Business Plan
for
WiredWest Municipal Lighting Plant Cooperative LLC

Working DRAFT
October 12, 2015
WIREDWEST BUSINESS PLAN WORKING DRAFT

EXECUTIVE SUMMARY

WiredWest Communications Cooperative Corporation ("WiredWest Corporation" or "the Cooperative") was formed in 2011 under Massachusetts General Laws Chapter 164, Section 47C as a cooperative of Municipal Light Plants ("MLPs"). Its purpose is to provide universal, affordable, reliable and high-quality broadband service to people in its member towns who lack high-speed access to the Internet. It is governed by a Board of Directors comprised of one Delegate, and an Alternate to sit in his absence, from each MLP who are appointed by the Select Board of that town.

While the Cooperative is purely a creature of and is governed solely by its member towns, it is not clear who actually owns it, since there was no statutory requirement to issue shares in the Corporation. In order to explicitly provide that its member towns actually own the cooperative through their MLPs, the WiredWest Corporation is in the process of being converted to a Limited Liability Company to be known as WiredWest Municipal Light Plant Cooperative LLC ("WiredWest LLC" or "the LLC"). Each member MLP will own a share of WiredWest LLC in proportion to the investment in the LLC it commits to make upon signing the Cooperative Agreement which will form and govern it.

It is necessary and appropriate to undertake the conversion at this time. As of October 1, twenty-four of WiredWest's member towns passed a warrant article at town meetings which authorized borrowing their share of the funding required for “the construction, installation and start-up” of a fiber broadband network. This was done under the authority of MGL Chapter 44, Section 8(8), for the purpose of “establishing… a telecommunications system operated by a municipal lighting plant,” which it may do by joining with other MLPs in an MLP Cooperative.

A regional fiber network is the only viable long-term solution to enable broadband access throughout the region. The estimated cost to build it is up to $81 million, depending on how many towns participate in the project. 60-65% of that cost will be provided by those towns. The remaining 35-40% will come from bonds issued by the Commonwealth of Massachusetts, the proceeds of which will be administered by the Massachusetts Broadband Institute ("MBI"). MBI will be responsible for the construction of the network with oversight by WiredWest LLC, which will assume ownership of the network upon its completion.

WW LLC will continue to operate under the brand name of “WiredWest,” by which it will be referred to in this plan. Its membership will be comprised solely of MLPs in those towns which commit to contributing financing to the project. Forming the LLC will assure that they and they alone will be represented on its Board of Directors and as such empowered to make decisions about building and operating the network. This will provide its member towns and the purchasers of their bonds or other debt instruments with clarity about the nature and governance of WiredWest, which the towns will own and which in turn will own the network.

While most of the WiredWest member towns are unserved by broadband, seven are partially or wholly served by cable television companies offering internet access, and are not eligible to be part of the regional network. In late 2014 MBI asked the Select Boards in the 37 uncabled member towns to pass a nonbinding resolution stating that they intend to participate in the financing of the regional project. 31 have done so to date and are moving forward.

For those twenty-four towns which passed a warrant article to borrow their share of the network costs, their total authorizations exceed $38 million. Combined with the $22 million allocated to those towns by MBI, this is more than a sufficient “critical mass” to make the project viable. It is
anticipated that by June 30, 2016, the cutoff date for participation in this initial phase of the regional project, nearly all of the 31 eligible towns will have authorized borrowing the funds.

The towns are acutely aware that they are making a very significant, and indeed an historic, financial commitment to this project. Its success is directly related to the number of subscribers we can attract. As presented in this plan, the financial projections for WiredWest show that at a 48% “take-rate” (the percent of premises passed by the network which take some form of service from the network), WiredWest can not only meet its operating expenses and reserve requirements, but can fully reimburse towns for the principal and interest payments on the debts they incur. The towns will continue to be legally responsible for their debts until they are retired, but WiredWest believes, consistent with take-rates achieved by other rural fiber networks, that it will easily surpass the 48% take-rate target.

This plan presents pro formas for take-rate scenarios of 40% (partial debt service reimbursement), 48% (full reimbursement), and 55% and 65% (full reimbursement plus additional retained earnings). It is based on extensive and thorough financial, technical and market analysis, and is a synthesis of work done by WiredWest and by nationally-recognized industry experts consulting to MBI. It embodies substantive input from local elected officials, town broadband committee members and informed citizens, private-sector professionals, and executives at operating fiber networks.

In addition to making a financial commitment, towns must achieve a 40% presubscription rate among its residents to qualify as a “Fiber Town” as part of the network. In a sales and marketing campaign launched in March, thus far more than 6800 respondents have signed up and made the required (but refundable) $49 deposit. With service from the network not expected to be available for at least 2 ½ years, this is a remarkable response in a consumer economy based on instant gratification.

Together these campaign backers represent about 36% of all the premises in the 31 participating towns. This is three-fourths of the 48% take-rate needed to support repayment of towns’ debt. Seventeen towns have reached their 40% goal, and several more are on the verge of doing so. Meeting the 40% target will assure WiredWest of a solid customer base upon which to launch the network in a given town. As a responsible steward of our member towns’ money, WiredWest cannot simply rely on the hope that “if we build it, they will come.” Rather, to assure success, we will only build it if they come, hence the 40% presubscription requirement.

This plan is the culmination of five years of leadership and research by WiredWest to find a solution to finance and implement broadband service in our towns. There were times when what seemed to be promising opportunities only proved to be dead ends. Based on all that we have learned in this time, we have come to the firm and inescapable conclusion that only with substantial financial support from the towns will this network be built.

Cable and telephone companies have written off rural western Massachusetts as a market which does not meet their investment criteria to deploy broadband. But a rural fiber-to-the-premises network is viable when based on an appropriate financing and business model. Because WiredWest is municipally owned, it is not subject to the short-term measures of profitability as a private company. Indeed, WiredWest need not make a profit at all beyond sustaining its operations, maintaining necessary reserves, and reimbursing town debt service. Unlike a private-sector company, as an MLP Cooperative it does not pay federal or state income taxes. The state funds contributed to the project, which reduce its costs by 35-40%, do not have to be repaid.

While this plan was under development, the state partnered with the federal government on an $85 million project to build a “middle-mile” fiber network connecting municipal facilities such as
town halls, school and libraries, and public health and safety facilities throughout western Massachusetts. MBI brings its experience building the middle mile to its role in constructing the “last mile” to homes and businesses, deployment of which will be facilitated by the middle-mile network now in operation.

There may be future opportunities for federal funding for the last mile, which WiredWest will evaluate and pursue if and when they arise. Some towns hold out the hope that more state money will be made available, but the fiscal condition of Massachusetts and the realities of the legislative process make it unlikely that we can count on such funds at this time. So for now the only practical course is for the project to proceed with the state and town funding that is currently on the table.

There is no question that towns do incur risks in undertaking financing of the network. But to not move forward leaves them exposed to the risks of inaction in a world increasingly reliant upon broadband access: weak economic development, deteriorating property values, continuing population decline, limited educational and training opportunities for students and adults, lack of access to telehealth services, and far fewer choices for entertainment and for communicating with friends and family. In short, a quality of life that cannot compare to “Life in the Fiber Lane”™.

The WiredWest fiber network will be:

- Much faster than what is now available, and less expensive while providing superior service;
- Locally owned and operated, with most of the proceeds staying in the communities it serves;
- Responsible to and controlled by its owners, the towns that are members of the LLC;
- Managed by a professional staff experienced in broadband services and fiber networks.

This plan is the template for how to achieve and operate it.
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MISSION, VISION AND VALUES

Our Mission
Our mission is to own and operate a regional fiber-to-the-premises network to provide universal, affordable, reliable and high-quality internet, phone, video and other telecommunications services to residents, businesses and other organizations in participating WiredWest towns.

Our Vision
High-speed internet access is a necessity of life in the 21st century, and not a luxury. Availability of superior telecommunications service is as fundamental to the future of our communities as was electricity and landline telephone service in the 20th century.

We need a network capable of handling the future bandwidth needs of residents, businesses, schools, healthcare providers and governments. We need a network that will enable regional commerce, will be financially sustainable, and will retain revenues from telecommunications services in the region. And we need a network that serves all who want service.

The only solution that meets these requirements is a cooperatively-owned regional fiber-to-the-premises network. It will enable us to secure the vitality and prosperity of our communities today, tomorrow and for the foreseeable future.

Our Values
Universal Access: We believe everyone deserves access to 21st century telecommunications.

Community Owned and Operated: Towns participating in the network through membership in the cooperative will own the network in common, and will be responsible for the governance and oversight of the organization, so as to ensure that its policies and operations meet the needs of their communities.

Financially Sustainable: The business model must be realistic in its assumptions, and be based on the premise that there will be revenues sufficient to cover operating costs, reserve requirements and debt service of the towns.

Focus on Service and Affordability: We will strive to provide reliable high-quality services, responsive customer care, and affordable rates.

Future-proof: The network must have a usable life of decades, and be capable of scalable and cost-effective upgrades as customer needs increase and technology evolves.
BUSINESS MILESTONES

Year one of the pro forma financial statements begins on July 1, 2015. The following are anticipated milestones that are subject to refinement based on the number of towns that join the network by June 30, 2016. The make-ready task is dependent on the number of poles that will require make-ready work and the number of crews that Verizon and the power companies commit to the job.

- RFQ for pole survey engineers - September 2015
- Pole survey engineer hire - January 2016
- Pole survey complete – December 2016
- Pole make-ready applications – March 2016 through March 2017
- Make-ready work – May 2016 through August 2017
- RFP for design engineers – November 2015
- Design engineer hire – January 2016
- High level design – March 2016
- Detail design - November 2016
- Construction bid documents – May 2016 – on a rolling basis
- Construction start – July 2016 (hut construction, waiting on make-ready before strand installation commences)
- Begin hiring General Manager and staff – January 2017
- First town lit for operations – January 2018
- Construction end – December 2019

All of the construction work will be supervised by the Massachusetts Broadband Institute with oversight by WiredWest, and paid for partly with state funds provided to MBI for this purpose, and partly with the proceeds of bond anticipation notes and general obligation bonds issued by the participating towns.

Twelve months prior to the first town being lit, WiredWest will retain a General Manager, and six months prior to the first town being lit, WiredWest will begin hiring a full staff, including sales and marketing professionals and general and administrative personnel. The first revenue from service to the premises is expected before the end of year three. WiredWest will be cash negative in years two and three; this cash shortfall will be covered by a set-aside from town note proceeds.

By the end of the fifth year of operation, the last-mile network will be complete, operational and cash-positive. The take rate will be at least 48%, which is the minimum take rate necessary to be able to fully reimburse the towns for their debt service payments while retaining a cash reserve at all times of at least $2 million. This minimum take rate will be accomplished by only
proceeding with network construction in those towns in which 40% of premises have indicated an intention to subscribe to the service.

In similar networks elsewhere in the U. S., the take rate has always increased as the actual connection time has approached. WiredWest will begin a marketing campaign six months prior to the first town being lit, extending through the last town being lit, with sales people in the field to get customers to sign contracts for service. While WiredWest can fully reimburse the towns for their debt service payments at a 48% take rate, it is anticipated, based on experience in the Town of Leverett and other rural fiber networks, that a take rate of 60% or more can reasonably be expected to be achieved.

It is uncertain at this time how many of the 31 towns will, by June 30, 2016, prior to the start of construction, authorize the borrowing of the funds necessary to complete construction of the network in their towns. As of October 6, 2015, 24 towns have passed their borrowing authorizations. The financial model shows that the network can be profitable with just these towns alone and still repay the towns’ debt service at a 48% take rate.

The network, which will pass every premise in the participating 31 towns, is estimated to cost $81 million. It will be constructed by the Massachusetts Broadband Institute, which will contribute 35-40% of the funding for the network and oversee its construction. The towns will contribute the remaining 60-65%. Once construction of the network is complete, WiredWest will assume ownership of the network and operate it on behalf of and for the benefit of the member towns.

BUSINESS NAME AND ADDRESS

WiredWest Fiber Cooperative Corporation (WiredWest)
Old Courthouse
99 Main Street
Northampton, MA 01060
www.wiredwest.net

GOVERNANCE

A Municipal Light Plant Cooperative “shall constitute a body politic and corporate and is constituted a public instrumentality, and the exercise of the powers conferred by this section shall be deemed and held to be the performance of an essential public function.” MGL Chapter 164, Section 47C(b). It “shall be organized and shall conduct its business primarily for the mutual benefit of its members.” 164:47C(d).

It is subject to Open Meeting and Public Records laws except “when necessary for protecting trade secrets, confidential, competitively sensitive or other proprietary information.” 164:47C(k).

After conversion of the WiredWest Communications Cooperative Corporation to WiredWest Municipal Light Plant Cooperative LLC, it will remain subject to these and all other provisions of Chapter 47C which govern MLP coops. The Cooperative Agreement under which WiredWest was formed in 2011 and the Bylaws which currently govern its operations will be replaced by an Operating Agreement which MLPs must sign to become Members of the LLC. That Agreement
will define the rights and responsibilities of those Members, and especially the financial commitments they must undertake toward establishing the regional fiber network.

That Agreement is in the process of being drafted by outside counsel experienced in both corporate law and MLPs. Once it has been reviewed by WiredWest’s Legal/Governance Chair and the Executive Committee, a draft will be circulated to the WiredWest Delegates for their review. Upon approval of that draft, and any revisions thereto, it will then be distributed to the Select Boards of the 31 towns participating in the regional project and to their Town Counsels. Based on their input, the draft will be further revised, and then the Board of Directors of the Corporation must vote to accept the Agreement as the basis for converting to an LLC. It is anticipated that the Agreement will be ready for signing at the beginning of 2016, at which time the appropriate filing will be made with the Secretary of the Commonwealth to convert the WiredWest Corporation to an LLC.

The governance of the LLC will differ from that of the present Corporation in one notable respect. Based on their ownership shares in the LLC in relation to the whole, Members of the LLC will vote proportionally on certain specific corporate matters, such as admitting new members or amending the Operating Agreement. The Members will also elect a Board of Directors which will be responsible for setting the policies guiding the operation of the network. Similar to the current Cooperative, it is anticipated (but not required) that each member MLP will nominate a Director for election to the Board; it is required however under 164:47C(e) that “directors shall be elected by and from the members of the cooperative,” which precludes outside directors. Voting on the Board will be on the basis of one town, one vote on all matters other than those specifically reserved to the Members of the LLC acting in that capacity, as noted above. The Board may also elect, as it currently does, an Executive Committee to conduct day-to-day operations.

The provision of funds to the project by the towns will be on a rolling basis, and subject to revision over time as actual construction costs are determined, versus the estimates upon which towns’ initial commitments were determined by MBI. Because towns may join the LLC at different times, the calculation of the percentage shares of the Members will be adjusted on a periodic basis during the first four years of the LLC’s operation, corresponding to the estimated completion time of the regional network, and thereafter on an annual basis.

OWNERSHIP

It may seem desirable to a few towns that, rather than owning the network in common through shares in the LLC, they directly own the network components within their town borders. But such an ownership structure would require network design decisions as to the physical placement and redundancy of such components which will negate the economies of scale and efficiencies of operation inherent in a regional network, and thereby increase construction costs and operating risk.

Moreover, certain central elements of the network — such as the network operations center, customer service center, and IP video headend — must be located according to the needs of the network as a whole, without regard for town boundaries established in the 18th century. Equipment “huts” must be located to serve two or more towns as appropriate, and to optimize the resilience of the network in the event of outages. The customers acquired through the sales and marketing efforts of the MLP Coop, and of necessity served by these central and shared elements, must be considered customers of WiredWest, and not of the individual towns in which they happen to live. Every signing of a new customer benefits every member of the cooperative.
Should the Board of Directors at a future time determine that it is necessary or desirable to sell the network, member towns will be in a far better financial position to sell an operating network with 10,000 or more customers than to try to sell standalone components with limited functionality in towns where only a few hundred customers reside. In the case of a town which later decides to withdraw from the cooperative, either voluntarily or otherwise, the Operating Agreement will specify the terms and conditions under which it may do so.

Ownership in common by the towns of a cooperatively owned and operated regional network increases the chances of success and reduces the risks of failure, versus a scenario in which each town is always looking out for its individual interests versus those of the whole. It is the collaborative nature of WiredWest which has been the key element which has brought us this far together. Going forward, the rising tide of internet usage will lift our fortunes together.

**MANAGEMENT AND STAFFING STRUCTURE**

WiredWest will hire an experienced staff to fulfill operational, financial, marketing, customer service and network maintenance roles. Some of these functions may be provided by third party contractors. WiredWest's key personnel will include a General Manager, a Finance Director, a Technical Director and a Marketing and Sales Director in addition to office, maintenance, technical, customer service and sales staff. The number of office, maintenance, technical and customer service staff will increase as the network grows. A list of the initial staff, with salaries, appears below.

**COMPETITIVE ANALYSIS**

The last mile network which will be built by MBI and owned and operated by WiredWest will serve customers in towns which are currently unserved with broadband. It will be competing only with slower, more expensive internet services such as DSL, satellite, and cell service.

Our existing rural internet infrastructure is obsolete and expensive, and the industry incumbents have made it clear that they have no intention of improving it any time soon. Building a fiber-to-the-home network in a rural region is too expensive for the business model of private providers, particularly those who are publicly-traded companies. They have to show profitability in a very short period. For a private company to invest $81,000,000 to build this network, the 20 year Net Present Value calculation with a 100% subscription rate yields ($163,009). In other words, this would be a very unprofitable venture for a private company.

Rural fiber-to-the-home is affordable when using an appropriate financing and business model that isn't subject to the same short-term measures of profitability as a private company. A municipal model, for example, allows capital investment that can be written off over a longer period of time and doesn't pay income taxes. Additionally, WiredWest towns will be receiving
about 35% to 40% of the construction cost from the state. Those funds will not have to be repaid.

Communities are driven by the “common good” interest of providing critical infrastructure that serves a larger constituency: individuals, businesses, schools, nonprofit organizations, and government entities. This infrastructure not only provides them with the essential tools to prosper, but also becomes a regional asset that employs people in the construction and operation of the service, and pays revenues for services back to the region.

The dramatic increase in internet traffic – particularly bandwidth-heavy multimedia applications – exceeds the speed limits of the currently available DSL and the usage limits of satellite and cellular systems. The substandard nature of the internet infrastructure in Western Massachusetts today disadvantages our businesses and institutions, our workers, our students, our medical professionals and their patients, our health and safety personnel, and our governments. In turn, that affects the vitality of our communities. Our ability to attract top talent, foster new businesses, and keep young people in our communities is compromised. Property values are depressed and homes don’t sell.

The average Western Massachusetts household pays about $3,000 annually for internet, phone and television to out-of-state corporations – at higher rates and for inferior service compared to other parts of Massachusetts. Building a state-of-the-art, regional, fiber optic network, accessible and affordable to all, cooperatively owned and locally operated, will fundamentally change the prospects for our communities.

WiredWest represents the only plausible option for high-speed internet in our towns.

**Cellular service** is not accessible from many locations in many of our towns. Additional cellular towers would be required. Second, cell service is extremely expensive when used as a primary internet connection. A gigabyte (GB) of data averages between $5 and $15 depending on the cell plan. In 2014, the average internet user with a wired connection in the United States consumed over 51 GB per month. Third, cellular data is unreliable. Congestion on cellular networks is common resulting in dropped calls and slowed internet traffic.

For **satellite internet**, there are two main problems: data caps and latency. Like cellular networks, the overage charges are prohibitively expensive. In addition, satellite internet is fundamentally limited by the long distance that radio transmissions must travel between earth and the orbiting satellite. This transmission lag, called latency, means that many modern uses for the internet, including video conferencing, cloud-based storage services, internet telephony, online games, and secure networking for telecommuting, work unsatisfactorily at best, often fail completely, or quickly exceed data caps. Additionally, satellite usage requires line of sight to the orbiting satellite. Heavy tree cover and weather degrade the service.

**Fixed wireless** using directional antennas can provide up to 50 Mbps service. But there are significant engineering challenges to creating a robust repeater system mounted on hundreds of buildings, poles or towers to ensure sufficient access for everyone. Wireless operates within limited radio frequencies so congestion and interference are a frequent problem, especially in hilly areas with dense tree cover like western Massachusetts.
**Whitespace Wireless** is a recent variation of fixed wireless that makes use of the portion of the electro-magnetic spectrum freed up when TV went from analog to digital. At those frequencies, it has much better penetration of foliage so fewer repeaters are needed. It is capable of delivering up to 12 Mbps to individual subscribers, only about half of the Federal Communication Commission's definition of broadband. The bigger limitation is the aggregate bandwidth which must be shared, and depends on the number of available TV channels in a region. Typically, the total available bandwidth in a region from these channels is less than what even a small town requires for its primary internet source by today's standards.

For Example, the region around Hawley only has 6 channels available. The national average is 10. At 22 Mbps per channel (the IEEE specification for this technology), equals 132 Mbps for Hawley and 220 Mbps on average. The FCC has rules for allocating channels to avoid interference, so if Hawley were to do a whitespace system, not only would they not have enough total bandwidth, but none of the other WiredWest towns could use any channels. The conclusion of one study was that whitespace was only good for remote clusters of houses, but not in general for whole towns.

A **fiber optic network** will be four to ten times faster than DSL at the slowest 25 Mbps speed and about twice as fast as the current generation of satellite systems. Cellular speeds vary considerably, but maximum speeds in our region are comparable to satellite.

**Digital Subscriber Line (DSL)** uses existing copper “twisted pair” telephone landlines to provide internet access. Its speed decreases in relation to the distance of the user from the central switch, with a maximum usable distance of 18,000 feet. The speeds DSL delivers fall far short of the FCC definition of broadband, and the service will become less functional as the need for bandwidth increases. While many people in our region currently have DSL service, Verizon is not expanding the system to make it available to more users. In fact, its CEO Lowell McAdam has publicly stated that it intends to “cut the copper off” in rural areas and force people to use mobile phones to connect to the internet.

A **fiber-to-the-premise** network delivers communications signals over fiber optic cable to the home or business using light waves. Fiber is the fastest known technology, transmitting information using light waves and using one of the world’s most stable materials – glass. This technology is the most reliable method to provide the vastly higher bandwidth needed to households and businesses, to support the applications of today and tomorrow.

There are only two ways to deliver internet signals to a premise, through the air using radio waves and over a medium such as copper or glass. The data carrying capacity of the carrier medium is a function of the wave length of the carrier medium. The shorter the wavelength the more data can be carried per second. Long radio waves have the ability to bend over hills and penetrate foliage but as radio waves get shorter and shorter the requirement of line of sight between the transmitter and the receiver increases. Even at gigahertz frequencies the physical limit of radio waves to carry data is about 50 Mbps. Light waves on the other hand have very short wavelengths and therefore can transmit much more data per second. Each color of the light spectrum is capable of carrying 1,000 Mbps. Currently each fiber is capable of carrying 20 colors simultaneously.
In the late 20th century, copper wire technologies were tweaked to increase the amount of data they could carry. Despite these improvements, the fundamental physical properties and limitations of DSL are no different today than when the first telephone exchange was opened in 1877 by the Bell Telephone Company. Our bandwidth needs are now increasing 40% to 50% per year, and they are beginning to dramatically slow the flow of information over this “souped-up” copper, in the same way that increasing the number of homes served by one small water pipe would reduce the flow to each home.

Fiber means phone, television, and very fast Internet over just one line. One strand of fiber has thousands of times more bandwidth capacity than any of the competing technologies such as DSL, cable, satellite and wireless, and thus is the only one considered “future proof.” Fiber has virtually unlimited capacity to meet emerging and future needs like video streaming, video conferencing, remote medical care, file sharing and cloud computing. The FCC is predicting an order of magnitude increase in bandwidth requirements every two years, based on recent history. Only fiber can handle this increase in demand.

Compared to copper-based DSL and cable systems, fiber is also cost-effective to install and maintain. It is the least expensive way to bring universal, reliable high-bandwidth service to rural America. It is, in fact, less expensive on a cost adjusted basis than the copper wires extended to American homes 100 years ago. Also, because fiber is lashed to a high-tensile steel cable, it is less susceptible to breakage and weather events. As a hard-wired solution, it is not vulnerable to the shortcomings of wireless technologies such as weather, foliage and hills. The fiber itself is installed on existing utility poles or in conduit. Most of the cost is in labor, providing good regional economic stimulus in the deployment phase, and a critical foundation for future regional commerce.

In urban and suburban areas of the U.S., and in much of the rest of the world, fiber networks to homes and businesses are being deployed as the communications medium of choice. It is important that our rural businesses, students, professionals and citizens are able to pursue their livelihoods and interests on a level playing field with the rest of the world.

If we are to build critical infrastructure, then it is fiscally prudent and plain common sense to spend once to build a system that has capacity for growth for decades into the future. Building a regional fiber is not just an expense; it is a necessary investment in our future.

**MARKETING STRATEGY, MESSAGES AND OPPORTUNITIES**

WiredWest has launched a major campaign to secure town commitments for the financing of each town’s share of the construction cost of the network. This campaign is also an important part of the marketing strategy; townspeople are being asked to raise their taxes, so the benefits to residents of high-speed fiber are part of every campaign message.

In order to qualify for inclusion in the initial build out of the network, 40% of a town’s households must sign-up for service by making a refundable deposit of $49. (This is to assure that the network will be financially viable in that town.) In addition, at town meeting, authorization for borrowing the town’s share of the financing must be approved with a 2/3 vote and, subsequently, the exclusion of the WiredWest financing from the town’s debt limit must be
approved by a majority vote in a town election. Once enough towns have taken these three steps, MBI will begin the preparation and construction process in those towns. Additional WiredWest towns will be welcome to join the network after they complete the same three steps.

Once enough towns have qualified, there will be another spate of messaging around the theme that “It’s really happening!” Since actual construction will take many months, there will be time for those residents who have not yet signed up to hear many more messages about the benefits to them of becoming customers of WiredWest.

Once construction in the first towns is complete, there will be another spate of messaging around the actual benefits that actual hilltowners are receiving “right now,” and that will be available shortly to everyone else who signs up.

Additional marketing messages may include:

**DSL is a last-generation technology that is already inadequate.** The future economic development of our region will be hobbled if this crucial infrastructure is not upgraded. Verizon has expressed no interest in expanding their wired services anywhere, is discontinuing DSL in other markets, and is focused instead on wireless cellular business.

**Taking control of our own future.** The private sector has left us behind because we are not sufficiently profitable. Meanwhile, internet access has become necessary infrastructure just like roads, public water, and schools. Municipal infrastructure projects do not have to make a short-term profit for private investors, but are intended, instead, for the long-term public good. Private companies should not be the sole arbiters of who gets 21st century infrastructure and when they get it.

**No data caps.** Unlike satellite and cellular internet services, there is no maximum amount of data that can be downloaded or uploaded each month.

**It’s really fast.** Most DSL speeds in Western Massachusetts are less than 3 Mbps. A small number of residents in town have 6 Mbps service. WiredWest fiber optic speed will be at least 25 Mbps with speeds available up to 1000 Mbps. A typical download for an operating system update requires about 35 minutes using DSL, eight minutes using satellite and four minutes using the basic WiredWest fiber optic service. Using the fastest speed available from WiredWest, the download would complete in six seconds.

**Faster speed and better service is no more expensive than what you are paying now for slower and inferior service.** For example, a minimum satellite internet service is typically $50 (10/1 Mbps down/up, 10GB data cap). Cellular internet costs are comparable to satellite. A full-featured “Freedom Essentials” Verizon land line is typically $75 including $15 in fees. (Digital service through WiredWest is not expected to include the fees and recovery charges levied by Verizon.) The total cost of phone and internet for residents today typically starts at $125 per month.

By comparison, fiber optic service ($49 for symmetric 25 Mbps, no data cap) and a full-featured digital phone ($25) together will cost $74 per month from WiredWest, representing a savings of at least $50 per month. Verizon DSL subscribers will likely find that the combined WiredWest internet and phone service ($74) will cost about the same as Verizon’s bundled internet and phone (typically $80 including fees); however, it will be much faster.
OPERATIONS

The financial model was developed assuming that all services will be performed in-house. This was done to establish a baseline for operational costs so that when we start negotiating with third party suppliers of various services we will know what our latitude is for each service providers’ profit margins. We will conduct these negotiations with potential third party providers over the next 12 months. Knowing how many towns are going to be part of the WiredWest network and therefore how many potential customers we will have will be crucial to these negotiations. Our intent where practical is to do business with Massachusetts companies.

The operational components of WiredWest breakdown into 5 areas

- Administration
- Acquisition of services to be delivered
- Network maintenance and management
- Billing and customer service
- Sales

**Administration** – WiredWest will hire an General Manager who will report to the Board of Directors and be responsible for the day to day operations of WiredWest

**Acquisition of services to be delivered** – Internet bandwidth will be purchased from a tier 1 company such as Level 3 which will also be responsible for monitoring Denial of Service Attacks and scrubbing during Denial of Service attacks. Phone service will be white-labeled from a third party supplier who will be responsible for porting over the existing telephone numbers, maintaining and operating their phone switch, and secondary customer service calls relating to phone service. Video service will be purchased from a content consolidator through an IRU to their location. Retransmission of local stations will be obtained from Russell TV using their antenna. WiredWest will purchase and maintain email servers for use by its customers.

**Network maintenance and management** – WiredWest will hire a Technology Director who will be responsible for the maintenance staff and the technical staff. Maintenance of the fiber network will be outsourced to a third party vendor that specializes in fiber maintenance. Technical staff will be responsible for customer provisioning, for setup and maintenance of the ISP electronics, for setup and maintenance of the email servers, and for monitoring network performance. Break/fix resolution will be the responsibility of the Technology Director deploying either the maintenance vendor and/or the technical staff as appropriate.

Prior to construction vendors of electronic equipment will be evaluated and selected. During the construction phase, performance criteria will be established for each of the network components. Acceptance testing will be performed on each component and on the network as a whole prior to WiredWest accepting the network. All new equipment will be tested in the lab prior to deploying it to the field. Tested spares will be maintained for all electronic equipment in the field so that repairs can be performed rapidly. Most of the electronics will have warranties so that failed equipment will be replaced by the manufacturer within 24 hours.
WiredWest will establish and maintain a network operations center (NOC) that will monitor the performance of each of the network components 24/7/365. Each of the electronic devices in the network has a unique machine address and a physical latitude and longitude address that the NOC will track. In the event that signal is lost or significantly degraded from any device, the NOC will automatically notify the tech support personnel who will assess the reason for the lost signal and the appropriate personnel will be dispatched to resolve the problem. In most cases the NOC will recognize a problem before the customer does. If a customer calls with a problem, the customer service representative will route the call to the technical support staff who will diagnose and resolve the problem.

Bandwidth demand will be constantly monitored by the NOC. If it is determined that customers are not receiving the bandwidth that they are paying for, additional bandwidth will be purchased from the tier 1 provider. Retail customers are served on a best effort basis so there will be some fluctuation in the perceived bandwidth for each individual customer, usually plus or minus 20% of their stated bandwidth contract. This fluctuation occurs as more or fewer customers are using the network at the same time. Some business customers will purchase their bandwidth on a Service Level Agreement (SLA) which provides that the bandwidth delivered will be exactly what they are paying for. For SLA customers the NOC will monitor the bandwidth being delivered and, if there is a decline, then in all likelihood there is a network issue that will be reported to the technical staff for resolution.

**Billing and customer service** – All billing will be done on a pay-ahead basis for the next month’s service through either debiting of a customer’s credit card or an ACH debit to the customer’s bank account. Billing software, to be purchased by WiredWest, will be capable of sending bills via email or mail to customers, performing the debit of the customer’s account for payment, and maintaining on-line billing history for each customer’s account through a password-protected portal. Office staff will be responsible for maintenance of the billing system. Customer service may be performed in-house or outsourced. The billing system, accounting system and office staff will be managed by the Finance Director who will be a WiredWest employee.

**Sales** – WiredWest will hire a Marketing and Sales Director who will be responsible for customer service, commercial sales, and residential sales. Sales may occur through any of these three channels or by direct customer orders through the WiredWest website. All new service orders or changes in service will be entered into a provisioning system that will create a provisioning ticket for the technical staff. If the order is for new service, a ticket will be issued to the maintenance staff to install the drop and electronics at the customer premise. Once the order has been provisioned and the service is available, the provisioning system will create a billing record in the billing system and the customer’s account will be debited. We anticipate having 3 full time sales personnel. The sales personnel will be employed during startup and for a short time after, and then all residential sales will be either through customer service or on-line through the website.

WiredWest will rent office space for personnel, the network operations center, and a testing lab for new equipment, as well as warehouse space for spare equipment. WiredWest will also rent garage space for the technical support vans and their equipment. The network will require huts located throughout the region served. In most cases the huts will be located next to a town’s public safety complex or other building that has a backup generator that can be available for use.
by WiredWest; otherwise WiredWest will purchase and install backup generators in the huts. These huts will be the consolidation points for local traffic to feed into the backhaul network to Springfield, MA, Albany, NY and Greenfield, MA. WiredWest will have equipment at the meet-me locations in each of these cities as well as at the meet-me location in Boston to connect to the tier 1 internet provider.

**FINANCIAL CONTROLS**

Customer orders for services will be acquired from three sources, direct sales by sales personnel, phone calls to customer service personnel, and through the website. Orders taken by direct sales personnel will be entered into their secure laptops at the customers' premises and uploaded nightly to the provisioning system and billing system. All customer data will be encrypted on the sales laptops to prevent customer data from being accessed in the event that the laptop is lost or stolen. Access to the laptops will require finger print identification. Orders taken by the sales personnel on their laptops will not be available for review once the order is complete, thereby preventing the sales person from writing down the customer’s credit card or bank account information after leaving the customer’s premises. Orders taken by customer service representatives will be directly entered into the provisioning software and billing systems. Customer service personnel will have limited access to the billing system and will only be shown partial credit card or bank account numbers, thus reducing the risk of fraudulent use of customer information. The financial data and personal identification data will be encrypted on the servers. Orders taken through the website will go directly into the provisioning and billing system through an SSL connection.

All customers' billing will be performed by the billing system that will debit the customer's credit card or debit the customer's bank account through an ACH transaction. Funds received from the billing process will be directly deposited into a WiredWest checking account. The billing system will send an email or printed notification to the customer that a debit has been made to their credit card or bank account. All billing will be done on a month-ahead basis so that there will be no accounts receivable and no debt collection required. In the event that there are insufficient funds in the customer’s account, a notice will be emailed or mailed to the customer giving them 10 days to rectify the situation. The billing system will continue to try to debit the customer’s account every day for the 10 day period. If collection is unsuccessful at the end of 10 days, the billing system will notify the provisioning system to terminate the customer’s service.

The billing system will provide a secure portal for customers to access their account records and update their credit card information and/or their bank account information. The billing system will monitor credit card expiration dates and send an email notification to the customer three months prior to the expiration date reminding them to update their credit card information.

No customer cash or checks will be handled by WiredWest personnel and no customer credit card or bank account information will be written down on paper, thus minimizing the opportunity for fraud. The billing system will be balanced against the WiredWest checking account on a weekly basis to ensure that all money collected by the billing system is actually deposited into the billing receipts checking account. The balances in this checking account will be
automatically swept into the main checking account of WiredWest on a daily basis. This check will prevent someone from altering the billing system to divert funds collected to a different account. The billing system will automatically feed the total amount collected each day to the General Ledger system providing an additional check on the fund balances.

All vendors will be required to file a W-9 with WiredWest before they will receive payment. All invoices will be entered into the General Ledger system. The General Ledger system will produce a warrant listing all invoices to be paid on a weekly basis. The invoices will be attached to the warrant by the bookkeeping staff and submitted to the Finance Director for approval. The warrants with the Finance Director’s approval will be submitted to the Executive Committee of the Board of Directors for their signatures. Once the Executive Committee has signed the warrants the General Ledger system will be updated and will either print checks for vendor payment or issue ACH transactions for vendor payment. All checks will be signed by the Finance Director or will carry the Finance Director’s signature imprinted by the General Ledger system. The WiredWest checking account used to pay invoices will be automatically funded by the bank from the main WiredWest account.

All personnel will be required to file an I-9 and provide proof of citizenship or the right to work in the United States. All personnel, salaried and hourly, will be required to submit timesheets to their supervisors on a weekly basis for review and signoff. It will be the responsibility of the bookkeeping staff to enter the timesheets into the General Ledger system. The General Ledger system will produce a payroll warrant on a biweekly basis for approval by the Finance Director and submission to the Executive Committee for their signatures. Upon receipt of the signed warrants, the bookkeeping staffing will inform the General Ledger system to issue payment to the employees. All employee payments will be by direct deposit to the employee bank account. Payment of salaries will be from the WiredWest payroll checking account that will be automatically funded from the main WiredWest account by the bank. This account will be balanced monthly by the bookkeeping staff to the General Ledger system. Payroll deductions for SSI and state and federal taxes will be deposited automatically in the taxes checking account to be remitted quarterly to the state and federal governments. Payroll deductions for health, disability, and life insurance will be credited to the appropriate insurance companies’ accounts through ACH.

Travel and Entertainment expense reports will be required weekly and must include receipts and odometer readings. Each employee using their own vehicle for travel will be required to maintain a written log of odometer readings and purposes that will be audited on a regular basis. T&E reports will require signoff by the direct supervisor. The bookkeeping staff will be responsible for checking the signatures on the T&E reports prior to data entry into the General Ledger. The General Ledger system will produce a bi-weekly warrant listing all T&E reports that will be submitted to the Finance Director for approval. The T&E warrant will then be submitted to the Executive Committee for their signatures. After Executive Committee approval, the bookkeeping staff will inform the General Ledger system to issue payment to the employees. All payments will be by direct deposit to the employees’ bank accounts. Payment of T&E will be from a WiredWest T&E checking account that will be automatically funded from the main
WiredWest checking account by the bank. This account will be balanced monthly by the bookkeeping staff to the General Ledger system.

Reimbursement of member towns’ debt service and distribution of dividends to the member towns will be initiated by the full Board of Directors at their annual meeting as a resolution of the board. The resolution will be entered into the General Ledger system by the bookkeeping staff and a warrant will be produced for approval by the Finance Director. Upon approval the warrant will be submitted to the Executive Committee for their signatures. The bookkeeping staff will then inform the General Ledger system to issue payment to the towns. Payment will be made from the main WiredWest checking account. All payments to towns will be through ACH direct deposit to the towns’ bank account. The main WiredWest checking account will be balanced against the General Ledger system on a monthly basis.

Excess funds and funds held for depreciation reserves that will be invested in instruments other than the checking account will be invested by the Finance Director with the advice of an outside financial advisor and approval of the General Manager. Since WiredWest is a municipal entity, the range of investment instruments available is limited to those allowed by law for municipal entities.

If the Finance Director and the General Manager determine that it is necessary or useful for WiredWest to establish a line of credit with a financial institution, they must present the contract for the line of credit to the Executive Committee along with their justification for approval prior to signing the line of credit contract. Any use of the line of credit by the Finance Director will require written approval by the General Manager. The line of credit will be entered into the General Ledger system and use of the line of credit will be tracked in the General Ledger system.

The Finance Director will produce detailed financial reports for each department head and the General Manager on a weekly basis. On a monthly basis the Finance Director will prepare summary financial statements for the General Manager, the Finance Committee and the Executive Committee of the Board of Directors. The Finance Director will prepare quarterly and annual summary financial reports for presentation to the full Board of Directors.

Each Department head will develop an annual budget for approval by the General Manager. The General Manager will work with the Finance Director to produce the annual budget for WiredWest. The General Manager will submit the annual budget for review to the Finance Committee of the Board of Directors for their approval and adjustments. Upon final approval of the budget by the Finance Committee, the budget will be submitted to the Executive Committee for their approval. A public budget hearing will be held at a monthly Board of Directors meeting for approval by the full board. Once the budget is approved by the full board it will be entered into the General Ledger system. All income and expenses will be tracked against the budget in the weekly, monthly, quarterly and annual financial reports.

The Finance Director will recommend to the Finance Committee of the Board of Directors the choice of an outside auditing firm. The Finance Committee will then recommend the choice to the Executive Committee for their approval. The financial controls and the books of WiredWest will be audited on an annual basis by the outside auditing firm. Responses and proposed
resolutions to any deficiencies found by the auditors will be provided to the Finance Committee by the department heads and the General Manager within 30 days of receiving the audit report.

**OPERATIONAL CONTROLS**

Each Department head will develop a list of metrics by which they will measure the operational efficiency of their departments. Statistics will be gathered daily for the metrics and reported weekly. The department heads and the General Manager will review the statistics weekly to monitor the performance of each department and to find ways of improving the performance of each department. Summary reports of operational efficiency will be submitted and reviewed by the General Manager with the Executive Committee on a quarterly basis.

All customer orders will be entered into the provisioning system and the billing system. The provisioning system will be monitored by the Technical Director and technical staff. When provisioning of a customer is complete, the provisioning system will be updated to inform the billing system that the customer is active and to begin billing. Should a customer fail to pay their bill, the billing system will inform the provisioning system that a customer’s service is to be terminated. The technicians will update the provisioning system when the service has been terminated. For seasonal residents the billing system will automatically inform the provisioning system when service is to be turned on or suspended and the technicians will update the provisioning system when the action is complete. Break/Fix notification will be processed either from customer service or from the Network Operations Center and entered into the Break/Fix tracking system. The Technical Director will monitor the Break/Fix system and dispatch the appropriate personnel to resolve the issue. Upon resolution the Technical Director will update the Break/Fix tracking system. The Network Operations Center will monitor bandwidth usage and network performance continuously 24/7/365 and will automatically notify the technical staff of any issues detected outside the normal operating parameters set in the system. These issues will be logged in the NOC’s system and the resolution to a problem will be logged by the technicians. Daily reports will be produced for the Technical Director’s review.

All customer service calls will be recorded and saved for two years. All transactions, financial and operational, will be dual logged on the servers. All data on the servers will be backed up daily with two copies, one stored on-site for rapid recovery and one stored off-site to protect against loss of the operations center. Daily backups will be maintained offsite for 45 days, weekly backups will be retained for 6 weeks, monthly backups will be maintained for 14 months, quarterly backups will be maintained for 6 quarters and annual backups will be maintained for seven years.

Access to the servers will be limited to personnel working in-house and to technicians and sales personnel in the field through a secure Virtual Private Network tunnel. Passwords will be required to be changed on a regular basis by all personnel. Physical access to the server room will require fingerprint identification.

**FINANCIAL INFORMATION** *(see appendix for spreadsheets)*
**Equity**
The WiredWest network will be owned by a cooperative of municipal light plants, and governed by a Board of Directors appointed by the member towns. The initial construction of the last mile network is being partially funded with state funds through the Massachusetts Broadband Institute. The state funds (approximately 40% of the total investment) are the initial equity.

**Secured Debt**
The towns that are members of the WiredWest network will each borrow an amount of money up to the cost of network construction in their town. These borrowings will have a 20 year term. Up to the first five years of that term will be through one year bond anticipation notes which currently have a 0.45% interest rate. In years one and two the payments on the bond anticipation notes are interest only. In years 3, 4, and 5 the payment is for interest and about 4% of the principal each year. Beginning in year six the total principal of each bond anticipation note will be rolled into a long term (10 to 15 years) instrument. The debt on the bond anticipation notes and on the long term instrument will be secured by the general obligation of each of the participating towns. Approximately 60% of the total investment will be secured by the participating towns.

It is the intention of the WiredWest network to reimburse the towns for the entire expense of the borrowings, both interest and principal. (The attached cash flow statement includes a line for “Member Distribution for Debt Service.”) There is, however, no promise or obligation to do so.

**Summary of Assumptions and Predictions (see appendix for detail)**
Financial planning for the network has been extensive and thorough. WiredWest has worked with industry consultants and with operating fiber networks to build and vet its financial plan. Additionally, nationally recognized experts consulting for MBI have contributed to the financial modeling. The model is currently being reviewed by 15 qualified individuals in the various member towns representing their finance committees. Results indicate that the network can not only sustain itself, but in time may well generate enough revenues to pay back the towns’ debt service costs, in part or in whole. The ability of WiredWest to repay the towns on an annual basis for their debt obligations is strictly a function of the number of subscribers for network services.

The total cost to construct the network in the 31 participating towns is estimated to be about $81 million. The state is contributing approximately 40% of the cost towards project management and capital expenses. The towns will bear the remaining costs, funded primarily with General Obligation bonds. The MBI has allocated about half the available funding based on a formula equally weighting the number of fiber miles and the estimated number of premises. There will be minor adjustments up or down based on changes to the final counts of premises that each town supplied to MBI during the late winter and early spring of 2014. Each town is asked to borrow approximately 60% of the cost of construction in their respective town.

**PRICING STRATEGY, GROSS PROFIT MARGIN**
The communications services to be provided by WiredWest, which will be faster and more reliable than what is currently available, are priced to cost about the same as the inferior services which are now available. This is possible for several reasons:
WiredWest is municipally owned; it does not have to satisfy the quarterly earnings expectations of private shareholders. Indeed, WiredWest doesn’t need to make a profit at all beyond supporting itself and assuring its own continued financial health.

WiredWest as a municipal entity is not required to pay income taxes.

The upfront costs of constructing the network are being paid by the towns that are members of the WiredWest cooperative, and by the Massachusetts Broadband Institute, a state entity. WiredWest anticipates refunding each town’s borrowing costs, beginning in year five when the network is fully operational; however, it is not obliged to do so. The state funds provided through the Massachusetts Broadband Institute are a state investment in the future of our rural region; they do not need to be repaid.

The gross profit margins of an internet service provider are very large; most of the cost is the capital investment required to build the network. With the anticipated initial service mix, a gross profit margin of 80% is expected once the network is fully operational in year 5. As households switch away from TV service to internet streaming of video, a trend which has already begun, the gross profit margin will increase gradually to as much as 93% by year 18.

**BREAKEVEN ANALYSIS**

Breakeven is defined as generating sufficient revenue to cover Cost of Goods Sold, Operating Expenses, Depreciation Reserves, and reimbursement to the towns for the debt service on their borrowings. The current financial model is projecting that breakeven occurs at a 48% subscription rate for the 19 towns that have currently passed their debt authorization votes. Subscription rates above 48% will generate profits.

In other similar community fiber networks, where there are no viable competitors, the percentage of residents becoming subscribers has increased to 70% or more as the network came close to completion and after it became operational. WiredWest has set an initial subscription rate target of 40% for each of the towns before we will begin spending money for pole surveys and make-ready work. We expect that each of the towns’ subscription rates will increase significantly as we get closer to lighting the network in any particular town. We will have sales people on the street in these towns six months prior to lighting the towns to obtain 2 year contracts from potential subscribers.

The breakeven analysis depends on how many and which towns reach that goal. Profitability in a town is a function of the cost to build in each town and the number of subscribing premises in each town. Some of the towns with a large number of fiber miles and a low premise count will require a higher subscription rate to become profitable. Other towns with a lower number of fiber miles and a higher premise count will require a lower subscription rate to be profitable.

The advantage of a regional network is that these town-to-town variances are smoothed out so that a subscription rate of 48% for the network as a whole becomes profitable. The model is showing that, with the 19 towns that have currently passed their debt authorization votes, the network will be profitable at a 48% subscription rate. The presubscription campaign was launched in March, 2015. In the first three months of the campaign, over 30% of the approximately 20,000 potential subscribers made an initial deposit of $49 to presubscribe; 14 towns exceeded the 40% presubscription goal in those three months. This is remarkable for a
service that won’t be delivered for another 2 ½ years. The number of presubscriptions continues to grow at about 75 per day.

**RISK ANALYSIS**

The primary risk for WiredWest is the same risk that all businesses face, that revenues might be less than expenses. The reason that WiredWest has a 40% pre-subscription threshold is to ensure that revenues will exceed expenses at the start of the operation. Each town must reach the 40% threshold to be included in the initial construction expenditures of pole surveys and make-ready work. The number of customers who sign contracts will be more than 48% of all the premises in those towns, based on the experience of other municipal networks in other parts of the country that are providing service in areas with no viable competition. Some towns are already over the 48% threshold with pre-subscriptions, and subscriptions continue to come in.

Once 48% of the town’s homes and businesses have signed up to be customers of WiredWest, the network will be built to pass every home and business. There will be a significant advantage to subscribers who sign up prior to or during construction. The cost of installing the drop to the premise will be free to the customer during that period. A premise that subscribes after construction will have to pay an additional fee to cover the cost of sending a crew out to install the drop for that premise. WiredWest will continue its marketing efforts over the next 4 years using local volunteers and paid sales people.

If at some future time expenses should increase unexpectedly and exceed revenue, then the board will have several choices: cutting expenses, increasing subscribers, raising rates, or expanding the business by offering additional profitable services.
Appendices

Biographies of Executive Committee
The Executive Committee of WWC is comprised of elected members from its Board of Directors. It is anticipated that several of them will serve in a similar capacity for WWF.

Monica Webb
Monica is Chair of the Executive Committee, Spokesperson, and Chair of the Marketing Committee.

Monica spent most of her career working in the financial services industry in Toronto, progressing through leadership roles in marketing and management, and eventually joining the senior management team of a financial technology subsidiary of a major financial firm. She was renowned for bringing strategic focus, organizational competence and innovation to her work. Much of her tenure was spent at Trimark, then Canada’s largest mutual fund company and most respected financial brand. The only two national marketing programs developed during her tenure that are still used today, 11 years later, were ones she led from their inception.

Monica brings to WiredWest expertise in marketing communications, including emerging media; event and project management; and business analysis. She also brings community organizing experience. Since moving to the Berkshires, Webb has operated a marketing consulting agency, built a green home and farm, and worked on civic issues of the environment, local affordable housing, and rural broadband equity in Western Massachusetts. She has served on a number of non-profit and town boards, including as Chair of the Town of Monterey’s former broadband committee, and Chair of the Southern Berkshire Technology Committee, a regional 11-town broadband consortium involved in the early efforts that led to WiredWest. At home, her best option is satellite internet, and as a result, she shares the frustration of those without high-speed internet access. Monica has a B.A. in English from the University of Western Ontario.

As the head of Government Relations for Ting Internet, Webb works with local network stakeholders, and participates in evaluation and management of existing and prospective gigabit network and related business projects. Today Ting owns and operates a rapidly-expanding fiber network in Charlottesville, VA; operates and provides ISP services over two rural middle-mile fiber networks in Virginia and a recently-launched municipal fiber network in Westminster, MD.

Monica lives in the town of Monterey.

Jim Drawe
Jim is the Vice-Chair and Treasurer of the Executive Committee and Chair of the Finance Committee.

Jim spent 18 years as a project manager for Third National Bank, Bank of New England and Fleet Bank managing various software development projects and technology integration of acquired banks’ IT, operations, and branches. Following that, he worked for six years as a consultant managing KayBee Toys Year 2000 conversion; Gateway Computer’s Malaysia manufacturing operation year 2000 contingency planning; and developing policies, procedures,
workflows, and templates to formalize and standardize Bank One’s Vendor Management practices to achieve CMM certification. Jim also managed the testing and vendor coordination for the Wall Street Journal’s conversion from manual to computer layout of the paper, and the development of policies, procedures, workflows, templates and a reorganization plan for NY State Department of Labor IT Department. He has spent the last 6 years developing and managing websites for small and medium commercial and non-profit clients.

Utilizing his financial industry experience, Jim has served for six years on the Cummington Finance Committee and 25 years as a selectman. He has also served six years on two school building committees, one resulting in a new $16 million middle school and another a pending $20 million rehabilitation of the regional high school to improve its energy efficiency.

Jim lives in the town of Cummington.

Steve Nelson
Steve is Chair of the Legal/Governance Committee and Vice Treasurer.

He is an entrepreneur, executive, analyst, marketer and communicator with nearly 40 years experience with emerging consumer technologies. From 1987 to 2009 he was President & Executive Producer of The Nelson Network, which he founded to create an ongoing series of business-to-business videos about “hot trends and cool products” in cable TV, broadband and consumer electronics. In recognition of his work, in 2008 he was inducted into the honorary society Cable TV Pioneers.

Earlier in the 1980’s he was involved with various ventures in the personal computer industry, including launching the first e-mail software for the just-introduced Apple Macintosh. From 1977 to 1982, he was Manager of Government & Public Affairs for the Northeast Solar Energy Center, a unique public-private sector partnership whose mission was to raise awareness about alternate energy technologies and to catalyze their deployment. He directed a solar marketing campaign honored by the Public Relations Society of America with its Silver Anvil, the Oscar® of PR.

Steve is a graduate of Cornell University (major in mathematics), Harvard Law School and the Kennedy School of Government at Harvard. He lives in the town of Washington

Jean Atwater-Williams
Jean is the Clerk of the Executive Committee.

Jean owns and operates BizTech Associates, a technology firm specializing in helping small businesses, individuals and nonprofits effectively and affordably utilize computer, Internet and telecommunications technology. Over the course of her 30-year career, Jean has acquired hands-on expertise in a number of different technical areas such as PC hardware and software setup, network configuration and troubleshooting, telecommunications and voice mail systems installation and programming, and custom database development, to name a few.

Jean has served on numerous boards and committees including the SNET Customer Insight Forum, Connecticut SL-1 Users Association, as well as civic and arts organizations such as the Rotary Club of Farmington, Connecticut and the Sandisfield Arts Center.
She is currently the Chair of the Sandisfield Technology Committee, as well as the town delegate to the MBI and Wired West. Although she finds it extremely challenging to do business from her home, where her only internet connection options are dial-up or satellite, she is committed to doing everything possible to bring state-of-the-art broadband internet to the citizens of her community and others like it.

Jean lives in the town of Sandisfield.

**Holleran Greenburger**

Holleran is a member of the Executive Committee and Chair of the Technology Committee.

Holleran owns and operates Catamount Computer, a technology firm practicing in general IT operations and specializing in networking. His spectrum covers sales and service of all platforms of computers, including hands on training, assistance, and custom database solutions.

Over the course of his 25+ year technology career, he has acquired hands-on expertise in areas such as PC & Mac hardware, software, network configuration at an advanced level, Apple Authorized Service Technician, IT support, retail sales, and custom database development and support.

During his seven years as Network Manager at The Loomis Chaffee School, he was responsible for a rebuild, without interruption, of the entire LAN in one summer. He has terminated and spliced fiber, crimped countless copper cables, configured Cisco core switches and enterprise firewalls of numerous brands, as well as configured packet-level flow control and bandwidth allocation, for precise services control.

He is a member of the Colrain Technology Committee, as well as the town delegate to the MBI and Wired West. He finds it challenging to perform business from home, with just a DSL connection of minimal bandwidth. He is committed to doing everything he can to bring modern broadband to the community in which he lives, and others like it.

Holleran is originally from, and now again lives in, Colrain.

**Glenn Cardinal**

Glenn is a member of the Executive Committee and Chair of the Sales Committee.

Glenn’s background has been in Radio and Television. He was involved in all facets of the business including “on-air” work, music programming, operations, engineering, management and sales. Most of the properties that Glenn worked with are in Western Massachusetts, from Springfield to Brattleboro. At one point Glenn ran as many as 6 stations up and down the Pioneer Valley as Vice President and General Manager.

In 1994, Glenn built and operated his own FM radio station in Greenfield. Within 6 months after sign-on, the radio station became the most listened to country music station in Franklin County.

Over a number of years, Glenn has served on many town boards, has been active with Chambers of Commerce, and served as Chair of the Buckland /Shelburne Cable Advisory Committee.
Glenn’s formal education includes Ward Technical Institute, STCC, and U-Mass. Currently Glenn and his wife Sandy own and operate Johnson Hill Farm.

Glenn lives in the town of Buckland.

Dan Jacques

Dan is a member of the Executive Committee and oversees project management.

Dan is a veteran of the construction industry, having amassed over 30 years of experience in mechanical design, project management, operations management, information technology and leadership. As a Director of Information Technology, he provided enterprise-wide vision and leadership to a $180 million-per-year construction consortium, developing and implementing technology solutions that streamlined and reinforced management strategies. He has successfully and consistently managed profitable construction projects for medical, government and educational clients, and is employed as an Estimator/Project Manager at Mulvaney Mechanical, Inc., a mechanical contractor based in Danbury, Connecticut.

Dan has participated in a number of professional and public committees and boards, including chairing the Mechanical Contractors Association of America’s (MCAA) Technology Committee for 7 years, and serving as a member of the New England Mechanical Contractors Association (NEMCA)’s Education Committee. He currently serves his Town as a Selectman, a position he was first elected to in 2001.

Dan is a resident of the town of Montgomery, where he has lived since 1992.

Organization Chart

Job Descriptions

General Manager

General Description
Under the general supervision of the Executive Committee of the WiredWest Board of Directors, the General Manager functions as the chief executive officer of WiredWest and has primary responsibility for day-to-day operations of WiredWest including management of the budget, personnel and the growth and development of WiredWest.

Specific Functions and Duties

- Responsible for day-to-day operations of WiredWest
Demonstrates leadership and vision in promoting regional cooperation and development

Maintains communications and facilitates collaboration with WiredWest’s relevant stakeholders including agencies, organizations, communities, and the general public

Prepares and submits an annual operating budget and capital improvements budget for WiredWest

Develops a sustainable funding base and manages the budget

Acts as the representative and advocate for WiredWest’s mission and services to all relevant groups, organizations, and the general public

Maintains a consistent presence in all member towns

Supervises and directs the administration of all departments within WiredWest including appointment of all personnel and setting the compensation of all WiredWest employees within the limits established by the existing appropriations and personnel policy

Develops and maintains the personnel policy of WiredWest in conjunction with the Personnel Committee of the Board of Directors

Administers the personnel policy for WiredWest employees and monitors the conduct of all officers, employees, and departments under the General Manager's control

Attends all regular meetings of WiredWest and keeps full and complete records of the office

Provides regular reports of all operations to the WiredWest Board members.

Makes recommendations for adoption by the WiredWest Board of Directors measures requiring action by them or by other governmental bodies as may be deemed necessary or expedient.

Supervises the use of all WiredWest property, keeps a full and complete inventory of all such property, negotiates contracts involving any subject within his or her supervision including purchase of all supplies, material, and equipment for all departments and activities of WiredWest

Ensures the WiredWest Board of Directors is kept fully informed of the condition of WiredWest and enforces, as they pertain to WiredWest, votes of the WiredWest board members and their committees, the By Laws, the Cooperative Agreement, and the provisions of Massachusetts General Laws.

Hires the Marketing Director, Finance Director, and the Technical Director. Hiring of these three department heads will be subject to the approval of the Executive Committee of the Board of Directors.

Monitors the financial health of the organization on a weekly basis.

Establishes lines of credit with financial institutions where appropriate

Participates in sales efforts aimed at large commercial institutions
Negotiates and signs off on all vendor contracts with approval of the Executive Committee of the Board of Directors.

 Prepares and files all required Regulatory filings with the Massachusetts Department of Telecommunications, the Federal Communications Commission and all other regulatory bodies that may have jurisdiction.

 Prepares both long term and short term strategic plans.

 Reports on the financial health of the organization, progress toward the strategic plans, and operational issues to the Executive Committee of the Board of Directors on a bi-weekly basis.

 Responds to annual audit comments.

 Performs annual reviews of department heads and signs off on all personnel reviews.

 Reviews and signs off on all travel and entertainment expense reports.

 Pursues and develops other lines of business congruent with the organization such as cloud based computing, home security, etc.

**Required Education and Experience**

The General Manager will be qualified by education, training, and experience in public administration to perform the duties of the office. The General Manager shall have:

- At least seven years of increasingly responsible administrative experience, at least five of which shall have been in a supervisory capacity.
- Proven organizational and management skills.
- Excellent oral and written communications skills.
- Proven track record in managing a municipal telecommunications network.
- Experience managing budgets.
- Ability to travel to attend conferences, training, and other events as necessary to represent WiredWest and acquire and maintain proficiency in fulfilling the responsibilities of the position.
- Willingness and ability to work evenings and weekends as job requires.

**FLSA Status**

- Exempt, three year contract position

**Executive Assistant**

General description

The Executive Assistant to the General Manager oversees all administrative, organizational, managerial, and clerical work in assisting the General Manager to discharge the duties of the office in conformance with departmental regulations and established Council procedures. Performs all other related work as required.
Reporting and Metrics

- Reports to the General Manager;
- Assists in the preparation and management of the Board of Directors and Administration budgets;
- Assists in the preparation of the annual strategic plan for the Administration office; has access to extensive confidential information and personnel records.

Specific Functions and Duties

- Supports the General Manager to ensure a consistent, safe, productive working environment;
- Processes bills for the following budgets: Administration, Board of Directors;
- May be required to participate in Request for Proposals process;
- May be required to assist in preparation of grant applications;
- Acts as liaison with state and local officials, outside agencies, department heads, employees, and the general public;
- Acts as office manager; assists the Board of Directors and General Manager in implementing policies and executive decisions;
- May be required to coordinate and direct the activities of the office, make assignment of tasks to clerical staff and interns, and provide immediate supervision over their work.
- Develops new office procedures when necessary;
- Provides support services to the Board of Directors, handles correspondence and inquiries not requiring the Board of Directors’ or General Manager’s personal attention, may assist in the implementation of new programs;
- Maintains contacts, various distribution databases, and shared calendar;
- Acts in creation and distribution of newsletter and press releases;
- Oversees upkeep of building, grounds;
- Assists in scheduling meetings and preparing agendas. Records and transcribes minutes of Executive and Full Board of Directors meetings;
- Maintains department files and records;
- Supervises, coordinates, and participates in compilation of certain Board of Directors reports and information, including the Annual Report, Board of Directors’ directory, and dockets and other publications as may be needed;
- Prepares votes pertaining to Board of Directors’ meetings;
- Prepares correspondence and letters of instruction when necessary for the Board of Directors or the General Manager;
- May be required to work after hours;
- May be required at times to expend physical efforts and to perform maintenance, housekeeping, kitchen, and other ancillary duties necessary to the position which involve bending, climbing, kneeling, pushing, pulling and lifting and carrying of heavy objects, including but not limited to office books and supplies, computers, equipment, furnishings, files, books, trash receptacles, and water cooler bottles;
- Other duties as may be identified by the General Manager.

Required Education and Experience

- Associate’s Degree in Business or related field;
- Five years administrative or executive secretary experience, two years of which have been in a supervisory capacity.
Required Knowledge, Ability, and Skill
- General knowledge of WiredWest’s Personnel Policies, workers’ compensation and unemployment regulations, and budgeting procedures;
- General knowledge of WiredWest and member towns;
- Strong knowledge of office manager software including Microsoft Office;
- Ability to operate various types of office equipment;
- Ability to use initiative, tact, and judgment in carrying out assignments and in dealing with state and local officials, department heads, employees, and the public;
- Ability to direct and supervise office staff;
- Ability to work with minimal supervision;
- Strong written communication skills;
- Ability to work independently;
- Strong organizational skills.

FLSA Status
Non-Exempt

Marketing and Sales Director

General description
The Marketing and Sales Director will report to the General Manager and be responsible for Customer Service, Commercial Sales and Residential Sales

Specific Functions and Duties
- Develop and produce sales material for commercial and residential sales
- Develop sales material for print and broadcast media
- Set sales goals for commercial and residential sales and monitor results
- Work with the Technical Director to develop training for customer service personnel
- Negotiate and hire a web designer to develop and maintain a website
- Keep social media updated
- Hire customer service and sales personnel with approval of the General Manager
- Research and recommend for purchase Customer Relationship Management software
- Perform annual reviews of customer service and sales personnel
- Participate in sales calls for large commercial customers when appropriate
- Develop sales contracts for commercial and residential customers
- Review and sign off on travel and entertainment reports for sales personnel
- Monitor the volume and types of calls the customer service personnel receive and make recommendations for increases or decreases in staff

Draft 10/12/15
Prepare monthly report to the General Manager on the volume and types of customer service calls, number and type of sales leads developed and number and type of sales made.

Develop annual budget for customer service and sales and monitor performance to budget

Work with the Technical Director to develop Service Level Agreements for commercial customers

Randomly monitor customer service calls

Organize and run sales events in each town prior to the town going live

Required Education and Experience

- Bachelor's Degree and at least seven years of increasingly responsible sales and marketing experience, at least five of which shall have been in a supervisory capacity
- Proven organizational and management skills
- Experience managing budgets
- Experience managing diverse staff and business operations to and beyond established goals;
- Successful track record of developing, implementing, and managing ongoing sales and marketing initiatives for a diverse set of services and products;
- Proven ability to create and execute new strategies, develop new clients, establish markets, and develop long-term relationships with customers, company stakeholders, employees, and vendors;

Required Knowledge, Ability, and Skill

- Knowledge of database, finance, customer management and office management software, as well as web and mobile marketing platforms and trends;
- Excellent oral and written communications skills
- Strong public speaking and presenting skills;
- Strong negotiation skills
- Ability to travel to attend conferences, training, and other events as necessary to represent WiredWest and acquire and maintain proficiency in fulfilling the responsibilities of the position
- Willingness and ability to work evenings and weekends as job requires

FLSA Status

Exempt

Customer Service Personnel

General description
Customer Service personnel will report to the Marketing and Sales Director to provide general assistance to customers and take orders from new customers.
Specific Functions and Duties

- Answer phone calls and emails from customers
- Help the customer solve minor technical problems and enter the customer information and nature of the problem call into the problem ticket system
- Refer technical problems to the technicians after capturing the customer information and nature of the call in the problem ticket system
- Call or email the customer when the technical problem has been resolved
- Take customer orders for new service, upgrading of service or downgrading of service, and enter the customer's order in the provisioning system
- Call the customer when the order has been provisioned
- Refer billing questions to the office staff/bookkeepers
- Call customers whose credit cards are about to expire to get new expiration dates and enter the new information into the billing system
- Maintain customer data in the Customer Relationship Management system
- Other projects and duties as assigned

Required Education and Experience

- At least two years of experience as a customer service representative or related work with the general public in a problem solving capacity

Required Knowledge, Ability, and Skill

- Competent in Microsoft Excel and Word
- Ability to provide excellent customer service to diverse customers
- Ability to quickly learn and comprehend new software programs
- Ability to communicate clearly with customers and staff, both orally and in writing
- Ability to remain focused on detail-oriented data
- Ability to develop and maintain harmonious working relationships with customers and staff
- Ability to work in a fast-paced environment and adapt to new situations

FLSA Status

Non-Exempt

Commercial Sales Personnel

General description

Commercial Sales Personnel will report to the Marketing and Sales Director and will be responsible for developing relationships with businesses and government entities in the WiredWest market.
Specific Functions and Duties

- Develop a list of businesses in the service territory and enter them into the Customer Relationship Management (CRM) system.
- Monitor the development of new businesses in the service territory.
- Make sales calls to businesses and government entities and report the results of the call in the CRM system.
- Enter sales into the provisioning system.
- Suggest new lines of business from sales contacts to the Marketing and Sales Director.
- File weekly travel and entertainment expense reports.
- Work with the Technical Director for unique customer situations.
- Contact existing commercial customers every six months to gauge their satisfaction with the service and listen for opportunities to add services.

Required Education and Experience

- A bachelor’s degree.
- At least 3 years of experience in business to business sales.
- Ability to communicate clearly with customers and staff, both orally and in writing.
- Ability to develop and maintain harmonious working relationships with customers and staff.

FLSA Status
Non-Exempt

Residential Sales Personnel

General description
Residential Sales personnel will report to the Marketing and Sales Director and will be responsible for direct sales of WiredWest services to retail customers.

Specific Functions and Duties

- Attend sales events in each town and sign up customers.
- Make door to door sales calls on all residential customers who have not signed a contract and either get a signed contract or leave literature for a call back.
- Enter all sales efforts into the CRM system.
- Enter all sales into the provisioning system.
- File weekly travel and entertainment expense reports.

Required Education and Experience

- At least 3 years of experience in retail sales.
- Ability to communicate clearly with customers and staff, both orally and in writing.
Ability to develop and maintain harmonious working relationships with customers and staff

FLSA Status
Non-Exempt

Finance Director

General Description
The Finance Director oversees the Finance Department of WiredWest. Position requires understanding, interpreting, and applying complex federal, state, and local financial rules and regulations and generally accepted accounting principles. Work consists of the practical application of a variety of concepts, practices, and specialized techniques as they relate to municipal accounting.

Reporting and Metrics
- Reports to the General Manager;
- Prepares and manages the Departmental Budget;
- Oversees finances for the WW;
- Prepares annual WW budget;
- Prepares monthly, quarterly, and end of year reports;
- Prepares all business plans for Department programs and services;
- Prepares annual strategic plan for Department

Essential Duties
- Staffs the Finance Committee;
- Staffs, as requested by the General Manager, other Committees;
- Manages staff associated with the Finance Department;
- Performs Annual and mid-year review of appropriate staff and reports reviews to General Manager;
- Assists General Manager in financial review of business models and analysis of revenue opportunities for the WW
- Prepares and presents written and oral reports, presentations, budgets, and metric data for WW
- Works with the General Manager, Finance Committee, and Department heads in developing annual WW budget;
- Develops thorough knowledge of region and each community within it;
- Develops and maintains positive working relationships with elected and appointed officials in each community, and in relevant regional, state and federal agencies;
- May be required to work after hours;
- May be required at times to expend physical efforts and to perform maintenance, housekeeping, kitchen, and other ancillary duties necessary to the position which involve bending, climbing, kneeling, pushing, pulling and lifting and carrying of heavy objects, including but not limited to office books and supplies, computers, equipment, furnishings, files, books, trash receptacles, and water cooler bottles;
- Other projects and duties as assigned.
Supervises the accounting staff, oversees the preparation of bi-weekly vendor and payroll warrants and the examination of vouchers, department bills and payrolls for accuracy and availability of funds before payment;

Coordinates a mutually agreeable schedule for submission of bills and payrolls by department heads;

Oversees the maintenance of detailed accounting records including cash books, general ledgers, journals, classification ledgers, and records of debt, assuring that accounting practices conform with established policies and procedures and meet town, state, and federal requirements and compliance with municipal finance laws;

Oversees and assists as needed in the preparation of accounting reports of revenues and expenditures, financial status, and general assistance with budget preparation;

Conducts monthly reconciliation of cash with Treasurer;

Oversees the submission of monthly Reports to Departments comparing budgets to actual expenditures;

Oversees Year-End closing to include Balance Sheet, Income Statement, and preparation of Annual Report.

Required Education and Experience

Bachelor’s Degree in accounting/finance or related field, plus three years municipal accounting experience.

Eight years of increasing supervision experience in non-profit administration, municipal administration and/or business administration preferred.

Required Knowledge, Ability and Skills

Possession or ability to obtain Mass. Accountants and Auditors Certification;

Broad knowledge of principles and practices of public administration and an understanding of the municipal budget process;

Thorough knowledge of municipal accounting practices;

Ability to manage many accounts accurately;

Ability to organize and prioritize tasks;

Ability to work independently, without direct supervision;

Ability to develop and maintain harmonious working relationships with staff, public officials, and general public;

Skill in communicating with elected town officials and department heads, keeping them informed, as needed, and responding to their questions;

Strong computer skills and experience with municipal accounting software;

Demonstrated fiscal management skills;

Strong business development skills;

Strong written communication skills;

Demonstrated communication and negotiation skills;

Ability to analyze funding options;

Demonstrated ability to secure program funding from a variety of sources; and

Strong knowledge of municipal, county, state, and federal government departments and programs.
FLSA STATUS
Exempt.

Office Staff / Bookkeepers

General Description
The Bookkeeper is responsible for data entry and record keeping of payroll, accounts payable/receivable, and general ledger.

Reporting and Metrics
[ ] Work is supervised by the Finance Director.

Essential Duties
[ ] Processes accounts payable and posts bi-weekly warrants.
[ ] Responsible for maintenance and accuracy of vendor master files.
[ ] Processes bi-weekly payroll.
[ ] Maintains computer database of payables, revenue, and general ledger information.
[ ] Reconciles, produces, and distributes monthly and year end reports as requested.
[ ] Researches financial information as needed and prepares related reports.
[ ] Works closely with Finance Director in reconciling revenues and expenditures at fiscal, month, and year end.
[ ] Performs similar or related duties as directed, required, or as situations dictates.

Required Education and Experience
[ ] Associate’s Degree in Accounting or related field, or five years bookkeeping experience, or an equivalent combination of education and experience.

Required Knowledge, Ability, and Skills
[ ] General knowledge of basic accounting practices, accounts payable, revenue and general ledger functions, internal control procedures and bookkeeping;
[ ] Ability to prepare reports and correspondence.
[ ] General understanding and experience with personnel, payroll, and health benefit policies; municipality experience preferred.
[ ] User knowledge and ability to operate a personal computer, Windows-based software programs and a variety of office equipment. Competency in Microsoft applications including Word, Excel, and Outlook.
[ ] Demonstrated ability to multi-task, work independently, accomplish tasks, and meet deadlines while maintaining accurate and detailed records.
[ ] Ability to prioritize responsibilities and complete responsibilities in a timely manner. Excellent customer service skills and ability to interact professionally and effectively. Ability to maintain confidentiality of information.

Draft 10/12/15
Excellent typing and clerical skills. Strong mathematical skills.

Excellent verbal and written communication skills.

Proven ability to initiate problem solving and remain flexible.

FLSA STATUS
Non-exempt

Technical Director

General Description
The Technical Director will report to the General Manager and be responsible for the maintenance and operation of the inside and outside plant, servers and software packages used by WiredWest.

Specific Functions and Duties
- Research and recommend to the General Manager a vendor for outside fiber plant maintenance
- Monitor the performance of the outside fiber plant maintenance vendor
- Hire and manage the technical staff with approval of the General Manager
- Perform annual reviews of technical staff
- Perform annual reviews of vendors
- Research and recommend to the General Manager a problem ticket system
- Research and recommend to the General Manager a provisioning system
- Research and recommend to the General Manager the vendors and equipment models for the various electronic components of the network including servers, switches, ONTs, set top boxes, routers, etc.
- Research and recommend to the General Manager the equipment and software to be purchased for the test lab
- Research and recommend to the General Manager the purchase of all computer equipment used by WiredWest personnel
- Timely resolution of all break / fix problems reported
- Prepare monthly break / fix report including cause and resolution for the General Manager
- Prepare annual budget
- Work with the Marketing and Sales Director to develop technical training for Customer Service staff
- Work with the Marketing and Sales Director to develop Service Level Agreements for commercial customers
Attend sales calls for commercial customers as needed
Research and recommend to the General Manager a fiber inventory system
Maintain the fiber inventory system
Monitor bandwidth usage and make additional purchase of bandwidth from the tier 1 provider as required.
Ensure that all software is kept current and up to date
During construction of the network, work with the design engineers
Acceptance testing of all network components

Required Education and Experience
- Bachelor’s Degree in Electrical Engineering or related field
- At least 5 years of experience managing an ISP
- At least 5 years of experience managing a fiber optic network
- At least 5 years of experience in a supervisory capacity

Required Knowledge, Ability, and Skills
- Working knowledge of all of the electronic components of a fiber network
- Working knowledge of all outside plant components of a fiber network
- Strong written and oral communications skills
- Ability to negotiate and monitor contracts with outside vendors
- Strong problem solving skills
- Ability to prioritize responsibilities and complete responsibilities in a timely manner.
- Excellent customer service skills and ability to interact professionally and effectively.
- Availability after hours and on weekends to solve problems

FLSA STATUS
Exempt

Maintenance Personnel

General Description
Outside Fiber Plant Maintenance personnel will work for a contracted vendor that will report to the Technical Director.

Essential Duties
- Normal Break / Fix resolution of the outside fiber plant
- Report cause and solution to the Technical Director
Splicing and installing the drop from the street to the customer premise after the construction phase

**Technical Staff**

**General Description**
The Technical Staff will report to the Technical Director and will be responsible for the day-to-day operations of the NOC and maintenance and testing of all network electronics.

**Essential Duties**
- Tests all electronic equipment prior to deployment in the field
- Performs acceptance testing of network components
- Installs and maintains all software packages used by WiredWest
- Configures and maintains the mail servers, administrative servers, and e-rate filters.
- Provisions customers with internet, telephone, and video services and updates the provisioning system upon completion of the order
- Responds to all problem tickets, resolves the problem and updates the problem ticket system.
- Talks with customers referred by customer service personnel with technical problems and records the problem and resolution in the problem ticket system
- Monitors network performance
- Travels to customer location to install and configure ONTs and set top boxes
- Travels to network huts to install and maintain hub equipment and to resolve break / fix at the huts.

**Required Education and Experience**
- Associates Degree in Electrical Engineering or related field
- 3 to 5 years of experience operating and maintaining an ISP
- 3 to 5 years of experience operating and maintaining a fiber optic network

**Required Knowledge, Ability, and Skills**
- Working knowledge of all of the electronic components of a fiber network
- Strong written and oral communications skills
- Strong problem solving skills
- Ability to prioritize responsibilities and complete responsibilities in a timely manner.
- Excellent customer service skills and ability to interact professionally and effectively.
- Availability after hours and on weekends to solve problems
- Knowledge of server operating systems
FLSA STATUS
Non-Exempt
**Licenses and Permits**

WiredWest will have pole licenses for the fiber that we have on the poles from Verizon, National Grid and Eversource. These will require an annual pole license fee be paid to the pole owners.

WiredWest will apply to the Massachusetts Department of Telecommunications to become a Competitive Local Exchange Company (CLEC).

WiredWest will apply to the Federal Communications Commission to become a provider of E-Rate services for libraries, schools, and hospitals.

WiredWest will apply to each town for a building permit for the installation of the huts that will house the network equipment.

**Insurance Information**

WiredWest will maintain the following insurance policies:

- Pole Bond required by Verizon and the power companies
- Directors’ insurance
- General Liability insurance
- Business Interruption insurance
- Natural disaster insurance for the outside plant
- Vehicle insurance
- Workmen’s Compensation
- Health insurance for employees
- Bonding insurance for Sales personnel, Customer Service personnel, Finance and Bookkeeping personnel
- WiredWest will maintain a service contract with an out of state vendor for line maintenance in the event of a natural disaster.
- In addition we will maintain service contracts with all of the vendors from whom we purchase electronics and software. All of the electronics will be purchased with a 1 year guarantee.

**Contracts**

WiredWest will have contracts with the following:

- All residential and business customers will sign an initial two year contract for service which will become month to month after the first two year period
- Vendor supplying video services
- Vendor supplying phone services
- Vendor supplying internet bandwidth and denial of service monitoring
- Vendor supplying outside plant fiber maintenance
Vendor supplying standby disaster recovery
Vendor supplying cleaning services for offices and garages
Service contracts with the various vendors of electronic equipment
Service contracts with the various vendors of software packages
Vendor supplying Web development services
Lease agreements for Technical Support vans
Vendor supplying employee health insurance
Vendor supplying disability insurance for employees
Vendor supplying life insurance for employees
Contract with Russell TV for the use of their antenna to rebroadcast local stations
Contracts with local stations in Springfield, MA and Albany, NY for retransmission of their programming
Contract with the New England Sports Network for distribution of their programming

**WiredWest Advisory Council**

The WiredWest Advisory Council will provide expertise and advice and serve as advocates for WiredWest. Its members were chosen for their long-term commitment to the project, and expertise of value to the WiredWest venture. They were officially voted to the Council by the WiredWest Board of Directors.

**Richard M. Allen**

Richard M. Allen retired from Cravath’s Corporate Department in 1997. Mr. Allen specialized in structuring and implementing large and complex project and lease financings, often involving multiple U.S. and offshore parties and multiple levels of debt and equity investments. His clients included almost all the major financial institutions that invested in such financings, including GE Capital (for whom he was the primary outside counsel), Ford Motor Credit, Chrysler Capital, Bank of America, JPMorgan Chase and its predecessors, and many others. Mr. Allen opened and ran the Cravath Hong Kong office, the firm’s presence in Asia, from 1994 to 1998.

Mr. Allen is an honorary life member of the Duke University Law School Board of Visitors and an emeritus member of the American College of Investment Counsel. He was a co-founder of Environmental Advocates, which he has served as president, chairman and chairman emeritus, and from whom he received a lifetime achievement award. Now living in western Massachusetts, he founded and is president of the French Park Fund and the Southwest Berkshire Housing Coalition.

Mr. Allen received a B.A. from Purdue University in 1963 and an LL.B. from Duke University School of Law in 1966, where he was elected to the Order of the Coif and was the Articles Editor of the Law Journal. He joined Cravath in 1966 and became a partner in 1975.

**Bob Armstrong**
Bob is a former member of the WiredWest Steering Committee.

Bob designed computer systems for Digital Equipment Corporation including implementations of the PDP-11 and VAX architectures. In 1980 he moved to Western Mass and wrote CAD software from home for automatically placing and routing Digital and Compaq printed circuit boards. In 2002 he retired from Hewlett Packard and wrote business application software and web applications for Blue Fox of Shelburne Falls. He then worked for the Center for Intelligent Information Retrieval at UMass under a DARPA grant.

Bob is currently chair of the Conway Broadband Committee negotiating Conway's cable relationship with Comcast. He served on the committee to develop the computer strategy when Conway built its new elementary school and provided many years of computer support for the school and Conway community.

Bob has a Bachelor's Degree in Electrical Engineering/Computer Science from MIT.

Seth Isman
Seth Isman is Economic Development Director of the Hilltown Community Development Corporation. He works with small business-owners to start, grow and stabilize their businesses. He serves businesses in twenty hilltowns, including 15 WiredWest charter towns.

Seth has served on non-profit boards and counseled local businesses since he moved to Western Massachusetts in 1972. He has been Treasurer and board member of food co-ops, daycare centers, private schools and the Northampton Downtown Business Association. Many years before joining the staff of Hilltown CDC, he was a member of the CDC's board and a member of its Business Development Committee. He was the chair of Chesterfield's Finance Committee for four years.

Seth owned his own businesses from 1974 to 2006. He has been a toy store owner, a studio potter, a production stage manager, a Peace Corps Volunteer and a Foreign Service Officer. He is the author of *Play for Profit: A Retail Business Plan for Toy Stores*, distributed nationally by the American Specialty Toy Retailing Association.

Seth believes that nothing will do more for the region’s small businesses than the success of WiredWest.

Nathaniel W. Karns
Nat is the General Manager of Berkshire Regional Planning Commission.

Nat is responsible for operations and initiatives of BRPC which include: economic and community development; transportation planning; and regional planning and policy development for Berkshire County.

He has been directly involved with the issue of closing the digital divide in Western Massachusetts, both in his role at BRPC, as well as in his position on the Board of Western Mass Connect (formerly Berkshire Connect). Nat is a strong advocate for the WiredWest solution and has served informally as an advisor to WiredWest since the initiative began in 2010.
Nat has a Master’s degree in Planning from the University of Tennessee-Knoxville, and a Bachelor’s degree in government from the University of Virginia. He also holds the AICP (American Institute of Certified Planners) designation.

Larry Klein

Larry is a former member of the WiredWest Steering Committee and the past Chair of the WiredWest Technology Committee.

Klein had a distinguished career in the engineering and technology sector that included senior positions at Sperry Systems Management Corp., where he was responsible for computer and digital systems design and integration from 1960 to 1982. He then went on to co-found Robocom Systems International, a company specializing in the automation of warehouses and distribution centers, where he served as Executive Vice-President prior to his retirement. During his tenure at Robocom, the company grew in international sales and went public. He consults from his home in Monterey, which he finds challenging given the restrictions of satellite internet access.

An avid pilot and former Navy carrier based flier, he is also building an experimental Vans RV10, a four place, high performance aircraft, in his garage. He also devotes much time and energy to local interests, and is an active board member of a number of community and town organizations, including the Monterey Planning Board and the Southern Berkshire Technology Committee. Klein has a Bachelor of Science in Electrical Engineering, and a Masters Business Administration, Finance.

David Kulp

David is a former member of the WiredWest Steering Committee and the past Town Delegate Liaison for WiredWest.

He has spent over 20 years involved in scientific research, software development, information technology and project management. He received his PhD from UC Santa Cruz where he played a key role in the international human genome sequencing project. He then helped start a bioinformatics company, Neomorphic, in the San Francisco Bay area in 1997. The company was acquired in 2000 by biotechnology instrumentation company Affymetrix, where he then directed the development of next generation GeneChip microarrays and related scientific tools. David joined the Department of Computer Science at UMass Amherst in 2003, where he continued his research in genomics. In 2012 he spent several years in big data analytics for mobile online advertising, working on massive data sets and cloud-based compute infrastructure.

Today David is a scientific research consultant, currently working on several local initiatives in areas ranging from solar energy to genetic analysis. David is also a small scale farmer in Ashfield MA, selling fruit and cut flowers for the local retail and wholesale markets.

Tim Newman

Tim is a former member of the WiredWest Steering Committee and the past Chair of the WiredWest Governance Committee.

Tim is an award-winning, multi-faceted and creative individual with a broad range of experience in film and the visual arts. His credits include directing, producing, writing, cinematography and editing. At the same time, he is a seasoned business executive who has partnered in and
founded production companies in New York and Los Angeles, in addition to managing large and complex multi-million dollar projects for others. His credits span advertising, marketing and entertainment. His talents have been lent to museums and public space retail concepts as a consultant, conceptual exhibit designer, and media producer.

A native Californian, Newman studied physics and economics before being lured to New York City where he abandoned his intention of a career in science and instead began pursuing his awakening creative impulses. Since moving to the Berkshires in 2002, he has transformed the closed village general store in his town into a thriving café, bistro and community meeting place. He continues to develop creative projects for various media, most recently with a focus on local food and agriculture and sustainable living for rural communities. He envisions a time in the not too distant future when fiber-to-the-door broadband connectivity will generate an explosion in creative and entrepreneurial opportunities in rural western Massachusetts.

Ryan Shea

Ryan Shea is from Pittsfield and now lives in Ashburn Virginia, where he works for AOL as the Marketing Director for Yield Management, Pricing, Deal Evaluation and Deal Approval.

Shea supports the WiredWest initiative because he fundamentally understands how a faster internet connection to the home or business can provide transformative opportunities for the region, both for leisure and for business.

Shea studied at Syracuse University where he majored in Marketing Management.

Douglas Trumbull

Doug Trumbull is a film director and legendary visual effects pioneer. The first film he worked on was 2001: A Space Odyssey in 1968. That was followed by Close Encounters of the Third Kind, Star Trek: The Motion Picture and Blade Runner, each of which earned him an Academy Award nomination for Best Visual Effects. Trumbull directed Silent Running (1972), Brainstorm (1983), Back to the Future, The Ride (1991) and numerous other special format films.

Trumbull has received numerous awards for his groundbreaking work, including an Academy Award in the area of Scientific and Technical Achievement; the International Monitor Award; and the American Society of Cinematographers Lifetime Achievement Award for his outstanding contributions in the field of film-making. He has been nominated five times for Academy Awards and was inducted into the Science Fiction Hall of Fame in 2010. In 2012, he received the George Melies Award from the Visual Effects Society.

He is currently developing visual effects using virtual digital sets and electronic cinematography at 120 fps in 3D, projected onto deeply curved high gain screens at extreme brightness and in 3D toward the goal of reinvigorating the exhibition of motion pictures. He works out of his state-of-the-art studio in New Marlborough, with a commercial DSL connection, which is inadequate for his daily work. He is very much looking forward to having a fiber connection at his home and business.

Edward Zyszkowski

Ed is a former member of the WiredWest Steering Committee.
Ed is a highly-regarded visionary and scientific pioneer whose technical expertise is tempered with strong business acumen that has enabled him to build many successful companies. After his success in building robotics systems for the Space Shuttle during his tenure at Lockheed Martin, he went on to create many of the earliest “data mining” technologies and text search systems while at Thinking Machines. He founded and headed Torrent Systems, which was ultimately acquired by IBM and provides the basis for their Information Server system. He led and sold technology companies to both Yahoo! and Google. Mr. Zyszkowski holds a number of patents and was a very successful investor and executive in numerous technology ventures.

Ed completed his undergraduate degree and graduate studies in Biophysics at the Johns Hopkins University and his MBA at Babson College. In addition to serving as CEO of Steeplechase Networks, he is chairman of the Electrical and Computer Engineering Advisory Committee at Johns Hopkins.

Financial Model

Financial Modeling Assumptions

The following 31 unserved Massachusetts towns are included in the financial model:
According to 2010 Census data, there is a total of 19,139 housing units in these towns. 1,116 of these premises are vacant, 4,764 are seasonal, and 13,259 are occupied full time. There are about 180 stand-alone business units in these towns. The model assumes that the 4,764 seasonal premises will take service on average 5 months per year. Some of these seasonal premises are occupied for two to four weeks per year, the majority of the seasonal premises are second homes that are occupied six months per year, and some are occupied most weekends per year. The 1,116 vacant premises are not included in the model as part of the potential customer base.

As of October 6, 2015, 6,808 premises had registered for WiredWest services and made a deposit of $49. 26% of the registrants indicated they wanted internet-only service. 13% indicated they wanted internet and phone, 13% indicated they wanted internet and TV, and 47% indicated that they wanted all three services. For internet bandwidth, 54% wanted 25 Mbps service, 27% indicated they wanted 100Mbps service and 19% indicated they wanted 1000 Mbps service. These percentages were used as the starting product mix in the financial model.

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The model recognizes that the product mix will change over time as more people get their video programming over the internet and more people drop their landline phone service in favor of cell phones. Starting in month 72 and continuing through month 180, the number of triple play and double play subscribers decreases until there are no triple play subscribers or double play subscribers in month 181. Correspondingly, the model assumes that the demand for bandwidth will increase over time with subscribers upgrading from 25 Mbps to 100 Mbps and from 100 Mbps to 1000 Mbps.

The model assumes that there are no increases in the price charged to subscribers for services for the 20 years of the model while assuming that all expenses, salaries, electricity, insurance, etc., increase at a compounded annual rate of 2%.
The model assumes that there is no growth in the number of houses and businesses over the 20 year period so the pool of potential subscribers stays the same. We do not foresee that any viable competition from other companies will occur over the next 20 years as the cost of entry is high and the Net Present Value of the cost to build a competing network by a private company is negative.

The Commonwealth of Massachusetts is contributing $40 million to the construction of a last mile solution for the 45 unserved towns in western Massachusetts. This $40 million is divided into two parts, $18 million for those towns that participate in a regional network and $22 million to any town that develops and finances a last mile solution. The model assumes that the entire $40 million is divided across all 45 unserved towns. However, we believe that only 31 or 32 towns will participate in the regional network and only 37 or so towns will participate in a regional network or develop their own particular solution. This means that the state’s contribution per town toward CAPEX will increase and the amount that the towns will have to borrow will decrease so that the debt service that the network will be responsible for will decrease from what the model is currently using.

The model assumes that the construction of the network will take four years, with the first cluster of towns going live and producing revenue in the 30th month after July 1, 2015. The network will pay only cost of goods sold and operating expenses during the four year construction period. Any revenue during that period in excess of cost of goods sold and operating expenses will be contributed to the cost of construction, which will reduce the total borrowing of the towns.

During the four year construction period, WiredWest will not reimburse the towns for their debt service on their Bond Anticipation Notes (BANs). However, the model is projecting that given a 48% subscription rate WiredWest will be able to reimburse the towns for their debt service starting in year 5, including the debt service that the towns paid in years 1 through 4. The model uses 0.45% interest rate for the BANs and 4% interest rate for the 15 year bonds. Some towns may bond for longer or shorter terms than 15 years; however towns will be reimbursed as if all of the towns had 15 year bonds at 4% interest.

The cost of installing the drops from the street to the customer’s premises is treated as a variable CAPEX. If the drops are installed only when customers subscribe to the service, the minimum subscription rate required to pay for cost of goods sold, operating expenses, depreciation reserves and reimbursement of the towns’ debt service is about 48%. If drops are installed to all premises regardless of whether or not they take service, the minimum subscription rate increases to about 52%.
Financial Pro Formas

40% Subscription Rate

- Debt Service
- Operating Expenses + COGS
- Depreciation Reserves
- Total Expenses
- Gross Revenue

Draft 10/12/15
## Balance Sheet Summary for 48% Subscription Rate

**WW (31 Towns), With Video, 48%, Subscribed Drops**

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<th>Year</th>
<th>Non-Current Gross PPE</th>
<th>MBI</th>
<th>Total Assets</th>
<th>Liabilities Due to WiredWest</th>
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<th>Long-term Debt</th>
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### Notes
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- 54
### Income Statement Summary for 48% Subscription Rate

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### 48%, Subscribed Drops, With Video, WW (31 Towns)

#### Fund

<table>
<thead>
<tr>
<th>Contributions to Fund</th>
<th>Net Cash Flow from Operations and Financing</th>
<th>Ending Cash</th>
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<tbody>
<tr>
<td>Beginning Balance</td>
<td>$4,225,280</td>
<td>$4,225,280</td>
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<tr>
<td>For CAPEX (from State)</td>
<td>$19,000,000</td>
<td>$-</td>
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<tr>
<td>For CAPEX (from Towns)</td>
<td>$12,022,700</td>
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<tr>
<td>For CAPEX (from WW)</td>
<td>$1,391,650</td>
<td>$-</td>
</tr>
<tr>
<td>For Startup Operations (from Towns)</td>
<td>$3,397,577</td>
<td>$1,391,650</td>
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<tr>
<td>For CAPEX (by MBI)</td>
<td>($4,174,720)</td>
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<td>Member Distribution for Debt Service</td>
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#### MBE

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<tr>
<th>Operations</th>
<th>Total Purchase of Assets</th>
<th>Purchase of Assets</th>
<th>Purchase of Initial Assets</th>
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<td>Beginning Cash</td>
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#### own Map

48%, Subscribed Drops, With Video, WW (31 Towns)
**Town Delegates**

- **Ashfield**: David Kulp, Andy Smith
- **Becket**: Jeremy Dunn, Jeff Piedmont

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<th>Town</th>
<th>First Name</th>
<th>Last Name</th>
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<tr>
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Carol Rhine  |  
David Greenberg  |  
Allan Douglas  |  
John Wells  |  
Joe Roberts  |  
Jennifer Tabakin  |  
Art Schwenger  |  
Larry Klein  |  
Carlos Coleman  |  
Jason Jayko  |  
Gino Furio  |  
Kathy Soule-Regine  |  
Leslie Rule  |  
David Dvore  |  
John Burrows  |  
Craig Martin  |  
Gloria Gery  |  
Tonio Palmer  |  
Tom Wyatt  |  
Jan Nelson  |  
Paul Richmond  |  
Brian Koczela  |  
Ryan Neuhauser  |  
Draft 10/12/15
Become a Fiber Town!

Campaign by WiredWest

We can bring you broadband if

all of us pull together.

Join the campaign to bring broadband to your town!

WiredWest is a cooperative of small towns in western Massachusetts dedicated to bringing affordable, reliable, high-speed internet to those of us who have been without it for too long.

Thirty towns are working together to build and operate a regional state-of-the-art fiber-optic network that will bring high-speed Internet, phone, TV and more to our homes and businesses. Ultimately, we will build critical infrastructure in our region that will provide jobs, improve education and healthcare, and ensure the long-term sustainability of our communities.

However, if we want this to happen, it’s up to us—the towns to become “Fiber Towns” and be part of the WiredWest network.

Here are two things we have to do:

1. 40% of the households in each town must sign a conditional commitment for service and make a $48 deposit, to be applied to a customer’s first month’s bill.
2. The rest of the work—building the network in the 32 towns—is estimated at $36 million. The towns contributing up to 40% of the funds, but the towns must provide the rest. A 2/3 majority vote in a town meeting is needed to approve borrowing the funds—each town must contribute as its portion of the overall.

It’s time to take the critical first step and indicate your interest in taking service on the WiredWest network by joining the campaign.

The $48 deposit indicates your interest in WiredWest’s basic package featuring 25 Mbps Internet, which is three times as fast as the best local offering today. Faster speeds and additional packages will also be available for sign-up closer to launch, including:

- 50 Mbps superfast Internet service for 3 mon.
- 100 Mbps (1000 Mbps) ultrafast Internet service for $120 a month
- Fully featured phone service, with nationwide calling, for an additional $5 a month
- TV service (competitive pricing and channel offerings to be determined)
- Service for part-time renters and mobile home residents (pricing to be determined)

Terms of Deposit:

My June 30, 2015, I agree that my deposit will be held in escrow until service becomes available, which may not be for two years or more, and then will be applied to my first month’s bill for service, at which time I will receive a service agreement. If my town fails to qualify my deposit will be returned to me promptly. If I move or change my mind, I may request in writing that my deposit be refunded in full with interest.

Goal Attainment by Town

1. Ashfield: 4 more backers needed - 97% to goal.

2. Belchertown: 34 more backers needed - 81% to goal.

3. Plainfield: 88 more backers needed - 63% to goal.
We can bring you broadband if...

Participating Towns

All of Us Pull Together

WiredWest is a cooperative of small towns in western Massachusetts dedicated to bringing affordable, high-speed Internet service to those of us who have been without it for far too long. 32 of our member towns have joined together to support building and operating a regional statewide broadband network that will provide affordable, high-speed Internet service to more to our homes and businesses.

The cost to build the network in these towns is an estimate of $35 million. The state is contributing $10 million, but the towns must provide the rest, because any one will. This is one-time opportunity for our communities to acquire broadband infrastructure critical to our future at a substantial discount to its actual cost.

For the network to become a reality, requires a commitment from each of us individually as well as at the town level. We want to ask you all to get this service we so badly need.
Fiber Town
Internet Service Sign-Up Sheet

Yes, I want high-speed internet service!
I understand that for my town to qualify as a "Fiber Town," and be part of the network, 40% of the households in town must sign up and make a $49 deposit towards the first month's service, to ensure that there are customers in town so that building and operating the network here will be financed.
I am a resident of this town as a "Fiber Town" and become part of the WiredWest network.

Count me in! I want fast internet.
Note that you will be able to order additional services that other households may be able to order by this form. If my town qualifies

We can bring you broadband if all of us pull together.

First name:

Street address (service location):

Town:

Telephone:

Mailing address (if different):

Signatures:

Get the Answers

1. Why does our town need this kind of network?
2. What does the internet do?
3. How long until High-Speed Internet gets to me?
4. Why Fiber? Why not DSL, cable, satellite or wireless?

Get the latest info

• 14 WiredWest towns have voted to authorize $26M so far. And over 6,000 deposits for service. More votes to come!
• WiredWest town bond vote wins continuous

Get your town wired!

• How fast is fiber internet?

WiredWest: our cooperative solution for broadband internet in western Massachusetts

See the Difference!

100 Mbps superfast internet service for $79 a month
One gigabit (1000 Mbps) ultrafast internet service for $399 a month
Fully-featured phone service, with nationwide calling, for an additional
TV service (competitive pricing and channel offerings to be announced)
Special rates for seasonal residents
(Taxes, fees and connections)

Key Moments for Broadband in western
Mass.:

• Mar. 24, 2013: El Estor voted

Working together to build a state-of-the-art fiber-optic network to serve everyone and drive regional economic
growth, create jobs, improve education and healthcare, and ensure a sustainable future for our communities.

Mail this form to service at WiredWest

For more information please go to www.wiredwest.net

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WiredWest Website

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