, and strategic communications

The following points describe at a high level our project approach upon receipt of a work request from the West Virginia Secretary of Commerce:

- *Conduct Initial Planning Meeting* – At the outset of a project or work task request, we will conduct a planning meeting (either via teleconference or in person) with the West Virginia Development Office’s designated liaison to discuss the specific scope of work, the expected content of the final deliverable(s), project timing, BerryDunn and State resources to be involved in the project, and factors that may impact the timing or nature of our work. During this meeting, we will request the names and contact information of State resources and other industry stakeholders that will be involved in the project and determine agreed-upon methods of communication. At the conclusion of this meeting, we will prepare a Project Plan and Schedule for the State’s review and approval to confirm agreement on the project scope and approach.
- *Request and Review Available Documentation* – We will request relevant background documentation (e.g., organization charts, mapping documents, meeting minutes, etc.) needed to conduct our work. Reviewing this information in advance of our onsite work will allow our team to work efficiently and effectively with State resources while onsite.
- *Conduct Research and Fact-finding Activities* – We will work with the West Virginia Development Office project liaison to plan an appropriate amount of on-site time to conduct interviews, focus groups, and related fact-finding activities. In addition, we will build in time for status update meetings with the West Virginia Development Office to keep the State apprised of our progression on the project.
- *Analyze Information and Develop Recommendations* – Based on our research and fact-finding work, we will analyze information, conduct additional research if needed, and develop recommendations to meet specific project objectives. This work may be conducted on site at State offices or off site, depending on the specific project needs and interactions required with State stakeholders during this process.
- *Prepare Project Deliverable* – We will prepare written project deliverable(s) following the agreed-upon format, structure, and content determined during our initial planning meeting. Types of deliverables may include (but are not limited to) strategic planning documents, industry and policy analysis reports, funding analysis reports, specialized broadband maps, broadband mapping analysis reports, surveys, and strategic communications materials.
- *Present Project Deliverable* – If desired by the State, we will conduct an in-person or teleconference walk-through and presentation of the project deliverable(s). We regularly conduct these types of presentations for State agency leadership, legislators, and external stakeholders.

Collaboration is a central focus of BerryDunn’s consulting approach. Through our 25 years of experience, we know that collaboration and good will is critical in establishing partnerships and building mutually beneficial working relationships that serve the common good. The West Virginia Development Office’s broadband development efforts cannot be done in isolation of the many stakeholders who have a vested interest in seeing broadband expand to unserved and underserved areas across the State. As independent consultants, we will provide objective consulting services that are in the best interest of West Virginia Development Office and help to build bridges that will serve that State’s broadband objectives.

# Attachment B: Mandatory Specification Checklist

List mandatory specifications contained in Section 2.5:

*Not applicable.*

I certify that the proposal submitted meets or exceeds all the mandatory specifications of this Request for Proposal. Additionally, I agree to provide any additional documentation deemed necessary by the State of West Virginia to demonstrate compliance with said mandatory specifications.

Berry, Dunn, McNeil & Parker, LLC d/b/a BerryDunn  
(Company)

Principal  
(Representative Name, Title)

207-775-2387 / 207-774-2375  
(Contact Phone/Fax Number)

11/29/2011  
(Date)

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## APPENDIX A: WORK SAMPLE

In 2008, BerryDunn worked with the New Hampshire Department of Resources and Economic Development and the State's Telecommunications Advisory Board to develop New Hampshire's first Broadband Action Plan. This project is an example of BerryDunn's proven strategic planning process, which involved collaboration with stakeholders representing government, private sector, education, health care, and not-for-profit organizations. Following this strategic planning effort, the State applied for and received approximately \$44M in funding from the Broadband Technology and Opportunities Program (BTOP).

On the following pages, we have provided the Executive Summary of the Broadband Action Plan. The complete Plan is publicly available at <http://www.nheconomy.com/uploads/Final-Report-082808.pdf>. We encourage the West Virginia Development Office to speak with our reference at the New Hampshire Department of Resources and Economic Development to learn more about the State's satisfaction with the services and strategic planning approach provided by our team.



## Executive Summary

For the fifth year in a row the State of New Hampshire was ranked the most livable State in the country according to an annual survey of all 50 states done by CQ Press. The State boasts a top ten ranking in per capita income as well as a top five ranking for computer ownership and Internet access. New Hampshire has consistently outperformed its neighbors economically over the past five to ten years and remains one of the stronger economies in the northeast.

Not willing to stand still when its neighbors have aggressively been pursuing coordinated and centralized broadband policies, the State has worked to develop a statewide Broadband Action Plan. This plan was developed with input from over 350 broadband stakeholders in the State of New Hampshire representing a cross-section of businesses, broadband service providers, citizens, educators, healthcare professionals, and others. Broadband is a statewide issue with layers of complexity and numerous challenges and opportunities. New Hampshire has a tradition for innovation, entrepreneurship, and common sense frugality that was considered when developing this Broadband Action Plan.

This report was developed utilizing the results of:

- Five regional broadband forums open to the public that attracted approximately 200 participants;
- Several fact-finding interviews and meetings with key stakeholders throughout the State;
- Two broadband questionnaires that sought to capture input from both users and providers of broadband services in the State; and
- Research on five States (Kentucky, Maine, Maryland, Massachusetts, and Vermont) to provide perspective in comparison to New Hampshire's current broadband environment.

The report has sought to define how best to move the State forward to ensure that New Hampshire maintains and expands its leadership position on this issue. The synthesis of this highly collaborative process can be summarized by the contents of Section 5.0, which contains the Broadband Action Plan vision, goals, and action plan items.

As a result of completing this project, the State has identified twenty-five (25) broadband action items to be completed within the next three years. Five general findings are summarized as follows:

- In today's world, broadband is a critical infrastructure for both businesses and citizens. The challenge of ensuring that the State of New Hampshire's citizens and organizations have adequate levels of broadband to compete in the 21<sup>st</sup> century economy will require a consistent and sustainable framework that will include: evaluating best practices, encouraging public-private partnerships where necessary, and understanding both the supply (deployment challenges) and demand (usage of broadband to spur further deployment) dynamics in the State.
- The State is well positioned to compete in the New Economy. The State of New Hampshire when compared to its more rural neighbors fares well in most indices with



## State of New Hampshire – Broadband Action Plan

regards to technology capacity, innovation, and digital communications. Overall the State is more comparable to its southern neighbor and other top ranking states.

- Leadership on broadband issues can be improved, however; there is not a lack of effort in the broadband issue. DRED, the State’s Telecommunications Advisory Board (TAB), and others have worked hard to ensure that broadband is an issue that must be addressed in New Hampshire. To this end, the State needs to evaluate the feasibility of creating a centralized, leadership function to ensure that broadband initiatives and projects are well coordinated.
- State Government has opportunities to realize cost savings and improve operational efficiencies that could help alleviate some of the current budget challenges. These include, but are not limited to, an increased utilization of broadband technologies such as videoconferencing, and an opportunity to upgrade State communications technologies.
- Goodwill has been created through this process that should be leveraged and maximized going forward. In conducting this effort the Department of Resources and Economic Development (“DRED”) and its representatives have met with and heard from over 350 people representing citizens, businesses, broadband providers, local and state government, and non-profits from healthcare, education, and other fields.

The following table provides an overview of the 25 action items, which are outlined in detail in section five of this report. Each action item has a corresponding recommendation, a category identifying the type of broadband issue, the responsible party(s) identified to move the action item forward, and the planned timeframe to address each action item, which is described in more detail in Section 5.2.

#	Action Item	Category	TAB Subcommittee	Priority
1	Develop an independent function to provide leadership and coordination of broadband initiatives in the State of New Hampshire.	Legislative	Legislative Subcommittee	Critical
2	Streamline the wireless facility siting process.	Government & Regulatory	Government Subcommittee	Critical
3	Remove barriers to State rights of way (ROW) access.	Government & Supply	Supply Subcommittee	Critical
4	Identify new financial resources to support broadband initiatives.	Government & Supply	Supply Subcommittee	Critical
5	Evaluate the feasibility of creating a broadband services fund.	Regulatory	Regulatory Subcommittee	Critical
6	Improve utility pole access.	Regulatory	Regulatory Subcommittee	Critical
7	Provide incentives for last mile deployment in unserved and underserved areas.	Government & Legislative	Legislative Subcommittee	Critical
8	Leverage existing resources to support the Broadband Action Plan.	Demand	Demand Subcommittee	High
9	Develop model permitting standards collaboratively with local government.	Government & Supply	Supply Subcommittee	High
10	Engage regional planning commission's to collect	Government &	Supply	High



State of New Hampshire – Broadband Action Plan

#	Action Item	Category	TAB Subcommittee	Priority
	data and coordinate broadband efforts.	Supply	Supply Subcommittee	
11	Foster a cooperative relationship with broadband vendors.	Supply and Government	Supply Subcommittee	High
12	Restructure and Refocus the Telecommunications Advisory Board (TAB) through a Subcommittee Structure.	Legislative	Legislative Subcommittee	High
13	Partner with an appropriate Geographic Information Services (GIS) organization.	Supply	Supply Subcommittee	High
14	Take advantage of the State's location to identify new backhaul infrastructure.	All	Supply Subcommittee	High
15	Engage local government in developing and supporting broadband initiatives.	Government	Government Subcommittee	Medium
16	Evaluate State government opportunities.	Government	Government Subcommittee	Medium
17	Support efforts to provide all libraries, schools, and town halls with a broadband connection.	Government & Legislature	Government Subcommittee	Medium
18	Develop broadband and digital literacy awareness programs.	Demand	Demand Subcommittee	Medium
19	Monitor and continually seek ways to improve the State's national rankings for broadband.	Government	Government Subcommittee	Medium
20	Create a broadband website for users, providers, and researchers.	Government	Government Subcommittee	Medium
21	Re-examine the High Speed Heroes project completed in July 2007.	Demand	Demand Subcommittee	Medium
22	Align Broadband Initiatives with the Governor's Smart Growth Policy.	Government	Government Subcommittee	Medium
23	Provide annual regional forums for citizen input of, and feedback on broadband initiatives, utilizing the methodology used for this project.	Government & Demand	Demand Subcommittee	Medium
24	Evaluate the feasibility of implementing a school laptop and computer recycling initiatives for at least some portions of the State of New Hampshire.	Demand	Demand Subcommittee	Medium
25	Measure the success of BAP recommendations through an annual (or semi-annual) survey.	Government	BAP Steering Committee	Medium

Table 1: Summary of Broadband Action Plan Action Items



## State of New Hampshire – Broadband Action Plan

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The State of New Hampshire has taken the first step to develop a Broadband Action Plan to move the State forward. Having a defined process by which to carry the Action Items of this report forward and assigning ownership for their completion will be essential for the success of this plan.

In the short term, DRED and the TAB are the rightful owners of this document with leadership being provided by the BAP Steering Committee and the TAB Subcommittees to ensure that forward momentum is maintained. The BAP Steering Committee should provide, at a minimum, quarterly updates on the progress of the Broadband Action Plan to the Governor's office to begin carrying out activities identified in this Broadband Action Plan.

The State of New Hampshire Broadband Action Plan is divided into five sections. Section one provides an introduction to the process and methodology used to develop this report. Section two provides the reader with an overview of how broadband is defined generally and presents new definitions for broadband that were released in March 2008. Section three examines what other nations and what other select states have done to address the challenges of broadband access and affordability. The section ends with a state matrix that compares NH to five other states that were researched. Section four shares the results of two questionnaires that were developed and implemented as part of this process for information gathering, details a sample of relevant broadband initiatives already underway in New Hampshire and concludes with a summary of the current broadband environment in the State based upon the findings and research that were conducted for this effort. The final section (five) builds upon the information contained in the preceding sections and outlines a vision statement, goals, and broadband action items that have been developed as a result of this process.



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## **APPENDIX B: REQUIRED DOCUMENTATION**

In this section, we have provided the following signed documentation:

- Purchasing Affidavit
- Signed cover pages of RFP (pages 1-4)
- Signed cover pages of Addendum No. 1 (pages 1-5)



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
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 Charleston, WV 25305-0130

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FRANK WHITTAKER 304-558-2316

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Berry, Dunn, McNeil & Parker, LLC d/b/a BerryDunn  
 100 Middle Street  
 Portland, ME 04101

SHIP TO

WV DEVELOPMENT OFFICE  
 ADMINISTRATION  
 BUILDING 6, ROOM 645  
 1900 KANAWHA BOULEVARD, EAST  
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 25305-0311 304-558-0350

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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-20		
<p>CONSULTING SERVICES</p> <p>REQUEST FOR PROPOSAL (RFP)</p> <p>THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, THE WEST VIRGINIA DEVELOPMENT OFFICE IS SEEKING PROPOSALS FROM QUALIFIED CONSULTANTS TO PROVIDE CONSULTING SERVICES AND INDPENENDANT ANALYSIS OF THE STATE'S CURRENT BROADBAND INFRASTRUCTURE PER THE ATTACHED SPECIFICATIONS.</p> <p>ALL TECHNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VOA FAX AT 304-558-4115 DEADLINE FOR ALL TECHNICAL QUESTIONS IS 11/03/2011 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON ..... AND EXTENDS FOR A PERIOD OF ONE (1 YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS</p>						

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SIGNATURE	TELEPHONE	DATE
	207-775-2387	11/29/2011
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
Principal	01-0523282	

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<p>WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICE SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p>						

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TITLE <b>Principal</b>	FEIN <b>01-0523282</b>	ADDRESS CHANGES TO BE NOTED ABOVE

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 100 Middle Street  
 Portland, ME 04101

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<p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 05/26/2009</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION          PURCHASING DIVISION          BUILDING 15          2019 WASHINGTON STREET, EAST          CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: <span style="float: right;">44</span></p>						

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				DEV1224		
				BID OPENING DATE:		11/22/2011
				BID OPENING TIME:		1:30 PM
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						
				207-774-2375	-----	
CONTACT PERSON (PLEASE PRINT CLEARLY):						
				Charles K. Leadbetter, Principal	-----	
***** THIS IS THE END OF RFQ DEV1224 ***** TOTAL:						See Cost Proposal

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***** ADDENDUM NO. 1 *****						
THIS ADDENDUM IS ISSUED TO:						
1) PROVIDE THE ATTACHED TECHNICAL QUESTIONS & ANSWERS.						
2) CHANGE THE BID OPENING DATE AND TIME. BID OPENING DATE CHANGED TO: 11/29/2011. BID OPENING TIME: 1:30 PM.						
***** END ADDENDUM NO. 1 *****						
0001	1	LS		961-20		
				CONSULTING SERVICES		
				REQUEST FOR PROPOSAL (RFP)		
				THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY,		

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SIGNATURE	TELEPHONE 207-775-2387	DATE 11/29/2011
TITLE Principal	FEIN 01-0523282	ADDRESS CHANGES TO BE NOTED ABOVE

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# Request for Quotation

RFQ NUMBER  
 DEV1224

PAGE  
 2

ADDRESS CORRESPONDENCE TO ATTENTION OF:  
 FRANK WHITTAKER  
 304-558-2316

RFQ COPY

TYPE NAME/ADDRESS HERE

VENDOR

Berry, Dunn, McNeil & Parker, LLC d/b/a BerryDunn  
 100 Middle Street  
 Portland, ME 04101

SHIP TO

WV DEVELOPMENT OFFICE  
 ADMINISTRATION  
 BUILDING 6, ROOM 645  
 1900 KANAWHA BOULEVARD, EAST  
 CHARLESTON, WV  
 25305-0311 304-558-0350

DATE PRINTED 11/14/2011	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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BID OPENING DATE: 11/29/2011 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>THE WEST VIRGINIA DEVELOPMENT OFFICE IS SEEKING PROPOSALS FROM QUALIFIED CONSULTANTS TO PROVIDE CONSULTING SERVICES AND INDPENENDANT ANALYSIS OF THE STATE'S CURRENT BROADBAND INFRASTRUCTURE PER THE ATTACHED SPECIFICATIONS.</p> <p>ALL TECHNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VOA FAX AT 304-558-4115 DEADLINE FOR ALL TECHNICAL QUESTIONS IS 11/03/2011 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON ..... AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE 207-775-2387	DATE 11/29/2011
TITLE Principal	FEIN 01-0523282	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

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<p>ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICE SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY</p>						

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SIGNATURE	TELEPHONE	DATE
	207-775-2387	11/29/2011
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
Principal	01-0523282	

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BID OPENING DATE: 11/29/2011 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
				ELECTRONIC MEDIUM SUCH AS CD-ROM. REV. 05/26/2009 NOTICE A SIGNED BID MUST BE SUBMITTED TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130  THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED: SEALED BID  BUYER: 44 RFQ. NO.: DEV1224 BID OPENING DATE: 11/22/2011 BID OPENING TIME: 1:30 PM  PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: 207-774-2375		

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CONTACT PERSON (PLEASE PRINT CLEARLY):						
----- Charles K. Leadbetter, Principal -----						
***** THIS IS THE END OF RFQ DEV1224 ***** TOTAL:						See Cost Proposal

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE 207-775-2387	DATE 11/29/2011
TITLE Principal	FEIN 01-0523282	ADDRESS CHANGES TO BE NOTED ABOVE

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RFQ No. DEV12.24

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

**West Virginia Code §5A-3-10a states:** No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

**DEFINITIONS:**

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**EXCEPTION:** The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

**WITNESS THE FOLLOWING SIGNATURE**

Vendor's Name: Berry, Dunn, McNeil & Parker, LLC d/b/a BerryDunn

Authorized Signature: \_\_\_\_\_ Date: 11/21/2011

State of Maine

County of Cumberland, to-wit:

Taken, subscribed, and sworn to before me this 21<sup>st</sup> day of November, 2011.

My Commission expires \_\_\_\_\_ MARY M. MILLS 20\_\_\_\_.

**Notary Public, Maine**

**My Commission Expires December 24, 2018**

AFFIX SEAL HERE

NOTARY PUBLIC

*Mary M. Mills*