

Original – Technical Proposal with
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**Response to Request for Proposal
State of West Virginia Development Office
Independent Analysis of the State's Current
Broadband Infrastructure**

Buyer: 44

RFQ: DEV1224

Bid Opening Date: November 29, 2011

Bid Opening Time: 1:30 P.M.

Vendor: Reid Consulting Group, LLC

340 West State Street, Suite 243
Athens, OH 45701

West Virginia Vendor ID: B08153334

Tom Reid, President

Tom@ReidConsultingGroup.com

Direct: (740) 590-0076

Fax: (614) 448-1718

November 23, 2011

Vendor Signature: _____



REID
CONSULTING GROUP

ReidConsultingGroup.com

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

Request for Quotation

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| FRANK WHITTAKER 304-558-2316 |

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Athens, OH 45701
740-592-2950

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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 ***** | | | | | | |
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| CONSULTING SERVICES | | | | REQUEST FOR PROPOSAL (RFP) | See Attachment C: Cost Sheet separately sealed as required | |
| THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, | | | | | | |

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

| | | |
|--------------------------------|---------------------------|-----------------------------------|
| SIGNATURE <i>D. C. Reid</i> | TELEPHONE 740-592-2950 | DATE 23 Nov 2011 |
| TITLE President | FEIN 27-3601259 | ADDRESS CHANGES TO BE NOTED ABOVE |

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| <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> | | | | | | |

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| SIGNATURE <i>D.A. Reid</i> | TELEPHONE 740-592-2950 | DATE 23 Nov 2011 |
| TITLE President | FEIN 27-3601259 | ADDRESS CHANGES TO BE NOTED ABOVE |

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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> | | | | | | |

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

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| SIGNATURE | TELEPHONE | DATE |
| <i>J. C. Reid</i> | 740-592-2950 | 23 Nov 2011 |
| TITLE | FEIN | ADDRESS CHANGES TO BE NOTED ABOVE |
| President | 27-3601259 | |

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| | | | | 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: 614-448-1718 | | |

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| SIGNATURE <i>[Signature]</i> | TELEPHONE 740-592-2950 | DATE 23 Nov 2011 |
| TITLE President | FEIN 27-3601259 | ADDRESS CHANGES TO BE NOTED ABOVE |

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| FRANK WHITTAKER 304-558-2316 |

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| | Reid Consulting Group LLC |
| | 340 West State ST, Suite 243 |
| | Athens, OH 45701 |
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| CONTACT PERSON (PLEASE PRINT CLEARLY): | | | | | | |
| Tom Reid | | | | | | |
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| ***** THIS IS THE END OF RFQ DEV1224 ***** TOTAL: | | | | | | See Attachment C: Cost Sheet separately sealed as required |

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| SIGNATURE <i>O.C. Reid</i> | TELEPHONE 740-592-2950 | DATE 23 Nov 2011 |
| TITLE President | FEIN 27-3601259 | ADDRESS CHANGES TO BE NOTED ABOVE |

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west virginia

Attachment A

**Response to Request for Proposal
State of West Virginia Development Office**

**Independent Analysis of the State's Current
Broadband Infrastructure**

DEV1224

November 23, 2011

Reid Consulting Group, LLC

340 West State Street, Suite 243
Athens, OH 45701

West Virginia Vendor ID: B08153334

Tom Reid, President
Tom@ReidConsultingGroup.com
Direct: (740) 590-0076
Fax: (614) 448-1718



ReidConsultingGroup.com

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Executive Summary

The Reid Consulting Group LLC (RCG) is delighted to present this proposal to conduct Broadband Strategy, Analysis and Design for the State of West Virginia. The RCG proposal is a complete and comprehensive response. Our team meets or exceeds all of the requirements outlined in the RFP. The RCG team has the past experience and future vision to know what it takes to support West Virginia's mission to expand broadband availability and adoption.



Based on the challenges facing Appalachian communities – the loss of manufacturing jobs, rising energy costs, and limited health care options – the stakes have never been higher for deploying broadband infrastructure. The entrepreneurial, educational, employment, and health care benefits from pervasive and cost-effective broadband offer hope for the residents of our rural communities and cities throughout the State.

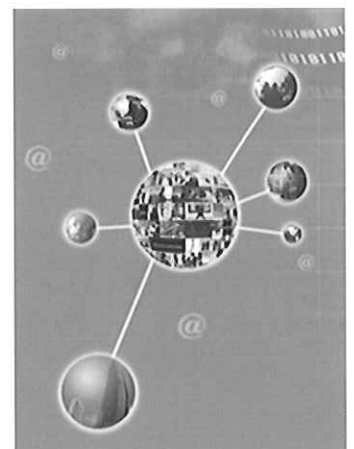
Reid Consulting Group LLC is headquartered in Appalachian Ohio. We are proud to be part of a culture that spans 13 states and bears as its hallmarks a strong work ethic, self-reliance, and commitment to family and community. Appalachia is America's heartland. It boasts qualities that keep our country strong, yet it is in danger of extinction. Our region's best and brightest are forced to abandon their hometowns and migrate to urban areas that offer economic opportunity. As long as Appalachia remains on the wrong side of the digital divide, its chances for survival diminish.

We have the strategies, know the people, understand the challenges, and work daily with the technologies required to help remove the roadblocks to world-class broadband services for the State of West Virginia. In choosing the RCG team, the State can be sure it is selecting the professional services provider best prepared to offer the support, guidance, and oversight needed now to help West Virginia prepare to participate fully in the 21st century economy.

RCG Overview

The Reid Consulting Group offers a range of services including:

- + Strategic Planning
- + Information Technology and Network Engineering
- + Geographic Information Systems (GIS)
- + Stakeholder Relationship Management
- + Project Development and Management
- + Competitive Procurement
- + Grant Writing and Compliance



Team Highlights and Roles

The comprehensive response we are proposing to the State is based on the strength of the partners included in the RCG team.

- + Reid Consulting Group [prime contractor]: Focusing on overall project coordination, stakeholder and carrier relations, network engineering, funding strategies, grant writing, and community development. Located in the Appalachian area of southeastern Ohio, Reid Consulting Group has been a significant player in helping rural counties in multiple states to cross over the digital divide.
- + The Voinovich School of Leadership and Public Affairs at Ohio University [subcontractor]: Focusing on GIS, data analysis, consumer surveying, and community development. With lead representation in this response from Dave Simon, this research and GIS unit brings long experience working with rural communities.



OHIO
UNIVERSITY

Voinovich School of
Leadership and Public Affairs

- + Lukas, Nace, Gutierrez & Sachs, LLP [subcontractor]: A Washington, D.C.-based communications law firm experienced with the Federal Communications Commission, state utility commissions, and the federal courts. With lead representation in this response from Jeff Mitchell, this firm brings broad experience including representing recipients of funding from the Federal Communications Commission Rural Health Care Pilot Program and the National Telecommunications and Information Administration Broadband Technology Opportunities Program.



**LUKAS, NACE
GUTIERREZ & SACHS, LLP**

The long history of collaboration among these partners provides a smooth working relationship for the State of West Virginia, with an established chain of command plus a knowledge and respect of each other's strengths in the specific services that we provide. Combined, these strengths allow our team to provide a seamless, strong, and unique set of deliverables to the State, including ability to:

- + Refine the State's Geographic Information System (GIS) database of broadband coverage and demonstrates aggregate demand for broadband in underserved areas
- + Engineer an open architecture technology blueprint for systematically expanding broadband throughout the service area.
- + Work with stakeholders at local, county, and State levels to build consensus, identify resources, demonstrate demand for broadband, and increase adoption
- + Assess current carrier readiness to fulfill the State's broadband vision
- + Conduct surveys of consumers, businesses, and providers
- + Craft a communications and marketing plan that enables the above goals and keeps both the public and stakeholders informed regarding the progress of these efforts
- + Provide a strategic plan to target funding opportunities. Create grant applications and funding proposals for federal, State, and private sources

Broadband Expansion

In recent years, the Reid Consulting Group has focused heavily on broadband expansion. Working as strategic partners with our clients, we have brought together all of the required elements, from GIS and demographic research to network engineering and operational planning. The community development and stakeholder management required to make these projects successful also has raised awareness of the importance of broadband and increasing adoption among small businesses and community anchor institutions.

Thus far, we have won over \$173 million for our clients from three federal agencies. The wins include:

- \$95 million **Connecting Appalachian Ohio** on behalf of Horizon Telcom, a 34-county project in southeastern Ohio (\$66 million from NTIA BTOP, \$29 million client match)
- \$88 million **Illinois Broadband Opportunity Partnership** on behalf of the Illinois Century Network, a 55-county project in rural Illinois (\$62 million from NTIA BTOP, \$26 million State of Illinois match)
- \$42 million **GigE Plus Availability Coalition** on behalf of Com Net, Inc., a 28-county project in western Ohio (\$29 million from NTIA BTOP, \$13 million client match)
- \$30 million **Southern Ohio Health Care Network** on behalf of the Adena Health System, a 13-county project in southern Ohio (\$16 million from the FCC RHCPP, \$4 million client match, \$10 million carrier match)
- \$1.1 million **Community Technology Project** on behalf of Horizon Telcom, a one-county project in central Ohio (\$670,000 from the U.S. Department of Agriculture's Community Connect program, \$430K client match)



Funding Won From:



Select Client Profiles

Repeat business is one of the best demonstrations of the strong value equation provided by the Reid Consulting Group. For example:

Adena Health System retained RCG from 2006 to present for several projects including:

- Development of the Southern Ohio Health Care Network (SOHCN) consortium
- Strategic planning, network design, and grant writing for the SOHCN's application for FCC Rural Health Care Pilot funding
- Strategic planning and consortium development for creation of the Southern Ohio Telemedicine Network, including back-to-back USDA Distance Learning and Telemedicine grant applications
- Strategic planning and consortium development for a first-responder telemetry network, including grant application to the USDA Distance Learning and Telemedicine program
- Strategic planning, network design, and consortium development for mobile telemedicine management of chronic disease patients, including application to a Health Resources Services Administration grant program
- Strategic planning, geographic information system, and data analysis to support Adena's physician development plan
- Strategic planning and consortium development to advance the region's health information exchange



State of Illinois, Central Management Services, retained RCG from 2006 through 2010 for several projects, including:

- Strategic plan for competitive procurement of statewide telecommunications services
- Competitive procurement of statewide telecommunications services exceeding \$500 million over ten years
- Technology architecture, network design and competitive bidding for expansion of the Illinois Century Network (ICN) based on to-be-constructed state-owned fiber
- Specification development and competitive bidding for electronic equipment to light the state-owned fiber
- Development of the Illinois Broadband Opportunity Partnership BTOP proposal



Other repeat clients include:

- + Horizon Telcom
- + Ohio Board of Regents
- + Governor's Office – State of Ohio
- + Com Net, Inc.



Voinovich School Profile

The Voinovich School of Leadership and Public Affairs helps to strengthen communities in Appalachia. The school links Ohio University's cutting-edge research and technology with communities, nonprofits, government agencies, businesses, and other organizations to help implement practical solutions to real-world challenges.

Through strategic partnerships, the Voinovich School builds the capacity of state, local, and nonprofit organizations to improve organizational performance, strengthen leadership, and create greater value for communities. The Voinovich School has a 26-year history of building public leadership capacity and providing assistance to local governments and agencies. In the past two years alone, the Voinovich School worked with state and local government and nonprofit agencies on more than 200 projects using data to improve decision making, solve problems, fill market gaps, and apply technology in new or better ways.

Building on the expertise of over 120 professional staff and affiliated faculty and 150 graduate and undergraduate students, the Voinovich School helps businesses, communities, local governments, public service agencies, and nonprofit organizations build long-term capacity to capitalize on opportunities for improvement and growth. The school applies a range of expertise and technologies, including:

- + Client-Customized Technical Assistance
- + E-Marketing
- + Dynamic Database Management
- + Geographic Information Systems Technologies (GIS)
- + Qualitative and Quantitative Data Analysis
- + Survey Research

Lukas, Nace, Gutierrez & Sachs Profile

The communications law and engineering firm of Lukas, Nace, Gutierrez & Sachs uniquely reflects the industry it serves. Its principals, through client representation and experience with the FCC, have assisted their clients in shaping the communications landscape. Now, in a changed regulatory environment and with the advent of new technologies, Lukas, Nace, Gutierrez & Sachs is prepared to usher its clients into a new age of wireless communications.

The firm provides a broad range of legal services tailored to the needs of its clients. The firm has the expertise to assist its clients at every stage of their business development, from system design to financing and build out, from state and federal licensing to agency and court litigation, and from capital formation and debt financing to acquisitions and sales.

The firm is characterized by a commitment to excellence, its insistence on providing quality service to clients, and a distinguished track record of successfully representing its clients before the FCC and federal courts. Lukas, Nace, Gutierrez & Sachs often teams with other experts to ensure that its clients receive the benefits of integrated interdisciplinary consulting services. Our clients have found these alliances to be invaluable in developing and executing business plans and exit strategies.

Staffing Plan – Professional Biographical Summaries of the Leadership Team

The key leadership for the Reid Consulting Group response to the State of West Virginia includes the following individuals. Additional GIS, engineering, outreach, survey and legal expertise will remain at the ready as needed. Tom Reid would take overall project responsibility.

Tom Reid
President and Founder, Reid Consulting Group

Tom@ReidConsultingGroup.com

With nearly three decades of experience, Tom Reid has built a name for himself as both a technology visionary and a hands-on leader. Tom founded the Reid Consulting Group LLC in 2006, quickly positioning the company as an invaluable resource for C-level executives and public policymakers.

Reid's combination of technical depth, insightfulness and confidence delivers essential leadership to complex, multiyear projects. Tom leverages his communication skills and his ability to translate the abstract to the concrete to coalesce diverse groups of executives, policymakers, and technical experts into a team in pursuit of a common cause. These qualities have earned Reid the role of go-to technology leader for statewide and regional projects. In Ohio, Tom has been repeatedly tapped to direct innovative technology projects for the Governor's Office and the Ohio Board of Regents.



Earlier in his career, Tom built an entrepreneurial technology services organization within a major university that grew to a staff of 75 with a budget of \$9.8 million. His department was responsible for all aspects of the six-campus, 28,000-student university's telephone and data networks, e-mail services, single sign-on, access control systems, desktop management, and classroom technology.

Tom earned his bachelor's degree from The Ohio State University's Honors College and his master's in telecommunications and computer science from Ohio University's Scripps College of Communication. For nearly two decades, Reid also taught senior capstone classes in project management and network design at Ohio University in both the College of Business and the Scripps College of Communication.

David E. Simon
Data & GIS Specialist, Voinovich School of Leadership & Public Affairs

Simon@Ohio.edu

Dave Simon is the geographic information systems (GIS) manager at the Voinovich School's Institute for Local Government Administration & Rural Development. He gathers, creates, and edits spatial data that help clients visualize and analyze information for strategic decision making. Dave works with government officials, nonprofits, and company executives, using technology to inform public policy, business growth, and environmental change.



Dave has 20 years of formal education and professional experience in land use, conservation, and environmental protection, including nine years specifically in the GIS field. Before accepting his current position, he served as an environmental specialist for RMT, Inc., a leading energy and environmental services firm.

Dave has a bachelor's degree in conservation from Kent State University. He earned his master's in environmental studies from Ohio University.

Jeff Mitchell

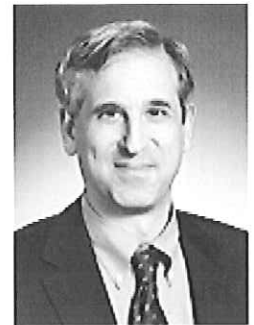
Legal Counsel, Lukas, Nace, Gutierrez & Sachs

JMitchell@FCCLaw.com

Jeff Mitchell has over 10 years of telecommunications industry experience, specializing in federal and state universal service issues with a focus on public-private partnerships that further rural broadband investment. He has represented numerous statewide or regional broadband networks funded through federal grants or participation in federal universal service programs.

As an attorney at the Universal Service Administrative Company (USAC) from 2003 to 2010, Jeff handled universal service contribution matters including appeals, audits, FCC enforcement referrals, contributor delinquencies, and bankruptcy. Jeff was the first director of beneficiary compliance audits at USAC and directed the FCC's Rural Health Care Pilot Program broadband infrastructure investment program.

Jeff received his J.D. degree from the Georgetown University and received his undergraduate degree from the University of Washington in Seattle.



Matt Raider

IT Executive, Reid Consulting Group

Matt@ReidConsultingGroup.com

Equally comfortable in the executive boardroom, the engineering war room, or the data center, Matt Raider has spent his career designing, architecting, and implementing technology solutions that enable business success. Matt brings a unique combination of deep technical expertise, leadership, and vision, along with a wide range of experience across industries in companies from start-ups to multinationals.

Matt has held vice president roles in multiple technology start-up companies with a range of responsibilities, including strategy, business development, product development, engineering, and technology operations. Previously, Matt was a manager in Accenture's infrastructure consulting group, working on large-scale global technology transformation and integration projects.

Matt earned his bachelor's degree from Ohio University's McClure School of Information and Telecommunication Systems. He is also a certificate holder from the Global Leadership Center program at Ohio University.



Brandon Saunders

Senior Engineer, Reid Consulting Group

Brandon@ReidConsultingGroup.com

An engineer and entrepreneur, Brandon Saunders has a reputation as a solid network designer who understands the needs of business and the demands of today's competitive technology environment.

In 2002, Brandon co-founded BCS Engineering, which provides custom programming for e-commerce and network design for wireless, LAN, WAN, and QoS applications. He developed a design to cover 34 counties in southeastern Ohio with metropolitan-class fiber-optic and wireless IP connectivity. Brandon believes in vendor-neutral design, always selecting the best equipment for the project at hand without favoring any single vendor. He has worked with Cisco, Juniper, F5, Bluesocket, Intel, IBM, and HP/Compaq Alpha in various applications.



Previously, Brandon was a senior network engineer at Ohio University, where he created the foundation architecture for the university's 10G network backbone encompassing 100 buildings and seven regional campuses with a total of 20,000 computers. He developed no-single-point-of-failure network architectures for Ohio University's data center firewalls and a firewall/Intrusion Detection System (IDS) at the network border, and he managed the deployment of the border firewall/IDS with minimum service disruption. He also was a primary member of the team that implemented 802.11 wireless networking on the Athens campus.

Brandon earned his bachelor's and master's degrees in electrical engineering from Ohio University's Russ College of Engineering and Technology.

Corinne Colbert
Field Liaison, Reid Consulting Group

Corinne@ReidConsultingGroup.com

A journalist by training, Corinne Colbert specializes in data and project management. From grants administration to communications planning, she has more than two decades' experience in shepherding major projects from concept to implementation.

Corinne coordinated a \$1.37 million federal flood mitigation project for the village of Amesville in southeastern Ohio that purchased and demolished 20 flood-prone properties and floodproofed another five. As director of publishing for the National Business Incubation Association, Corinne oversaw the publishing arm of the world's largest organization for entrepreneur support professionals, including managing the publication of several books on business incubation. Since joining RCG in 2010, Corinne has handled compliance and reporting issues for Horizon Telcom's NTIA BTOP project and overseen fiber acceptance and value creation tracking for the Southern Ohio Health Care Network.

Corinne holds a bachelor's degree in journalism from Ohio University's E.W. Scripps School of Journalism and a master's degree in film history and theory from Ohio University's School of Film.



Annabelle Lamy
Field Liaison, Reid Consulting Group

Annabelle@ReidConsultingGroup.com

Annabelle Lamy brings extensive experience in marketing to the RCG team, as well as international flair: The daughter of French immigrants to the U.S., she has lived and worked in Spain and Mexico and is fluent in French and Spanish. Her career has focused on marketing administration and development, including market research, product branding, public relations, print and web writing and design, and targeted events and vendor management. As a research assistant at the University of Navarra's IESE Business School in Spain, she investigated industry trends in the financial and automotive sectors; her work was published in *Forthcoming in 360°—The Business Transformation Journal (SAP)*.

Annabelle has a bachelor of arts in organizational studies and foreign languages (French and Spanish) from Scripps College and a master's in marketing management at ESERP in Barcelona, Spain.



References



Bill McKell
CEO, Horizon Telcom, Inc.

P.O. Box 480, 68 E Main Street
Chillicothe, Ohio 45601
(740) 772-8289

Bill.McKell@HorizonTel.com

Reid Consulting Group has been a key strategic partner of Horizon Telcom over the past four years. Reid combines industry knowledge and vision with an excellent understanding of Horizon's past, present, and future. Tom and his team continue to demonstrate a strong commitment to the region as well as dedication to the client. We look forward to working with Reid as Horizon continues its ambitious growth agenda.



Misty Casto
Executive Director, Buckeye Hills-Hocking Valley Regional Development District

P.O. Box 520
Reno, Ohio 45773
(740) 376-1034

mcasto@buckeyehills.org

Buckeye Hills-Hocking Valley Regional Development District serves the residents of eight southeastern Ohio counties. In our efforts, we work with a variety of professional consulting and engineering companies.

We were pleased to work with Reid Consulting Group on the Connecting Appalachia broadband grant proposal. The staff at Reid was forward-thinking, responsive, and trustworthy. They always considered the importance of gaining greater access to broadband for our rural area and convened a wide variety of potential partners to support the vast regional effort.

The region's low population density has long been a hurdle to delivering broadband services. It is only through the leadership of Reid Consulting Group and other partners that this vision has begun to take shape. As a project manager, Reid Consulting Group was professional, organized, thorough, and ultimately the key to the region gaining access to grant funding that will help fill broadband coverage gaps in 34 rural Ohio counties.



John W. Hemmings III

Executive Director, Ohio Valley Regional Development Commission

9329 State Route 220 East Suite A
Waverly, Ohio 45690
(740) 947-2853

jhemmings@ovrdc.org

I have had the privilege of working with Tom Reid and Reid Consulting Group since December 2008 on the Connecting Appalachia middle-mile broadband project, which resulted in a \$66 million investment from the U.S. Department of Commerce National Telecommunications and Information Administration and \$28 million from Horizon to develop a state-of-the-art middle-mile fiber-optic network in 34 counties of Ohio.

Through my experience with Reid Consulting Group, I have found them to be very inclusive of multiple parties on decisions and an ability to get those multiple parties working with one another for the betterment of all involved. They were also able to present information about a highly technical and complex subject such as broadband so that a novice could understand it.



Robert Glidden

President Emeritus, Ohio University

P.O. Box 88
Rockbridge Baths, Virginia 24473
(540) 348-6360

gliddenr@ohio.edu

I am very pleased to write in recommendation of Thomas Reid as an expert in information technology and as an experienced manager who has demonstrated his abilities in many ways over the past 20-plus years.

I came to Ohio University in July 1994 and found a campus that was not thoroughly wired and that was frankly behind the curve in information technology. Tom Reid, however, was not behind the curve. He was the first person to contact me about my vision for the technology infrastructure on the campus, and from that time forward I considered him my go-to person in this area. Tom is enterprising, he is entrepreneurial, and he is visionary with regard to technology and how it can serve both the communication and the teaching-learning needs on a campus. I will be forever grateful for his leadership during my decade-long tenure as president of the University.

In addition to my gratitude to Tom for his professional expertise and his task-oriented work ethic, I have also found him to be an upstanding person who is respected both by those who work with him and those who work for him. He is not only knowledgeable in his field and professional in demeanor, he is also a good human being with whom it is a pleasure to work.



Paul Gandel

Vice President for Information Technology and CIO, Syracuse University

Center for Science & Technology
Syracuse, New York 13244-4100
(315) 443-1984

PGandel@Syracuse.edu

I am honored to write a letter recommending Tom as an expert in networking and technology management. Tom excels in all areas of expertise needed by a successful technology leader – leadership, vision, technical expertise, and a strong understanding of the technology needs of today's enterprises.

Thanks in large part to Tom's support and creative leadership skills, we were able to move the University forward technologically and for the first time bring together all aspects of technology into an effective team that was much more responsive to the needs of the University. We also developed new funding models to ensure the sustainability of the network into the future. From our work together on these and other projects, it became clear to me that Tom is an outstanding technology visionary who also has the leadership ability to translate his vision into reality.

Tom's vision of information technology goes beyond just the nuts and bolts. He understands the human and societal impact of information technology systems trends and how best to use these trends when planning for future services. Although the depth and breadth of his technical knowledge is extensive, he is one of those rare information technology professionals whose primary concern is meeting the needs of the customers – not on how to acquire the latest and greatest technology.

Tom's management and leadership skills are equally impressive. I found Tom honest, straightforward, and completely trustworthy. To me, these are the traits that distinguish extraordinary leaders from ordinary leaders. Furthermore, he is a leader who knows the importance of consensus building.

In summary, I believe Tom's work is of the highest caliber. He is a very intelligent and insightful professional who has acquired a great deal of experience and knowledge during his career that he readily and happily shares with others. I believe that Tom stands at the forefront of information technology professionals in terms of his knowledge, leadership, and commitment to developing effective information technology resources. I respect Tom as a professional, and beyond that, find him a terrific person who is a real plus in any working environment. I recommend him without any reservations.

2.3 Qualifications and Experience

Section 2.3.1 Industry and Policy Analysis; State and Federal Funding Analysis; and Strategic Planning Support

The Reid Consulting Group has been deeply involved in broadband expansion during the last decade. With our business and homes located in Appalachia, the impact of the digital divide has been abundantly evident. Our broadband engagements have largely focused on rural areas, but we've also found surprisingly limited broadband options in metropolitan areas as well.

The RCG response offers the State of West Virginia a highly qualified team that brings the State their talents as well as a deep commitment to bettering the lives of those of us living in Appalachia. As you will see in the following subsections of this part of our response, many of our projects fit into more than one category. This is due to the multifaceted relationships that RCG forms with its clients, usually beginning from a strategic perspective.



Section 2.3.1.1 Understanding and view of the broadband industry at both Federal and State levels to provide policy analysis and program development or planning assistance to clients.

For the past 10 years, several clients have counted on the RCG team to lead them through regulatory issues, industry relationships, and funding opportunities to realize their broadband agenda. Reid's policy involvement dates back to the mid-1990s, when the Governor's Office of Ohio tapped him to lead an analysis of universal service policy for the Public Utilities Commission. More recently, Reid has built strong relationships within the FCC, NTIA, and USDA to better understand federal policy objectives.

As needed, RCG also will augment public policy depth with its partner in this response, Lukas, Nace, Gutierrez & Sachs LLP. Represented in this response primarily by Jeff Mitchell, this Washington, D.C.-based law firm brings deep experience with the FCC.

We also bring a significant history of interactions with carriers, large and small. From global carriers such as Level 3 to independent telephone companies such as Horizon, Reid has developed long and mutually respectful relationships across the telecom world during his nearly three decades in the industry.

The Ohio Middle Mile Consortium

RCG's sweeping involvement in rural Ohio includes representing 62 of Ohio's 88 counties in the successful development of the Ohio Middle Mile Consortium (OMMC), winning a total of \$95 million to support \$136 million in middle-mile fiber projects for two recipients. The OMMC — a public-private partnership facilitated by the Ohio Academic Resources Network (OARnet) — brokered agreements among the three Broadband Technology Opportunities Program—Comprehensive Community Initiatives (BTOP-CCI) projects to form a comprehensive and interoperable statewide optical network. These projects include:



- + Connecting Appalachian Ohio–Middle Mile Consortium (CAO-MMC) led by Horizon Telcom, covering 34 counties of southeastern Ohio
- + GigE PLUS Availability Coalition–Ohio Middle Mile Consortium (GigEPAC-OMMC) led by Com Net, Inc., covering 28 counties of western Ohio
- + Transforming NE Ohio from Rust Belt to Tech Powerhouse–An Ohio Middle Mile Consortium Project led by OneCommunity, covering 20 counties in northeastern Ohio



Ohio Middle Mile Consortium Areas by Project

As the consultant managing two of the three projects, RCG was deeply involved in all aspects of the OMMC.

Project References

Client: Horizon Telcom

Mr. Bill McKell
 Chief Executive Officer
 68 E Main Street
 Chillicothe, OH 45601
 Bill.McKell@HorizonTel.com
 740-772-8289



Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008–2011]

Formed and led the Connecting Appalachia initiative with the support of key regional leadership representing Congress, the Governor’s Office, county governments, K-12, health care, and higher education.

Won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties.

Conducted network engineering, mapping, procurement of equipment and services, and compliance reporting.



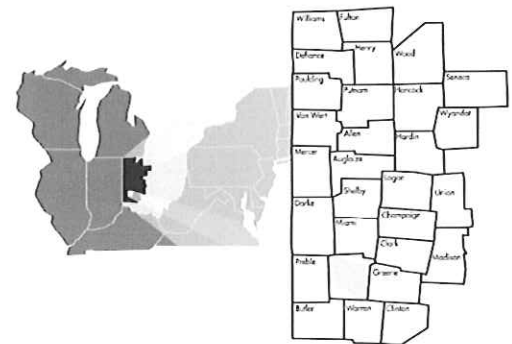
Client: Com Net, Inc.

Mr. Tim Berelsman
 Chief Executive Officer
 13888 County Road 25A
 Wapakoneta, Ohio 45895
 TNB@Bright.net
 419-739-3151



Project: GigE Plus Availability Coalition – Ohio Middle Mile Consortium [2010–2011]

Represented and advised Com Net and its 22 independent telecommunications members in pursuit of NTIA BTOP funding. Won \$29 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$42 million, 690-mile fiber-optic broadband project. The project will deliver world-class broadband across 28 western Ohio counties. Conducted grant writing, network engineering, mapping, and procurement of equipment and services. Advised on compliance issues.



Client: State of Illinois in Partnership with the Northridge Group

The State of Illinois has also tapped into RCG expertise to support several initiatives that leveraged our expertise with federal policy, the telecom industry and helped shape state policies.

Ms. Lori Sorenson
 Chief Operating Officer
 Bureau of Communications & Computer Services
 Central Management Services
 Springfield, Illinois



Lori.Sorenson@Illinois.gov
 217-557-6565

Project: Central Management Services and the Illinois Century Network [2007–2010]

Created and executed a strategy for procuring \$500 million in telecommunications services based on statewide 10-year contracts. Worked with technical and policy teams to envision the future of the Illinois Century Network, including the need for full lambda services and dark fiber for the backbone. Leveraged state demand to extend metro-Ethernet services into underserved rural communities. Wrote detailed RFPs and associated scoring criteria. Supported the bidding, scoring, and award of the contracts.



Project: Illinois Broadband Opportunity Partnership [2009–2010]

Building upon our previous work with the Illinois Century Network, supported the State of Illinois' application for the NTIA Broadband Technology Opportunity Program. Won \$62.9 million to support the \$88 million project to expand fiber-optic broadband services across 55 rural counties.

Client: Adena Health System

Mr. Mark Moffitt
Chief Information Officer
272 Hospital Drive
Chillicothe, OH 45601
MMoffitt@Adena.org
740-779-8442



Project: Southern Ohio Health Care Network (SOHCN) [2006–Present]

Prior to the availability of BTOP funding, RCG was retained by the Adena Health System to advise, form, and lead a broadband initiative in southern Ohio. Formed the Southern Ohio Health Care Network under the sponsorship of three regional health care providers. Won \$16 million in funding under the FCC Rural Health Care Pilot Program. Through competitive bidding, selected a carrier partner to build a \$30 million, 600-mile fiber-optic broadband network connecting more than 120 health care facilities in 13 southern Ohio counties. Managed fiber acceptance and value creation processes and completed reporting requirements.



Client: Nevada Hospital Association

Mr. Bill Welch
5250 Neil Road, Suite 302
Reno, Nevada 89502
Bill@NVHA.net
775-827-0184



Project: Nevada Broadband Telecommunications Initiative [2011]

The Nevada Hospital Association (NHA) was awarded \$19.6 million in NTIA BTOP funding to provide connectivity to rural hospitals by partnering with e-Care Nevada to construct and operate a fiber broadband network. In order to assist in evaluating the NHA business plan, NHA legal counsel retained the Reid Consulting Group to provide an independent technical, industry, and business review of the plan. The objective of the RCG technical review was to independently assess whether the business and technical assumptions underlying the proposed business plan were supportable or reasonable.

Client: Government of Jefferson County, Ohio

Mr. Joe Boni
Director of Information Technology
Jefferson County
Steubenville, Ohio

Joe.Boni@jeffersoncounty.oh.com
740-283-8517



Project: Community Fiber Feasibility Study [2009-2010]

Led strategic planning effort to determine need for and extent of a proposed community-owned fiber-optic network. Designed the proposed network and conducted full lifecycle pro forma analysis. Provided advice on industry trends affecting the plan and federal funding options.

Client: Ohio Board of Regents

Reid's long involvement with the statewide academic network, OARnet, has resulted in several engagements, including a leadership role in establishment of their groundbreaking fiber network.

Mr. Pankaj Shah
1224 Kinnear Road
Columbus, Ohio 43212

PShah@OAR.net
614-354-9309



Project: OARnet Third Frontier Network [2003-202004]

Co-chaired the implementation committee for this leading-edge statewide fiber network as it moved from leased services to a dark fiber-based backbone. Conducted financial analysis to support cost-sharing and rate-setting decisions for higher education members and other constituents including K-12 and government. Participated in technical design and analysis for the Dense Wave Division Multiplexing (DWDM) network.



Client: Governor's Office, State of Ohio

Ms. Jennifer Simon
Director (at the time of the study)
Governor's Office of Appalachia
77 South High Street
Columbus, Ohio 43216

SimonJ@Ohio.edu
740-593-1803



Project: Access Appalachia Broadband Study [2001-2003]

Conducted study for Governor's Office of the State of Ohio and the Ohio Board of Regents on ways to extend broadband access to rural communities. Analyzed business conditions for broadband providers to determine economic incentives required. Designed solution to create carrier-neutral rural broadband infrastructure.

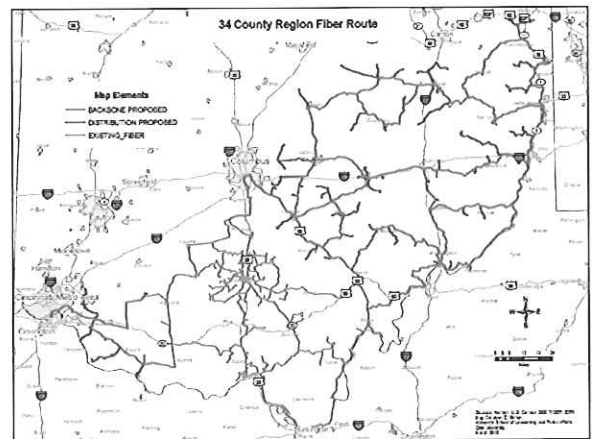


Section 2.3.1.2 Domestic and international experience in assessment, engineering, design, operation and capacity building for broadband infrastructure and different business models applicable to both middle mile and last mile networks as evidenced by verifiable delivered work product pertaining to same.

The Reid Consulting Group brings a strong portfolio of delivering concrete results to the opportunity in the State of West Virginia. We support our clients from concept to reality, providing strategy, policy insights, engineering expertise, and implementation support.

Network Design and Engineering Process and Services

- + Develop network architecture for fiber-optic networks including POP locations, backbone technology, distribution electronics, and customer premise equipment
- + Network architecture for no-single-point-of-failure design as an option for increased network reliability
- + Survey licensed and unlicensed wireless frequency options across the service area. For licensed frequencies, identify owners and work with brokers to determine availability and costs
- + Design wireless infrastructure to:
 - o Provide fixed wireless broadband to residential and small business subscribers
 - o Deliver mobile data services across the service area
 - o Enable shared-tenant base station configuration to allow for leased roaming or dedicated capacity to a variety of mobile voice/data providers
 - o Support wireless communications requirements of first responders and Homeland Security
 - o Include sufficient tower structural integrity and hut capacity to support leasing of tower space
- + Determine best approach for providing back-haul capacity to link service area to the global Internet backbone through one or more Tier 1 network service providers. Include the engineering of these back-haul links in the fiber and/or wireless design.
- + Provide detailed budgets for the procurement, implementation, and operation of the proposed networks, including all underlying assumptions
- + Explore and analyze the options for operation of the network
- + Establish rate-setting model based on market penetration, available subsidies (if any), margin requirements, and operational model selected



- + Extrapolate the growth in bandwidth requirements over 10 or more years to forecast revenue and expense for the project
- + Estimate potential revenue from tower leasing, including mobile carriers, radio stations, wireless Internet service providers, and other sources

Project References

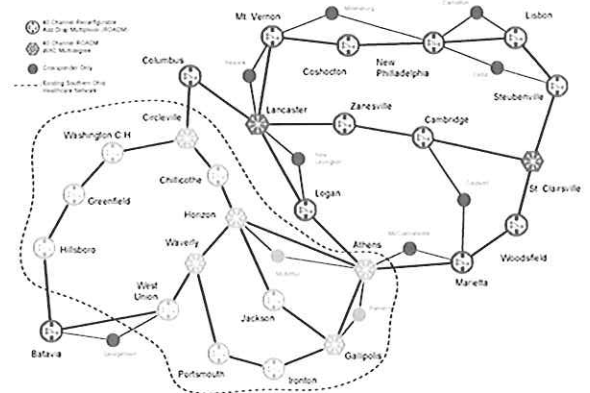
Client: Horizon Telcom

Mr. Bill McKell
 Chief Executive Officer
 68 E Main Street
 Chillicothe, OH 45601
 Bill.McKell@HorizonTel.com
 740-772-8289



Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008 to 2011]

Formed and led the Connecting Appalachia initiative with the support of key regional leadership representing Congress, the Governor’s Office, county governments, K-12, health care, and higher education. Won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties. Conducted network engineering, mapping, procurement of equipment and services, and compliance reporting.

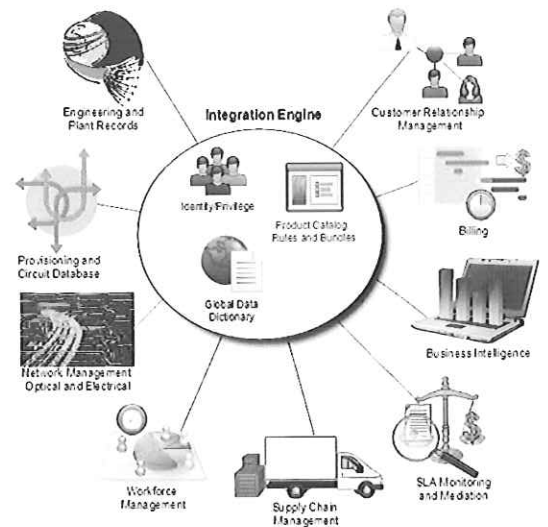


Project: IT Strategic Plan [2010]

Conducted a complete assessment of company’s information technology operations. Created an architecture and plan to systematically upgrade and integrate all front- and back-office operations.

Project: Service Catalog [2011]

Worked with sales and engineering to define the key business fiber services to be offered on a newly expanded network. Service definitions included service-level details and technical performance specifications. Created sales materials to support the rollout.



Project: Marketing and Communications Plan [2010-2011]

Created a comprehensive marketing and communications plan to establish brand identity, build company and product awareness in expanded markets, create a vertical market engagement strategy, and support the field sales team with GIS marketing tools.

Project: County Fiber Routing Consultations [2011]

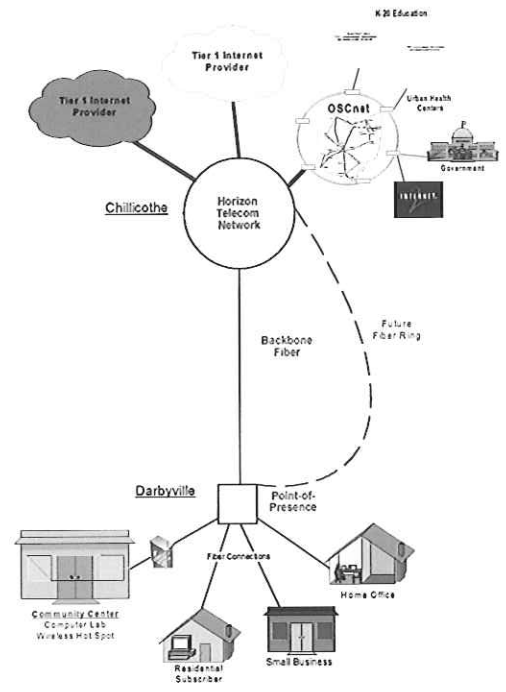
Established county-based advisory committees of business representatives and community leaders to review existing routing plans for the future fiber network for regional telecommunications provider. Utilized these forums to establish brand and product awareness as well as optimize capital expenditures.

Project: Upper Arlington Request for Information (RFI) [2010]

Developed response to RFP from the City of Upper Arlington, Ohio, seeking a municipal fiber network to improve broadband services for schools, government, and public safety, as well as to promote economic development.

Project: Darbyville Community Connect Program [2007–2009]

Engaged community leaders to support broadband deployment, economic development, and educational advancement in the village of Darbyville in rural Pickaway County, Ohio. Won \$670,000 from the USDA Community Connect Program to support the \$1.1 million project. Services included fiber to the home in a town previously lacking any form of broadband. Established a community technology center for free public access, support for entrepreneurship, K-12 tutoring, and degree completion program.



Client: State of Illinois in Partnership with the Northridge Group

Ms. Lori Sorenson
 Chief Operating Officer
 Bureau of Communications & Computer Services
 Central Management Services
 Springfield, Illinois
 Lori.Sorenson@Illinois.gov
 217-557-6565



Project: Central Management Services and the Illinois Century Network [2007–2010]

Created and executed a strategy for procuring \$500 million in telecommunications services based on statewide 10-year contracts. Worked with technical teams to envision the future of the Illinois Century Network, including the need for full lambda services and dark fiber for the backbone as well as metro-Ethernet connections for the clients. Wrote detailed RFPs and associated scoring criteria. Supported the bidding, scoring, and award of the contracts.



Project: Illinois Broadband Opportunity Partnership [2009–2010]

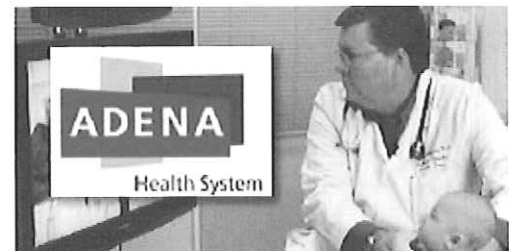
Building upon our previous work with the Illinois Century Network, supported the State of Illinois’ application for the NTIA Broadband Technology Opportunity Program. Won \$62.9 million to support the \$88 million project to expand fiber-optic broadband services across 55 rural counties.

Project: DWDM Equipment Selection [2008] and Fiber Engineering Firm Selection [2009]

Worked with the technical team at the Illinois Century Network to define the requirements for the Dense Wave Division Multiplexing (DWDM) equipment required to light dark fiber for expansion of the capacity of the statewide backbone. Also developed the specification for selection and management of fiber engineering company. Wrote detailed RFPs and associated scoring criteria.

Client: Adena Health System

Mr. Mark Moffitt
 Chief Information Officer
 272 Hospital Drive
 Chillicothe, OH 45601
 MMoffitt@Adena.org
 740-779-8442



Project: Southern Ohio Health Care Network (SOHCN) [2006–Present]

Formed the Southern Ohio Health Care Network under the sponsorship of three regional health care providers. Won \$16 million in funding under the FCC Rural Health Care Pilot Program. Through competitive bidding, selected a carrier partner to build a \$30 million, 600-mile fiber-optic broadband network connecting more than 120 health care facilities in 13 southern Ohio counties. Managed fiber acceptance and value creation processes and completed reporting requirements.



Client: Com Net, Inc.

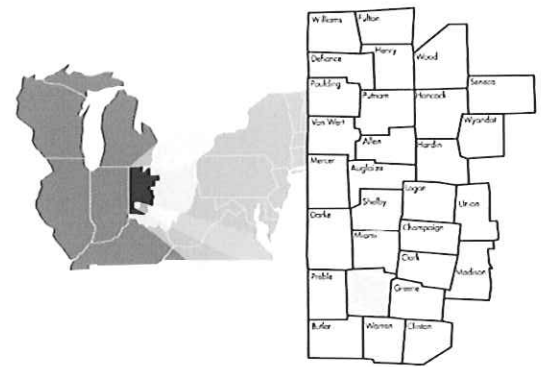
Mr. Tim Berelsman
Chief Executive Officer
13888 County Road 25A
Wapakoneta, Ohio 45895

TNB@Bright.net
419-739-3151



Project: GigE Plus Availability Coalition – Ohio Middle Mile Consortium [2010–2011]

Represented and advised Com Net and its 22 independent telecommunications members in pursuit of NTIA BTOP funding. Won \$29 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$42 million, 690-mile fiber-optic broadband project. The project will deliver world-class broadband across 28 western Ohio counties. Conducted grant writing, network engineering, mapping, and procurement of equipment and services. Advised on compliance issues.



Client: Northwestern University in Partnership with the Northridge Group

Director of Information Technology (contact lost after he left the institution)
633 Clark Street
Evanston, Illinois 60208

Project: Distributed Antenna Interconnection Engineering [2006-2007]

Created a cost-efficient, robust, and flexible interconnection strategy for cell phone companies to connect to campus-wide distributed antenna system. Negotiated agreements with four carriers, each with its own interconnection design. Conducted analysis of E-911 location services in a distributed antenna coverage area.

Client: Ohio Board of Regents

Mr. Pankaj Shah
1224 Kinnear Road
Columbus, Ohio 43212
PShah@OAR.net
614-354-9309



Project: OARnet Third Frontier Network [2003-2004]

Co-chaired the implementation committee for this leading-edge statewide fiber network as it moved from leased services to a dark fiber-based backbone. Conducted financial analysis to support cost-sharing and rate-setting decisions for higher education members and other constituents including K-12 and government. Participated in technical design and analysis for the Dense Wave Division Multiplexing (DWDM) network.



Section 2.3.1.3 Advisory, assessment and program support for state and federal regulatory, federal funding programs, and Universal Service Fund reforms including an assessment of where existing Federal and State funding is underutilized as evidenced by verifiable delivered work product pertaining to same.

The Reid Consulting Group has successfully navigated the regulatory and federal funding landscape for several clients in the past decade. One of the keys to success is to focus on the goals of the funders and match projects to the funding opportunities and the related regulatory framework. This matchmaking requires a well-honed understanding of the service area's needs coupled with the intent of the funders. RCG has been quite successful in framing projects and winning funding, as evidenced by the projects listed below.

The Connect America Fund (CAF) represents the single most promising development in rural broadband expansion since the digital divide began. Accordingly, it is essential that CAF funds be directed in ways that maximize the impact on the State of West Virginia. For a broader discussion of the CAF, see 2.4.4.

Project References

Client: Horizon Telcom

Mr. Bill McKell
Chief Executive Officer
68 E Main Street
Chillicothe, OH 45601
Bill.McKell@HorizonTel.com
740-772-8289



Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008–2011]

Formed and led the Connecting Appalachia initiative with the support of key regional leadership representing Congress, the Governor's Office, county governments, K-12, health care, and higher education. Won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties. Conducted network engineering, mapping, procurement of equipment and services, and compliance reporting.



Project: Darbyville Community Connect Program [2007-2009]

Engaged community leaders to support broadband deployment, economic development, and educational advancement in the village of Darbyville in rural Pickaway County, Ohio. Won \$670,000 from the USDA Community Connect Program to support the \$1.1 million project. Services included fiber-to-the-home in a town previously lacking any form of broadband. Established a community

technology center for free public access, support for entrepreneurship, K-12 tutoring, and degree completion programs.

Client: State of Illinois in Partnership with the Northridge Group

Ms. Lori Sorenson
Chief Operating Officer
Bureau of Communications & Computer Services
Central Management Services
Springfield, Illinois
Lori.Sorenson@Illinois.gov
217-557-6565



Project: Illinois Broadband Opportunity Partnership [2009–2010]

Building upon previous work with the Illinois Century Network, supported the State of Illinois' application for the NTIA Broadband Technology Opportunity Program. Won \$62.9 million to support the \$88 million project to expand fiber-optic broadband services across 55 rural counties.

Client: Adena Health System

Mr. Mark Moffitt
Chief Information Officer
272 Hospital Drive
Chillicothe, OH 45601
MMoffitt@Adena.org
740-779-8442



Project: Southern Ohio Health Care Network (SOHCN) [2006–Present]

Formed the Southern Ohio Health Care Network under the sponsorship of three regional health care providers. Won \$16 million in funding under the FCC Rural Health Care Pilot Program. Through competitive bidding, selected a carrier partner to build a \$30 million, 600-mile fiber-optic broadband network connecting more than 120 health care facilities in 13 southern Ohio counties. Managed fiber acceptance and value creation processes and completed compliance reporting.



RCG argued for lifting restrictions on the USF funding so that other entities such as businesses and community anchor institutions also could benefit from the FCC investment. Through negotiation with the FCC and with intervention by our Congressional sponsor, RCG successfully negotiated an agreement with the FCC that applied to all Rural Health Care Pilot Program recipients nationwide.

Project: Distance Learning and Telemedicine Initiative [2008– Present]

Developed the Southern Ohio Telemedicine Network in conjunction with Adena Health System, Pike Community Hospital (a Critical Access Hospital), and several Federally Qualified Health Centers. Won more than \$500,000 in back-to-back grants from the USDA Distance Learning and Telemedicine program. Conducted engineering and procurement and supported the rollout and utilization of the network.

Project: Health Information Exchange [2010–2011]

Researched and analyzed options for health information exchange, both on behalf of Adena and to inform the membership of the Southern Ohio Health Care Network. Assessed costs and functionality of leading HIE networks around the country. Explored leading-edge solutions that may emerge as cost-effective options.

Client: Com Net, Inc.

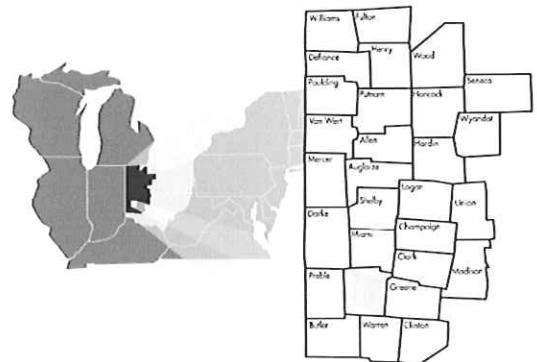
Mr. Tim Berelsman
Chief Executive Officer
13888 County Road 25A
Wapakoneta, Ohio 45895

TNB@Bright.net
419-739-3151



Project: GigE Plus Availability Coalition – Ohio Middle Mile Consortium [2010–2011]

Represented and advised Com Net and its 22 independent telecommunications members in pursuit of NTIA BTOP funding. Won \$29 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$42 million, 690-mile fiber-optic broadband project. The project will deliver world-class broadband across 28 western Ohio counties. Conducted grant writing, network engineering, mapping and procurement of equipment and services. Advised on compliance issues.



Client: Government of Jefferson County, Ohio

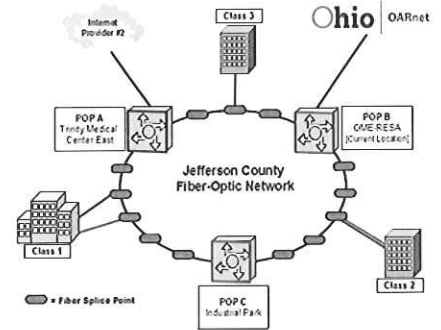
Mr. Joe Boni
Director of Information Technology
Jefferson County
Steubenville, Ohio

Joe.Boni@jeffersoncounty.oh.com
740-283-8517



Project: Community Fiber Feasibility Study [2009-2010]

Led strategic planning effort to determine need for and extent of a proposed community-owned fiber-optic network. Designed the proposed network and conducted full lifecycle pro forma analysis. Provided advice on industry trends affecting the plan and federal funding options.



Client: Nevada Hospital Association

Mr. Bill Welch
5250 Neil Road, Suite 302
Reno, Nevada 89502
Bill@NVHA.net
775-827-0184



Project: Nevada Broadband Telecommunications Initiative

The Nevada Hospital Association (NHA) was awarded \$19.6 million in NTIA BTOP funding to provide connectivity to rural hospitals by partnering with e-Care Nevada to construct and operate a fiber broadband network. In order to assist in evaluating the NHA business plan, NHA legal counsel retained the Reid Consulting Group to provide an independent technical, industry, and business review of the plan. The objective of the RCG technical review was to independently assess whether the business and technical assumptions underlying the proposed business plan were supportable or reasonable.

Section 2.3.1.4 Assessment and development of comprehensive strategic and tactical plans for infrastructure deployment and capacity building for commercial entities, communities or states.

We have provided a sampling of strategic engagements, both in broadband and other arenas, to demonstrate RCG's ability to craft a shared vision with the client and then frame that vision within the context of the industry at large.

From an infrastructure perspective, a thoughtful and encompassing network architecture will share many similarities regardless of the specific county or community being served. For example, the engineering options for networking a largely rural county with a handful of population centers will vary little from county to county. As another example, the technical options for dealing with foliage-covered ravines will remain constant across the counties in West Virginia. Of course, different parts of the State will have differences that need to be recognized and accommodated in the design, but in any case the planning effort must result in a comprehensive and cohesive network architecture.

This architecture will inform the search for commercial partners that can clearly address specific portions of the requirements. Such network engineering efforts would focus on logical regions of the State as defined by a combination of geography, demographics, and carrier footprints.

Project References

Client: Horizon Telcom

Mr. Bill McKell
Chief Executive Officer
68 E Main Street
Chillicothe, OH 45601

Bill.McKell@HorizonTel.com
740-772-8289

Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008–2011]

Formed and led the Connecting Appalachia initiative with the support of key regional leadership representing Congress, the Governor's Office, county governments, K-12, health care, and higher education. Won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties. Conducted network engineering, mapping, procurement of equipment and services, and compliance reporting.



Project: IT Strategic Plan [2010]

Conducted a complete assessment of this rural, independent telecommunications company's information technology operations. Created an architecture and plan for systematically upgrading and integrating all front- and back-office operations.

Project: Service Catalog [2011]

Worked with sales and engineering to define the key business fiber services to be offered on the newly expanded network. Service definitions included service-level details and technical performance specifications. Created sales materials to support the rollout.



Project: Marketing and Communications Plan [2010–2011]

Created a comprehensive marketing and communications plan to establish brand identity, build company and product awareness in expanded markets, create a vertical market engagement strategy, and support the field sales team with GIS marketing tools.

Project: County Fiber Routing Consultations [2011]

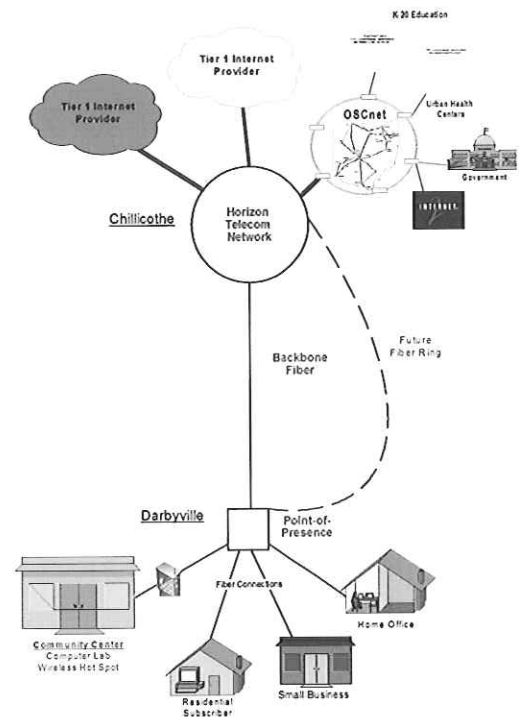
Established county-based advisory committees of business representatives and community leaders to review existing routing plans for the future fiber network for regional telecommunications provider. Utilized these forums to establish brand and product awareness as well as optimize capital expenditures.

Project: Upper Arlington Request for Information (RFI) [2010]

Developed response to RFP from the City of Upper Arlington, Ohio, seeking a municipal fiber network to improve broadband services for schools, government, and public safety, as well as to promote economic development.

Project: Darbyville Community Connect Program [2007–2009]

Engaged community leaders to support broadband deployment, economic development, and educational advancement in the village of Darbyville in rural Pickaway County, Ohio. Won \$670,000 from the USDA Community Connect Program to support the \$1.1 million project. Services included fiber-to-the-home in a town previously lacking any form of broadband. Established a community technology center for free public access, support for entrepreneurship, K-12 tutoring, and degree completion program.



Client: State of Illinois in Partnership with the Northridge Group

Ms. Lori Sorenson
 Chief Operating Officer
 Bureau of Communications & Computer Services
 Central Management Services
 Springfield, Illinois
 Lori.Sorenson@Illinois.gov
 217-557-6565



Project: Central Management Services and the Illinois Century Network [2007–2010]

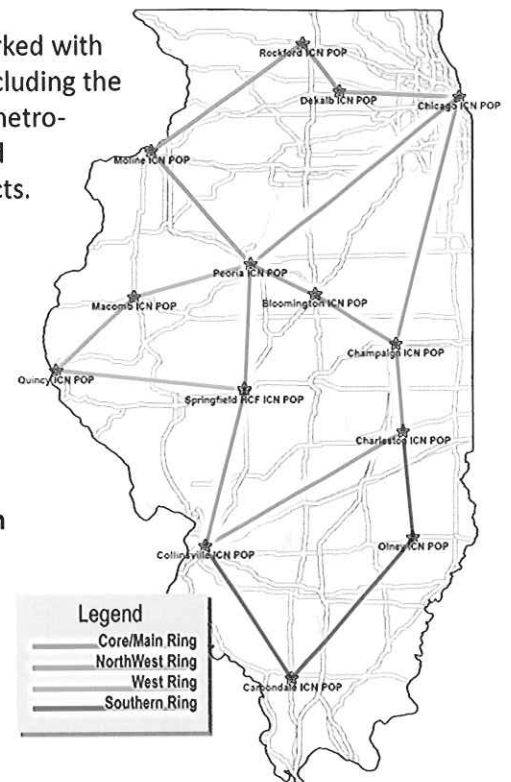
Created and executed a strategy for procuring \$500 million in telecommunications services based on statewide 10-year contracts. Worked with technical teams to envision the future of the Illinois Century Network, including the need for full lambda services and dark fiber for the backbone as well as metro-Ethernet connections for the clients. Wrote detailed RFPs and associated scoring criteria. Supported the bidding, scoring, and award of the contracts.

Project: Illinois Broadband Opportunity Partnership [2009–2010]

Building upon our previous work with the Illinois Century Network, supported the State of Illinois’ application for the NTIA Broadband Technology Opportunity Program. Won \$62.9 million to support the \$88 million project to expand fiber-optic broadband services across 55 rural counties.

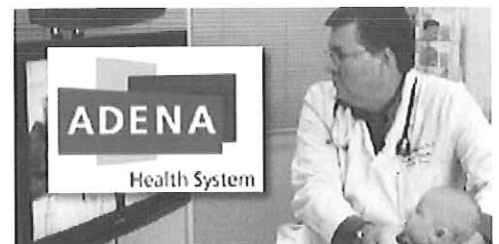
Project: DWDM Equipment Selection [2008] and Fiber Engineering Firm Selection [2009]

Worked with the technical team at the Illinois Century Network to define the requirements for the Dense Wave Division Multiplexing (DWDM) equipment required to light dark fiber for expansion of the capacity of the statewide backbone. Also developed the specification for selection and management of fiber engineering company. Wrote detailed RFPs and associated scoring criteria.



Client: Adena Health System

Mr. Mark Moffitt
 Chief Information Officer
 272 Hospital Drive
 Chillicothe, OH 45601
 MMoffitt@Adena.org
 740-779-8442



Project: Southern Ohio Health Care Network (SOHCN) [2006–Present]

Formed the Southern Ohio Health Care Network under the sponsorship of three regional health care providers. Won \$16 million in funding under the FCC Rural Health Care Pilot Program. Through competitive bidding, selected a carrier partner to build a \$30 million, 600-mile fiber-optic broadband network connecting more than 120 health care facilities in 13 southern Ohio counties. Managed fiber acceptance and value creation processes and completed compliance reporting.



Project: Distance Learning and Telemedicine Initiative [2008–Present]

Developed the Southern Ohio Telemedicine Network in conjunction with Adena Health System, Pike Community Hospital (a Critical Access Hospital), and several Federally Qualified Health Centers. Won more than \$500,000 in back-to-back grants from the USDA Distance Learning and Telemedicine program. Conducted engineering and procurement. Supported the rollout and utilization of the network.

Project: Health Information Exchange [2010-2011]

Researched and analyzed options for health information exchange, both on behalf of Adena and to inform the membership of the Southern Ohio Health Care Network. Assessed costs and functionality of leading HIE networks around the country. Explored leading-edge solutions that may emerge as cost-effective options.

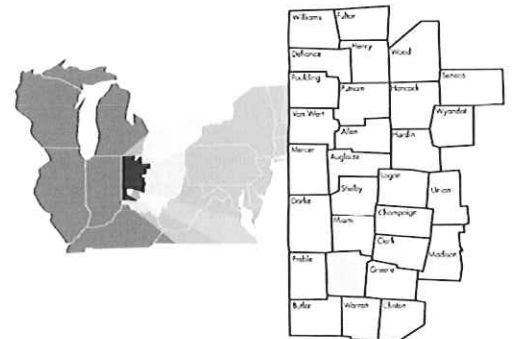
Client: Com Net

Mr. Tim Berelsman
 Chief Executive Officer
 13888 County Road 25A
 Wapakoneta, Ohio 45895
 TNB@Bright.net
 419-739-3151



Project: GigE Plus Availability Coalition – Ohio Middle Mile Consortium [2010 to 2011]

Represented and advised Com Net and its 22 independent telecommunications members in pursuit of NTIA BTOP funding. Won \$29 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$42 million, 690-mile fiber-optic broadband project. The project will deliver world-class broadband across 28 western Ohio counties. Conducted grant writing, network engineering, mapping, and procurement of equipment and services. Advised on compliance issues.



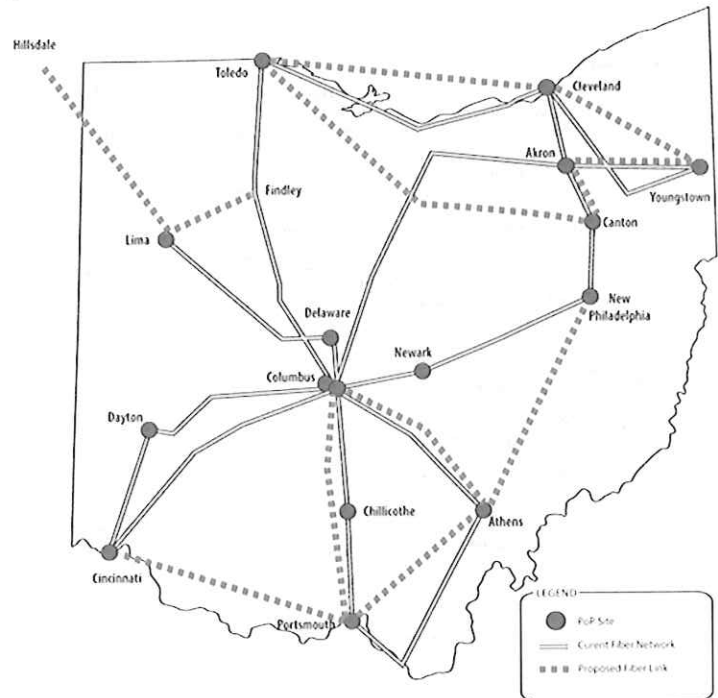
Client: Ohio Board of Regents

Mr. Pankaj Shah
 1224 Kinnear Road
 Columbus, Ohio 43212
 PShah@OAR.net
 614-354-9309



Project: OARnet Third Frontier Network [2003-2004]

Co-chaired the implementation committee for this leading-edge statewide fiber network as it moved from leased services to a dark fiber-based backbone. Conducted financial analysis to support cost-sharing and rate-setting decisions for higher education members and other constituents, including K-12 and government. Participated in technical design and analysis for the Dense Wave Division Multiplexing (DWDM) network.



Section 2.3.1.5 Implementation and management of broadband adoption programs on a regional or national level.

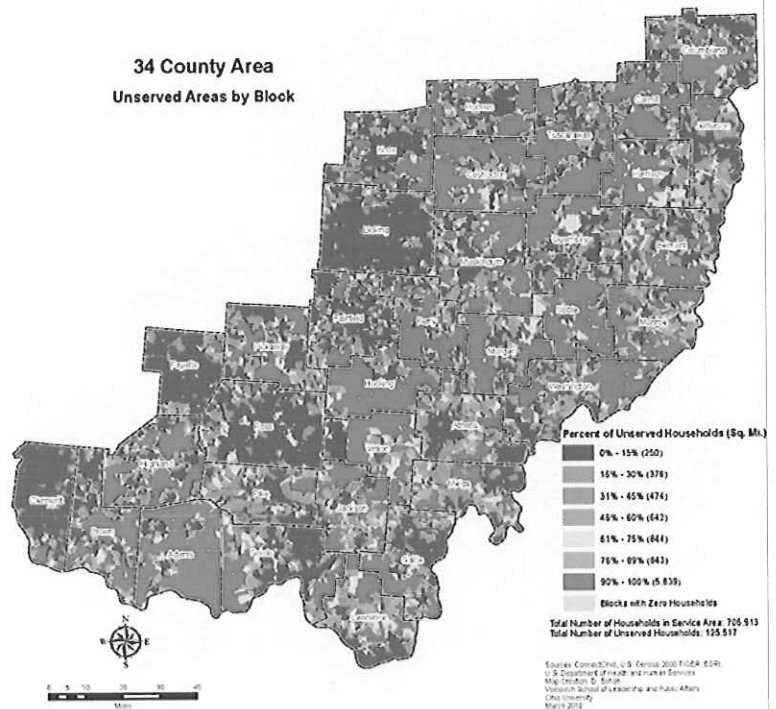
In our experience, *availability* of broadband has been and continues to be a greater issue than *demand* from consumers and businesses to adopt broadband. The Pew Internet & American Life Project has documented the increase in adoption in recent years among previously lagging populations, such as the elderly. The remaining barriers to broadband adoption fall into two categories:

- + **Economic Hardship:** Many families simply cannot afford broadband access and the related computer equipment. Most recently, the study *Exploring the Digital Nation – Computer and Internet Use at Home*, just released by the NTIA in November 2011, highlights the plight of the rural poor in West Virginia. While rural broadband adoption is up to a new high of 57%, 30% of the households have no computer. Urban adoption in West Virginia has risen to nearly 64%, but lack of money to buy a computer and pay monthly broadband bills remains a major obstacle in the urban areas as well.

Community Technology Centers can address the economic issues both for individuals and small businesses, providing access and education, bridging the gap between the present and a future in which individuals have used the CTC to be trained, find jobs, and/or start businesses. Having established even a modest level of success, these individuals can then afford their own computers and broadband access.

- + **Availability Mapping Errors:** In rural areas, residential customers and small businesses are frequently targeted for broadband education when in fact they simply lack access. This group tends to be quite frustrated with efforts that clearly miss the mark for their situation.

- + Many mapping programs have overstated the availability of broadband services, making the need for broadband education appear greater than it actually is. [Note: RCG proposes a solution to the mapping accuracy issues for the State of West Virginia as outlined in Section 2.4.5.]



When applicable, we have employed key strategies for advancing broadband adoption, primarily focused on small businesses and community anchor institutions.

Project References

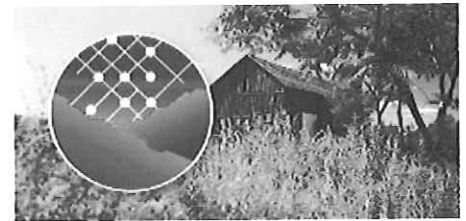
Client: Horizon Telcom

Mr. Bill McKell
 Chief Executive Officer
 68 E Main Street
 Chillicothe, OH 45601
 Bill.McKell@HorizonTel.com
 740-772-8289



Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008–2011]

Long before the availability of stimulus funding for broadband expansion, RCG was retained to advance the digital divide agenda in 34 counties of southeastern Ohio. RCG formed and led the Connecting Appalachia initiative with the support of key regional players including a key Congressman, the Governor of Ohio, health care executives, K-12 leadership, county governments officials, and higher education representatives.



In the organization phase, we conducted hundreds of presentations across the region to raise awareness of the importance of broadband for the economy and society. The response was tremendous, bringing together an unprecedented level of consensus among the coalition members to create a single voice for the region on this critical development issue. We subsequently won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties. Conducted network engineering, mapping, procurement of equipment and services, and compliance reporting.



Project: Service Catalog [2011]

Worked with sales and engineering to define the key business fiber services to be offered on the newly expanded network. Service definitions included service-level details and technical performance specifications. Created sales materials to support the rollout and encourage adoption.

Project: Marketing and Communications Plan [2010–2011]

Created a comprehensive marketing and communications plan to establish brand identity, build company and broadband awareness, formulate a vertical market engagement strategy to increase adoption, and support the field sales team with GIS marketing tools.

Project: Southern Perry County Broadband [2001-2002]

In 2001, community leaders in Southern Perry County asked RCG to help address their urgent need for broadband services for two facilities: a community technology center and a business incubator. A key partnership with libraries brought the much-needed broadband services, increasing the county's ability to fulfill its mission of education, broadband adoption, and economic development.



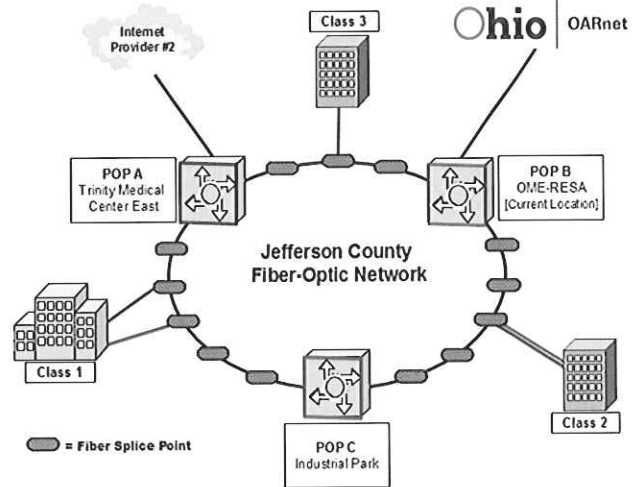
Client: Government of Jefferson County, Ohio

Mr. Joe Boni
 Director of Information Technology
 Jefferson County
 Steubenville, Ohio
 Joe.Boni@jeffersoncounty.oh.com
 740-283-8517



Project: Community Fiber Feasibility Study [2009-2010]

Led strategic planning effort to determine need for and extent of a proposed community-owned fiber-optic network. Stakeholder meetings and presentation focused on the need for broadband services to spur economic development and support existing businesses, schools, and health care providers.



Section 2.3.2 Specialized Broadband Mapping – Ability to support specialized data capture, create specialized mapping and analysis, and provide a variety of data specific overlays including various technology and demographic information as required by NTIA standards for state specific broadband.

The Reid Consulting Group, in partnership with the Voinovich School of Leadership and Public Affairs at Ohio University, has engaged in numerous GIS projects to inform planning, policy, and design. Independently, the Voinovich School has conducted hundreds of GIS studies, data analysis, and surveys, many focused on community development projects. The sampling of projects below was conducted with RCG in the lead with GIS deliverables provided by the Voinovich School.

Project References

Client: Horizon Telcom

Mr. Bill McKell
 Chief Executive Officer
 68 E Main Street
 Chillicothe, OH 45601
 Bill.McKell@HorizonTel.com
 740-772-8289

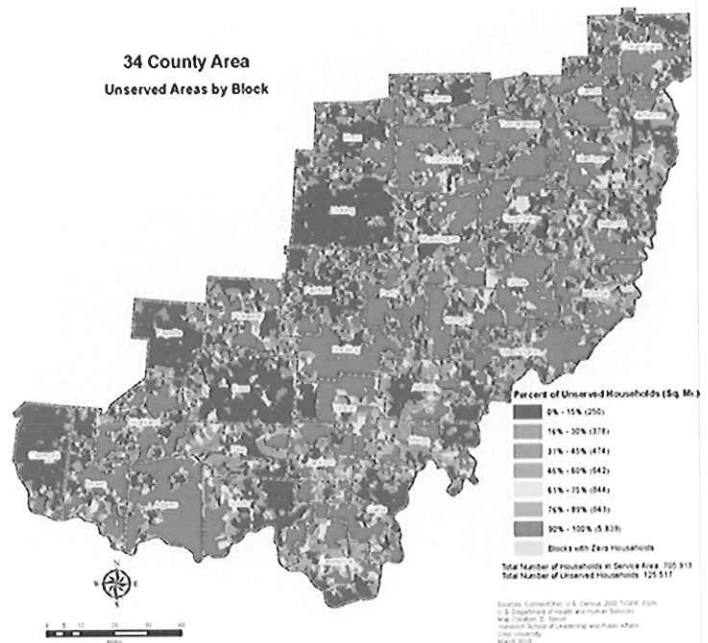


Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008–2011]

Formed and led the Connecting Appalachia initiative with the support of key regional leadership representing Congress, the Governor’s Office, county governments, K-12, health care, and higher education. Won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties.

Conducted network engineering, mapping, and procurement of equipment and services. By focusing on the smallest geographic units, we found that 66% of the service area lacked any form of broadband.

The heat map to the right was a strong visual aid in explaining the extent of the problems to policy makers and stakeholders. The mapping project also supported several successful last-mile USDA Broadband Initiatives Program applications.



Client: Com Net, Inc.

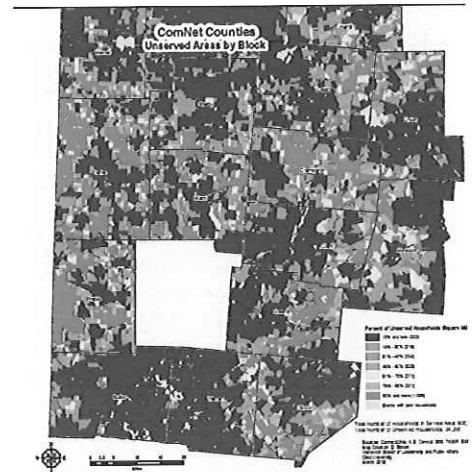
Mr. Tim Berelsman
 Chief Executive Officer
 13888 County Road 25A
 Wapakoneta, Ohio 45895

TNB@Bright.net
 419-739-3151


Project: GigE Plus Availability Coalition – Ohio Middle Mile Consortium [2010–2011]

Represented and advised Com Net and its 22 independent telecommunications members in pursuit of NTIA BTOP funding. Won \$29 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$42 million, 690-mile fiber-optic broadband project. The project will deliver world-class broadband across 28 western Ohio counties.

Conducted grant writing, network engineering, mapping, and procurement of equipment and services. The heat map to the right identified key pockets of unserved and underserved areas on which to focus both middle-mile and last-mile investments.


Client: Adena Health System

Prior to the availability of BTOP funding, RCG was retained by the Adena Health System to advise, form, and lead a broadband initiative in southern Ohio.

Mr. Mark Moffitt
 Chief Information Officer
 272 Hospital Drive
 Chillicothe, OH 45601
 MMoffitt@Adena.org
 740-779-8442


Project: Southern Ohio Health Care Network (SOHCN) [2006–Present]

Formed the Southern Ohio Health Care Network under the sponsorship of three regional health care providers. Won \$16 million in funding under the FCC Rural Health Care Pilot Program. Through competitive bidding, selected a carrier partner to build a \$30 million, 600-mile fiber-optic broadband network connecting more than 120 health care facilities in 13 southern Ohio counties.



Because Geographic Information Systems (GIS) offered many advantages for the SOHCN, RCG turned to its frequent partner – the Voinovich School – to provide GIS services. In addition to mapping the health care entities, the SOHCN project included efforts to demonstrate aggregate demand for the carriers. In this model, the eligible health care entities receiving the FCC subsidy serve as anchor tenants to justify broadband deployment to the entire community of possible users.

Client: Governor's Office, State of Ohio

Ms. Jennifer Simon
Director (at the time of the study)
Governor's Office of Appalachia
77 South High Street
Columbus, Ohio 43216
SimonJ@Ohio.edu
740-593-1803



Project: Access Appalachia Broadband Study [2001–2003]

Conducted study for Governor's Office of the State of Ohio and the Ohio Board of Regents on ways to extend broadband access to rural communities. Analyzed business conditions for broadband providers to determine economic incentives required.



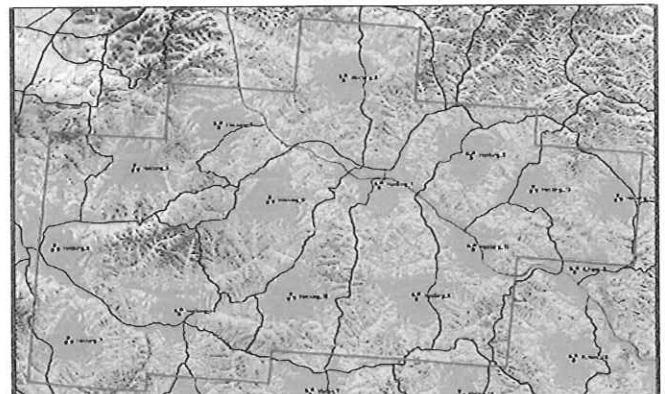
Cable broadband availability was provided as a spreadsheet of townships with cable. Telephone company wire centers were mapped throughout the state, and those with DSL capabilities were buffered to show the theoretical coverage of DSL. Addresses of schools, universities, and libraries were geocoded to pinpoint broadband availability.

Broadband availability over the entire region was mapped, and more in-depth analysis also was performed for four of the counties. This analysis included population throughout the county, population of each township in the county, and population within three miles of cities and villages, as well as locations of libraries and schools.

Client: Wireless Internet Service Provider – Confidential

Project: Signal Mapping for Marketing

The Voinovich School currently is working on a GIS engineering tool for a WISP to map the signal from its radio towers. This tool will allow the WISP to quickly assess the signal strength to potential customers without the transportation and labor costs of a physical signal test. It also will allow for cost-effective marketing by identifying addresses that can receive service and creating a list of those addresses.



Section 2.3.3 Strategic Communications – Initiating public awareness campaigns to include the promotion of standards and best practices.

The Reid Consulting Group has worked with multiple clients to raise awareness of the digital divide, advance best practices for resolving access and adoption issues, and gain consensus on priorities.

Project References

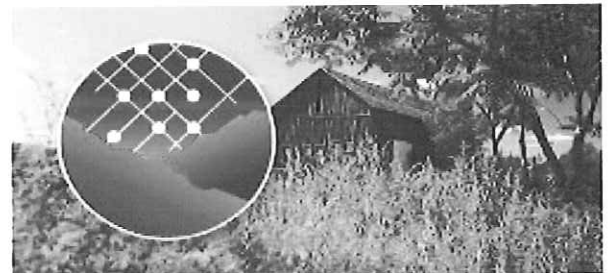
Client: Horizon Telcom

Mr. Bill McKell
 Chief Executive Officer
 68 E Main Street
 Chillicothe, OH 45601
 Bill.McKell@HorizonTel.com
 740-772-8289



Project: Connecting Appalachia – Ohio Middle Mile Consortium [2008–2011]

Long before the availability of stimulus funding for broadband expansion, RCG was retained to advance the digital divide agenda in 34 counties of southeastern Ohio. RCG formed and led the Connecting Appalachia initiative with the support of vital regional players, including a key Congressman, the Governor of Ohio, health care executives, K-12 leadership, county governments officials, and higher education representatives.



In the organization phase, we conducted hundreds of presentations across the region to raise awareness of the importance of broadband for the economy and society. The response was tremendous, bringing together an unprecedented level of consensus among the coalition members to create a single voice for the region on this critical development issue.



We subsequently won \$66 million in funding from the NTIA Broadband Technology and Opportunities Program to support the \$95 million, 2,000-mile fiber-optic broadband project. The project will deliver world-class broadband to more than 600 community anchor institutions across 34 southern and eastern Ohio counties.

Conducted network engineering, mapping, procurement of equipment and services, and compliance reporting.

Project: County Fiber Routing Consultations [2011]

Established county-based advisory committees of business representatives and community leaders to review existing routing plans for the future fiber network for regional telecommunications provider. Utilized these forums to establish brand and product awareness as well as optimize capital expenditures.

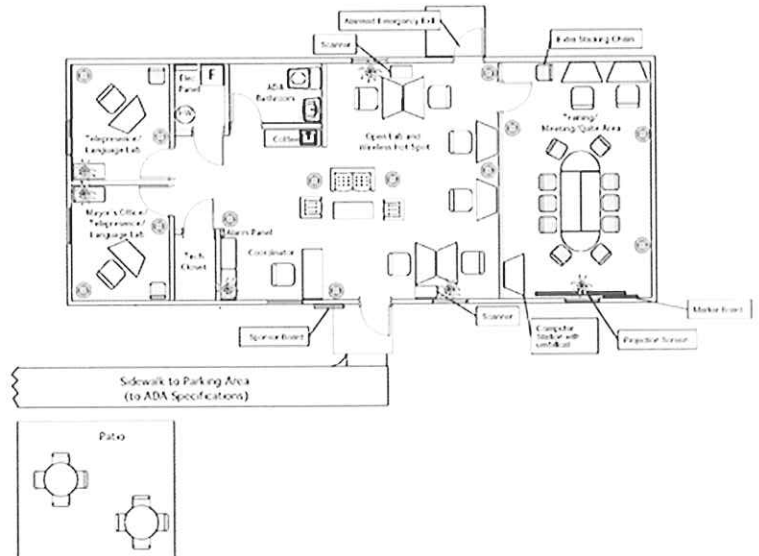
Project: Darbyville Community Connect Program [2007–2009]

Engaged community leaders to support broadband deployment, economic development, and educational advancement in the village of Darbyville in rural Pickaway County, Ohio. Won \$670,000 from the USDA Community Connect Program to support the \$1.1 million project. Services included fiber-to-the-home in a town previously lacking any form of broadband.

Established a community technology center for free public access, support for entrepreneurship, K-12 tutoring, and degree completion program.

Darbyville Village
 Community Technology Center
 Funded by the USDA and Horizon Telcom

Use Plan and Furniture Layout
 Conference Table Configuration



Client: Governor's Office, State of Ohio

Ms. Jennifer Simon
 Director (at the time of the study)
 Governor's Office of Appalachia
 77 South High Street
 Columbus, Ohio 43216

SimonJ@Ohio.edu
 740-593-1803

Project: Access Appalachia Broadband Study [2001–2003]

Conducted study for Governor's Office of the State of Ohio and the Ohio Board of Regents on ways to extend broadband access to rural communities. Analyzed business conditions for broadband providers to determine economic incentives required. Survey process also was designed to raise awareness of the importance of broadband services for businesses and community anchor institutions.



Project: Southern Perry County Broadband [2001-2002]

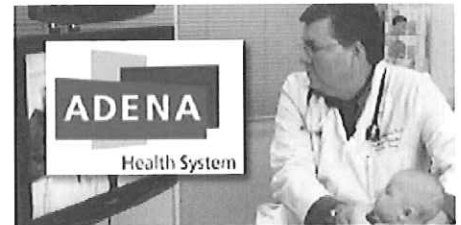
In 2001, community leaders in Southern Perry County asked RCG to help address their urgent need for broadband services for two facilities: a community technology center and a business incubator. A key partnership with libraries brought the much-needed broadband services, increasing the county's ability to fulfill its mission of education, broadband adoption, and economic development.



Client: Adena Health System

Prior to the availability of BTOP funding, RCG was retained by the Adena Health System to advise, form, and lead a broadband initiative in southern Ohio.

Mr. Mark Moffitt
Chief Information Officer
272 Hospital Drive
Chillicothe, OH 45601
MMoffitt@Adena.org
740-779-8442



Project: Southern Ohio Health Care Network (SOHCN) [2006–Present]

Formed the Southern Ohio Health Care Network under the sponsorship of three regional health care providers. Won \$16 million in funding under the FCC Rural Health Care Pilot Program. Through competitive bidding, selected a carrier partner to build a \$30 million, 600-mile fiber-optic broadband network connecting more than 120 health care facilities in 13 southern Ohio counties.



RCG conducted numerous presentations and information sessions about the importance of broadband in health care. Further, RCG argued for lifting restrictions on USF funding so that other entities such as businesses and community anchor institutions also could benefit from the FCC investment. Through negotiation with the FCC and with intervention by our Congressional sponsor, RCG successfully negotiated an agreement with the FCC that applied to all Rural Health Care Pilot Program recipients nationwide.

2.4 Project and Goals

Section 2.4.1 Goal/Objective 1: 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.

Assessment

Our process is straightforward, based on the time-tested methodology of strengths, weaknesses, opportunities and threats (SWOT). In conducting a SWOT analysis, we:

- + **Listen:** Our first step is to understand your needs, your vision, and the current state of affairs. We would begin by meeting with stakeholders in government, education, health care, and business to assess what's working, what's not, and what you want to accomplish.
- + **Customize:** We bring a business-driven approach to technology planning. That's why we leave the templates at home, listen closely to what the State needs, and customize a solution tailored to fit *the State's* requirements.
- + **Inquire:** Most problems – including those in the tech sector – can be solved in more than one way. We weigh the pros and cons of multiple technology options for the challenges the State faces, providing expert independent reviews of possible solutions.
- + **Analyze Costs:** As part of our business-driven approach, we provide thorough financial analysis of available options, including multiyear capital and lifecycle projections.
- + **Deploy:** We bring a proven track record of leading complex, multiyear projects on time and on budget. We leverage decades of experience in competitive bidding, negotiating agreements, and managing vendors.

Overarching Network Architecture

We propose creating a cohesive network architecture to inform the search for commercial partners that can clearly address specific portions of the requirements. Such network engineering efforts will focus on logical regions of the State as defined by a combination of geography, demographics, and carrier footprints.

A thoughtful and encompassing network architecture will share many similarities regardless of the specific county or community being served. For example, the engineering options to network a largely rural county with a handful of population centers will vary little from county to county. As another example, the technical options for dealing with foliage-covered ravines will remain constant across West Virginia.

Gap Analysis

Once we have assessed the current situation and designed the ultimate goal, we can then conduct gap analysis to identify and prioritize needs. The gap analysis informs decisions on how to apply available funding to ensure that all expenditures contribute to completion of the overall plan.

Section 2.4.2 Goal/Objective 2: 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.

We suggest a four-step approach:

- + Create a strategic plan for fundraising that focuses on prioritized needs and identifies likely funding sources
- + Research and create profiles of demographic and economic conditions in target communities
- + Gather anecdotal stories and images to personalize the message
- + Craft compelling storylines focused on the objectives of the funding agency

Funding Opportunity Strategic Plan

The spectrum of funding sources will dovetail with the diversity of action plans bound to result from the overarching strategy for broadband deployment and adoption. Private and public funding sources target a wide array of issues and populations (e.g. urban decay, rural isolation, poverty, education, arts, health care, environmental justice, etc.). Some funding sources specifically target broadband, while others include broadband as a means to a broader end.

RCG research will produce a catalog of projects matched to likely funding sources. By profiling potential funding agencies, we gain an overview of their deadlines, average award amounts, and complexity of the application process. Of course, the catalog of projects and funding sources will require updates as new programs emerge, existing programs announce the next round of funding, etc.



Experience and Contacts

RCG has successfully won funding from all three target agencies: NTIA, FCC, and USDA. Our experience and contacts will serve the State well as opportunities and programs continue to evolve. We will also use our partner, Lukas, Nace, Gutierrez & Sachs, for specific guidance and behind-the-scenes insights.

Profile Target Communities

West Virginia's communities have unique stories to tell; our first job is to listen and learn. We suggest crafting strong human interest and demographic profiles that explain the shared history and culture of the State's subregions, their strengths and challenges, economic drivers, as well as threats to sustainability and growth.

Create Funding Applications

The State can elect to have the RCG team create the funding applications. In doing so, we will couple fieldwork and research to craft compelling storylines focused on the objectives of the funding agency. Anecdotal stories and images have proven effective in personalizing grant applications. By understanding the objectives of the granting agency and telling the community's story, we are routinely able to achieve high subjective scores.

Section 2.4.3 Goal/Objective 3: 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.

Community Outreach Strategy

Given the development of the overarching technology plan, the RCG team proposes the creation of a community outreach strategy for the State to implement that focuses on:

- + Demonstrating demand for broadband services by identifying businesses, health care locations, government buildings, schools, libraries, and other potential high-bandwidth consumers
- + Gathering feedback on the technology plan and identification of niche carriers
- + Assessing the need for Community Technology Centers (CTCs) that will provide free access and training to the local population. Such training would include basic computer literacy, entrepreneurial assistance, and after-school tutoring. CTCs have proven to be a critical element in broadband strategy by offering a bridge to those unable to afford the technology initially.
- + Considering opportunities to implement programs to provide refurbished computers to needy households. For example, the Athens County (Ohio) Department of Jobs and Family Services (DJFS) created a partnership that has distributed thousands of computers to low-income families since its inception in 2001. The DJFS office selected the recipients from among families earning less than 150% of the poverty income. The program brings together:
 - o Corporations disposing of older computers
 - o A local technical college that erases the corporate data and refurbishes the computers
 - o An ISP offering twenty-four months of discounted service



The key vectors for community outreach would include:

- + Federal Congressional Districts: Congressional leaders have proven instrumental in supporting and funding broadband initiatives.
- + State, County or Municipal Government Entities:
 - o State Agency Leaders
 - o Commissioners
 - o Mayors/City Managers
- + K-12 Leadership
- + Health Care Representatives
- + Business Leaders
 - o Individual executives who champion our cause
 - o Chambers of Commerce

- + Community Organizations
 - o Nonprofits focused on community development
 - o Broadband or technology planning groups
 - o Private foundations

Stakeholder Management

Beyond the carriers, numerous stakeholders will actively participate in broadband planning because of its prospective impact on their own organizations. Cultivating these contacts from both private and public entities will provide essential support when seeking funding. For example:

- + Company executives who support the project may sit on boards of private foundations.
- + Corporations with the need to expand may serve as anchor tenants in underserved areas of the State.
- + Political leaders at the State and Federal levels can garner significant support when shared priorities are identified.

The RCG team will engage in informational and brainstorming sessions with key executives and legislative delegations. The Contacts Database (described below) will provide an essential tool in capturing and managing these stakeholder relationships.



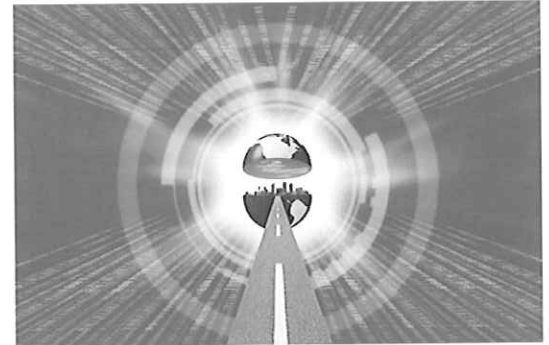
Contacts Database

Managing stakeholder relationships will require a sophisticated database to track contact information, areas of interest, and other relevant information. The RCG team will deploy tools to track and manage the deluge of information sure to be generated from outreach to stakeholders, carriers, and communities.

The objective of the communications work is to develop and deploy a statewide strategy to maximize the number of broadband users. This strategy will deliver a consistent and relevant message to all stakeholders to encourage broadband use. The message would be tailored to the specific needs of each community and consumer segment.

Section 2.4.4 Goal/Objective 4: 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 CAF to include potential impact on West Virginia's citizens of the forthcoming changes and solutions to lessen any anticipated impact.

The Connect America Fund (CAF) represents the single most promising development in rural broadband expansion since the digital divide began. The recurring nature of the Universal Service Funding (USF) offers a sustainable path to saturating the rural expanse with broadband services. With a likely cap of \$4.5 billion per year, the cumulative impact of the CAF will surpass the ARRA-funded broadband initiatives in just two years.



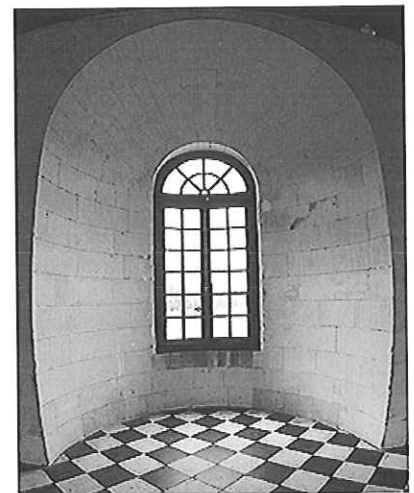
Thus it is essential that the CAF funds are directed in ways that maximize the impact on the State of West Virginia. Blanketing the rural expanse with broadband also can advance the broadband agenda for cities and towns. For example, one solution for the remote areas focuses on 4G wireless services, providing both broadband and voice/data mobility. To support the 4G deployment, carriers need robust fiber infrastructure. That same infrastructure can be multipurposed to deliver metro-Ethernet services to cities and towns, connecting businesses, schools, health care entities, and government offices to the latest in broadband service.

However, such logical and systematic expansion of broadband services requires a clearly articulated plan and strategy. Otherwise the State risks seeing the money spent in fragmented ways that do not maximize the overall impact, thus leaving parts of the region's needs unaddressed.

Overarching Network Architecture

We propose creating a cohesive network architecture to inform the search for commercial partners that can clearly address specific portions of the requirements. Such network engineering efforts will focus on logical regions of the State as defined by a combination of geography, demographics, and carrier footprints.

A thoughtful and encompassing network architecture will share many similarities regardless of the specific county or community being served. For example, the engineering options for networking a largely rural county with a handful of population centers will vary little from county to county. As another example, the technical options for dealing with foliage-covered ravines will remain constant across West Virginia.



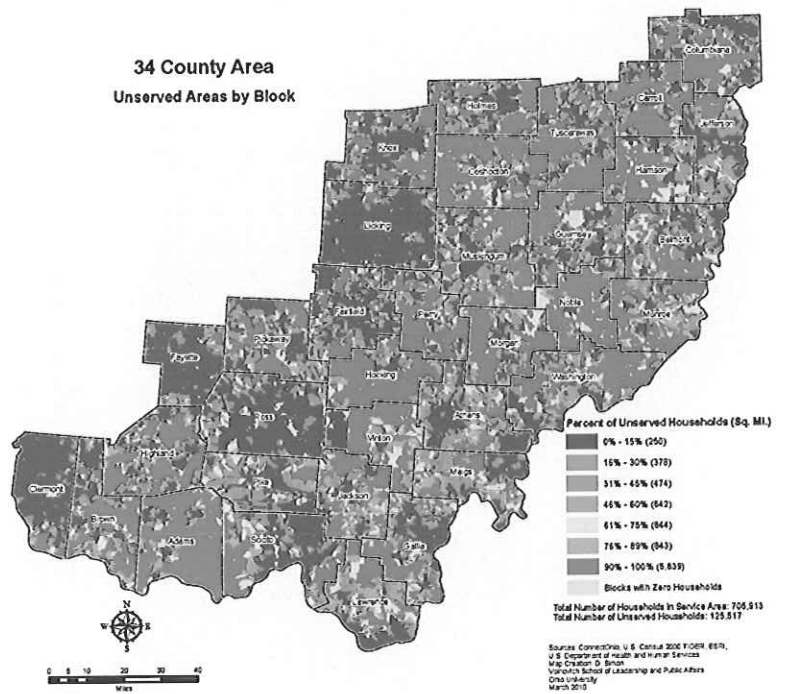
Mapping and Demonstrating Demand

The quality of broadband mapping become crucial in managing the CAF process. The State can take the lead in verifying and enhancing the information upon which funding decisions will be made. Our response in Section 2.4.5 outlines the suggested measures.

The other key use of GIS is to demonstrate aggregate demand by clearly mapping existing and potential broadband customers. This demand aggregation makes clear the most logical fiber routing options and helps quantify the business opportunity for carriers.

Gap Analysis

Once we have assessed the current situation and designed the ultimate goal, we can then conduct gap analysis to identify and prioritize needs. The gap analysis informs decisions on how to apply available funding to ensure that all expenditures contribute to completion of the overall plan.



Section 2.4.5 Goal/Objective 5: 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 in an effort to monitor, assess and influence broadband infrastructure deployment, affordability and sustainability moving forward.

In order to develop a statewide comprehensive assessment of current broadband deployment, we propose expanding existing data on the geographical extent of broadband availability to better identify capabilities and gaps in coverage. We propose a “trust but verify” approach to carrier data in order to provide the most accurate information possible for the residents of the State of West Virginia.

Avoiding Overstatement of Broadband Availability

We recommend that the State avoid overstating broadband coverage because it can cause federal policymakers to claim victory far too soon, diminishing opportunities for funding. When you visit these small communities you learn that the reality does not come close to matching the rosy picture painted by many mapping techniques.

For example, consider the once-popular “buffer ring” approach for estimating broadband availability. The top drawing shows projected broadband availability while the bottom drawing reflects the actual DSL coverage in this particular community.

“Trust But Verify” – Mapping the Coverage Holes

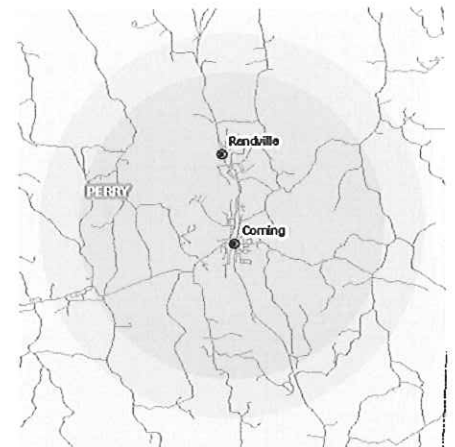
For the State of West Virginia, the RCG team proposes verifying the reported broadband coverage in two ways:

- + Random checks of availability for specific addresses in coverage areas.
- + Feedback from residents regarding inaccuracies in the mapping.

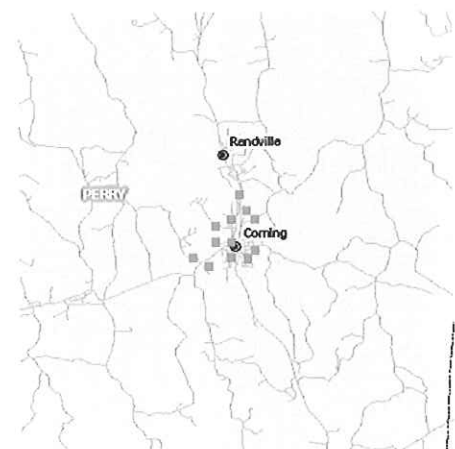
These sources of information would pinpoint holes in the broadband coverage information provided by carriers, providing a more accurate representation for the residents of the State. This strategy also will help spur carriers to resolve physical plant inadequacies in their coverage areas.

Demonstrating Demand

Beyond mapping broadband coverage, we propose using GIS tools to demonstrate aggregate demand in underserved areas by including businesses, health care locations, government buildings, schools, libraries, and other potential high-bandwidth consumers in the GIS mapping tool.



Telco Wire Center - Coverage Ring



Actual DSL Coverage

Section 2.4.6 Goal Objective 6: 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.

The K-12 community is the single biggest driver of bandwidth needs in rural areas. The rapid growth of online services and virtualization spur rapid growth in broadband demand for our schools. In the underserved rural environment, K-12 demand is key in justifying carrier investment.



However, due to eRate rules, carriers often build to the school buildings and forgo provision of broadband to small businesses and residential customers. The FCC has begun to address the unintended impact of eRate "fair share" and "excess capacity" rules. The State can help influence these rulemakings as well as take full advantage of the Connect America Fund to address both the ever-growing bandwidth needs at K-12 schools and the urgent need for improved broadband to communities and across the rural expanse.

Leadership Discussions

In other broadband projects, we have found the K-12 leadership to be well informed of the challenges facing their schools, both in broadband and other arenas. We suggest introducing RCG to the K-12 leadership to engage in SWOT analysis of the broadband and computerization topics. If this analysis has already been completed, we suggest that you share it with us and allow for follow-up conversations.

In the Connecting Appalachia initiative, we developed close relationships with the service area's three K-12 Information Technology Centers (ITCs), which represent the interests of and provide a broad set of IT services to 622 K-12 schools:

- + Ohio Mid-Eastern Regional Education Service Agency (OME-RESA)
- + Southeastern Ohio Voluntary Education Cooperative (SEOVEC)
- + South Central Ohio Computer Association (SCOCA)



As members of the Ohio Education Computer Network, the ITC directors became the key conduit in our collaboration with school districts across the service area.

GIS Identification

Given the importance of K-12 buildings in the overall community broadband demand, including the K-12 buildings in the GIS mapping for demand aggregation would be crucial. Cross-referencing this data against broadband availability information would identify locations facing the greatest limitations.

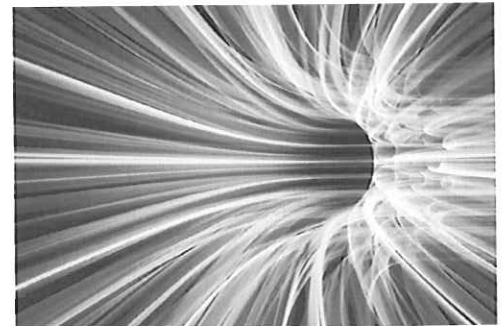
In addition to the buildings themselves, broadband in the home has become an essential tool for our students. Identifying school districts challenged by low broadband availability and/or adoption would help focus the State's efforts.

Section 2.4.7 Goal/Objective 7: 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 includes specific market opportunities and technical assistance around addressing any identified opportunities.

Given that the Connect America Fund should provide sufficient funding to complete the broadband agenda, RCG suggests that the State focus its funds on additional needs (identified in strategic planning efforts) that are not being addressed by federal initiatives.

Bundling of State Demand

As the State acquires telecommunications services, it can exert considerable influence during the competitive bidding process in stretching carriers' commitments to community broadband initiatives. Using the buying power of the State to both lower its own costs and improve broadband availability is a low-cost, high-impact tactic to consider.



Community Technology Centers

Community Technology Centers have demonstrated their value in bridging the digital divide by providing free access and training to the local population. Such training includes basic computer literacy, entrepreneurial assistance, and after-school tutoring, among other services. CTCs have proven to be a critical element in broadband strategy by offering a bridge to those unable to afford the technology initially. The NTIA BTOP community technology center program expected recipients to achieve sustainability, providing no ongoing funding. The USDA Community Connect program funds two years of operational costs for CTCs. However, it is quite difficult to make CTCs self-sustaining, given their mission. Accordingly, the State might want to consider funding CTCs for their economic development and educational impact.

Low-Cost Computers for Low-Income Households

With 26% of West Virginia families lacking computers, let alone broadband, the State also might want to consider implementing programs to provide refurbished computers to needy households. For example, the Athens County (Ohio) Department of Jobs and Family Services (DJFS) created a partnership that has distributed thousands of computers to low-income families since its inception in 2001. The local DJFS office selected the recipients from among families earning less than 150% of the poverty income. The program brings together:

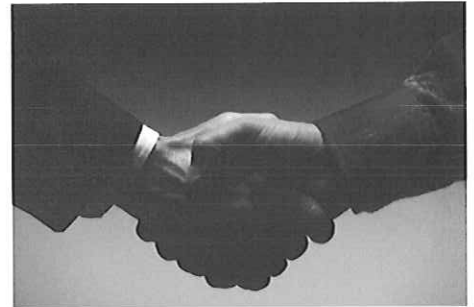


- + Corporations disposing of older computers
- + A local technical college that erases the corporate data and refurbishes the computers
- + An ISP offering 24 months of discounted service

Public/Private Partnerships with Carriers

Rural America experiences a digital divide for obvious reasons: low population densities and high poverty rates deter carriers from entering these markets because of a perceived inability to make a profit on their investments. Teamwork between government and private carriers offers the best solution for the provision of inclusive broadband access because it:

- + Magnifies the impact of broadband funding won from federal, State, and private sources.
- + Spurs economic development as private companies rise to the challenge of building bridges to span the digital divide.
- + Relies on telecommunications companies to run telecommunications services, freeing the State to focus on strategy, policy, and regulation to spur expansion of broadband and protect the interests of residents.



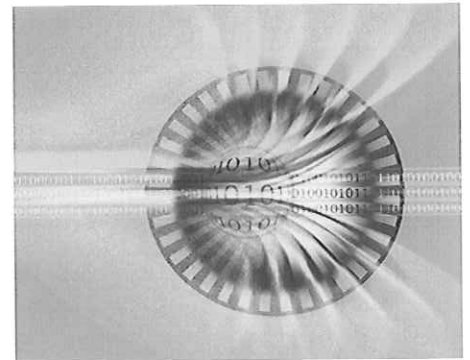
This win-win approach works by providing sufficient subsidy to carriers to justify the build into otherwise marginal markets. For example, the FCC-funded Southern Ohio Health Care Network is using the \$18 million allotted to connect health care entities, which will serve as anchor tenants to justify carrier investment in expansion of broadband service to small business and residential customers. Competition for the contracts ensures that the funding agencies achieve their desired impact.

RCG understands the power of public/private partnerships. That is why the team we have assembled to perform the broadband mapping, deployment, and adoption mission for the State of West Virginia is itself a public/private partnership. We will identify opportunities and work with the State, the carriers, funding agencies, and other entities to forge these partnerships. The State also may want to consider providing technical assistance in mapping and marketing to small providers.

Section 2.4.8 Goal/Objective 8: 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 same.

Independent by Nature with Strong Relationships

The Reid Consulting Group is independent by nature. We do not represent any carriers or manufacturers. While we have relationships with many carriers, suppliers, communications construction companies, and manufacturers, all of these relationships were forged through extensive and open competitive procurement processes. The subsequent implementation efforts gave us the opportunity to deepen our understanding of the capabilities and inner workings of these various players in the telecommunications market.



Thus, if engaged for this project, our entire focus would remain on how to best meet the needs of the residents of West Virginia. Our clients appreciate the objectivity. Combined with our strategic vision, technical depth, and marketing savvy, we have won the loyalty of our clients, earning many repeat engagements. You will see in our references confirmation of the integrity and vision we bring to this opportunity.

Experience and Contacts

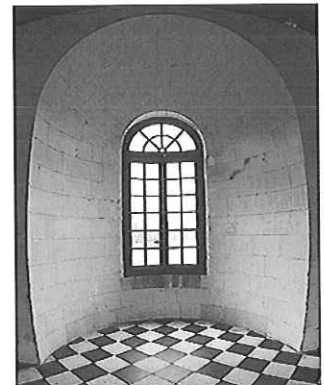
The Reid Consulting Group has successfully won funding from all three of the target agencies: NTIA, FCC, and USDA. Our experience and contacts will serve West Virginia well as the opportunities and programs continue to evolve. We will also use our partner, Lukas, Nace, Gutierrez & Sachs, for specific guidance and behind-the-scenes insights.

Assessment

Our process is straightforward, based on the time-tested methodology of strengths, weaknesses, opportunities and threats (SWOT) as detailed in Section 2.4.1.

Overarching Network Architecture

We propose to create a cohesive network architecture to inform the search for commercial partners that can clearly address specific portions of the requirements. Such network engineering efforts will focus on logical regions of the State as defined by a combination of geography, demographics, and carrier footprints.



A thoughtful and encompassing network architecture will share many similarities regardless of the specific county or community being served. For example, the engineering options to network a largely rural county with a handful of population centers will vary little from county to county. As another example, the technical options for dealing with foliage-covered ravines will remain constant across West Virginia.

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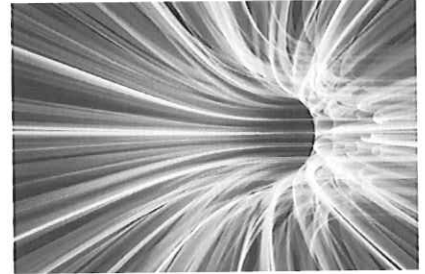
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Funding Opportunity Strategic Plan

The spectrum of funding sources will dovetail with the diversity of action plans bound to result from the overarching strategy for broadband deployment and adoption. Private and public funding sources target a wide array of issues and populations (e.g. urban decay, rural isolation, poverty, education, arts, health care, environmental justice, etc.). Some funding sources specifically target broadband, while others include broadband as a means to a broader end.

RCG research efforts will produce a catalog of projects matched to likely funding sources. By profiling potential funding agencies, we gain an overview of their deadlines, average award amounts, and complexity of the application process. Of course, the catalog of projects and funding sources will require updates as new programs emerge, existing programs announce the next round of funding, etc.



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.

Reid Consulting Group, LLC

(Company)

Tom Reid, President

(Representative Name, Title)

Phone: 740-590-0076/ Fax: 614-448-1718

(Contact Phone/Fax Number)

November 23, 2011

(Date)

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 owned 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 exceed 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: Reid Consulting Group LLC

Authorized Signature: *J. C. Reid* Date: November 21, 2011

State of Ohio

County of Athens, to-wit:

Taken, subscribed, and sworn to before me this 21 day of November, 2011.

My Commission expires Indef, 20 .

AFFIX SEAL HERE



NOTARY PUBLIC

Christian S. Gerig
CHRISTIAN S. GERIG
NOTARY PUBLIC - OHIO
INDEFINITE TERM, OHIO R.C. 147.03