

## **BTOP Comprehensive Community Infrastructure Service Offerings and Competitor Data Template**

Please complete the complete the following worksheets--either of the Last Mile or Middle Mile Service Offerings worksheets may be omitted if the applicant is not proposing to provide that type.

For both the Last Mile and Middle Mile Service Offerings worksheets, the service offerings should include all relevant tiers and markets (*e.g.* residential, business, wholesale). Applicants should ensure to include details on any services that would be offered at discounted rates to specific classes of customers (*e.g.* community anchor institutions or third party service providers).

In the Last Mile Service Offerings worksheet, applicants are required to provide estimated end user speeds. Average speeds should be the average sustained actual, non-burst end user speed that would be received during a peak hour. For purposes of calculating these speeds, applicants should utilize their subscriber projections for year eight of the project, and develop utilization projections that are consistent with any additional services the applicant is proposing. For wireless broadband services, this speed should be an average of the speeds available across the entire cell. Beyond these general guidelines, due to the multiplicity of technical solutions that may be proposed, the applicants may use discretion to determine the most reasonable method to estimate actual speeds on their network. Applicants should explain the underlying methodology used to calculate the average speeds in the space provided.

In the Competitor Data worksheet, applicants are required to provide data on both Last Mile and middle mile service providers, regardless of whether the applicant proposes to offer Last Mile and middle mile services. In the column titled Service Areas Where Service Offered, applicants should list all of the Last Mile and Middle Mile Service Areas within their Proposed Project area in which the listed services are available. Please ensure that the Service Areas are consistent with those provided within the application and the Service Areas upload. If the availability of the listed services is limited (*e.g.* the service is only available within a specific Last Mile or Middle Mile Service Area), note this in the Other Comments column.

In contrast to several other upload templates in this application, the data provided in these worksheets will NOT be subject to automated processing. These template worksheets are provided to demonstrate the level of data required and to provide a suggested format. Applicants may modify the template layouts in order to provide the most effective presentation of their specific project. Applicants should, however, ensure that they provide at least as much data as these templates require. To the extent that you modify these templates please ensure that the print layouts are adjusted so that rows do not break across pages in a manner that is difficult to understand. A PDF of this file will be automatically generated upon upload to Easy Print and the print settings will be used to format the PDF file.

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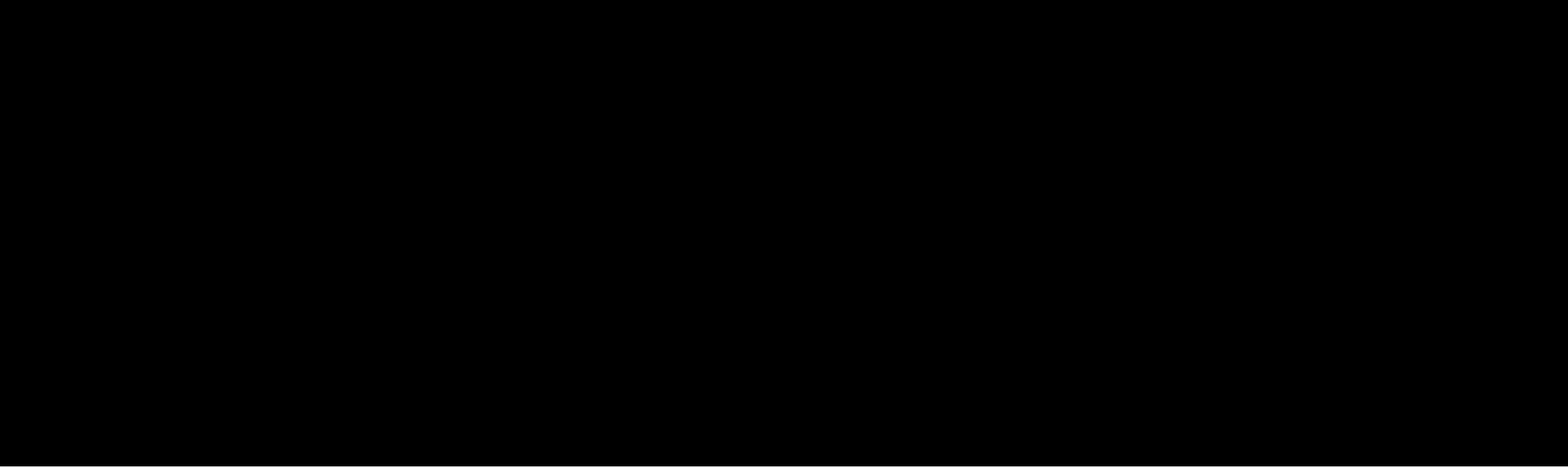
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### Proposed Last Mile Service Offerings

Name of Service Tier	Advertised Speeds		Estimated Average Speeds		Average Latency	Pricing Plan (\$ per month)	Other Comments/Description/Features or Limitations
	Downstream Mbps	Upstream Mbps	Downstream Mbps	Upstream Mbps	@ End User CPE milliseconds		

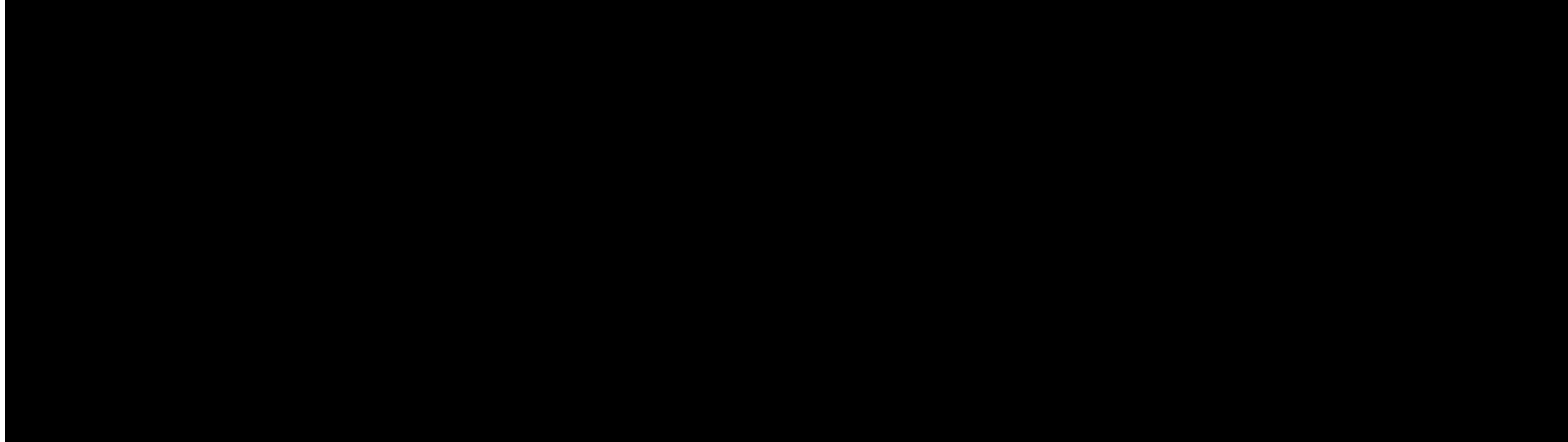
**Explanation of Average Speed Calculations:**

**Proposed Middle Mile Service Offerings**

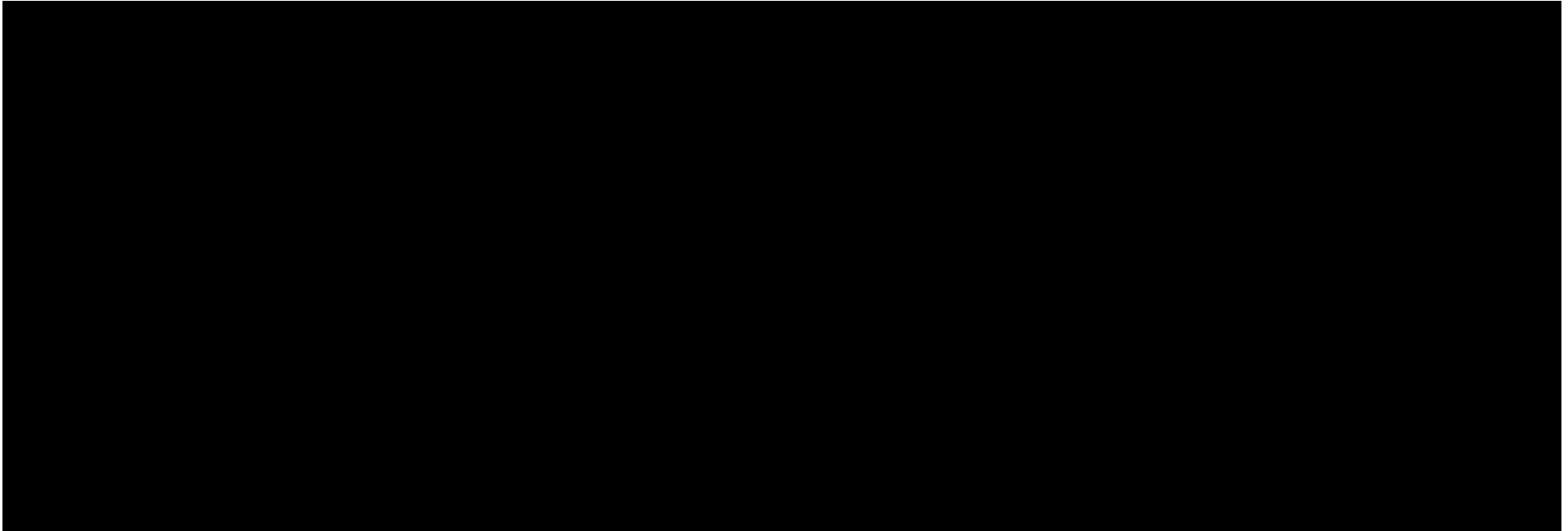


## Competitor Data

### Competitor Data - Last Mile Service Providers



### Competitor Data - Middle Mile Service Providers




## **BTOP Comprehensive Community Infrastructure Community Anchor Institution and Network Points of Interest Detail Template**

Please complete the Anchor Institution Details worksheet by providing information on Community Anchor Institutions that will be directly connected by the proposed network as necessary. All Community Anchor Institutions should be given a type from the specification. A Community Anchor Institution is considered a minority-serving institution if it is a post-secondary educational institution with enrollment of minority students exceeding 50% of its total enrollment. The "Project Role" column only requires a word or two, or a short phrase, not a detailed explanation of the role of project partners and community anchor institutions provided in the essay portions of the application.

Please complete the Points of Interest worksheet by providing information on all points of interest (passive, non-environmentally controlled points of interconnection, cell towers, etc. points, may be excluded), collocation facilities, central offices, head ends, and other central facilities, network access points to last mile service providers, Internet peering points, etc. For each point of interest you may provide either a street address or geocoordinates (lat/long). You must provide detail on what the point of interest is, whether it is already existing or will be created by the proposed project. Where more than one facility type applies, select the most appropriate facility type. For example, if a central office houses a point of interconnection, select central office as the facility type, or if a cell site is located on a tower, select tower as the facility type. The "Interconnection Available at the Facility" field should be Yes if interconnection to the proposed network is available at that location, otherwise No. The brief description field is optional and can be used to convey a better understanding of what the facility is. You may use the space at the bottom of the table to provide additional notes, if desired.

**The data provided via this template will be subject to automated processing. Applicants are therefore required to provide this upload as an Excel file, and not to convert it to a PDF or other format for upload. Additionally, applicants should not modify the format of this file.**

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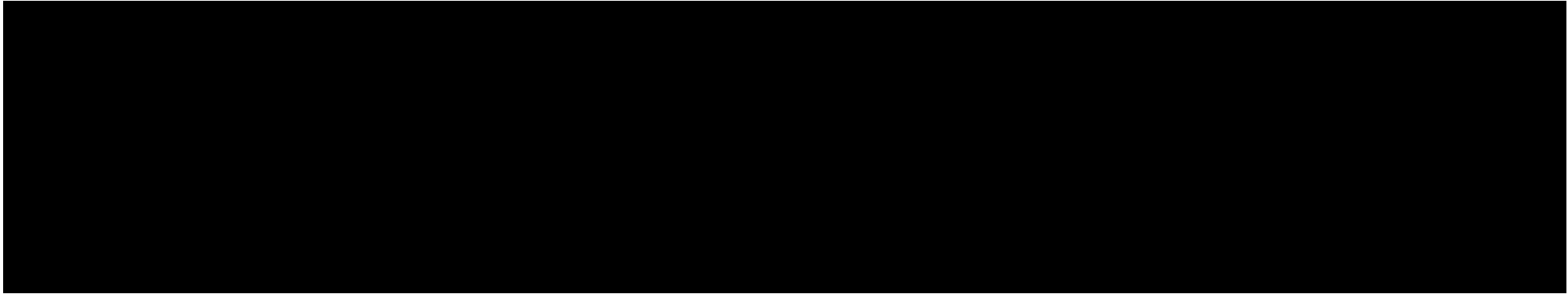
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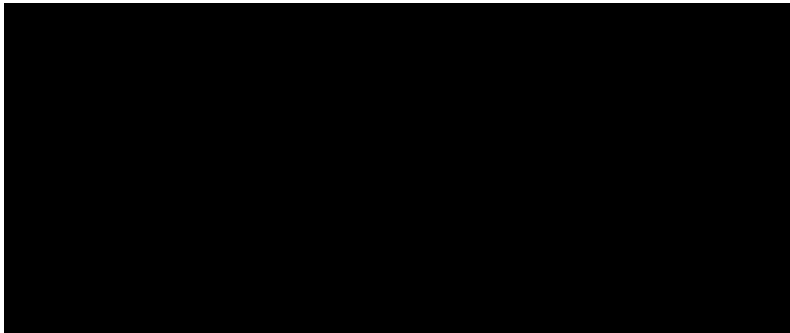


**BTOP CCI Community Anchor Institutions Detail Template**

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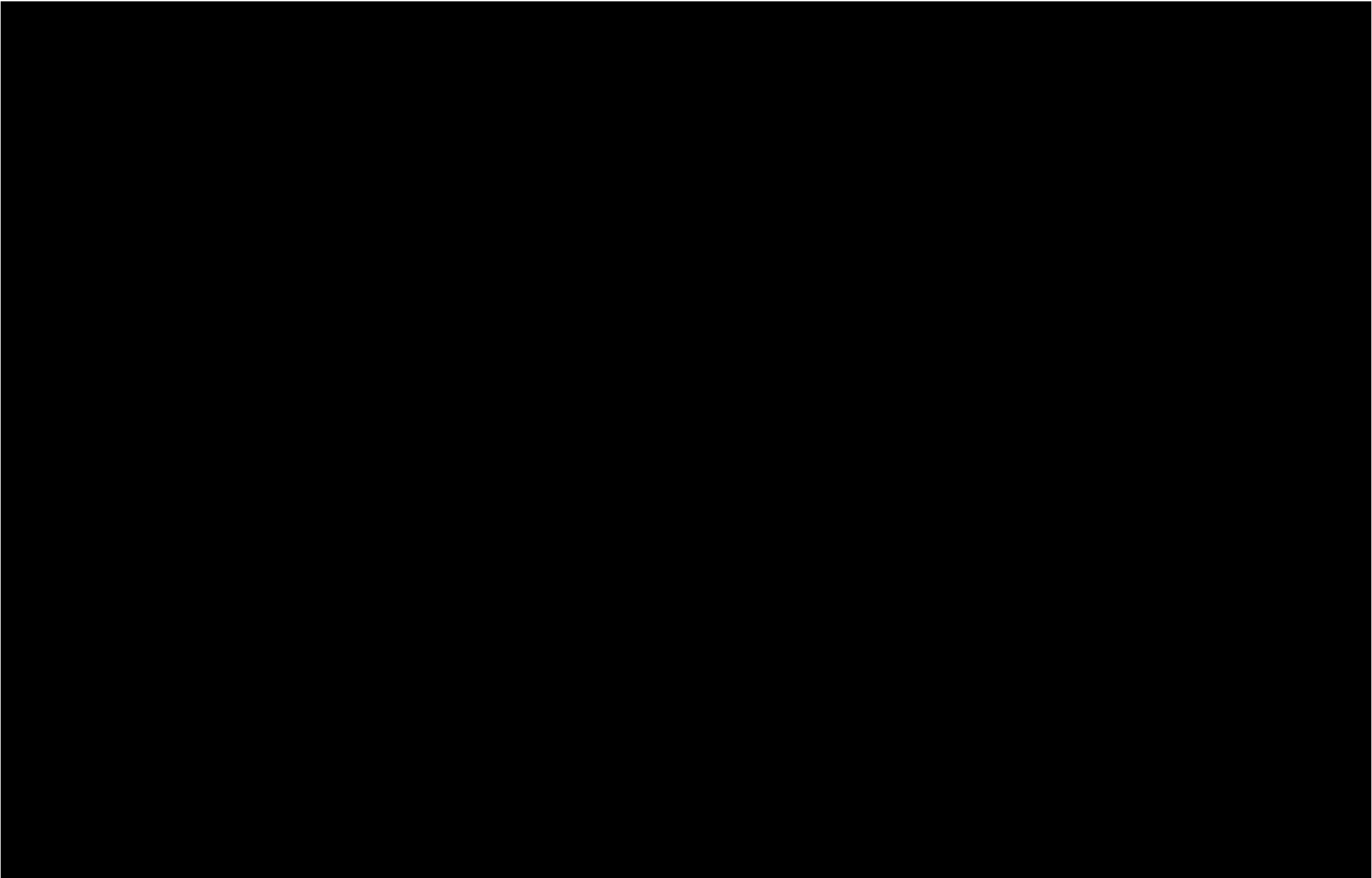




**BTOP CCI Network Points of Interest Detail Template**

Title:

Easy Grants ID:





116 Pages

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(5 U.S.C. § 552 (b)(4))



**ENMR TELEPHONE COOPERATIVE, INC.  
AND SUBSIDIARIES**  
(dba ENMR-PLATEAU TELECOMMUNICATIONS)

**INDEPENDENT AUDITOR'S REPORT AND  
CONSOLIDATED FINANCIAL STATEMENTS**

**DECEMBER 31, 2009 AND 2008**

135 Pages

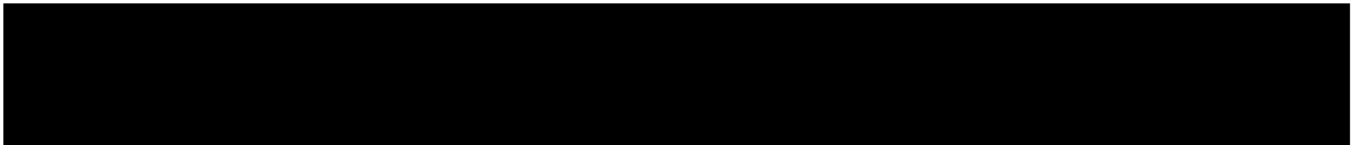
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(5 U.S.C. § 552 (b)(4))



**Plateau  
Telecommunications**

Broadband Study

March 24, 2010





12 Pages

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pursuant to FOIA Exemption 4  
(5 U.S.C. § 552 (b)(4))

**Tom Phelps**  
**Chief Executive Officer**

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**Years of Experience:** 24 years

*ENMR Telephone Cooperative, Inc. – 1995 to 2000, 2001 to Present*

Various positions held include:

- Assistant General Manager
- Executive VP/General Manager
- Chief Executive Officer (current)

Management of ENMR•Plateau Telephone Cooperative consisting of approximately 11,000 cooperative members, 15,000 Internet and CLEC customers as well as 78,000 wireless customers. Responsible for approximately 300 employees. During his tenure, he has instituted over 2000 miles of fiber, CLEC operations in various communities and assisted in the successful launch of a PCS partnership that eventually went public.

*Nebraska Wireless Telephone Company, Grand Island, NE – 2000 to 2001*

October 2000 to April 2001

- Chief Executive Officer tasked with overall management responsibility for the Company consisting of 35 employees, 300K licensed POPS in Eastern and Central Nebraska and approximately 3000 customers.

*GTE Corporation – 1991 to 1995*

August 1991 to October 1994

- District Manager – Arizona/Utah, Show Low, Arizona and Hobbs, New Mexico  
Responsible for managing the telephone operations within the states of Arizona and Utah. Successfully coordinated the integration of the former Contel areas to GTE systems without negative impact to customer service or costs. Moving next to the Hobbs, New Mexico area. Held overall responsibility for customer service, installation and repair, customer accounting and public affairs activities within the state.

October 1994 to September 1995

- Area Manager – Customer Operations, Hobbs, New Mexico. Responsible for directing the telephone operations for New Mexico and West Texas. Overall responsibility for customer service, installation and repair, sales, external and regulatory affairs activities for an area that included 50 exchanges and over 100,000 access lines.

*Contel Corporation – 1985 to 1991*

*Various management positions*

**Buddy Vaughan**  
**Chief Strategy Officer**

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**Years of Experience:** 22.5 years

*ENMR Telephone Cooperative, Inc. – 1987 to Present*

January 1987 to June 2000

Various jobs in Information Technology at ENMR including programmer and Director of IT

- Wrote the first cellular billing system for Plateau Wireless in 1990
- Coordinated installation of first dialup Internet service in 1995

June 2000 to Present

Promoted to Chief Strategy Officer and tasked with long-term strategy for ENMR•Plateau

- Led team to develop fixed wireless Internet service; rolled out in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Led team to develop first fiber to the premise build in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Led team to develop strategy for deploying 1,000 miles of new fiber in ENMR to reach all broadband loop carriers
- Led team to develop strategy for migrating from old digital loop carriers to new broadband loop carriers
- Led team to develop strategy for migrating from old OC-48 system to new OC-192 system

July 2007 to Present

Assumed operational responsibilities for Plateau Telecommunications which provides sales & service for phone systems, data networks, CLEC, long distance, Internet, and long-haul circuits

- Led team to develop winning bid for fiber service to Roswell Independent School District in Roswell, NM; constructed six miles of fiber and turned up 1 Gbps Ethernet service to four school locations in approximately four months; continuing work with RISD to provide fiber to all school locations
- Led team to develop strategy for core DWDM network throughout central and eastern New Mexico and the Texas panhandle
- Working on NM Broadband Initiative with the State of New Mexico Department of Information Technology and representatives from the Governor's office and many other telcos and entities across the state to connect all New Mexicans to broadband
- Appointed to State of New Mexico Information Technology Commission by Governor Richardson

**Jeff Moore**  
**Chief Operating Officer - Wireline**

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**Years of Experience:** 33 years

*ENMR Telephone Cooperative, Inc. –1976 to Present*

**July 1976- August 1990**

Various supervisory jobs on the Wireline side

- Organized, established and managed a localized area wide control center for the purpose of analyzing productivity in man-hours. The scope of the analysis included all operations of ENMR. Responsible for man-hour control through the assignment of daily work loads.
- Supervised the deployment of a Micro Computer System local loop test network. This centralized system permitted Cooperative personnel to remotely test local loops from any central office through the customer premise equipment.
- Coordinated and inspected all RUS and General Fund contracts (i.e. microwave radio, central office, fiber optic, outside plant, buildings and concentrators). Performed land acquisition, supervised site preparation and coordinated ENMR's responsibilities with contractors. Responsible for verification and inspection of contractor construction, drop crews, central office installers and splicers.

**August 1990-2001**

Operations Manager and Wireline Operations Director

- Represented ENMR Telephone Cooperative in state, regional, and national industry associations. Served as a Member of the Board of Directors and President of the Arizona-New Mexico Telephone Association. Elected as the New Mexico representative on the TECO Board of Directors, an affiliate of NTCA.

**2001 to present**

Chief Operating Officer - Wireline

- Responsible for all aspects of Wireline Operations for ENMR Plateau and its subsidiaries, including Sales, Marketing, Customer Care, Maintenance, Facilities Management, Construction, Network Management and Operator Services. Responsible for over 15,000 miles of underground facilities and connecting distribution networks.
- Led team in the successful completion the construction of approximately 1,000 miles of new fiber in ENMR to reach all broadband loop carriers
- Leading team in the implementation of converting from old digital loop carriers to new broadband loop carriers
- Leading team in the implementation for migrating from old OC-48 system to new OC-192 system
- Leading team in the planning and installation of approximately 100 miles of FTTP construction within ENMR

**David Robinson**  
**Chief Financial Officer**

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**Years of Experience: 21 years**

*ENMR Telephone Cooperative, Inc. – 1996 to Present*

July 1996 to May 2001

Held the position of Controller at ENMR managing the Accounting and Warehouse departments

- Coordinated and implemented the Oracle Financials conversion in 1999 at a cost of \$250,000

May 2001 to Present

Promoted to Chief Financial Officer and tasked with the oversight and continuing development of the Accounting, Employee Services, Information Services, Regulatory and Warehouse departments

- Implemented the ARIS billing project which resulted in a successful conversion of three billing systems (point of sale, cellular and Oracle) involving four different product lines (CLEC, Long Distance, Internet and Wireless) affecting approximately 51,000 customers; total project cost \$3.7M
  - Added circuit billing
- Annual coordination and supervision of a corporate budget in excess of \$123M
- Responsibilities also include analyzing the financial aspects of business models for all lines of business prior to implementation in order to determine that each one is feasible, meets all Regulatory requirements and adheres to the corporate Strategic Plan as approved by the Board of Directors. Projects to date:
  - Wireless Internet service, fiber to the premise – FTTP, fiber to the business - FTTB, DWDM throughout central and eastern New Mexico including the Texas panhandle, conversion from analog to digital wireless as well as the recent billing conversion

**Brian Cathey, PMP**  
**Project Manager**

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**Years of Experience:** 13.8 years

*ENMR Telephone Cooperative, Inc. – 1996 to Present*

November 1996-2004

Various jobs in Information Technology at ENMR including Information Services Manager

- Management of projects involving hardware, software, networking, and construction
- Successfully managed software/hardware projects including Billing and OSS, Facilities Management, ERP, Document Management, Message Processing, and Web Site development

2004-Present

- Successfully managed implementation of GSM and GPRS network migration
- Successfully managed fiber construction project in Roswell, NM
- Successfully managed fiber construction projects to extend existing FTTB network in Clovis, NM
- Successfully managed vendor evaluation and network planning project for Broadband Loop Carrier migration
- Managed project to implement Billing and Operational support systems for our local, LD, and Internet services in 2004-2005. Both systems are currently in use.
- Managed project to implement Nortel GSM/GPRS wireless network throughout our wireless service area in 2004-2005. System is currently serving over 70,000 subscribers.
- Managed project to upgrade ERP to Oracle eBusiness Suite in 2005-2006; system is currently in use.
- Managed project to evaluate Broadband Loop Carrier vendors and create master plan for migration from Digital Loop Carriers to Broadband Loop Carriers in 2006. Vendor was successfully selected and master plan completed. Migration to BLC's is currently in progress.
- Led the development of disaster recovery/business continuity planning in 2006/2007.
- Managed project to construct underground fiber for Roswell Independent Schools in 2008. Project was successfully completed within the extremely aggressive timeline and within budget
- Managed projects to extend Fiber to the Business network in Clovis, NM in 2008. Fiber is currently in use and serving customers
- Currently managing projects to implement Dense Wave Division Multiplexing transport network for high capacity circuits. Project design has been completed and implementation is currently in progress.

**Jason Gonzales**  
**Wireline Network Manager**

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**Years of Experience:** 17.5 years

*ENMR Telephone Cooperative, Inc. – 1992 to Present*

1992 – 1999

Graphics Technician in Facilities Department

- Performed GIS operation and administration

1999 – 2000

Software Engineer in Information Services Department

- Led conversion of internal applications to Oracle CRM
- Performed Oracle database administration and development in support of billing and CRM systems

2002 - 2006

Research Engineer in Business Development & Planning Department

- Assisted team with research and development of fixed wireless Internet service; rolled out in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Led R&D team on deployment of the first fiber to the premise built in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Led R&D team responsible for defining ENMR Plateau's Network Modernization Plan from Phases 3 through 5 consisting of; the design of a 750+ mile fiber to the DLC upgrade, Ethernet over SONET transport design, and VoIP core design

2006-Present

Wireline Network Manager

- Responsible for Network Engineering, IP Network Maintenance, Internet Tech Support, and 24x7 NOC
- Responsible for 44 regional central offices and fiber transport sites
- Led migration from classic OC-48 network to next generation OC-192 transport incorporating native Ethernet over SONET and mesh technologies
- Manages 1,800+ mile SONET transport network
- Managing conversion of CLASS 5 and CLASS4 switch infrastructure to VoIP architecture
- FTTP in ENMR area
- FTT-BLC in ENMR area

**Regan Williams**  
**Project Manager**

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**Years of Experience:** 18.8 years

*ENMR Telephone Cooperative, Inc. – 1990 to Present*

October 1990 to June 1993

Load Control

- Monitored alarming system
- Managed workflow for field technicians

June 1993 to June 2000

Various jobs in Information Technology at ENMR including Programmer and Project Manager

- Maintained various billing systems and internal accounting and support systems
- Managed conversion to state of the art convergent billing system
- Managed conversion from home grown accounting systems to Oracle Financials

June 2000 to Present

Promoted to Project Manager in new Business Development and Planning department

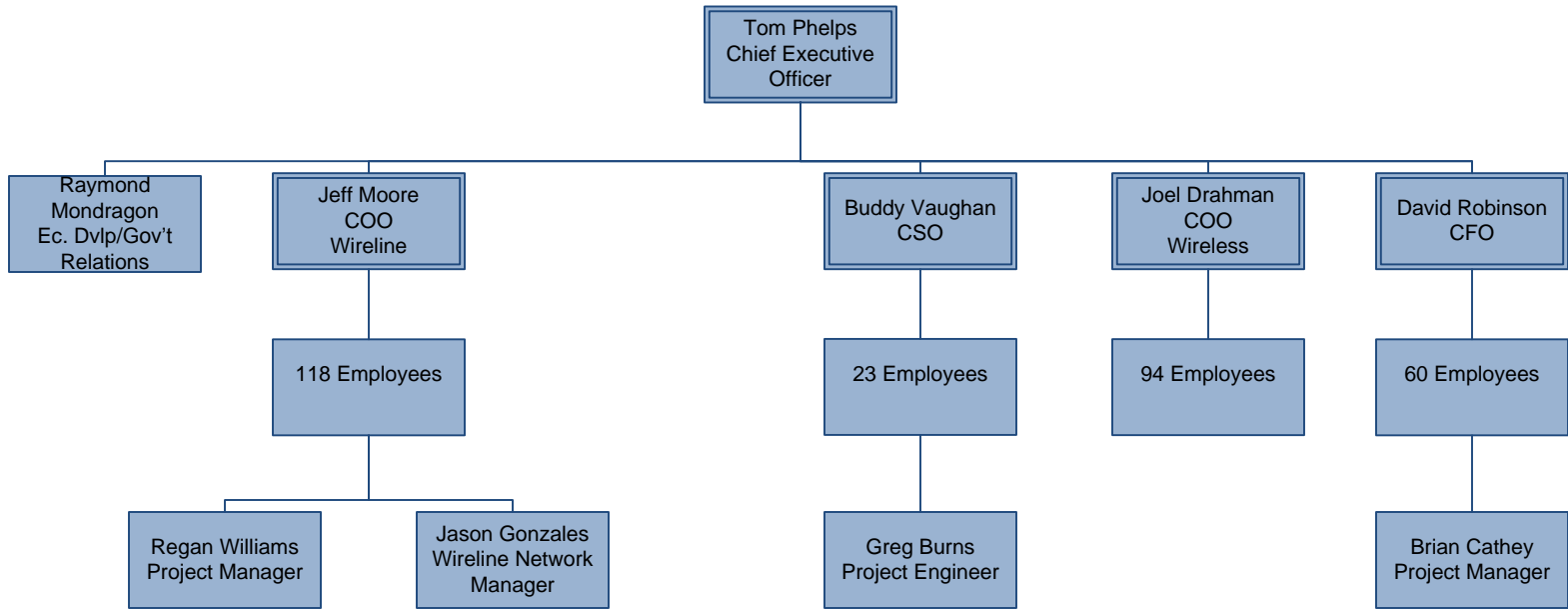
- Managed successful implementation of fixed wireless Internet service; rolled out in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Managed successful implementation of first fiber to the premise build in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Managed team in the successful completion the construction of approximately 1,000 miles of new fiber in ENMR to reach all broadband loop carriers
- Managed project team in the successful conversion from 505 area code to new 575 area code
- Managing implementation for converting from old digital loop carriers to new broadband loop carriers
- Managing implementation for migrating from old OC-48 system to new OC-192 system
- Managing the installation of approximately 25 miles of duct within the town limits of Logan, NM
- Project Manager for the planning and installation of approximately 100 miles of FTTP construction within ENMR



## Project Summary: Resumes

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- Rolled out fixed wireless Internet service in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Completed first fiber to the premise build in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Deployed 1,000 miles of new fiber in ENMR to reach all broadband loop carriers (2006-2009)
- Migrated old digital loop carriers to new broadband loop carriers (2008-2010)
- Migrated from old OC-48 system to new OC-192 system incorporating native Ethernet over SONET and mesh technologies (2008)
- Developed winning bid for fiber service to Roswell Independent School District in Roswell, NM; constructed six miles of fiber and turned up 1 Gbps Ethernet service to four school locations in approximately four months; continuing work with RISD to provide fiber to all school locations in 2008
- Developed strategy for core DWDM network throughout central and eastern New Mexico and the Texas panhandle in 2009
- Completed the ARIS billing project which resulted in a successful conversion of three billing systems (point of sale, cellular and Oracle) involving four different product lines (CLEC, Long Distance, Internet and Wireless) affecting approximately 51,000 customers; total project cost \$3.7M
- Implemented Nortel GSM/GPRS wireless network throughout our wireless service area in 2004-2005. System is currently serving over 70,000 subscribers.
- Completed ENMR•Plateau's Network Modernization Plan from Phases 3 through 5 consisting of; the design of a 750+ mile fiber to the DLC upgrade, Ethernet over SONET transport design, and VoIP core design (2006-2009)
- Converting CLASS 5 and CLASS4 switch infrastructure to VoIP architecture (2007-2010)



## BTOP Comprehensive Community Infrastructure Subscriber Estimates Template

Please complete the complete the Subscriber Estimates worksheet.

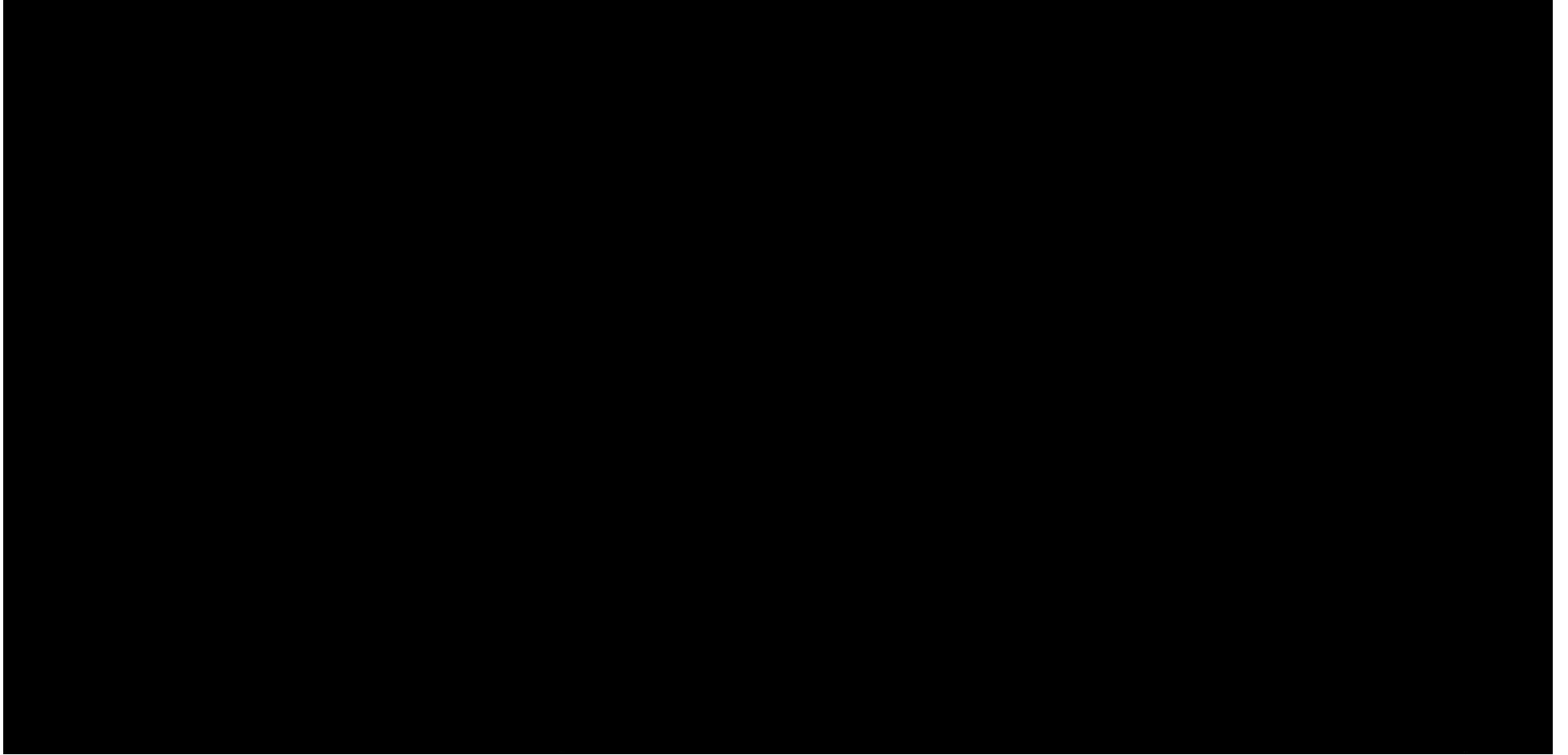
All applicants should indicate their 8-year subscriber forecasts with a breakdown by type of subscriber (residential/individual, businesses, community anchor institutions, third party service providers) and service offerings. The names of the service offerings should match those provided in the Service Offering and Competitor Data upload, enabling reviewers to easily cross-reference between the two documents. The Year 0 column should be used to denote any existing customers within the Proposed Funded Service Area. In addition, applicants that project that they will have third party service provider customers should include a line for parties "Served by Third Party Service Providers," showing an estimate of how many residential/individual, community anchor institution, and business customers will be served by those service providers, as demonstrated in the example below. At the bottom of the table, applicants should provide customer totals across all service offerings, with and without customers indirectly served through a third party service provider (if applicable). Applicants should also include a brief discussion of their methodology for deriving these estimates.

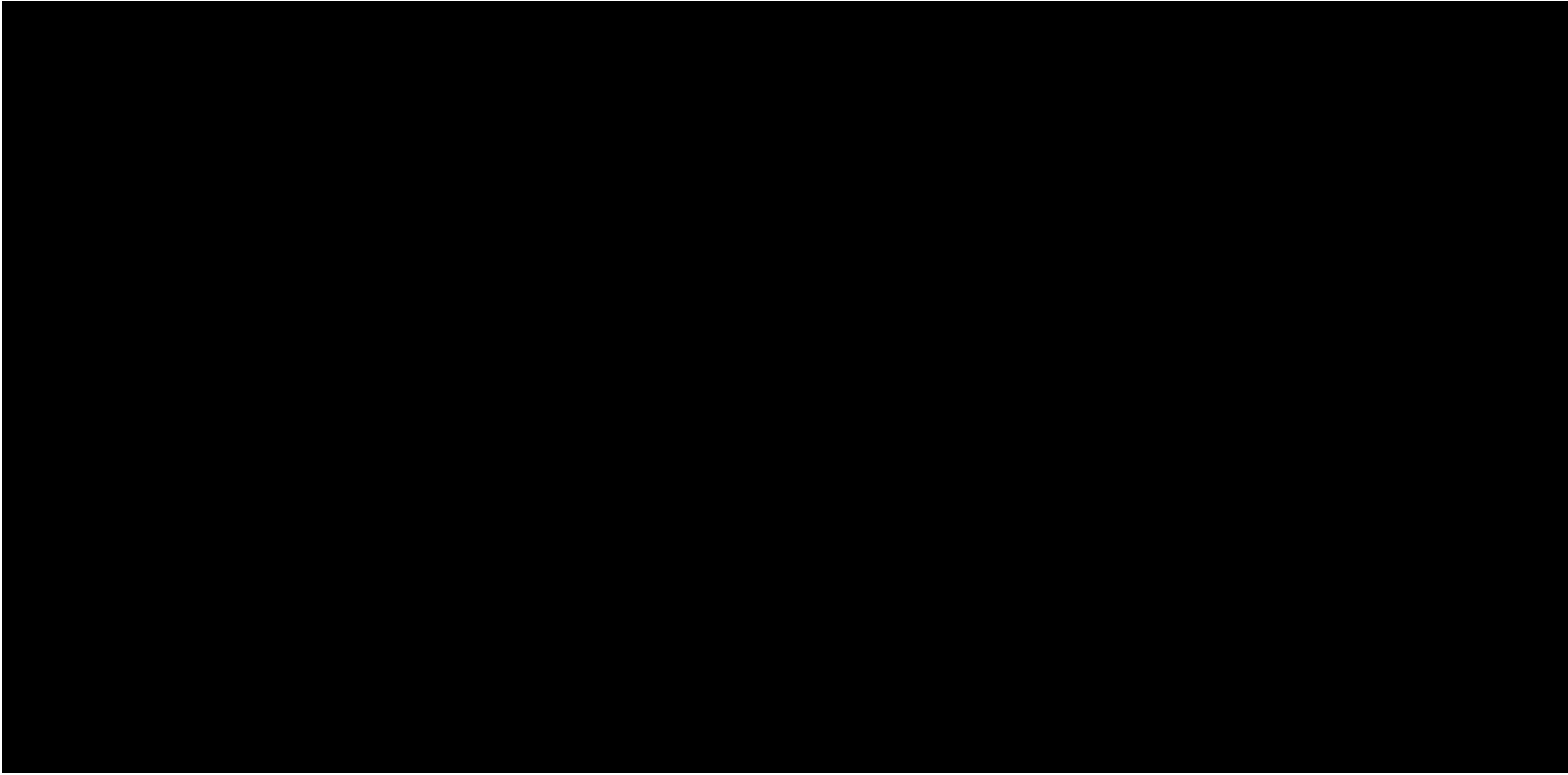
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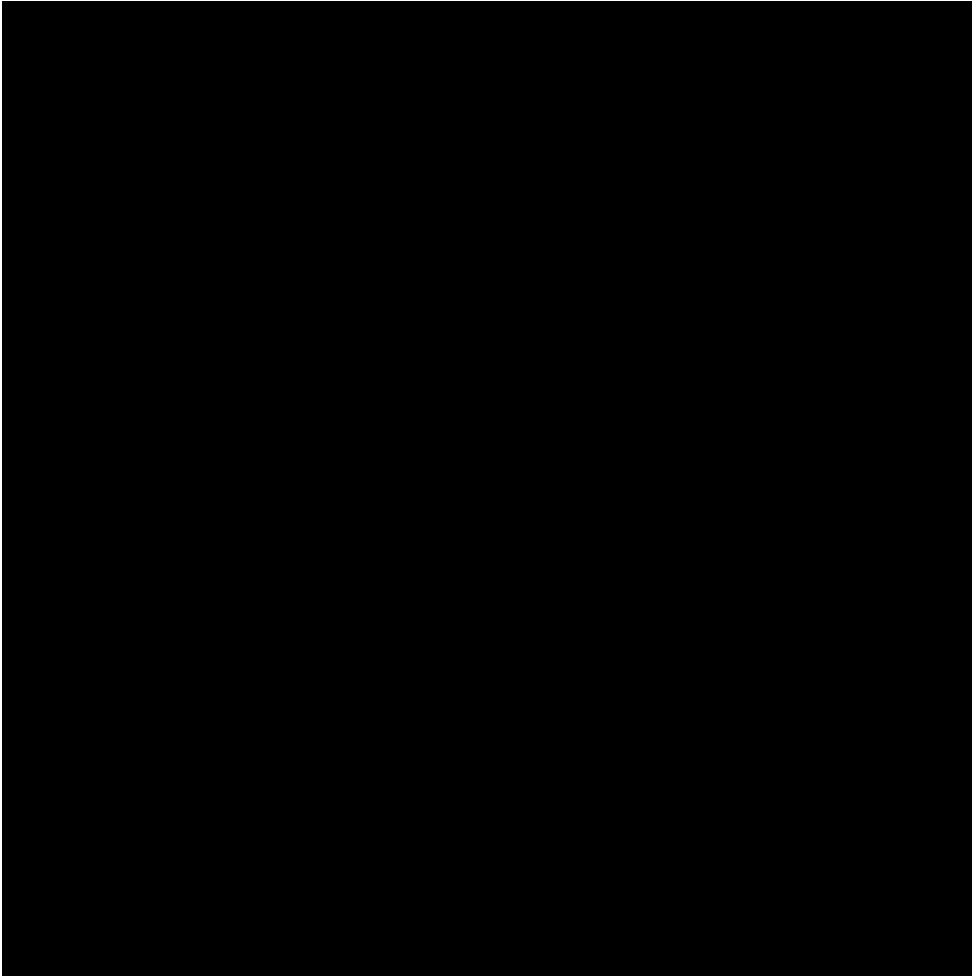
### EXAMPLE

Name of Service Offering	Customer Type	Year 0	Cumulative/ Net Add	Year 1				Year 2			
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Mega-Metro E - 100 Mbps	Community Anchor Inst.	0	Cumulative	0	0	0	0	5	10	17	26
			Net Add	0	0	0	0	5	5	7	9
	Business	0	Cumulative	0	0	0	0	12	27	52	82
			Net Add	0	0	0	0	12	15	25	30
	Third Party Service Provider	0	Cumulative	0	0	0	0	1	2	4	6
			Net Add	0	0	0	0	1	1	2	2
Served by Third Party Service Providers	Indirect - Res./Ind.	0	Cumulative	0	0	0	0	1000	3000	5000	10000
			Net Add	0	0	0	0	1000	2000	2000	5000
	Indirect - Business	0	Cumulative	0	0	0	0	2	8	18	30
			Net Add	0	0	0	0	2	6	10	12
	Indirect - Com. Anchor Inst.	0	Cumulative	0	0	0	0	0	2	3	5
			Net Add	0	0	0	0	0	2	1	2

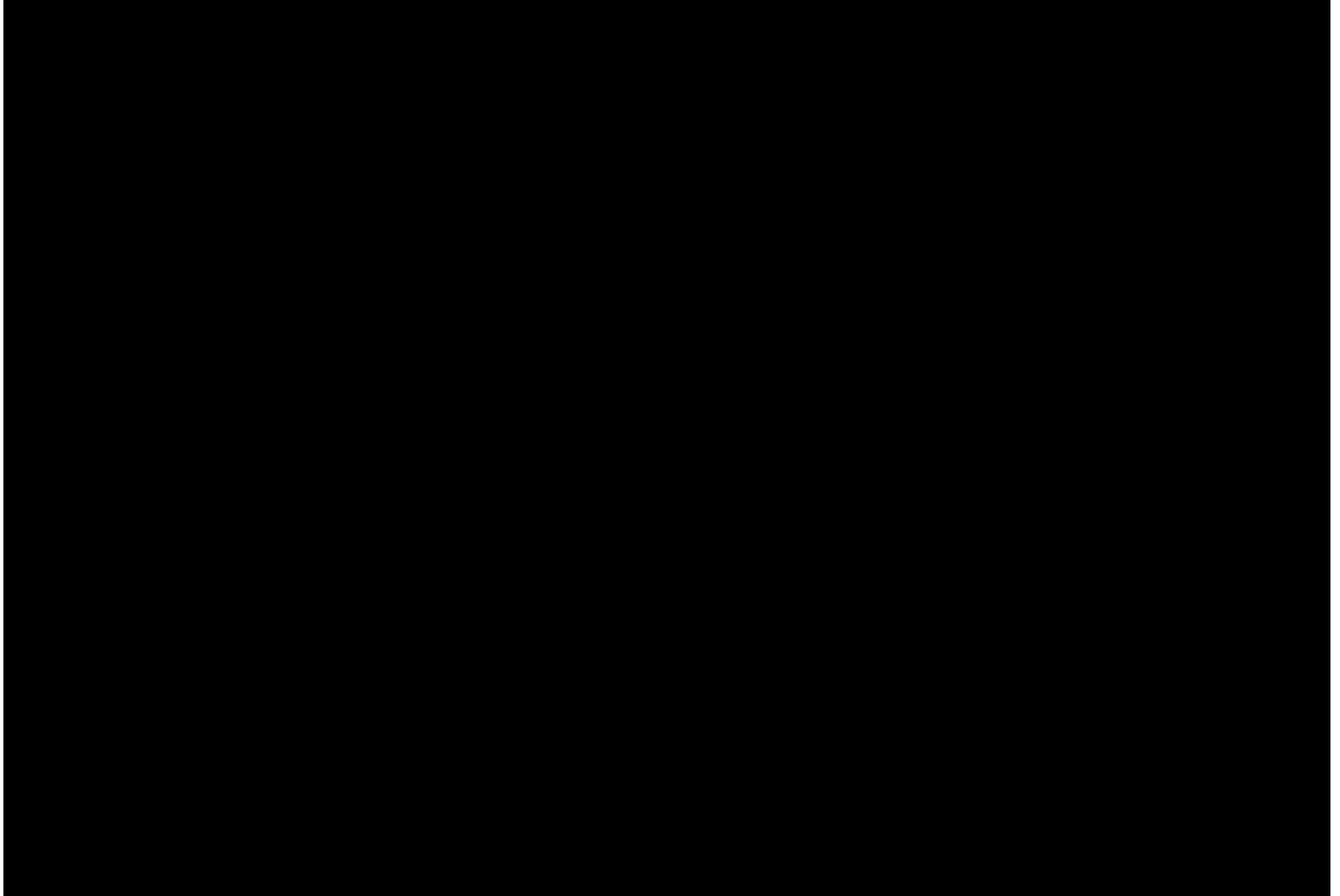
## Broadband Subscriber Estimates







**BTOP Comprehensive Community Infrastructure  
Project Plan and Build-out Timeline**



33 Pages

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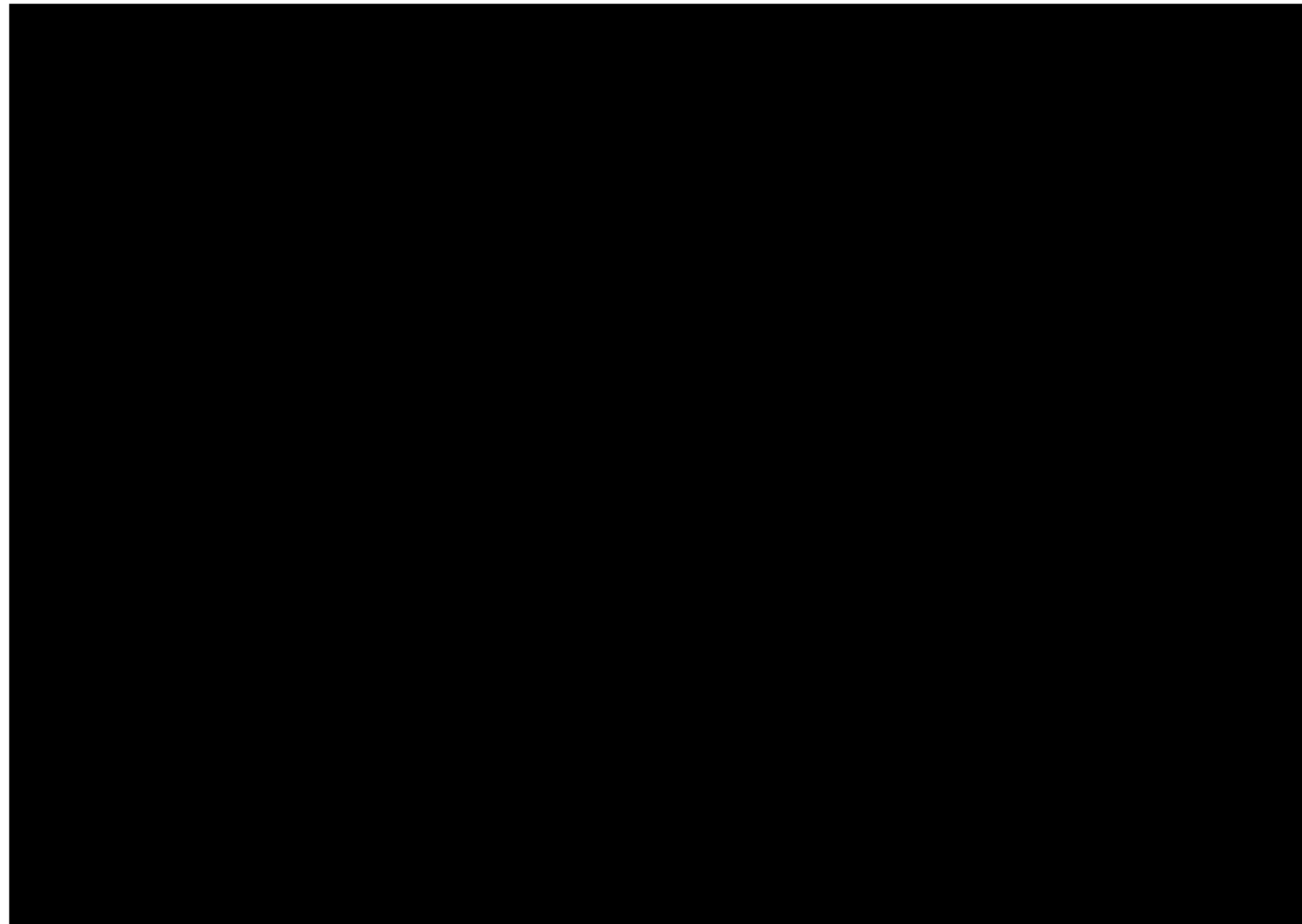
## **BTOP Comprehensive Community Infrastructure Pro Forma Financial Projections**

Please complete the Income Statement, Balance Sheet, Cash Flows, and NPV-IRR Table worksheets. Key assumptions used to formulate these financial projections should be listed in the Key Assumptions worksheet. Please note that these are **project-specific** projections, in contrast to the historical financial information which is provided at the organizational level.

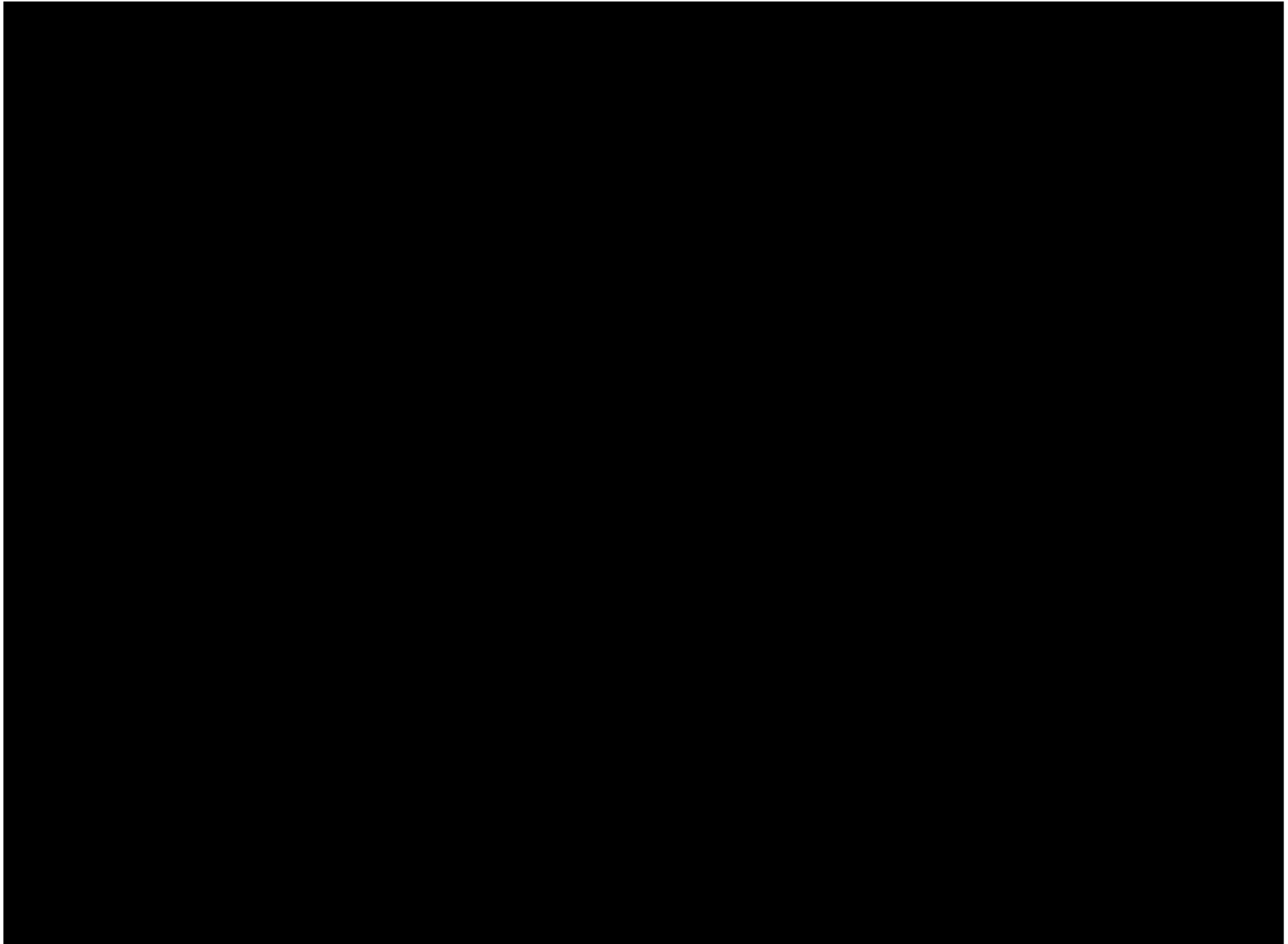
**Please refer to the Comprehensive Community Infrastructure Grant Guidance for detailed instructions on the completing this upload.**

Applicants are required to provide this upload as an Excel file, and not to convert it to a PDF prior to upload. Applicants may make adjustments to the format of the templates as necessary to provide the most effective presentation of the data for their specific project, but should not remove major headings (*e.g.* Revenues and Expenses on the Income Statement) or provide less detailed information than would be required to complete the provided templates.

## Income Statement



# Balance Sheet



# Statement of Cash Flows

Forecast Period

## NPV/IRR Table

