REQUEST FOR PROPOSAL: BROADBAND DEPLOYMENT CONSULTANT SERVICES

Date of Submission:
May 2, 2022

City of Joplin
602 South Main Street
ATTN: Troy Bolander
Joplin, MO 64801

Submitted by:

Alvarez & Marsal
Infrastructure & Capital Projects
655 15th Street, NW Suite 600
Washington, DC 20005

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Managing Director
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May 2nd, 2022

City of Joplin
602 South Main Street
Joplin, MO 64801

Dear Mr. Bolander,

On behalf of Alvarez & Marsal (A&M), we appreciate the opportunity to present this proposal for the City of Joplin's (the City) Solicitation for Broadband Deployment Consultant Services. A&M is uniquely qualified to help the City increase connectivity across the community.

We consider the City of Joplin our hometown and we are committed to ensuring that this project supports the future economic opportunities and enhances the quality of life of the community. We see this as a once in a generation opportunity to not only enhance the connectivity of each resident and neighborhoods but the opportunity to improve resiliency, support sustainability, and promote Joplin's economic competitiveness within the region, state, and US market. Members of our A&M team were retained by the City of Joplin to serve as the administrator for the City's Community Development Block Grant - Disaster Recovery funds received following the EF-5 tornado and ever since then we are emotionally and professionally connected to the community. It will be an honor to continue to partner with the City.

We have unmatched knowledge of the City's broadband current state and industry best practices, allowing our team to make an impact on Day 1. Our proposed A&M Team live our principles in bringing the best team committed to working with you. We have carefully gathered teaming partners (i.e., Finley Engineering, BB Civic Solutions, Olsson, and CCG) who have the character, integrity, reputation, judgment, industry, and local experience needed to make this transformation a success. We have first-hand knowledge of the Smarter Joplin Roadmap and recent connectivity gap analysis. We are committed to engaging each of the resources presented in this proposal on-the-ground in Joplin ensuring that the right experience is represented on day-to-day operations. Our professionals are not just exceptional at what they do, they are also exceptional people who are ready to work with you, as we have in the past.

We know how to bridge funding gaps. This project is not just about the technical broadband resources, but there is a responsibility to the City that the project team has the experience needed to identify, secure, and thoughtfully manage funds required to complete this highly complex infrastructure project. Our team members have performed planning, program management, monitoring/compliance, and closeout services for federal recovery programs, most recently with CARES Act, Consolidated Appropriations Act, and ARPA grant funds. We not only have intimate familiarity with the laws and grant-specific regulations, but also understand how those laws and regulations have changed and been implemented and enforced over the years. This will help ensure that the City's deployment of broad is not only technically reasonable but also in compliance with the funding sources.

Based on what the City has detailed in the statement of work, we are confident that in collaboration with the City, we can make a difference in the local neighborhoods that you serve. We thank you for the privilege to serve the City of Joplin and we are committed to helping you and your residents become more connected.

Sincerely,

Riz Shah Digitally signed by Riz Shah
Date: 2022.05.02 14:26:02 -04'00'

Riz Shah
Managing Director

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OUR UNDERSTANDING OF JOPLIN'S NEEDS

The City of Joplin (the City) is rapidly advancing towards a critical community transformation in connectivity and progressing forward in its Smart City Roadmap vision. In the wake of the infrastructure devastation caused by the 2011 E5 tornado that impacted Joplin and the resulting rebuilding and rehabilitation capital planning, community resilience to future events became one of the City's highest priorities. The digital connection of people and public infrastructure was identified as one the greatest challenges to the City's goal of a Smart City.



Figure 1: A&M's Highlighted Joplin Experience

We have seen countless instances where the COVID-19 pandemic has brought to the surface critical infrastructure flaws in real-time, broadband connectivity being just one of them as our culture became overly reliant on accessible and reliable internet services. When acutely assessed, the pandemic cause major concern due to the shift in day-to-day business requiring strong internet delivery (e.g., virtual medicine, telecommuting, video meetings) and subsequently issues of access and dependability were raised to the highest levels of our national government. When chronically assessed, the fiber backbone plays an integral part to our public infrastructure not just from a Smart City vantage point but from an infrastructure performance standpoint. We are confident that with a strong broadband network, Joplin can provide its community with greater socio-economic development and the foundation to improve programs such as healthcare and education.

With a Fiber Deployment Plan already drafted, it is critical that City can validate, refresh, and incorporate critical business and financial analysis to prepare the City to move into the execution phase. Joplin cannot act in a silo with their deployment plan and using partnerships is critical in the overall success of the deployment itself. The importance of transparency is critical when undertaking infrastructure investments affecting multiple stakeholders and using diverse funding sources to execute the work.

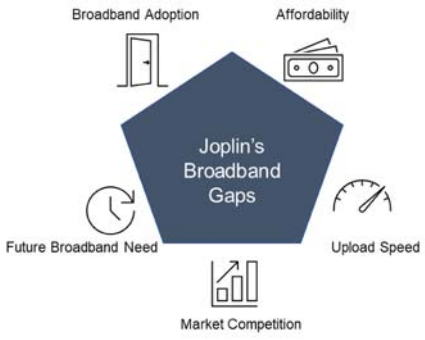


Figure 2: Joplin's Broadband Potential Challenges

Understanding the City has partnered with U.S. Ignite, provides Joplin the platform to become a leader in community broadband deployment and the ability to document best practices that can be used by

communities facing similar challenge across the country. A&M is excited for the City and achieving these goals.

Key Risks

Understanding there are risks associated with fiber deployment is critical from a project and program management perspective. Anticipation and planning around risk is crucial to the success of this implementation. Initially identified risks can be categorized as:

- **Financial Risk:** Joplin could inherently carry more financial risk due to owning a portfolio of new fiber assets.
- **Execution Risk:** Due to Missouri statute and regulations limiting municipalities from providing telecommunication services, there is a risk in achieving progress.
- **Competitive Risk:** Existing commercial providers could drive the market in their favor due to ability to upgrade network.
- **Do-Nothing Risk:** If Joplin does nothing regarding their Smart City and Broadband goals and waits for the private sector to deliver the network, they may be left behind compared to their peer communities in terms of the ability to execute on economic development fronts where fiber networks and broadband are deciding factors for acquisition and retention of business and industry.

A&M is the team the City needs to help achieve these Smart City goals while mitigating against the economic risks. A&M experts have deep experience across the capital infrastructure lifecycle, from planning & investment strategy, through construction and into the operation & maintenance of the asset, servicing public clients across all infrastructure industries including broadband and telecommunications. We are confident that the A&M project team's values align with our broader understanding of Joplin needs (see **Figure 3**).

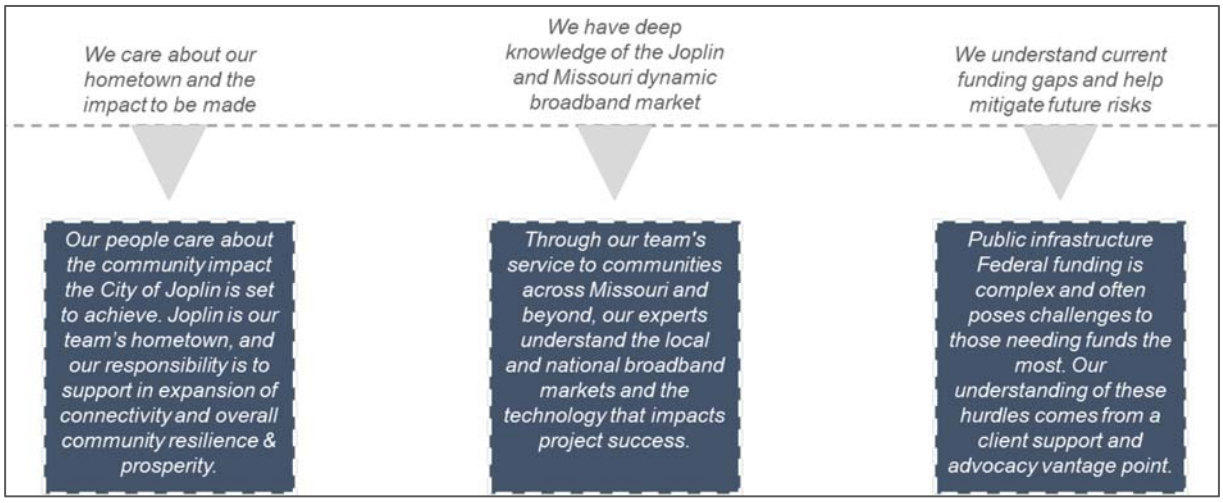


Figure 3: A&M's Values and Approach Aligned with the City's Priorities

In the following sections of our proposal, we highlight our teaming partners, our approach, our qualified and experienced project team, and our corporate experience.

1.0 COMPANY PROFILE

In 1983, Tony Alvarez II and Bryan Marsal founded A&M to provide radically different advice and hands-on support geared toward organizations facing mission-critical operational and financial hurdles—situations demanding leadership, action, clarity, objectivity, and results. They combined their skills and experience in public accounting and financial crisis environments and paved the way for a new specialty area: turnaround management, crisis management, and performance improvement for companies and governments for the benefit of their stakeholders and constituencies.

A&M is focused on the performance improvement of our government clients and delivers five key services through a pragmatic and forward-looking approach. We help our clients:

- Tackle industry-specific challenges
- Manage stakeholder expectations
- Drive financial innovation
- Strengthen service delivery
- Improve internal operations & transparency
- Execute fiduciary services over grants and other federal funds

A&M is a Bronze Partner in good standing of the National Governor's Association (NGA) Partner Program since its inception. The NGA Partner Program provides unique opportunities for companies to demonstrate their commitment to governors and to support innovative leaders solve the challenges facing governments.

A&M's Core Principles

A&M believes in the power of diverse teaming to solve complex problems, create value, and drive change and we decide to deliver projects who meet these same criteria. Our practice group humbly wants to help change the world. We see our professionals' differences as strengths and are committed to fostering a culture of inclusion guided by A&M's Core Values of Integrity, Quality, Objectivity, Fun, Personal Reward, and Inclusive Diversity. Inclusive Diversity runs through how we recruit, develop employees, conduct business, and support our client, as demonstrated below.

> *"[A&M's progress] was extraordinary. I've never seen anything like it."* – **Kate Brown,** Governor of Oregon

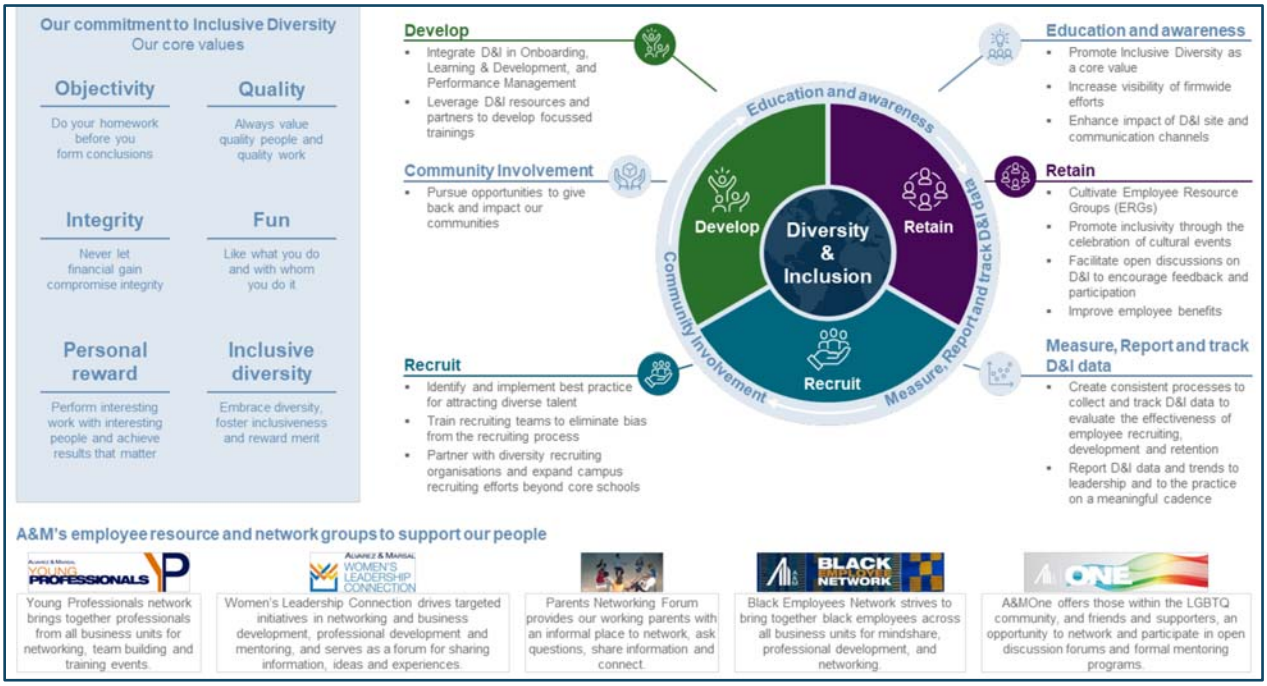


Figure 4: A&M's Core Principles

Our Teaming Partners

Complementing A&M's experience is a cadre of skilled teaming partners, each recognized as leaders in their field. We selected our teaming partners to:

- Ensure we have local experience on the City's priorities and perspectives to help design the strategy and approach, always keeping the "stakeholders' lens" at the table.
- Complement A&M's experience with broadband technical and engineering experience to help design and deliver a customized solution that meets the needs of this project.
- Provide the City with a diverse team of seasoned experts in various broadband topics such as risk assessment and identification, compliance monitoring, training and knowledge transfer, and other critical areas. Our team includes a nationally recognized SDVE, a leader in Smart City solutions, an industry leading firm in broadband services with specific-Joplin experience, and a local engineering firm with a dedicated partnership with the City.

FINLEY ENGINEERING
INTEGRITY INTO EVERYTHING

Finley Engineering (Finley) is a full-service engineering consultancy with a unique position to serve both the Broadband and Energy industries. Finley has a successful history of providing expertise in communications technology and energy engineering services for a wide variety of clients such as independent telecom providers, electric cooperatives, municipalities, competitive providers, large carriers, and government entities. Finley supported the City of Joplin in the delivery of its Broadband Gap Analysis in 2021.

Olsson is a nationally recognized, employee-owned engineering and design firm with a rich history of success. The Olsson team maintains a dedicated Telecommuniations team made up of more than 75 engineers and technicians and have designed 17,500+ miles of fiber and conduit in last five years. At Olsson we consider Joplin our hometown, as seen with our dedication in our local office. Our team worked tirelessly alongside city staff and residents to complete more than 20 infrastructure projects after the devastating EF5 tornado of 2011.

CCG is a full-service telecom consulting firm, specializing in a broad array of services that are needed by broadband providers. CCG was founded by Doug Dawson, who is on our project team, in in 1997. Since then, they have grown to become the largest telecom consulting company in the country in terms of clients. Since inception they have worked with over 1,000 clients, among those clients are over 400 municipal clients, with the others being a mix of fiber overbuilders, telcos, cable companies, and wireless companies. CCG has assisted many of the largest and most successful municipal clients in entering the broadband business including places like Lafayette, LA and Chattanooga, TN.

The B2 Civic Solutions team, led by smart city practitioner and thought leader Bob Bennett, has developed a replicable model for identifying, planning and resourcing smart city solutions for communities of all sizes. From his time as CInO of Kansas City in 2017/18, Bob advised the City of Joplin on fiber deployment projects including technical, project management, and funding strategies for P3s integration of digital equity measures. Twenty-first century citizens will not wait for cities to modernize; they expect results now. B2 Civic Solutions helps deliver them.**Named among Top 30 Veteran Owned Businesses in KCMO region by KC Business Journal in 2020 and 2021** The firm is also a Missouri Service Disabled Veteran Enterprise (SDVE).

The Proposed Project Team

As the City takes on complex infrastructure projects in the public space such as broadband deployment, it is critical to have a proper balance between technical, financial, and strategy experts. The A&M Team is that. Broadband is just one component of Joplin's infrastructure improvement portfolio and as such, our team is ready to support full integration of outputs from the Fiber Deployment Plan into the greater Smarter Joplin Roadmap and other capital planning efforts taken on by the City.

Our team's organizational structure and approach are simple and straightforward aligning to the infrastructure lifecycle along with utilizing subject matter experts (SMEs) in areas that deserve specific consideration during this broadband deployment. Under the A&M Team's structure, Joplin can feel supported in each turn this deployment takes through our fully integrated and experienced team of engineers, grants specialists, financial analysts, public outreach, and more, who are prepared to be on-the-ground.

We look forward to discussing and refining this approach with the City, depending on the progress to-date and if the City has specific preferences on how work should be executed and organized.

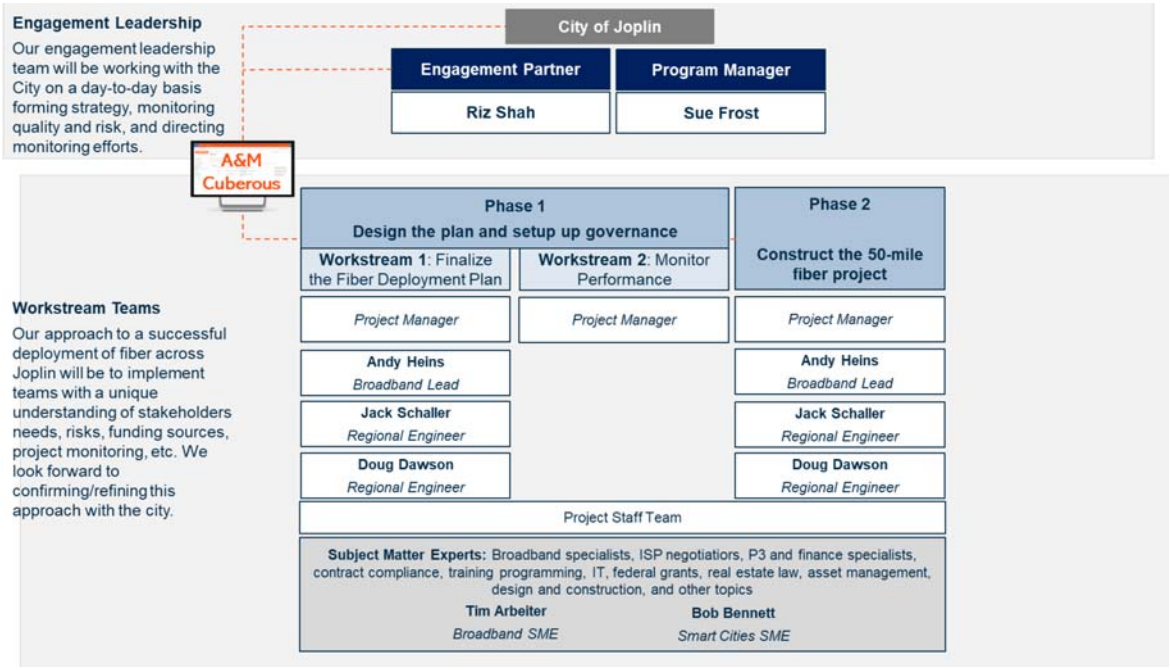


Figure 5: Proposed Project Team

In the table below, you will find brief bios for each of our key project team. All the team members we propose to support Joplin are highly experienced from successfully operating in highly dynamic environments. We trust you will find their 'always on' approach to team collaboration and developing solutions very refreshing and critical to the success of this city-wide initiative. Full resumes for engagement leadership as well as additional engagement team members are provided in **Appendix A**.

Project Team Bios	
Riz Shah *Engagement Partner*	For more than 20 years, Riz has been entrusted to help clients respond to unexpected crises following incredibly challenging and tragic impacts on communities and businesses. From crisis response through resilience, Riz has supported clients through the entire response and recovery lifecycle and advises clients in their immediate-, short- and long-term strategic decisions. Riz has worked with HUD CDBG-DR, FEMA PA, FHWA, FTA, EDA, and other grant programs through his support of recovery programs such as the City of Joplin, Missouri (2011 Tornado), Colorado DHSEM (2013 floods), Governor's Office of Storm Recovery New York (Hurricane Sandy), Harris County, Texas (Hurricane Harvey), Department of Economic Development, Puerto Rico (Hurricanes Maria and Irma), South Asian Earthquake Relief (2005 Earthquake), and Deautsche Bank recovery (9/11).

Sue Frost *Program Manager*	With over 15 years of transportation and infrastructure experience, Sue has supported organizations seeking to make informed decisions on portfolio optimization and project prioritization, evaluating business processes and technology solutions, designing solutions to manage the lifecycle of assets, and establishing governance controls to monitor and manage risks and performance.
Andy Heins *Fiber Lead*	Andy leads strategic discussions and planning with clients across multiple markets and initiatives, from broadband planning, feasibility and implementation to energy integration and planning. Andy is a veteran of the telecommunications industry and began his career at Finley in early 2009. Prior to joining Finley, Heins was the General Manager of Alma Communications Company in Missouri. While with Alma, Heins assumed various management and operations roles, and in 2006 deployed the first 100% Fiber-to-the-Home (FTTH) network in the State of Missouri
Doug Dawson *Negotiations Lead*	Doug has nearly 50 years of experience in the telecom industry with a keen focus on feasibility studies, financial business models/forecasts, strategic planning, and **negotiation support with ISPs**. Doug has a passion to help clients launch new businesses, open new markets, and launch new products – and that is still the bulk of our business today.
Jack Schaller *Engineering Lead*	Jack has over 20 years of engineering experience. Prior to joining Olsson, Mr. Schaller served as the Assistant Public Works Director for the City of Joplin where he was responsible for Capital Improvement Projects including those from the tornado in 2011.
Tim Arbeiter *Broadband SME*	Tim has over 20 years of multi-faceted infrastructure expertise. He has extensive knowledge of the broadband arena and has helped to deliver strong economic growth across the state of Missouri. His focus is the identification and definition of broadband programs including building measurable objectives, strategic planning, feasibility studies analysis, and other initiatives. Previously, Tim was the Director of Broadband Development for the Missouri Department of Economic Development.
Bob Bennett *Smart Cities SME*	Bob served twenty-six years in the US Army. Following his active duty, he served as Chief Innovation Officer of Kansas City, Missouri for almost four years. Bob is a strategic advisor for Smart City solutions and has develop a replicable model for identifying these opportunities, including **critical negotiations with internet provider experience**.

2.0 COMMENCEMENT

Our team is fully prepared to be on-the-ground the day on the project is awarded, without delay or interference. When the project is awarded, we will work quickly with the City to negotiate the terms and conditions; and defer to the City's preference for a kickoff date. This project is a priority for everyone that is presented in the proposal, so we are committed to working with the City's preferred timeline to commence the project.

We know that the City is eager to see impact of this project, so we wanted to highlight some key milestones in our proposed timeline for project delivery. During the kickoff meeting, we will collaborate with the City to finalize the detailed project schedule.

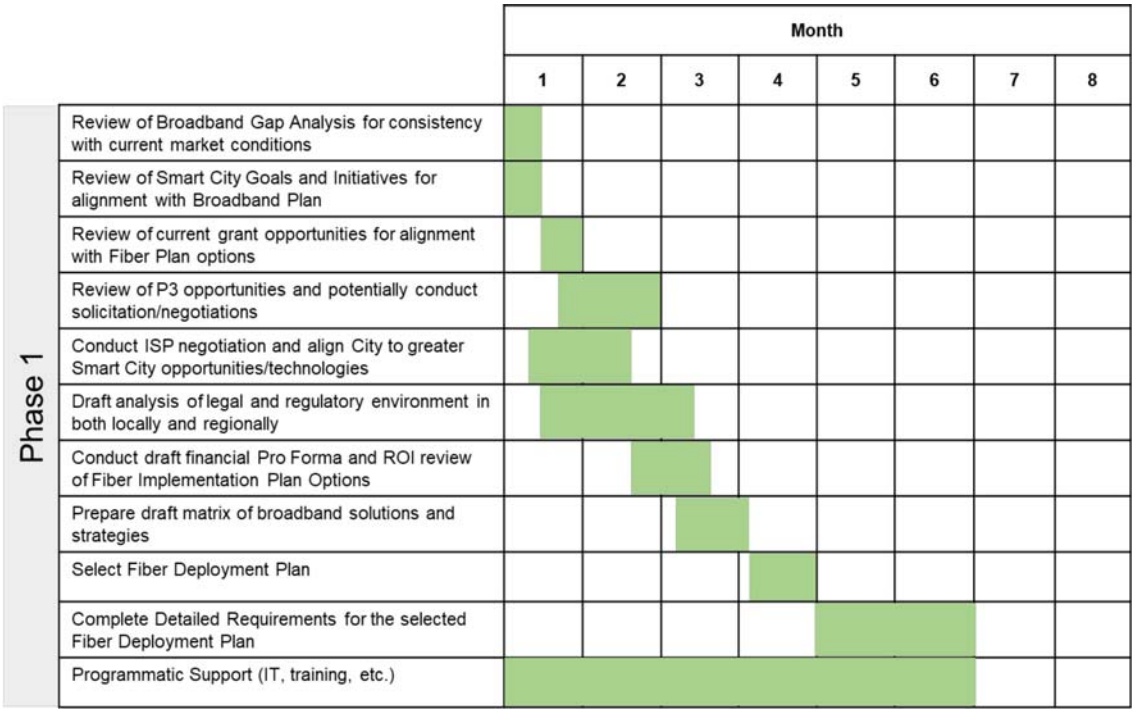


Figure 6: Proposed Schedule for Phase 1

3.0 EXPERIENCE

In the following section, we have provided a sample of A&M's project qualifications, as well as the qualifications of our leadership team.

City of Clarksville, AR - Clarksville Connected Utilities	
Client Information	Name: John Lester Address: 400 W. Main Street, Clarksville, AR 72830 Phone: (479) 754-3148
Qualification Summary	
Challenge: Finley Engineering has assisted Clarksville Light and Water (Clarksville) since 2016 with a fiber network design and feasibility estimate. At the time of the engagement, the City of Clarksville had implemented a 288-fiber network ring and was looking to expand this network and utilize the fiber network for municipal purposes, dark fiber network opportunities, and FTTx network implementation. **Key Tasks**: In their support role to the City of Clarksville, Finley Engineering: • Completed a full review of the existing fiber network and assisted Clarksville with IP Network activity and further network implementation as the network is utilized to expand services.	

City of Clarksville, AR - Clarksville Connected Utilities	
Client Information	Name: John Lester Address: 400 W. Main Street, Clarksville, AR 72830 Phone: (479) 754-3148

Qualification Summary

- Developed an RFP process and selection criteria for the City to secure a construction management firm and General Contractor to execute the fiber deployment.
- Conducted staking, produced construction drawings, and provided general oversight of the Construction Manager and General Contractor, completed in 2021.

Outcomes / Deliverables:

Finley provided the City with fiber network design standards and standard review procedure to ensure materials for construction are industry standard for aerial/buried fiber construction and network equipment for optical connectivity. Finley worked closely with City utility personnel on National Electric Safety Code (NESC) compliance and other design standards for the connectivity required by Clarksville Connected and ultimately increasing community connectivity.

Optic Communications	
Client Information	Name: Dave Soper Address: 224 South Kansas Avenue, Columbus, KS 66725 Phone: (620) 429-3132

Qualification Summary

Challenge:
Finley Engineering provided services to Optic Communications from 2105 – 2019 to build a multi-city fiber network ring and multi-path, redundant fiber network rings inside multiple cities in southeast Kansas and southwest Missouri. This work provided fiber network access to municipal facilities, anchor customers, residential customers, and to created point to point networks between multi-city customer locations.

Key Tasks:

As part of this support, Finley Engineering support Optic with:

- Strategic planning, network design, cost estimating, project staking, contract development, Project Management, and network edge out strategies.
- Grant application submission
- Facilitated contract negotiation with ISPs

Outcomes / Deliverables:

Optic Communications	
Client Information	Name: Dave Soper Address: 224 South Kansas Avenue, Columbus, KS 66725 Phone: (620) 429-3132
Qualification Summary	
As part of ongoing client engagement and work, in 2021 Finley assisted Optic with an NTIA Broadband Grant project submission. The NTIA awarded a broadband grant to Optic, with Finely now assisting with strategic network planning, final FTTH network design, and helping to plan contract negotiation and project management activities for completion of a FTTH network-build for the entire City of Carl Junction, Missouri.	

Kansas City, Missouri Citywide Fiber Deployment Plan	
Client Information	Name: Chris Lockey, PE Address: 414 East 1st Street, Kansas City, MO 64106 Phone: (816) 513-9888
Qualification Summary	

Challenge:
The City of Kansas City was facing a serious dilemma. In the past, the city was hands-off with its internal department's choice of fiber network installations and lease agreements. As a result, various departments had implemented their own fiber across 320 square miles of the city. Because of population growth and increased demand for bandwidth, the city wanted to unify its network.

Key Tasks:

The City of Kansas City partnered with Olsson to develop a plan to centralize and expand the city's fiber network footprint. Olsson evaluated the existing conditions within the city, performed a needs assessment that involved stakeholder outreach, and designed connections and extensions of the existing network. This included the following key tasks:

- A thorough survey of the city's existing communications network, including city-owned fiber-optic and wireless infrastructure
- Meetings with department heads and officials to determine the communications needs and requirements for capacity, reliability, security, coordinated management, and department-specific concerns
- A proposed design for a high-bandwidth, city-managed fiber network using a combination of city-owned infrastructure and fiber-available agreements with public and private partners
- A recommendation for the governance and ownership of the city's fiber network
- A breakdown of potential costs and ongoing savings for enacting the plan's recommendations

Kansas City, Missouri Citywide Fiber Deployment Plan	
Client Information	Name: Chris Lockey, PE Address: 414 East 1st Street, Kansas City, MO 64106 Phone: (816) 513-9888
Qualification Summary	
Outcomes / Deliverables: As a result of the plan, the city moved several departments to its city-owned fiber network at a significant cost savings. As an example, the police department was one of the first departments to make the switch. The department needed a network with encryption capabilities to protect personally identifiable information and had to have the bandwidth to store video taken by body cameras. Three more departments quickly followed. As a result, the city can save about $700,000/year in communications costs by enacting many of the recommendations.	

4.0 APPROACH STRATEGY

The City has a unique opportunity to use federal recovery funds to invest in the things that matter most to the community, while promoting equitably accessible, dependable, and efficient broadband infrastructure implementation to optimize socio-economic development across the City. This investment provides Joplin the ability to digitally connect neighborhoods and will be an integral component for Smart City infrastructure.

Our approach (see **Figure 7**) to delivering broadband deployment services to Joplin is defined by our ability to integrate with City Staff and key stakeholders. A successful deployment of fiber across the City includes two phases:

- **Phase 1 – Design the plan and setup governance**
  - Workstream 1 – Finalize the Fiber Deployment Plan
  - Workstream 2 – Monitor performance (supported in Phase 2 as well)
- **Phase 2 – Construct the 50-mile fiber project**

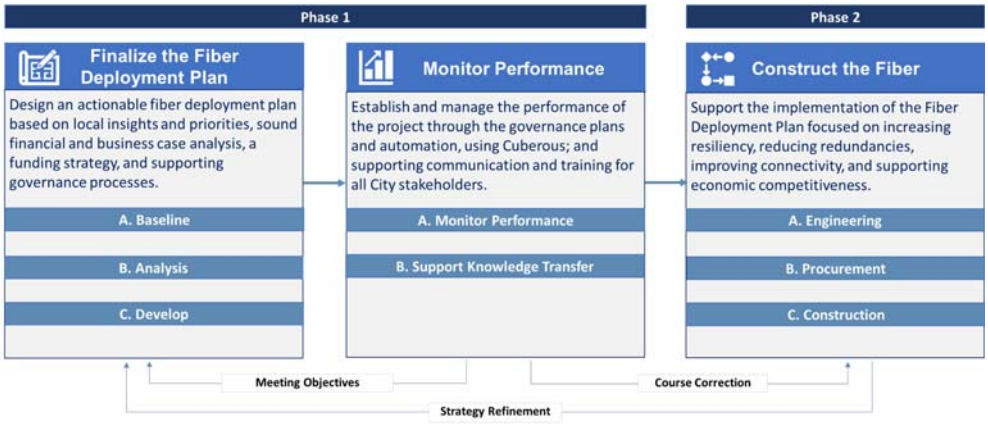


Figure 7: Approach to Support Joplin's Broadband Deployment Program Office

In the following sections, we have presented our approach to each task in terms of:

- **Impact to Joplin:** The overall impact each phase to Joplin
- **Methodology:** The specific steps we intend to take for each phase
- **Deliverables:** Outputs and associated deliverables City will receive each phase

Phase 1 – Design the plan and setup governance

As with any public infrastructure investment, a robust planning effort is required to not only detail the path forward that is well-planned and actionable but provide the necessary transparency. This phase is rooted in strategy, integration, and preparing the City, from a highly technical point of view, for this major community improvement. We will address the following requirements from the statement of work provided by the City.

- *Assist City staff in developing a Fiber Deployment Plan that would serve as a roadmap for developing and executing projects.*
- *Seek and obtain private, local, state and/or federal funding sources for the execution of a Fiber Deployment Plan.*
- *The Consultant shall perform certain services necessary for development and initial execution of the Fiber Deployment Plan.*
- *The City's goal in developing a Fiber Deployment Plan is to document a detailed, actionable plan to build a carrier-class, highly available, redundant fiber network that provides Joplin institutions, businesses and residential areas with high-speed Internet access, data, and Smart City services, thereby improving the quality of life of our constituents, boosting economic development, and enhancing the infrastructure of Joplin.*
- *Validate the selected business model, identifying and vetting of any possible public private partnership opportunities, as required.*
- *Investigate potential public-private partnership opportunities and options for Joplin with specific, actionable proposals modeled in the business plan if applicable.*
- *Conduct a business case analysis including return on investment (ROI) timeline, funding type and financing options for a phased build, staffing requirements and pro forma financial statements.*
- *Prepare, as necessary, governance, ownership and management guidance including zoning and Right of Way (ROW) ordinances, potential legal ramifications and roadblocks to the Plan, leasing and asset sharing guidelines and templates.*
- *Development of monitoring plans and execution of said plans.*
- *Review and update the City's Smarter Joplin Roadmap that was presented to the Joplin City Council in September 2019.*
- *Consultant shall perform services necessary for development/initial execution of Fiber Deployment Plan*
- *Manage program operations for all available programs.*
- *Throughout the course of completing the tasks and deliverables in this RFP it is expected that the Consultant will assess and verify the appropriateness of the model and build direction outlined by the City above or recommend an alternative model and build approach.*

We have decided to create two workstreams in this phase of the project – one focused on the plan and a second focused on monitoring performance and supporting knowledge transfer with City Staff, residents, and businesses. To complete this support,

A&M proposes the following approach (**Figure 8**) which will result in the finalized Fiber Deployment Plan and associated critical documents for execution.



Figure 8: Workstream 1 – Finalize the Fiber Deployment Plan

As we said earlier, Joplin is considered a hometown to our project team which not only drives our desire to have a positive impact on the City, but it allows us to quickly escalate the development of the finalized Fiber Deployment Plan. Thru our previous work on the Broadband Gap Analysis and current interactions with the provider market, we know that multiple competitive fiber providers have identified Joplin as a potential broadband market for expansion. Joplin may rank high for competitive broadband fiber deployments. This is important to help preserve value and save money since the global economy is going to continue to increase the costs of infrastructure projects due to supply chain disruption and inflation. The sooner we hit the ground with execution, the better use of the City's funds will result. The activities listed in **A. Baseline** are more of a refresh to ensure we have not missed anything since we last supported the City. We will review any new documents that the City has pulled together since we last supported the Gap Analysis, review the City council minutes (even though our Project Manager has been following most of the meetings already), and document the current state of the funding sources for this project. We will also consolidate a comment register of the current Smarter Joplin Roadmap to facilitate City feedback which will continue into the next phase to keep the communication feedback loop open with the City's residents and businesses.

Negotiations with internet providers is a critical step in Phase 1. Bob Bennett has negotiated technology P3s on behalf of Kansas City, Mo with value of over $50M during service as CIO from 2016-2019. He will be a key player on our team involves in these activities with the City. Others on our team including Finley team members and Doug Dawson will be supporting based on their experience.

Then comes our favorite part – gathering the City's Broadband Deployment Program Office members and other key stakeholders during a strategy session to work through the key metrics and performance measures of the project's objectives regarding enhancing resiliency, reducing redundancies, complementing the City's growing economic competitiveness, and improving community connectivity. This strategy session's results will be the foundation in how we design the plan and how/what we track in our monitoring workstream. During this same time, our team will design a current state assessment framework based on regional and industry best practices and document our findings. With the foundation documented, the project team will begin to execute the activities listed in **B. Analysis**. As part of the Broadband Gap Analysis, we already created preliminary financial analysis of broadband for the City of Joplin. The additional effort as part of this task is modeling the financial viability of specific and distinct projects, including the financial impacts of possible P3 opportunities and possible grant funding for specific deployment strategies. We intend to use this platform as a takeoff point with the anticipation of refining as our operating model feeds further insight to develop project specific financial models. We will kick off the effort with market research in which we will develop a prospective RFI/RFQ to understand provider interest and deployment strategies which allows the City of Joplin to make smart investment decisions and vet P3 potential partners.

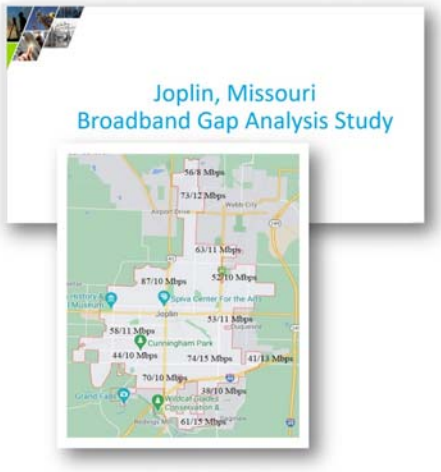


Figure 9: Screenshot of the gap analysis that we supported for the City

As that activity is in motion, the project team will begin a more detailed financial review expanding the previous Broadband Gap Analysis. This deeper dive will focus on the specific financial business plans and will include in-depth detail relative to the organization, operating costs, overheads, equipment, and materials required to operate the proposed business. The development of all necessary costs, initial and incremental lifetime costs, is a normal product of our business plan models due to the way we develop our plans. We build our business plans from the 'bottom up' and we make detailed projections for the required staffing, capital and equipment needed to meet the plan objectives. For example, consider the question of the proper level of staffing. The City must also evaluate and understand any regulatory or legal risks from entering the fiber infrastructure or broadband market; Missouri specifically has certain state statutes which defines what a municipal entity can do in the broadband market. Our team is prepared to deliver the following analyses to inform City decision makers of financial and legal risks to the deployment of options.

- Pro Forma Financials
- Negotiations with Internet Providers
- Sensitivity Analysis
- Breakeven Analysis
- Funding Contribution Analysis
- Legal and Regulatory Analysis
- Zoning and ROW Ordinance Gap Analysis

Understanding the business model and current finances, the project team will complete an analysis on how to close the funding gap with grant programs. To determine available funding, we will catalogue federal stimulus funding available, detailing funds available to state and local governments as well as businesses and individuals and support the competitive awards. From there we will devise a plan to prioritize funding according to socio-economic impact, flexibility, and timeline, ensuring the most restrictive funds are used first while reserving flexible funding for project without a clear funding source.

NeuroData uses the power of physics-based mathematical tools and algorithms and applies them to economic "big data" to enable our clients to conduct real-time planning and unparalleled decision-making. Simply said, the allows our team to previously designed models of Joplin to predict the socio-economic outputs based on historical patterns. If the City choices, we can incorporate this capability onto the team to perform this analysis as we have done in the past with Joplin.



The approach to an effective plan must consider available funding for construction, be operationally & financially viable, be compliant, and be in line with supporting the expansion of broadband from local and regional private providers. There are currently federal funds available for broadband infrastructure development, there are grants for solving local accessibility with programs like creating public hot spots or getting computers into the hands of those who need them. There are grants to provide the assistance to match low-income homes with

Grant Program*	Funds	Description	Method of Distribution
ARPA: State & Local Fiscal Recovery Funds (SLFRF)	$195B	$195 billion of highly flexible funding allocated to state governments to respond to the impacts of COVID-19	Formula-based distribution
ARPA: Coronavirus Capital Projects Fund (CCPF)	$10B	Flexible funding for investment in capital assets including broadband infrastructure	Application (12/27 deadline to request)
IIJA: Broadband Equity, Access, & Deployment Program (BEAD)	$42.45B	States generate a 5 year plan to identify needs and submit applications to NTIA for broadband infrastructure. 25% match required	Application to NTIA (NOFO expected mid-2022)
IIJA: Affordable Connectivity Program	$14.2B	Replaces Emergency Broadband Benefit Program (EBBP) to provide discounted broadband services to qualifying low-income households	Application submitted by households
IIJA: Digital Equity Grant Program	$2.75B	States develop "digital equity plans" to improve access among underserved and unserved communities, submit applications to NTIA	Application
IIJA: Middle Mile Infrastructure Grant Program	$1B	Competitive grants for providers to construct, improve, or acquire middle mile infrastructure. Maximum of 70% project cost funded by this grant	Application
IIJA: ReConnect Program	$1.926B	ReConnect (USDA) offers loans and grants to help construct or improve facilities to provide broadband service to rural areas	Application
EDA Economic Adjustment Assistance		$500 million in flexible grant funds to build and create jobs through construction/non-construction projects.	Application

*Non-exhaustive list of grant programs available for broadband.

Figure 10: Federal Funds for Broadband

low-income broadband subsidy programs. Finally, there are digital literacy grants for putting together training programs for the public. The figure above identifies a portion of the federal funding sources available for broadband deployment.

For any community or provider to be successful in any type of broadband endeavor, all participants must stay current on funding opportunities and requirements. We would provide a report and matrix of currently available broadband funding for infrastructure, adoption, and digital literacy and update this report and provide our analysis of new programs and as changes in funding programs occur.

With the business and financial models analyzed, we will begin the activities listed in **C. Develop**, resulting in all the key strategy and governance needed for the projects. A key task will be updating the Smarter Joplin Roadmap that integrates the Fiber Deployment Plan options impacting other components of the City's infrastructure portfolio. While we understand the current Roadmap is extensive, due to our broader Joplin infrastructure knowledge and expertise, we will challenge the Roadmap and make strategic updates when possible. Evolution of the Roadmap will provide Joplin the competitive edge when connecting the community. After updating the Roadmap in collaborate with the City, we will finalize the Fiber Deployment Plan.

The Fiber Development Plan will use the foundation established in Joplin Smart Cities and Broadband Gap Analysis report strategic conclusions, which structures a plan to implement fiber backbone facilities to business districts, low-income areas, strategic facilities, and areas of potential economic growth, and ultimately focusing on areas of greatest need identified the Gap Analysis report. A physical network of this nature could include multiple ring configurations to support resiliency and redundancy with fiber extensions for critical assets. Additionally, our experts understand similar initiatives occurring across the region and thus Joplin can also consider connectivity options to other broadband related fiber projects in communities surrounding the City of Joplin.

We will include analysis of each potential method of approach for a Fiber Implementation Plan; we expect multiple solutions must be evaluated with a report showing options such as:

- City of Joplin Investment & Internal User Cost Savings
- City of Joplin/P3 Investment/Internal User Cost Savings
- P3 Investment & City of Joplin Support
- Private Investment Only
- Financial Pro Forma and ROI performance
- Regulatory and Legal Implications

Monitoring plans are critical to the overall projects success and to remain in compliance with the various funding sources that may apply to a particular project. Our monitoring approach will provide Joplin real-time visibility into the project portfolio and help to identify risks that may affect the execution of work.

In the dynamic broadband market, it is important to remain actively engaged with regulators and service providers. This, coupled with our Cuberous monitoring tool (**see Workstream 2 – Monitor Performance**), enables the City to view the complete broadband program across all facets and workstreams and manage both technical and non-technical challenges as they are presented. Additionally, our technical experts use geospatial tools to facilitate discussions and data capture and track spatial progress in connectivity.

A well developed and executed Fiber Deployment Plan has the potential to position the City of Joplin and/or private providers to provide world class broadband within the City of Joplin and reduce the current “digital divide.” In fact, one of the Strategic Conclusions of the Broadband Gap Analysis was to consider more focused local goals such as implementation of core fiber routes to support the City of Joplin Smart City initiatives which presents the ability for other providers to expand broadband networks.

Workstream 2 – Monitor Performance

This workstream will kick off at the same time as workstream 1; and the monitoring activities will continue throughout **Phase 2** in the future. Monitoring plans are critical to the overall projects success and to remain in compliance with the various funding sources that may apply to a particular project. Our monitoring approach will provide Joplin real-time visibility into the project portfolio and help to identify risks that may affect the execution of work. We will address the following requirements from the statement of work provided by the City.

- *IT oversight and Web Development*
- *Training City Staff on best practices related to broadband deployment*
- *Other support and consulting functions as required by the City*

To execute these activities, the project team will deploy the following approach for this workstream.

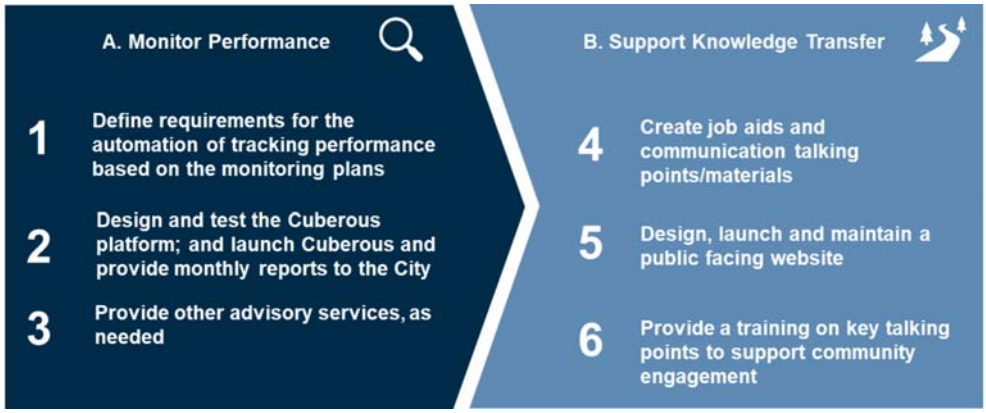


Figure 11: Phase 1 - Workstream 2: Monitor Performance Key Activities

The project team will deploy **A&M's proprietary project and portfolio management tool, Cuberous** in **Workstream 2. A. Monitor Performance**. Many companies would charge clients for the deployment of a similar tool, but we consider it the most effective and efficient way to deliver projects and, therefore, it is included in the way we deliver all projects. Cuberous simplifies and improves every part of your grant planning, management, and monitoring efforts. It empowers client and our project leadership to make better business decisions using intelligent reports linking a strategic, top-down perspective (program and initiative level tracking), and from a tactical bottom-up perspective (risk and issue tracking). Cuberous extends standard Microsoft Project & Portfolio Management (PPM) capabilities to adopt best practices in benefits management, governance, and other vital delivery domains to support effective management and monitoring. In simple terms, Cuberous allows us to identify and track the most important key performance indicators (KPIs) and allows you to have real-time visibility into the performance of your projects.

The incorporation of Cuberous into our delivery approach allows A&M to reduce our costs in the Project Oversight phase by ~25%.

We intend to use Cuberous to manage virtually all aspects of our work with the City including “internal” tasks such as budget management, schedule management, risk/issue management, and stakeholder management, as well City and public facing elements such as project progress, obligations, and expenditures furthering transparency and engagement.



Figure 12: A&M’s Cuberous Capabilities

Cuberous allows our team to focus on the things that matter most and provides visibility and transparency into the project and portfolio performance. Screenshots of our Cuberous tool are provided below and demonstrate the combination of sophistication and ease of use that our tool offers.



Figure 13: Sample Cuberous Screenshots

One of the most critical stakeholders in this project are the City’s residents as noted in **B: Knowledge Transfer**. To help with communication, we will design and launch a public facing website to help not only inform the community of the process and impact but always provide a platform to provide feedback. We will define the audience using different personas to help use detail the requirements for the website. This will help the project team to use language that moves away from technical jargon and focus on what it means for the community – impact, impact, and impact. We would also like to provide simple and clear transparency regarding the budget and schedule of the project. After we design the website, we will test it with some City stakeholders and release the final product. Within our level of effort, we have included

hours to manage not only the development of the website but the governance and maintenance. We are committed to ensuring the City's resident feel a part of the project and serve as an alley assisting with the success of the project.

With any change in business, it is critical to provide the organization the necessary time and training to properly adapt to the changes. The people who support the City of Joplin are at the core of initiative and as such, the project team will work collaboratively with the City to help provide staff the necessary technical and financial knowledge to properly execute the capital investment and convey critical information to the public.

Our goal is to leave our clients in a stronger, more prepared, and more resilient position than when our work begins. To that end, we are eager and prepared to conduct training and provide technical assistance to the City. Some methods that we have found to be effective in conducting training are:

- **Monthly trainings:** Holding weekly technical assistance training sessions, open to all City personnel. We will tailor the topics of those sessions based on the results of our operation activities.
- **Training recordings:** Recording and making available technical assistance trainings on critical topics. We understand that the City personnel have "day jobs" outside of responding to community requests. Our aim is to simplify and make easily accessible critical training recordings for ease of access and simplicity.
- **Training materials:** As needed, the project team will create job aids, desk guides, and other material to document best practice, highlight key reminders, and summarize processes to supplement the formal training.

A&M has structured the team with industry experts in broadband with reach back support in additional infrastructure sectors. Our A&M values and core principles in diversity are seen in our technical support and delivery provides its clients. Ad hoc requests can be considered deliverables within reason and under the assumption that discussion will be help with leadership and decision-makers both within Joplin government and A&M.

Phase 2 – Execution of the Fiber Deployment Plan

We understand that Joplin needs to get to an agreed upon Fiber Deployment plan that takes into consideration both financial and technical feasibility viability. The result of **Phase 1** is a package documenting all the network requirements that can then be used as a basis of design in **Phase 2** of the deployment.

Within the statement of work, the City is seeking a partner to "to perform certain services necessary for the development and initial execution of the Fiber Deployment

Plan." In our workplan and pricing estimate, we have assumed that the initial execution services stop at the defining detailed requirements for the finalized Fiber Deployment Plan. Once the size, scope, scale, partnerships, and detailed requirements are defined in Phase 1, we will be prepared to initiate Phase 2 of our approach, which is detailed below. We wanted to share this approach to give the City confidence that they are partnering with the right team for the entire project lifecycle. We look forward to working with the City to finalizing Phase 2 activities and level of effort after the detailed requirements for the Fiber Deployment Plan have been established and agreed.

Following the alignment to existing City of Joplin Smart City plans and targets to the City-approved Fiber Deployment Plan, the A&M Team will enter the execution phase of fiber deployment where we conduct detailed engineering, procurement, and construction of the fiber network.

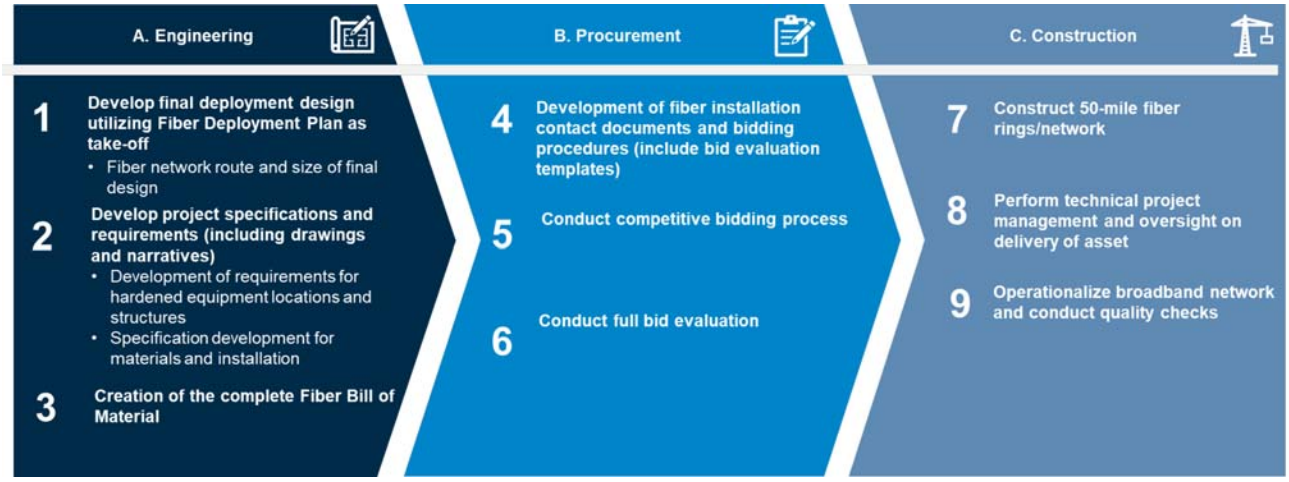


Figure 14: Phase 2 Key Activities

In **A. Engineering** the Fiber Deployment Plan, which includes input used for the updated Smarter Joplin Roadmap, serves as the foundational document for preparing a detailed design of the future Joplin fiber network. At this point in the deployment, final design will include the site-specified fiber network route through the City, the size of fiber to be implemented, and other adjacency considerations marked to actively manage as the City implements these assets. The routing presented at this stage should be fully vetted and agreed to by City officials and will directly incorporate City requirements and insights from **Phase 1**. Below lists a few of the **Phase 1** considerations that will drive the final design and routing of fiber throughout the City.

- Zoning ordinances
- Right-of-Way (ROW) ordinances
- Building layouts
- Structural and utility impediments
- Priority zones

- Funding strategy
- Local and regional regulatory considerations
- Field data and validation

A major part of our team's approach to detailed design for fiber implementation is to consider how a particular project's design can impact or be impacted by procurement. This is where the strict balance between technical and commercial considerations to achieve the end state becomes critically important; one that balances the quality of delivery of the project but also considers financials. All this said, market conditions and material availability are constantly assessed during the project timeline to identify components of the implementation that may be pose challenges during procurement and allow appropriate lead time if alternatives do not exist or are limited. The detailed design will be used to establish overall project specifications and requirements considering fiber, equipment, buildings, and associated facilities.

As part of the detailed design package, we establish site-specific requirements for hardened equipment and structures by specific location. This critical step allows for the network design to have explicit attention to redundancy and overall system resilience and considering spatial composition of critical facilities. This helps the City address delivery risk before any crews are deployed and try to best carry risk in the office than in the field during construction.

From detailed design and engineering of the fiber network, our team begins the official **B. Procurement** process. The structuring of procurement does have overlap with the detailed design due to the go-to-market material capturing the complete set of design considerations, as previously mentioned. One of the major outputs of design that carries into the initial stages of procurement is the preparation of a final fiber Bill of Materials (BOM) to execute the work. This is one of the foundational documents that bidders will use to commercially price their bid packages and can help Joplin to measure bidders' responses and eventually help to structure progress monitoring and project control applications.

The A&M Team has performed extensive procurement process review, strategy, material development, and bid evaluation in the broadband and broader infrastructure space. We know what works and what doesn't.

The materials used to construct fiber networks is directly correlated to current market conditions and supply-chain impacts. COVID-19 spotlighted extreme weakness in our supply chain especially in infrastructure markets therefore our experts continuously monitor markets to ensure good engineering and design does not sit and wait for procurement to take place. While fiber projects use similar equipment and materials, no project is identical in nature due to non-technical factors regarding projects and should

be considered with keen focus. Our team recognizes that each broadband network operator has different goals for their projects, risk tolerance, capital budgets, existing technical expertise, and other decision factors. We consider these factors throughout all phases of this work including procurement to address the complexities on both the planning and implementation side of fiber projects. Our team of experts keeps a constant pulse on the condition of the fiber market and will ensure Joplin has the tools in place to help hit their targets.

Following the drafting of the City's go-to-market materials, our team will help Joplin to gather bidder responses. The A&M team will support the City with any pre-bid meetings, bid clarifications, correspondence, and ad hoc requests during the bidding phase to ensure the City receives offerings that best match its needs. During the bidding phase, we will also build the necessary bid evaluation tools to properly measure bidders against one another giving Joplin a streamlined competitive advantage and the ability to make the best technical and financial decision for the City. Once all bids are received, we will then work with City Staff to review the bids using these evaluation tools to inform the final award. Although focused on the deployment of fiber exclusively, our Smart City experts will also be heavily involved in this process to ensure bids meet the expectations the City has on future infrastructure investment.

We successfully helped a client secure NTIA Broadband Grant to build a 100% FTTH network

We helped our client, Optic Communications (April 2022) win an NTIA Broadband Grant to build a 100% FTTH network throughout the City of Carl Junction. While this is a separate project than the work required for the City of Joplin, there could be synergies between fiber networks which support a broader broadband network in the greater Joplin area which only adds opportunities to enhance redundancy and resiliency concepts.

Following the competitive bidding process, the project team will draft any contractual documents that minimize risk exposure to Joplin. At this point, our team of broadband public infrastructure experts will engage with the City to ensure the contract is structured best for Joplin understanding this project will quickly go from a financial investment for implementation to a financial investment to operate and maintain the new asset portfolio.

Once the City has completed the contracting process, the A&M team will provide project oversight throughout the **C. Construction** of the fiber network itself. As this infrastructure asset will touch many components of the broader Joplin portfolio, we will actively engage with contractors to provide oversight and raise issues in real-time to City staff. This implementation oversight role is where the A&M team serves as an extension of City Staff to provide control over the project and report progress. Furthermore, our broadband experts will perform routine in-the-field checks as fiber in implemented to report back on overall quality of the implementation and identify issues

early for mitigation. The A&M team operates under a continuous feedback model which is imperative to the success of this initiative with all field information relayed to the City in a timely manner. This approach ensures Joplin has a complete and transparent understanding of the project's status at any given point in time.

5.0 PRICE

In the pages that follow, we have presented the A&M Team's cost proposal as requested in the City's solicitation. We look forward to the opportunity to discuss the City's needs in greater detail and modify our approach accordingly to meet the City's needs and budget.

Estimated Fees

To provide the greatest value to the City of Joplin, we have steeply discounted our standard rates. We are confident in our team, approach, and experience, and will work with the City to deliver these services in a cost-reasonable manner to maximize these critical funds to benefit the constituents of the City of Joplin.

Department	Title/Function	Average Hourly Rate for Contract Term	Estimated Number of FTE Hours	Total Cost
Consulting	Managing Director	$350.00	26	$9,100.00
Consulting	Senior Broadband Advisor	$350.00	104	$36,400.00
Consulting	Senior Director	$290.00	104	$30,160.00
Consulting	Director	$250.00	520	$130,000.00
Consulting	Manager	$225.00	1,040	$222,300.00
Consulting	Senior Consultant	$185.00	0	-
Consulting	Consultant	$150.00	0	-
Engineering	Principal	$350.00	234	$81,900.00
Engineering	Broadband Strategy Consultant	$265.00	155	$41,075,00
Engineering	Senior Engineer, P.E.	$205.00	468	$100,100.00
Engineering	Engineering Coordinator	$160.00	195	$31,200.00
Engineering	Project Manager	$120.00	416	$49,920.00
Engineering	Senior Engineering Representative	$105.00	312	$32,760.00
Engineering	Engineering Designer	$94.00	312	$29,328.00
Engineering	Project/GIS Designer	$75.00	45	$3,375.00
Support Staff	Support Staff III*	$65.00	0	-
Support Staff	Support Staff II*	$55.00	0	-
Support Staff	Support Staff I*	$45.00	0	-
Total				**$797,618.00**

Additional positions included for ad-hoc project needs to be identified and agreed by City and A&M.

Assumptions

1. Request for Proposals, ***Specifications of Services Requested, Section B, bullet 4*** explains that the City is searching for a Consultant to "perform certain services necessary for the development and initial execution of the Fiber Deployment Plan." In response to the City's request, we have assumed that the initial execution services stop at defining detailed requirements for the selected

Fiber Deployment Plan. Because the size, scope, scale, partnerships, and detailed requirements will be defined in Phase 1, we have not included a price for work in an anticipated Phase 2, which would include all services after the "initial execution of the Fiber Deployment Plan." Phase 2 services which are outlined in the preceding sections include detailed engineering/design, specification development, procurement/contracting support, and oversight of fiber plan construction. We look forward to working with the City to define and price services for Phase 2 after the detailed requirements for the Fiber Deployment Plan have been established and agreed.

2. For pricing this work, we have assumed a contract base period of 1-year but anticipate the work for Phase 1 will be complete as described in the Workplan in ***Section 2.0: Commencement***.
3. To meet the City's specific needs and requirements upon commencement of the work, we anticipate the opportunity to add/remove positions and reallocate hours between levels.
4. The "Total Cost" estimate provided above is intended to be for representative purposes only and is based on our current understanding of the City's desired scope of services, the status of broadband planning and implementation efforts, and the availability of required City and external resources needed to complete the work as outlined in the RFP.

Proposal Validity

As requested by the City, this proposal is valid for 120 days.

Travel and Other Direct Costs

We assume that reasonable travel and other direct costs critical to the completion of our work with the City of Joplin will be billed to the City at cost and will be reimbursed monthly.

This proposal contains information that shall not be disclosed outside of City of Joplin and shall not be duplicated, used, or disclosed in-whole or in-part for any purpose other than to evaluate this proposal. The information subject to this restriction is contained in all pages/sheets herein. This proposal does not constitute a contract to perform services. Any engagement arising out of this proposal will be subject to the execution of a formal engagement contract, including our standard terms and conditions and fees and billing rates established therein.

6.0 RESUMES

In the section below, you will find resumes for each of our engagement leadership and key staff. All the team members we propose to support you are seasoned and experienced from successfully operating in highly dynamic environments.

Name	Riz Shah
Position	Engagement Partner
Degree/Education	• Bachelor of Architectural Engineering, Penn State University • Executive Degree, INSEAD

Summary of Qualifications

For more than 20 years, Riz has been entrusted to help clients respond to unexpected crises following incredibly challenging and tragic impacts on communities and businesses. From crisis response through resilience, Riz has supported clients through the entire response and recovery lifecycle and advises clients in their immediate-, short- and long-term strategic decisions. Riz has worked with HUD CDBG-DR, FEMA PA, FHWA, FTA, EDA, and other grant programs through his support of recovery programs such as the City of Joplin, Missouri (2011 Tornado), Colorado DHSEM (2013 floods), Governor's Office of Storm Recovery New York (Hurricane Sandy), Harris County, Texas (Hurricane Harvey), Department of Economic Development, Puerto Rico (Hurricanes Maria and Irma), South Asian Earthquake Relief (2005 Earthquake) and Deautsche Bank recovery (9/11).

Riz specializes in supporting global businesses and public sector entities involved in the delivery of large and complex multi-billion dollar capital investments and programs, working side by side with project owners/operators, developers, financers/investors, corporates, government entities and international contractors that operate in the heavy infrastructure, oil and gas, transport, real estate, and industrial sectors in both the public and private sector around the globe, including the US, Europe, Asia, Africa and the Middle East, as well federal, state, local entities here in the US.

Riz holds a Bachelor of Architectural Engineering from Penn State University, an Executive Degree from INSEAD and is a member of the board of the College of Architectural Engineering. He is currently a Managing Director with Alvarez and Marsal and leads their Infrastructure practice nationally. Earlier in his career, he was a Partner with Guidehouse and PwC (2016-2019, 1999-2001), and Managing Director with Deloitte (2001-2015).

Name	Sue Frost
Position	Transportation & Grants Management Expert
Degree/Education	• Master of Applied Science (MAS), Environmental Policy and Management, University of Denver • Master of Business Administration (MBA), Robert H. Smith School of Business, University of Maryland

	• Bachelor of Arts (BA), Psychology, Wesleyan University

Summary of Qualifications

Sue is a Senior Director in Alvarez & Marsal's Infrastructure & Capital Projects practice and leads the Public Sector Infrastructure Management team. Sue has significant experience planning, managing, and monitoring compliance through the lens as the federal government and has supported other state & local entities as a subject matter specialist using this experience. Most recently, Sue has created a risk framework for the Massachusetts Department of Transportation (massDOT) to use when reviewing programs, processes, and technology for their management of federal funding. Additionally, she has experience designing and delivering change management programs, which includes training and communication initiatives.

Relevant Experience

- For the Massachusetts Department of Transportation (massDOT), Sue led multiples efforts with define new requirements in alignment with Federal grant guidelines and access how existing massDOT processes and tools supported/or did not support federal compliance and massDOT's operating priorities. For instance, for massDOT's Federal Aid Programming and Reimbursement Office (FAPRO), her team performed a current assessment through a risk management framework on the office's submission of the request for federal funding to the Federal Highway Administration. This office is responsible for certifying that projects are following federal regulations and determines availability of funds. The project resulted in a set of recommendation to minimize the risk of compliance, streamline processes, and consider scalable technology solutions to automate the process.
- For General Service Administration (GSA), Office of Design and Construction, Sue served as a subject matter specialist on the Recovery Act High Performance Green Building Database Development and Deployment project. She guided a team that created the standard processes, tools, and frameworks for the Recovery Program Management Office to collect, analyze, and report in accordance with the Recovery Act. Under her guidance, the team provided proven performance measure calculations to evaluate new construction and major renovation projects to assess energy savings, calculate cost savings, and estimate the environmental impact; and created a database for recipients and project managers to track progress and performance of the projects. The project team also created communications and deployed training to support the rollout of the new database.
- For the Federal Aviation Administration's (FAA) Real Property Office, Sue directed a team who was responsible for the portfolio optimization of 50k assets by establishing and operating a governance program to establish a clear, data-driven decision-making process from planning and programming through project execution and developing and executing a strategy plan to reduce FAA's financial and physical footprint and set an industry standard in real property management. Within this project, Sue's team created a risk model to categorize projects for governance and supported the governance program with performance tracking tools.

- For FAA's Real Property Training Program, Sue directed the design, development, and delivery of the communications and training program for a workforce that oversees over 6,000 leased assets and over 50,000 owned assets, amounting to approximately $9.3 billion dollars in value. The team administered, deployed, and planed course offerings based on workforce certification requirements and demands from Level I, II, and III certified Real Estate Contracting Officers and newly hired Realty Specialists (RECO/S). The team also supported the delivery of on-demand training, designed to increase RECO on-the-job performance. Our team has supported delivery across this array of training leveraging innovative training methods that also reduce costs.
- For the Tennessee Valley Authority (TVA), Sue led a Small Modular Reactor (SMR) financial governance project. The project team completed an independent review of the TVA SMR Utah Associated Municipal Power Systems (UAMPS) financial governance processes. Under her leadership, the team identified opportunities to improve the effectiveness and efficiency to help TVA comply with the UAMPS contractual financial requirements. Ms. Frost identified areas of improvement and strengths and developed recommendations to help ensure TVA meets contractual financial requirements and enhances standardization of financial project management processes.

Name	**Andy Heins**
Position	Director – Strategy and Operations
Degree/Education	• Bachelor of Science, University of Missouri

Summary of Qualifications

Mr. Heins' qualifications are many, including the fact he is a veteran of the broadband industry; having deployed one of the first GPON FTTH networks in 2006. Mr. Heins brings valuable insight in broadband network strategy, design and operation, industry revenue practices, funding, and industry regulation.

He has drawn from this experience to assist provider clients with understanding best approaches to funding acquisition, expansion strategies and interaction with public partner; while assisting public sector clients with broadband gap analysis, feasibility studies and best approaches to attracting providers to fill broadband gaps.

Specialization

- Broadband Funding Strategies
- Public and Private Partnerships
- Broadband Network Operations

Relevant Experience

- For the City of Joplin, MO led a team to complete a Broadband Gap Analysis and for review of alignment with the City of Joplin Smart City Initiative. The team was responsible for evaluating the existing state of broadband, broadband infrastructure, cost of implementing broadband solutions and strategic next steps.
- For West Memphis Utilities, completed a Broadband Feasibility Study to understand the current state of broadband in West Memphis, AR. Andy led post

study engagement work with West Memphis Utilities and the City of West Memphis to secure $2 million of ARPA funding for investment in a fiber backbone network to support critical community areas and utility operations, with the Finley now engaged for implementation of the fiber network.

- For the Northeast Missouri Regional Planning Commission led a project team to complete a Broadband Mapping Study to document the actual deployment of broadband in Adair, Knox, Scotland, Clark, Lewis, and Schuyler counties to determine priority areas for provider focus and pursuit of broadband grant funds.
- For Socorro County, New Mexico, Andy led a project team to complete a Broadband Feasibility Study to map the current state of broadband in Socorro County. Andy and the project team assisted the City of Socorro in attracting a provider to build an all-fiber network within the City of Socorro and have assisted Socorro County with ongoing efforts to attract providers and funding for rural broadband builds.
- For Hope Water and Light in Andy led the initial consulting engagement for review of high-level costs and requirements for a full fiber network build across the Hope Water and Light electric utility in Hope, AR. Finley was engaged to fulfill all detail engineering, contract development, bid functions and project management for completion of the FTTH network.

Name	**Tim Arbeiter**
Position	Director, Broadband Consulting
Degree/Education	• Bachelor of Science, Business Administration, SE Missouri State University • Master of Arts. Guidance and Counseling, SE Missouri State University

Summary of Qualifications

With a background in government and the non-profit sectors, Tim can assist in helping clients stay up to date on legislative funding at the federal and state levels, consult with public and private stakeholders on win-win partnerships for broadband expansion, devise actionable steps that will propel implementation efforts. Tim is a member of the International Economic Development Council (IEDC). Previously before joining the Finley team, Tim served as the Director of Broadband Development for the State of Missouri. During his tenure, Tim served on the NTIA State Broadband Leaders Network and the National Governors Association Broadband Advisors Council

Specialization

- Broadband Policy
- Broadband Funding Programs
- Public Private Partnerships
- Economic and Community Development Strategies

Relevant Experience

- In 2021, Tim led a Missouri Grant application process to select a package of broadband projects to submit to the NTIA for funding consideration. The Missouri

grant package compiled by Tim was selected by the NTIA for funding, with Missouri receiving $42.2 million out of $288 million in available funding from the NTIA. The approved projects are in 12 counties, with 2 projects located in southwest Missouri.

- In 2020, Tim led the Missouri CARES Act Broadband grant program which awarded $3.8 million to 27 projects for deployment of broadband in Missouri. Tim was responsible for creation of grant program parameters, oversight of a grant application review team, review of grant project completion and reporting to the State of Missouri elected officials on progress and success of the grant program.
- In 2019, Tim led the Missouri Broadband Grant Program which awarded $3.05 million 16 projects for deployment of broadband in Missouri. Tim was responsible for creation of grant program parameters, oversight of a grant application review team, review of grant project completion and reporting to the State of Missouri elected officials on progress and success of the grant program.

Name	**Douglas Dawson**
Position	President, CCG Consulting
Degree/Education	• Bachelor's Degree in Accounting, University of Maryland

Summary of Qualifications

Doug has nearly fifty years of experience in the telecom industry. He began as a technician working on voice switches. He's worked during his career for other consulting firms and has operational experience at one of the large Bell telephone companies and with a telecom holding company.

Doug founded CCG Consulting in 1997, which has grown to be one of the most successful broadband consulting firms in the country. CCG provides a wide range of services ways including engineering, regulatory, financial planning, strategic planning, partnerships, and funding. CCG Consulting was founded to help clients launch new businesses, open new markets, and launch new products – and that is still the bulk of our business today.

Doug has written a daily blog for over seven years that has over 4,000 daily readers across the broadband industry, including regulators, operational ISPs, and community broadband advocates.

Specialization

- Feasibility Studies
- Financial Business Models and Forecasts
- Finding Funding
- Strategic Planning
- Valuations

Relevant Experience

- Doug founded CCG Consulting 25 years ago, and the firm has worked for over 1,200 clients since inception.

- Doug has assisted over 700 local governments to consider broadband options, including many of the best known, such as Chattanooga, TN, and Lafayette, LA.
- Doug has authored over 400 broadband feasibility studies, many for clients, which eventually launched a successful ISP business.
- CCG continues to work for commercial ISPs, and this practice has taught us to focus on ISP practices that lead to efficiency and profitability.
- Doug has helped hundreds of ISPs find funding through grants, municipal bond issues, bank loans, and other ways.

Name	**Jack Schaller**
Position	Governance Oversight
Degree/Education	• Bachelor of Science, Civil Engineering, Missouri University of Science & Technology • Professional Engineer: AR, KS, MO, OK

Summary of Qualifications

Jack is a Vice President and Business Development Specialist in Olsson's Joplin, Missouri, office. He has more than 25 years of engineering experience, designing transportation, stormwater, bridge, airport, waterline, sewer distribution, and treatment projects.

Prior to joining Olsson, Jack served as Assistant Public Works Director for the City of Joplin, a position he held during the devastating tornado of 2011. Jack oversaw the city's tornado debris cleanup, which required intense coordination with multiple federal agencies and local municipalities (e.g., United States Army Corps of Engineers, FEMA, etc.). To date, it was the most successful debris removal operation in history.

Because of his first-hand experience as a public works official and professional engineer, Jack knows how to guide municipalities and help them achieve engineering goals on a budget.

Relevant Experience

- City of Joplin, 2017 On-Call Engineering Services; Joplin, MO
- City of Joplin, Tree Planting Policy; Joplin, MO
- City of Joplin, Sidewalk, Curb, and Gutter American with Disabilities Act (ADA) Ramp Evaluation; Joplin, MO
- City of Joplin, Long-Range Transportation Plan; Joplin, MO
- City of Joplin, Long-Term Pavement Maintenance Plan; Joplin, MO
- City of Joplin, 11th to 15th, Main Street; Joplin, MO
- City of Joplin, 32nd and Indiana Northbound Turning Lake and Signal; Joplin, MO
- City of Joplin, CDBG-DR Infrastructure Projects; Joplin, MO
- City of Joplin, Community Development Block Grant (CDBG) DR-1 Mohaska Trail; Joplin, MO

- City of Joplin, 20th Street Improvements; Joplin, MO
- City of Joplin, Main Street Improvement; Joplin, MO
- City of Joplin, Capital Improvements Projects Program Consisting of 21 Transportation Projects; Roadway Widening to New Interchanges; Joplin, MO
- City of Joplin, CDBG Project No. 1 Surface Project No. 4006 22nd Street to 26th Street and Jackson Avenue to Main Street; Joplin, MO
- City of Joplin, CDBG Project No. 1 Surface Project No. 4005 15th Street to 19th Street and Jackson Avenue to Main Street; Joplin, MO
- City of Joplin, CDBG Project No. 1 Surface Project No. 4004 26th Street to 32nd Street and Maiden Lane to Main; Joplin, MO
- City of Joplin, CDBG Project No. 1 Surface Project No. 4003 22nd Street to 26th Street and Maiden Lane to Jackson; Joplin, MO
- City of Joplin, 32nd Street Widening from Schifferdecker Avenue; Joplin, MO
- City of Joplin, TIGER Grant Reporting and Training; Joplin, MO

Name	**Bob Bennett**
Position	Principal and Founder, B^2 Civic Solutions
Degree/Education	• MA, Strategic Planning, US Army Command and General Staff College • MA, Public Communications, American University • BS, History, US Military Academy

Summary of Qualifications

Bob has been active in local government since his retirement from 25 years of active service with the Army in 2016. His Army career included service as a battalion commander from 2007-2008 and tours as a strategist for US Army Africa, US Strategic Command and Multi-national Force - Iraq.

From 2016-2019, he served as the Chief Innovation Officer for the City of Kansas City, MO in the Mayor Sly James administration. Key projects during that time included winning a transportation planning grant for the city in 2016, completing the technology projects included in the KC Streetcar corridor in 2017 and initiating a Smart City/Infrastructure Public-Private Partnership project in 2018. He left the City of Kansas City when Mayor James' term ended.

Since 2019, Bob led a civic technology consulting firm in Parkville, MO and counts five cities and four private firms as clients. He chairs the Cities Today Institute, a multinational think tank for city leaders focused on including technology as one of many policy and operations management tools to solve problems in 21st Century communities. In April 2022, he was elected an Alderman for the City of Parkville.

Relevant Experience

- GovTech Top 25 Doer, Dreamer and Driver for 2018
- Managed Unified Government of Wyandotte County and Kansas City, Kansas Covid-19 Vaccine operations; led team that administered 106,205 vaccinations over seven months.
- Managed deployment of first phase of Kansas City Smart City infrastructure including 328 Wi-Fi Access Points, 178 smart streetlights, 26 interactive kiosks, and supporting data analytics tools. The first phase earned a Gold Edison Award in 2017 in the Collective Disruption category
- Developed and issued first Comprehensive Smart City RFP in the United States, June 2018