

JANUARY 27, 2016

Engineering Services

City of Gillette | Gillette, WY



Engineering



Outside Plant



Consulting

Prepared by:

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VantagePoint

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City of Gillette
201 E. 5th Street, P.O. Box 3003
Gillette, WY 82717

January 27, 2016

Dear Mr. Ry Muzzarelli

Thank you for an opportunity to provide a proposal for Engineering Services to the City of Gillette. VPS has the capability to exceed your engineering expectations. Our commitment to accuracy, efficiency and timeliness will help ensure that your project is completed right the first time. At VPS we put people first – both our clients and our employees. We are employee-owned and foster a positive, creative work environment that keeps our team happily dedicated to you.

VPS is unique to the industry, having both engineering and consulting teams under the same roof. This allows us to help position you for the future from both a financial and technical perspective. We have experts in nearly every area of telecom. Having access to these experts will be invaluable as your project moves forward. Other reasons why we feel VPS is the right company for your project:

- VPS has engineered nearly \$2B in FTTP networks and manages the construction of 8,000-10,000 miles of fiber each year. We can draw from the best practices we have learned while building hundreds of FTTP networks when building your network.
- VPS has over 200 employees, eight Professional Engineers, a proven management team, and has been well established for many years. You can rest assured that VPS will be here to see your project to completion.

We can provide The City of Gillette with an excellent quality service at the lowest overall cost. VPS was built on a foundation of honesty and integrity. VPS is large enough to tackle your project, yet small enough to give you the person attention you deserve. We will tailor our services to match your unique needs. We will make sure that our approach is consistent with your goals and timelines. We look forward to an opportunity to further discuss the information contained in this response as well as our qualifications to complete the project. If you have any questions please contact either representative listed on the cover.

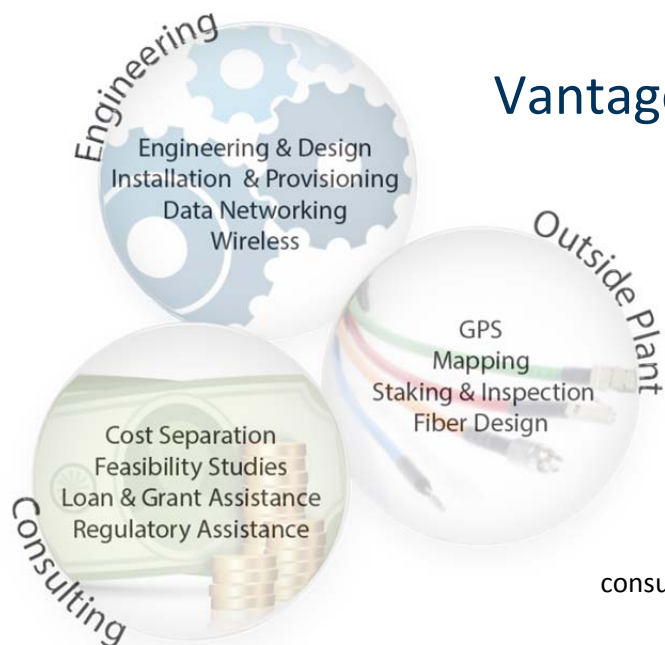
Sincerely,



Chad Glanzer, President



Vantage Point Profile

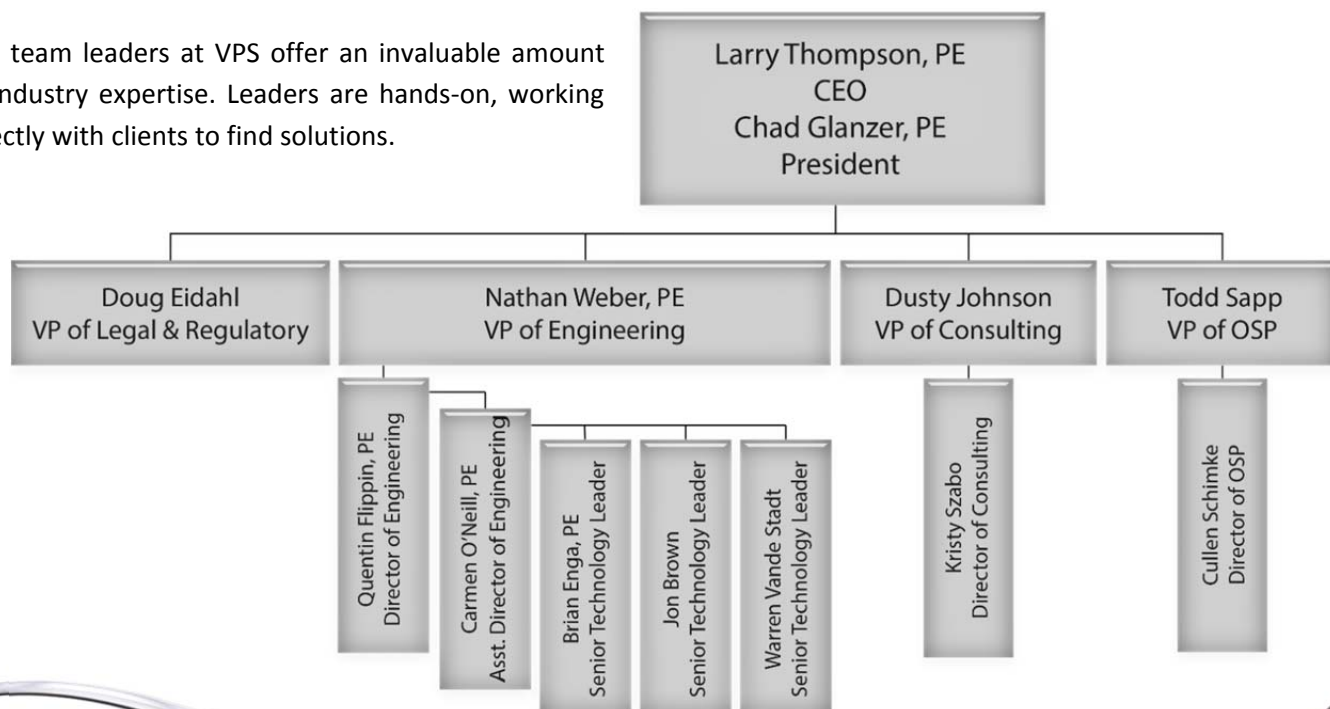


Vantage Point Solutions, Inc. is a customer-focused, technology-driven engineering and consulting firm serving the telecommunications and financial industries. Combining professional engineering, technical expertise and extensive regulatory knowledge, we design the most technically advanced and economically viable solutions customized for our clients. VPS has three main areas of focus: engineering, consulting and outside plant operations.

At VPS we tailor each solution to fit the individual needs of the client. With over 400 clients in more than 40 states and 8 foreign countries, VPS has the experience necessary to understand the best solution for your company.

There are over 200 fulltime employees on staff at VPS. Our staff is continually researching and evaluating new technologies that will make your network infrastructure more robust and reduce maintenance expense. Our advanced methods help save you money and speed the time to market.

The team leaders at VPS offer an invaluable amount of industry expertise. Leaders are hands-on, working directly with clients to find solutions.



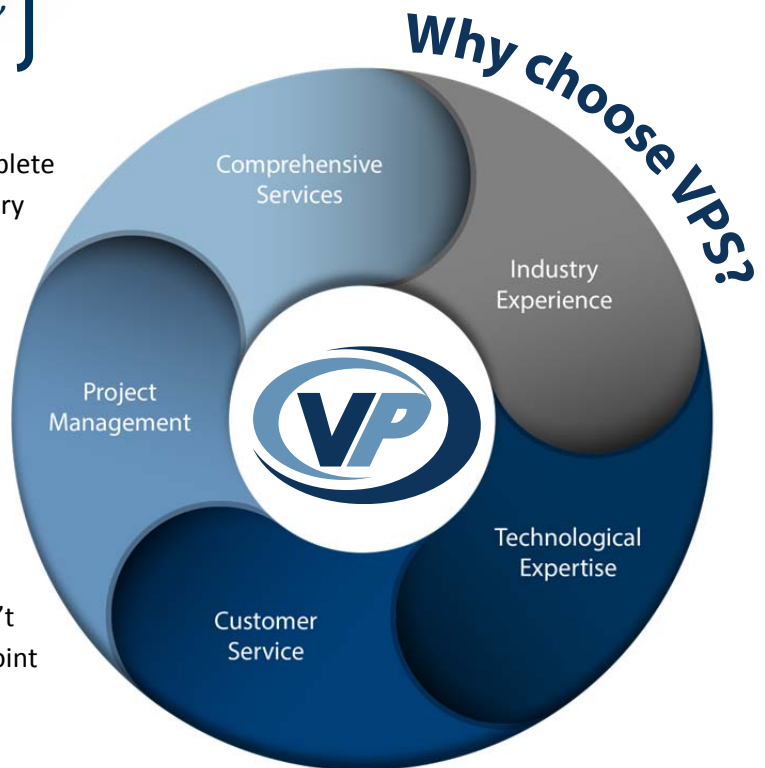


VPS staff members are more than employees, they are owners. Our employees are committed to your satisfaction because your success is their success. As an employee owned company, our staff is rewarded when our company excels. We hire employees who understand this culture of commitment and who are willing to dedicate their efforts toward the overall success of the company. This translates to a positive work environment and a high satisfaction level for our clients.

Employee Owned

"Our employee owners have a vested interest in your success."

We have the tools necessary to help you successfully complete your project. With professional engineers and regulatory experts under the same roof, we are able to understand the big picture for your company. We offer a level of experience and expertise that will give you peace of mind throughout the entire project. Team members help you make smart decisions in the most timely, cost-effective manner possible. More than anything we care about your success and are available to serve you from the beginning to the end of every project. You will experience a level of customer service that goes above and beyond your expectations. At VPS we don't stop at good enough. That's simply your Vantage Point advantage.



Summary of Company's Needs

The City of Gillette has requested VPS to write a Fiber Construction Standard that would be added to the cities standards. It is envisioned that this document would be approximately 10 pages in length and would include general requirements and standards used for constructing in city ROW. It is not the intent to develop detailed engineering specifications or guide drawings but rather to summarize general construction guidelines.

In addition, The City of Gillette is looking at reworking the major backhaul loops of the city network to install 7-way innerduct, so that the City can lease out individual pathways for the ISPs to blow in their own fiber. As a part of this step the City is examining where they have infrastructure to see if it makes sense to move or expand anything in the current network. In order to review the infrastructure, the City is asking VPS to review the existing conduit network and its expansion plans and compare this to what would be needed if the city was to lease conduit space to third party ISPs.



Proposed Solution

VPS offers comprehensive Professional Engineering services to our clients like The City of Gillette. The services contained within this proposal focus on our engineering expertise and the following sections detail our typical approach. Our services can be tailored to meet the City of Gillette's specific needs.

VPS OSP Engineering Services

The City of Gillette has requested services as described in the following paragraph.

Fiber Construction Standards

VPS will provide a list of subjects that it feels the City may want to include in a Fiber Construction Standards document. VPS would then host a kick-off call with the City to review the list and fine tune the requirement areas that the city would like included in the document. Once the list of subjects is finalized, VPS will develop the document and provide a draft for City review. VPS will perform any suggested changes or edits generated from the review and provide a completed document to the city.



Project Pricing

Our commitment and dedication to your project will ensure that the timeline is managed effectively and ensure that the quality meets or exceeds your company's expectations. At VPS, we believe that a client and engineering/consulting firm relationship should be a long term partnership. The more familiar we become with your needs, concerns, growth, and goals, the more effectively we can serve you. With this relationship in place, The City of Gillette and VPS will have a solid platform from which your goals and objectives can be accomplished. Upon acceptance of this proposal, VPS and The City of Gillette will arrange a mutually acceptable date for a project kickoff meeting.

OSP Engineering Services Estimates

Description	Total Est.
Fiber Construction Standards	\$ 12,800

*Onsite meetings are not anticipated to be required and have not been included.

Agreed and Accepted:

City of Gillette
201 E. 5th Street P.O. Box 3003
Gillette, WY 82717

Vantage Point Solutions, Inc.
2211 N. Minnesota Street
Mitchell, SD 57301

Name: Date
Title:

Name: Date
Title:



Appendices

Senior Management Biographies

Hourly Rates



Senior Management Biographies



Larry Thompson, PE
CEO

Larry Thompson has more than 30 years of experience in the telecommunications industry. He has a proven track record in both the technical and leadership challenges of the industry. His expertise is in the design and implementation of voice, data and video networks. He has designed and implemented some of the largest Digital Subscriber Line (DSL) and Fiber to the Premises (FTTH) video deployments in ILEC service areas. He assists many telephone companies with their strategic planning. For several years he has been a frequent expert witness at utility commission and legal proceedings relating to telecommunication technology and regulatory matters.

Technological Expertise

CLEC Planning
Board Retreats
Strategic Planning
Broadband Network Design
State/Region Fiber Networks

Education

Bachelor of Arts-Physics from William Jewell College. Bachelor of Science-Electrical Engineering from University of Kansas. Master of Science-Electrical & Computer Eng. from University of Kansas

PE Registration

AR; CA; CO; GA; IA; MI; MN;
MO; NE; NY; OH; OK; SD; TN; TX;
UT; WA; WI

Professional Membership

NCEES



Chad Glanzer, PE
President

Chad Glanzer has more than 20 years of industry experience. At VPS he works extensively with clients, developing long range plans and assisting in the strategic implementation of them. He is an expert strategic planner and understands the necessity of research when developing a business plan. He serves as a vital resource in all aspects of CLEC implementations, including feasibility studies based upon site specific cost estimates. He is also a key player in the development of local, regional and statewide network architecture designs that deploy broadband technology for video, voice and data applications.

Technological Expertise

Strategic Planning
FTTP Design & Implementation
Project Management
Broadband Network
Fiber Transport Technology
Board Retreats
CLEC Planning

Education

Bachelor of Science in Engineering from South Dakota School of Mines and Technology

PE Registration

AL; ID; IA; MI; NC; NE; SD; UT;
WI; WY

Professional Membership:

NCEES; NSPE





Nathan Weber, PE
Vice President of
Engineering

Nathan Weber has been active in the telecommunications industry since 2000. His primary focus is on Independent Local Exchange Carriers (ILEC). He has a thorough understanding of both the technical and regulatory aspects of ILECs. His involvement in the telecom industry ranges from the development of feasibility studies based on site-specific cost estimates to the coordination of engineering staff for the deployment of state-wide telecommunications networks. He has experience designing and implementing voice, data and video networks. He has been responsible for implementations of SONET, DWDM, Carrier Ethernet Transport, ATM Switching, Fiber to the Premises (FTTH), Digital Loop Carrier (DLC) Broadband RAS, and wireless networks.

Technological Expertise

Strategic Planning
Wireless Networks
Technology Studies
Project Management
Broadband Networks
Fiber Transport Technology
State/Region Fiber Networks

Education

Bachelor of Science degree in
Electrical Engineering from South
Dakota State University

PE Registration

AZ; IN; KY; MI; MS; ND; SD; TN

Professional Membership:

NCEES



Quentin Flippin, PE
Director of
Engineering

Quentin Flippin has been active in the telecommunications industry for almost 20 years. He plays a key role in the research, network architecture design, economic analysis, and implementation of existing and emerging technologies unique to ILEC networks. He has been involved with the implementation of essentially every aspect of telecommunication networks including Digital Loop Carrier (DLC), FITL, FTTH, SONET, Carrier Ethernet, standby power, data network backbones, xDSL, and switched digital video. In these deployments he has been responsible for the technical research, development of plans and specifications, vendor evaluation, project management and final inspection.

Technological Expertise

Strategic Planning
Economic Analysis
Technology Studies
Project Management
Broadband Access Networks
Network Architecture Design

Education

Bachelor of Science in Electrical
Engineering from South Dakota
State University

PE Registration

IL; IA; KS; OR; SC; SD; WI

Professional Membership

NCEES





Carmen O'Neill, PE
Assistant Director of
Engineering

Carmen O'Neill has been working in the telecommunications industry for 12 years. She is active in the planning and design of next generation network architectures with a focus on rural ILEC service providers. Her primary roles have included IPTV project deployments. She has managed various aspects of IPTV deployment including the digital headend system, middleware, encryption, video on demand, and RF conversion. During deployments she has completed the technical research, plans and specifications, vendor evaluation, project management and final inspection. She also has extensive experience coordinating RUS loan design submittal, understanding the requirements, timelines and procedures involved.

Technological Expertise

Encryption
FTTP Design
Middleware
RUS Loan Designs
Local Video Insertion
IP Video Deployments
RUS Contracts & Processes

Education

Bachelor of Science in
Engineering from South Dakota
School of Mines and Technology

PE Registration

IL; ND; SD

Professional Membership

NCEES



Brian Enga, PE
Senior Technology
Leader

Brian Enga is a licensed Professional Engineer and part of the Senior Technology Leader team at Vantage Point Solutions. He has been working in the telecommunications industry for more than 15 years and has project managed multimillion dollar broadband network deployments. Brian is experienced in providing engineering, technical research, plans and specifications development, vendor evaluation, project management, and final inspection services. Brian has engineered a variety of broadband networks technologies and has been a pioneer in deploying IP video networks.

Technological Expertise

IPTV Technologies
Broadband Studies
Project Management
Strategic Network Planning
Project Budget Management
USDA-RUS Loan Applications

Education

Bachelor of Science degrees in
Electrical Engineering and
Engineering Physics from South
Dakota State University

PE Registration

SD; AK; NM; LA; VA





Todd Sapp
Vice President of
Outside Plant

Todd Sapp has been working in outside plant operations for 30 years, starting out as an inspector and working his way to resident and on to director and currently vice president. He is a hands-on leader, dealing directly with clients from the beginning to the end of each project. He personally attends pre-staking, pre-bid, and pre-construction meetings, ensuring that each project meets client expectations. He thoroughly understands how to design and deploy both fiber and copper networks. Some of the architectures he is familiar with include VDSL, FITL, and FTTH. At VPS he oversees 84 outside plant employees and more than 8000 miles of construction per year.

Areas of Expertise

Pre-bid Meetings
Contract Preparation
Invoice Management
Pre-staking Meetings
FTTP Design Planning
Staking Management
Pre-construction Meetings
Construction Management

Training

RUS Symposiums

Client References

South Slope- Iowa
Polar- North Dakota



Cullen Schimke
Director of
Outside Plant

Cullen Schimke has been working in outside plant services for 13 years. He began his career as an inspector and has earned his way to director of Outside Plant. Having experience in every stage of OSP services makes him an invaluable asset to the division. He helps manage 84 Outside Plant employees and helps oversee the more than 8000 miles of construction every year. He is readily involved in the development of OSP plans and specifications. He attends vendor pre-bid and pre-construction conferences with clients and he manages OSP route staking and inspection services. He received his Associate of Applied Science in Telecommunications from Mitchell Technical Institute.

Areas of Expertise

FTTP Architecture
OSP Design-buried/aerial
OSP Staking & Mapping
OSP Plans & Specs
ROW Acquisition
FITL/Copper OSP Design
OSP Inspection/Construction
RUS Standards

Training

RUS Symposiums

Client References

Shawnee- Illinois
Midstate- South Dakota





Dusty Johnson
Vice President
of Consulting

Dusty Johnson helps manage the consulting team at Vantage Point. His consulting expertise includes new business and services planning, cost studies, regulatory analysis and filings, FCC auctions, federal financing, video negotiations and agreements and much more. Prior to joining VPS, Dusty served four years as chief of staff to Governor Dennis Daugaard (SD). Dusty was elected statewide to the South Dakota Public Utilities Commission in 2004 and was re-elected in 2010. He served as chairman of the Commission three times and was a national regulatory leader. He was a member of the executive board of the National Association of Regulatory Utility Commissioners, was a regular speaker at regional and national conferences, and testified before Congress. In 2014 he led a delegation that included Governor Mike Rounds and state regulators to meet with FCC Commissioners on concerns with the FCC's National Broadband Plan and its impact on small, rural providers.

Areas of Expertise

- FCC Regulation
- Congressional Telecom Policy
- Policy Changes & Industry Impacts
- State Commission Regulatory Processes
- Analyzing Marketing & Sales Trends
- Analyzing Industry Trends & Development
- State & Local Gov't Relations
- Company, Board & Staff Strategic Planning

Education

Dusty graduated from the University of South Dakota with a Bachelor of Arts in Political Science. He earned his MPA in Public Administration from the University of Kansas.



Doug Eidahl
Vice President of
Legal & Regulatory

Doug has been an active participant in the telecommunications industry since 1987. He provides financial and regulatory services for ILECs, CLECs, wireless, CATV, independent telecom organizations and regional and statewide transport networks. He has been a strong proponent for the advancement of telecommunications and economic development in rural America his entire career. His expertise ranges from legal and regulatory experience gained from his position as the former General Counsel for the South Dakota Public Utilities Commission (SDPUC) to operating experience gained from his position as CEO of James Valley Telecommunications (ILEC) and Northern Valley Communications (CLEC). He has a deep understanding of the regulatory impacts and business considerations for the deployment of new technologies, services and architectures. He is also well versed in the requirements for successful competition in a CLEC environment.

Areas of Expertise

- Financial Analysis
- CLEC
- Feasibility Studies
- CLEC Operations
- Regulatory Analysis
- Legal Review

Education

Bachelor of Science in Criminal Justice from University of SD (1983). A Master of Public Administration from USD (1987). A Juris Doctorate from USD School of Law (1987). He is admitted to the SD Bar, US District Court, District of SD, and US Court of Appeals-DC Circuit.





Kristy Szabo
Director of
Consulting

Kristy Szabo has more than 20 years of experience in business finance. She performs valuations on CATV systems, wireless operations, and ILEC and CLEC operations. She also executes historical financial analysis, financial forecasting, budgets and feasibility analysis. Her work has included the RUS Broadband and Traditional Loan programs, and the RUS Community Connect Grant program. During the Auction 66 of AWS Spectrum and Auction 73 of 700 MHz she was an active bidder for several Telcos. She filed FCC Short Form Applications (Form 175) and Forms 601 and 602 for winning Telcos. She continues to work with the FCC, completing regulatory filings and license applications. Her experience in banking and finance prior to VP brings a unique set of skills. This includes budgeting, rate forecasting, accounts payable, expense control and financial reporting reviews.

Areas of Expertise

Financial Forecasting
Historical Financial Analysis
Budgets
Feasibility Analysis
Lending Process

Education

Bachelor of Arts Degree in
Accounting from Dakota
Wesleyan University (1995).



Hourly Rates

The following is a listing of VPS's hourly rates.

Professional	Rate
Senior Engineering and Consulting	
CEO/Professional Engineer (PE)	\$140
President/ PE	\$135
Engineering	
VP of Engineering/PE	\$125
Director of Engineering/PE	\$120
Asst. Director of Engineering/PE	\$115
Wireless RF Engineering	\$150
Senior Engineering Staff III	\$110
Senior Engineering Staff II	\$105
Senior Engineering Staff I	\$95
Engineering Staff III	\$85
Engineering Staff II	\$75
Engineering Staff I	\$60
Field Service Technician III	\$95
Field Service Technician II	\$90
Field Service Technician I	\$75
Interconnection Engineering Staff	\$85
Outside Plant	
VP of Outside Plant Operations	\$100
Director of Outside Plant	\$95
Asst. Director of Outside Plant	\$85
OSP Resident	\$57
Senior OSP Inspector	\$49
OSP Inspector	\$46
ROW/Easement Manager	\$57
Revenue Consulting	
VP of Consulting and Regulatory Affairs	\$130
Director of Consulting	\$120
Manager of Consulting	\$105
Senior Financial Analyst III	\$105
Senior Financial Analyst II	\$100
Senior Financial Analyst I	\$95
Financial Analyst II	\$85
Financial Analyst I	\$75
CAD Operations	
Director of CAD	\$67
CAD Operator	\$59
Other	
Contracts Administrator	\$49
Administrative Assistant	\$35



