

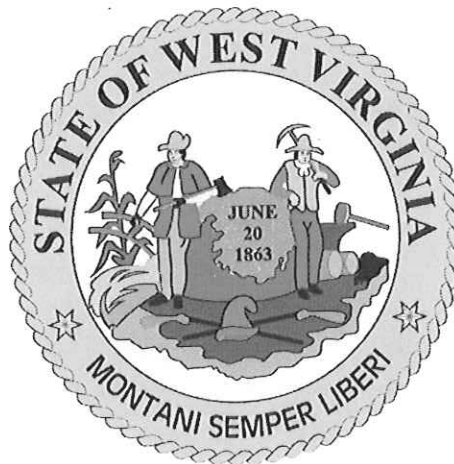
THE SCHULTZ GROUP

STRATEGY | SOLUTIONS | COMPLIANCE

2550 M Street NW | Washington, DC 20037 | 202.361.6550 | 202.204.5865 (fax) | www.theschultzgroup.com

Cynthia B. Schultz, President
cschultz@theschultzgroup.com

Proposal to the State of West Virginia



Consulting Services Response to
RFQ No. DEV1224

November 21, 2011

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PLANNING DIVISION
STATE OF WV

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November 21, 2011

Frank Whittaker
Purchasing Division
2019 Washington Street, East
P.O. Box 50130
Charleston, West Virginia 25305-0130

Re: Response to RFQ No. DEV1224, Consulting Services

Dear Mr. Whittaker,

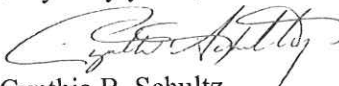
The Schultz Group, LLC ("The Schultz Group") is pleased to provide the enclosed response to the above-referenced Request for Proposals (the "RFP"). The Schultz Group is uniquely qualified to provide broadband consultancy services described in the RFP to the State of West Virginia, and we welcome the opportunity to assist in realizing the benefits of expanded access to broadband facilities and services statewide.

The Schultz Group was founded earlier this year to advocate public policy and compliance solutions that promote universal access to broadband facilities and services across the nation and around the world. Having served as the Chief Compliance Officer for the Broadband Technology Opportunities Program ("BTOP"), I have seen firsthand the broadband deployment and adoption efforts and creativity of states like West Virginia, both using BTOP grant awards and more broadly.

Indeed, one central theme of my career has been on promoting public policy solutions that expand broadband access among our most vulnerable populations. Prior to my BTOP service, I served as Director of Service Provider Support for the Schools and Libraries Universal Service Support Program ("E-Rate") administered under the supervision of the Federal Communications Commission, and led a successful legal practice focused on E-Rate issues.

The Schultz Group's expertise in broadband adoption, policy, deployment, and development issues is matched by our experience in developing business processes designed to ensure that our clients maximize the results of their efforts. The enclosed response describes the capabilities of The Schultz Group in more detail, and outlines our organizational resources, proposed work plan, and budget. I would also be pleased to answer any questions you may have after reviewing this material, and to make a presentation to the selecting official(s), if it would be helpful. I look forward to hearing from you.

Very truly yours,


Cynthia B. Schultz



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

**Request for
 Quotation**

RFQ NUMBER
DEV1224

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1

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

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VENDOR

Cynthia B. Schultz
 The Schultz Group, LLC
 2550 M Street NW
 Washington, DC 20037

SHIP TO

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

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS		
10/16/2011						
BID OPENING DATE: 11/22/2011		BID OPENING TIME 01:30PM				
LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-20		
<p>CONSULTING SERVICES</p> <p>REQUEST FOR PROPOSAL (RFP)</p> <p>THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, THE WEST VIRGINIA DEVELOPMENT OFFICE IS SEEKING PROPOSALS FROM QUALIFIED CONSULTANTS TO PROVIDE CONSULTING SERVICES AND INDPENENDANT ANALYSIS OF THE STATE'S CURRENT BROADBAND INFRASTRUCTURE PER THE ATTACHED SPECIFICATIONS.</p> <p>ALL TECHNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VOA FAX AT 304-558-4115 DEADLINE FOR ALL TECHNICAL QUESTIONS IS 11/03/2011 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS</p>						
SEE REVERSE SIDE FOR TERMS AND CONDITIONS						
SIGNATURE		TELEPHONE		DATE		
		202-464-9046		Nov. 21, 2011		
TITLE		FIRM		ADDRESS CHANGES TO BE NOTED ABOVE		
President		80-0635211				

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



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 Charleston, WV 25305-0130

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

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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 05/26/2009</p> <p style="text-align: center;">NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p style="text-align: center;">DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: 44</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS.

SIGNATURE	TELEPHONE	DATE
	202-464-9046	Nov. 21, 2011
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
President	80-0635211	

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 Department of Administration
 Purchasing Division
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PAGE
4

ADDRESS CORRESPONDENCE TO ATTENTION OF:
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VENDOR ROOM

Cynthia B. Schultz
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 2550 M Street NW
 Washington, DC 20037

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				DEV1224		
				BID OPENING DATE:		11/22/2011
				BID OPENING TIME:		1:30 PM
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						
				202-204-5865	-----	
CONTACT PERSON (PLEASE PRINT CLEARLY):						
				Cynthia B. Schultz	-----	
***** THIS IS THE END OF RFQ DEV1224 ***** TOTAL:						_____
SEE REVERSE SIDE FOR TERMS AND CONDITIONS						
SIGNATURE		TELEPHONE 202-464-9046		DATE Nov. 21, 2011		
TITLE President		FAX 80-0635211		ADDRESS CHANGES TO BE NOTED ABOVE		

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

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: The Schultz Group, LLC

Authorized Signature: [Signature] Date: November 21, 2011

State of District of Columbia

County of _____, to-wit:

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

My Commission expires June 30, 2016.

AFFIX SEAL HERE

NOTARY PUBLIC [Signature]



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ATTACHMENT A

Broadband Consulting Services Proposal of The Schultz Group to the State of West Virginia Development Office November 21, 2011

The Schultz Group strongly supports the State of West Virginia's commitment to statewide development, deployment, and adoption of next-generation broadband solutions, in order to bring innovation, technology, and a competitive advantage to its business community and to help ensure an ever-increasing quality of life for its citizens.

As discussed below, The Schultz Group has unmatched experience with the chief federal broadband adoption and deployment support programs, including the Federal Communications Commission's development and implementation of the National Broadband Plan, the National Telecommunications and Information Administration's BTOP grant award portfolio, the Rural Utilities Service's Broadband Initiatives Program ("BIP"), and others. In addition, we have extensive experience working with state officials to expand economic opportunities through broadband development and deployment initiatives, as well as in creating public awareness through strategic communications campaigns.

In response to the RFP, The Schultz Group offers the following:

I. Organization and Staff Capabilities

The Schultz Group is among the nation's preeminent broadband policy, compliance, development, and deployment consulting firms. Our veteran team delivers the critical-path solutions and strategies that our clients need to make key decisions that affect their outcomes, budgets, and future growth.

A. Our Experience

The Schultz Group is the only federal grants services firm staffed by the compliance and policy professionals that established the policy, monitoring, and compliance framework that governs the BTOP Program. We draw on this experience to provide critical strategic support to public and private sector actors focused on expanding availability of affordable broadband infrastructure and services across the economic and geographic spectrum. We have an in-depth understanding of underlying state and federal broadband policy, engineering and deployment considerations, and available financial resources, including those provided by broadband grants, loans, and universal service channels.

Having worked for and with a broad range of federal and state agencies funding broadband technology, we understand how to communicate with agency representatives by framing issues and questions in terms of the key concerns and objectives of federal policy makers. Our staff has worked, not only with NTIA, but with programs funded through the U.S. Department of Agriculture Rural Utilities Service, Federal Communications Commission,

Universal Service Administrative Corporation, and state agencies providing federal technology funding.

Our clients rely heavily on the unique blend of experience and expertise that The Schultz Group brings to the table for every engagement. We have the ability quickly to identify the key issues at stake, forge practical, business-oriented solutions, and achieve results quickly as challenges emerge and evolve as the project unfolds. Our team has a diversity of experience including broadband policy and compliance services, grants administration, program development, broadband engineering and facilities deployment, project management, financial management, broadband policy development, fraud detection and prevention, audit preparation, and an understanding of the underlying statutes, regulations, and legal issues at stake. As a result, The Schultz Group can draw on a wealth of specialized expertise to ensure that each of our clients receives the highest level of service that is responsive to its needs.

B. Our People

For each engagement, we assemble the right industry team that understands all facets of broadband deployment challenges or clients face. We have a scalable approach that relies on a lean team of experienced experts to meet the specific needs of each client. Our team understands a wide array of broadband deployment challenges and we are confident in our ability to support West Virginia's efforts in this area. Below are highlights of the resumes of key staff members that will provide services to West Virginia on this project:

Cynthia B. Schultz

Ms. Schultz is a lawyer, senior executive, and business strategist recognized in both the public and private sectors as an authority on compliance. She is known for her risk, compliance, and financial and political acumen with in-depth knowledge of federal regulatory and compliance requirements governing domestic and international broadband, communications, and technology sectors. Ms. Schultz's strong business judgment and legal background combined with an ability to create robust and sound compliance processes deliver long-term sustainable solutions to complex challenges.

Ms. Schultz has a global perspective that informs an independent voice, provides an unbiased viewpoint and collaborative attitude that appreciates the underlying concerns of stakeholders and political environments. With an extensive background and knowledge of the judicial and executive branches of the U.S. government, she is able to navigate executive agency policy, procedures. She is a published author and sought after public speaker and communicator frequently participating in industry forums and legal education on federal compliance and regulatory policy in E-Rate and the broadband technology sector.

As President of The Schultz Group, LLC, Ms. Schultz provides leadership assistance to clients including corporations, non-profit organizations, tribal entities, state governments, municipalities, educational institutions, and foundations on wide ranging compliance, business

strategies, and governmental related issues domestically and internationally. Ms. Schultz identifies and defines the sources of difficulty and develops practical solutions that all parties involved can understand and support.

Ms. Schultz served in two far-reaching federal technology programs. Recently, she was the Director of Compliance and Audits for the Broadband Technology Opportunities Program (BTOP) at the National Telecommunications & Information Administration of the U.S. Department of Commerce. She moved rapidly to secure consensus and agreements internally and externally for the post award grants administration framework, compliance and audits for the \$4.7B BTOP Program. In her capacity as Chief Compliance Officer, she was responsible for compliance with the National Environmental Policy Act and National Historic Preservation Act.

She also served as Audit Liaison to the Inspector General and Government Accountability Office and as Tribal Liaison to 565 Tribal Entities. From 2003-2006, she held the Position of Director of Service Provider Support of the Schools and Libraries Division (SLD) at the Universal Service Administrative Company (USAC) in Washington, D.C. While there she managed the E-Rate Program operations specific to service providers and acted as the sole SLD liaison and advocate for the service provider community.

As a partner with Patton Boggs, LLP in Washington, DC from 2006 to 2009, Ms. Schultz served as lead partner on Universal Service Fund (USF) and E-Rate business leading strategic, regulatory, compliance and policy advisory services for clients. She advocated for clients on USF matters before USAC, FCC, and Congress.

She began her career in regulatory compliance within the technology sector at MCI, where she served as Associate Counsel responsible for international commercial disputes, arbitration, and litigation on telecommunications services including local and long distance, wireless, Internet, frame relay, satellite, international cable consortiums, local loop, network services, and government contracts. As Senior Manager of National Competition and Regulatory Policy at WorldCom, Ms. Schultz advised executive management on business opportunities and litigation risks affecting contract negotiation, dispute resolution, and cost control initiatives. She achieved favorable regulatory enforcement policies in state PUC and PSC carrier-to-carrier collaborative efforts and 271 proceedings.

Ms. Schultz began her legal career as the law clerk to the Chief Judge of the U.S. Court of International Trade in New York. She then joined the distinguished United States Attorney General's Honors Program in the Civil Division, Commercial Litigation Branch, International Trade Group at the U.S. Department of Justice where she was lead prosecutor on multi-million dollar Customs fraud cases and litigator on antidumping and countervailing duty international trade cases at the federal district and appellate levels.

In recognition of her leadership and management expertise, she has received numerous awards including Certificates of Appreciation and Special Act Awards from the U.S. Department of Commerce and Performance and Achievement Awards from the U.S. Department of Justice.

Ms. Schultz is dedicated to both professional and community service. To support her community, she has been actively involved in the Rotary Club of Washington, DC, for over ten years at the local community and international levels.

Ms. Schultz earned a J.D. from the Washington College of Law, American University, Washington, D.C. serving as Editor-in-Chief of *The American University Journal of International Law & Policy*.

She holds a B.A. in International Affairs from George Washington University. She pursued international law, economics, political science, and trade in undergraduate and postgraduate studies in Germany, China, and Belgium. She is fluent in German.

Ms. Schultz is a member of the bars of New York State and the District of Columbia and is admitted to the U.S. Supreme Court, U.S. Court of Appeals of the Federal Circuit, U.S. Court of Appeals of the Second Circuit, U.S. Court of International Trade, U.S. District Court for the Southern District of New York, and U.S. District Court for the Eastern District of New York.

Richard R. Cameron

Mr. Cameron has over 15 years of experience and expertise in federal grants law, legal, regulatory, and commercial issues arising in the broadband, communications and technology sectors. He is a public policy advocate for investors, domestic and international carriers, broadband service providers, and other industry participants before legislative, executive, and regulatory officials.

Before joining The Schultz Group, Mr. Cameron served as BTOP Compliance Manager with NTIA. He established BTOP programmatic policies and business processes to meet the requirements of ARRA and other laws governing the execution of federal grant awards, in addition to leading a team of attorneys that provided compliance advice to BTOP Federal Program Officers managing some 230 BTOP-funded projects. He also documented BTOP policies and requirements for applicants and grant recipients, creating fact sheets, handbooks, presentations, and other materials describing federal security interest; cost accounting; and subrecipient/vendor, auditing, reporting, and monitoring requirements. Mr. Cameron also presented BTOP compliance training seminars at conferences, meetings, and other events for applicants and award recipients in multiple cities nationwide.

Previously, Mr. Cameron was Of Counsel with the international law firm of Latham & Watkins LLP. As a member of the Communications Practice Group in the firm's Corporate Department, Mr. Cameron advised carriers and investors on a broad array of telecommunication regulatory and competition issues confronting US domestic and global communications providers. He advised federal universal service support recipients and contributors on policy and compliance requirements of the federal high cost, low income, schools and libraries (E-Rate), and rural health care support mechanisms.

At the FCC, Mr. Cameron played a leading role in interpreting and implementing the Telecommunications Act of 1996, which brought advanced information technology, such as broadband and Internet connectivity to America's schools and libraries and rural health care

facilities. He served as legal counsel to two Common Carrier Bureau Chiefs, and as Federal Staff Chair of the Federal-State Joint Board on Universal Service. In the latter capacity, he helped develop the explicit universal service mechanisms (high cost, low income, and E-Rate) that continue to govern the industry today.

Mr. Cameron received his J.D. from The George Washington University National Law Center and his B.A. from Cornell University.

Victoria B. Garcia

Ms. Garcia brings expertise in successfully facilitating large and diverse groups of stakeholders from federal, state and local entities, including community groups. The interests of such stakeholders include, for example, such diverse matters as water resources management, engaging Latino communities in education, resolving matters of controversy within different tribal groups, such as tribal government officials and shepherders and weavers, to name a few. She has the ability to communicate and capture ideas and reach consensus with groups, which have included four-star generals, federal cabinet officials, elected state and local officials and, critically, grass-roots constituents. Her understanding of how groups work and how critical knowledge sharing is to capturing “buy-in”, made her successful in her efforts at broadband grant planning and implementation.

Because of her broadband leadership in the area of public safety, she was named vice-chairperson of the Public Safety Spectrum Trust (PSST) Operator Advisory Committee (OAC). The PSST is the holder of the 700 MHz license to develop the planned nationwide public safety broadband network. The OAC is composed of 21 jurisdictions operating under the license of the PSST who have authority to early deploy Long Term Evolution technology, identified as the technology best able to meet the current and future needs of public safety providers. As Vice-Chair, her duties include collaboration with the multi-jurisdiction 700 MHz Waiver Recipients including facilitating the process of responding to FCC Notices among the diverse waiver recipient groups. She’s organized subcommittees among the waiver recipients to draft comments and obtain the signature approval from key leaders in participating waiver jurisdictions and signatures of other interested parties representing the state Homeland Security Interoperability groups.

Ms. Garcia also provides strategic engagement services to the Navajo Technical College, assisting with reporting requirements for Title II and Carl Perkins Grants. She was also engaged by the College to intervene and develop pleadings to keep the College from losing its FCC Construction Permit and extend the time and dollars granted from NTIA to build the first Navajo Nation radio station. Because of her demonstrated leadership with the OAC, she is under contract with the State of Texas Department of Public Safety to facilitate proposed regional broadband efforts and leverage key collaborations among adjacent states to deploy interoperable broadband communications across the region.

Ms. Garcia is an elected Municipal Judge with a strong knowledge of local government through her work with the Municipal League. She has taught ethics to elected officials and taught local officials about the impact of broadband in their communities. She has also served as the General Counsel to the New Mexico Department of Information Technology, with legal responsibility for all aspects of the department’s operations, and filled several key positions

within the Second Judicial District Court, the largest district court in New Mexico.

She holds a B.S. from Utah State University, M.S. from the University of Utah and a Juris Doctor from the University of Utah College of Law.

J.W. Arnold

Mr. Arnold has over 18 years of award-winning experience in the fields of media relations, marketing and communications strategies. He represents high profile clients including the White House Visitor Center, National Academy of Education, Sustainable Energy Institute, Diversity Channel and Office of the Secretary of Defense. Together with his staff of professional communicators, media specialists, marketing coordinators, and event planners, he has planned and executed educational summits, public awareness campaigns, fundraising campaigns, and public information and outreach campaigns. Among his many accomplishments, Mr. Arnold received 2008 Regional "Addy" Award for 2007 Naked Decor product catalog.

Mr. Arnold is the former Press Secretary and Legislative Assistant for U.S. Representative Marilyn Lloyd (TN-3). In that position, he managed the Congresswoman's media appearances, wrote speeches and weekly newspaper columns, and monitored key Armed Services Committee and business issues.

Joseph Kochan

Joe Kochan specializes in business strategy, business plan development and modeling, project management, network deployment and operations, and federal grant compliance. Mr. Kochan worked as part of the Department of Commerce's BTOP grant program. Prior to that role, he was a founder and Vice President-Operations of Digital Bridge Communications (DBC), a Virginia-based startup backed by over \$40M in venture funding dedicated to bringing broadband services to small, underserved markets nationwide using broadband wireless technology. At DBC, Mr. Kochan managed the design and deployment of 4G wireless networks covering over 600,000 people in 6 states, as well as the acquisition of the company's first 20,000 customers.

Previously, he was with Verizon Avenue, the Verizon subsidiary focused on providing bundled communications services to concentrated communities nationwide. At Verizon he had responsibility for strategic planning and strategic project management, specifically focusing on the military housing market and the implementation of the first Verizon FiOS networks at military bases across the country.

Mr. Kochan received a Bachelor of Science in Engineering degree from Princeton University and lives in Washington, DC, where he serves as a volunteer and also is on the board of directors of Miriam's Kitchen, a not-for-profit service organization serving the homeless population of the city.

Michael Tattersall

Michael Tattersall works with Government agencies, Investment Groups, Fortune 500 and pre-IPO companies within telecommunications, IT and healthcare. He leads a management

consultancy that develops strategic Geo-Analytical systems for its clients. It applies Business Ecosystem, Scenario Planning and Systems Thinking by using database and advanced mapping software systems to visualize and interpret complex market data. Mr. Tattersall is an active advisor and analyst for all types of telecommunications such as 'Last Mile' broadband access, Broadband availability in different geographic regions, Internet Data Centers, fixed and mobile wireless.

He started as a Merchant Banker in London before co-founding a technology consultancy in the UK, then becoming Managing Director of a boutique management consultancy in the U.S. before becoming a founding member Stratsoft.

Resumes
For
Team Members

CYNTHIA B. SCHULTZ

Tel: (202) 361-6550

Washington, D.C. 20016

cschultz@theschultzgroup.com

EXECUTIVE SUMMARY

Senior executive, business strategist and law partner with over 20 years experience in the public and private sectors. Leads top-level, high profile projects assessing and directing the negotiation process for large scale strategic initiatives. Strong business judgment and ability to create robust and sound compliance processes and long-term sustainable solutions to complex challenges while motivating and inspiring others. Recognized for risk, compliance, financial and political acumen combined with in-depth knowledge of federal regulatory and compliance requirements governing domestic and international trade, communications and technology sectors.

Global perspective informs an independent voice, provides unbiased viewpoint and collaborative attitude that appreciates the underlying concerns of stakeholders and political environments. Extensive background and knowledge of the judicial and executive branches of the U.S. government with proven ability navigating executive agency policy and procedures as well as agency operations. Dynamic public speaker and communicator frequently sought after to participate in industry forums and legal education to present federal compliance and regulatory policy in communications and technology sectors.

PROFESSIONAL EXPERIENCE

THE SCHULTZ GROUP, Washington, DC 2011-present
President

PATTON BOGGS, LLP, Washington, D.C. 2011-present
Of Counsel

**NATIONAL TELECOMMUNICATIONS & INFORMATION ADMINISTRATION,
U.S. DEPARTMENT OF COMMERCE**, Washington, D.C. 2009-2010
*Director, Compliance, Audits and Post Award Grants Administration
Broadband Technology Opportunities Program*

Led development and oversight of post award grants administration framework, compliance, and audits for the \$4.7B Broadband Technology Opportunities Program (BTOP) in Title VI of the American Recovery and Reinvestment Act of 2009.

- Led and managed the development, formulation, and implementation of compliance, audit, and post award policy, business processes, standard operating procedures, manuals, recipient and federal program officer handbooks, and federal guidance documents for BTOP.
- Developed, managed, and provided legal, technical, and analytical expertise and support for the development of compliance recommendations to Department of Commerce's National Telecommunications and Information Administration (NTIA), the Office of Management and Budget, Federal Communications Commission (FCC), U.S. Department of Agriculture's (USDA) Rural Utilities Service, Council of Environmental Quality, Advisory Council of Historic Preservation, and other federal agencies that fostered the goals and objectives of the BTOP Program.
- Served as Compliance Liaison with key executives in various offices of the White House, federal agencies, state and local governments, and senior executives of corporations and non-profit organizations and associations involved in the BTOP program.

NATIONAL TELECOMMUNICATIONS & INFORMATION ADMINISTRATION, Continued:

- As Chief Compliance Officer, served as Program Liaison for multiple stakeholders to ensure adherence to ARRA requirements, federal grants, environmental and historic preservation laws, and tribal government consultations:
 - NTIA Audit Liaison to DOC Office of Inspector General and General Accounting Office.
 - Tribal Liaison to 565 federally recognized Tribal Entities.
 - Chief Environmental Liaison to CEQ, ACHP, FCC, and USDA for environmental compliance related to the National Environmental Policy Act and Section 106 of the National Historic Preservation Act.
- Certified through the Grants Management Certificate Program: Federal Track, Management Concepts in 2010.

PATTON BOGGS, LLP, Washington, D.C.

2006-2009

Partner

Advised and counseled communications and technology companies and beneficiaries of the Universal Service Fund (USF) on legal and regulatory matters. Served as lead partner on E-Rate and other USF legal, regulatory, and compliance matters.

- Advised on FCC regulatory and USAC programmatic compliance, telecommunications carrier, and eligibility requirements for USF E-Rate Program, Rural Health Care Program, and USF Life Line - Linkup Program.
- Provided FCC legal and regulatory compliance guidance and advice on civil fraud, qui tam, and false claims act investigations, regulatory enforcement proceedings, and FCC/Office of Inspector General/USAC audits.
- Represented clients in federal civil false claim qui tam actions.
- Advocated for clients on USF matters before USAC, FCC, and U.S. Congress.
- Prepared FCC and USAC filings and appeals.

UNIVERSAL SERVICE ADMINISTRATIVE COMPANY (USAC), Washington, D.C.

2003-2006

*Director of Contract Oversight and Results Analysis,
Schools and Libraries Division (SLD)*

2006

Managed legal analysis and contract oversight for USAC E-Rate vendor contracts of \$100M.

- Created stronger, more effective and streamlined performance measurements and service level agreements (SLAs) for USAC E-Rate vendor contracts.
- Advised and gained support from USAC executive management on contract strategy and advanced cost control initiatives.
- Developed, implemented, and managed major improvements to SLD Customer Service operations.

Director of Service Provider Support Schools and Libraries Division (SLD)

2003-2005

Managed E-Rate Program operations affecting the service provider community consisting of 4,000+ telecom, ISPs, network systems integrators, and information technology providers. Acted as sole SLD liaison and advocate for the external stakeholder service provider community.

USAC, Continued:

- Assisted FCC and USAC Board and executive management in identifying and developing USAC programmatic procedures resulting in more efficient and streamlined processes with greater transparency and due process for the service provider community.
 - Instituted e-certification, clearer procedures for eligible telecommunications carrier designation and procurement, and improved national customer service for schools, libraries and service providers.
- Served as the point person to the service provider community on FCC regulatory compliance, policy issues, and regulatory rule changes, as well as USAC programmatic rule changes. Developed and conducted national E-Rate annual training programs for the service providers, including biweekly service provider conference calls to several hundred providers, and monthly conference calls with incumbent telecommunications carriers. Improved communication flow, which markedly strengthened stakeholder commitment.
- Managed USAC's E-Rate vendor subcontract and created, developed, trained, and implemented service level agreements, contract procedures, escalation policy, and procedures, and performance metrics for USAC's Customer Service Call Center for the E-Rate Program.

INDEPENDENT CONSULTANT, Washington, D.C. 2002
 International business consulting services on humanitarian projects, business contracts, real estate, and trust and estate matters.

WORLDCOM, INC., Washington, D.C. 1998-2001
Senior Manager, National Competition and Regulatory Policy 2000-2001
 Managed nationwide advocacy before state regulatory commissions on ILEC performance reporting and special access services. Oversaw a national team of 25+ and prepared performance plans and budgets for 12+ direct reports.

- Achieved favorable regulatory enforcement policies through negotiations, written comments, and oral testimony in state PUC and PSC carrier-to-carrier collaborative efforts and 271 proceedings.
- Advised executive management on business opportunities and litigation risks affecting contract negotiation, dispute resolution, and cost control initiatives. Wrote executive summaries on pertinent FCC Orders, state commission rulings and orders, and federal judicial decisions for the leadership team.
- Drafted contracts and implemented business and legal requirements to support contract negotiation and interconnection agreements that adhered to state and federal legal and regulatory changes and remained aligned with state and federal public policy and corporate business initiatives.

Associate Counsel, Law and Public Policy 1998-2000
 Managed international commercial disputes, arbitration, and litigation on telecommunications services including local and long distance, wireless, internet, frame relay, satellite, international cable consortiums, local loop, network services, and government contracts.

- Advised and briefed executive management on business risks and liabilities.
- Drafted contracts and assessed legal business requirements in domestic and international commercial and vendor agreements.
- Conducted domestic and international arbitrations and managed domestic and international outside counsel relationships.

U.S. DEPARTMENT OF JUSTICE, Washington, D.C. 1992-1998

*Trial Attorney, Attorney General's Honors Program Civil Division,
Commercial Litigation Branch, International Trade Group*

Managed a case load of 150+ before the U.S. Court of International Trade and the U.S. Court of Appeals for the Federal Circuit. Litigated and argued as first chair multi-million dollar customs fraud, domestic and international trade, customs licensing and valuation cases, and negotiated settlements. Managed 50+ technical support personnel, international counsel, and foreign language interpreters.

- Advised and counseled the U.S. Customs Service on customs issues pertaining to fraud, civil penalties, licensing and valuation.
- Selected as a member of the Attorney General's Management Development Program, Attorney General's Advocacy Institute, and Civil Trial Advocacy Institute.

U.S. COURT OF INTERNATIONAL TRADE, New York, New York 1990-1992

Law Clerk to the Honorable Gregory W. Carman, Acting Chief Judge

- Drafted opinions, orders, and memoranda; researched legal issues; and assisted at trials on cases before the Court involving customs, fraud, classification, and valuation cases; anti-dumping and countervailing duty cases; and international trade adjustment assistance cases.
- Assisted Judge in trial preparation when sitting by designation in other federal district courts and the Second Circuit Court of Appeals.

BAR MEMBERSHIPS

United States Supreme Court	1997
United States Court of Appeals for the Federal Circuit	1992
United States Court of Appeals for the Second Circuit	1992
United States Court of International Trade	1992
District of Columbia	1992
United States District Court for the Southern District of New York	1991
United States District Court for the Eastern District of New York	1991
New York State	1991

AWARDS

Certificate of Appreciation, U.S. Department of Commerce: Invaluable Service & Dedication to Excellence in Underwriting BTOP's Successful Start-Up and Launch, NTIA	2010
Certificate of Recognition, U.S. Department of Commerce: Outstanding Implementation & Deployment of the Broadband Technology Opportunities Program of the American Recovery and Reinvestment Act of 2009	2010
Special Act Award, U. S. Department of Commerce: Exceptional Development and Implementation of the BTOP Post Award Grant Administration and Management Program	2010
Special Act Award, U.S. Dept. of Commerce: Excellence in Creation, Integration, Development, and Implementation of BTOP's Environmental Management Program	2010
Environmental Stewardship Award, U.S. Department of Commerce, Washington, DC	2010
Client Recognition Award, U.S. Customs Service: Carrying the Sword of Justice 1993-1996	1998
Sustained Superior Performance Award, U.S. Department of Justice, Washington, DC	1996
Special Achievement Award, U.S. Department of Justice, Washington, DC	1994

EDUCATION

J.D., Washington College of Law, AMERICAN UNIVERSITY, Washington, D.C.	1990
Editor-in-Chief, <i>The American University Journal of Law & Policy</i>	
Post Graduate Studies, BEIJING UNIVERSITY and FUDAN UNIVERSITY, China	Summer 1988
Concentration: Chinese and International Trade Law	
Post Graduate Studies, PHILIPPS UNIVERSITÄT, Marburg, West Germany	1983-1985 & 1986-1987
Concentration: Law and Political Science	
Rotary Graduate Ambassadorial Scholar, 1983-1984	
Post Graduate Studies, COLLEGE OF EUROPE, Bruges, Belgium	1985-1986
Concentration: International Economics and European Union Law	
B.A., International Affairs, GEORGE WASHINGTON UNIVERSITY, Washington, D.C.	1983
School of Public & International Affairs	
Concentration: Soviet Union, Eastern and Western Europe	
ALBERT LUDWIGS UNIVERSITÄT, Freiburg im Breisgau, Germany, 1980-1981	
Concentration: International Politics, Economics, and German	
<i>Research Fellow</i> , Radio Free Europe/Radio Liberty, Munich, Germany	1983
<i>Junior Analyst</i> , U.S. Department of State, Washington, D.C.	1982
Office of Intelligence and Research, Department of West European Analysis	

PROFESSIONAL & COMMUNITY AFFILIATIONS

Founding Member, Advisory Board, Concero Connect, Seattle, WA	2011
a Grameen Social Business	
Co-Founder and Secretary, E-Rate Service Provider Association, Washington DC	2007-2008
Coordinator, U.S. Department of Justice Honor's Intern Program	1994-1996
Member, Federal Communications Bar Association	2006-Present
Member, Customs and International Trade Bar Association	1992-1998
Member, American Society of International Law	1991-1998
Complaint Examiner, Government of the District of Columbia	2003-2004
Office of Citizen Complaint Review	
Member, Rotary Club of Washington, DC	1996-2009
Member, Board of Directors, Rotary Foundation of Washington, DC	2007-2009
Director, International Services, Rotary Club of Washington, DC	

SELECTED SPEAKING ENGAGEMENTS

Panelist, <i>Meet the Experts-Strategies for Long Term Operation Excellence: BTOP Compliance</i> , Mid-Course Workshop for Broadband Awardees, One Community and NTIA, Cleveland, Ohio	2011
Panelist, <i>Building Tomorrow's Economic Foundation: Broadband in the Community through BTOP</i> , Federal Economic Development Forum, International Economic Development Council, Alexandria, VA	2011
Trainer, <i>Understanding Compliance and Audits of NTIA's Broadband Technology, Opportunities Program</i> , NTIA National BTOP Workshops, multiple U.S. Locations	2009 & 2010
Presenter, <i>BTOP Broadband Opportunities and Federal Compliance</i> , National Association of State Directors Southern Regional Conference, Charleston, SC	2010
Presenter, <i>Billions in New Telecommunications Funds: Where Does Your Tribe Fit In</i> , 66 th Annual Conference of the National Congress of American Indians, Palm Springs, CA	2009
Presenter, <i>Hi Speed, High Stakes, Opportunities in the Broadband Technology Opportunities Program and Compliance</i> , Minority Serving Institutions Technical Assistance & Capacity Building Conference, Dallas, TX	2009

SELECTED SPEAKING ENGAGEMENTS, Continued:

Presenter, <i>Opportunities in the Broadband Technology Opportunities Program and Compliance</i> , Tribes of Northwest Indians 56 th Annual Conference, Seattle, WA	2009
Presenter, <i>Opportunities in the Broadband Technology Opportunities Program and Compliance and Section 106</i> , 11 th Annual Conference of the National Association of Tribal Historic Preservation Officers, Durant, Oklahoma	2009
Selected Contributor, <i>Narrowing the Digital Divide: The Role of Universal Service Programs Supporting Advanced Information Technology in Education</i> , World Conference of International Council for Open and Distance Education and European Association of Distance Teaching Universities, Maastricht, Netherlands	2009
Panelist, <i>The Battle for Universal Service</i> , 4 th Annual Syracuse Communications Law & Policy Symposium, Syracuse, NY	2009
Presenter, <i>Opportunities to Reach the Educational and Rural Health Care Markets Through USF's E-Rate and Rural Health Care Pilot Programs</i> , BICSI Winter Conference, Orlando, FL	2009
Presenter, <i>The E-Rate Program and Interconnected Voice Over Internet Protocol and Universal Service</i> , BICSI Spring Conference, Dallas, TX	2007
Trainer, <i>E-Rate Compliance Training for Service Providers</i> , Patton Boggs LLP, Washington, D.C.	2006
Trainer, <i>E-Rate Compliance Training for Service Providers</i> , Universal Service Administrative Company, multiple U.S. Locations	2003-2005

PUBLICATIONS

Co-author, <i>Impacts of Allison Engine on E-Rate Programs</i> , Law 360.	March, 2009
Co-author, <i>Developing a Unified European Environmental Law and Policy</i> , 14 <i>Boston College International and Comparative Law Review</i> 301.	1991
Co-author, <i>The Integration of Environmental Policy and the European Community: Recent Problems of Implementation and Enforcement</i> , 29 <i>Columbia Journal of Transnational Law</i> 169.	1991
Co-author, <i>Economic Development, Democratization, and Environmental Protection in Eastern Europe</i> , 18 <i>Boston College Environmental Affairs Law Review</i> 53.	1990
Author, <i>Economic Crimes in the People's Republic of China: A Swinging Door Policy</i> , 5 <i>The American University Journal of International Law & Policy</i> 161.	1989
Author, <i>The Energy Dilemma Confronting the GDR</i> , Radio Free Europe Research Background Report 48 (German Democratic Republic).	March, 1983
Author, <i>The GDR Announces Measures to Save the Forests</i> , Radio Free Europe Research Background Report 62 (German Democratic Republic).	March, 1983

RICHARD R. CAMERON

- Summary** Experienced attorney with expertise in federal grants law, legal, regulatory, and commercial issues arising in the broadband, communications and technology sectors; public policy advocate for investors, domestic and international carriers, broadband service providers, and other industry participants before legislative, executive, and regulatory officials; and strong written and oral advocacy skills.
- Experience** **The Schultz Group, LLC, Washington, D.C.** **2011 - Present**
Consultant
- Co-founder of legal and compliance consulting firm focused on technology issues.
 - Counseling recipients of federal technology funding on compliance issues such as:
 - Federal grant procurement, eligibility of costs, reporting, recordkeeping, cost matching, site visit and audit preparation, and federal interest requirements; and
 - FCC Schools and Libraries Universal Service Support Mechanism (E-Rate) rules.
 - Advising broadband providers on legal and competition issues arising from:
 - Deployment of government-subsidized broadband facilities in areas served by other competitors; and
 - The transformation of federal universal service programs to provide support for broadband facilities and services.
 - Updating and editing for publication a comparative evaluation and summary of global broadband universal service initiatives, focusing on the United States, European Union, South Africa, India, Pakistan, Australia, and Jamaica.
 - Advocating for expansion of low-income consumers' access to broadband.
- U.S. Department of Commerce, National Telecommunications and Information Administration, Washington, D.C.** **2009 - 2011**
Compliance Manager, Broadband Technology Opportunities Program
- Established policy and compliance requirements for participants in \$4.7 billion federal grant program to support deployment of broadband infrastructure in unserved and underserved areas and enhance public access to broadband services.
 - Managed a team of attorneys supporting Federal Program Officers overseeing over 200 BTOP grant awards to develop and execute BTOP's compliance and policy goals.
 - Created and managed business processes to ensure compliance with legal requirements governing application review and issuance of monetary awards, such as:
 - Minimizing overlap of BTOP-funded broadband facilities with existing providers and recipients of Broadband Initiatives Program (BIP) grant awards;
 - Funding only projects that would not be completed "but for" government funding;
 - Enforcing federal procurement, cost matching, and other compliance requirements;
 - Preventing duplication of federal universal service support funding; and
 - Securing the federal governmental security interest in grant-funded property.
 - Presented BTOP compliance training seminars at conferences, meetings, and other events for applicants and award recipients in multiple U.S. cities nationwide.
- Latham & Watkins LLP, Washington, D.C.** **1999 - 2009**
Of Counsel (2005-2009); Associate (1999-2004)
- Counseled domestic and international wireless and wireline telecommunications carriers, satellite, cable, broadband, and VoIP providers, wholesale network providers, investors, and trade associations on the business impact of an array of competition and regulatory issues, including the application of legacy regulatory requirements to packet-switched broadband and VoIP services.
 - Negotiated numerous M&A and finance transactions; provided strategic advice on deal structure issues affecting competition and regulatory approval process; advocated for approval before state and federal regulatory and competition authorities.

RICHARD R. CAMERON

Latham & Watkins LLP (*continued*)

- Provided strategic advice and advocacy before Congress and the FCC, drawing on broad and deep expertise in intercarrier compensation, universal service and network interconnection issues:
 - Provided regulatory advice and advocacy regarding competition issues created by emerging technologies, such as broadband and VoIP;
 - Advised clients on compliance with network neutrality, foreign ownership, privacy, lawful surveillance, emergency calling, roaming, numbering, and other regulations.
 - Drafted legislative proposals and advocated their passage in Congress.
 - Represented numerous carriers and other clients in FCC rulemaking, waiver and enforcement proceedings, tariff investigations and compliance audits.
 - Negotiated network security agreements with the Committee on Foreign Investment in the United States.
 - Led the Intercarrier Compensation Forum, a diverse group of telecommunications industry participants, in a year-long process to develop and advocate FCC adoption of a comprehensive reform proposal addressing network interconnection, intercarrier compensation, and universal service issues.
- Negotiated interconnection agreements and wholesale service contracts.

U.S. Federal Communications Commission, Washington, D.C.

1995 - 1999

Common Carrier Bureau (1995-1999); Mass Media Bureau (1995)

- Served as legal counsel to two Common Carrier Bureau Chiefs; Federal Staff Chair of the Federal-State Joint Board on Universal Service; and staff attorney in the Accounting Policy, Competitive Pricing and Network Services Divisions.
- Took a leading role in the FCC's implementation of the Telecommunications Act of 1996, including drafting FCC orders and rules to foster local competition, reform interstate network access charge and universal service mechanisms, and streamline carrier market entry and exit processes.
- Advised the FCC Chairman, Commissioners, and their respective staffs on public policy considerations surrounding regulatory issues on the FCC's agenda.

Education King's College London, Centre of European Law, London, England

August 2011

Postgraduate Diploma, European Union Competition Law, with Merit

The George Washington University, Washington, D.C.

May 1994

Juris Doctor, with Honors

D.C. Law Students in Court Program, Student Trial Attorney, 1993-1994
MCI Telecommunications Corp., Legal Intern, Washington, D.C., 1993-1994
Shapiro, Lifschitz and Schram, P.C., Law Clerk, 1992-1993
D.C. Office of Bar Counsel, Summer Law Clerk, 1992

Cornell University, Ithaca, New York

May 1990

A.B., Government, College of Arts and Sciences

Bar

Admission New York, Massachusetts, District of Columbia, United States Court of Appeals for the D.C. Circuit

VICTORIA B. GARCIA

EDUCATION

Juris Doctor: May 1993 - University of Utah College of Law, Salt Lake City, Utah

Master of Science: Educational Psychology 1981 University of Utah, Salt Lake City, Utah

Bachelor of Science: 1972 Utah State University, Logan, Utah

RELEVANT EXPERIENCE

Private Practice--- Victoria B. Garcia, LLC—April 2011 to present

- Public Safety Broadband planning and facilitation—National, State and local government
- Vice Chairperson of the Public Safety Spectrum Trust Operator Advisory Committee, duties include collaboration with multi-jurisdiction 700 MHz Waiver Recipients; facilitate process of responding to FCC Notices by organizing subcommittees within waiver recipient group, e.g., accomplishment included organizing subcommittee of 20 waiver recipients to draft comments and obtaining the signature approval of over 10 recipients and another 5 interested parties representing state Homeland Security Interoperability groups.
- Contractor for *Strategic Engagement* providing consultation to Navajo Technical College with regard to reporting requirements for its Title III and Carl Perkins grants, including mentoring key staff and identifying opportunities for students being trained through the College's information technology programs.
- Contractor to State of TX, Department of Public Safety to facilitate proposed Regional Broadband effort the goal of which is the establish key collaborations among adjacent states to leverage dollars and resources to early deploy interoperable broadband communications in the Region.

General Counsel—New Mexico Department of Information Technology (DoIT)-July 2007 to December 31, 2010 715 Alta Vista, Santa Fe, NM

Chief Counsel for the Department with legal responsibility for all aspects of the Department including:

- Representing the State of New Mexico on the national Operator Advisory Committee of the PSST and acting as Vice Chair of that group; as such I work with all FCC waiver recipients in matters relating to 700 MHz public safety early builder issues. Duties also include actively collaborating with the Public Safety Spectrum Trust (PSST) and the FCC.
- Writing the State's \$38M Broadband Technology Opportunity Grant (BTOP) resulting in the award of a \$38M BTOP grant from the NTIA to complete the state's middle mile network and deploy 14 locations of an interoperable 700 MHz public safety LTE network.
- Leading public safety broadband waiver efforts in the Department and the State of New Mexico, including development of pleadings which resulted in the State being a Waiver Recipient to early deploy 700 MHz interoperable public safety network in New Mexico; reviewing and responding to FCC Notices, actively participating in the efforts of the PSST, planning and participating in the "invitation only" PSCR/NIST activities in Boulder, Colorado;
- Educating non-technical audiences regarding the national broadband effort, including, among others, local elected officials in the New Mexico Municipal League; members of the E911 state committee (formed by Executive Order); lawyer organizations; legislators and the State's Congressional delegation;

VICTORIA B. GARCIA

- Leading the Department through the FCC 800 MHz rebanding effort (in final mode);
- Collaborating with other government agencies, both State and Federal on matters of information technology and telecommunications;
- Participating in and leading major IT and telecommunications procurements, including procurements for vendors to perform work on the upgrade to the state cell towers, developing Requests for Proposals for LTE and initiating work on interoperability plan with the state department of Homeland Security;
- Supervising outside counsel performing regulatory work (State and Federal) and policy development relating to telecommunications on behalf of the department;
- Drafting the legislation creating the DoIT and associated administrative rules;
- Acting as legal subject matter expert on issues relating to electronic information management;
- Providing training in ethics to public employees.

General Counsel—Office of the Chief Information Officer (OCIO)-March 2006-June 2007-
Albuquerque, New Mexico

Counsel for small state agency, which became the New Mexico Department of Information Technology. Same duties as described above, but for small oversight agency.

Project Manager—September 2003 to March 2006: Electronic Document Management System (EDMS): Second Judicial District Court, 400 Lomas N.W., Albuquerque, NM 87102
Initiated and led the largest District Court in New Mexico to its implementation of an Electronic Document Management System (EDMS) which was the precedent to initiating E-filing in the State.

Administrative Staff Attorney--June 1998 to March 2006: Second Judicial District Court, Bernalillo County Courthouse, 400 Lomas, N.W., Albuquerque, New Mexico 87102
Planned, organized and completed projects involving the development of administrative policies, services and studies for the Court, including: 1) the successful move of the Court from its old location to its new facility with no closure of the court necessary; 2) the Court's EDMS initiative; 3) the use of Global Positioning System (GPS) for tracking domestic violence offenders; 4) wrote studies necessary to support successful increase of judicial budget; 5) supervised staff attorney/managers of three major court programs.

Municipal Court Judge - Village of Los Ranchos de Albuquerque (Elected) March 2004-2008;
Re-elected for a second four-year term in March 2008. In addition to my judicial responsibilities, I teach Ethics courses and other courses, including ethics and technology, to municipal judges and other Municipal elected officials.

Director, Court Alternatives--July 1996 to October 1998: Second Judicial District Court, Bernalillo County Courthouse. (Directed activities of the division, including supervision of staff and trained over 400 attorneys in dispute resolution.)

Attorney/Consultant--November 1994-December 1995: U.S.-Mexico Conflict Resolution Center. New Mexico State University. (Worked on development of U.S./Mexico mediation programs for cross-border dispute resolution for businesses practicing cross-border)

VICTORIA B. GARCIA

Attorney (private practice)--May 1994 to June 1996: Popejoy Law Offices, P.C., Albuquerque, New Mexico. (Practiced in State and Federal Court, primarily in Estate litigation.)

Communications Consultant--August 1995-December 1997: Prosperity Institute, 7604 Lamplighter Lane, NE, Albuquerque, New Mexico 87109 (Strategic Planning for government and private companies, included President Clinton's Commission on the Development of the US Infrastructure, Federal Telehealth initiatives, Kodak, development of strategic games for scientists leaving the federal laboratories and desiring to initiate "technology transfer" based on inventions developed while working at the Labs, among others)

LARGE GROUP FACILITATIONS

Facilitator—United States Forest Service Community stakeholder meetings regarding input to how Administrative Rules for Forest Service Plans should be developed. Over 300 participants in New Mexico, which included Native American groups, ranchers, urban and rural individuals.

Facilitator—Engaging Latino Communities in Education (**ENLACE**) Facilitated meetings of parents, educators, students working to overcome educational deficiencies in the public education arena. Produced documentation that led to successful request for funding for Enlace.

Facilitator—Arizona Department of Game and Fish. Facilitated public hearing on controversy related to mountain lion and human interface in developing areas. Successful dialogue led to revision of rules in new developments and improved communications between State agency and homeowners.

Facilitator—New Mexico Water Board. Facilitated diverse community discussions regarding New Mexico water planning issues. Successful documentation of input led to changes in the laws related to water use and opened communication between rural communities and state water planners. Work performed led to productive discussions between the State and some tribal entities wherein water issues were the primary contention.

Facilitator-- Navajo Sheep Project, Farmington, New Mexico. Facilitation led to inclusion of traditional weavers and growers in the economic planning of the tribe.

Facilitator--May 1994-June 1996: Western Network, Santa Fe, New Mexico
Facilitated and documented large community and regional concerns, including different tribal groups, related to community conflicts over environmental concerns.

MEMBERSHIPS

New Mexico Board of Bar Examiners—Board Member. Appointed by the New Mexico Supreme Court in January 2010.

New Mexico Municipal Judges' Association-NM Municipal League— March 2004-present

ARMA—Association of Records Managers and Administrators

VICTORIA B. GARCIA

Sedona Conference— a research and educational institute, dedicated to the advanced study of law and policy related to electronic records.

State Bar of New Mexico--1994 to present; appointed member of St. Bar Technology Committee

PROFESSIONAL LICENSES

New Mexico: Licensed to practice law since 1994

Federal: Licensed to practice in U.S. District Court, District of New Mexico since 1995

Professional Experience**PRDC Public Relations and Strategic Communications**

Principal

March 1999 - present

- Developed media relations, marketing and communications strategies for high profile clients including the White House Visitor Center, National Academy of Education, Sustainable Energy Institute, Diversity Channel and Office of the Secretary of Defense
- Planned educational summits, fundraising events and public information briefings for a wide range of clients, including Patient Services, Inc., the Levine School of Music and the Department of Defense Change Management Center
- Managed a staff of professional communicators including media specialists, marketing coordinators and event planners
- Received 2008 Regional "Addy" Award for 2007 Naked Decor product catalog

"The President's Own" United States Marine Band

Public Affairs Specialist

March 1995 - March 1999

- Coordinated media relations for premier Marine Corps band
- Advanced two national concert tours and coordinated with presenters
- Planned band's 200th Anniversary celebration at White House

U.S. House of Representatives

Press Secretary and Legislative Assistant - U.S. Rep. Marilyn Lloyd (TN-3)

May 1993 - January 1995

- Managed Congresswoman's media appearances
- Wrote speeches and weekly newspaper columns
- Monitored key Armed Services Committee and business issues

Education**University of Auckland, Auckland, New Zealand**

Postgraduate Studies

January - November 1991

- Studied as Rotary International Ambassadorial Scholar
- Member, Auckland University Cricket Team
- Guest speaker at professional meetings in New Zealand, Fiji and Australia

Central Methodist College, Fayette, MOBachelor of Music Education *Summa cum laude**May 1990*

- Selectman Outstanding Senior Award
- Editor, *The Ragout* and Features Editor, *The Collegian*

Community Service

- President, Rotary Club of Washington, DC, 2009 - 10
- Member, American Theatre Critics Association, 2008 - present
- Board Member, South Florida International Press Club, 2011

Joseph S. Kochan

Strengths and goals

Versatile, proven leader with a broad range of talents and experiences in technology and communications. A collaborative executive with experience delivering results. A prudent decision-maker, an excellent written and oral communicator, and a valuable team member looking for an exciting opportunity in technology and telecommunications.

Professional experience

October 2010 to present: Widelity, Inc – Fairfax, VA

Program Director and Consultant

Solicited, won, and managed consulting clients for local firm specializing in wireless telecommunications advice and engineering. Responsible for delivering over \$250,000 in revenue in less than 6 months and serving as principal account manager for 4 major accounts, as well as acting as a leader of business development efforts nationwide.

- Completely overhauled federal compliance policies and procedures for winner of \$28MM federal grant, ensuring full organizational understanding and awareness of grant requirements and all federal rules and regulations
- Developed brand new dynamic financial model and income statement for large non-profit looking to change the way it delivers broadband services and training to low-income and underserved populations nationwide
- Managing all aspects of compliance, deployment, construction, environmental assessment, and day-to-day operations for winner of \$5MM federal grant to deliver broadband to 6 rural counties

June 2010 to September 2010: Department of Commerce – Washington, DC

Federal Program Officer, Broadband Technology Opportunities Program, NTIA

Evaluated, analyzed, and recommended over \$300MM in grant applications for the ARRA-funded BTOP program, which was designed to fund broadband projects in underserved communities across the United States. Responsible for conducting thorough and extensive due diligence on grant applicants and, if warranted, crafting recommendation memoranda used by the Assistant Secretary of Commerce to formally grant funds to applicants.

- Managed various teams of outside financial, technical, and grant consultants as grantees were asked to provide hundreds of pages of additional information regarding their often complex proposals to construct broadband networks
- Ensured that grant applications adhered to federal rules, met BTOP's stated programmatic goals, and were technically feasible and financially reasonable
- Negotiated with applicants to encourage the revision or amendment of their application to better fit program's parameters
- Vetted and recommended 2 awards that were ultimately approved and funded, totaling over \$100MM in committed federal funds
- Promoted to team leader for final 2 months of program to fill a vacancy

January 2006 to May 2010: DigitalBridge Communications – Ashburn, Virginia

Co-Founder, Secretary, and Vice President – Operations

Developed, founded, and launched a venture capital-backed wireless broadband communications company that became the largest private WiMAX operator in the US, bringing 4G wireless services to underserved communities nationwide. Developed entire business model, wrote business plan, created all fundraising material, crafted strategy, and executed launch of all operational aspects of company. Targeted, negotiated, and closed the acquisition of operating businesses and managed their integration into the company's operation. Recruited, directed, and led a team of 60 people, while providing overall cross-functional leadership and critical project management for the entire company. Covered many functional gaps in several areas in a rapidly growing business, including all federal regulatory (spectrum management, compliance), business development, strategy and planning, and investor relations.

- Helped establish DigitalBridge Communications Corp. as one of three founders in late 2005
- Created an original business model that resulted in nearly \$30MM of early-round financing from well-established venture firms and commercial banks

- Led negotiation of first two rounds of equity, managing all due diligence and closing timelines successfully, including the simultaneous closing of \$11MM in Series A equity, \$6MM in term debt, and the acquisition of a 25-person, \$8MM-revenue operating business
- Designed and built 8,000-square foot showcase headquarters and Network Operations Center within 8 months at below-budget costs
- Successfully negotiated acquisition of two operating businesses with a combined \$9MM in revenue and 40 employees
- Designed business processes and systems required to grow company from planning stage to 20,000+ customers, serving as overall cross-functional coordinator of all company efforts to launch operations
- Negotiated many multi-million dollar contracts and financing agreements with equipment manufacturers, equipment leasing vendors, and construction integration firms
- Responsible for the deployment of 15 WiMAX networks, including logistics, equipment selection and design, construction, testing, and network maintenance in communities covering approximately 600,000 people
- Directed the activities of 30 regional sales and operations staff, building a sales organization from the ground up in 6 states, training a sales force, hiring management, developing a compensation program, and delivering a monthly subscriber growth rate of over 1%
- Participated in all strategy decisions, board and leadership meetings, and investor presentations
- Served as principal writer and architect of over 200 Federal broadband stimulus applications, including 4 NTIA grant-winning applications worth over \$4MM (only 10% of applicants received grants in Round 1) and 31 currently pending RUS applications, leading and coordinating a team of 20 engineers and writers to produce over 50,000 pages of highly-detailed technical descriptions, maps, and radio network designs, as well as Phase I environmental reports, core network designs, detailed demographic and population studies, and 5-year pro-forma business plans

June 2002 to December 2005: Verizon Avenue – Herndon, Virginia

Strategic Planning Specialist and Chief of Staff to the CEO

- Managed deployment of the first-ever triple-play Verizon FiOS network (voice, video, and data) at Fort Belvoir, Virginia
- Led special projects with executive-level attention, including the development of a \$100 million potential revenue channel of underserved communities, including military bases, rural communities, affordable housing communities, and Native American reservations
- Pioneered the design and deployment of wireless broadband networks into 3 of these communities, the first of their kind for Verizon
- Prepared analyses directed at external CEO-level audiences and internally at the Board of Directors and Senior Executive levels (i.e., for the Vice Chairman, President, and Senior Vice Presidents) of Verizon

Education and Activities

Princeton University – Princeton, New Jersey

Bachelor of Science in Engineering (BSE) in Chemical Engineering, Class of 2002

- Student body president
- Recipient of the Class of 1901 Medal
 - Awarded at graduation to the senior who, as demonstrated by a vote of his classmates, has done the most for Princeton
- Serving as a class officer, regional officer, and volunteer for Princeton University
 - Class office: Annual Giving Co-Chair, responsible for fundraising from classmates annually
 - Met or achieved all annual targets
 - Raised over \$1MM in the past 7 years
 - Regional office: Community Service Chair, Princeton Club of Washington
 - Responsible for organizing and leading Club members on semi-monthly community service outings
 - Volunteer: Alumni Schools Committee, interviewing Princeton applicants from local high schools

Miriam's Kitchen – Washington, DC

Homeless services organization providing meals and services to DC's homeless population

- 8-year volunteer with thousands of hours preparing and serving fresh, hot meals made from organic ingredients to one of DC's most vulnerable populations
- 5-year member of Menu Committee for annual fundraiser that raises over \$300k each year
- Currently serving on Board of Directors

Michael G. Tattersall

Education: BSc (Hons) London University, London UK
MBA, Cranfield School of Management
Graduate, Citibank Training School, London

Total Years Experience: 25 years

Relative Qualifications:
GIS: ESRI, MapInfo
Analysis: Excel, Lotus, Access
Other: MSFT Project

Summary of Qualifications:

Co-founder of Stratsoft with responsibility for all aspects of the consulting practice with emphasis on business development, strategic consulting, the development of strategy and geo-economic planning and analysis techniques and all client management. Recruitment and development of staff and specialist associates as well as administration of the business and project management.

A 25 year international career in professional services starting with international merchant banking and progressing to the commercialization of technical innovation through to the development and practice of 'business ecosystem' strategic planning methods and on to specialize in geo-economic analysis, advisory and implementation services.

Employment History:

Stratsoft LLC, Concord MA 1997 to present
(geo-economic analysis and advisory services for mapping and modeling the deployment of communications and other infrastructure)

Founder and Chief Executive Officer

Responsibility on all Stratsoft projects for;

- Project specification, fulfillment and pricing
- Client management and Stratsoft project team management
- Data mapping and geo-economic analysis
- Client decision-support tool development
- Project management and output delivery
- Quantitative research and data vendor management
- Expert witness for telecommunications litigation

GeoPartners Research Cambridge, MA 1995 to 1997
(Independent strategy consultancy to Healthcare, Telecoms, IT & media companies)

Managing Director

Managed and grew professional staff from 28 to 45 and partners from 3 to 9. Major contributor to the application of original 'business ecosystem' analysis and implementation methods that won the McKinsey prize for extending scenario planning and systems thinking. Responsible for the renewal and growth of >\$10 million per year relationship with AT&T and the development of >\$1 million per year healthcare practice. Led the collaboration and alliance development with other

Michael G. Tattersall

leading management consultancies. Led engagements with senior client executives focused on creating commercial advantage from technical and market innovations in telecommunications, IT and media. Visiting Faculty member of Shell Training School teaching advanced strategy-making to executives from Shell, IBM and ABN-Amro.

The Generics Group PLC, Cambridge, UK 1987 to 1995

(Innovation and commercialization for strategically significant technologies)

1990-95 Founder & CEO, The Generics Group USA

Established an autonomous US subsidiary with parent company seed funding. Led growth to 17 staff and recruited replacement CEO. Led the marketing and management of all engagements to commercialize a range of communications (wireless and wireline), optical and radio technologies. Originated and implemented methods to evaluate and realize new value from patent portfolios

1987-1990 Founder and Business Consulting Director, Scientific Generics, UK

One of six founders that grew the company to 200 staff within two years. Started and grew the business consultancy division to 35 staff to provide business planning, VC and corporate venture funding to exploit technical advances in physics, electronics, software, medical devices and biotechnology. Established a joint Venture Capital fund with Rothschilds Merchant Bank. Started a technical & business due diligence subsidiary to evaluate technology-led venture investments.

PA Technology, Cambridge, UK 1985 to 1986

(Technology innovation division of an international management consultancy)

Business Development Manager

Evaluated and planned the commercialization, funding and spin-out of a variety of technology innovations. Business recovery planning and government/venture re-financing for the Australian subsidiary.

Grindlays Merchant Bank, London, UK 1981 to 1985

(International Merchant Bank subsidiary of Citibank)

Manager & Assistant Director

Syndicated corporate finance for government organizations prior to privatization. Development of Derivatives finance, counter-trade and aircraft leasing. Responsible for all financial services to Benelux customers.

Relevant Experience:

- Founded Stratsoft to undertake mapping and modeling of infrastructure
- Continuously specified, led and managed projects to map and model the deployment of Communications infrastructure since 1997. Clients include most of the national broadband service providers as well as international corporation developing Telemedicine, Traffic management and other broadband services
- Familiar with NOFA mapping requirements as well as BIP/BTOP broadband build-out funding submissions
- Research and project specification and RFP submission for many US state mapping projects
- Mapped broadband deployment for a US state prior to NOFA requirements
- Led and managed projects for BIP/BTOP broadband build-out funding
- Expert witness for litigation between broadband service providers

Michael G. Tattersall

- 15 year client relationship with the Head of Strategy for AT&T focused on broadband and other unregulated new services, especially the internet
- Led the team to map and model deployment of next generation wireless broadband deployment

VICTORIA B. GARCIA

EDUCATION

Juris Doctor: May 1993 - University of Utah College of Law, Salt Lake City, Utah

Master of Science: Educational Psychology 1981 University of Utah, Salt Lake City, Utah

Bachelor of Science: 1972 Utah State University, Logan, Utah

RELEVANT EXPERIENCE

Private Practice--- Victoria B. Garcia, LLC—April 2011 to present

- Public Safety Broadband planning and facilitation—National, State and local government
- Vice Chairperson of the Public Safety Spectrum Trust Operator Advisory Committee, duties include collaboration with multi-jurisdiction 700 MHz Waiver Recipients; facilitate process of responding to FCC Notices by organizing subcommittees within waiver recipient group, e.g., accomplishment included organizing subcommittee of 20 waiver recipients to draft comments and obtaining the signature approval of over 10 recipients and another 5 interested parties representing state Homeland Security Interoperability groups.
- Contractor for *Strategic Engagement* providing consultation to Navajo Technical College with regard to reporting requirements for its Title III and Carl Perkins grants, including mentoring key staff and identifying opportunities for students being trained through the College's information technology programs.
- Contractor to State of TX, Department of Public Safety to facilitate proposed Regional Broadband effort the goal of which is the establish key collaborations among adjacent states to leverage dollars and resources to early deploy interoperable broadband communications in the Region.

General Counsel—New Mexico Department of Information Technology (DoIT)-July 2007 to December 31, 2010 715 Alta Vista, Santa Fe, NM

Chief Counsel for the Department with legal responsibility for all aspects of the Department including:

- Representing the State of New Mexico on the national Operator Advisory Committee of the PSST and acting as Vice Chair of that group; as such I work with all FCC waiver recipients in matters relating to 700 MHz public safety early builder issues. Duties also include actively collaborating with the Public Safety Spectrum Trust (PSST) and the FCC.
- Writing the State's \$38M Broadband Technology Opportunity Grant (BTOP) resulting in the award of a \$38M BTOP grant from the NTIA to complete the state's middle mile network and deploy 14 locations of an interoperable 700 MHz public safety LTE network.
- Leading public safety broadband waiver efforts in the Department and the State of New Mexico, including development of pleadings which resulted in the State being a Waiver Recipient to early deploy 700 MHz interoperable public safety network in New Mexico; reviewing and responding to FCC Notices, actively participating in the efforts of the PSST, planning and participating in the "invitation only" PSCR/NIST activities in Boulder, Colorado;
- Educating non-technical audiences regarding the national broadband effort, including, among others, local elected officials in the New Mexico Municipal League; members of the E911 state committee (formed by Executive Order); lawyer organizations; legislators and the State's Congressional delegation;

VICTORIA B. GARCIA

- Leading the Department through the FCC 800 MHz rebanding effort (in final mode);
- Collaborating with other government agencies, both State and Federal on matters of information technology and telecommunications;
- Participating in and leading major IT and telecommunications procurements, including procurements for vendors to perform work on the upgrade to the state cell towers, developing Requests for Proposals for LTE and initiating work on interoperability plan with the state department of Homeland Security;
- Supervising outside counsel performing regulatory work (State and Federal) and policy development relating to telecommunications on behalf of the department;
- Drafting the legislation creating the DoIT and associated administrative rules;
- Acting as legal subject matter expert on issues relating to electronic information management;
- Providing training in ethics to public employees.

General Counsel—Office of the Chief Information Officer (OCIO)-March 2006-June 2007-
Albuquerque, New Mexico

Counsel for small state agency, which became the New Mexico Department of Information Technology. Same duties as described above, but for small oversight agency.

Project Manager—September 2003 to March 2006: Electronic Document Management System (EDMS): Second Judicial District Court, 400 Lomas N.W., Albuquerque, NM 87102
Initiated and led the largest District Court in New Mexico to its implementation of an Electronic Document Management System (EDMS) which was the precedent to initiating E-filing in the State.

Administrative Staff Attorney--June 1998 to March 2006: Second Judicial District Court, Bernalillo County Courthouse, 400 Lomas, N.W., Albuquerque, New Mexico 87102
Planned, organized and completed projects involving the development of administrative policies, services and studies for the Court, including: 1) the successful move of the Court from its old location to its new facility with no closure of the court necessary; 2) the Court's EDMS initiative; 3) the use of Global Positioning System (GPS) for tracking domestic violence offenders; 4) wrote studies necessary to support successful increase of judicial budget; 5) supervised staff attorney/managers of three major court programs.

Municipal Court Judge - Village of Los Ranchos de Albuquerque (Elected) March 2004-2008;
Re-elected for a second four-year term in March 2008. In addition to my judicial responsibilities, I teach Ethics courses and other courses, including ethics and technology, to municipal judges and other Municipal elected officials.

Director, Court Alternatives--July 1996 to October 1998: Second Judicial District Court, Bernalillo County Courthouse. (Directed activities of the division, including supervision of staff and trained over 400 attorneys in dispute resolution.)

Attorney/Consultant--November 1994-December 1995: U.S.-Mexico Conflict Resolution Center, New Mexico State University. (Worked on development of U.S./Mexico mediation programs for cross-border dispute resolution for businesses practicing cross-border)

VICTORIA B. GARCIA

Attorney (private practice)--May 1994 to June 1996: Popejoy Law Offices, P.C., Albuquerque, New Mexico. (Practiced in State and Federal Court, primarily in Estate litigation.)

Communications Consultant--August 1995-December 1997: Prosperity Institute, 7604 Lamplighter Lane, NE, Albuquerque, New Mexico 87109 (Strategic Planning for government and private companies, included President Clinton's Commission on the Development of the US Infrastructure, Federal Telehealth initiatives, Kodak, development of strategic games for scientists leaving the federal laboratories and desiring to initiate "technology transfer" based on inventions developed while working at the Labs, among others)

LARGE GROUP FACILITATIONS

Facilitator—United States Forest Service Community stakeholder meetings regarding input to how Administrative Rules for Forest Service Plans should be developed. Over 300 participants in New Mexico, which included Native American groups, ranchers, urban and rural individuals.

Facilitator—Engaging Latino Communities in Education (ENLACE) Facilitated meetings of parents, educators, students working to overcome educational deficiencies in the public education arena. Produced documentation that led to successful request for funding for Enlace.

Facilitator—Arizona Department of Game and Fish. Facilitated public hearing on controversy related to mountain lion and human interface in developing areas. Successful dialogue led to revision of rules in new developments and improved communications between State agency and homeowners.

Facilitator—New Mexico Water Board. Facilitated diverse community discussions regarding New Mexico water planning issues. Successful documentation of input led to changes in the laws related to water use and opened communication between rural communities and state water planners. Work performed led to productive discussions between the State and some tribal entities wherein water issues were the primary contention.

Facilitator-- Navajo Sheep Project, Farmington, New Mexico. Facilitation led to inclusion of traditional weavers and growers in the economic planning of the tribe.

Facilitator--May 1994-June 1996: Western Network, Santa Fe, New Mexico
Facilitated and documented large community and regional concerns, including different tribal groups, related to community conflicts over environmental concerns.

MEMBERSHIPS

New Mexico Board of Bar Examiners—Board Member. Appointed by the New Mexico Supreme Court in January 2010.

New Mexico Municipal Judges' Association-NM Municipal League— March 2004-present
ARMA—Association of Records Managers and Administrators

VICTORIA B. GARCIA

Sedona Conference— a research and educational institute, dedicated to the advanced study of law and policy related to electronic records.

State Bar of New Mexico--1994 to present; appointed member of St. Bar Technology Committee

PROFESSIONAL LICENSES

New Mexico: Licensed to practice law since 1994

Federal: Licensed to practice in U.S. District Court, District of New Mexico since 1995

Professional Experience**PRDC Public Relations and Strategic Communications**

Principal

March 1999 - present

- Developed media relations, marketing and communications strategies for high profile clients including the White House Visitor Center, National Academy of Education, Sustainable Energy Institute, Diversity Channel and Office of the Secretary of Defense
- Planned educational summits, fundraising events and public information briefings for a wide range of clients, including Patient Services, Inc., the Levine School of Music and the Department of Defense Change Management Center
- Managed a staff of professional communicators including media specialists, marketing coordinators and event planners
- Received 2008 Regional "Addy" Award for 2007 Naked Decor product catalog

"The President's Own" United States Marine Band

Public Affairs Specialist

March 1995 - March 1999

- Coordinated media relations for premier Marine Corps band
- Advanced two national concert tours and coordinated with presenters
- Planned band's 200th Anniversary celebration at White House

U.S. House of Representatives

Press Secretary and Legislative Assistant - U.S. Rep. Marilyn Lloyd (TN-3)

May 1993 - January 1995

- Managed Congresswoman's media appearances
- Wrote speeches and weekly newspaper columns
- Monitored key Armed Services Committee and business issues

Education**University of Auckland, Auckland, New Zealand**

Postgraduate Studies

January - November 1991

- Studied as Rotary International Ambassadorial Scholar
- Member, Auckland University Cricket Team
- Guest speaker at professional meetings in New Zealand, Fiji and Australia

Central Methodist College, Fayette, MOBachelor of Music Education *Summa cum laude**May 1990*

- Selectman Outstanding Senior Award
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Michael G. Tattersall

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Michael G. Tattersall

- 15 year client relationship with the Head of Strategy for AT&T focused on broadband and other unregulated new services, especially the internet
- Led the team to map and model deployment of next generation wireless broadband deployment

II. Responses to Individual RFP Sections

A. Section 2.3.1 – Industry and Policy Analysis: State and Federal Funding Analysis; and Strategic Planning Support

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

The Schultz Group Team has the required qualifications and experience:

1. Director of Compliance and Audits, Broadband Technology Opportunities Program, National Telecommunications and Information Administration. Two key members of the vendor's team led the development of federal policy and compliance for the BTOP program. This national program awarded over \$4 billion in federal grant funds to over 200 recipients for deployment of broadband facilities and expanded access to affordable broadband services. In order to develop effective BTOP policy and compliance requirements that maximized the benefits of the program, the vendor's team members needed a keen understanding of broadband policy considerations, as well as the program development and operational challenges facing BTOP grant recipients as they planned and executed their projects. As a result of the team members' efforts, BTOP grant award recipients are now successfully deploying broadband facilities and creating new broadband access across the nation.

Contact: Anthony Wilhelm, PhD, U.S. Department of Commerce, National Telecommunications and Information Administration, 1401 Constitution Avenue Washington, D.C. 20230, 202-482-6260

2. Three years as Vice-Chairperson of the Public Safety Spectrum Trust ("PSST") Operator Advisory Committee ("OAC"). The OAC is composed of 21 State or local entities which obtained a Waiver of the Federal Communications Commission's (FCC) rules to early deploy Long-Term Evolution (LTE) broadband technology as part of the National Broad Plan's creation of a nationwide public safety broadband network. This group meets weekly to discuss and/or respond to national policies or proposed laws. To do so means regular analysis of state and federal funding opportunities. In fact, one of vendor's key staff wrote the successful broadband grant for another rural, underserved state in the West; that state received a grant in the amount of \$38M to complete the upgrade of its middle mile infrastructure for use by Community Anchor Institutions and possible additional public private agreements; the grant was also intended to provide funding to early deploy 700 MHz LTE public safety broadband in a particular identified region of the state.

Respondent staff has understanding of the broadband industry at both Federal and State level. One of the key staff members is currently vice-chairperson of the Public Safety Spectrum Trust (PSST) Operator Advisory Committee (OAC), composed of State and local recipients of Waivers from the FCC to early deploy 700 MHz LTE broadband

technology in anticipation of creation of a nationwide public safety broadband network. Specifically, staff member drafted the State of New Mexico's successful waiver application to the FCC. Subsequent to obtaining the Waiver, respondent staff member wrote the State of New Mexico's successful Broadband Technology Opportunities Program (BTOP) grant from which New Mexico received \$38M to improve its middle mile infrastructure and early deploy 700 MHz broadband technology. She has participated in industry discussions regarding broadband development benefitting both public safety and economic development. She has been a voice for consideration of the broadband needs of rural states, often overlooked by industry and government. She has presented to the FCC regarding broadband needs of Operator Advisory Committee constituent members and participated in the White House Forum on Public Safety Broadband initiatives.

Contact: Roy Soto: RLR Resources, rsoto@rlrresources.com; former secretary of the Department of Information Technology; Charles Martinez, CFO, Department of Information Technology, Charles.martinez1@state.nm.us; Bill Schrier, CIO/City of Seattle, Chair-OAC, Bill.Schrier@seattle.gov; Harlin McEwen, Chair, Public Safety Spectrum Trust, chiefhrm@pubsaf.com

3. Development of Comprehensive Intercarrier Compensation, Interconnection, and Universal Service Reform Proposals. The Schultz Group team includes members with broad and deep experience with evaluating the efficacy of universal service support, both implicit and explicit. A member of the team has a long history with federal universal service mechanisms, working for the FCC to implement the Telecommunications Act of 1996, including developing explicit federal high cost support mechanisms, as well as the schools and libraries universal service support mechanism. In private practice, the team member participated in the development of numerous reform proposals, including the successful proposal of the Coalition for Affordable Local and Long Distance Services.

Subsequently, the team member had a leading role in facilitating the work of the Intercarrier Compensation Forum, the group that developed the first detailed comprehensive proposal and legal justification for intercarrier compensation, interconnection, and universal service reform to reflect the emergence and growing primacy of broadband and other IP-based services, such as VOIP. The FCC's October 2011 reforms creating the Connect America Fund and adopting a transition to provide universal service support for broadband services retain many features of the ICF Plan.

Following this effort, the team member worked with a midsize incumbent service provider to develop a waiver proposal to the FCC that would permit the service provider to use federal universal service support to deploy broadband facilities in rural, remote, and economically disadvantaged portions of its service territory. This waiver request remains pending at the FCC. In addition, the team member represented clients before state public utility commissions across the nation on similar issues.

As discussed above, following these projects, the team member joined NTIA, where he managed the development of policy and compliance requirements for BTOP, building on

his ability to assess the efficacy and utilization of federal funding, including grant, loan, and universal service support.

Contact: Karen Brinkmann, PLLC, Telecom, Media & Technology Law, 555 Eleventh Street, NW, Mail Station 07, Washington, D.C. 20004, 202-365-0325, kb@karenbrinkmann.com.

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 the same.

1. Assessment and design of a large, rural western state’s broadband initiatives. A key member of vendor’s team participated in the assessment and design of a large rural western state’s broadband initiatives. In that regard, detail of population demographics, including its high poverty rate, high unemployment, education challenges, geographic challenges and slow economic growth were considered in prioritizing the State’s upgrade of its middle mile infrastructure. The analysis of the state needs was essential to the successful broadband grant application.

The team member also participated in President Clinton’s committee on development of a plan for upgrading the U.S. infrastructure, which resulted in mapping a strategy for responding to national disasters and, perhaps, the creation of the Department of Homeland Security. Participants in this 3-day planning session included high-ranking members of the Pentagon, leaders in the utility industry, leaders in industry and representatives of state and local government. (Final plan was kept confidential by Presidential staff).

The team member worked with engineers and scientists from diverse national laboratories intending to participate in “technology transfer” opportunities. To that end, scenarios based on entrepreneurial opportunities were leveraged to engage participants in real world planning. This type of activity can be done for other specialized groups within government as a means of encouraging “out of the box” thinking for new opportunities. Staff participated in strategic planning “games” identifying opportunities for economic growth and/or strategic changes resulting in more productivity and efficiencies.

Contact: Kathy Isaacson, President, Strategic Engagement, kathyisaacson@gmail.com.

2. Commercial WiMAX and 4G deployment. 5 years as an entrepreneur and business leader developing, launching, and financing a venture capital-backed wireless broadband communications company that became the largest private WiMAX operator in the US, bringing 4G wireless services to underserved communities nationwide. Members of the respondent's team developed the entire business model, crafted the strategy, and executed launch of all operational aspects of the company that served over 25,000 customers in very rural areas with wireless broadband services. This experience gives The Schultz Group's team a deep and fundamental understanding of the broadband industry and the challenges to delivering sustainable broadband services in areas of low population density and difficult terrain. Specifically, members of the team:

- Created an original business model that resulted in nearly \$30MM of early-round financing from well-established venture firms and commercial banks.
- Designed business processes and systems required to grow company from planning stage to 20,000+ customers, serving as overall cross-functional coordinator of all company efforts to launch operations.
- Negotiated many multi-million dollar contracts and financing agreements with equipment manufacturers, equipment leasing vendors, and construction integration firms.
- Responsible for the deployment of 15 WiMAX networks, including logistics, equipment selection and design, construction, testing, and network maintenance in communities covering approximately 600,000 people.
- Served as principal writer and architect of over 200 Federal broadband stimulus applications, including 4 NTIA grant-winning applications worth over \$4MM (only 10% of applicants received grants in Round 1), leading and coordinating a team of 20 engineers and writers to produce over 50,000 pages of highly-detailed technical descriptions, maps, and radio network designs, as well as Phase I environmental reports, core network designs, detailed demographic and population studies, and 5-year pro-forma business plans.

Contact: William Wallace, william.wallace@dbcmail.com.

3. Engineering and deployment of a large-scale middle mile microwave backhaul network. Members of the respondent's team were engaged by Clearwire to deploy a wireless microwave backhaul network in support of Clearwire's nationwide broadband buildout. The team deployed 6 markets comprising over 2,000 sites. Responsibilities on this project included strategy planning and budget development. Additionally, team members were responsible for microwave network planning and design, path calculations, radio frequency (RF) engineering, FCC-licensed frequency coordination and registration, and all network testing and optimization.

4. Engineering and design of a nationwide mobile wireless network. Members of The Schultz Group's team have been working with LightSquared on their nationwide rollout of 4G wireless services. Team members have been involved from initial concept and design through fieldwork including over 1,200 site surveys and preliminary site acquisition. In addition, team members were responsible for the design and implementation of all business process and operational process management tools and

software, taking large-scale network design and plans from concept to execution as Lightsquared moves toward operations and launch.

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 the same.

1. Broadband Assessment for Large Western State. In developing a successful BTOP grant application for the western state referenced above, a key member of the team at The Schultz Group advised the state regarding federal funding opportunities to complete its middle mile infrastructure and ascertain possibilities of cogent public-private partnerships to benefit both the State and business. While “public-private” opportunities have not always benefitted “public,” as taxpayers, a good public infrastructure with compensation for its use set by industry standards was planned. While reviewing compensation methodologies, an analysis of funding opportunities was accomplished demonstrating that, if the state were the only entity to fund infrastructure, completion of the middle mile would take upwards of 10 years.

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2. Development of Comprehensive Intercarrier Compensation, Interconnection, and Universal Service Reform Proposals. The Schultz Group team includes members with broad and deep experience with evaluating the efficacy of universal service support, both implicit and explicit. A member of the team has a long history with federal universal service mechanisms, working for the FCC to implement the Telecommunications Act of 1996, including developing explicit federal high cost support mechanisms, as well as the schools and libraries universal service support mechanism. In private practice, the team member participated in the development of numerous reform proposals, including the successful proposal of the Coalition for Affordable Local and Long Distance Services.

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Contact: Karen Brinkmann, see contact info above.

3. Director of Service Provider Support, Schools & Libraries Division (USAC).

Managed E-Rate Program operations affecting the service provider community consisting of 4,000+ telecom, ISPs, network systems integrators, and information technology providers. Acted as sole SLD liaison and advocate for the external stakeholder service provider community.

- Assisted FCC and USAC Board and executive management in identifying and developing USAC programmatic procedures resulting in more efficient and streamlined processes with greater transparency and due process for the service provider community.
 - Instituted e-certification, clearer procedures for eligible telecommunications carrier designation and procurement, and improved national customer service for schools, libraries and service providers.
- Served as the point person to the service provider community on FCC regulatory compliance, policy issues, and regulatory rule changes, as well as USAC programmatic rule changes. Developed and conducted national E-Rate annual training programs for the service providers, including biweekly service provider conference calls to several hundred providers, and monthly conference calls with incumbent telecommunications carriers. Improved communication flow, which markedly strengthened stakeholder commitment.
- Managed USAC's E-Rate vendor subcontract and created, developed, trained, and implemented service level agreements, contract procedures, escalation policy, and procedures, and performance metrics for USAC's Customer Service Call Center for the E-Rate Program.

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4. Senior Manager of National Competition and Regulatory Policy Division for large global telecommunications provider. Managed nationwide advocacy before state regulatory commissions on ILEC performance reporting and special access services. Oversaw a national team of 25+ and prepared performance plans and budgets for 12+ direct reports.

- Achieved favorable regulatory enforcement policies through negotiations, written comments, and oral testimony in state PUC and PSC carrier-to-carrier collaborative efforts and 271 proceedings.

- Advised executive management on business opportunities and litigation risks affecting contract negotiation, dispute resolution, and cost control initiatives. Wrote executive summaries on pertinent FCC Orders, state commission rulings and orders, and federal judicial decisions for the leadership team.
- Drafted contracts and implemented business and legal requirements to support contract negotiation and interconnection agreements that adhered to state and federal legal and regulatory changes and remained aligned with state and federal public policy and corporate business initiatives.

Contact: Peter H. Reynolds, Director, Director, National Carrier Contracts, Verizon, 220001 Loudon County Parkway, Suite G2-3-6 15, Ashburn, VA 20147, 703-886-1918, peter.h.reynolds@verizonbusiness.com.

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.

1. Stakeholder Meetings to Develop Strategic and Tactical Plans. In order to develop a strategic, comprehensive plan for infrastructure deployment, collaborative meetings were held among stakeholders from government and industry. Collaboration among diverse stakeholders is essential in small states with limited resources. Such activities mitigate “reinventing the wheel” and encouraged more effective use of resources.

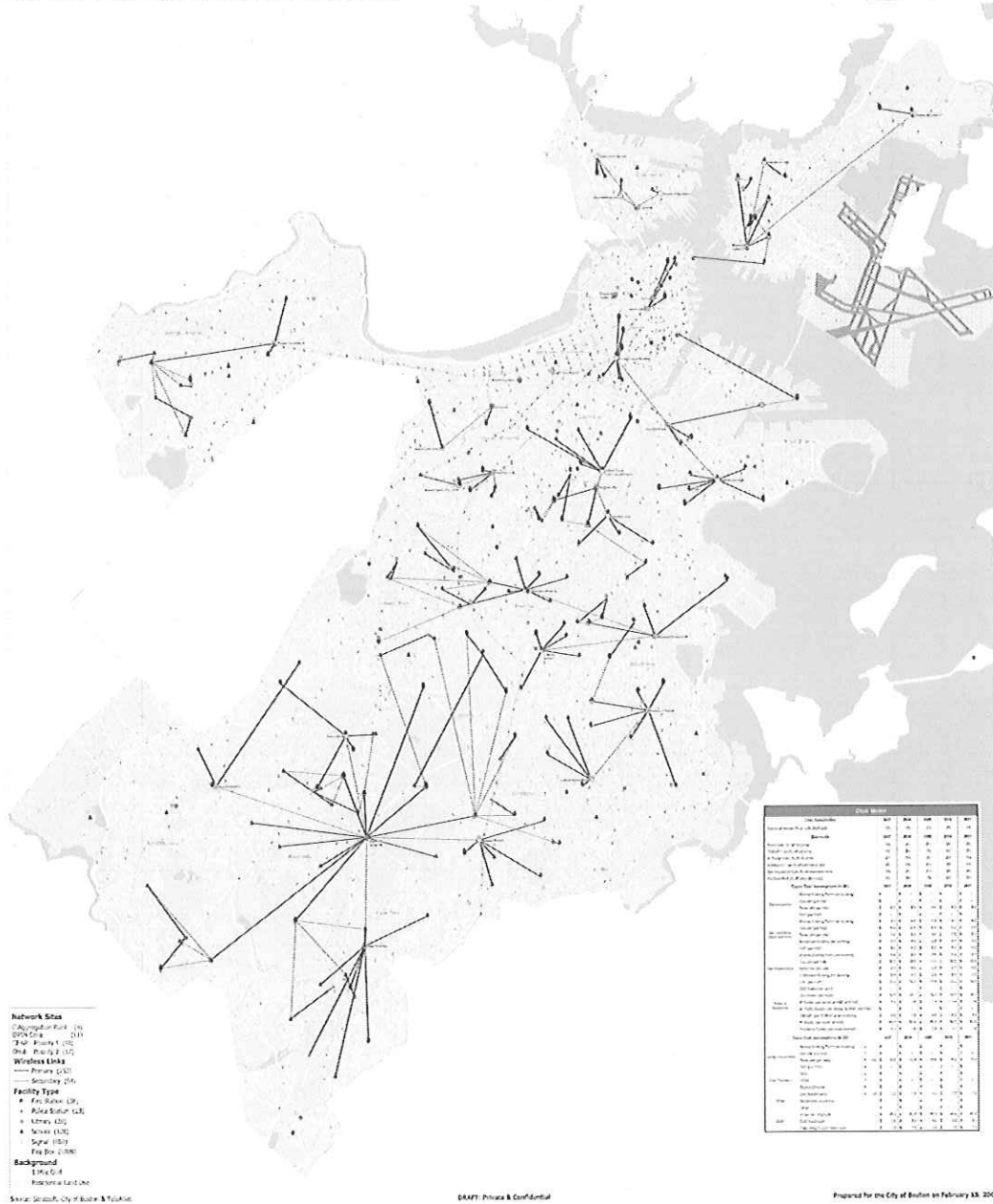
Contact: Lucy Moore, lucymoore@nets.com; Kathy Isaacson, President, Strategic Engagement, kathyisaacson@gmail.com; Rita Longino, President, RLR Resources, rlongino@rlrresources.com

2. Strategic and Tactical Deployment of Broadband Infrastructure. A Member of The Schultz Group Team has worked with commercial and government entities to plan strategy and tactical deployment of broadband infrastructure for over 14 years. The work involved building ‘supply’ and ‘demand’ databases, conducting geo-analytics to target the optimum mix of customer concentrations, economic models to meet the required cost/benefit and network designs to ensure viable deployment.

As one example, the team member developed implementation strategies, tactics and detailed economic models and network design plans to support a RFP for bringing Fixed Wireless Broadband to all Municipal facilities. This is one of many Broadband deployment projects (including Public Safety & WiFi) for the City of Boston and other municipalities.

City of Boston Proposed Wireless Connectivity

STRATSOFT
INCORPORATED



3. Support go-to-market strategy for broadband provider. The same Schultz Group team member originated techniques to map all types of broadband networks for matching broadband plant availability to concentrations of customer categories. In this case it was cable plant proximity to Small and Medium Enterprises to allow a cable company to selectively target business customers.



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

1. Deployment and Implementation Planning. As a member of the OAC, a key member of the team at The Schultz Group worked with other federal, state and local entities in planning for the deployment and implementation of a nationwide public safety broadband network. On a smaller scale, staff has also worked with the State of Texas in exploring the creation of a regional public safety broadband network. The participants include representatives of up to six other states in the west. This process is on going and involves work with the National Public Safety Telecommunications Council (NPSTC) and the Association of Public Safety Communications Officials (APCO).

2. Strategic Advice and Consulting, NTIA BTOP Sustainable Adoption Grant Award Recipient. A key member of The Schultz Group team provided, over the course

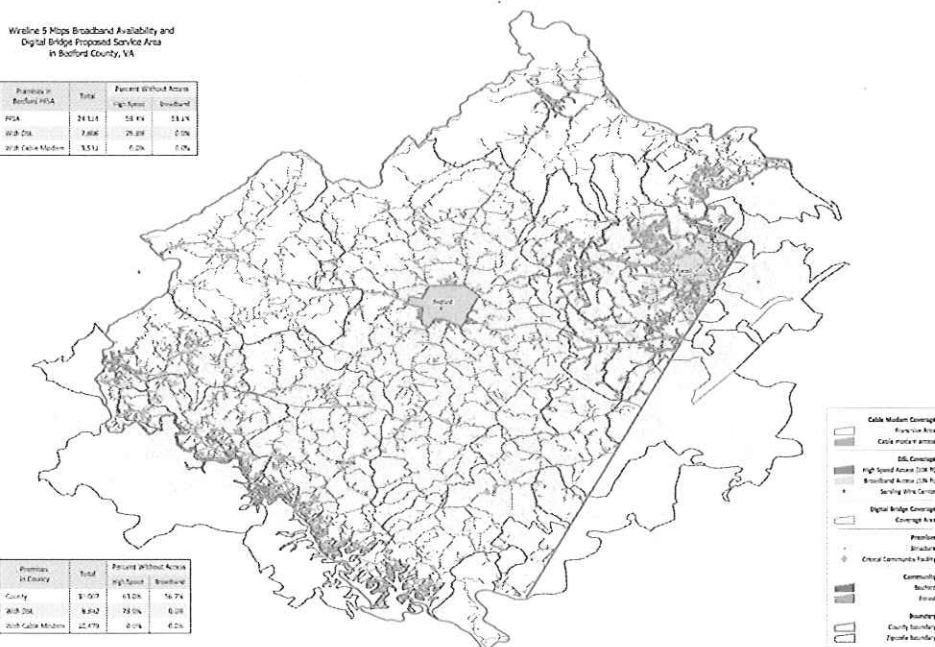
of 2011, critical advice, guidance, and support as a consultant for One Economy Corporation, a non-profit organization that was the recipient of \$28MM in federal grant funds dedicated to increasing broadband adoption and awareness nationwide. As a part of this project, respondent helped guide strategy, compliance, and execution efforts that have led to thousands of additional broadband subscribers already, as well as the training of over 20,000 Digital Connectors, which are students living in low-income housing units who are taught computer networking and troubleshooting skills so that they can support and train their families and neighbors. Respondent was responsible for helping guide strategic decision-making for these ongoing efforts.

3. Policy and Compliance Process Design for Sustainable Broadband Adoption.

Members of The Schultz Group Team served as part of the BTOP Team responsible for the developing programmatic priorities articulated in two BTOP Notices of Funding Availability and supported federal program officer actions to oversee and monitor execution of the awards.

B. 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.

A member of The Schultz Group team is a specialist in Geo-Analytics and has been mapping and modeling broadband deployments for over 14 years. He brings seasoned strategy-making expertise with data development and GIS mapping software specialists. He supported over 100 applications for NTIA BTOP/BIP funding, of which some 60% were successful. Two examples of such applications are given below;



Example 1. Broadband availability map of Bedford County, VA showing street-level availability of broadband by TelCos (Red - DSL), Cable Co.s (Blue - DOCSIS) and wireless (yellow) as well as Critical Anchor Institutions

Example 2. Network design for BTOP fiber + Public Safety network bid to NTIA that was awarded in November 2010. Critical Anchor Institutions, Public Safety facilities, cell sites, under-served broadband regions (orange) are identified as customer categories. An investment-grade financial forecast and business plan was also developed for this bid.

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

The Schultz Group team has experience working on stakeholder large group facilitations on very diverse topics such as water, tribal engagement, international commerce, and education opportunities for low-income students. These large group facilitations have resulted in published outcomes used for strategic planning by state, federal, and private entities. The process includes solicitation of critical input from stakeholder groups, such as members of the public and employees and decision-makers, in order to ensure that the resulting decisions have broad support among the constituencies involved.

In addition, among numerous examples, members of The Schultz Group team have worked on the following specific public awareness campaigns:

**Medicare Part D Patient Education Campaign
Patient Services, Inc., Midlothian, VA**

Patient Services, Inc. (PSI) is a national, non-profit charitable organization founded to assist patients with expensive chronic medical conditions find and afford health insurance coverage. With the passage of Medicare Part D prescription drug coverage in 2004, many PSI clients were eligible. The team member created a public awareness campaign to educate PSI's clients about the basics of the program, eligibility, benefits and other key aspects that became available in 2006. The effort included the following activities:

1. Creation of a "Patient's Guide to Medicare Part D," a 16 page booklet that answered many of the most common questions about the new program.
2. A supplemental health insurance guide for PSI clients who were not yet eligible for Medicare, but qualified for other government health care options, including HIPAA coverage, high-risk insurance pools, and several other programs.
3. A proactive regional and national media campaign to raise awareness of aspects of the Medicare Part D program and educate consumers about the so-called "doughnut hole."
4. Wrote and produced training guides for PSI client service representatives who answer public inquiries, refer clients to various program managers and later serve in a caseworker capacity.

**Change Management Center Marketing and Education Campaign
Office of the Secretary of Defense, Undersecretary for Acquisition Reform
U.S. Department of Defense, Arlington, VA**

Congress established the Change Management Center (CMC) within the Office of the Secretary of Defense to serve as an in-house consulting organization to facilitate implementation of best practices across the department's enterprise-wide acquisition functions. In conjunction with Motorola University, a methodology was developed to empower DoD professionals at all levels to initiate change and efficiencies in the complicated acquisition procedures. As part of the stand-up and operations of the CMC, the team member provided the following services:

1. In collaboration with Department leaders, created a comprehensive marketing plan for the CMC that reached out to all stakeholders, as well as private industry contractors and partners.
2. Collaborated on the CMC website and accompanying knowledge management (KM) platform to create an online community and clearinghouse of best practices that could be accessed and employed enterprise wide.
3. Developed educational and marketing materials, including briefings, brochures and training guides and planned the first Department Change Management Summit at Fort Belvoir, VA.
4. Provided communications and marketing staff and consultation for individual Rapid Improvement Team meetings, the prime vehicle developed by Motorola University for identifying and implementing opportunities for business process improvement.
5. Designed booths and materials for department and industry partner trade shows across the country to showcase the services and successes of the program.

D. Section 2.4 – Projects and Goals

Section 2.4.1 – 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.

The Schultz Group proposes to review all data related to West Virginia's broadband initiatives as outlined in its BTOP grant award and in other sources, as applicable. In its BTOP grant award documents, West Virginia identified key areas of education, health, public safety, and other community anchor institutions to which the provision of broadband technology is seen as critical to serving the citizens of West Virginia in terms of economic opportunities, employment and health services.

Strengths have been identified in multiple documents provided as part of West Virginia's successful BTOP application and supporting material. An analysis of those strengths will be re-viewed from a year post-award to determine if, in fact, the strengths as identified remain the same.

Weaknesses were also determined by key West Virginia governmental staff at time of submission. It is incumbent upon the vendor to review those weaknesses in light of current data, e.g., staffing changes, key alliances, and creative collaborations.

Opportunities are created by an influx of dollars. What is key in the analysis of West Virginia's broadband effort is identifying how opportunities created with the grant dollars have increased viable economic plans as evidenced by job creation. Job creation is tracked as a part of the grant requirements. Reviewing employment data kept by West Virginia grantee a year from the time of receipt of dollars to now will provide a baseline for review of opportunities created; the number of upgrades to the state's middle mile infrastructure which can then be linked to CAI's; any public-private partnerships, both contemplated and not contemplated which not only facilitate the statewide expansion effort but can reliably demonstrate economic opportunity growth.

Threats will be analyzed from the big picture perspective. A large influx of dollars into the state demands good management and accountability. BTOP dollars came with many reporting requirements often unanticipated by recipients.. Sometimes state and federal laws may in conflict, an unanticipated issue that can result in a slow down of the "shovel ready" process, any and all of which can be determined as threats.

For vendor to determine strengths, weaknesses, opportunities and threats, collaboration with the BDC will be imperative, to both avoid reinventing the wheel and to ensure the entity statutorily responsible for oversight of West Virginia's is clear on the strategy and evaluation tools, which will be promulgated by vendor.

Section 2.4.2. 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.

Vendor develops matrices of opportunities present in federal efforts related to technology, broadband in particular. Each governmental entity must be seen as a part of the "whole" and, just as a complex puzzle takes time to piece together, it is imperative that the analysis of the relevant federal programs and policies coincide with state initiatives so one complements the other. That is a part of the analysis that must occur to ensure there is no conflict of laws that could impede progress in this significant effort. Nationally, government is moving toward acceptance of the concept that, to be competitive in the world market, the U.S. infrastructure must be more fully developed; hence, the push to bring into the competitive market, all states, including those traditionally bypassed because of geography, poverty, age or education.

Section 2.4.3. Please describe how you would assist in the development and implementation of a plan/strategy focused on increasing access and adoption of BB technologies around the State's small business and entrepreneurial communities to include benchmarking, analysis, a detailed work plan and measurable results.

First, any vendor working with the state must ascertain key indicators of acceptance by the population for investment of its tax dollars in a technology infrastructure. If it is

accurate that the state is challenged with education issues, poverty issues, health issues, positing spending dollars on technology may not be very acceptable unless a dynamic education program is in place at the grassroots level. Citizens must have the technology and understand how to use it for it to be seen as adding value to their lives. As in many low-income areas, basic survival is seen as the most critical need. Developing and implementing a viable plan means outreach to small communities, determining what business opportunities may be viable with increased technology and what that means to employment opportunities. How are citizens trained to use the technology, what are the pieces that must interplay to invite West Virginia citizens to see “opportunity” in adopting broadband technologies. Some of the work that must be done will be basic, building upon work done in preparation for submission of the state’s BTOP submission.

2.4.4 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 Connect America Fund to include potential impact on West Virginia’s citizens of the forthcoming changes and solutions to lessen any anticipated impact.

The Schultz Group is extremely well positioned to make this analysis, given the experience of its team with federal broadband policy and universal service issues and mechanisms. In general, on the high cost front, the FCC’s recently adopted order creating the Connect America Fund will reduce any remaining support flows implicit in intercarrier compensation rates, and require service providers to offer broadband in connection with their receipt of explicit support. FCC efforts to reform the low-income mechanism to support broadband, as well as to expand the schools and libraries mechanism to cover such services as mobile broadband (for example, through the “Learning on the Go” Pilot Program), and to modernize the rural health care support mechanism will all have an impact on support flows, but will also provide service providers with new funding opportunities, as well as potential support for delivery of new services to West Virginia’s citizens.

For each of the explicit federal universal service mechanisms (high cost, low income, schools and libraries, and rural health care), the team would create a series of models and matrices, including white paper reports, that evaluate support amounts flowing to service providers and analyze the likely effect of the FCC’s reform efforts. In addition, these models and reports would evaluate the impact of reduction of intercarrier compensation flows on service providers employing various technologies, as well as the impact of the new requirement to negotiate in good faith for agreements for IP-to-IP interconnection.

2.4.5 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 (wire line, wireless, fiber, satellite) in an effort to monitor, assess, and influence BB infrastructure beyond deployment, affordability and sustainability moving forward.

Nationally, best practices are evolving. It is the intent of the vendor to use the complimentary services of a GIS expert who will work with the vendor to review, analyze and report on further development of West Virginia's broadband mapping efforts.

2.4.6 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 BTOP grant identified schools wherein there are significant lags with regard to even basic opportunities. The vendor will work with school leadership in those districts and, as possible, involve parents and students in discussions. The purpose of such discussions will be to engage grass-roots support in developing viable plans for schools most in need. Those schools in more populous areas, but located in areas identified as low income, would receive the same treatment. These two groups will probably present the most challenge with regard to involvement, but in order to provide legitimate forward planning, the State must be clear in the needs of the at risk students. Schools wherein parents are more involved and resources are more plentiful may require a different type of question/plan. Nonetheless, input from these consumers will be essential to develop the big picture with regard to solutions and shortcomings. What is key here is involvement at the grass-roots level, not just administration.

2.4.7 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 include specific market opportunities and technical assistance around addressing any identified opportunities.

Taxpayers in the state and nationally are much more inclined to provide additional funding when they see real success. The vendor must work key state officials and departments to assess and analyze the level and use of state technology funding on a granular basis using mapping data and identify ways in which technology funding can be augmented or redeployed to improve the economic, educational, social, and cultural opportunities for the residents of West Virginia.

2.4.8 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 the same.

The Schultz Group's team brings vast depth and breadth of experience across all facets of broadband technology, deployment, adoption, digital literacy training, and utilization and channeling of federal and state support. We can identify barriers to success and draw on broad experience with best practices and work with key stakeholders to synthesize and integrate solutions that promise to maximize the benefits of broadband for West Virginia.