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**Proposal to Provide PEG Access Needs
Assessment Consulting Services
Related to
Cable Franchise Renewal
for the
City of Willmar, Minnesota**

Submitted by:

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INTRODUCTION

CBG Communications, Incorporated (“CBG”) appreciates the opportunity to provide this Proposal for Public, Educational and Governmental (PEG) Access Consulting Services related to Cable Franchise Renewal for the City of Willmar, MN (“City”). After reviewing our proposal, we hope that you will share the view that our overall experience, innovative methodologies, expertise, enthusiasm and extensive similar work around the region and country qualify us to assist you. CBG has a national reputation in local government cable television and telecommunications needs assessment, Public, Educational and Governmental (PEG) Access, I-Net, technical and regulatory consulting.

CBG understands that the City seeks a qualified firm with demonstrated experience and expertise to provide professional needs assessment consulting services associated with cable franchise renewal. The overall goal is to ensure that current and future cable related needs of the PEG Access channel providers, program producers and associated organizations, institutions and other communities of interest in the City are identified and then fulfilled via the terms of a renewed franchise with Charter Communications (“Charter”).

CBG has explained in its proposal a few of the many services that we provide that we believe will meet the City’s needs and goals as well as other services that provide us with additional expertise and experience that will be beneficial to the project.

By submitting this proposal, CBG commits to performing the work needed expeditiously, with tasks running concurrently where needed to ensure timely project completion. We will develop a final work plan with the City to ensure that the timeframe for all deliverables meets the goals of the City.

CBG is the best firm to perform this Project for the City. This fact is indicated by the wealth of relevant, demonstrated experience, comprehensive expertise to perform necessary tasks, proven methodologies and extensive similar work around the region and country that are further discussed in the following sections.

COMPANY HISTORY AND EXPERIENCE

CBG Communications, Inc. since 2001 (and via a predecessor company since 1994) has established a national reputation in cable television, technology, broadband and telecommunications matters. CBG has a proven track record of providing consulting services for public sector entities which produce effective results.

During their professional careers, CBG's principals have been involved with numerous cable television franchise renewal and telecommunications matters throughout the United States. Mr. Nielsen and Mr. Robinson are professionals with decades of experience performing activities related to cable TV needs and interests ascertainment including evaluating PEG access facilities and determining PEG Access needs, subscriber/non-subscriber attitude, interests, needs and opinion research, evaluating I-Nets for proper functionality, capacity and reliability and determining I-Net related needs for the future, technical audits and system review. They have a clear understanding of the interplay between community needs, law, policy, regulation and technology, and are able to determine realistic, demonstrated needs in an objective way that advances the goals of the City within the parameters of a cable franchise renewal.

CBG has the requisite experience to assist the City in its cable television franchise renewal process. Specific expertise includes:

Cable Television

CBG provides a wide range of services regarding cable television-related matters including:

PEG (Public, Educational, and Governmental) Access Analysis - Ascertainment of PEG channel needs, including facilities, equipment, channel capacity, training and facilitation services, access group organization, content development, etc.

Community Needs Assessment - Surveys of subscribers and non-subscribers, review of organizational needs, facilitation of focus groups, public forums and workshops, development of on-line, web-based Internet surveys and forums, etc.

Institutional Network (I-Net) Needs Assessment, Development and Evaluation - Ascertainment of I-Net needs, current and future organizational video, voice and data communications applications, potential system architectures, audit and evaluation of current I-Net, etc.

System Technical Review - Evaluation of the current system, analysis of upgrade scenarios and plans, review of system technological components such as digital video services, video-on-demand, hybrid fiber coax (HFC) architectures, cable modem services, etc. In addition, these reviews focus on the system's ability to safely and reliably provide the services desired by subscribers today as well as the ability to evolve by adding new services in the future.

Franchise Development-Related Cable Regulatory Processes - Assistance with past performance and franchise compliance reviews, franchise administration and management, franchise development in both the formal and informal renewal processes, competitive cable system franchising, evaluation of cable operator proposals and qualifications, assistance in franchise and ordinance drafting, development of Request for Renewal Proposals (RFRPs), assistance in franchise negotiations, etc.

CBG also provides a host of other services where our experience and expertise will be beneficial to the needs ascertainment project, including:

Telecommunications and ROW Management

Broadband Infrastructure Planning and Development - Assistance with a wide range of network planning and development activities, including, broadband network feasibility and community needs assessment studies, video, voice, and data communications application review and implementation, development of public sector telecommunications infrastructure (including review and analysis of physical transport, architectures, aerial and underground construction methods and locations, etc.), development of local government-owned and common conduit policies and leasing plans, analysis of co-location and co-build requirements and strategies, inventories of telecommunications and other utility infrastructure, review of construction techniques (open street cuts, directional boring, saw-cuts, etc.), wireless communications site planning and evaluation, etc.

ROW Management Ordinance Development - Services include development of provisions regarding the permitting process, licensing, ROW management procedures, construction and inspection requirements, ROW usage fee structures (including the provision of in-kind services), insurance, indemnification and bonding, service definitions and other critical issues.

CBG COMMUNICATIONS, INC.'S SIMILAR RENEWAL RELATED PROJECTS

Ramsey Washington Suburban Cable Commission (RWSCC) (Suburban St. Paul, MN area): CBG completed a comprehensive Needs Assessment and system Technical Audit for the RWSCC and its 12 member cities. This project involved a variety of elements, including detailed analysis of existing, and projections of enhanced, advanced PEG facilities, a telephone-based residential community subscriber/non-subscriber survey, a community organization online survey, focused discussions with representatives from each one of the member cities, a residential and institutional network technical audit and review, and other tasks.

St. Louis Park, Minnesota: CBG conducted a PEG Needs Assessment including facilities and equipment evaluations along with workshops and focus groups. CBG produced a report that assisted the City in gaining valuable PEG requirements in its final cable franchise document. *Based on the needs and analysis outlined in CBG Communication's report, the City received a PEG production van, a \$1.1 million PEG upfront grant and high definition digital and on-demand capabilities for its PEG operations. Additionally, the City, with CBG's data and analysis, was able to negotiate an upfront PEG payment instead of payments over a typical 15-year franchise agreement.*

North Suburban Communications Commission (NSCC), Suburban St. Paul, MN Area – CBG provided assistance to the Commission with evaluation of Comcast's proposal in response to a Request for Renewal Proposal as part of the formal renewal process with Comcast. CBG then worked with the Commission concerning next steps in the process after the issuance of a preliminary denial. Prior to this, CBG completed a PEG Access technical review, an I-Net technical review, and system technical audit services in the 10 member cities of NSCC. This technical audit provided the NSCC with an understanding of the current condition and operation and future capabilities of the subscriber and institutional networks operated by Comcast. CBG provided the NSCC with a Comprehensive Report concerning the Technical Study of the subscriber network and I-Nets, PEG transport and Master Control facilities. *The findings were utilized to create RFRP language including: system inspection requirements; maintaining availability of the existing dark fiber optic I-Net for video origination and data connectivity; I-Net solutions to replace the existing HFC I-Net and equipment; migration of PEG programming to both standard digital and HD formats, and other provisions.*

Northern Dakota County Cable Communications Commission (Minneapolis-Saint Paul Metropolitan Area Communities): CBG completed an I-Net needs assessment of multiple cities and school districts in northern Dakota County. This included facilitation of I-Net workgroups, online surveys of all users of the I-Net (and potential users) and review of detailed architectural and technology information from Comcast. Prior to this, completed work involving I-Net implementation, including a detailed audit and acceptance testing of the dark fiber optic infrastructure for more than 40 facilities including 3 school districts and multiple government agencies. Prior to this, completed work on I-Net franchise provision development as part of the renewal process with MediaOne/AT&T. We also conducted an initial needs assessment study including workshops/ briefings for K-12, higher education and governmental entities, written surveys, cost analysis and architectural concept development.

City of Crisfield and Somerset County, Maryland: CBG recently completed a community needs assessment, past performance review and system technical review concerning the Charter cable

system serving Crisfield and Somerset County. The results of our study are being used as the basis for current franchise negotiations.

Philadelphia, Pennsylvania: CBG recently completed a multi-method, multi-faceted cable-related residential, I-Net and PEG Access needs assessment, technical audit and franchise fee audit for the City in Comcast's home location. CBG also continues to perform ongoing work concerning franchise oversight issues concerning Verizon (FiOS) and Comcast, PEG Access implementation and the development of wide-ranging ROW Management policies, procedures and regulations; As part of this, CBG helped the City evaluate the viability of Temple University's PEG Access channel facilities, equipment, operations and signal transport. Prior to this, CBG developed comprehensive revisions to the ROW Management fee structure, including an Annual Fee per provider that includes permitting and ongoing management components, as well as a street degradation fee; also developed a master ROW ordinance, now in place in the Philadelphia Code. Work to-date also includes a detailed study of infrastructure placed by numerous telecommunications and other utility providers and negotiations on ROW Use terms and conditions with multiple providers. *CBG's work over the years has resulted in development of additional funding and services for PEG via the Verizon franchise, highly advanced competitive system options for residents, implementation of a new Educational Access channel for Temple University and improved right-of-way management.*

Clackamas County, Oregon: CBG completed a cable-related needs assessment for the County concerning the County's Comcast franchise. Prior to this, CBG has completed multiple Community Needs Ascertainments for Clackamas County. As part of these ascertainments, CBG reviewed the production, post-production and video transport environments of Clackamas Community College, North Clackamas and other school districts, Willamette Falls Community Access and the County's Government Channel, including assessing and making recommendations on migration to a high definition production environment. These portions of our project also included assessments through surveys and focus groups to better understand general residential community needs as well as needs as they relate to PEG Access. CBG then made recommendations to the County on what improvements or changes are needed to better serve the general public regarding access operations and programming within the County and cable TV service as a whole. Ongoing work currently involves support to the County related to system technical evaluations, needs assessments and reviewing the County's cable operators' compliance with requirements under the franchises. This also included assessment of compliance with FCC technical standards and requirements. CBG has assisted Clackamas County in negotiations and regulation issues encompassed in 14 separate franchises. *CBG has successfully assisted the County in increasing PEG Access support in all renewal franchises. Other provisions of the franchises include active public, K-12, higher education and government channels with the ability to add 1 additional channel and a second additional channel after the operator converts to an all digital format. CBG has provided the County with all technical language in its franchises and has participated in multiple negotiations with the providers.*

Metropolitan Area Communications Commission (MACC), Portland, Oregon Metropolitan Area Communities: CBG most recently assisted MACC with the formal franchise renewal process with Comcast. Prior to this, CBG assisted MACC in informal negotiations and performed a comprehensive cable-related needs assessment. CBG also recently assisted MACC with the breakdown, relocation and reinstallation of its entire Tualatin Valley Community Television (TVCTV) production facility, including operational verification of all existing and new equipment in the new facility. Prior to this, CBG assisted MACC with an updated Public

Communications Network (PCN) (I-Net) audit, application review and projections for future network enhancements. Before that, CBG completed a comprehensive, initial PCN technical audit and certification for countywide WAN, covering 5 school districts and multiple municipal and county agencies (over 250 facilities in all). Also, CBG completed a residential cable television system upgrade certification, I-Net franchise provisions, and assisted in negotiations. This work included a comprehensive physical plant audit, which assessed compliance with the NEC, NESC and a variety of ROW use requirements. Also performed technical review of cable TV infrastructure and needs assessment work related to franchise renewal with AT&T/TCI (now Comcast), including subscriber and Institutional Network performance, architecture, services, applications and upgrade review. CBG has provided plans for MACC for improving network functionality and reliability as well as language for agreements with Comcast. *CBG's work over the years has resulted in the PCN providing up to 1 Gbps connectivity to each of over 250 locations, plus highly advanced, competitive residential subscriber systems being available to MACC area residents with superior technical quality and multiple PEG Access services.*

Mount Hood Cable Regulatory Commission (MHCRC), Portland and Multnomah County, Oregon: Completed work assisting the MHCRC in franchise negotiations and development as needed with Comcast. *The resulting franchise includes high definition channel capacity for every PEG Access channel, funding to complete HD transition, on-demand capacity on the system and continuation of its extensive fiber-based I-Net and 3% PEG/I-Net fee.* Prior to this, CBG completed a comprehensive, broad-based, community communications technology report and plan that analyzed the communications technology related needs of a broad spectrum of the Portland and Multnomah County community, including PEG Access providers, residential, business, government, institutional, ethnic and cultural, immigrant and refugee, non-profit and educational interests within the Cities and County encompassed within the MHCRC's jurisdiction. Work activities included a review of multiple PEG operations and evaluation of their plans to move to high definition digital production. Activities also included a statistically valid telephone survey of the residential community and large scale on-line surveys of the general public, community media organizations and producers, educational, governmental and other institutional entities, non-profits and community technology grant recipients. CBG also facilitated numerous focus groups, workshops and interviews focusing on a wide range of those involved with providing and using communications technologies.

PROPOSED METHODOLOGY AND APPROACH TO SCOPE OF SERVICES

CBG has created the following Scope of Services based on our understanding of the needs of the City as part of the franchise renewal process with Charter. We have based this understanding on our experience in franchise renewals around the country. CBG will work with the City to refine the Scope of Services, develop a final timeline and revise the task hours and associated costs outlined below as needed to meet the City's requirements.

Working Collaboratively with the City

CBG Communications and our team partners take a comprehensive and collaborative approach towards cable television franchise renewals. Such an approach coupled with our wealth of experience and knowledge will result in a highly effective cable television-related community needs ascertainment process for the City.

We will efficiently work with the City and their staff in a manner that draws on their significant history, background, experience and expertise. By leveraging all available resources, CBG will be able to ensure that the community needs will be well documented and well defined. Specifically, as described in detail below, each portion of the project and its associated methodology will yield the results needed concerning the PEG Access needs assessment that will lead to effective language for a renewed franchise agreement.

CBG and our team partners have demonstrated broad based skills in all facets of cable franchise renewal. We will work with the City on a continual basis to ensure a free flow of necessary information between the City, CBG and our team partners in all of the phases of the project as defined herein. Because of the wealth of information that needs to be gathered to ensure all necessary data is analyzed and incorporated, CBG will work with the City to help coordinate information sharing between CBG, its partners and various critical Communities of Interest. Beyond this, CBG will need to work closely with the City on scheduling facilities as a location for the focus groups, meetings and interviews and other similar activities (Additional information concerning City resources needed for meeting scheduling and logistics can be found below). CBG has found in the past that the most successful projects involve a strong team approach between the consultant and the client, and we would anticipate employing this strategy during this project as well.

Review Existing Information, Identify and Categorize Communities

CBG would begin this part of the assessment by meeting with City staff in person, reviewing existing documents and analyzing current information, in order to establish a baseline understanding of the City's Communities of Interest, so that all that are pertinent to the Project (those that have cable-related PEG Access needs) can be identified and categorized such that the appropriate ascertainment methodology is then used to determine their needs and interests. Examples of such information would include:

- a) Demographic data for the Willmar franchise area
- b) Descriptive documents about organizations that currently, traditionally or that could have cable-related PEG Access needs;
- c) Existing organizational reports and/or position papers related to cable, video, PEG Access and allied subject areas;

- d) Any applicable documents from Charter pertaining to its current approach to the PEG Access related needs of various Communities; and
- e) Any other pertinent materials, documents, correspondence or minutes which are germane to this process.

CBG anticipates that targeted Communities could include:

- City agencies and staff
- Access Channel Program Providers
- Public Schools
- Parochial and private schools
- Higher Education institutions and trade schools
- Libraries and museums
- Business and industrial organizations, including the Chambers of Commerce
- Non-Profits
- Ethnic and cultural organizations
- Hospitals, clinics, healthcare facilities and allied organizations
- Community centers
- Senior centers/organizations
- Public transportation agencies
- Other organizations listed under the other Task elements herein
- Other pertinent groups identified as a result of the Ascertainment process

Once identified and categorized, CBG will work with the City to determine any additional contact information for appropriate representatives that was not discerned during the review process, and then schedule ascertainment activities as described below.

Needs Assessment

Public, Education and Government (PEG) Access Assessment:

CBG understands that the critical component of the needs ascertainment process is to review current and potential PEG Access utilization, operations, services, equipment, capacity, funding and facilities. Information will be gathered via on-site evaluations, interviews, surveys and focus groups. We will help the City determine how the number and types of PEG Access channels are functioning for individual and organizational access to video and multimedia technology and services currently and what is needed in the future. Overall, in working with the existing PEG content providers and other pertinent constituent Communities in the City, we will assist the City in determining a wide range of current and future PEG Access needs and interests.

These types of assessments will then help the City decide what terms and conditions are needed in a cable franchise that can help expand outreach for individuals, organizations and governmental and educational entities through development of new, and continued enhancement of existing, PEG Access communications opportunities.

We believe that an innovative and comprehensive approach is the best way to arrive at a true picture of the City's cable-related PEG needs. CBG will utilize an expert combination of personnel for the necessary work under this Task, including CBG principals and our team partners, Connie Book, Ph.D. and Carson Hamlin.

Regarding assessing PEG Access needs, CBG and its team partners will perform the following information gathering, review and analysis tasks as part of the overall work plan:

a) Background Information Review – This would entail meeting with current and potential Access providers, including the existing channels programmed by Willmar Regional Access Channels (WRAC, GTV and EDU) and the recently requested fourth PEG channel. A tour of the currently available production facilities will be a part of this process. CBG will also review and analyze the information which the City and affected parties have already gathered about Access facilities, equipment and service needs.

b) User Profile Development – CBG would develop a profile of the current and expected user population, through information gleaned from the background review and a variety of other techniques, including:

- **Interviews with Access staff to assess current and potential utilization of Access facilities as well as user patterns and attitudes** – As part of its overall assessment work, CBG will spend a significant portion of time gathering information from pertinent City/WRAC staff and other City representatives, and other current pertinent Access Channel program providers and facility and equipment users. The target audience includes those who would be most involved in the development, production and dissemination of PEG Access programming.
- **Focus groups of current and projected Access providers and users** – See Focus Group Section below.
- **Focus groups/Workshop with community leaders and community and non-profit organizations and agencies** – See Focus Group Section below.

c) Equipment and Studio Facilities Level Analysis and Projections – CBG will evaluate the technical operations, equipment and facilities in depth to determine if these facilities are capable of meeting the future needs of the City government, City residents, the City's communities, educational entities, etc.

For this task, CBG will focus on the technical capabilities of the Access program production facilities to provide services. This will include, for example, the ability of signal transport equipment to deliver programming in the form required by Charter with no degradation occurring during transport. For instance, is programming being transported in a form that does not compress it to a level where undesired artifacts are added or where pixilation occurs? Are servers in place capable of storing the programming needed by WRAC, GTV and EDU? Do the master control playback systems meet the needs of WRAC, GTV and EDU today for cable programming as well as web streaming? Will these systems meet the needs in the future or do upgrades or enhancements need to be made today or down the road? A determination will be made as to what equipment replacements or enhancements need to occur on the playback and transport systems to accommodate HDTV programming onto the PEG channels on the subscriber system.

As part of determining the production, post production and transmission facilities and equipment required to meet the present and future needs of the user population, the following techniques would be used in the PEG Technical Evaluation. Detailed on-site evaluation of the Access production locations will be made by Carson Hamlin with assistance from Dick Nielsen, where current and anticipated uses of facilities will be evaluated, including studio, remote, live and recorded production, post production, content duplication and transmission capabilities. Specifics that will be

looked at include such items as types of cameras needed and the technology required to achieve the desired level of quality. Post-production equipment will be evaluated according to the types of editing systems needed to meet desired quality levels.

Anticipating initial needs and equipment replacement requirements will require an evaluation of the goals and objectives of the Access facility locations. Projected equipment usage and overall facility demand will be considered. For example, if the demand is mainly for live productions, the Access facility would have to accommodate mainly studios and/or a viable mobile production facility with live transmission capability from various remote origination points. Different equipment needs would also be evaluated for the combined live and post-production environment. For example, a demand for magazine format programs where much of the video is recorded at various times in the field would require increasing amounts of remote camera equipment and more editing. In contrast, live productions require studio cameras and place more emphasis on either fixed, mobile or “suitcase” studio equipment. Another requirement is the ability to meet the demands of all the projected users of a facility. Multiple programs could be in production simultaneously, such as field and studio type programs.

After all needs are assessed, the information would then be projected out and incorporated with technology shifts, such as incorporation over time of advanced digital compression techniques, and more video streaming technology. Digital compression enables the facility to compress more information into the same bandwidth, giving multi-channel transmission and eventually HD4K capability. Video streaming enables access organizations to provide programming in a digital format over the Internet, via video-on-demand (VOD) or through organizational wide area networks, as well as through traditional real-time access channels on the cable system.

Once all necessary information is gathered and resultant needs are determined, a list of equipment and facilities with associated cost projections and replacement schedules would be developed to meet the identified needs. All findings will be incorporated into the final report as indicated below.

d) Nature and Level of PEG Access Channel Capacity – CBG would use all the information gathered to determine the number of PEG Access channels and the level of Access services necessary to satisfy the expected provider and user population and demand for channel time. The determination of services and the number of Access channels needed would include projections of the types of delivery methods that would be best-suited to deliver desired content (real-time, on demand, full program formats, iTV multimedia content, etc.) and then compare this with the nature and type of cable-related methods that could be employed and the capacity that these methods require separately and cumulatively.

e) Funding Requirements and the Role and Responsibility of the Cable Operator – CBG believes strongly that effective Access and other local programming contributes significantly to the success of the cable operator. Additionally, the cable operator has the responsibility to meet demonstrated community needs in a renewed franchise, including PEG Access-related needs. Accordingly, this facet of the review will look at the necessary ongoing role of the operator in contributing to the continued success of Access. From the information gathered, CBG will work with the City to determine capital contributions, channel capacity and other items that, based on applicable law and regulation, can be negotiated and provided for in a cable franchise and indicate the types of associated provisions that should be structured in order to embody pertinent requirements in a renewed franchise.

Once the work detailed above is completed, CBG will summarize all findings, analyze and assess

the needs and interests of Communities involved with and served by PEG Access (providers, clients, users, subscribers, supporters, staff, etc.), assess the potential for PEG Access to meet the determined needs and interests, including an assessment of facility, equipment, channel capacity and other requirements, and recommend directions for the City to pursue, especially as these directions may be incorporated in the franchising process. This analysis will be incorporated in the written Assessment report discussed later herein.

Community and Non-Profit Organization (NPO) PEG Assessment Survey

CBG understands that the City needs to determine the cable-related PEG Access attitudes, needs and interests of community and NPO organizations within the City. Obtaining clear and comprehensive input from all necessary representative constituencies is critical to the success of the assessment effort and the validity and utility of the resulting information and recommendations. CBG will utilize the identified Communities to establish survey targets. Then, those surveyed from the organizations typically include key decision-makers, staff with cable communications knowledge or related responsibilities and other pertinent respondents.

a) Survey Instrument Design and Implementation - CBG will develop a survey instrument/questionnaire, which will be used by CBG personnel to gather a wealth of information in a thorough, yet concise fashion, on-line with any needed follow-up in-person or over the telephone. Specifically regarding web-based surveys, CBG and Dr. Book have had great success with obtaining a wealth of information that can be refined, if needed, through follow-up done via email and on the phone. Specific web links to survey information gathering services such as SurveyMonkey can be utilized to create a high degree of accessibility, ease of use by the respondent and facilitate multi-level analysis of the data received.

The survey format will be determined in consultation with City staff and include both broad questions across organizations as well as questions tailored to address the needs and interests of the particular respondent (be it an educational institution, non-profit organization, community group or other entity). Examples of questionnaire topics include: PEG Access facilities, equipment, and capacity needs; current and planned use of PEG Access services; provision of internal and external services via cable; impact of PEG Access use on their operations and their community at large; and other related topics.

b) Data Analysis – CBG and Dr. Book will then take the results of the information gathering, perform results tabulation and conduct a findings analysis. The responses, for example, can be imported into SPSS (Statistical Program for the Social Sciences) to analyze the data in a variety of useful ways (such as ANOVA [Analysis of Variance], which shows which responses are significantly related to each other. The findings analysis will then be incorporated into the overall PEG Access Needs Assessment Report.

Conduct Focus Groups

Beyond the Community Organizational Survey discussed above, CBG would conduct several focus groups on PEG Access cable-related needs.

a) Focus groups of current and projected Access providers and users – CBG will work with City/WRAC staff and other associated organizations to establish the best representation of diverse current and potential Public, Educational and Governmental Access television and multimedia content producers, clients, users and channel administrators in a focus group format to ensure that there is a broad expression of opinion, meaningful dialogue and information gathering

that is highly pertinent to the project requirements. We envision three focus groups as part of this task element – one each focusing on Public, Educational and Government providers and those they serve.

b) Focus Group/Workshop/Forum with community leaders and community and non-profit organizations and agencies – CBG will work with the City to establish a meaningful and effective focus group or workshop to determine the opinions and reactions of the diverse organizational populations that utilize PEG Access services and have organizational-oriented cable-related needs. This would include a group centered on diverse community leaders, community groups, ethnic groups, non-profit organizations and others. CBG has been effective in the operation of, and analysis of the information gathered from, such groups through its previous needs assessment work. As such, we have a keen awareness of their value to accurately forecasting both short and long term cable-related needs and interests. We envision one focus group or workshop as part of this task, depending on the size of the group.

c) Meeting/Group Scheduling and Facilitation – CBG believes that it is very important to coordinate with City staff on the initial scheduling and development of workshop, forum and focus group meeting times, locations, attendee lists and invitations to the sessions. As such, we will work from the very beginning of the process to ensure that the development and implementation of the workshops, forums and focus groups are efficiently and effectively managed.

Specifically, as the meeting agendas and presentation materials are being prepared CBG's team members will be working with City staff and the various Communities of Interest to determine the appropriate contacts and the representatives that should be invited to the workshops and focus groups. CBG will also work with City staff and various Communities of Interest to determine the best venues and locations for the focus groups, workshops and forums. Once locations are determined, available dates and times can be reviewed and appropriate days and times from the available list can then be chosen to establish the specific timing of the meetings. These timings should be at least three (3) weeks after the invitations or other types of announcements would be sent out.

CBG would develop an invitation template which the City can review before it is implemented for the various types of groups. These can then be finalized and provided to the invitees via e-mail with RSVPs requested. CBG would do the majority of work preparing these materials. It will be important, though, for the invitations to be sent out on City letterhead from City e-mail addresses because it will carry more weight with the prospective attendee and be considered an official invitation.

Regarding potential venues, if there are several choices for locations, our team would visit those sites and help determine the appropriate location. Our team would also make pre-site visits to determine room set-up, where materials could be located, how PowerPoints could be projected, etc.

Regarding scheduling, CBG will work to schedule similar types of meetings in batches at uniform locations, if feasible. This reduces both set-up and breakdown time and makes the process more efficient and cost effective. Once the invitations are sent out, our team will work with City staff to follow-up with phone calls and follow-up e-mails to continue to gain the attention of participants so that the appropriate amount ultimately participate (typically between 6 and 12 in focus groups, 15 – 30 in workshops, and more in forums [for the larger numbers, breakout sessions can be developed]).

Regarding facilitation, it is important to note that CBG will directly facilitate all forums, workshops

and focus groups, so that this does not impact on the existing workload of City staff. For certain types of meetings, such as community forums, it will be important for someone from the City to make a few introductory remarks to indicate to the community-at-large the importance of this process. CBG would conduct the group from that point. City staff would be welcome to attend any and all groups if their schedule allows.

All of the information obtained from the focus groups/workshops/forums will be documented and incorporated into the overall Needs Assessment analysis.

Overall PEG Access Needs Assessment Report with Live Presentation

CBG will take all the information gathered, review, compile and analyze it, and determine what PEG Access cable-related needs are being demonstrated by the various Communities of Interest in the City. CBG and its team partners will then look at ways that Charter could meet the demonstrated needs in a renewed franchise. Specifically, CBG would work with the City to identify the litany of needs that can reasonably be embodied in a franchise and the types of provisions to meet and embody such needs.

CBG would include the results of all the component tasks into the Overall Written Ascertainment Report. The report will include an Executive Summary and include verifiable support for all findings, conclusions and recommendations.

The Report will describe existing and future needs related to PEG Access, including WRAC and other PEG capacity, facility, equipment and operational needs. CBG will provide recommendations on any modifications that would be needed to meet future needs. These findings will be summarized for inclusion in the Report with recommendations for improvements, enhancements, expansions and upgrades to meet both the current and future needs demonstrated.

CBG's Report can be presented in a live presentation. The Final Report to the City will identify the PEG Access cable-related needs elicited from the assessment process. The report will incorporate input from City staff and the identified Communities of Interest and include a description of methodologies employed and recommendations. CBG will use results from site visits, interviews, surveys, focus groups and other work to develop the recommendations in its report. CBG, through its research and analysis into all facets of this project, and using the research tools previously described, will be able to focus on recommended franchise renewal requirements and strategies to meet demonstrated needs. The report will be thorough and concise. It will provide a well-supported needs ascertainment foundation to be utilized effectively in cable franchise renewal proceedings.

PROJECT TIMELINE

Projects such as this one typically take approximately 6 months depending on the scheduling of surveys, interviews, focus groups, other meetings, on-site visits and the availability of key personnel. It is critical that we work with the City to develop a comprehensive work plan upfront that meets franchise renewal needs. Project milestones will be established and update discussions will occur regularly with City staff. We will work both on-site and remotely and attend meetings as needed, and help coordinate all the processes necessary, to meet the project objectives in a timely manner. CBG and its Team Partners will work to keep tasks running concurrently in order to maximize resources and minimize the overall timeframe for completion. We can start on this important project in September, 2015 with anticipated completion in February/March 2016.

CBG Communications, Inc. strives to provide the best support to our clients based on our experience as shown above. CBG is often retained for follow-up work after the initial project is completed. Although our experience and insight are certainly significant contributors to this, timeliness and availability are also key to keeping our clients satisfied.

PERSONNEL QUALIFICATIONS

Overall Project management and key task performance will be provided by Dick Nielsen out of CBG's St. Paul, MN office. Comprehensive task performance and support will be provided by Tom Robinson of CBG's Philadelphia office, assisted by Krystene Rivers, Research Associate and in conjunction with Team Partners, Dr. Connie Book and Carson Hamlin.

The skills and qualifications of the firm's principals and our Team Partners are set forth below.

CBG Communications, Inc.

Thomas G. Robinson

Thomas G. (Tom) Robinson is President of CBG Communications, Inc. and is based in the Philadelphia, Pennsylvania office. Mr. Robinson has worked with local governments all across the country on a variety of cable, broadband, telecommunications and ROW management projects, including: needs assessments; Public, Educational and Governmental (PEG) access issues; institutional networks; technical reviews; infrastructure issues; wireless networking; optical networks; telecommunications strategic planning and policy development; competitive communications system reviews; cable television franchise renewals; ROW management regulations and ordinances, regulatory agreements and other matters. He is a frequent speaker at telecommunications, local government and technical conferences. Mr. Robinson has written numerous columns for *Communications Engineering & Design (CED)* magazine.

Prior to joining CBG, Mr. Robinson was, for seven years, Director of Technology Development for River Oaks Communications Corporation, where he worked with numerous local government clients on telecommunications and cable television projects. Mr. Robinson also served for 10 years as Chief of the Cable Regulatory Division of the Department of Consumer Affairs for Fairfax County, Virginia. While there, he was involved in a host of activities related to oversight of one of the nation's largest cable systems. Prior to his work in Fairfax, Mr. Robinson was with Magnavox CATV Systems, Inc. (now part of Arris), where he worked first as a system designer and then in product management. While at Magnavox, he helped develop and market new amplification systems and products that paved the way toward today's high capacity cable systems.

Mr. Robinson began his career as an announcer, program director and operations engineer in radio and television at several radio stations in the Baltimore/Washington area and at the public broadcasting television and radio stations (WCNY-TV/FM) in Syracuse, New York.

He holds an M.S. in Telecommunications/Film from Syracuse University's S.I. Newhouse School of Public Communications and a B.A. in Mass Communications from Towson University where he graduated *Summa Cum Laude*.

Richard R. Nielsen

Richard R. (Dick) Nielsen is CBG Communications, Inc.'s Senior Engineer and is based out of the Saint Paul, Minnesota office. Mr. Nielsen works as lead technical staff for CBG. His work includes cable television system community and PEG needs assessments, performance audits; video system, facilities and equipment evaluation, institutional network needs assessment,

design, application development and performance review; underground and aerial construction planning, review and analysis; telecommunications system design, application, development and review; data communication system and equipment planning; as well as review and analysis of other technical issues.

Prior to Mr. Nielsen joining CBG, he spent 19 years, in the Twin Cities Metropolitan area, with AT&T Broadband and its predecessor companies. The last four were spent as the Institutional Network Manager. While managing, he was involved in a wide range of activities, including maintenance of institutional networks (“I-Net”) with over 1000 miles of coaxial, HFC and fiber optic plant representing over 20 franchise areas from the northwestern suburbs to the southern suburbs of the Twin Cities. Mr. Nielsen provided supervision of construction activities, planning and designing new and upgrading existing I-Nets, budgeting for new and updated I-Nets, and activation of fiber optic nodes, power supplies, amplifiers, pilot generators and status monitoring systems. Mr. Nielsen regularly represented AT&T Broadband at various regulatory meetings relating to I-Net issues. He also worked closely with consultants in evaluating and designing upgrades to existing I-Nets.

For the 8 years prior to being I-Net Manager, Mr. Nielsen was the Technical Supervisor. He supervised 35 Maintenance Technicians and Service Technicians with responsibilities from the Quad Cities and Oak Grove Franchise areas in the northern suburbs, to the centrally located franchise areas of NSCC and the Ramsey/Washington Counties Suburban Cable Commission down through Saint Paul to Burnsville/Eagan and Hastings. Mr. Nielsen implemented a plan to bring service levels up to NCTA and FCC standards, and was in charge of reporting all engineering and technical data for national reporting FCC testing and reporting and public files for CLI and Proof of Performance. Additionally Mr. Nielsen spent 4 years as a Headend Technician and was involved in designing, wiring and maintaining headends, hubs and antennas. He was on call 24 hours a day for problems related to headends. Mr. Nielsen’s first 3 years were spent as a Maintenance Technician. He was responsible for maintaining HSN and I-Net plants, field testing of FCC CLI and Proof of Performance requirements as well as working on call (24/7) for outages and problems.

Mr. Nielsen began his career as a technician and installer for Best Vision SMATV and Muller Prybel. Formal education was received at Dakota County Vocational Technical School in its Cable Television Degree Program.

Krystene Rivers

Krystene Rivers is a Research Associate for CBG Communications with a diverse background in research, accounting, project planning and executive management. Prior to joining the firm, Mrs. Rivers worked for over 18 years in various financial and executive management positions with each career requiring a variety of diverse financial, technical and operational skills. Mrs. Rivers has worked in a variety of both large and small business environments from a partnership business to a large corporation. This experience has enabled Mrs. Rivers to contribute insight and research experience into CBG’s Needs Ascertainment and related projects. Mrs. Rivers is currently responsible for communications research projects which include the gathering of key information associated with needs ascertainment, survey research and development, data compilation and analysis and consumer issues. She is also a key component in the preparation of presentations and reports necessary for the provision of CBG’s communications consulting services.

Team Partner

Constance Book, PhD

Dr. Constance Book, PhD, (PhD, University of Georgia) is currently Associate Provost and professor of communications at Elon University, and owner of Telecommunications Research Corporation in Greensboro, North Carolina. Dr. Book obtained undergraduate degrees in mass communications from Louisiana State University and Northwestern State University. Her doctoral studies focused on the municipal/cable relationship. She has worked extensively with CBG Communications in needs and interest ascertainments in a number of jurisdictions.

Dr. Book is a professor and researcher in the fields of cable, video, PEG Access, broadband, internet and telecommunications. Her work included the first national assessment of municipal officials' attitudes toward cable television oversight. She has conducted quantitative and qualitative assessments of cable communications, broadband and telecommunications services in large, medium and small markets across the United States.

As professor, she has been awarded several research grants for assessments related to cable television service, has been recognized on several occasions for outstanding teaching, and her students have won awards in national competitions sponsored by the Society of Professional Journalists and the American Advertising Federation.

Dr. Book's research has been recognized in several nationwide settings, including NATOA, the National Cable Telecommunications Association (NCTA), the National Association of Broadcasters (NAB), the Broadcast Education Association, and the Association for Educators in Journalism and Mass Communication. Her work has been published in both academic and legal journals. Dr. Book was awarded a competitive grant from the National Association of Broadcasters to conduct the first living room test of high definition digital television. The results were presented at an NAB annual conference and included in her book *DTV: Digital Television Comes Home*.

Dr. Book has appeared on panels at the Federal Communications Commission, the NAB, NATOA and regional Cable Television Associations. She is often invited to lecture and moderate discussions on cable and telecommunication issues.

Carson Hamlin

Carson Hamlin, Media Integration Specialist/Video Engineer, received his B.A. degree in Technical Communications from Colorado State University. Mr. Hamlin is a native of Colorado. He worked for the Hewlett Packard Company for 12 years, eventually leaving HP's Interactive Television Network in Cupertino, California to return to Colorado. He is now the Media Integration Specialist and Operations Manager for the City of Fort Collins, CO where he oversees all of the technical aspects of digital video communication for the City of Fort Collins and Larimer County, CO. He is also the staff liaison between the city and all of the other PEG entities in Fort Collins. His duties include the oversight and purchase of all equipment used for both government and public access.

Mr. Hamlin has worked extensively as a Technical Director, editor, audio engineer and design engineer. His qualifications include video facility and system design, including the evaluation and purchasing of equipment used in all types of production facilities, integration of equipment,

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and troubleshooting. He has worked with CBG on multiple projects with many communities regarding the technical aspects of their PEG Access systems, facilities and equipment.

REFERENCES

Debbie McCoy, Manager

Clackamas County Cable Communications
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Phone: (503) 742-5902
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Tim Finnerty, Executive Director

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Fred Christ, Administrator

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Email: fchrist@maccor.org

Additional References can be furnished upon request.

PROJECT COST

CBG will complete a PEG Access Needs Assessment project that encompasses all of the tasks described above, for the not to exceed cost of \$19,920 including reimbursable expenses¹.

The cost estimates is based on the number of hours projected (112) multiplied by a blending of the individuals' hourly rates as defined below. The specific hourly rates charged vary from \$50 per hour (Research Associate) to \$175 per hour (Principal Consultant), depending upon the personnel utilized.

Personnel Hourly Professional Services Rates

The hourly rates for the personnel that will be involved are the following:

Tom Robinson (TR), Principal Consultant - \$175.00

Dick Nielsen (DN), Senior Engineer - \$165.00

Krystene Rivers (KR), Research Associate - \$50.00

Dr. Constance Book (CB), Elon University/Telecommunications Research Corp.,
Survey/Statistical Work - \$150.00

Carson Hamlin (CH), Video Engineer/Media Integration Specialist - \$125.00

Invoicing/Billing

CBG bills for professional services on a monthly basis. Each invoice details an individual that performed services that month and their monthly charge, including hours worked. Additionally, each invoice will contain a detailed narrative of work performed during the billing period.

¹ CBG and its team partners would be reimbursed for expenses such as telephone, clerical charges, postage, copy expenses, Fed Ex or courier expenses, travel expenses, and other similar expenses. We are utilizing a rate of 10% above Professional Services fees for estimation purposes concerning reimbursement expense cost.

ADDITIONAL SERVICES THROUGHOUT THE RENEWAL PROCESS

If requested, CBG will participate in other franchise renewal processes, including working with City staff and legal counsel to help develop successful negotiation directions and strategies. CBG is well versed in providing support and guidance for, and participating directly in, franchise negotiations stemming from ascertainment findings and related processes. These directions and strategies will be based on a preponderance of the data gathered; a strengths, weaknesses, opportunities and challenges analysis; and prior successful experience with such strategies. More specifically, CBG could assist with (but not limited to), as needed:

- a) Setting priorities based on findings and conclusions in the needs assessment report.
- b) Strategy discussion(s) with the City and its legal counsel to discuss ways of best meeting goals.
- c) Face-to-face discussions with Charter.
- d) Negotiation via telephone, as necessary.
- e) Negotiation via e-mail, as necessary.
- f) Briefing elected officials in public or closed sessions.

Where formal franchise renewal proceedings are required, CBG can also assist City staff and its legal counsel in preparing the associated Request for Renewal Proposal, evaluating the Proposal and assisting in the development of the staff report for public proceedings. Whether the process is completed formally or informally, CBG can work with City staff to participate as needed in all franchise renewal preparations, public hearings, meetings, etc.

Additional services beyond the scope of work as defined above can be requested from CBG and our Team Partners at the above hourly rates and/or an agreed upon not to exceed price.

Conclusion

CBG appreciates the opportunity to provide the City of Willmar, Minnesota with this Proposal for PEG Access Needs Assessment Consulting Services Related to Cable Franchise Renewal. We have the requisite expertise and regional and national experience to competently, efficiently and expeditiously provide the services and results the City requires related to its franchise renewal processes.