



BROADBAND PLANNING SERVICES | ENGINEERING | CONSTRUCTION | OPEN ACCESS OPERATIONS

# **CITY OF COACHELLA**

## Broadband Master Plan RFP

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To the Coachella RFP Team,

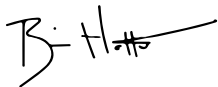
On behalf of the entire Bonfire team, I am delighted to express our enthusiasm for the opportunity to respond to Coachella's ("City") Request for Proposal ("RFP") for the creation of a Broadband Master Plan. We are committed to leveraging our expertise in broadband deployment to develop a comprehensive framework for enhancing the broadband landscape across your community and to provide insightful recommendations for potential broadband models moving forward. Our response has been meticulously crafted to align with your requirements for each section of the RFP, including:

- [Approach to Services](#)
- [Consultant Qualifications](#)
- [Key Personnel](#)
- [Subcontractors](#)
- [Project Organizational Chart](#)
- [Project Work Plan](#)
- [Exceptions](#)
- [Project Schedule](#)
- [Fee Information](#)
- [References](#)
- [Interview Availability](#)
- [Required Statements](#)

We are confident that our submission will illustrate why Bonfire is the ideal partner with the necessary experience to support your critical broadband initiative. My team recognizes the transformative power of high-speed broadband and its ability to positively impact the communities we serve. We are eager to collaborate closely with the City to achieve your objectives and to contribute meaningfully to the advancement of connectivity in your community.

Thank you for considering Bonfire as a potential partner for this important project. We are eager to embark on this journey with you and contribute to the success of your community. Our submitted response will remain valid for one hundred twenty (120) days following the closing date for receipt of proposals. Should you require any further clarification or additional information, please do not hesitate to contact me at [brian@bonfireig.com](mailto:brian@bonfireig.com) or by phone at 303-956-9853.

Warm regards,



Brian Hollister  
Co-Founder and CEO  
[Bonfire](#)

## APPROACH TO SERVICES

Community leaders across the country are realizing the importance of next generation broadband services to support the future of their constituents. Broadband services have a net positive economic and social impact on communities by enhancing free enterprise, workforce development, educational opportunities and smart city deployment. When community leaders are ready to future-proof their digital infrastructure and set their residents up for success through technological advancements, they look to our team to create a Broadband Master Plan.

By using maps, presentations and historical data, our team provides community leaders with the necessary information to make informed decisions for infrastructure development. This Broadband Master Plan will act as the “headlights” to guide stakeholders through their unique broadband journey, shining a light on where the greatest digital inequalities are and providing insights on next steps to better connect residents. Our fully customized services include:

### Market Assessment

- An analysis of your community’s needs and unique demographics
- Map of your community’s existing broadband solutions, including private internet service providers (ISPs) and public funding sources
- Real pricing data from ISPs

### Competitor Analysis

- A detailed competitive profile
- Real-life, address-level speed testing
- Overview of marketed plans and service validation from ISPs

### Network Design(s)

- Engineering of the entire community under aerial and underground designs
- Optimization of the network design for capital efficiency
- Market-specific labor and material costs

### Financial Planning

- Real-world operating models
- Optimized build staging recommendations
- A capital prioritization plan
- Assistance with funding and grant support

### Operational Support

- Assistance with workforce identification and hiring for building and operating the network
- Support for ad-hoc tasks including hiring, aligning resources, vendor diligence and selection, material procurement, etc.

The Broadband Master Plan allows you to initiate goal-oriented discussions around debt tolerance, service coverage, quality, operational intensity and more. Our research will empower you to make the most informed decisions possible with the input of key stakeholders and your constituents. We are engineers at heart which allows us to provide communities with quality, actionable engineering designs that support the sustainable development of long-term broadband business plans. Above all else, we are enthusiastic about our mission to connect every American with affordable high-speed internet – and we do whatever we can to help progress this along.



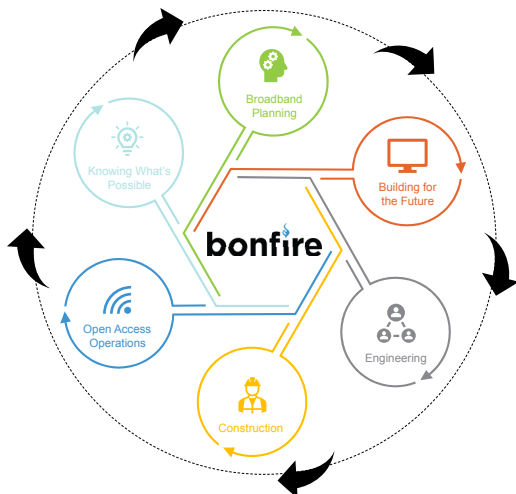
## CONSULTANT QUALIFICATIONS

[Bonfire](#) was founded in 2016 in response to the growing demand and complexity of designing and deploying broadband networks across the United States. Integrating multiple engineering disciplines, technology experience and construction trades are a key aspect to our approach to being the best overall long-term partner for our customers. Our core belief is that all Americans deserve high-speed affordable internet because it makes their lives better.

At Bonfire, we are uniquely qualified to provide all the services required for the successful implementation of this project. We are a values-based team of telecommunications and technology professionals that do the work to enable economic growth and access to quality education and healthcare through broadband connectivity, one community at a time. We are headquartered in Denver, Colorado and provide broadband planning, engineering, construction, and open access operation services nationwide. Our business operates under the [EOS methodology](#) which allows us to deliver a six-step proven process of quality, efficiency, and transparency with our clients.

Along with our proven process, we are a value driven company that enables us to hire, retain and grow the most talented people in the broadband industry, all focused on serving our clients and our purpose. Organizationally, we are structured with a strong leadership team and a deep bench of talent across all critical disciplines including engineering, project management, construction, permitting, vendor management, central office equipment, network operations, technical customer service, and network maintenance.

We love getting the chance to work with customers who have the same drive to get broadband to those that need it most. We've worked on projects of all sizes and understand the challenges that come with each of them. We believe the only way any project is successful is when there is an open and honest line of communication. Issues can come up on every project; however, how they are handled and what is done about them is what makes our business stand apart.



## OUR PROJECT MANAGEMENT PHILOSOPHY

1

### Set Up For Success

- Emphasize relationships – not transactions
- Focus on the needs of the customer
- Adapt our approach to best address the challenge

2

### Build Strong Foundations

- Verify the details – before the work begins
- Provide insight and recommendations
- Align all stakeholders on the expected outcomes

3

### Collaborate and Listen

- Always serve up the right people and processes
- Emphasize teamwork at every opportunity
- Seek out what's possible – and where possible, redefine what's possible

4

### Be Clear and Accountable

- Provide full visibility into project process
- We put our money where our mouth is – and the buck stops here

5

### Track the Progress

- Plan the work, work the plan
- Benchmark KPIs
- Be accountable at all times and in all matters

6

### Go the Extra Mile

- See the project through to completion – and remain committed beyond
- Expect the unexpected and be prepared to handle it
- Be primed for the next engagement

## PROVEN EXPERIENCE BY THE NUMBERS

States Worked in For E&C: 16

Permitting Agencies: 111

Homes Analyzed: 103 million

Grants Secured: >\$150 million

Fiber Engineered: 13.8 million feet

Fiber Constructed: 5.7 million feet

Fiber Operations: 1 market

## KEY PERSONNEL

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Please see [Task 1](#) for Bonfire's proposed project management structure and please see below for team bios and background information on our broadband planning team:



### **BRIAN HOLLISTER** **Co-Founder & CEO**

Brian's professional experience includes working for internet service providers like AT&T, Level3 and MCI, as well as networking technology companies like Calix, Aktino and Vina Technologies. Brian holds a BS, Business Management from the University of Phoenix and is passionate about building the future of open access in the United States.

**Role:** As CEO, Brian is responsible for the strategy, corporate culture, and investor relations activities for the organization. With over 20 years of experience in the telecommunications business, his areas of expertise include sales leadership, operations, marketing, and business management. Brian believes that all Americans should have access to high-speed, affordable internet access through creating choice for consumers and demonopolizing the internet industry.



### **JUSTIN ROLLER** **President**

Justin has over 20 years of experience in the technology sector and specializes in helping public sector clients, ranging from municipal governments to federal departments, address their challenges in modernization and digital transformation. His work has included business process automation, cloud implementations, and network/system security. Justin problem solves through leveraging creative solutions which bridges the gap between technical details and real-world outcomes. Notable career accomplishments include leading the software team running a US federal government program distributing \$1 billion monthly. He has also served on the state of Colorado's Broadband Deployment initiative which provided him first-hand experience with grants, public private partnerships, and a unique perspective on how communities and ISPs are working together to close the digital divide.

**Role:** As Bonfire's President, Justin is passionate about applying his technical and strategic skills, in combination with his knowledge of the public sector and grant funding, to help address broadband issues facing American communities today. He believes that we have a rare opportunity now to solve the issues related to strategically providing fast and affordable broadband to provide long-term value to underserved communities.



### **JOSH ORLOWITZ** **Director of Corporate Strategy**

In his previous role, Josh was an Engagement Manager at CMA Strategy Consulting (acquired by EY-Parthenon, the consulting arm of Ernst & Young). CMA is a Boston-based telecommunications strategy consulting firm engaging in the most complex corporate strategy and M&A deals in the telecommunications industry. Josh has worked on over 35 projects ranging from capital deployment prioritization for rural ISPs, fiber M&A commercial due diligence for private equity and developing detailed FCC auction strategic plans for large telcos. In his role as Engagement Manager, Josh was responsible for all aspects of project and client management and overall strategic direction of the projects he managed.

**Role:** As Director of Corporate Strategy, Josh is responsible to productizing all aspects of Bonfire as it continues its exponential growth phase. Josh is also responsible for helping develop and drive the product and corporate strategy of Bonfire's FTTH efforts. This includes developing its product and pricing, market selection, capital optimization, and go-to-market planning.



### JASON WISEMAN

#### Principal Engineer

In his 25 years of experience in the communications industry, Jason has exhibited a strong work ethic and a wide range of leadership, technical and problem-solving skills that contribute to the success of his projects. Jason's experience allows him to be a valuable subject matter expert in every stage of the project, from budgeting through design and construction.

**Role:** As Principal Engineer, Jason oversees all activities related to the management, design, and construction of infrastructure projects. In his role, he also liaises with the project team and consultants to ensure project performance goals are achieved.



### AMY GOLDSTEIN

#### Senior Engineer

Amy has over 12 years of experience in the communications industry, with deep experience across fiber network engineering, quality assurance, and field surveys. Amy also has a background in geospatial analysis for municipal utilities, where she built foundations that enhance her work in the fiber optic field today.

**Role:** At Bonfire Fiber, Amy serves our Network Operations teams in the role of Senior Engineer, designing networks with an eye for quality, capacity and scalability. She also supports our Broadband Planning teams with feasibility studies, greenfield fiber designs, and grant preparation.



### DREW PAPPAS

#### Director of Business Development & Community Engagement

As Director of Business Development, Drew is responsible for building long-term relationships with municipalities, Tribes, ISPs, co-ops, and private entities within the markets Bonfire works in. He acts as a liaison with different community leaders to show the tremendous value a FTTH network can bring to a community. He believes that broadband is for all, not for some, and is a strong proponent for eradicating digital inequity with infrastructure and services that lasts for generations.

**Role:** Drew is crucial in working with communities to help clarify stakeholder needs, navigate corporate process, and making sure that Bonfire is bringing choice, innovation, and competition into every market we work with. His work focuses more on the community engagement aspect during any broadband planning efforts and works closely with the engineering and construction teams to make sure all customer goals are exceeded.



### TYLER THREW

#### Program Manager

With seven years of experience managing projects and leading teams in the telecommunications industry, Tyler is proficient at bringing teams together to deliver results. His experience managing the engineering of OSP fiber and wireless networks, as well as implementing PMO software and structure to better align the project portfolio with the larger business objectives makes him a valuable asset to the Bonfire PMO. His leadership, strategic problem solving, social facilitation and project management knowledge enables him to set projects up for success by continually analyzing efficiencies and effectiveness throughout the project/program lifecycle.

**Role:** As Program Manager, Tyler is responsible for strategically coordinating various functional activities of the PMO simultaneously to meet key project/program goals. This includes budget, resource management, risk mitigation, stakeholder engagement and aligning the PMO with the overarching organizational initiatives.



**JOSH ANDERSON**  
**Sr. Business Strategy Analyst**

As a Senior Analyst on the Corporate Strategy team, Josh is responsible for helping to drive the corporate strategy of Bonfire's FTTH efforts. This includes market analysis and selection, financial due diligence, and competitive research.

**Role:** Josh also helps manages engagements for Bonfire's broadband planning teams as they support clients in becoming more efficient, expanding their service capabilities, and redefining what's possible in delivering broadband to their customers. Josh is passionate about Bonfire's mission to bring broadband connectivity to every American.



**JACKIE ENGLISH**  
**Product Manager**

Jackie has managed a variety of different products in her Product Management career, including budget software-as-a-service (SaaS) and various software products utilized by Bonfire Fiber. In her undergraduate studies, she learned about the economics of the telecommunications industry and researched and hypothesized policy solutions that address the shortcomings of the telecommunications market. This market knowledge, along with her technical software product management skills, allows Jackie to bring a unique and valuable perspective to Bonfire Fiber. She deeply analyzes product offerings, including non-software solutions, and identifies process, marketing, and user experience improvements viewing product management at Bonfire as "total experience" management for all stakeholders to have the best possible output.

**Role:** As Product Manager, Jackie is responsible for managing Bonfire's portfolio of products, including an Open Access marketplace, operations, and software. Jackie also defines and supports the go-to-market strategy for services such as broadband planning or additional broadband solutions for enterprise businesses. Her job is to truly understand the various stakeholders and produce a solution or product that serves their needs and solves their problems.



**LEX GOOLGASIAN**  
**GIS Developer**

In her previous role, Lex was a Distribution Designer at Stantec. Stantec is in the design and consulting industry - they provide professional consulting services in planning, engineering, architecture, surveying, and environmental sciences. Lex has worked on multiple projects ranging from providing power to 5G small cell antennas to fiber optic cable installation for Dominion Energy. In her role as Distribution Designer, Lex was responsible for analyzing, designing, and coding in ArcMap. She also created design packages which included construction prints, fiber optic sag and tension calculations, down guy calculations, pole loading calculations, NJUNS ticket creations, bill of material coding, and permit applications.

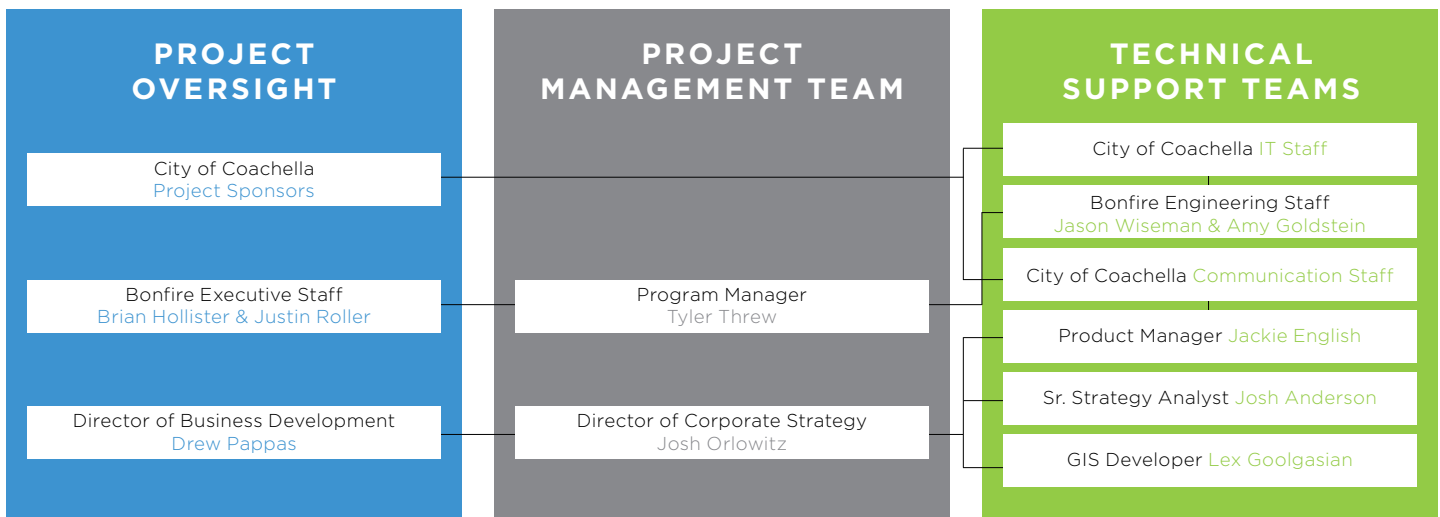
**Role:** As a GIS Developer, Lex is responsible for acquiring, analyzing, and compiling geospatial information of feature and terrain data utilizing imagery analysis techniques to develop accurate cartographic representation. She is also responsible for the production of sophisticated maps, reports, imagery, and custom geoprocessing tools to achieve maximum efficiency within ArcGIS Pro and Comsof. Additionally, Lex is responsible for software design and development on assigned projects for data automation and end user applications including desktop and web.

## SUBCONTRACTORS

Bonfire does not foresee the need to leverage any of our partners or subcontractors on this project. Bonfire has an in-house Broadband Planning team that focuses specifically on working with municipalities, counties, Tribal entities, etc. to become their strategic broadband advisors and assist with driving high-speed and affordable internet access throughout the community.

If the need to bring on external partners arises, we will review any potential subcontractor(s) with the City for approval before any work is performed by external partners.

## PROJECT ORGANIZATIONAL CHART



The Project Oversight stakeholders, including the City of Coachella and Bonfire staff, will collectively work to provide oversight, vision, and guidance and serve as project executive sponsors. The Project Management Team will execute the full scope of the project as outlined in the Broadband Master Plan.

- The Program Manager will serve as the main-point-of-contact (MPOC) and support the City of Coachella Project Oversight stakeholders. This role will also support technical engineers perform tasks related to establishing “middle mile” and “last mile” connection readiness and utilize staff to review permit application procedures and Master License Agreements to bring an in-depth understanding to the installation of broadband infrastructure in the rights-of-ways (ROW) for the City.
- The Director of Corporate Strategy will support efforts to understand the community’s current coverages; evaluate needs and desires for additional products and services; and analyze financial modeling to meet the expressed needs and desires and GIS and visualization of these outputs.

The Technical Support Teams will serve as subject matter experts (SMEs) to complete the technical requirements of each project section.

- Bonfire Engineering Staff will work with the City’s IT or engineering staff to inventory existing City

broadband infrastructure and assess the physical “middle mile” and “last mile” connection readiness from the infrastructure in the street to homes and businesses.

- City of Coachella Communication Staff and Bonfire Product Staff will work on outreach and community engagement activities, including but not limited to surveys, workshops, stakeholder interviews, and an accessible portal to communicate the output of these engagements.
- Bonfire’s Senior Strategy Analyst will generate market-demand research, financial modeling, feasibility, and implementation strategies to meet the City’s coverage and access goals, including providing business modeling for wireline “middle mile” and “last mile” network designs. These business case will outline methodologies, pricing and assumptions.
- Bonfire’s GIS Developer will support geospatial visualization outputs to show communities lacking sufficient high-speed internet access by neighborhood and incorporate relevant information from the Federal Communications Commission (FCC) Broadband Map and/or the California Public Utilities Commission Coverage Map. GIS development will also be utilized in tandem with engineering expertise to understand the existing underground city-owned fiber infrastructure and nearest peering points to the greater Coachella Valley routes.



### **TASK 1 - PROJECT KICK-OFF MEETING**

Success of a project is built on a foundation of transparency. We understand the importance of communication and we strive to understand your goals, expectations, and personal styles during project startup. In this spirit, Bonfire staff will create a draft Project Management Plan, including proposed milestones/deliverables and dates and will distribute this plan for reference in advance of a formal kick-off meeting.

Our kick-off efforts will be guided by principles that prioritize relationships, needs, adaptability, and accountability, ensuring a solid foundation for collaboration and achievement of the City's desired outcomes. Bonfire staff will design and facilitate an impactful kick-off session, where we will focus on aligning with all project members, including City staff, to provide clear visibility to create trust and accountability between all stakeholders. Our goal is to leave the kick-off meeting with global clarity on the project plan and approach, inputs and data required from the City, and an action plan for immediate next steps. Any feedback from City staff will be applied to the Project Management Plan within seven working days following the meeting.

The Project Manager for this project will be Bonfire's Program Manager, Tyler Threw. He is experienced managing diverse engagements and can work across a full suite of modern project management tools (Smartsheet, Jira, Asana, etc.) and frameworks (Agile, Kanban, Scrum, etc.). He will adapt the project approach to best suit the City's needs and preferences. During the kick-off meeting, the preferred management tool and project management framework will be discussed and refined.

### **TASK 2 - INTRODUCTORY PRESENTATION TO CITY COUNCIL**

With a refined Project Management Plan, Bonfire will prepare a detailed presentation to City Council, highlighting the scope of our services and project timeline. Our goal will be to introduce ourselves to City Council and citizens, educate them on the project and the value we intend to provide, and pressure-test our objectives against what City Council feels are the most pressing issues, opportunities, and constraints for broadband development in Coachella. Bonfire will attend the scheduled City Council meeting to deliver the presentation and solicit input and feedback from the Council. We will also make ourselves available for questions from the public (with the permission of City Council) to ensure buy-in to our work extends beyond Council and to every member of the community.

### **TASK 3 - CURRENT AND FUTURE NEEDS ASSESSMENT**

Bonfire proposes a four step process to address the requirements of this task, including understanding the met and unmet needs of various community stakeholders:

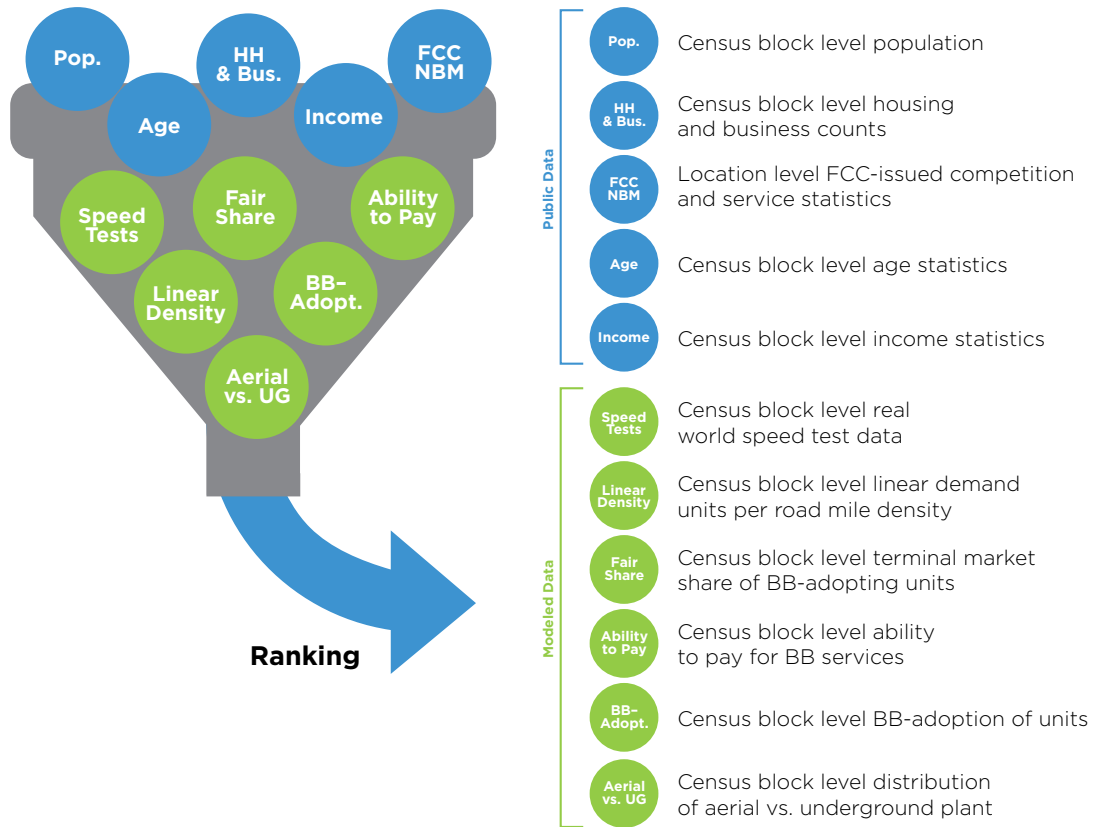
#### **1. Qualitative Market Research:**

Bonfire will leverage two approaches to gathering qualitative data to understand internet usage across different sectors and the broadband landscape of Coachella.

First, Bonfire will create and distribute a needs survey for both residential and business/institutional customers. This is one of the most effective methods for determining fiber demand. This interest and needs survey will be sent across the City to a diverse group of end users (i.e., residents, businesses, libraries, public safety buildings, and educational institutions). The survey will include a list of questions that will consider age, gender, education, daily internet activities, devices used to connect to internet, internet speeds/pricing, digital literacy levels, etc. We will work closely with the City for assistance in getting this survey sent to end users. The City shall support Bonfire in this outreach process including translating resources from English to Spanish as needed. In our experience, the more support we receive from the City and community leaders, the higher engagement rate we receive with these surveys. The information collected from these surveys can identify broadband demand in the specific area(s) we target. We also map survey results by census block to help identify areas of greatest need.

Second, Bonfire will utilize the American Community Survey (ACS) census data and publicly available data from the FCC National Broadband Map for demographic and internet access insights more broadly including statistics on internet usage and computer usage at the census-block level. For provider and broadband availability, the FCC National Broadband Map will serve as a primary data source, offering detailed coverage and technology types used by ISPs in the area. Bonfire uses this data with our proprietary analysis tool to ultimately rank areas of need. This allows our team to drill down anywhere within the City, including area-by-area or to the census block level, to visually depict the broadband landscape. Data includes total demand points, broadband adoption rates, demand points per linear mile, median income, high-speed availability, etc.

**DATA ANALYTICS PROCESS**



**2. External Needs Assessment**

Beyond surveying, Bonfire will orchestrate a series of targeted workshops with external stakeholders—spanning government officials, educational institutions, businesses, and residential communities—to gather insights on their current and future internet needs, preferences, and expectations. These interactive sessions will be planned and facilitated to delve into each group’s unique broadband requirements, with a focus on identifying both immediate and long-term objectives.

To ensure inclusivity and comprehensive representation, we will collaborate with the City to invite a diverse range of participants. Our approach includes the use of structured workshop questions and open discussion formats, allowing us to capture an array of qualitative data on internet usage patterns, service expectations, and digital inclusion concerns. Insights garnered from these workshops will inform our needs assessment. Through this collaborative and community-focused approach, Bonfire aims to ensure that the broadband infrastructure development aligns closely with the articulated needs and aspirations of all stakeholder groups.

**3. Coachella Internal Stakeholders Needs Assessment**

Bonfire will engage various departments within the City in workshops to evaluate their current and future internet requirements. These internal stakeholder workshops will include Information Technology, Engineering, Public Safety, and other stakeholders. These assessments will allow Bonfire to clearly understand their current usage and use cases. Similarly to the external workshops, these internal stakeholder workshops will also include

structured sessions to gather an understanding of the City’s internal internet needs, both met and unmet, and their objectives. This dual approach ensures a comprehensive understanding of internal broadband usage and future needs throughout the area.

**4. Conclusion and Output**

The last step involves synthesizing findings from the assessments into a comprehensive workshop, followed by the creation of a technical memorandum. This document will encapsulate our findings from quantitative data sources, the depth of our stakeholder engagement and qualitative data and estimate current and future demand and take-rates across the City. This memorandum aims to serve as a blueprint for the City’s broadband infrastructure strategy.

**TASK 4 - INVENTORY AND ASSESSMENT OF CITY-OWNED BROADBAND ASSETS**

Bonfire will assess the City’s existing broadband infrastructure assets, both owned and leased. We will evaluate fiber assets and related facilities within the City’s service area. The specific components of the task include:

1. **City’s Fiber Assets:** Bonfire will identify and document the City’s existing fiber assets. This includes assessing the quality, capacity, coverage, and estimated market value of the fiber network. This inventory will be comprehensive, inclusive of capacity estimates and documentation of existing assets, within and outside of public right of way. Bonfire is prepared to conduct physical asset inspections and evaluations as required.

2. **City Assets Supporting Fiber Deployment:** Beyond fiber-specific assets, Bonfire will explore other infrastructure elements that could support the deployment of a fiber optic network. These might include existing conduits, utility poles, underground pathways, fiber cabinets/vaults, and City-owned real estate.
3. **Capital Improvement Plan Inventory:** Bonfire will evaluate the City's existing Capital Improvement Plan as it relates to broadband deployment and maintenance. By pairing this review with our documentation of existing assets, we will create a full understanding of the City's current and anticipated asset profile.

To achieve these objectives, Bonfire will follow a systematic approach:

- **Review of GIS Data:** Bonfire will examine the City's GIS layers. This includes analyzing existing and planned wireless facility data. By doing so, we will establish the scope of currently inventoried assets.
- **As-Built Review:** Bonfire will cross-reference the City's as-built records with the GIS data. This step aims to identify any City-owned assets that are not currently reflected in the GIS maps.

The outcome of this task will be critical for subsequent phases. Bonfire will provide inventory data in a format suitable for integration into the City's GIS system and will inform network design, engineering, construction, cost estimates, and strategic decision-making.

By identifying gaps and shortcomings in the existing infrastructure, Bonfire will pave the way for a carrier-grade fiber optic network that meets the City's needs.

### **TASK 5 - ASSESSMENT OF PRIVATELY AND NON-CITY OWNED BROADBAND RESOURCES**

Bonfire recognizes that partnership and the ability to leverage non-City owned assets represents a tremendous opportunity to accelerate deployment of world-class broadband to the City's residents and businesses.

1. **Non-City Owned Fiber Assets:** Bonfire will investigate and document the existence of private broadband infrastructure throughout the City. While public data may exist, the focus will be on understanding the availability and potential utilization of private resources, specifically dark and lit fiber and associated conduit. In conjunction with the assessment of City-owned assets, Bonfire is prepared to conduct physical asset inspections and evaluations for these assets as required by the City and as made possible by asset owners.
2. **Non-City Owned Assets Supporting Fiber Deployment:** Bonfire agrees with the comprehensive list of supporting asset types provided by the City and will extend our assessment to include all supporting asset types available throughout the City.

3. **Presentation of Findings:** Bonfire will document and present these findings in a technical memorandum and a presentation to project leadership. These findings will support the comprehensive Gap Analysis exercise to take place as part of [Task 7](#).

To achieve these objectives, Bonfire will follow a systematic approach of reviewing GIS data. Bonfire will examine publicly available GIS layers. This includes analyzing existing and planned wireless facility data. By doing so, we will establish the scope of currently inventoried assets outside of the City's ownership to understand where partnerships with third parties could make sense in developing and deploying a network.

### **TASK 6 - ASSESSMENT OF CITY POLICIES AND BUSINESS PRACTICES**

We will conduct a thorough examination and analysis of your policies and practices to understand how they may explicitly and implicitly be impacting broadband development.

- **Mission Statements:** We will collect and summarize mission statements of the City and individual departments or entities that directly or indirectly impact broadband development.
- **General Plan, Master Plans, and Land Use Policies:** Our team will review each item to identify how they influence broadband infrastructure development and deployment. Bonfire has extensive connections with cities leading the evolution of broadband across America and can leverage these relationships to provide comparisons and advise on best practices.
- **Broadband-Specific Plans, Policies, and Ordinances:** Through our deep experience in municipal broadband, Bonfire is familiar with each type of broadband-specific plan, policy and ordinance discussed above. We will review and gather tangible insights on how existing plans and legislation are supporting or hindering broadband deployment in Coachella.
- **Fiduciary Requirements, Constraints, and Procedures:** We will assess the fiduciary requirements, constraints, and procedures that may be limiting the City's opportunities to develop and deploy broadband infrastructure. We primarily see these requirements related to owning and operating a municipal broadband network, or private use of municipal assets through master leases. We frequently encounter stringent fiduciary requirements when considering municipal network feasibility, so we will use our experience to provide a clear understanding of which requirements may present challenges to the City's long-term goals.
- **Regulatory Policy:** Our analysis will also cover the City's regulatory policies to identify where policies are helping or harming the City's goal of improving broadband in Coachella.

- **Government Operations:** We will review City Government operations with a focus on ease of access to City services, products, and initiatives such as public housing.

Our goal is to provide you with a comprehensive report that highlights how these policies and practices impact broadband infrastructure development, deployment, and use in the City of Coachella. This report will help you make informed decisions regarding the future of broadband infrastructure within the City.

### **TASK 7 - GAP ANALYSIS**

Bonfire will leverage findings from all the above tasks including survey and workshop data showing met and unmet needs; the existing asset inventory; Capital Improvement Plan; and policy review to perform a gap analysis. Our goal is to understand the current state of broadband infrastructure accessible to the City. This assessment will follow a Strengths, Weaknesses, Opportunities, and Threats (SWOT) format to identify opportunities for improvement or expansion.

In our Gap Analysis, Bonfire will undertake a detailed evaluation, juxtaposing the comprehensive broadband needs identified through our research and documentation of Coachella's current broadband landscape against the existing public and private infrastructure within the City. Bonfire will evaluate the findings in [Tasks 4](#) and [Task 5](#) to create a comprehensive Gap Analysis, taking note of where gaps in City-owned infrastructure may be filled by private assets, and where both categories still present gaps to be remediated via future deployments. From a policy standpoint, we will call out the existing policies that are creating challenges and where there are opportunities to revise existing policies, or develop new ones, to clear the way for a comprehensive broadband solution.

This analysis will prioritize unmet needs with input from the City, translating them into a clear framework for infrastructure enhancements or additions. We will outline how the City and private providers are meeting residents' and businesses' needs today and where they are falling short.

### **TASK 8 - MID-POINT PRESENTATION TO CITY COUNCIL**

After introducing Bonfire and our scope to the City Council at project commencement, we will provide a live update on our progress at the midpoint of the project. This presentation will include major milestones reached, findings, and any issues or concerns encountered by the team to date. Likewise, we will provide an overview of remaining tasks and our next steps to complete the second half of the engagement.

Finally, we will solicit feedback from the Council on our findings and remaining scope. We will collaborate with your team to ensure precision in our messaging to City Council and the public to provide the right level of information to provide confidence in our partnership.

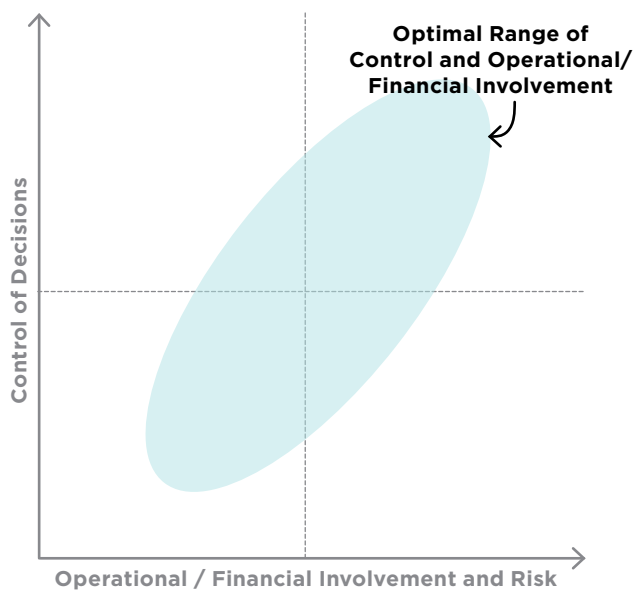
### **TASK 9 - FEASIBILITY ANALYSIS**

Our team will dive into the details to bring a network design from conceptual to actionable, concrete solutions. Our proposed approach is as follows:

1. **Define and Quantify Solutions:** Based on the high-level architecture from [Task 4](#), we will identify and quantify specific products and solutions best suited for the network.
2. **Design Guidelines:** Bonfire's engineering team will create design guidelines based on a future-proofed network architecture, current address point data, and existing assets to build out a robust network design. Our engineers have wide range of experience reviewing and optimizing underground fiber to the premises (FTTP) designs, ensuring the final design given to the City accurately reflects the routing and bill of materials (BOM) for the network.
3. **Real-World Pricing:** Bonfire's estimating and proposals group will collaborate with local subcontractors to gather real world data on labor prices in-market, providing accurate and up-to-date pricing for the build. We also work with multiple material and equipment vendors to secure competitive pricing. This market-specific pricing gives us the best insight into what a potential build will cost and equips the City to make strategic decisions on how best to move forward in your broadband journey.
4. **Project Timeline and Permitting:** As part of the construction estimation phase, we will design a phased project timeline based on the scale, complexity and architecture agreed upon with the City. We will also conduct permitting discovery to document all permitting requirements, timeline to obtain permits, and associated costs. A final BOM will be shared, which will provide key data points including material and labor requirements by task, total fiber mileage, underground fiber placed, and the number of addresses connected.
5. **Operating Model Analysis:** Bonfire will present a variety of operating models (public private partnership, utility owned and operated, outsourced network operations, open access, etc.) and educate the City on various pros and cons based on industry best practices and our team's robust experience.
6. **Financial Modeling:** With local construction cost estimates and selected operating models in hand, we will create detailed financial models for each operating model the City would like to consider to understand both the immediate and long-term cash flow profile. Bonfire's team has extensive experience crafting fiber-based business models that offer a wide range of feasible options for the City to improve the state of broadband throughout your service area. We benchmark every assumption against our proprietary database of fiber businesses model operational datapoints from real operators and use our hyper-localized construction cost estimates to provide a

realistic view of not only total revenues and costs, but also the timing associated. This gives the City an accurate view of revenues, costs, and cash need by month.

Our analysis will present several business models that vary across the spectrum of control and operational/financial involvement and risk. We ground all our analysis against this paradigm (see chart below). This gives us a common framework and language to develop and analyze business models that vary in ownership of the network, management and operations involvement, types of assets required (from our design), amount of capital investment required (from our detailed costing), what product offerings and services should be offered, and which partners are required to implement each business model.



- 7. Business Model Selection:** Upon review of each business model and the associated financial profile, we will support you through the selection process to choose the operating model that best suits your needs and objectives. Our approach ensures a thorough evaluation and selection process, resulting in a tailored solution for the City's broadband needs.

### **TASK 10 – DRAFT AND FINALIZE BROADBAND MASTER PLAN AND EXECUTIVE SUMMARY**

Once Tasks 1 to 9 are completed, we will compile a technical memoranda into a comprehensive Broadband Master Plan. This plan will include:

- An executive summary highlighting key findings and our recommendations.
- Final recommendations for network design and implementation of an operating model.
- An implementation roadmap outlining necessary steps and execution timeline for moving from design to construction, to steady-state operations of the network.

Our goal is to provide you with an extensive and complete Broadband Master Plan that meets your needs and clearly illuminates the path to achieving next generation connectivity for Coachella. Throughout this project, we will work alongside your team to obtain necessary approvals from the Board of Directors and other relevant stakeholders to implement the plan as proposed, or adjust where deemed necessary by the Board and other stakeholders.

### **TASK 11 – BROADBAND MASTER PLAN REVIEW, REFINEMENT, AND ADOPTION**

We will deliver a draft report of the Broadband Master Plan to City staff for review and refinement. Based on your feedback, we will update the Broadband Master Plan and conduct a virtual workshop with appropriate stakeholders to further refine the plan. Bonfire will prepare a finalized Broadband Master Plan that incorporates all relevant feedback and meets all requirements. The report will contain all deliverables, geospatial data, and additional exhibits as deemed necessary throughout our engagement.

Bonfire will support City staff in their efforts to conduct presentations with interested citizens, businesses, and organizations. Additionally, Bonfire will be available to attend appropriate City Council meetings in the adoption of the Broadband Master Plan.

### **TASK 12 – PROJECT MANAGEMENT**

As indicated in the Project Organizational Chart and outlined in [Task 1](#), a dedicated project manager will be assigned to execute and assist with scheduling, coordinating meetings, tracking progress and milestones – in addition to always keeping an open line of communication with the City. This project manager, Tyler Threw, will act as the City's MPOC for all project status updates and will be available to provide updates and answer any questions your team may have. The six steps of our [Proven Process](#) will be utilized throughout the project.

Our project manager's mission goes beyond ensuring the project is completed on time and on budget; we will strive to deliver real value and clear direction to the City's broadband initiatives to exceed expectations.

## EXCEPTIONS

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Bonfire will provide field resources for portions of this project, as deemed necessary. Field review work to entail visual proof of asset locations (HHs, peds, cabinets) to verify they match records, but our proposed scope of work does not cover any rod/rope or conduit verification/testing. The cost to provide that kind of service on the entire existing plant within Coachella is not something that will fall within the allotted budget. We advise the City to have the next phase of engineering (low-level design) cover that scope and have it completed with the OSP field engineering work.

# PROJECT SCHEDULE

|  | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>1. Project Kick-Off Meeting</b>                                       |         |         |         |         |         |         |         |         |
| Creation of PMP  | X       |         |         |         |         |         |         |         |
| Kickoff Meeting Travel   | X       |         |         |         |         |         |         |         |
| Kickoff Meeting/Initial Discussions                                      | X       |         |         |         |         |         |         |         |
| Refinement of PMP  | X       |         |         |         |         |         |         |         |
| <b>2. Introductory Presentation to City Council</b>                      |         |         |         |         |         |         |         |         |
| City Council Meeting Prep  | X       |         |         |         |         |         |         |         |
| City Council Presentation  | X       |         |         |         |         |         |         |         |
| <b>3. Current and Future Needs Assessment</b>                            |         |         |         |         |         |         |         |         |
| Desktop Big Data Analysis  | X       | X       |         |         |         |         |         |         |
| Community Outreach   |         | X       | X       |         |         |         |         |         |
| Technical Memorandum Summary   |         |         | X       |         |         |         |         |         |
| <b>4. Inventory and Assessment of City-Owned Broadband Assets</b>        |         |         |         |         |         |         |         |         |
| Discover Meetings w/ Stakeholders  |         | X       | X       | X       |         |         |         |         |
| Existing Asset Review  |         | X       | X       |         |         |         |         |         |
| Creation of GIS Layers   |         |         |         | X       |         |         |         |         |
| Technical Memorandum Summary   |         |         |         | X       |         |         |         |         |
| <b>5. Assessment of Privately and Non-City Owned Broadband Resources</b> |         |         |         |         |         |         |         |         |
| Discover Meetings w/ Private Providers                                   |         | X       | X       | X       |         |         |         |         |
| Existing Asset Review  |         | X       | X       |         |         |         |         |         |
| Creation of GIS Layers   |         |         |         | X       |         |         |         |         |
| Technical Memorandum Summary   |         |         |         | X       |         |         |         |         |
| <b>6. Assessment of City Policies and Business Practices</b>             |         |         |         |         |         |         |         |         |
| City Policies/Best Practices Review                                      |         |         | X       | X       |         |         |         |         |
| Comprehensive Summary Creation   |         |         |         | X       |         |         |         |         |
| <b>7. Gap Analysis</b>   |         |         |         |         |         |         |         |         |
| HLD Engineering  |         |         | X       | X       | X       |         |         |         |
| Bill of Quantities Creation  |         |         |         | X       | X       |         |         |         |
| Project Phasing Approach   |         |         |         | X       | X       |         |         |         |
| Project Budget and Price Estimations                                     |         |         |         |         | X       |         |         |         |
| Network Design Summary   |         |         |         |         | X       |         |         |         |
| <b>8. Mid-Point Presentation to City Council</b>                         |         |         |         |         |         |         |         |         |
| City Council Meeting Prep  |         |         |         | X       |         |         |         |         |
| City Council Presentation  |         |         |         | X       |         |         |         |         |
| <b>9. Feasibility Analysis</b>   |         |         |         |         |         |         |         |         |
| Business Model Possibilities   |         |         | X       | X       | X       |         |         |         |
| Financial Operating Models   |         |         | X       | X       | X       |         |         |         |
| Final Specifications/Cost Estimate Report                                |         |         |         |         | X       |         |         |         |
| <b>10. Draft and Final Broadband Master Plan and Executive Summary</b>   |         |         |         |         |         |         |         |         |
| Broadband Master Plan Creation   |         |         | X       | X       | X       | X       |         |         |
| <b>11. Broadband Master Plan Review, Refinement and Adoption</b>         |         |         |         |         |         |         |         |         |
| Broadband Master Plan Refinement   |         |         |         |         |         | X       |         |         |
| (2) City Staff Meetings  |         |         |         |         |         | X       | X       |         |
| (3) Public Presentations   |         |         |         |         |         | X       | X       |         |
| City Council Meetings Travel   |         |         |         |         |         |         | X       | X       |
| Finalize Adoption of Broadband Master Plan                               |         |         |         |         |         |         | X       | X       |
| <b>12. Project Management</b>  |         |         |         |         |         |         |         |         |
| Weekly Meetings, Updates, Recaps, PM Tasks                               | X       | X       | X       | X       | X       | X       | X       | X       |

## FEE INFORMATION

|  |             |
|--|-------------|
| <b>1. Project Kick-Off Meeting</b>                                       |             |
| Creation of PM Plan  | \$3,668.43  |
| Kickoff Meeting/Initial Discussion                                       | \$9,221.97  |
| Refinement of PMP  | \$3,668.43  |
| <b>Task #1 Cost:</b>   | \$16,558.84 |
| <b>2. Introductory Presentation to City Council</b>                      |             |
| City Council Meeting Prep  | \$5,836.83  |
| City Council Presentation  | \$1,181.37  |
| <b>Task #2 Cost:</b>   | \$7,018.20  |
| <b>3. Current and Future Needs Assessment</b>                            |             |
| Desktop Big Data Analysis  | \$4,155.70  |
| Community Outreach   | \$4,401.89  |
| Technical Memorandum Summary   | \$5,423.45  |
| <b>Task #3 Cost:</b>   | \$13,981.04 |
| <b>4. Inventory and Assessment of City-Owned Broadband Assets</b>        |             |
| Discover Meetings w/ Stakeholders  | \$2,595.87  |
| Existing Asset Review  | \$5,191.75  |
| Creation of GIS Layers   | \$2,707.14  |
| Technical Memorandum Summary   | \$5,279.74  |
| <b>Task #4 Cost:</b>   | \$15,774.50 |
| <b>5. Assessment of Privately and Non-City Owned Broadband Resources</b> |             |
| Discover Meetings w/ Private Providers                                   | \$4,262.62  |
| Existing Asset Review  | \$5,191.75  |
| Creation of GIS Layers   | \$2,707.14  |
| Technical Memorandum Summary   | \$5,279.74  |
| <b>Task #5 Cost:</b>   | \$17,441.24 |
| <b>6. Assessment of City Policies and Business Practices</b>             |             |
| City Policies/Best Practices Review                                      | \$6,003.82  |
| Comprehensive Summary Creation   | \$3,315.33  |
| <b>Task #6 Cost:</b>   | \$9,319.15  |
| <b>7. Gap Analysis</b>   |             |
| HLD Engineering  | \$34,499.49 |
| Bill of Quantities Creation  | \$5,103.18  |
| Project Phasing Approach   | \$5,772.12  |
| Project Budget and Price Estimations                                     | \$4,755.39  |
| Network Design Summary   | \$4,824.64  |
| <b>Task #7 Cost:</b>   | \$54,954.81 |
| <b>8. Mid-Point Presentation to City Council</b>                         |             |
| City Council Meeting Prep  | \$3,689.34  |
| City Council Presentation  | \$1,181.37  |
| <b>Task #8 Cost:</b>   | \$4,870.72  |



| 9. Feasibility Analysis   |                                   |
|---|-----------------------------------|
| Business Model Possibilities                                    | \$5,920.09                        |
| Financial Operating Models                                      | \$5,920.09                        |
| Final Specifications/Cost Estimate Report                       | \$7,657.43                        |
|   | <b>Task #9 Cost:</b> \$19,497.60  |
| 10. Draft and Final Broadband Master Plan and Executive Summary |                                   |
| Broadband Master Plan Creation                                  | \$15,857.18                       |
|   | <b>Task #10 Cost:</b> \$15,857.18 |
| 11. Broadband Master Plan Review, Refinement and Adoption       |                                   |
| Broadband Master Plan Refinement                                | \$20,593.24                       |
| City Staff Meetings (2)   | \$1,448.68                        |
| Public Presentations (3)  | \$2,897.35                        |
| City Council Meetings Travel (2)                                | \$11,863.80                       |
| Finalize Adoption of Broadband Master Plan                      | \$1,810.84                        |
|   | <b>Task #11 Cost:</b> \$38,613.91 |
| 12. Project Management  |                                   |
| Meetings & Recaps   | \$12,191.83                       |
|   | <b>Task #12 Cost:</b> \$12,191.83 |
| <b>Total Project Cost \$226,079.02</b>                          |                                   |

### Project Costs

The total cost to the City of Coachella is \$226,079.02 and includes all work to be completed by Bonfire as stated in our proposal. Bonfire will bill the City in six (6) equal payments of \$37,679.84. Bonfire will bill on the last day of the month of that previous month's services. As shown in the Project Schedule, Bonfire anticipates all work to be completed and the Broadband Master Plan to be submitted to the City in six (6) months. In anticipating the work required for Task #11, Bonfire understands that there is a chance the City Staff Meetings, Public Presentations, and City Council Presentation will require additional time and could go on for 1-2 months. Bonfire is prepared to work with the City throughout that process and if the Project Schedule requires an eight (8) month timeframe, Bonfire will not invoice the final \$37,679.84 until Task #11 is complete. Travel costs for team members have been budgeted and those costs are covered under Project Kick-Off Meetings, Existing Asset Review, Mid-Point City Council Presentation, and the Final Presentation of Master Plan to City Council.

## REFERENCES

### SOUTHERN UTE TRIBE

**Contact Person:** Jeff Engman, CIO

jengman@southernute.com | 970-501-0518

**Project Dates:** 10/2020 – Present (Planning/Grants Complete, Phase 1 Complete, and Phase 2 Ongoing)

#### Broadband Planning, Engineering, Material Procurement, Construction and Network Operations

Bonfire began engaging with the Southern Ute Tribe in October 2020. Initial high-level engineering work was completed soon after and Bonfire moved forward to working with the Tribe in submitting their National Telecommunications and Information Administration (NTIA) application in September 2021. Bonfire was selected to complete the low-level engineering and construction for the middle mile portion of this project (funded through \$10M in state funding). The middle mile project includes 52-miles of backbone fiber across the Reservation. Four key routes are leaving the Colorado location in Ignacio, CO placing seven-way microduct with a 144MF along those backbone routes.

The Tribe was then awarded \$42M from the NTIA to connect 1,800 Tribal homes with FTTH. The project includes placing another 275-miles of underground lateral, distribution, and drop fiber to connect all Tribal-owned homes and businesses. In addition to the funding to connect all Tribal locations on the Reservation, the project will also pass another 1,500 non-Tribal homes that can connect to the network. The Tribe selected Bonfire through a RFP process to provide engineering, procurement, and construction for the rest of the NTIA-funded build, as well as selecting Bonfire Fiber as the open access network operator for the FTTH network.

In 2023, the Tribe was awarded another \$8.5M in Capital Projects Funding (CPF) from the state and will use that funding to connect another 550 homes to the network. We are currently in the process of placing drops to our initial Tribal homes and will be connecting customers to the network in 2024.

### VINELAND, NEW JERSEY

**Contact Person:** Tony Quigley, Director of IT

aquigley@vinelandcity.org | 856-794-4000 ext. 4345

**Project Dates:** 8/2021 – 5/2022, 10/2023-Present

#### Broadband Planning and Consulting

Bonfire was awarded a contract through a RFP process to conduct a broadband assessment and feasibility study for the City of Vineland, New Jersey in 2022. Project scope included discovery and research, creating a community engagement survey, evaluation of existing broadband services, grant/funding research, conduct gap analysis, planning and high-level network design, business/financial models, and recommended next steps. Data was collected, analyzed, and put into the final Feasibility Report to be shared with city officials.

Bonfire entered a new consulting agreement with the city in 2023 to assist them in creating their new broadband utility department. In 2024, the city passed an ordinance to create their broadband utility department and will continue to work with Bonfire as their broadband advisor as they begin the process of deploying a municipal-owned fiber network.

### FARMERS TELEPHONE COMPANY

**Contact Person:** Bill Blackford, General Manager

bblackford@farmerstelcom.com | 970-562-4211

**Project Dates:** 4/2023 – 11/2023

#### Broadband Planning and Grant Consulting

Bonfire worked with Farmers to create a strategic broadband plan and assist with them submitting their CPF grant application. Farmers is a small, local ISP located in southwest Colorado that has been serving their community for over 100 years.

Through this \$100,000 engagement, our engineering team reviewed all existing plant to see what could be leveraged or what needed to be replaced. We also analyzed the easiest, most cost-effective opportunities for Farmers to connect more customers to fiber, which lead into our overall approach to the CPF grant. Our work with Farmers continued to complete a master plan and present the findings to their leadership. Bonfire supported Farmers through their Enhanced ACAM analysis and application, resulting in an award of over \$24 million of E-ACAM support over the next 15 years. We have recently begun working with Farmers again on their Broadband Equity, Access, and Deployment (BEAD) preparation so they can have their plan ready once that funding window opens in 2024.

### RIO BLANCO COUNTY, COLORADO

**Contact Person:** Eric Jaquez, Operations Director

eric.jaquez@rbc.us | 970-878-9583

**Project Dates:** 7/2023 – 9/2023

#### Broadband Planning and Grant Consulting

Bonfire finalized a contract with Rio Blanco County in 2023 to put together a high-level BOM project budget for their two CPF grant submissions. While Bonfire did not write the CPF grant for the County, we brought in grant partners to assist with writing and submitting the application. Bonfire put together an approach for the County to expand its existing FTTP footprint outside of the main city limit builds and expand across more of the unserved/underserved County.

Bonfire is re-engaging with the County to provide follow-up BEAD preparation and grant consulting services leading up to the BEAD application window opening in 2024.

## LEARN, DESIGN, APPLY (LDA)

**Contact Person:** Megan Beresford, Director of Broadband Programs

megan.beresford@learndesignapply.com | 415-517-4090

**Project Dates:** 8/2021 – Present

### Broadband Planning and Grant Consulting

We work closely with our partners at LDA and several customers to help identify potential grant opportunities for that service provider, municipality, or Tribe to fund necessary fiber builds. Organizations we have worked with include:

- Visionary Broadband – Wyoming, Colorado and Montana
- Viaero Wireless – Nebraska and Colorado
- Southern Ute Tribe, Colorado
- Mountain Home, Idaho
- Three Forks, Montana
- Vineland, New Jersey
- Lummi Nation, Washington
- Swinomish Tribe, Washington
- Samish Indian Nation, Washington
- Grizzly Broadband, Montana

Grant application amounts have been between \$200,000 to \$45M. This work includes researching the various grant opportunities, the writing of the grant itself, and submitting it to the appropriate authorities for final review. Work like this has a significant impact in tough to serve areas where community leaders need state and/or federal money to help build these networks.

## INTERVIEW AVAILABILITY

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Bonfire will be available for an interview with the City as part of the final selection process and the lead members of our consulting team will be in attendance.

## REQUIRED STATEMENTS

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- A.** Bonfire agrees to all provide all services and adhere to requirements described in the RFP (except for what is listed under “Exceptions”). The City provided no addendums or updates outside of the original RFP document.
- B.** Bonfire has no prior or pending litigation.
- C.** Bonfire has not had any bankruptcy or insolvency proceedings in the last ten (10) years.
- D.** As stated in the Cover Sheet, Bonfire’s proposal will remain valid for one hundred twenty (120) days following the closing date for receipt of proposals.
- E.** Bonfire and anyone performing work for us on this project is free of any conflict of interest.
- F.** There has been no collusion in the preparation or submission of this proposal.



Thank You