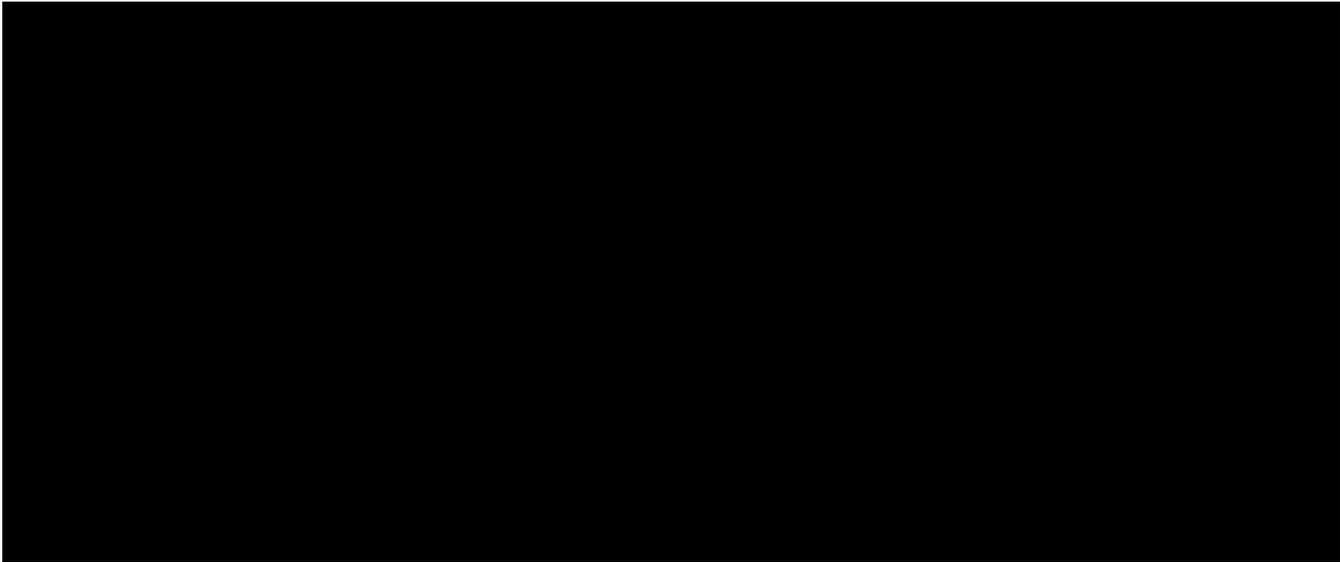
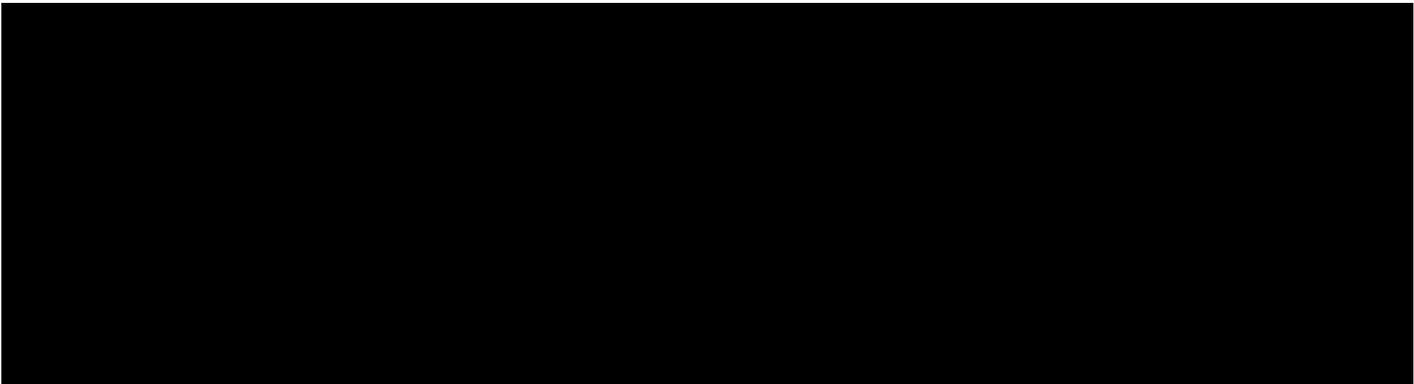
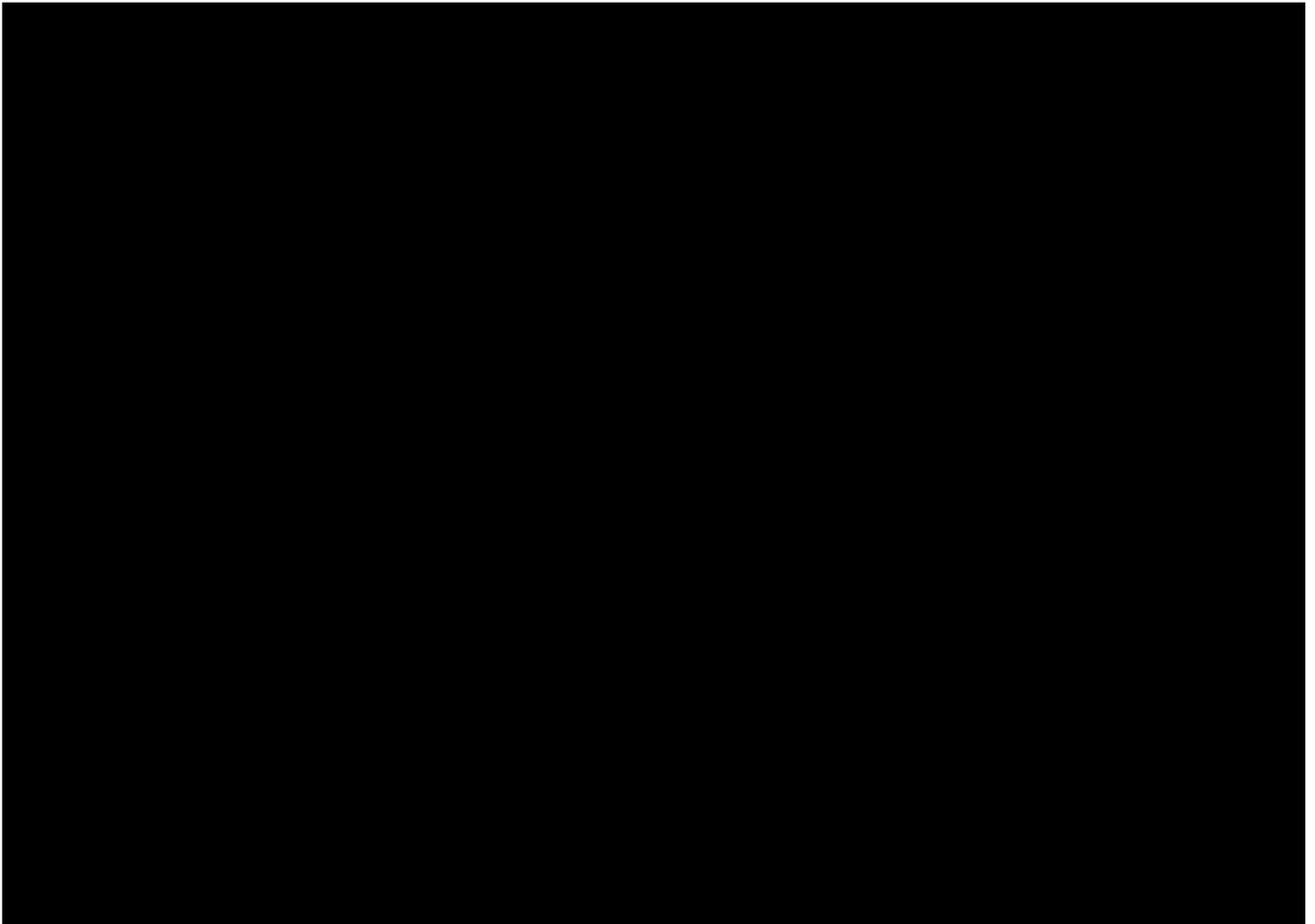
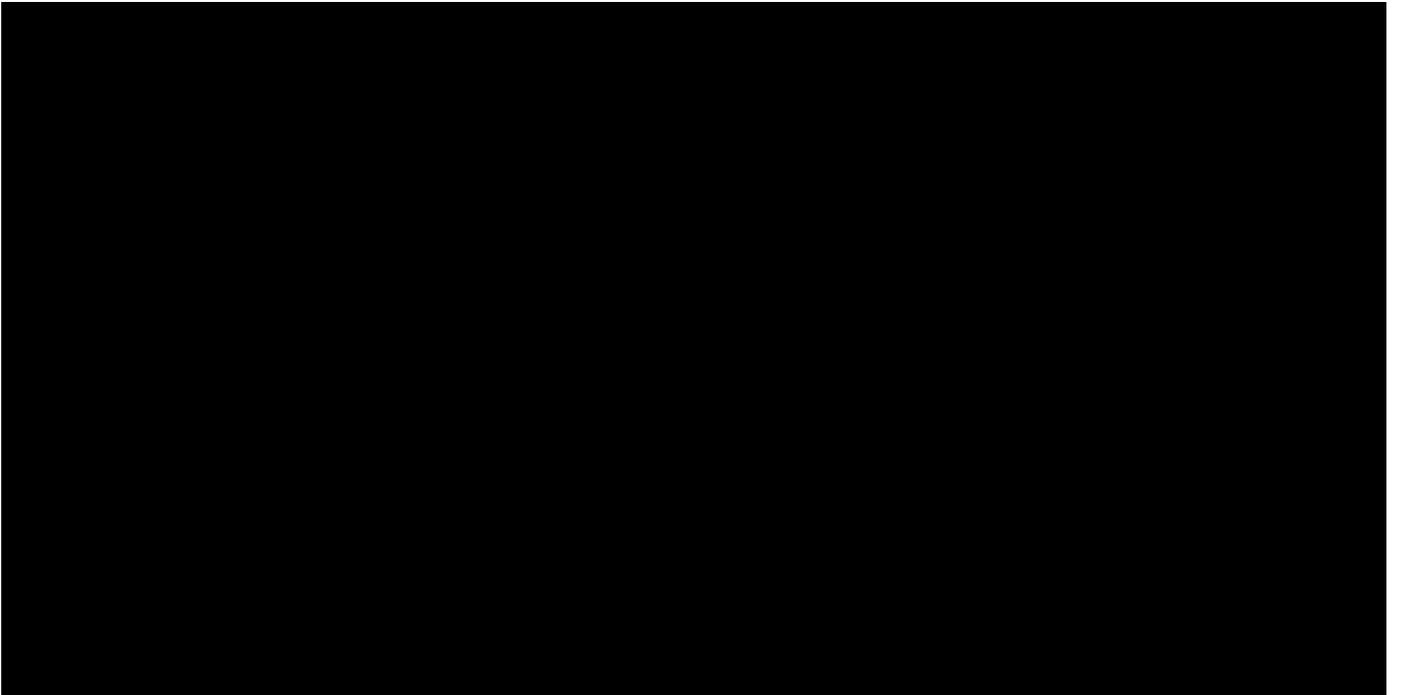


Category	Item	Cost / Hour	Hours	Total	Justification
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Category	Position	Rate	Hours	Total	Justification
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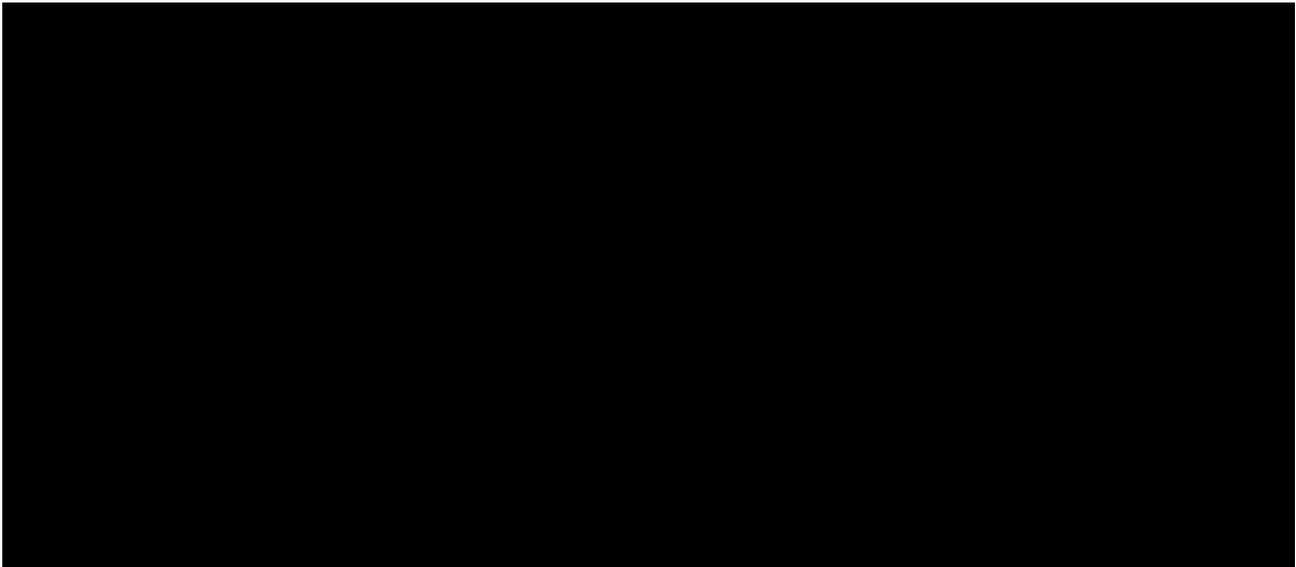
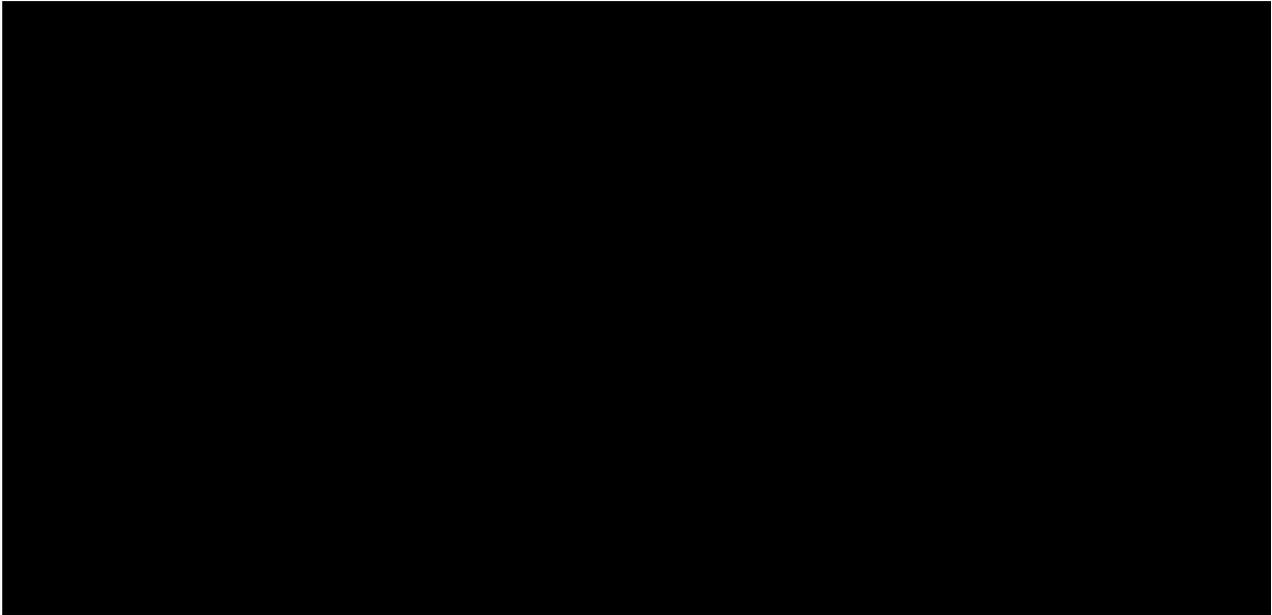






2. Land, structure, rights-of-way, appraisals, etc. - \$186,983

Fiber connect node buildings for housing network equipment



3. Relocation expenses and payment - \$0

4. Architectural and engineering fees - \$189,600

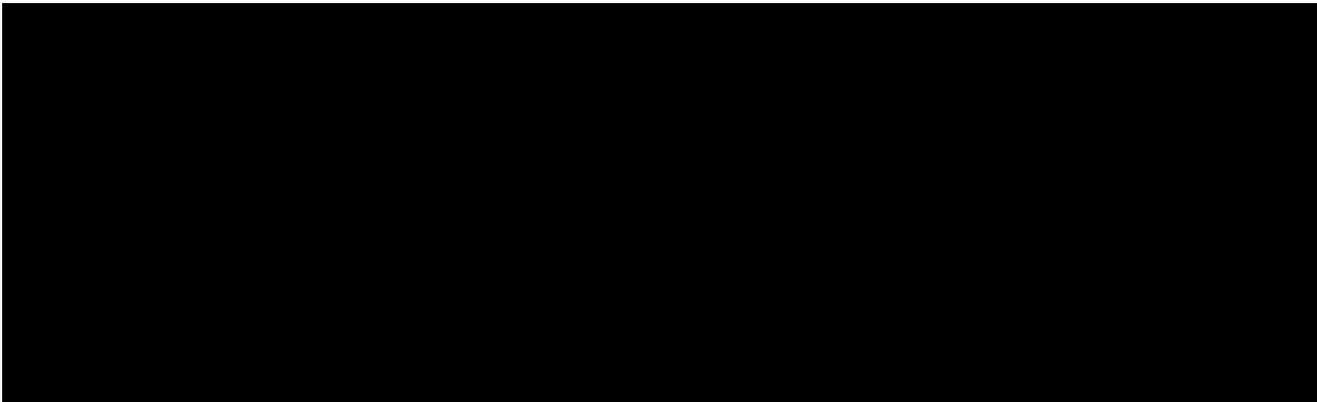
Category	Item	Cost	Units	Total	Justification
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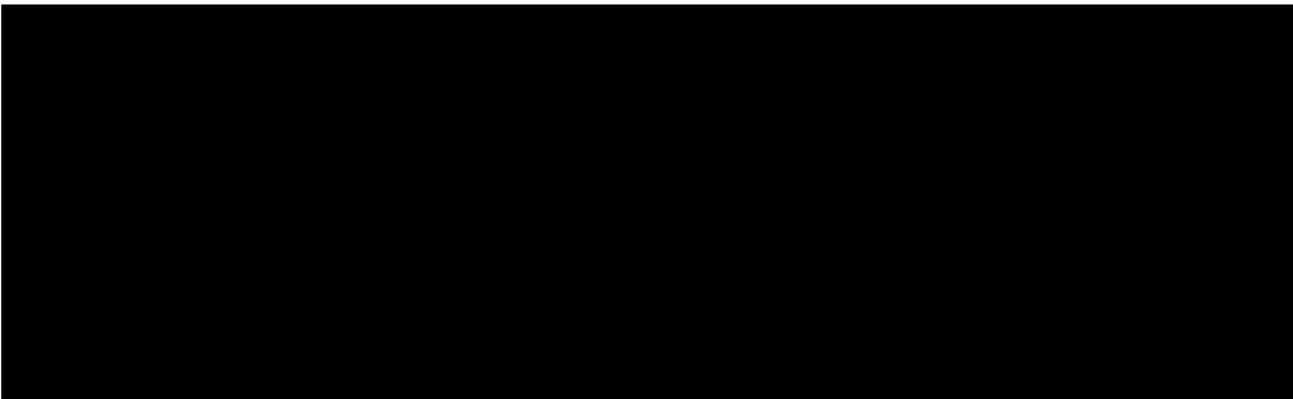
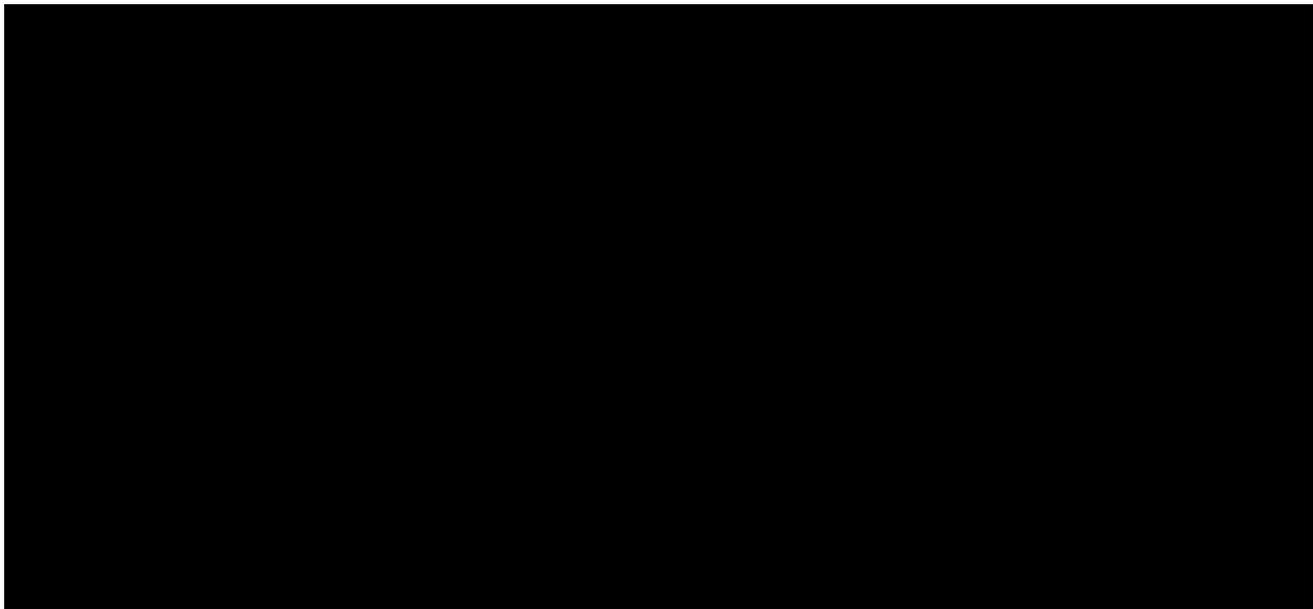
5. Other architectural and engineering fees - \$261,618

- Provide description of estimated fees, rates, explanation of proposed services, and additional information as needed.
- Provide detailed description, calculation, and basis of evaluation for each Cash Matching Funds source.
- Provide detailed description, calculation, and basis of evaluation for each In-Kind Matching Funds source.





Category Task Rate Hours Total Justification



6. Project inspection fees - \$45,600

Category Type Rate Hours Total Justification



7. Site work - \$42,975

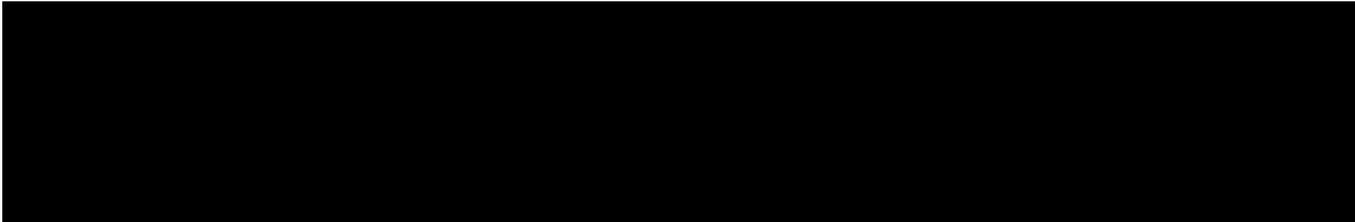
For Fiber Node Equipment Huts

Category	Item	Cost	Units	Total	Justification
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In Kind Match Source: Pyramid Lake Paiute Tribe

Category	Item	Cost	Units	Total	Justification
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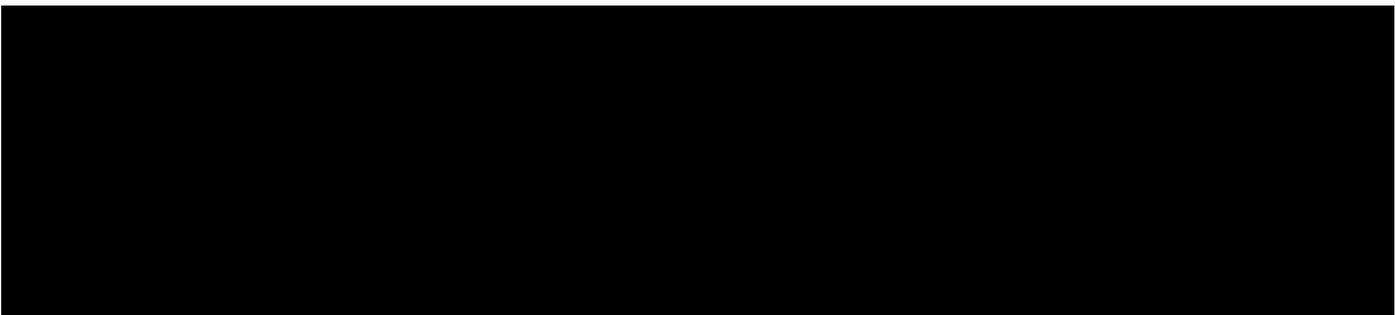


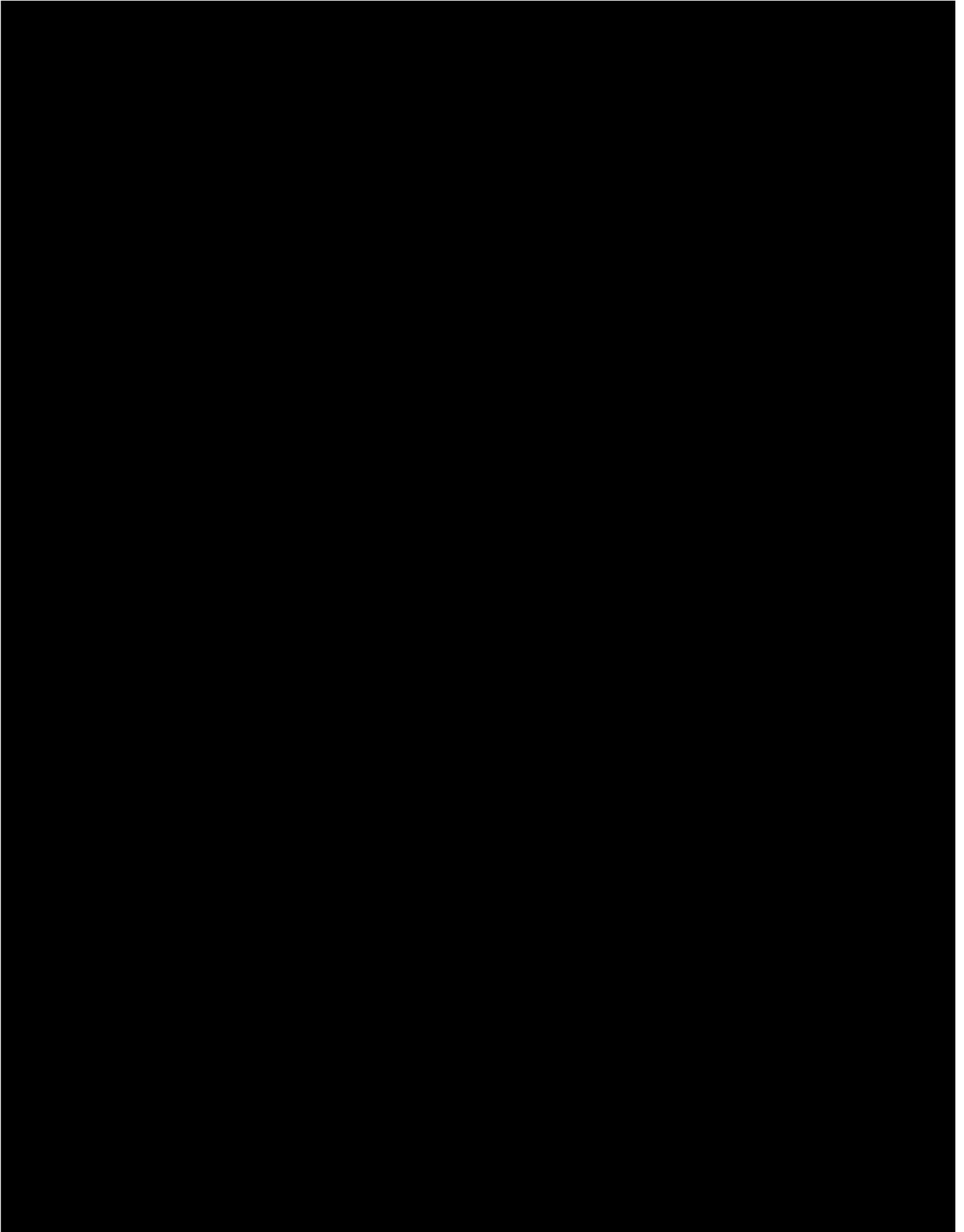
8. Demolition and removal - \$0

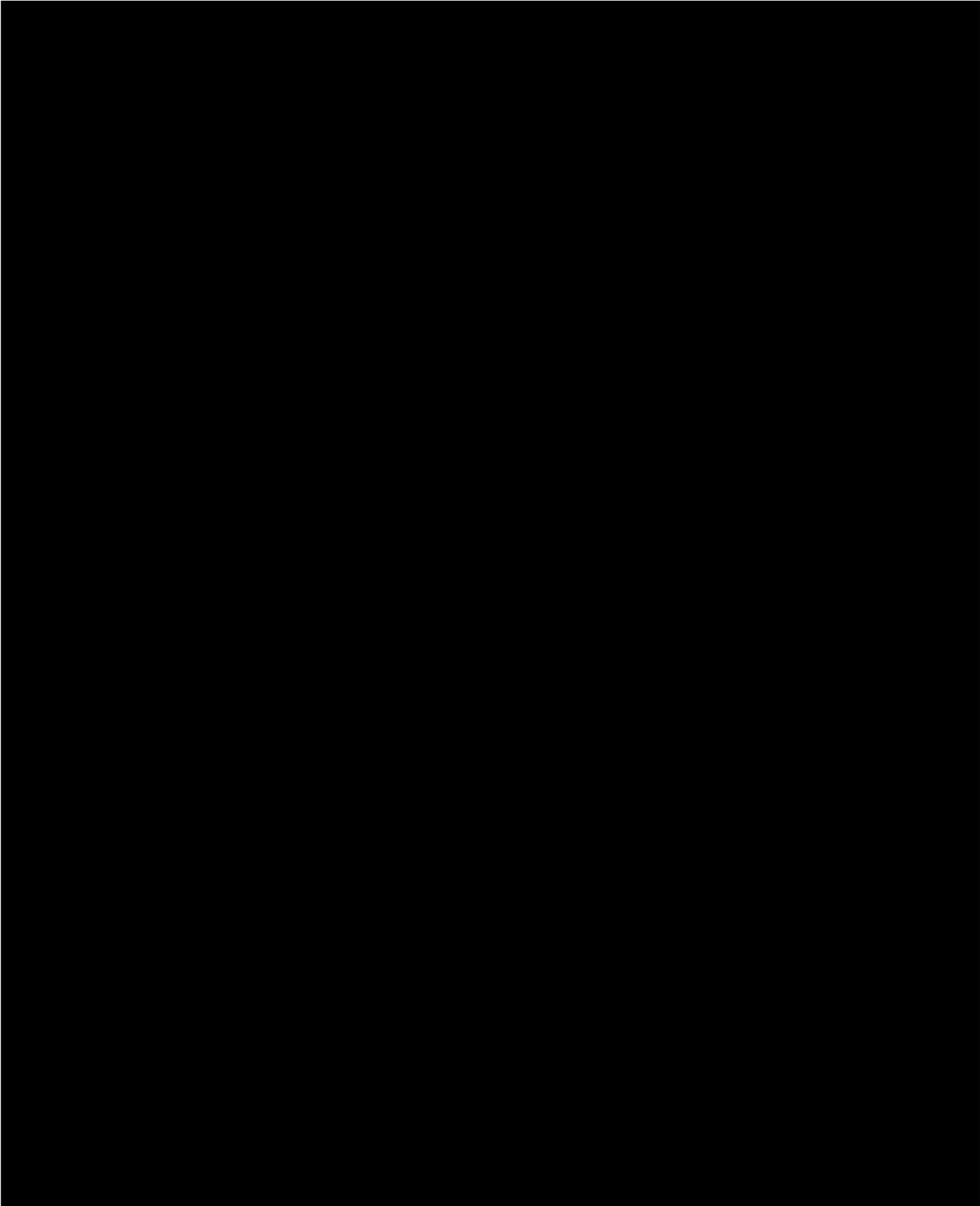
9. Construction - \$8,812,365

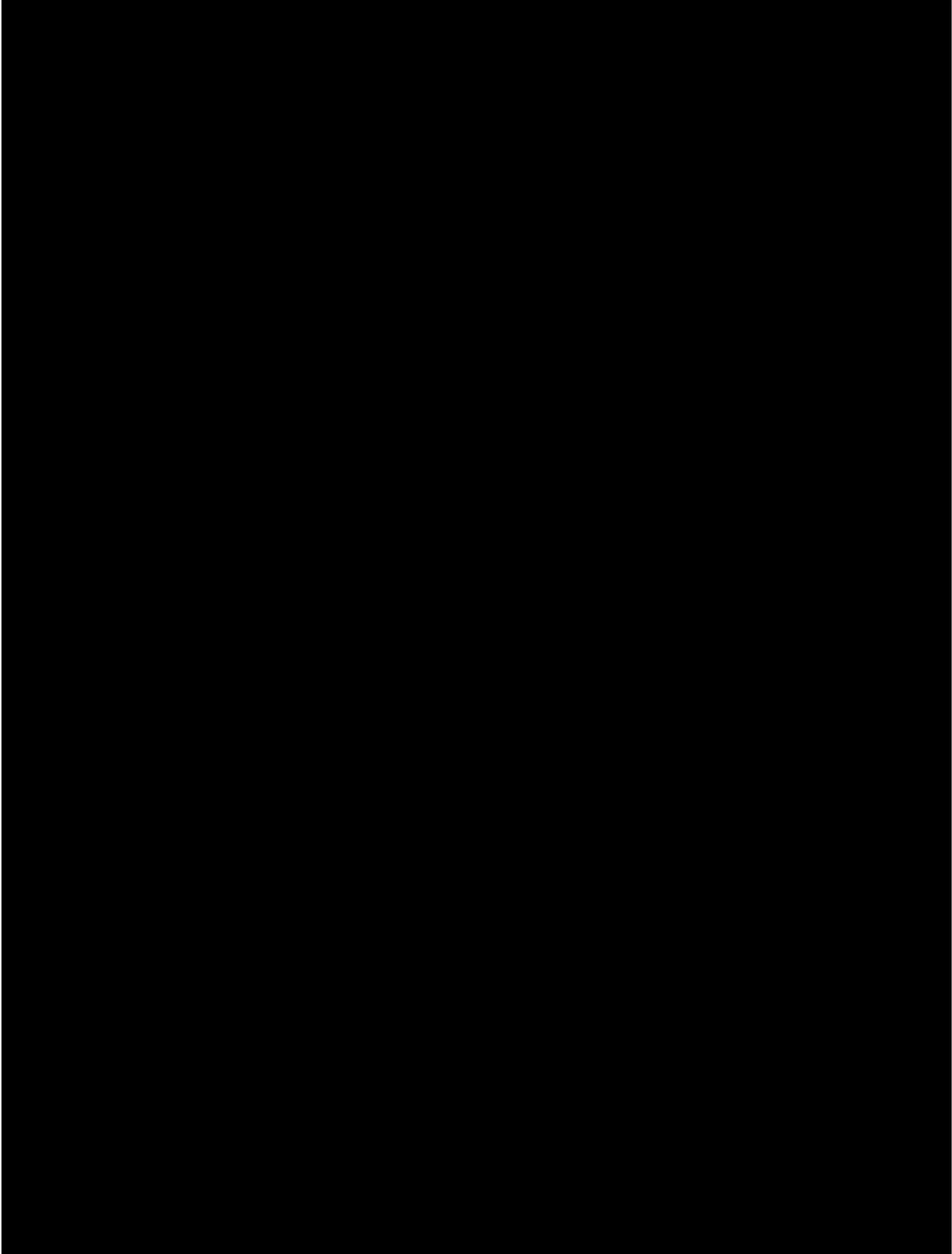
The Construction costs are for the fiber trenching and primary fiber network installation

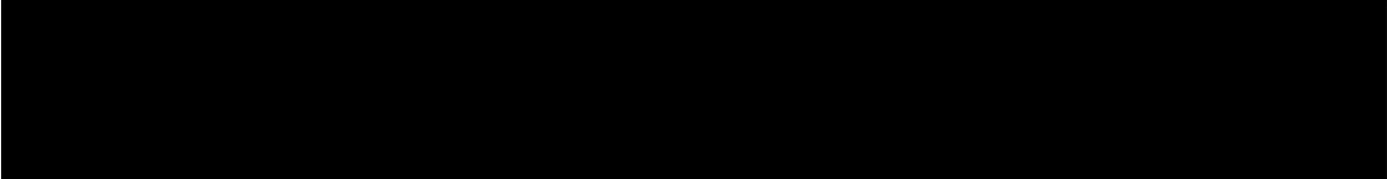
Category	Item	Cost	Units	Total	Justification
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10. Equipment - \$427,851

Equipment and software for billing and network monitoring

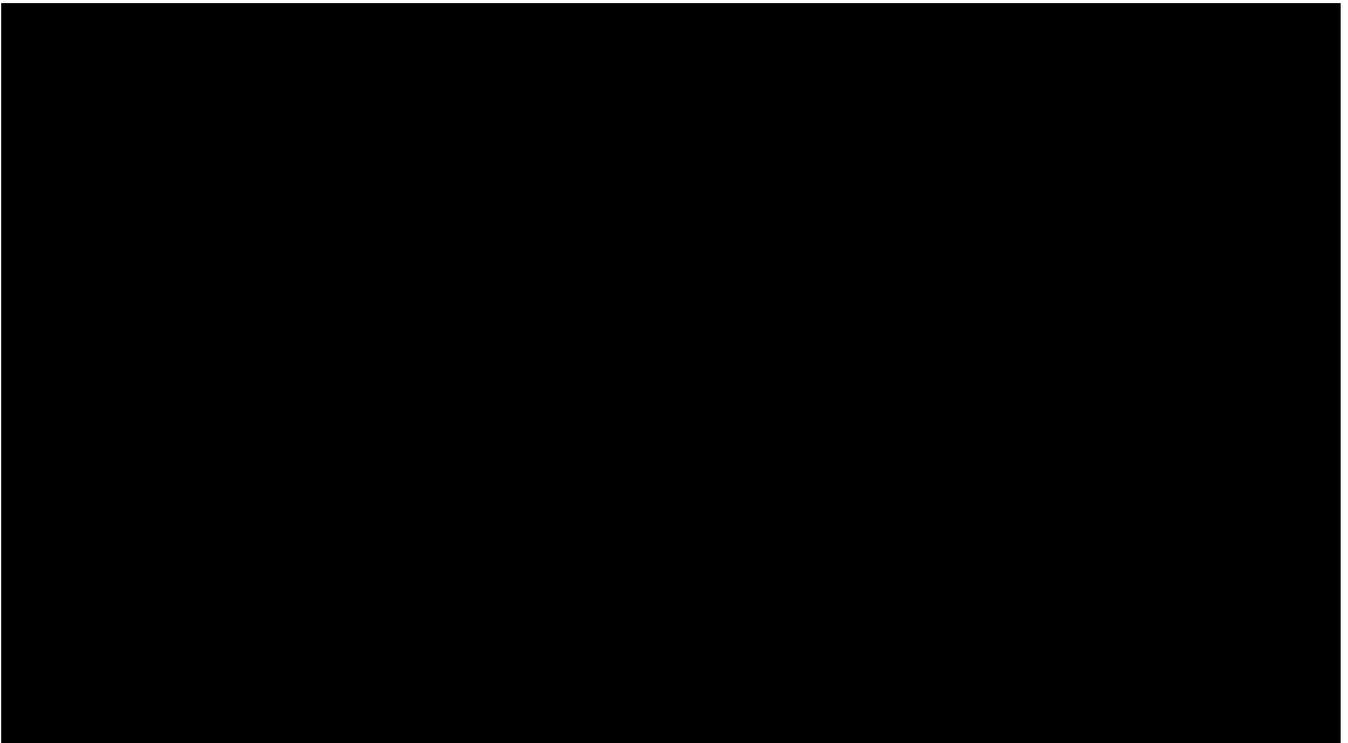
Category	Item	Cost	Units	Total	Justification
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Category	Item	Cost	Units	Total	Justification
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11. Miscellaneous - \$66,250





13. Contingencies - \$0

15. Project (program) income - \$0

BTOP Comprehensive Community Infrastructure Detailed Budget

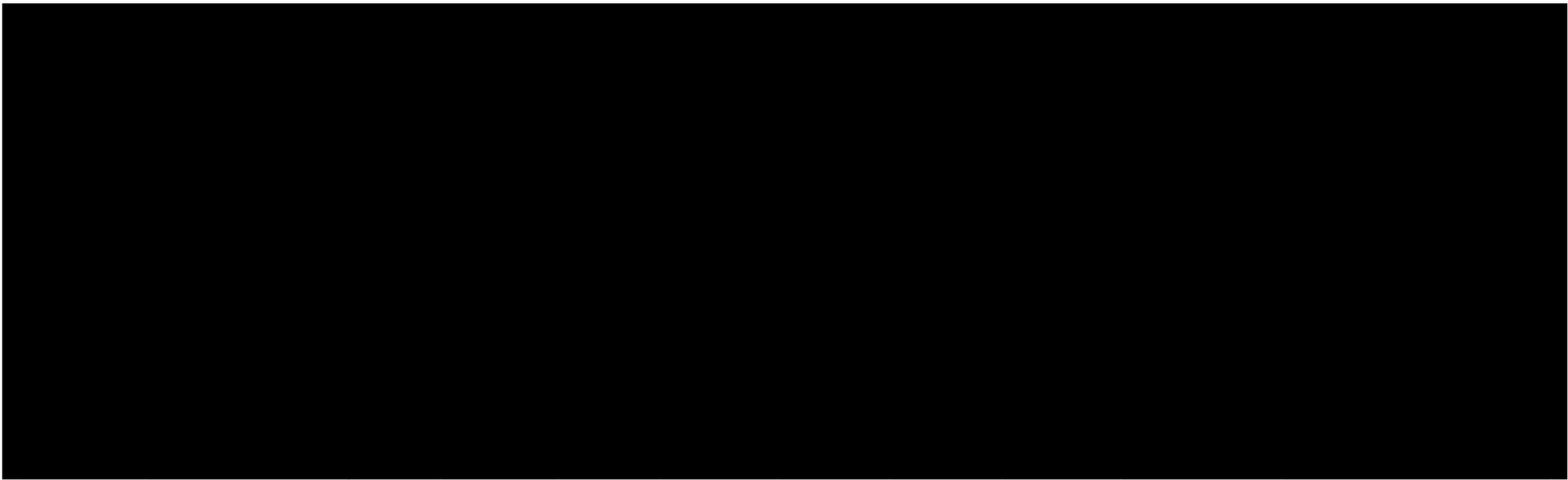
Please complete the General Budget Overview and Detailed Project Costs worksheets.

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 should not alter the layout of the provided templates, except to insert additional line-items as needed in the Detailed Project Costs worksheet.

General Budget Overview

Budget	Federal Funding Request	Matching Funds (Cash)	Matching Funds (In-Kind)	Budget TOTAL	Last Mile Allocation	Middle Mile Allocation	Allocated TOTAL
Network & Access Equipment (switching, routing, transport, access)	\$804,440			\$804,440		\$804,440.00	\$804,440
Outside Plant (cables, conduits, ducts, poles, towers, repeaters, etc.)	\$5,579,091		\$2,300,000	\$7,879,091		\$7,879,091.00	\$7,879,091
Buildings and Land – (new construction, improvements, renovations, lease)	\$149,003		\$66,000	\$215,003		\$215,003.00	\$215,003
Customer Premise Equipment (modems, set-top boxes, inside wiring, etc.)	\$218,298			\$218,298		\$218,298.00	\$218,298
Billing and Operational Support Systems (IT systems, software, etc.)	\$388,474			\$388,474		\$388,474.00	\$388,474
Operating Equipment (vehicles, office equipment, other)	\$69,757			\$69,757		\$69,757.00	\$69,757
Engineering/Professional Services (engineering design, project management, consulting, etc.)	\$1,211,648		\$36,000	\$1,247,648		\$1,247,648.00	\$1,247,648
Testing (network elements, IT system elements, user devices, test generators, lab furnishings, servers/computers, etc.)	\$82,018			\$82,018		\$82,018.00	\$82,018
Site Preparation	\$22,859		\$30,000	\$52,859		\$52,859	\$52,859
Other				\$0			\$0
TOTAL BROADBAND SYSTEM:	\$8,525,588	\$0	\$2,432,000	\$10,957,588	\$0	\$10,957,588	\$10,957,588
Cost Share Percentage:	77.81%	0.00%	22.19%				



Poles					\$0			\$0		
					\$0			\$0		
					\$0			\$0		
Towers					\$0			\$0		
					\$0			\$0		
					\$0			\$0		
Repeaters					\$0			\$0		
					\$0			\$0		
					\$0			\$0		



BUILDINGS		Match	Unit Cost	No. of	Total Cost	Last Mile	Middle Mile	Allocated Total	SF-424C Budget	Support of Reasonableness
					\$215,003	\$0	\$368,183	\$215,003		

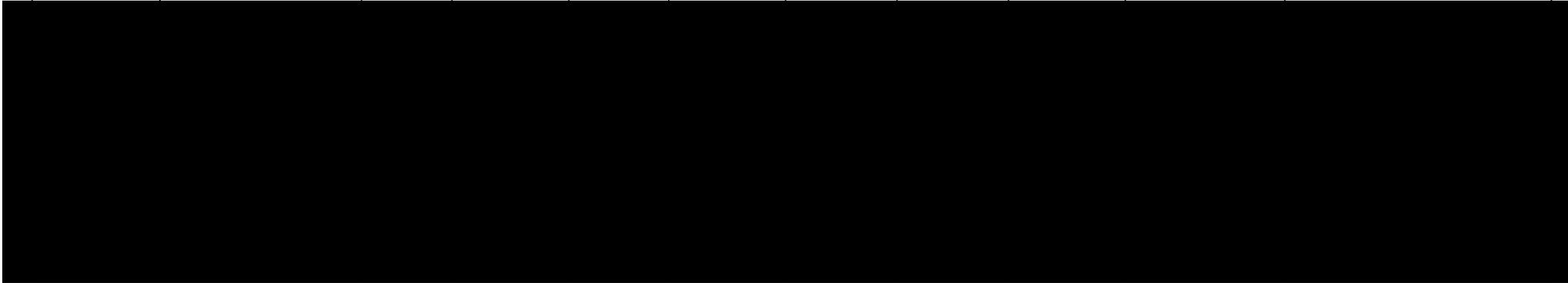


CUSTOMER PREMISE EQUIPMENT					\$218,298	\$0	\$218,298	\$218,298		
Modems					\$0			\$0		
					\$0			\$0		
					\$0			\$0		
Set Top Boxes					\$0			\$0		
					\$0			\$0		
					\$0			\$0		
Inside Writing					\$0			\$0		
					\$0			\$0		
					\$0			\$0		

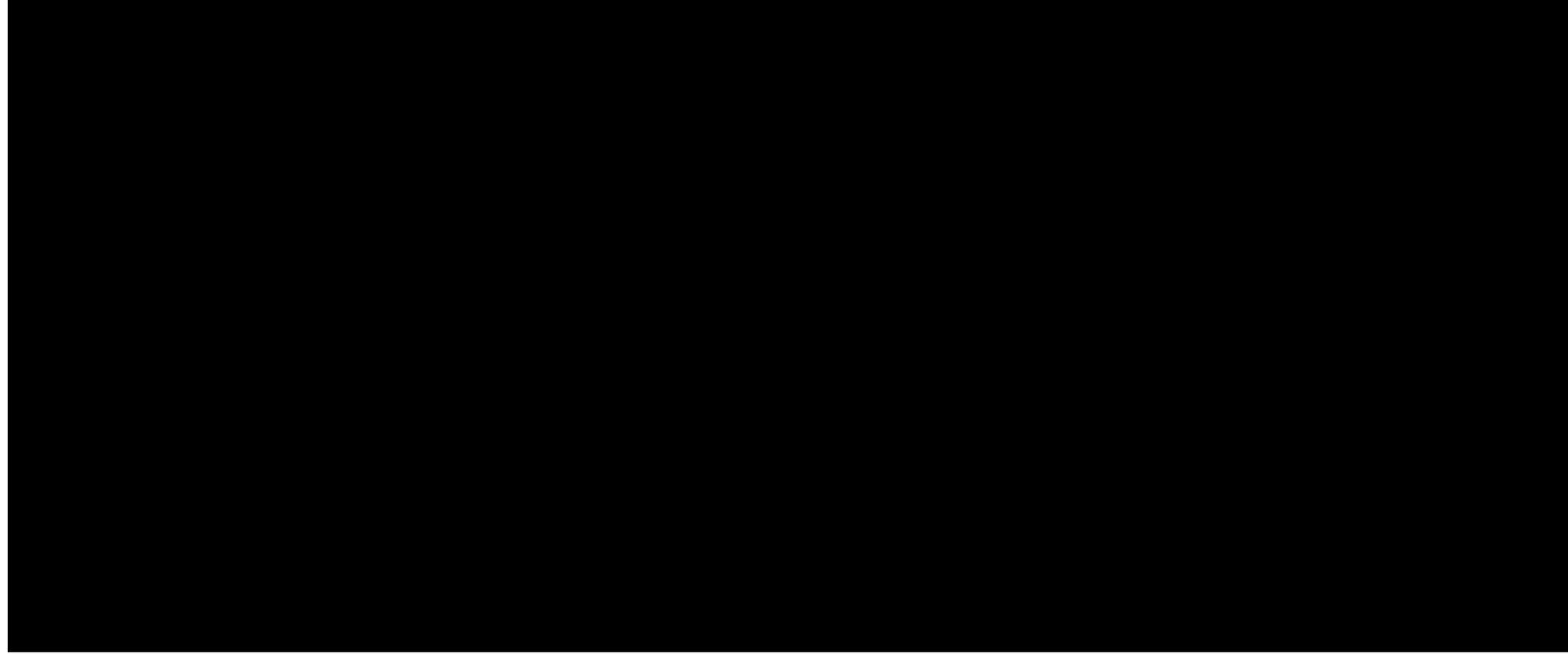
BILLING SUPPORT AND OPERATIONS SUPPORT SYSTEMS					\$388,474	\$0	\$388,474	\$388,474		
Billing Support					\$0			\$0		
					\$0			\$0		
					\$0			\$0		

Other Support					\$0			\$0		
					\$0			\$0		
					\$0			\$0		

	Match	Unit Cost	No. of	Total Cost	Last Mile	Middle Mile	Allocated Total	SF-424C Budget	Support of Reasonableness
OPERATING EQUIPMENT				\$69,757	\$0	\$69,757	\$69,757		
Vehicles				\$0			\$0		
				\$0			\$0		



PROFESSIONAL SERVICES				\$1,247,648	\$0	\$1,247,648	\$1,247,648		
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TESTING					\$82,018	\$0	\$82,018	\$82,018	
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					\$0			\$0	
IT System					\$0			\$0	
					\$0			\$0	
					\$0			\$0	
User Devices					\$0			\$0	
					\$0			\$0	
					\$0			\$0	
Test Generators					\$0			\$0	
					\$0			\$0	
					\$0			\$0	
Lab					\$0			\$0	
					\$0			\$0	
					\$0			\$0	
Servers/Computer					\$0			\$0	
					\$0			\$0	
					\$0			\$0	

COMMON		Match	Unit Cost	No. of	Total Cost	Last Mile	Middle Mile	Allocated Total	SF-424C Budget	Support of Reasonableness
OTHER UPFRONT COSTS					\$52,859	\$0	\$52,859	\$52,859		
Other					\$0			\$0		
					\$0			\$0		
					\$0			\$0		
PROJECT TOTAL:					\$10,957,587	\$0	#NAME?	\$10,957,587		

BUDGET INFORMATION - Construction Programs

OMB Approval No. 4040-0008
Expiration Date 07/30/2010

NOTE: Certain Federal assistance programs require additional computations to arrive at the Federal share of project costs eligible for participation. If such is the case, you will be notified.

COST CLASSIFICATION	a. Total Cost	b. Costs Not Allowable for Participation	c. Total Allowable Costs (Columns a-b)
1. Administrative and legal expenses	\$ 924,345.00	\$ 0.00	\$ 924,345.00
2. Land, structures, rights-of-way, appraisals, etc.	\$ 186,983.00	\$ 0.00	\$ 186,983.00
3. Relocation expenses and payments	\$ 0.00	\$ 0.00	\$ 0.00
4. Architectural and engineering fees	\$ 189,600.00	\$ 0.00	\$ 189,600.00
5. Other architectural and engineering fees	\$ 261,618.00	\$ 0.00	\$ 261,618.00
6. Project inspection fees	\$ 45,600.00	\$ 0.00	\$ 45,600.00
7. Site work	\$ 42,975.00	\$ 0.00	\$ 42,975.00
8. Demolition and removal	\$ 0.00	\$ 0.00	\$ 0.00
9. Construction	\$ 8,812,365.00	\$ 0.00	\$ 8,812,365.00
10. Equipment	\$ 427,851.00	\$ 0.00	\$ 427,851.00
11. Miscellaneous	\$ 66,250.00	\$ 0.00	\$ 66,250.00
12. SUBTOTAL (sum of lines 1- 11)	\$ 10,957,587.00	\$ 0.00	\$ 10,957,587.00
13. Contingencies	\$ 0.00	\$ 0.00	\$ 0.00
14. SUBTOTAL	\$ 10,957,587.00	\$ 0.00	\$ 10,957,587.00
15. Project (program) income	\$ 0.00	\$	\$ 0.00
16. TOTAL PROJECT COSTS (subtract #15 from #14)	\$ 10,957,587.00	\$ 0.00	\$ 10,957,587.00
FEDERAL FUNDING			
17. Federal assistance requested, calculate as follows: (Consult Federal agency for Federal percentage share.) Enter eligible costs from line 16c Multiply X <input style="width: 50px;" type="text" value="77.81"/> % Enter the resulting Federal share.			\$ 8,525,588.00

INSTRUCTIONS FOR THE SF-424C

Public reporting burden for this collection of information is estimated to average 180 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0041), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

This sheet is to be used for the following types of applications: (1) "New" (means a new [previously unfunded] assistance award); (2) "Continuation" (means funding in a succeeding budget period which stemmed from a prior agreement to fund); and (3) "Revised" (means any changes in the Federal Government's financial obligations or contingent liability from an existing obligation). If there is no change in the award amount, there is no need to complete this form. Certain Federal agencies may require only an explanatory letter to effect minor (no cost) changes. If you have questions, please contact the Federal agency.

Column a. - If this is an application for a "New" project, enter the total estimated cost of each of the items listed on lines 1 through 16 (as applicable) under "COST CLASSIFICATION."

If this application entails a change to an existing award, enter the eligible amounts *approved under the previous award* for the items under "COST CLASSIFICATION."

Column b. - If this is an application for a "New" project, enter that portion of the cost of each item in Column a. which is *not* allowable for Federal assistance. Contact the Federal agency for assistance in determining the allowability of specific costs.

If this application entails a change to an existing award, enter the adjustment [+ or (-)] to the previously approved costs (from column a.) reflected in this application.

Column. - This is the net of lines 1 through 16 in columns "a." and "b."

Line 4 - Enter estimated basic engineering fees related to construction (this includes start-up services and preparation of project performance work plan).

Line 5 - Enter estimated engineering costs, such as surveys, tests, soil borings, etc.

Line 6 - Enter estimated engineering inspection costs.

Line 7 - Enter estimated costs of site preparation and restoration which are not included in the basic construction contract.

Line 9 - Enter estimated cost of the construction contract.

Line 10 - Enter estimated cost of office, shop, laboratory, safety equipment, etc. to be used at the facility, if such costs are not included in the construction contract.

Line 11 - Enter estimated miscellaneous costs.

Line 12 - Total of items 1 through 11.

Line 13 - Enter estimated contingency costs. (Consult the Federal agency for the percentage of the estimated construction cost to use.)

Line 14 - Enter the total of lines 12 and 13.

Line 15 - Enter estimated program income to be earned during the grant period, e.g., salvaged materials, etc.

Line 16 - Subtract line 15 from line 14.

Line 17 - This block is for the computation of the Federal share. Multiply the total allowable project costs from line 16, column "c." by the Federal percentage share (this may be up to 100 percent; consult Federal agency for Federal percentage share) and enter the product on line 17.

Line 1 - Enter estimated amounts needed to cover administrative expenses. Do not include costs which are related to the normal functions of government. Allowable legal costs are generally only those associated with the purchases of land which is allowable for Federal participation and certain services in support of construction of the project.

Line 2 - Enter estimated site and right(s)-of-way acquisition costs (this includes purchase, lease, and/or easements).

Line 3 - Enter estimated costs related to relocation advisory assistance, replacement housing, relocation payments to displaced persons and businesses, etc.

progress reports and such other information as may be required by the assistance awarding agency or State.

6. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.

7. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

SF-424C (Rev. 7-97) Back

ASSURANCES - CONSTRUCTION PROGRAMS

OMB Approval No. 4040-0009
Expiration Date 07/30/2010

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0042), Washington, DC 20503.

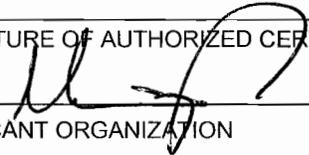
PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

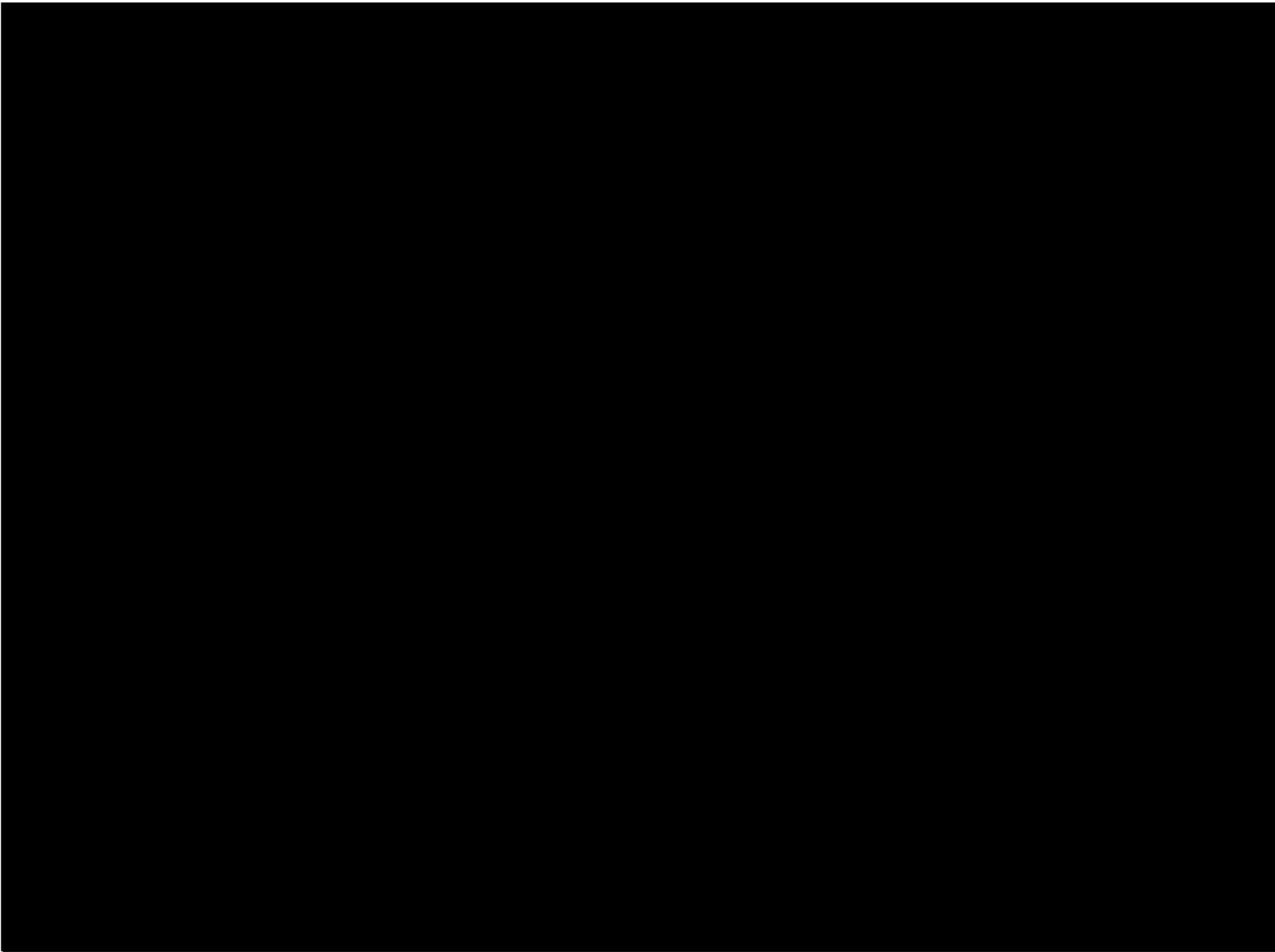
NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the Awarding Agency. Further, certain Federal assistance awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance, and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project costs) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, the right to examine all records, books, papers, or documents related to the assistance; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will not dispose of, modify the use of, or change the terms of the real property title, or other interest in the site and facilities without permission and instructions from the awarding agency. Will record the Federal awarding agency directives and will include a covenant in the title of real property acquired in whole or in part with Federal assistance funds to assure non-discrimination during the useful life of the project.
4. Will comply with the requirements of the assistance awarding agency with regard to the drafting, review and approval of construction plans and specifications.
5. Will provide and maintain competent and adequate engineering supervision at the construction site to ensure that the complete work conforms with the approved plans and specifications and will furnish progress reports and such other information as may be required by the assistance awarding agency or State.
6. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
7. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
8. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
9. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
10. Will comply with all Federal statutes relating to non-discrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681 1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

11. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal and federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
12. Will comply with the provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
13. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333) regarding labor standards for federally-assisted construction subagreements.
14. Will comply with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
15. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
16. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
17. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq).
18. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-1 33, "Audits of States, Local Governments, and Non-Profit Organizations."
19. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

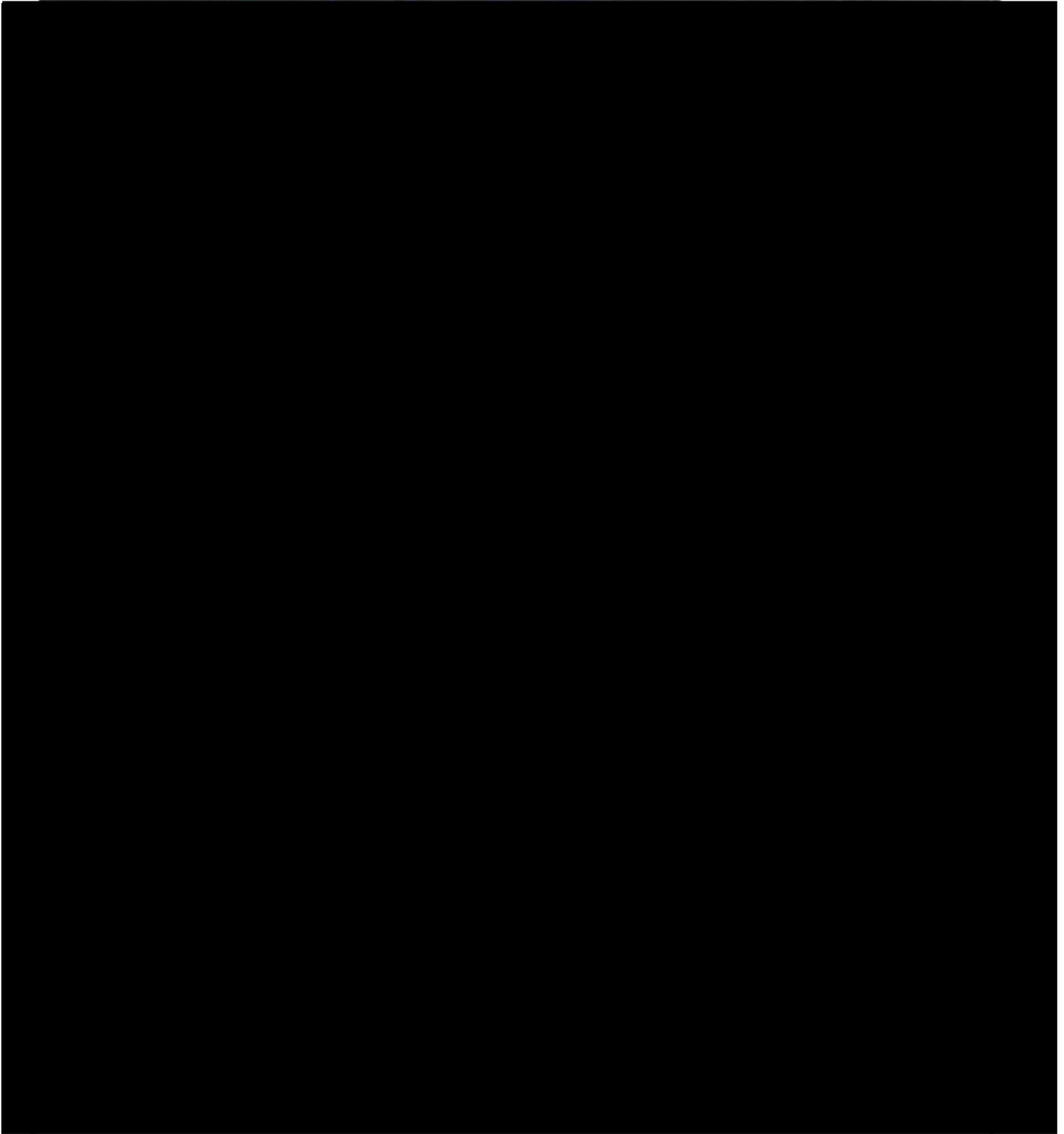
*SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL 	*TITLE Pyramid Lake Paiute Tribe Chairman	
*APPLICANT ORGANIZATION Pyramid Lake Paiute Tribe		*DATE SUBMITTED 3/26/10



18.5 Management Team Resumes and Organization Chart

Digital 395 Middle Mile

Easy Grant ID: 5569



Gregory Gardner

Education:

M.S. Mathematics CSU Hayward
B.S. Computer Science CSU Hayward
B.S. Mathematics CSU Hayward
PreMed UC Berkeley and Gonzaga University

Experience:

3/02 - Present
Technology Services Director
Pyramid Lake Paiute Tribe - Nixon, NV

- Led the design and deployment of a broadband 3-tier wired and wireless network that links 3 towns, 20 government and community sites across a 45-mile span on the Pyramid Lake Paiute Reservation.
- Architected and implemented and maintain a connectivity infrastructure that includes a network data center with ten domain, application, email, and web servers for distribution of services to employees and outside agencies.
- Implemented the latest technologies for wireless and WAN security, and VPN Remote management.
- Successfully initiated talks and worked on the contract negotiations with Verizon Wireless that resulted in a cell tower for the community
- Participated with the engineering groups from the American Distance Education Consortium (ADEC) and Tachyon as a test site for video-conferencing and VOIP projects with satellite broadband.
- Developed third party vendor relationships for all phases of network support
- Network Equipment expertise includes Trango, Proxim, Cisco, and Motorola wireless systems, Cisco routers, and HP and Cisco managed VLAN switches.
- Servers expertise includes UNIX, Linux, and MS Windows
- Network support equipment expertise Symantec and Exabyte backup systems, and Sonicwall, Juniper firewall, QOS and VPN management products, and Barracuda Filters.
- Database expertise includes Oracle, Microsoft SQL, Informix, and Sybase products.

9/99 - Dec 2001
Principal Lead Engineer
Marketfusion Inc - San Jose Ca.

- Principal lead engineer and architect - developed a B2B Internet supply chain management product for manufacturing
- Hired and led a team of 14 engineers in product development.
- Led an off-shore development team on numerous projects
- Proposed, architected and led development of the technology for a real-time configurable MRP automation process server that resulted in a patent
- Java J2EE and C++ software engineering expertise

8/98 - 3/99
Principal Developer
PaymentNet Inc. - Pleasanton, Ca.

- Principal developer and architect for a client-server credit card processor for Internet commerce applications.
- Product is currently being used in Verisign's commercial products and services. One of the two major credit card and E Check processors being used on the internet today.

1/95 - 8/98

Sr Software Engineer
Nobix - Pleasanton, Ca.

- Developed a networked document management system used by HP
- Provided training for the junior staff.

9/92 - 1/95.

Software Engineer
Applied Technology Assoc. - Mt. View, Ca.

- Principal design and development engineer on the tracking and orbit estimation module of the US Air Force Satellite tracking system.
- Worked with teams from IBM Unisys, and other defense contractors in the development and design review process.
- Project manager for teams of engineers and mathematicians in several numerical analysis studies and integration projects.

5/80 - 1/89

Arrowhead Industrial Water
Milpitas, Ca.

- Held positions as a field technician, engineer, and program manager on numerous projects installing and maintaining high-purity industrial water systems.
- Manufacturing and construction management, and systems engineering design.
- Customers included Intel, AMD, IBM, HP, Stanford Research, Lawrence Livermore Labs, Sandia Labs, Standard Oil, US Navy, and Pacific Gas & Electric.
- Played a key role in major projects at Union Carbide and nuclear power plants including Rockford Ill., and Diablo Canyon in Ca.
- Tasks over the years were related to major plumbing systems, electrical & power distribution systems, pumps, hydraulics, chemical treatment systems, sensor and alarm systems, and filtration systems.
- Resolved key design problems that enabled the company to acquire patents in double-pass reverse osmosis and gas-injection low-grade deionization filtration systems. Arrowhead was bought by US Filter, and operates under that name.

Resume

ROBBIN SCHOLL

EXPERIENCE

6/07-Present US ORDNANCE, INC.

Controller

Contact: Norm Justice President (775) 771-9548

This was a defense contracting company that started small and increased the revenue by 3X in the last 2 years.

The company had been incorporated since 1997 but had never reconciled their Financial Statements and because of their growth and cash flow requirements, it was necessary to pass an independent audit. I redid all of 2006 and 2007 sales and reporting. I implemented Bill of Materials and reposted inventory that increased by 900% due to incorrect posting of finished goods and incorrect cost set up of inventory items. I worked with the CFO Group, Inc.

and passed the audit. For bank compliance, I worked with the other managers to set up 3 years of budget projections.

I set up policy and procedure for Accounts Payable, Accounts Receivable, Job Cost and Fixed Assets.

I worked on the US Government website (WAWF) to insure proper invoice posting and payment schedules.

I set up US Government files to prepare for audit of contracts.

10/06-6/07 ACCOUNTANTS, INC.

Senior Accountant

Contact: Sue Neumon (775) 823-4411

I worked as a temporary employee for several companies including Winners Corner (Tibaron, Inc.) and St.

Mary's Hospital. I was in charge of monthly bank reconciliations as well as Financial Statement analytical analysis.

2/06-10/06 PIONEER CROSSING CASINO

Controller

Contact: Human Resources (775) 575-4444

Implemented procedures in all departments as well as organizing month end procedures. This casino had only been open since April of 2005 but was going through a gaming audit as well as bank compliance issues. Reconciled and closed balance sheet accounts as well as preparation of revenue audit for 2005.

Helped develop marketing events as well as budget forecasting for bank compliance.

Implemented Point of Sale Aloha system in the bar and restaurant as well as inventory control and cash management. Utilized the Oasis slot system with accounting functions on Quickbooks.

4/05-12/05

TRUCK INN

Controller

Contact: Marcia Martin Holder Hospitality Group (775) 352-6479

A casino that also had a restaurant, motel, convenience store and fuel stations.

Implemented procedures in all departments as well as organizing month end procedures.

Utilized their accounting software (Mas 90) which allowed reporting to be distributed to all managers.

Was also responsible for daily cash flow and weekly revenue reporting to the corporate office.

Was able to establish better working relationships with vendors as well as customers.

Was able to complete account reconciliations for the 2004 audit.

3/04 10/04

MOLDING INTERNATIONAL & ENGINEERING

Senior Accountant

Contact: Craig Heiserman or Tamara Jahelka (951) 296-5010

A manufacturing company that had not closed 2003 and was behind on all areas of finance for 2004.

Organized PR, AP and AR. Using a MAS 90 type software, reconciled inventory and general ledger accounts.

Bank reconciliation as well as Workmen's Comp and 401K audits. Year end closings as well as implementing month end procedures.

2/01-Present

SCREAMING TIGERS MUSIC, INC. Reno, NV

Owner

(866) 608-4437

1/00-9/00

VIRTUALIS SYSTEMS, INC. North Hollywood, CA

Senior Accountant

Contact: Scott Savoie (818) 554-1325 A web hosting company that did not have

past records organized. I pulled together three years of paperwork for an upcoming audit.

I set up a new chart of accounts and implemented policy and procedure for all areas of finance including, but not limited to, Payroll, Accounts Payable, Accounts Receivable, General Ledger and Job Cost.

Also set up depreciation and deferred revenue schedules.

I assisted the Controller in finance forecast models.

7/99-1/00&10/00- 2/01 THROWER & ASSOCIATES Sherman Oaks, CA

Senior Accountant

Contact: David Bissonnet (818) 907-9599 Contracted out as a consultant

accountant.

Hired by companies to set up accounting procedures and guidelines. Analyzed and created job cost procedures as well as revenue and cash tracking.

Bank reconciliation as well as cash flow management.

Budget projections and production management to increase profitability. Reconstructing past of AR, AP and GL bookkeeping for upcoming audits. Use of AS400 and Quickbooks software.

EDUCATION:

California State University San Marcos

BS in Accounting

SANDRA J. HICKS

CAREER ACCOMPLISHMENTS

- Written over forty grant proposals to various funding sources with an 80% success rate with total funding exceeding 2 million dollars.
- Coordinated the Pyramid Lake Paiute Tribe's annual budgetary and appropriation process, including implementing control mechanisms to balance department/grant budgets.
- Planned, evaluated, and implemented a reorganization plan that enhanced grants control, input, improvement an outcome based measures to grants.
- Was instrumental in the development of the first Native American Youth Shelter in the State of Nevada.
- Worked with the Department of Justice Office of Juvenile Justice and Delinquency Prevention to secure funding in the amount of 27 million to assist Native Youth Nationwide.

PROFESSIONAL EXPERIENCE

PYRAMID LAKE PAIUTE TRIBE, Nixon, Nevada
Contracts & Grants Compliance Officer

2008-Present

- Responsible for the management of grant activities of the Tribe, including grant development, submission, administration of awarded grants, monitoring and tracking, budget management and goal /objective completion.
- Coordinated with a variety of programs, including Victim Services, Education Programs, and Environmental Department, Cultural/Language Programs, Law Enforcement, Judicial Services/Probation, Child Care, Recreation Program, Environmental, Social Services and Public Facility construction projects.
- Responsible for the coordination of the Tribe's annual budget process, including development of budgetary requirements, and served on Appropriations Committee which allocates available funding to tribal programs.

PYRAMID LAKE PAIUTE TRIBE, Nixon, Nevada
Contracts & Grants Technician

2005-2008

- Prepare grant and/contract funding proposal applications with emphasis on non-federal and non-profit sources.
- Participate in the preparation, monitoring and maintenance of the contracts and grants awarded to the Pyramid Lake Paiute Tribe, including compliance with funding requirement, assisting in grant and budget modifications.

- Make recommendations to the Contracts & Grants Administrator regarding policies and procedures. Provide future course of action, and the development of new programs or services based upon the tribes need.

FALLON PAIUTE-SHOSHONE TRIBE, Fallon, Nevada

2000-2005

Director, Stepping Stones

- Responsible for the Administration of Stepping Stones Tribal youth Shelter including budget management, grant writing, personnel management.
- Responsible for the management of P.L. 93-638 Contract and coordinating with BIA Social Services and tribal working groups for Western Nevada Tribes.

FALLON PAIUTE-SHOSHONE TRIBE, Fallon, Nevada

1997-2000

Administrative Assistant, Stepping Stones

- Provided administrative support to the Shelter Director.
- Established procedures that implemented operational and/or fiscal policies.
- Coordinated and provided professional services for staff meetings, board meetings and committees.

FOX PEAK ECONOMIC DEVELOPMENT CORPORATION

2000-2003

Board Member

- Serve as a member (two year term) of the Board of Directors of Fox Peak Economic Development Corporation, a federally-chartered corporation charged with pursuing the development of economic development projects for the Fallon Paiute-Shoshone Tribe.

EDUCATION

Western Nevada Community College, Fallon NV- Current Student in Business Management Program, Expected Graduation in May 2010 with AA.

*Morrison College/Reno Business College, Reno NV
Business Administration Certificate, 1991*

Roland T. Volker

Financial Management, Accounting and Auditing

Professional Experience:

Manufacturing and Management Accounting

- Vice President of Finance for a manufacturer of mechanical handling equipment designed for use on offshore oil platforms. Annual sales were approximately \$50 million. Responsibilities included all financial and accounting services for the corporation and several supporting legal entities. (Two years.)
- Location Controller for a commercial printing business with annual sales exceeding \$20 million. Responsibilities included all financial and accounting services performed at the location. (July – September 2006.)
- Site Controller for a 5 billion-pound per year petrochemical manufacturing facility comprised of 14 different production units and employing 1400 people. Responsibilities included all financial and accounting services performed at the site. Also managed the site's Materials Management Services organizations, which included the purchasing, receiving and plant MRO stores functions. (Two years.)
- Division Accounting Manager that led a team of 16 accounting professionals and support personnel for a corporate division with annual sales of more than \$1 billion. Responsibilities included month-end financial closing and reporting, product and inventory exchange/conversion agreement accounting, sales accounting and customer invoicing. (Two years.)
- Business Controller for a business that developed, manufactured and marketed synthetic crystals for electronic and semi-conductor applications in commercial and government markets. Responsibilities included leading a team of 17 professional and administrative personnel in the performance of all accounting, information technology, procurement and plant storeroom services for the business. (Seven years.)
- Performed the activities of Plant Accountant for several product lines at a large manufacturing facility. Responsibilities included the development of product cost standards, job order and process cost analysis, annual operating budgets, monthly forecasts, inventory accounting, invoice auditing and payroll timekeeping. (Three years.)

Internal Audit

Planned, supervised and performed financial, operational and contract audits for domestic and international business units of a global manufacturing corporation. Also performed special investigation audits and reviews. Audit emphasis was directed at monitoring and evaluating internal controls and business processes as well as substantiation of account balances in the financial records. Areas of financial audit experience include income statement and balance sheet accounts, manufacturing and inventory costing. Operational audit experience includes purchasing, inventory control, shipping, receiving, plant maintenance, plant engineering and sales office processes. (Five years.)

Projects and System Implementations / Conversions

- Performed the activities of a Subject Matter Expert on a merger transition team which successfully converted and transitioned Union Carbide's supply chain material master data from the SAP R3 environment to Dow Chemical's SAP R2 system. Also actively participated on a team that successfully converted and moved the SAP R3 supply chain master data of a European automotive parts manufacturer to Dow Chemical's SAP R2 system. (Two years.)
- Performed the role of Subject Matter Expert on a corporate-wide SAP system implementation team. Specifically worked on the eight-member Finance and Controlling Team which led the successful design, configuration and implementation of corporation's SAP Finance and Controlling modules. (Three years.)
- Actively participated on a 25-member corporate-wide Financial Services Best Practices team sponsored by the Chief Financial Officer. Project team successfully led the effort of streamlining the financial organization's work processes by focusing organizational and individual effectiveness around value-added activities. (One year.)

Supply Chain Data Management

Organized, staffed and led a nine-member department that successfully supported the implementation of the more than 15,000 supply chain materials in SAP. Subsequently, led the newly formed organization to develop and implement business processes to accurately maintain the supply chain material master data in the SAP Materials Management module. (Three years.)

Positions Held:

PRAXIS ASSOCIATES, Inc., Chief Financial Officer	2009 - current
TSC OFFSHORE CORPORATION, Vice President of Finance	2007 – 2009
CENVEO CORPORATION, Location Controller	2006 part year
H & R BLOCK OF HOUSTON, Tax Preparer	2004 season
UNION CARBIDE CORPORATION, a Wholly Owned Subsidiary of The Dow Chemical Company: <i>Subject Matter Expert – SAP R3</i> , Supply Chain Process & Systems, Houston, TX	2001 - 2003
UNION CARBIDE CORPORATION: <i>Mgr. Supply Chain Material Master Data – SAP R3</i> , Planning Through Delivery, Houston, TX	1998 - 2001
<i>Finance and Controlling Team Member</i> , SAP R3 Implementation Project, Danbury, CT	1995 - 1998
<i>Site Controller</i> , Solvents, Intermediates, Monomers Business, Texas City, TX	1993 - 1995
<i>Project Team Member</i> , Corporate Controller's Group, Danbury, CT	1992 - 1993
<i>Division Accounting Manager</i> , Industrial Chemicals Division, Houston, TX	1990 - 1992
<i>Business Controller</i> , Crystal Products, Industrial Chemical Division, Vancouver, WA	1983 – 1990
<i>Senior Auditor</i> , Corporate Internal Audit Department, Chicago, IL	1978 – 1983
<i>Plant Accountant</i> , Carbon Products Division, Cleveland, OH	1975 – 1978

Certifications and Education:

CMA	Certified Management Accountant
CPA	Certified Public Accountant, non-practicing, Ohio
BS	Bachelor of Science, Accounting, Bowling Green State University, Ohio

Ian E. McNeill

Skills Summary

- Telecom Outside Plant (OSP) Construction and Engineering: subject matter expertise in long range planning, loop electronics, feeder administration, Construction operations, Capital / Expense budget management.
- Strong verbal and written communication; including effective negotiation skills, technical writing, and representation of business in public / regulatory forums.
- Management with consistent focus on service and cost results execution.
- Leadership that engages all members of the team, recruits accountability, and seeks to secure the discretionary efforts of the work force.
- Creative strategic thinking with ability to transition concepts into practical build designs.

Professional Experience

Telcordia Technologies, Inc., Piscataway, New Jersey, through ATS Solutions, Ocean, New Jersey

- Principal Client Consultant – June, 2008 to Present

AT&T, Inc. (Formerly SBC Communications, Inc., and Pacific Telesis Inc.), San Ramon, California

- Executive Director, Southern California Construction & Engineering – October, 2006 to May, 2007
- Executive Director, Project Lightspeed – January, 2005 to October, 2006
- General Manager, North Construction & Engineering – December, 2001 to January, 2005
- Executive Director, Loop Planning and Pronto Project Management – October, 1997 to December, 2001
- Regional Manager, Los Angeles Construction & Engineering – January, 1993 to October, 1997
- Director, Integrated Systems Management – November, 1991 to January, 1993
- Director, LEIS PM and OSPE Support - *rotational assignment at Bell Communications Research (Bellcore) Inc., Morristown, New Jersey* - October, 1988 to November, 1991
- Staff Manager, Outside Plant Support – October, 1984 to October, 1988
- OSP Engineer, Loop Planner – May, 1979 to October, 1984

Other

- Contract OSP Engineer to Pacific Telephone – 1976 to May, 1979
- Construction Lineman, CATV Splicer, CATV service maintenance – 1972 to 1976

Technical Highlights

- Current position consists of consulting role creating and documenting decision support and inventory software system proposals for potential AT&T sale; satellite imagery with web based geo links and fiber planning applications currently under study.
- Company subject matter expert (SME) witness in 2003 California Public Utilities Commission UNE-P Proceedings.
- Company SME witness in 1998 CPUC DSL technical proceedings and subsequent CPUC Staff inquiries
- 1992 sales presentations in Australia yielded eventual sale of Bellcore Engineering applications to Telecom Australia.
- Member of 1997 SBC Outside Plant Engineering and Capital Management Merger Initiatives, including lead of sub group that developed seven state Loop Planning Guidelines.
- Staff Manager assignment included project management of LEIS System implementation in Pacific, including oversight of Information Systems Organization hardware and software activities, development of methods to support introduction of new digital pair gain technologies, development of guide for use of digital microwave radio in loop applications, and evolved role as Planning and Feeder Administration subject matter expert.
- Planning, Feeder Administration, Loop Electronics Coordination, and OSP Engineering responsibilities for several wire centers in the Napa/Fairfield area in Northern California.

- Led local team in introduction of LROPP, SLC-96 DLC technology, and Feeder Administration.
- Acquired first hand knowledge of difference in business results associated with reactive versus proactive capacity management
- Experienced the essential aspect of Outside Plant Engineering and Outside Plant Construction collaboration in the effective and efficient build and maintenance of plant.
- 1983 loan assignment to Northern California VP Staff yielded surge in Digital Pair Gain deployment in Bay Area.

Management and Leadership Highlights

- Lightspeed position included launch of the Fiber to the Node initiative in California and Nevada, build of the West project management team, collaboration with Company Legal and External Affairs in dealing with strong resistance from municipalities, tempering construction and engineering activities with delayed equipment and guidelines field readiness, and negotiating various labor vendor support contracts.
- Field operations leadership roles in Los Angeles and Northern California included C&E organizations of between 425 to 800 employees, 12 to 18 direct report Area Managers, Capital budgets ranging from \$60 million to \$150 million annually, and expense budget ranging from \$12 million to \$30 million. Consistent focus on process and execution improvements, continuous improvement of Network Health measures, collaboration with I&R, Specials, Sales, and other internal functional units, strong execution of HI-CAP delivery, productive Local Union interaction, and engaging the folks doing the real work.
- North C&E Turf, while experiencing access line loss and volumes erosion like rest of Business, continued to experience heavy subdivision tract and rural line growth. Continued focus on biggest customer service bang for the buck for \$150 million plus capital program and capability building of relatively inexperienced work force yielded year over year execution improvements. This group "got it done".
- Loop Planning / Pronto assignment started with build of new organization mandated by SBC merger launch. Twelve Area Managers, 200 Loop Planners, and 100 associates in 10 planning turfs in California and Nevada took responsibility for the plan and trigger of \$330M capital feeder program. Collaboration with C&E yielded ongoing statewide re-stabilization of feeder infrastructure. Strong support role in ADSL roll out included development of simplified, efficient loop qualification process and concept of GIS mapping tool to provide CLEC loop qualification data to enable company to meet parity requirements without yielding access to legacy systems. Planning team entrenched in development of PRONTO strategy and packaging of business case for the Corporation, resulting in addition of four directors and six field C&E director dotted line reports to project manage the execution of the build milestones.
- Los Angeles C&E period best characterized by initial downsizing of core business while meeting customer base requirements and still pursuing growth opportunities, followed by a shift from shrinking operation into ramp up associated with recovery of California economy, all the while maintaining best in company network health results. Re-organization of loop electronics ordering, billing, and inventory functions yielded strong efficiency gains. Revitalized planning and feeder administrations functions which eroded with early 90's personnel retirements. Various budget management improvements. Customer focused responses to unique technical product requirements of Entertainment Industry.
- Bellcore assignment consisted of direct supervision of 20 Members of Technical Staff responsible for system requirements and extended oversight of actual software development efforts. Focus on rigor of software requirements process that also has to be responsive to the consensus needs of seven Regional Holding Company owners. Influenced improved listening effort of Bellcore technical managers to RHC client needs.

Education

Bachelor of Arts – Biochemistry Major
 University of California
 Berkeley, California

Specialized Training

Strategic Corporate Finance, Kellogg School of Business, Northwestern University
 Leading Organizational Change, Darden School of Business, University of Virginia

Patrick B. Coons



pcoons@praxisfiber.com

Summary of Qualifications and Experience

- 1 Over 30 years experience in the telecommunications industry, 20 of those years in operations management. Most recently operated as Executive Director for QWEST.
- 2 Familiar with all aspects of the telecommunications industry, including direct management experience in operations, sales, budgeting, results, external affairs and public relations.
- 3 Proven track record both as a leader, developer and mentor of competent leaders (a number of who began as technicians or first-line managers, and are now successful middle managers and/or senior directors for SBC and QWEST.
- 4 Start-up experience both inside and outside of the telecommunications field.
- 5 Hands-on experience in organizational development and change management.
- 6 Extensive participation in civic activities. Served as a Telecom Advisor for the Council on California Competitiveness (frequently known as the Ubberoth Commission) and Advisor to the Chairman of the Planning Committee for the Trustees of the California State University System.

Telecommunications Employment History

Qwest Communications, Phoenix AZ

2003-2006

Area Manager

Duties include creating an environment of trust and mutual respect. All areas of Telecommunications. Service/Cost, Safety, Revenue Generation. Created a call center for VDSL. Ran the call center for Special Services.

QWEST Communications, Southern California

2000-2002

Executive Director

Duties include: Responsible for the QWEST CLEC start-up in Southern California. Managed all aspects of design, engineering, equipment, permitting and construction of a Sonnet ring that encompassed approximately 260 miles (from north Los Angeles County to San Diego). Organized & executed a start-up concept that manufactured a revenue stream of \$100 million in less than two years. Assignment required staffing & training three full organizations and managing sales team. Responsible for new customer installation, repair and maintenance of switch and associated equipment.

Pacific Bell, Orange County, CA

1996-2000

Area Manager, Network/Operations, Orange/Riverside LFO

Duties include: Team building, Organizational health. Safety. Service/Cost. Installation/Repair/Maintenance. Quality. Managed approximately 12 supervisors and over 200 non-salaried technicians. Recognized in 1999 as the highest results manager in California. Responsible for an annual budget of over \$13 million. Helped the organization realize \$2.6 million in employee-generated revenue (target was \$800,000).

Pacific Telesis, Los Angeles, CA

1994-1996

Director/External Affairs

Duties include: Liaison between local, state, federal legislators and Pacific Bell. Positively influence state and federal legislators regarding bills, construction of Sonnet Fiber Network and issues concerning Pacific Bell. Created a strong bond between cities & counties and Pacific Bell. Areas of influence were from West Los Angeles (Valley) to Santa Barbara County. Enabled Pacific Bell to receive several corporate awards for "Good Neighbor Policies". Conducted public speaking engagements at city council meetings and a myriad of organizations.

Pacific Bell, Compton, Inglewood, CA

1991-1994

Manager, Installation/Repair/Maintenance/Maintenance Center and MLAC

Duties include: Safety Service/Cost. Quality. Supervised ten + supervisors and over 80 non-salaried technicians, Maintenance Administrators and Facility Administrators. Created a successful self-directed work team that became involved in their own process improvement programs. Recognized by the Vice-President, GM, Division Manager and District Manager for a successful project.

Pacific Bell, various locations

1976-1991

Responsible for various first-line management duties, including staff and line assignments in approximately equal parts. Performed analytical and training activities while on staff, while line positions covered all the principal activities associated with installation and maintenance of outside plant. Service technician duties include: installation and repair of residence small business and coin telephones

Other Involvements and Activities

President Fieldstone Estates HOA

Committee to Elect Governor Wilson

Committee to Re-Elect Governor Wilson

Committee to Re-Elect Congressman Rhorbacher

Committee of Strategic Air Command VIP Committee

Education

Torrance High School, 1969

El Camino College, 1969-1970 general studies

Various Technical training courses during tenure at Pacific Bell.

ROBERT W. VOLKER

Robert Volker has over 28 years of telecommunications experience in the Local, Long Distance and Internet Service Provider markets. His areas of focus include General Management, Network Construction, Sales, Marketing, Product Development, and Business Operations.

Mr. Volker's specific project experience includes the following:

- Cofounded Praxis Associates Inc. and Praxis Optical Networks Inc. to provide consulting, engineering and OSP construction services for the telecommunications industry. Since 2005, the Praxis Companies have designed and constructed over 35,000 Fiber to the Premise (FTTP) units for AT&T California. In addition to their work with ATT, the Praxis Companies recently completed a \$1.5MM rural grant FTTP construction project that was jointly funded by the California Public Utilities Rural Telecommunications Infrastructure program and the Rural Utilities Service Community Connect Broadband program. The project was delivered on budget and on time.
- General Manager of Pacific LightNet Inc, a Hawaii based CLEC's turnaround and emergence from Chapter 11 bankruptcy. Rapidly performed a situational assessment and established an emergency triage plan for the Company. Acute problem areas addressed included customer retention, employee relations, deferred network maintenance, poor service quality, rising service costs and outstanding receivables. Within eight months the Company reached EBITDA breakeven and currently remains in operation as an independent firm. The reorganization and turnaround were all accomplished without any additional capital investment from the ownership group.
- While at KPMG Consulting led the strategic analysis that evaluated the regulatory viability and operational impacts of utilizing RBOC unbundled network elements in the New York market for Savvis Inc, National CLEC/ISP. This analysis subsequently led to the development of a nationwide implementation plan that significantly reduced the client's cost of goods sold while improving overall competitiveness by introducing a new tier of low cost broadband services.
- While at KPMG Consulting consulted on broadband product development targeting digital subscriber line technologies for several CLECs and ISP's. These engagements focused on the timely execution of the product development process with an emphasis on DSL installation and operational methods and procedures.
- For a GST Telecommunications led the planning, construction and operation of a three year, \$50M network development project. The project consisted of over 500 Km of diverse media network that included microwave, terrestrial, and undersea fiber optic cable. Also included in the project was the construction/integration of over 30 network Points of Presence along with the implementation of Frame Relay, ATM, SS7 and Class 4/5 Central Office switching.
- For the KPMG-Cisco Systems alliance, developed and deployed EF&I solutions in the ILEC and MSO marketplace focusing on integration of networks with next-generation operational support systems. The initiative involved extensive data communications planning and development with Cisco and KPMG Systems Integration teams.
- As an Independent Contractor consulted to numerous Internet B-to-B and B-to-C start-ups and Communication Service Providers on strategic direction, business case development and project implementation for electronic commerce integration, IP telephony, collocation and international

telecommunications services development. Other projects included the merger and acquisition assessment of several Internet related companies in the Pacific Rim Region.

- For a Pacific Bell, led a team that was responsible for the development of a consumer broadband service product line that was integrated into a state of the art broadband services network platform. Development activities included identification of architectural and performance requirements; evaluation of competitive products, market segmentation and sizing that supported a successful market introduction.
- For CRC Communications, as Regional Vice President, developed CLEC and ILEC properties in Central California, following a company acquisition. The initiative involved tripling the company's footprint, commissioning central offices and negotiating interconnect agreements with telecommunications incumbents, power companies and CLECs.
- Developed strategic and business plans for a Pacific Bell's entry into the data communications marketplace. Project scope included analysis of data communications market structure, competitor capabilities and existing product portfolio. Project recommendations resulted in the formation of a stand-alone business unit within the corporation.
- For Kauai Internet developed and implemented a comprehensive business plan that analyzed major trends in the industry, conducted statistical analysis and developed strategic business operating models that were used to determine market entry and long term positioning.

Prior to Co-founding Praxis Associates, Mr. Volker was President and Chief Operating Officer for Pacific LightNet Inc. in Hawaii. Other experience includes: senior management positions at Pacific Bell, KPMG-Peat Marwick Consulting, and GST Telecommunications. Mr. Volker has a BA in Marketing from Kent State University and has completed the Bellcore Advanced Technology Innovation program at Carnegie Mellon University.

EMPLOYMENT HISTORY

Date	Position	Company
2005-Present	COO	Praxis Associates, Inc.
2001-2004	President/COO	Pacific LightNet Inc.
2000-2001	V.P. CLEC Operations	Country Road Communications (CRC)
1998-2000	Senior Manager	KPMG Consulting
1995-1998	Regional Vice President	GST Communications, Inc. (Hawaii)
1981 -1995	Director	ATT (formerly Pacific Bell, SBC)

MICHAEL T. ORT, Ph.D.
President and CEO
Praxis Associates, Inc.
1101 Nimitz Avenue
Vallejo, CA 94592
Office: (707) 551-8220 / Fax: (707) 552-8120
e-mail: mort@praxisfiber.com

SUMMARY OF QUALIFICATIONS

- Experienced business leader with multi-disciplinary skills, able to rapidly build effective teams.
- Well-rounded telecommunications background with over 33 years of management experience in key telecommunications "disciplines" including Network Creation, Marketing, Product Management, Finance, Operations, Technology Assessment and Strategic Planning.
- Strong skills in leading projects requiring out-of-the-box thinking in the framing and solving of "hard" problems; typically working at "the edge" with new initiatives, emerging technologies and business boundary expansions.
- Expert knowledge and experience in the introduction of new and emerging network and information technologies for business innovation.
- Pragmatic, results-oriented record with Industry-leading clients on both large and small-scale projects that range from strategic plans and special studies to the design and implementation of large scale networks.
- Substantial consulting experience working with leadership teams in telecommunications and "high tech" sectors, including both start-ups and Fortune 100 clients.

REPRESENTATIVE PROJECTS AND ACCOMPLISHMENTS

Telecommunications – Network, Technology and Operations

- Co-founded and led Praxis Associates, Inc., which developed an innovative solution for the design and installation of Fiber-to-the-Premises (FTTP) networks. Under California statewide contract with ATT, deployed network to 35,000 housing units in over 300 housing subdivisions) between 2006-2009.
- For Google, consulted and designed Fiber networks for special study and beta applications.
- For Tule River Indian Reservation, developed state and RUS grant applications. Administered grants, designed and constructed FTTP network on 57,000 acre reservation.
- For CRC Communications, General Manager, developing CLEC and ILEC properties in California, led company's first FTTP deployment by ILEC in California..
- For Cisco Systems, coordinated market entry effort for interactive video in the European Cable market space. Project environment was international, involving multiple business units of the client's company and several tiers of suppliers and integrators in the U.K. Required integration of hardware and software in a highly political environment involving emerging standards, technologies and tight schedules.
- For Globalstar, Qualcomm, and Airtouch, led consulting team to formulate systems testing of a satellite-based wireless network and operational support system.
- For GTE, led KPMG consulting team to assess systems and formulate merger strategy for IT operations at Bell Atlantic and GTE.
- For PacTel Enterprises and SBC, Director of Strategy – Emerging Technologies, responsible for assessing the market application of emerging communications technologies such as: Internet applications, videoconferencing, wireless LANS, broadcast (CATV) video, energy management, home automation and home gateways.

Telecommunications – Business Planning and Strategy

- In the SBC / Pacific Bell merger, led team responsible for integrating staffing models, budgets, performance metrics and other key administrative elements for creating combined Operations for 13 states. Process was subsequently used for implementing all subsequent SBC-AT&T mergers.
- For Pacific Bell, formulated strategic and operating plans for several new major business initiatives based on emerging technologies in the following areas: Enhanced Services (voice mail/e-mail), data communications, digital video services, and Internet services.
- For Pacific Bell, repositioned a mature (\$160MM) product line by leading a cross-functional team of 30 product managers and product reps. Broad responsibilities ranging from market strategy, to pricing, regulation, process restructure, market communications, and training (affecting 15K employees and 12MM customers)
- For Pacific Telesis, principle architect of company's Five Year plan, introducing a new business model that allowed the company to introduce disruptive technologies while managing its core business of mature products.
- Developed Capital and Expense budgeting methodologies for Pacific Bell operations following AT&T divestiture.

Management and Business Consulting

- Developed e-business and Wireless Internet strategies for emerging and established firms while serving as Director of Business Consulting for Groundswell, a start-up e-business consultancy of 190 employees. In this role, developed consulting methodologies and provided technical sales support.
- Formulated plan, staffed and launched KPMG's Cable Industry practice. Effort involved developing market plans, managing alliances, staffing, and product development.
- Led KPMG's West Coast "World-Class IT Practice," which formulated IT strategy for conventional and new media communications clients.
- For the COO and CFO of a Fortune 100 Communications firm, led company-wide effort to restructure the company's Governance processes in order to clarify decision-making authority and processes.
- For the CIO of a leading software manufacturer, led merger team in a major systems and network integration effort. The merger was international in scope and simultaneously involved systems upgrades for Y2K conformity. The methods used were designed to serve as a "Best Practices" model for the company's subsequent mergers.
- CLIENTS INCLUDE: AT&T, Chevron, Cisco Systems, CRC Communications, DHL, GST Communications, GTE, Globalstar, Entersphere, Netscape, Nevada Bell, Pacific Bell, Pedestal Networks, SBC, Synopsis

EDUCATION

- **Ph.D.** – University of California, Los Angeles
- **M.A.** – University of California, Los Angeles
- **B.A.** – University of California, Santa Barbara

EMPLOYMENT HISTORY

Date	Position	Company
2002 – Present	President and CEO	Praxis Associates, Inc.
2009 – Present	President and CEO	Inyo Networks, Inc.
2001-2002	General Manager, California CLEC Operations	CRC Communications
2000-2001	Director, Business Consulting/Strategic Marketing	Groundswell
1997-2000	Senior Manager/Director, (Systems Integration, IT Strategy)	KPMG Consulting
1991-1997	Director, (various Marketing and Strategy positions)	Pacific Bell / SBC
1978-1990	Manager and Team Leader	Pacific Bell
1976-1978	Consulting Engineer	K&B Engineering
1972-1976	Various Teaching and Research Positions (while in graduate school)	UCLA

MARK S. DAVIS

SUMMARY OF QUALIFICATIONS

Results-oriented team leader with 32 years of telecommunications experience, adept at building and motivating cross-functional teams to design creative technology solutions and programs. Proven Track Record in Product and Program Definition, Development, Global Rollout and Delivery

Successful track record in working with highly matrixed and virtual product and project teams to develop and drive strategic business plans, achieving outstanding results. Highly experienced in go-to-market launch process and programs—market analysis, product positioning, new product launches and life-cycle management. Strong communications and interpersonal skills. Successful in quickly building complex technology platform expertise. Great customer relationship and customer support skills. Successful acquisition integration team leader. Highly experienced in data center development and network management.

BUSINESS SKILLS

-
- Strong, analytical problem solver with a common-sense and pragmatic solutions orientation
 - Highly developed process-management, problem-resolution and customer-service skills
 - Strong, effective manager of up to 50 technical and staff personnel
 - Proven ability to multi-task in fast-paced environments
 - Outstanding organizational skills
 - Exceptional communication and presentation skills
 - Deep understanding of customer operational environments – data center and branch office environments

TECHNICAL SKILLS

-
- IP networking design
 - IP Network Implementation
 - Routing and Switching
 - Network Management
 - Call Center Design and Operation

PROFESSIONAL EXPERIENCE

CONSULTANT

2009-Present

Inyo Networks, Inc., – Vallejo, California

Providing Middle and Last Mile broadband network infrastructure to City, County, Regional and State governments in the western United States

Senior Consultant, Responsibilities include - Last mile infrastructure design and implementation, Network Operations Center (NOC) design and operation. Projects include;

- **Digital 395 Project (Broadband Internet Service from Barstow CA. to Carson City, NV.)**
- **Eastern Sierra Broadband Project**

CISCO SYSTEMS

1997-2009

Worldwide leader in networking for the Internet, providing hardware, software and service products to enterprise and commercial businesses, service providers and consumers.

Senior Manager, Service Supply Chain, Acquisition Integration, San Jose, California

Responsibility included Service Supply Chain readiness for the following acquisitions.

- **Reactivity**
 - **Cognio**
 - **Broadware**
 - **Navini**
 - **Richards-Zeta**
 - **Linksys**
- Led a highly successful, award winning, matrixed team spanning numerous organizations to successfully integrate Linksys product lines into Cisco SSC support processes and systems.
 - Development of a Service Supply Chain acquisition integration “play book” for future Cisco acquisitions.
 - Developed and implemented the communications program for global theater support of acquisition planning and integration.
 - Implemented processes in support of new “competitive” Small Business Pro service levels.

Senior Service Delivery Manager, Cisco Remote Operations Service, Austin, Texas

- Customer Relationship Management for Merrill Lynch ATP Project (33,000 IP phone deployment)
- Developed customer requested reporting functions – 7 periodic reports detailing daily issues to monthly trending and analysis
- Created a supporting shift coverage to enhance customer satisfaction
- Developed Problem Management program to identify “chronic” network and telephone issues. Discovered and resolved 7 bugs in the Merrill Lynch deployment
- Led the initial (winning!) Support Service Requirements development for a new Merrill Lynch IP phone deployment in Jacksonville, FL.
- Created a customer training program to empower the Merrill Lynch Help Desk.
- Created a cross company process for support of Level 1 – 3 service requests
- Developing a tool set to provide the Merrill Lynch “War Room” with the ability to reset Unity passwords and pin numbers at the point of call.
- Cisco representative to Merrill Lynch’s “Contingency Planning” team for IP Telephony

Senior Manager, Services Marketing, San Jose, California

- As services marketing team leader, led development and global rollout of family of core and advanced services products. The latest of which was the Cisco XR12000 product.
- Developed initial user and partner requirements for Cisco’s Adaptive Network Care program. This program embraced the networking elements of the IBM “Autonomic Computing” initiative. This was the initial “SmartCare” program.
- Developed and evangelized the “go to market” for Adaptive Networking Care a new service platform, giving Cisco first-mover advantage in a new support technology arena
- Led design and implementation of critical, revenue-generating global service programs for customers and partners including:
 - Cisco Onsite Advantage
 - Cisco Network Operations Center - Build
 - Cisco Network Operations Center - Outsource
 - Cisco Security Posture Assessment for Service Providers
 - Cisco Operations Outsource (Network Monitoring and OSS/BSS out tasking)
 - Cisco Network Inventory Program
 - Cisco Service Level Agreement Program
 - Cisco Interactive Mentor Services
 - Partner Certification for NOC and EF&I support

- Provided ongoing account team support for high profile network operation services center deals
- Managed team of 17 individual contributors

PACIFIC BELL CORPORATION

1978-1997

Provider of voice and data telecommunications products and services for consumers and businesses including local, long distance, DSL, wireless, data networks and satellite television.

Director, Network Technical Operations (45 engineers, systems administrators and programmers), Concord, California

- Developed web support technologies saving hundreds of dollars per frame relay order
- Developed and implemented the program to institute flow through provisioning of Frame Relay Services
- Managed technical support team for Frame Relay, ATM and DSL network operations
- Provided EMS design and support for ;
 - Cascade
 - Newbridge
 - HPOV
- Led development of Customer Network Management (CNM) frame-relay system service
- Led design and implementation of strategic customer care (CRM) system, Task Master II
- Developed complete suite of network management and reporting tools for evaluation and deployment. The first "web" based systems used for automated ordering of services.
- Using Concord Network Health System, developed comprehensive corporate-wide network performance reporting system used in Pacific Bell's Frame Relay network operation centers
- Developed the Network Operation Centers for both Frame Relay and ATM service offerings including
 - Environmental and physical support,
 - network security and
 - disaster avoidance

Director, Data Communications Group (9 Engineers), San Ramon, California

- Developed the Managed Data Network Services offering as an out-tasking service
- Led design and implementation of LAN management center (This later became the Pacific Bell Internet Service support center)
- Business development for medical record storage opportunity between EMC and Pacific Bell.
- Developed Network Modeling services for Pacific Bell's marquee customers
- Pacific Bell's representative to the Corporation for Open Systems

Staff Manager, Data Communications Group (47 Engineers and Cars), San Ramon, California

- Managed installation and support for LAN, WAN, EMSs and private-line communications
- Led design and implementation of Data Network Trouble Analysis Center (Pacific Bell's first LAN NOC)
- Managed data network design and optimization for marquee customers including California State Lottery Association, Apple Computer and Lockheed
- Operations planning for consumer broadband and frame relay

EDUCATION

PMP Certification process underway

Master of Science, Telecommunications Management, Golden Gate University - underway

Bachelor of Arts, Political Science and Justice Administration, Brigham Young University

Certification, Advanced Communications Technologies, University of California, Berkeley

Certification, Advanced Technology Innovation, Carnegie Mellon University

R. W. (Ray) Anderson



Highlights of Qualifications

46 years of telecommunications experience in all aspects of outside plant telephony engineering, network design, business planning, capital budgeting and strategic marketing. Specifics include:

- * Designing and implementing outside plant telephony distribution and feeder networks,
- * Structural design for aerial, underground and building networks,
- * Special service and private network design and operation,
- * Carrier equipment and fiber cable design for PTP and distributed network,
- * Capital budgeting for multi-year network construction programs,
- * Business and product planning for a sizable telecom firm,
- * Computer applications for technical design, planning and general business use,
- * NPV economic modeling for capital project design and selection

Praxis Associates, Inc., 2005-Present

Engineering Manager

Field engineering and coordination for residential and commercial fiber networks, Cost control, project management, inter-agency and construction coordination.

Country Road Communications (CRC) 2004-2005

Managing Director – Planning & Marketing

Managed groups for strategic aspects of Business. Including:

- Network planning and design,
- Capital investment and budgeting,
- Product development and delivery,
- Technology choice and initiatives,
- Inventory control and logistics.

Advanced Fibre Communications, CA 1995-2003

Application's Engr./Director Sales Operations

Designed, bid and presented access telephone systems for telephone Companies. Revenue forecasting, account managing and sales technical support.

ATT (Formerly Pacific Bell, SBC), California, 1964-1995
District Mgr. - Engineering Manager - Staff Manager - Engineer

Functions and Responsibilities:

- Technical design
- Field design
- Economic comparisons
- Data analysis
- Department leadership – Engrg. & Operations
- M&P development
- Regulatory advising
- Network design
- Budgeting and controlling

Significant Projects

- Hardened Coax CA Link
- Divestiture Planning
- FTTH Introduction
- Fiber Reperscription
- Business Transformation (Evans Telephone/CRC)
- San Francisco Bay Fiber Deployment
- Engr. Force Sizing (PacBell/SBC Merger)
- Remote Cabinet Vendor Selection (PacBell)

Education

AA – Bus., SBVC – San Bernardino, CA
BA – English, CSUSB – San Bernardino, CA
MBA, Sonoma State University – Rohnert Park, CA
Data Communications Certificate (23 Units) – SBC/Champlain College, VT
Telecommunications Evolution – Bell System Center for Technical Education

Joe Couto



Areas of Expertise:

- 15 years telecommunications experience
- Broad range of OSP (Outside Plant) construction experience including: Construction Manager/Maintenance/Splicing/Service Technician
- Contract Administration
- Job estimation
- Wide range of knowledge and experience in OSP fiber/copper tools and equipment

Work Experience:

2007 to Present – Praxis Associates. Construction manager. Supervisor, bids, Quality control, maintenance, trouble shooting, and field engineering state wide for ATT fiber to home builds. Native American fiber builds for RUS grant projects.

2004 to 2007 - Cal Com Systems, Construction Manager for Sprint and Nextel Cell Sites. Construction Manager functions included, site acquisition constructability acceptance, build design with engineer and surveyor, apply for all permits required for build, order all material from tower to shelter, work with utility companies for power and Telco, create bid package, manage and supervise build of cell site. Build area was all of California and south Oregon

2002 to 2004 - Pacific Net Work Systems: Construction manager. Lead Fiber splicer, ribbon and single fibers and Coax Splicer for Sure West and Comcast over build in Bay Area and Sacramento

1999 to 2002 – TAD Telecom, Team supervisor and out side plant Journeyman Maintenance and Splicing Technician. Fiber optic splicing, T1 provisioning and testing, DSL provisioning and testing, straight copper reclaim, cable transfers, construction splicing, storm damage.

1996 to 1999 – S.G. Barber Construction. Cooper Splicing Technician, construction manager, contracting for Pac Bell, bay area.

1986 – Lyon Ventures Construction Inc: General Contractor, construction manager / superintendent / carpenter for hospitals and pharmaceutical company's in the bay area. Stanford Hospital, San Francisco Children's Hospital, Genetic, Chiron, Berlex

Education:

High School diploma

Pyramid Lake Paiute Tribe

Post Office Box 256

Nixon, Nevada 89424

Telephone: (775) 574-1000 / 574-1001 / 574-1002

FAX (775) 574-1008

March 25, 2010

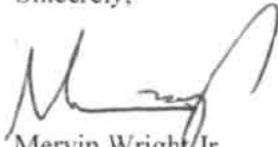
Larry Strickling
Assistant Secretary and Administrator
US Department of Commerce/ NTIA
1401 Constitution Avenue N.W.
Washington, D.C. 20230

Dear Assistant Secretary Strickling:

The Pyramid Lake Paiute Tribe appreciates the opportunity to submit a grant to the NTIA for the Broadband Technology Opportunities Program.

The tribe will match the grant with the services and goods listed on the table on the following page.

Sincerely,



Mervin Wright Jr.
Chairman, Pyramid Lake Paiute Tribe