

ORIGINAL

PROPOSAL FOR BROADBAND ENHANCEMENT CONSULTANT SERVICES  
SUBMITTED TO THE STATE OF WEST VIRGINIA  
BY DELLICHER STRATEGIES, LLC

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WV Purchasing Division



**RFP Subject:** Broadband Enhancement Consultant  
**Number:** CRFP 0327 COM1800000001  
**Vendor's Name:** Dellicker Strategies, LLC  
**Vendor's Address:** 8766 Bittners Court, Germansville PA 18053  
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**Submitted by:**

A handwritten signature in blue ink, appearing to read "Kevin Dellicker".

**Date:** February 26, 2018



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## ATTACHMENT A: VENDOR RESPONSE SHEET

Dellicker Strategies, LLC is pleased to submit this proposal to the State of West Virginia for Broadband Enhancement Consultant Services. Dellicker is a veteran-owned small business that specializes in helping people and organizations improve their broadband infrastructure.

Since 2005, our company has led 75 different broadband projects for 2,000 different institutions in three states, including the State of West Virginia. Our work cuts across the fields of government, economic development, healthcare, business and education.

Dellicker has no business relationships with telecommunications providers so we can independently represent our clients- broadband consumers. We work to achieve ambitious but achievable results on a regional or statewide basis. Our expertise is in policy, strategic planning and project management.

Dellicker strives to deliver quality services at an affordable price while always maintaining the highest degree of personal and professional integrity. Our company motto is: We Get Results.

### FIRM AND STAFF QUALIFICATIONS

Dellicker is uniquely focused on helping clients improve their broadband infrastructure and has a long history of success in the field. Over the past 13 years, Dellicker has overseen \$186 million worth of upgrade projects, all designed to improve bandwidth for the lowest-possible cost. The company is creative in its oversight of broadband initiatives and never follows a "cookie-cutter" approach. We employ sound principles and practices that consistently deliver outstanding results.

Dellicker believes in the power of collaborative purchasing, knowing that anchor organizations can play a big role in driving broadband adoption. We seek to leverage private investment wherever possible, understanding that relying on grants and external financing is a risky strategy. And, we are strong advocates of community partnerships, recognizing that increasing aggregate demand can create volume discounts on pricing and make communities more attractive targets for public and private investors.

Given the chance, Dellicker will work hard for the State of West Virginia and the Broadband Council to help it achieve its technology infrastructure goals.

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### EXPERIENCE IN COMPLETING SIMILAR PROJECTS

The table on the next page lists successful broadband infrastructure projects completed by Dellicker since the company's founding in 2005. This table is included to demonstrate three things:

- 1) We have extensive experience leading large, complex broadband projects;
- 2) We have stayed consistent and relevant in the field for more than a dozen years; and
- 3) We serve all different kinds of customers seeking to improve their broadband infrastructure.

	<b>Project Name</b>	<b>Year</b>	<b>Value</b>	<b># Locations</b>
1	Southwest PA Regional WAN	2006	\$5,789,000	27
2	Appalachia Regional WAN	2006	\$8,600,000	63
3	Lincoln Regional WAN	2006	\$3,000,000	37
4	Berks County Regional WAN	2006	\$4,259,000	26
5	Williamsport Area WAN	2006	\$7,046,000	26
6	Northeastern Pennsylvania WAN	2006	\$5,755,000	32
7	Lehigh Valley Regional WAN	2006	\$2,551,000	22
8	Lancaster-Lebanon Regional WAN	2007	\$2,050,929	19
9	Bucks County Regional WAN	2007	\$3,865,189	17
10	Northwestern PA Regional WAN	2007	\$11,489,401	52
11	Altoona Area Districts	2007	\$1,040,000	15
12	Seneca Highlands Network	2007	\$595,000	10
13	Pittsburgh Regional WAN	2008	\$8,671,140	46
14	Montgomery County Regional WAN	2008	\$1,536,000	12
15	Lincoln WAN Expansion (Libraries)	2008	\$1,668,951	58
16	Erie Area Schools	2008	\$2,100,325	30
17	Riverview District Network	2008	\$1,699,284	17
18	Indiana Regional Schools	2008	\$194,242	3
19	Pennsylvania Statewide Network	2008	\$7,710,000	20
20	Southwest WAN Expansion	2009	\$1,198,820	10
21	Erie WAN Expansion	2009	\$244,800	3
22	Riverview WAN Expansion	2009	\$1,040,280	10
23	Appalachia WAN Expansion	2009	\$884,900	9
24	Berks WAN Expansion	2009	\$393,696	5
25	Capitol Area Regional WAN	2009	\$3,710,162	27
26	Montgomery Internet Upgrade	2009	\$132,300	1
27	Indiana WAN Expansion	2009	\$501,000	1
28	Harrisburg Area Community College	2009	\$600,000	5
29	Moffitt Healthcare Network	2009	\$302,200	4
30	Washington Hospital Network	2009	\$800,000	18
31	Mon Valley Hospital Network	2009	\$407,960	3
32	Pocono Healthcare Network	2009	\$959,580	10
33	Clinton County Network	2010	\$342,621	6
34	First Quality Manufacturers Network	2010	\$2,470,196	13
35	Somerset County Coal Network	2010	\$252,000	14
36	Central PA College Network	2010	\$289,440	2
37	Pittsburgh Regional Colleges	2010	\$1,742,478	10
38	Lancaster-Lebanon WAN Expansion	2010	\$1,133,563	15

39	Montgomery County WAN Expansion	2010	\$1,499,000	18
40	Colonial Regional WAN	2010	\$4,193,025	23
41	Erie Diocese Regional WAN	2011	\$698,956	15
42	Pittsburgh Diocese Regional WAN	2011	\$408,649	16
43	Appalachia Network Upgrade	2011	\$2,185,438	36
44	Harrisburg Area District Network	2011	\$95,968	2
45	Bucks Non-Public School Network	2011	\$223,000	3
46	Montgomery Non-Public School Network	2011	\$459,806	7
47	Delaware County Network Upgrade	2011	\$79,806	2
48	Southwest PA WAN Upgrade	2011	\$3,500,369	34
49	Berks WAN Upgrade	2011	\$3,565,629	32
50	Williamsport Area WAN Upgrade	2011	\$3,023,278	24
51	Northeastern Pennsylvania WAN Upgrade	2011	\$6,338,457	52
52	Schuylkill County WAN	2011	\$2,949,882	21
53	Carbon-Lehigh Regional WAN Upgrade	2011	\$1,629,056	17
54	Lehigh Valley Diocese Network	2011	\$426,158	32
55	Seneca Highlands Network Upgrade	2011	\$814,800	16
56	West Virginia Rural Healthcare Network	2011	\$9,880,000	93
57	Northeast PA Higher Education Network	2011	\$1,692,000	18
58	Northeastern PA Library Network	2012	\$49,453	8
59	Bucks WAN Upgrade	2012	\$2,127,122	17
60	Lancaster-Lebanon Voice Network	2012	\$71,904	3
61	Montgomery Voice Network	2012	\$59,472	1
62	Appalachia WAN Upgrade	2013	\$3,073,860	33
63	Seneca Highlands WAN Upgrade	2013	\$2,367,264	16
64	Lancaster-Lebanon WAN Upgrade	2013	\$1,491,720	27
65	Indiana WAN Upgrade	2014	\$1,778,100	15
66	Montgomery WAN Upgrade	2015	\$1,984,500	28
67	New Jersey DRLAP Statewide Broadband	2015	\$20,600,000	219
68	Berks County Regional WAN Upgrade	2016	\$2,491,740	21
69	Northeastern PA Regional WAN Upgrade	2016	\$2,977,517	26
70	Southeastern Gigabit Project	2016	\$157,968	3
71	New Jersey DRLAP Expansion	2016	\$5,200,000	55
72	Wallenpaupack Network Upgrade	2017	\$490,000	6
73	Monroe Gigabit Upgrade	2017	Ongoing	10
74	New Jersey DRLAP Upgrade	2018	Ongoing	300
75	Seneca Highlands WAN Upgrade	2018	Ongoing	16
<b>Total Projects:</b>			<b>\$185,610,354 +</b>	<b>1,963 +</b>

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## REFERENCES

Dellicker offers the following references for you to contact. Our company maintains good relationships with its customers after project completion and often does repeat business. We can provide additional references if required.

1. Dr. Anthony Grieco; Executive Director, Luzerne Intermediate Unit; Phone: 570-287-9681; Fax: 570-287-5721; Email: [tgrieco@liu18.org](mailto:tgrieco@liu18.org). Tony is the past president of the Pennsylvania Association of Intermediate Units and knows about our statewide work with PA schools.
2. Mr. Patrick Moran; Business Administrator, Educational Services Commission of New Jersey; Phone: 732-777-9848; Ext. 3120; Fax: 732-777-9855; Email: [pmoran@escnj.k12.nj.us](mailto:pmoran@escnj.k12.nj.us). Pat is the business manager for the largest educational service agency in New Jersey. We are in the fourth year of an ongoing effort to improve the state's broadband for schools and municipalities.
3. Mrs. Gail Kennedy; Director Tech Services, Montgomery County Intermediate Unit, Phone: 610-755-9352; Fax: 610-755-9400; Email: [gkennedy@mciu.org](mailto:gkennedy@mciu.org). Gail was the project manager for several large infrastructure projects in the greater Philadelphia area.
4. Dr. Charlene Brennan; Executive Director, Colonial Intermediate Unit; Phone: 610-252-5550; Fax: 610-252-5740 Email: [cbrennan@ciu20.org](mailto:cbrennan@ciu20.org). Dr. Brennan has worked with Kevin Dellicker since 2003 and knows about his advocacy work to close the digital divide in rural areas.
5. Mr. Ed Bell, Network/Systems Administrator; Seneca Highlands IU; Phone 814.887.5512; Fax: 814-887-2157; Email: [ebell@iu9.org](mailto:ebell@iu9.org). Ed is the technical lead for a group of schools in the most rural part of Pennsylvania. Dellicker worked with Ed and his team to enable Gigabit Internet access for about \$1 per Mbps in some of the most difficult terrain in the northeastern US.

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## STAFF CERTIFICATIONS AND DEGREES

Kevin Dellicker is the founder and primary consultant for Dellicker's broadband projects. Kevin will serve as the lead consultant and project manager for work in West Virginia.

Kevin has the following credentials for completing broadband work:

- Former technology and telecommunications policy advisor to Pennsylvania Governor Tom Ridge
- Master of Public Administration from Syracuse University
- Master of Military Operational Arts and Sciences from Air University
- 16 years experience in the private sector organizing and managing complex broadband projects

His resume is as follows:

## KEVIN W. DELICKER RESUME

### PROVEN LEADER IN BUSINESS, MILITARY, GOVERNMENT AND CIVIC AFFAIRS

**Successful entrepreneur.** Founder & chief executive officer of successful technology services company

**Combat-zone veteran.** 22 years part-time service in National Guard with four overseas deployments

**Policy professional.** Trusted public policy and budget advisor to state governors and legislative leaders

**Dedicated volunteer:** Active contributor to community non-profits and charitable organizations

#### KEY SKILLS

Public Speaking  
Project Mgt.  
Strategic Planning

Creative Problem Solving  
Coalition Building  
Research and Analysis

Telecommunications  
Economic Policy  
National Security

Personalized Learning  
Information Technology  
Environmental Policy

#### BUSINESS EXPERIENCE

**Founder and President  
Dellicker Strategies LLC**

Lehigh Valley, Pa.  
March 2005 to present

**Help schools, hospitals and businesses apply technology to deliver meaningful, measurable and sustainable enterprise change**

- Oversaw 600 enterprise tech infrastructure upgrades worth \$190 million
- Led 75 broadband projects for 1,900+ clients across multiple industries
- Oversaw 110 different building implementations of personalized learning
- Documented \$145 million in cost savings for 2,600 schools in 700 districts

**Vice Pres., Community  
Technology Strategies  
Affinity Group**

Harrisburg, Pa.  
April 2002 to Feb. 2005

**Developed new technology consulting practice for growing business**

- Conducted broadband infrastructure assessments for four communities
- Helped increase technology training opportunities for people in rural areas
- Facilitated expansion of high-speed Internet access to underserved regions

#### MILITARY EXPERIENCE

**Chief of Intelligence  
193<sup>rd</sup> Special  
Operations Wing**

Middletown, Pa.  
Since Feb. 2017, part-time

**Lead team of 12 intelligence professionals to conduct worldwide combat operations for Air Force Special Operations Command**

- Expert in Military Information Support Operations (MISO) & anti-terrorism
- Responsible for training, readiness & management of intelligence support

**Team Chief  
Analysis/Fusion Cell  
112<sup>th</sup> Air Operations Sq.**

State College, Pa.  
Nov. 2011 to Jan. 2016

**Supervised team of seven airmen in Intelligence, Surveillance and Reconnaissance planning and execution of air and space operations**

- Provided intelligence products and advice to support the Joint Force Air Component Commander's ability to conduct wartime air/space operations

**Chief of Intel- Air  
JFHQ Pa. Nat. Guard**

Ft. Indiantown Gap, Pa.  
Nov. 2007 to Nov. 2011 &  
Jan. 2016 to Jan. 2017

**Served as top Air Force intelligence adviser to state headquarters**

- Provided advice and training on military support to domestic operations
- Served as J2/A2 in four National Special Security Events- Phila. Papal Visit, Pburgh. G-20 summit, Phila. Dem. Natl. Convention and Pres. Inauguration

**Intelligence Officer**  
**193<sup>rd</sup> Special**  
**Operations Wing**  
Middletown, Pa.  
Oct. 1999 to Nov. 2007

**Planned and executed information operations missions overseas**

- Deployed four times to classified locations overseas for Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom
- Provided advice to commanders, aircrew, support personnel and allies on operational and tactical military operations, terrorism and world politics
- Acted as force protection intelligence officer for 1,000+ member wing

**Infantry Sergeant**  
**Army National Guard**  
Kutztown, Pa.  
1995-99

**Trained soldiers in infantry tactics, professionalism and leadership**

- Served as fire team leader, Company C, 1-111<sup>th</sup> Infantry, part-time
- Honor Graduate, U.S. Army Primary Leadership Development Course

**GOVERNMENT EXPERIENCE**

**Special Assistant**  
**to the Governor/**  
**Senior Policy Mgr. for**  
**Economic Development**  
**Governors Tom Ridge &**  
**Mark Schweiker**  
Harrisburg, Pa.  
Jan. 1998 to Apr. 2002

**Advised Ridge-Schweiker administrations on economic policy**

- Managed policy and budget development for eight state agencies, including Departments of Community and Economic Development, Revenue, Labor, Agriculture, Banking, and Office of Info. Technology
- Wrote policy justification for significant changes in state revenue policy
- Led effort to pass 1<sup>st</sup> law in U.S. setting uniform e-commerce standards
- Created *PA Open for Business* Internet portal, named one of the 50-best innovations in government nationwide by *Civic.com* in 2002

**Program Associate**  
**NY State Senate Majority**  
**Counsel-Program Office**  
Albany, NY  
1994 to 1997

**Managed economic and environmental agenda for 35 senators**

- Represented Senate Majority Caucus in negotiations with Assembly and Governor's Office on eight state agency budgets totaling \$3 billion
- Negotiated \$1.75 billion environmental law, \$1 billion regulatory relief package and provided policy support for multiple fiscal policy proposals

**COMMUNITY AND CIVIC AFFAIRS**

- Served on Public Policy Committee of the Lehigh Valley Chamber of Commerce, Allentown, PA
- Member of Board of Advisors, TECHQUEST-PA; finalist for statewide tech advocate award
- Lehigh Valley Workforce Investment Board, Inc., Allentown, PA
- Board of Ambassadors, Lehigh Carbon Community College, Allentown PA.
- Church Council, President of Pastoral Call Committee, Ziegel's Lutheran Church, Breinigsville, PA
- Coach- Baseball, Wrestling, Soccer; Volunteered to coach 20 seasons over a dozen years

**EDUCATION**

**Liberty University**  
**Air University**  
**Syracuse University**  
**Penn State University**

- Candidate, Master of Divinity, Global Studies, Target graduation 2021
- Master of Military Operational Arts and Sciences, US Air Force, 2013
- Master of Public Administration in Development Economics, 1994
- B.S. in Environmental Resource Mgt. *With High Distinction*, 1992
- B.A. in History *With Distinction*, 1992; Study Abroad in Moscow, USSR



## STAFFING PLAN

Mr. Dellicker intends to lead this project himself. He is uniquely qualified to oversee broadband projects that incorporate policy, strategic planning and project management. Consider:

- **Policy.** Mr. Dellicker was senior policy advisor to Pennsylvania Governor Tom Ridge on broadband infrastructure issues, served as the Executive Director of a non-profit organization dedicated to changing broadband policy and remains deeply involved in policy committees and program discussions as the local, state and federal level.
- **Strategic Planning.** Mr. Dellicker also is an expert in strategic planning. Three years ago, he launched a project planning tool for use by K-12 school districts to help them implement complex technology projects to improve student performance. After rolling out the program in dozens of schools, the solution was purchased by a new company affiliated with a regional university. This allowed Dellicker to continue to focus on broadband infrastructure projects while applying the lessons learned from effective strategic planning.
- **Project Management.** Finally, Mr. Dellicker is an accomplished project manager. Almost all the infrastructure projects he has overseen have involved multiple organizations working together that do not have to work together. To make these projects work, those organizations must experience sound project management and clear communications. He combines his civilian work experience with an extensive track record of project management in the military.

From time to time, Dellicker requires additional expertise to complete deliverables. Therefore, the company has established relationships with several firms to provide specialty skills as required. For this project, Dellicker is ready to draw upon the resources of two firms to supplement in-house expertise:

- **Lewis Strategic**, a regional public affairs firm with specialty experience in broadband outreach, mapping and broadband for economic development [www.lewisstrategic.net](http://www.lewisstrategic.net); and
- **Mazars USA, LLP**, an international consulting firm with extensive resources in telecommunications infrastructure, especially in the field of public safety: [www.mazarsusa.com](http://www.mazarsusa.com)

Regardless, Mr. Dellicker will to be the primary consultant responsible for all deliverables.

## DESCRIPTIONS OF PAST PROJECTS

The following section describes three illustrative broadband infrastructure projects overseen by Dellicker through the years, including the West Virginia Telehealth Alliance from 2011. In every instance, Kevin Dellicker was the project manager.

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### NEW JERSEY DIGITAL READINESS FOR LEARNING AND ASSESSMENT PROGRAM- (NJDLAP)

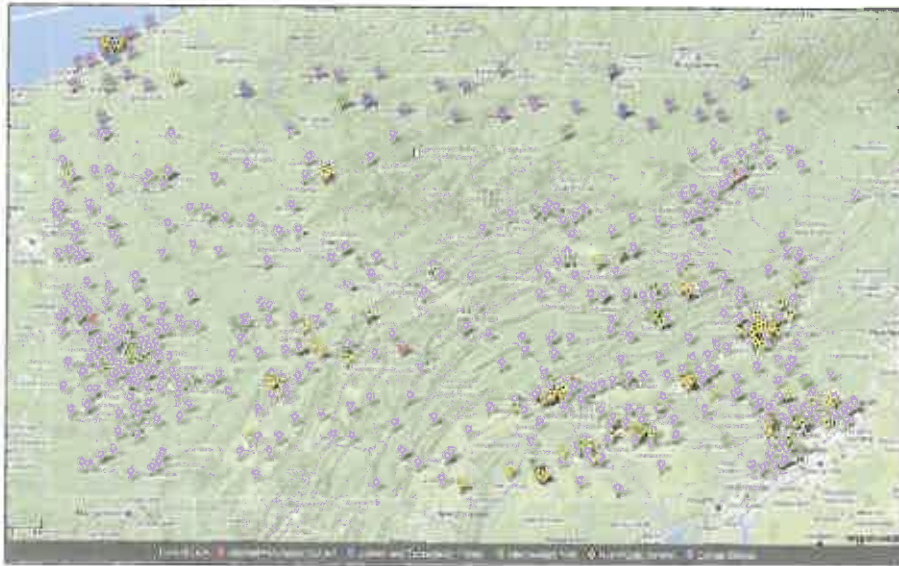
NJDLAP was part of a multi-faceted effort by the NJ Dept. of Education (NJDOE) to help K-12 schools improve their educational technology capabilities. In fiscal year (FY) 2014-15, the NJDOE contracted with Dellicker to work with the Educational Services Commission of New Jersey (ESCNJ) to improve broadband access in NJ K-12 schools. In 2015-16, they partnered with Foundation for Newark's Future to continue their work. And in 2017, ESCNJ renewed its agreement with Dellicker to continue the program.

In the first three years, NJDLAP reduced the price of Internet access by 74% for 200 participating school organizations across NJ, increasing their Internet bandwidth 2.2 times while saving them \$109 million. At present, Dellicker is working with ESCNJ to renew and expand this project for 2018 and beyond.

Project Manager: Mr. Patrick Moran; Business Administrator, Educational Services Commission of New Jersey; Phone: 732-777-9848; Ext. 3120; Fax: 732-777-9855; Email: [pmoran@escnj.k12.nj.us](mailto:pmoran@escnj.k12.nj.us).

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### PENNSYLVANIA ASSOCIATION OF INTERMEDIATE UNITS NETWORK (PAIUNET)



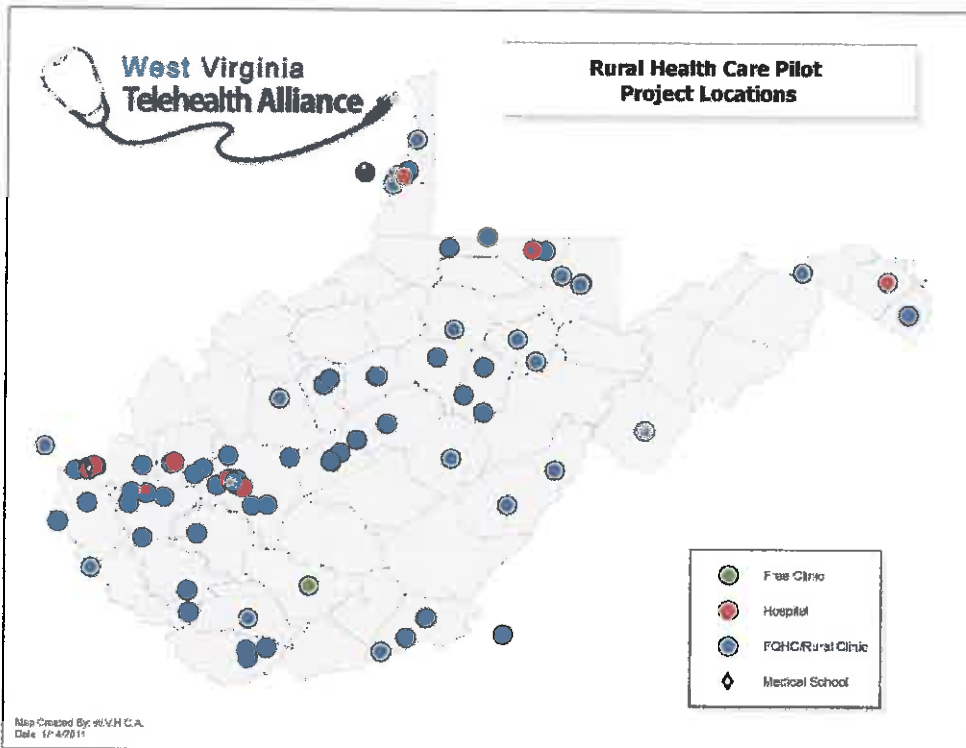
For more than a decade, Dellicker has worked with the PA Dept. of Education, intermediate units and school districts to build and improve K-12 broadband networks across the state. Mr. Dellicker served as the Executive Director of Project eQuality, a non-profit organization dedicated to fighting the Digital Divide with a special focus on rural areas.

After working to improve broadband infrastructure statewide, Dellicker's PA school customers increased their available bandwidth by 850%, on average. Many of these customers have renewed with Dellicker multiple times.

Dellicker has been especially effective in helping schools in difficult-to-serve areas. In fact, some of the terrain is among the most mountainous and rural in the eastern United States, very similar to much of West Virginia. In 2018, Dellicker continued his work with these schools, securing gigabit Internet for several of the most rural districts in the Mid-Atlantic region.

Project Manager: Dr. Anthony Grieco; Executive Director, Luzerne Intermediate Unit; Phone: 570-287-9681; Fax: 570-287-5721; Email: [tgrieco@liu18.org](mailto:tgrieco@liu18.org).

## WEST VIRGINIA TELEHEALTH ALLIANCE



In 2011, Dellicker completed work on a multi-year project with the WV Telehealth Alliance (WVTA), a statewide non-profit organization dedicated to improving health-care access in rural WV. The project was financed by the Rural Health Care Program, a division of USAC, the same FCC agency that manages E-Rate.

Dellicker helped the WVTA upgrade broadband service to 93 different healthcare locations affiliated with educational institutions, private hospitals and non-profit clinics. The total contract value was approximately \$10 million.

Project Manager: Larry Malone; Malone Consulting Services; Charleston, WV; Phone: 304-545-3052.

### PROJECT GOALS AND OBJECTIVES

In this section of the response, Dellicker acknowledges and responds to the specific requirements identified in Section 4 and subsections.

**SECTION 4, SUBSECTION 4.1** *Research existing public and private sector internet infrastructure, technology, and assets within the State; develop an inventory of the internet infrastructure, technology, and assets; and provide recommendations on how those assets can be used to further the Broadband Council's mission of expanding broadband services to state residents and businesses. Vendor should describe how it can complete this requirement within 180 calendar days.*

### VENDOR RESPONSE:

Dellicker always begins its projects with a thorough review of existing research on the subject and an analysis of work already performed. Dellicker knows that West Virginia has been working on the state's broadband infrastructure for many years and already has collected plenty of good and relevant information.

As part of this proposal, Dellicker will conduct the requested inventory of assets and provide options and recommendations for moving forward. These recommendations will be based on sound economics, tried and true methods and realistic expectations for West Virginia. We agree to complete this requirement within 180 calendar days of project launch.

**SECTION 4, SUBSECTION 4.2** *Refine and enhance the Council's statewide internet speed test portal and GIS mapping systems by collecting supplemental data and assisting the Broadband Council with developing additional mapping layers, as necessary, and assisting with the analytical interpretation of such data.*

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**VENDOR RESPONSE:**

Dellicker acknowledges and will comply. Speed tests and mapping are important components to understanding a region's broadband infrastructure, but tests and maps can be misleading.

Speed tests at the user level can be influenced by local area network factors inside the building that are unrelated to the actual bandwidth being delivered to the building. It is easy for policymakers to misinterpret speed tests and make erroneous conclusions.

Broadband maps have been a staple of infrastructure projects for at least two decades, and most states and many regions have extensive mapping tools that purport to show exactly where the broadband is available and where the fiber is employed. Getting good information from vendors about the specifics of their facilities is notoriously difficult and maintaining accurate maps can be very expensive. Just because a map shows fiber passing by does not mean a nearby customer can affordably tap in. Even though existing fiber may not be immediately available does not mean a vendor won't build new fiber under the right circumstances.

The point is that speed tests, mapping tools and other broadband resources must be relevant and actionable by stakeholders and consumers. Dellicker will work to help West Virginia refine and enhance these tools to make them cost-effective and useful to people and organizations.

**SECTION 4, SUBSECTION 4.3** *Use information obtained in items 4.1 and 4.2 to develop a technical broadband development plan, deliverable in paper and electronic format, that includes: an assessment of service territories, backhaul routes, interconnection points, suggested routes, capacity, providers, technical and delivery models, market analysis, expansion strategies, cost estimates, funding resources, best practices, and other appropriate factors to address barriers at statewide and regional levels, with an emphasis on unserved and underserved areas of the State, as defined in West Virginia Code§ 310-1-1, et seq.*

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**VENDOR RESPONSE:**

Writing an effective broadband development plan is critical to improving any region's infrastructure. Dellicker's plan will incorporate all the requirements listed above, but it won't be a laundry list of broadband buzzwords. Nor will it contain a bunch of vague statements about broadband adoption or make irresponsible claims about how broadband will solve everybody's problem. It will be a practical, actionable plan designed to achieve real results that reflects West Virginia's unique circumstances.

First, we will state the desired outcomes of a renewed statewide effort. Dellicker can provide some examples and ideas, but ultimately the program goals need to come from West Virginia leaders. Officials need to be clear and compelling about why they want to improve broadband infrastructure and how it is going to help people.

Second, we will establish measurements of effectiveness. In other words, we need to know whether our efforts achieve the desired outcomes. Building maps, conducting outreach or getting grants are not an outcome- they are means to an end. Using maps, outreach and grants to attract a new business that creates 100 jobs is an outcome. We need to be clear about how we measure success.

Third, we need to prepare a cohesive plan that focuses on the outcomes and measurements of effectiveness. This will include identifying specific tasks that we need to accomplish that will achieve the desired outcomes. It may require training if people don't know how to perform the tasks. It certainly will require effective communications and deft project management.

But, the bottom line is this: if we write a good plan, train to the plan and implement it with a high degree of fidelity, we should expect to achieve the objectives. Otherwise, the whole effort is just an exercise. Dellicker is interested in results, not effort.

**SECTION 4, SUBSECTION 4.4** *Perform a gap analysis of the current broadband environment, deliverable in paper and electronic format. The analysis should include an evaluation of the current environment against current and future needs of the State, with an evaluation of key barriers to broadband expansion and how to overcome those barriers through such methods surveys, user outreach and conversations with local and regional government agencies, educational institutions, federal laboratories and agencies, private stakeholders, and broadband providers.*

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#### **VENDOR RESPONSE:**

Agreed. The gap analysis is presented here out of order. It needs to be done before we write the technical broadband plan. The gap analysis needs to evaluate the current state of broadband in West Virginia against the desired future state. Then, the plan represents how we get from Before to After.

In the gap analysis, its important not to get bogged down researching questions about which we already know the answer. Surveys, outreach and conversations always are important, and we need to understand the opinions of all different kinds of stakeholders. But, just because somebody has an opinion doesn't mean it is correct. The broadband advocacy world is filled with people who rail against bad broadband without understanding the primary reason for the problem- economics.

The #1 reason why states like West Virginia have a broadband problem is because of supply and demand. Although the costs to run a mile of fiber in an urban center are comparable to the costs to run a mile of fiber in the rural mountains, the benefits to the fiber provider are vastly different. The urban mile might serve 10,000 customers and the rural mile might serve 10.

This is the fundamental problem we must solve. When we realize that the core issue isn't evil telecom companies, ignorant citizens or other scapegoats, then we can focus on the real challenge- finding ways to make telecom investments more productive in rural areas. Our gap analysis will consider all opinions but will remain focused on the fundamental problem.

**SECTION 4, SUBSECTION 4.5** *Under the direction of the Council, work collaboratively with state agencies, local governments, and other stakeholders to develop resources, policies and laws and that contribute to and encourage broadband infrastructure development. These efforts should be documented in the form of written (electronic and paper) reports.*

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**VENDOR RESPONSE:**

Yes! One of the most important ways to improve broadband infrastructure in rural or difficult terrain is through demand aggregation. When consumers of broadband work together on purchasing decisions, they can pool their buying power and have a significant impact on the economic environment. In a sense, they become market-shapers instead of just price-takers.

Communities across the country have tried many ways to tackle broadband problems- some successfully and some not so successfully. Working with large consumers of broadband and showing them how they can work together is a proven strategy for encouraging investment and improving infrastructure. Dellicker will facilitate this process and provide the required documentation.

**SECTION 4, SUBSECTION 4.6** *Review State laws and policies including, but not limited to, utilization of roadbed rights-of-way, easement acquisition, fee structures, permitting procedures, dig once and other policies that relate to broadband infrastructure development; and recommend policies to increase broadband infrastructure development.*

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**VENDOR RESPONSE:**

Agreed. Sometimes state rules and regulations get in the way of effective deployment and need to be changed. In addition, we can help look at federal policy to identify any areas that should be addressed. While the state cannot fix federal issues themselves, they might be able to identify areas for advocacy.

Another area that should be considered relates to state and local government procurement. Political subdivisions spend millions of dollars on broadband services in West Virginia every year. Coordinating those purchases could help make technology investments more productive for private providers. An analysis of state telecom purchases should be included in this review.

**SECTION 4, SUBSECTION 4.7** *Develop, and present in paper and electronic format, strategies for marketing the State as a preferred route to private companies to increase the availability of broadband infrastructure, technology and assets within the state.*

---

**VENDOR RESPONSE:**

Agreed. Dellicker has extensive experience in communicating about broadband policy as well as implementing it. However, before we can market the State as a preferred route, we need a compelling reason why the State really is a preferred route. We can't sell a pipedream. First, we need to demonstrate tangible and significant benefits to those private companies. Only then can we tell people about it.

**SECTION 4, SUBSECTION 4.8** *Develop, and present in paper and electronic format, communication and outreach strategies to promote broadband utilization with emphasis on workforce development and economic development.*

---

**VENDOR RESPONSE:**

Agreed. Increased demand for broadband leads to increased supply of broadband. One way to address the difficult problem of telecom economics is to address demand. If a community or region is committed to using broadband at rates greater than the norm, then we should expect more activity on the supply side. While this can be done through promotional activities, it can be encouraged and accelerated when anchor consumers of broadband step up their game.

For example, if the local workforce development agency tells everybody that broadband is important for jobs but only buys a cable modem, they are just telling stories. If that same organization invests in a gigabit connection and uses it to deliver compelling applications, then we can start to see an increase in demand.

**SECTION 4, SUBSECTION 4.9** *At the direction of the Council, assist the Council and local governments with: (1) planning and conceptual development of broadband infrastructure projects; (2) identification of funding sources; (3) preparation of grant/loan applications; (4) development of strong justification for funding to serve as the basis for a grant/loan application to support project implementation and project management.*

---

**VENDOR RESPONSE:**

Dellicker has helped clients gain access to millions of dollars in external funding to supplement and enhance their broadband development efforts. From state programs for economic development agencies and schools, to federal programs for hospitals and libraries, Dellicker has written dozens of successful grant applications.

The amendment to the RFP states that the State seeks to develop approximately 10 applications. Dellicker can support that number within this scope of work.

**SECTION 4, SUBSECTION 4.10** *Design and assist with the implementation of methods and programs to aid State staff in oversight, monitoring and reporting of broadband infrastructure projects.*

---

**VENDOR RESPONSE:**

Agreed. The amendment to the RFP states that the State may need assistance with approximately 10 projects. Dellicker can support that number within this scope of work.

**SECTION 4, SUBSECTION 4.11** *Develop and produce all written forms, documentation, project management, data management and tracking tools necessary to accurately and completely collect, compile, manage, and analyze data for effective record keeping and compilation in the Council's annual report.*

---

**VENDOR RESPONSE:**

Agreed. Dellicker keeps meticulous records and will provide them in concise and clear format.

**SECTION 4, SUBSECTION 4.12** *Produce reports, on a semi-annual basis or upon request of the Council, to document all findings and conclusions and assist the Council in the development of a professionally prepared annual report in accordance with West Virginia Code § 31 G-1-1, et seq.*

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**VENDOR RESPONSE:**

Agreed.

**SECTION 4, SUBSECTION 4.13** *Assist the Council with updating the 2014 Broadband Strategic Plan. A copy of the 2014 plan can be obtained at the following link:*

<https://wvbroadband.maps.arcgis.com/apps/webappviewer/index.html?id=783e0501c60240d296eddf2092718df8>

---

**VENDOR RESPONSE:**

Agreed.



## ATTACHMENT B: MANDATORY SPECIFICATION CHECKLIST

This section acknowledges the Mandatory Requirements of Section 4, Subsection 5 of the RFP.

### MANDATORY RESPONSES

#### FEDERAL FUNDS

**5.1 Federal funds may be associated with any contract awarded under this RFP. The selected firm will be required to comply with Title VI of the Civil Rights Act of 1964, Executive Order 11246, Section 109 of the Housing and Urban Development Act of 1974, Section 3 of the Housing and Urban Development Act of 1968, Conflict of Interest Statement and Access to Records provisions and all other requirements as related to HUD-funded projects. Minority and Women-owned Business Enterprises shall have the maximum opportunity to participate in the performance of this work.**

#### VENDOR RESPONSE:

Dellicker acknowledges and agrees. The company meets or exceeds each of these specifications.

#### ORDERING AND BILLING

**5.2 Ordering and Billing Process: Vendor must provide a single blended rate for all work performed under this contract. The hourly rate must include any travel costs.**

- 1. The Council will develop a scope of work upon execution of a specific Project Goal and deliverable.**
- 2. The Vendor will provide an estimate of hours for completion.**
- 3. Upon reaching agreement on the scope, the Council will execute a delivery order to authorize the work. Vendor is not permitted to exceed the estimated number of hours without express authorization from the Council.**
- 4. The Vendor will provide an itemized bill based upon hours actually worked; not an estimate.**
- 5. The Council will review and processes payment based on the hourly rate, hours worked and deliverables specified in the Agreement.**

#### VENDOR RESPONSE:

Dellicker acknowledges and agrees. We estimate 400 hours to complete deliverables.

#### MATERIALS

**5.3 All materials, maps, reports and data generated as a result of any agreement shall remain the property of the Broadband Council.**

#### VENDOR RESPONSE:

Dellicker acknowledges and agrees.

## SIGNATURE

*By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.*

A handwritten signature in blue ink, appearing to read "Kevin W. Dellicker". The signature is stylized with a large initial "K" and a long, sweeping underline.

Dellicker Strategies, LLC  
Kevin W. Dellicker, Manager  
Phone: 484-788-1221  
Fax: 484-412-6587  
February 26, 2018

## DESIGNATED CONTACT

*Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.*

 Feb 26 2018

Kevin W. Dellicker, Manager  
8766 Bittners Court, Germansville, PA 18053  
Phone: 484-788-1221  
Fax: 484-412-6587  
Email: [kevin@dellicker.com](mailto:kevin@dellicker.com)

## CERTIFICATION AND SIGNATURE

*By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.*

Dellicker Strategies, LLC



Kevin W. Dellicker, Manager  
February 26, 2018  
Phone: 484-788-1221  
Fax: 484-412-6587

# VENDOR PREFERENCE CERTIFICATE

Certification and application is hereby made for Preference in accordance with *West Virginia Code*, §5A-3-37. (Does not apply to construction contracts). *West Virginia Code*, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

- 1.  Application is made for 2.5% vendor preference for the reason checked:  
Bidder is an individual resident vendor and has resided continuously in West Virginia, or bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia, for four (4) years immediately preceding the date of this certification; or,
- Bidder is a resident vendor partnership, association, or corporation with at least eighty percent of ownership interest of bidder held by another entity that meets the applicable four year residency requirement; or,
- Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
- 2.  Application is made for 2.5% vendor preference for the reason checked:  
Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
- 3.  Application is made for 2.5% vendor preference for the reason checked:  
Bidder is a nonresident vendor that employs a minimum of one hundred state residents, or a nonresident vendor which has an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia and employs a minimum of one hundred state residents, and for purposes of producing or distributing the commodities or completing the project which is the subject of the bidder's bid and continuously over the entire term of the project, on average at least seventy-five percent of the bidder's employees or the bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years and the vendor's bid; or,
- 4.  Application is made for 5% vendor preference for the reason checked:  
Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
- 5.  Application is made for 3.5% vendor preference who is a veteran for the reason checked:  
Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
- 6.  Application is made for 3.5% vendor preference who is a veteran for the reason checked:  
Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
- 7.  Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with *West Virginia Code* §5A-3-59 and *West Virginia Code of State Rules*.  
Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Dellicker Strategies LLC

Signed: [Signature]

Date: Feb 28 2013

Title: Manager

\*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

**CONSTRUCTION CONTRACTS:** Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

**ALL CONTRACTS:** Under W. Va. Code §5A-3-10a, 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: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. 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.

**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.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2; failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"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.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-6-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: Dellicker Strategies LLC

Authorized Signature: [Signature] Date: 26 Feb 2018

State of Pennsylvania

County of Lehigh, to-wit:

Taken, subscribed, and sworn to before me this 26<sup>th</sup> day of February, 2018

My Commission expires October 10, 2020

**AFFIX SEAL HERE**

**NOTARY PUBLIC**

[Signature]

COMMONWEALTH OF PENNSYLVANIA  
NOTARIAL SEAL  
Kaitlin Kulp, Notary Public  
South Whitehall Twp., Lehigh County  
My Commission Expires Oct. 10, 2020  
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

West Virginia Ethics Commission  
Disclosure of Interested Parties to Contracts

(Required by W. Va. Code § 6D-1-2)

Contracting Business Entity: Dellicker Strategies LLC Address: 8766 Bittners Ct  
Germanville PA 18053  
Authorized Agent: Kevin Dellicker Address: 8766 Bittners Ct Germanville PA  
Contract Number: CRFP com1800000001 Contract Description: Broadband Enhancement  
Governmental agency awarding contract: Commerce Consultant

Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (attach additional pages if necessary):

1. Subcontractors or other entities performing work or service under the Contract

Check here if none, otherwise list entity/individual names below.

Lewis Strategic LLC  
Mazors USA LLP

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)

Check here if none, otherwise list entity/individual names below.

Kevin W Dellicker

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)

Check here if none, otherwise list entity/individual names below.

Kevin W Dellicker

Signature: [Signature]

Date Signed: 26 Feb 2018

**Notary Verification**

State of Pennsylvania, County of Lehigh:

I, Kevin Dellicker, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 26<sup>th</sup> day of February, 2018

[Signature]

Notary Public's Signature

**To be completed by State Agency:**

Date Received by State Agency: \_\_\_\_\_

ate submitted to Ethics Commission: \_\_\_\_\_

Governmental agency submitting Disclosure: \_\_\_\_\_

COMMONWEALTH OF PENNSYLVANIA  
NOTARIAL SEAL  
Kaitlin Kulp, Notary Public  
South Whitehall Twp., Lehigh County  
My Commission Expires Oct. 10, 2020  
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: COM180000001**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**

(Check the box next to each addendum received)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input type="checkbox"/> Addendum No. 2            | <input type="checkbox"/> Addendum No. 7  |
| <input type="checkbox"/> Addendum No. 3            | <input type="checkbox"/> Addendum No. 8  |
| <input type="checkbox"/> Addendum No. 4            | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Dellicker Strategies LLC  
Company  
Keith W. Dellicker  
Authorized Signature  
Feb 26, 2018  
Date

**NOTE:** This addendum acknowledgment should be submitted with the bid to expedite document processing.