Freedom to grow.

Whatever your business dreams, we’re building the network to get you there.
August 24th, 2021

Danetta Jankosky  
Hampton Roads Planning District Commission  
Procurement Office  
723 Woodlake Drive  
Chesapeake, VA 23320

RE: South Hampton Roads Regional Fiber Connectivity Ring Public-Private Partnership  
RFP No: SNA-RFP-2021-02

Dear Mrs. Jankosky,

Segra is very pleased to respond to the Regional Connectivity Ring’s RFP for fiber telecommunications services. Segra has a history of providing quality services at affordable prices. Our ability to deliver a broad range of communication services over infrastructure that we design, build, and maintain has been an important driver to our success. We focus on high-end customers that include Carrier, educational institutions, health care providers and government entities like yourself.

We have recently invested nearly $300 million in network infrastructure enhancements and upgrades in Virginia alone. We’ve deployed parallel Network Operations Centers (NOCs) in Waynesboro, VA and Columbia, SC to ensure continuity of operations for our customers; and we’ve established a Center of Excellence with dedicated hotlines and e-mail addresses for post-sales support. We continue to make these investments in order to support customers like the Regional Connectivity Ring with unmatched customer service requiring minimal customer effort resulting in the ultimate peace of mind.

Most importantly, Segra has a successful history of completing projects of this size and scope as outlined in this RFP. Most recently, we are nearing completion of a large fiber network for Loudoun County School District. This project includes (138) locations and 187 fiber miles. Segra has designed, built, implemented and will maintain this fiber network for Loudon County Schools. Additionally, as a separate project of similar scope, we are constructing a fiber network for Loudoun County Government consisting of (113) sites and 87 miles of new fiber. As another example of our capabilities and network reliability, we have successfully completed fiber construction for (270) T-Mobile Fiber to the Cell (FTTC) sites which included hundreds of miles of new fiber.

As part of our response, we have included a Sample Project Plan. The purpose of this Project Plan is to provide you with an example of our comprehensive approach to implementing Fiber services for the Regional Connectivity Ring’s network. This project plan will be a living document. The Regional Connectivity Ring and Segra teams will collaboratively build this plan, which will outline scope of work, timelines and schedules, milestones, primary points of contact, roles and responsibilities, risks and mitigation plan, and communications plan.

As one of the largest independent fiber network companies in the Eastern US, we provide a broad and dense service footprint across the Mid-Atlantic and Southeast. Our state-of-the-art voice and data technology solutions serve businesses and public entities of all sizes as well as some of the world’s largest carriers. But, that’s not what we’re most proud of. What we work at day and night is delivering never-say-never customer service. In fact, we’ve re-engineered our entire operating model to ensure we deliver a delightful customer experience — every time.
Some key strengths of benefit to you:

• Segra has been in the telecommunications business for approximately 120 years starting right here in Virginia as Clifton Forge and Waynesboro Telephone Company in 1897. Formerly known as Lumos Networks with headquarters in Waynesboro, we are locally based and currently serve over 400 government agencies and 40,000 customers.

• Diversified leadership team with deep industry experience: CEO, CFO, and CRO have more than 100 years of combined telecommunications experience.

• Local service and support with ‘Single Point of Contact’ with local account representatives and engineering support.

In summary, I want to thank you for considering Segra as a future partner with the Regional Connectivity Ring. We continue to have the technology, support and financial strength to maintain the highest standards for communication services and infrastructure needs. More importantly, we are able to support you because of our highly qualified people and process, which are fully committed to your community.

We welcome the opportunity to clarify any aspect of this response so please do not hesitate to contact me with any questions.

Respectfully,

Chris Mitchell
Government Account Executive
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Your future is our business.

As one of the country’s largest independent fiber networks, we’re harnessing the latest technologies to power your potential. We’re your partner, your advocate, your network connector.

The way we see it, we’re in the business of you.
Welcome to Segra.

As one of the largest independent fiber network companies in the Eastern US, we provide a broad and dense service footprint across the Mid-Atlantic and Southeast. Our state-of-the-art voice and data technology solutions serve businesses of all sizes as well as some of the world's largest carriers.

But that’s not what we’re most proud of. What we work at day and night is delivering never-say-never customer service. In fact, we’ve re-engineered our entire operating model to ensure we deliver a delightful customer experience — every time.

OUR HISTORY
Segra was formed by the joining of Lumos Networks and Spirit Communications in 2018 and re-branded as Segra in 2019. We continue to build on the legacy of our two companies whose founders both had a passion for technology, communications, and product innovation.

OUR NAME
Our name “Segra” is derived from a Swedish verb meaning “to win.” We chose this name carefully, knowing that a commitment to win expands far beyond our walls. This commitment translates into an ongoing partnership with our customers, giving them the freedom to grow and reach their potential.
Values that keep us focused on our customers.

We crafted our core values to reflect the deep sense of purpose and service that each of us brings to work every day. We refer to these values as our “Articles of Excellence.”

Stay True.
We are honest with ourselves and with others. We earn their trust every day. We do what is right, we follow through, and we never compromise.

Be the Customer.
We know that without our customers, our company goes away. We listen, we have empathy, we show respect. We make every conversation count. We go the extra mile to make every experience memorable.

Build the Bonds.
1 + 1 = 3 is what makes us great. We seek the wisdom of others. We share our talents and we collaborate in continuum. We know that “command and control” never works. For it is only as a team that we achieve common goals.

Embrace Change.
We adjust and we evolve. We expect shifts and we find solutions. We are flexible, open-minded, and we iterate constantly. We celebrate the victories and we learn from the losses.

Light the Fire.
We empower ourselves through education and self-improvement. And we empower those around us to achieve their potential. We are responsible risk takers who seek information and search for the right tools.

Set the Pace.
In our quest for innovation, we are bold, competitive, and confident. We test boundaries, we question the status quo, and we push beyond expectations. We are unafraid of what lies ahead.

Choose to Win.
Whether we are laying new fiber routes, closing a million-dollar deal, or answering the phone, we take pride in all that we do. We study and understand the challenges. We strategize on a game plan. And then, we find a way to win.

Create a Legacy.
We create value for our customers, our employees, and our owners. By doing so, we establish a heritage of reliable infrastructure, constant innovation, and good stewardship.
At Segra, we’re re-defining the delivery of communications services and solutions

Every organization depends on reliable and safe connections. But there are differences in each industry, especially when it comes to communication. Even within an industry, no two companies are the same. We get it. That’s why we’ve gone the extra mile to create solutions that are configured for the specifics of your industry and, more importantly, your company.

Below is an overview of the solutions we offer.

**NETWORK SOLUTIONS**
Reliability, reach, and fiber infrastructure that offer best-in-class connectivity.

- Dedicated Internet Access (DIA)
- Wide-Area Network (WAN)
- Long-Term Evolution (LTE)
- Dark Fiber
- Local Ring Enhancements (LRE)

**VOICE SOLUTIONS**
Flexible and streamlined voice solutions to keep your business connected 24/7.

- Hosted Voice
- Converged VoIP
- SIP Trunks
- IP Fax

**MANAGED SERVICES**
Customized communications solutions for workers in the office and out in the field.

- Software-Defined Wide Area Network (SD-WAN)
- Firewall Protection
- Distributed Denial of Service (DDoS) Protection
- Managed Local Area Network (LAN)

**CLOUD SOLUTIONS**
Security, data back-up, and disaster recovery for a world that’s on the go.

- Infrastructure as a Service (IaaS)
- Disaster Recovery as a Service (DRaaS)
- Back-Up as a Service (BaaS)
- Data Centers
Segra In-Line Response

Speed and connectivity — backed by always-on customer service.

We're building the technology infrastructure of tomorrow to help you meet the challenges of today. Our state-of-the-art fiber network delivers superior voice, data, and cloud solutions to keep you ahead of the competition.
Request for Qualifications & Conceptual Proposals Public Private Education Facilities & Infrastructure Act of 2002

on Behalf of the Southside Network Authority

Southside Hampton Roads Regional FiberConnectivity Ring

RFP No. SNA-RFP-2021-02

May 20, 2021
REQUEST FOR QUALIFICATIONS AND CONCEPTUAL PROPOSALS (RFP)

Southside Hampton Roads Regional Fiber Connectivity Ring

RFP No: SNA-RFP-2021-02

TITLE: SOUTH HAMPTON ROADS REGIONAL FIBER CONNECTIVITY RING PUBLIC-PRIVATE PARTNERSHIP

ISSUE DATE: May 20, 2021

CLOSE DATE: August 24, 2021

ISSUED BY:
Southside Network Authority
Hampton Road Planning District Commission, Procurement Office
723 Woodlake Drive, Chesapeake, VA 23320
Phone: (757) 420-8300 Fax: (757) 523-4881

Segra has read, understands, and will comply.

SCHEDULE OF EVENTS:
The Organization shall make every effort to adhere to the following schedule leading to the award of a contract; however, this schedule is subject to change. Known Offerors may be notified of significant schedule changes. Please monitor website for updated information.

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Segra has read, understands, and will comply.
I. PURPOSE & GENERAL PROCESS

This is a solicitation issued by the Southside Network Authority (the “Authority”) for one or more private partner(s) to partner with the Authority to design, build, finance, operate, and maintain the Regional Connectivity Ring (RCR), a fiber optic network that will interconnect the five cities of South Hampton Roads. This solicitation is issued under the Authority’s powers as a responsible public entity under the Public-Private Education Facilities and Infrastructure Act of 2002 (the “Act”).

This solicitation covers the Conceptual Phase of the process of selecting a proposer or proposers to partner with the Authority on the project. In the Conceptual Phase, the proposer should provide conceptual information as set forth in this solicitation, focusing on qualifications and experience, project characteristics, project financing, and project benefits and compatibility with the Authority’s goals.

The Authority may, but need not, proceed to the Detail Phase with one or more proposers. In the Detail Phase, the proposer(s) will be invited to submit further details, enter into formal negotiations with the Authority on formation of a public-private partnership, and enter into a public input process. If this leads to an agreement that appears, in the judgment of the Authority, to provide the necessary public services and provide a substantial benefit to the public and to the region, the Authority may elect to enter into an interim or comprehensive agreement.

Following the Detail Phase, the Authority may enter into Interim Agreement(s) with one or more proposers. At least 30 days prior to entering the Interim Agreement, the Authority will hold one or more public hearings to obtain input on the project. During the Interim Phase, the Authority and the proposer will work collaboratively to design the project, obtain real estate interests and licenses, obtain governmental permits and approvals, put in place financing, and negotiate the specifics of construction and long-term operation of the project.

The Interim Phase may be followed by the Comprehensive Phase, in which the Authority and its partner will complete design and construct, finance, operate, and maintain the project.

Segra has read, understands, and will comply.

II. BACKGROUND

A. Background on Region

The Authority is a regional political subdivision of the Commonwealth of Virginia formed by five cities in South Hampton Roads: the Cities of Chesapeake, Norfolk, Portsmouth, Suffolk, and Virginia Beach. Collectively, the five cities have over 1.1 million citizens and cover approximately 1,400 square miles. They are part of the larger, 17-locality Hampton Roads region, the population of which approaches 2 million.
The port of Hampton Roads is the largest seaport on the east coast of the United States. In recent years, however, it has also become a large digital port as a result of the construction of a number of undersea cables beginning in Virginia Beach and connecting to locations in South America as well as Europe. The trans-Atlantic undersea cables provide unprecedented internet speeds to the region and provide an enormous internet hub opportunity similar to Ashburn, Virginia, providing our fiber ring customers with direct access to the internet super-highway and contributing to additional fiber ring demand. Our region is the only digital port between New York and Miami, and we will be able to handle more data than the older infrastructure serving those regions. This capacity will facilitate smart community development and accelerate equitable economic growth. Additionally, the combination of undersea cables and our regional connectivity ring will facilitate the growth of data centers within the region. For example, once completed, the Globalinx Carrier Hotel in Corporate Landing will provide high capacity, reliable connectivity options to carriers, data center, and colocation facility operators.

Segra has read, understands, and will comply.

B. History of Project

In 2018 and 2019, the Cities, working with the Hampton Roads Planning District Commission (HRPDC), formed a regional broadband working group to consider the best methods of moving forward with a regional solution to the Cities’ broadband issues. These issues included a need for more and more affordable internal connectivity for governmental operations, equity and affordability concerns in general as compared to similar metropolitan areas, a perceived lack of responsiveness by incumbent providers to the needs of the business community and economic development prospects, a relative lack of broadband infrastructure by comparison to comparable metropolitan areas, and concerns about the security and scalability of existing, privately-owned regional networks.

Initially, the working group retained Broadband Telecom-CAS Severn, a broadband consultant, to assist it in needs analysis, feasibility analysis, and initial scoping. A report entitled Hampton Roads Regional Connectivity Ring Master Plan, dated December 31, 2018 (the “30% Design Plan”), laid out background, important considerations, and a 30% conceptual design for a 104-mile regional fiber ring. That year, the working group also retained the law firm of Guynn, Waddell, Carroll, and Lockaby to assist it in assessing options and forming a regional governance and collective decision-making mechanism. After careful analysis of several options and the limitations presented by state and federal law, the Cities decided on a public service authority under the Virginia Wireless Service Authorities Act as the appropriate vehicle for regional decision-making on behalf of the Cities.
The Southside Network Authority was created effective November 15, 2019. In 2020, it hired its first Executive Director, Steven DeBerry, to spearhead administration of the project. In summer 2020, it released a request for proposals for a design professional to provide engineering expertise as the plan for the fiber ring project matured. The Authority retained CTC Technology & Energy, which has provided a 60% design, feasibility analysis, and a predicted price for the regional connectivity ring (the “60% Design”) as well as several business case analysis strategies for funding, designing, constructing, operating and managing the regional connectivity ring. This design slightly extended the length of the ring to approximately 120 miles, in order to provide connections to regional anchor institutions. CTC has been retained for potential scopes of work that include either being the A/E on traditional delivery of the project, or providing design oversight and project management expertise on a public-private partnership. CTC is anticipated to be the project manager and ongoing design professional for the Authority on this project.

Ultimately, the Authority envisions its work encompassing the entire 17-locality HRPDC region. After the initial fiber ring, future build-out to the Peninsula localities and the inland Southside localities will follow. While as yet undetermined, some of these localities may wish to join the Authority as members, while others may work collaboratively with it to achieve mutual goals without taking on full membership commitments.

Segra has read, understands, and will comply.

The Authority Board of Directors is composed of five voting members and five alternate members, two from each of the five Cities:

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<th>City</th>
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<th>Alternate Director</th>
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<td>Chesapeake</td>
<td>Hon. Susan Vitale, City Councilor, Chair</td>
<td>Scott Fairholm, City Chief Information Officer</td>
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<tr>
<td>Norfolk</td>
<td>Hon. Andria McClellan, City Councilor, Vice-Chair</td>
<td>Catheryn Whitesell, Deputy City Manager</td>
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<td>Portsmouth</td>
<td>Daniel Jones, City Chief Information Officer</td>
<td>Angel Jones, City Manager</td>
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<td>Suffolk</td>
<td>Albert Moor, City Manager</td>
<td>Regina Chandler, City Chief Information Officer</td>
</tr>
<tr>
<td>Virginia Beach</td>
<td>Hon. Rosemary Wilson, City Councilor</td>
<td>Peter Wallace, City Chief Information Officer</td>
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Steven DeBerry is the Executive Director and Secretary/Treasurer of the Board of Directors. Michael Lockaby of Guynn, Waddell, Carroll & Lockaby, P.C., is counsel to the Authority. Matthew DeHaven of CTC Technology & Energy is the primary design professional for this project.

Segra has read, understands, and will comply.

1 The cities of Hampton, Newport News, Poquoson, and Williamsburg, and the counties of York, James City, and Gloucester.
2 The city of Franklin, town of Smithfield, and Isle of Wight, Southampton, and Surry counties.
III. STATUS OF PROJECT AND RESPONSIBLE PUBLIC ENTITY PRIORITIES

On February 26, 2021, the Board of Directors of the Authority authorized its staff to pursue and find as much information as possible regarding two potential options for constructing the project: (1) traditional delivery, and (2) a public-private partnership. This solicitation is intended to open the path to a public-private partnership. You may submit parallel proposals in response to both procurement tracks. Segra has experience with both options and will entertain a public-private partnership.

A. Status of Project Design.

The Authority has completed the 60% Design of the RCR, reflecting a final determination of planned fiber routes and construction specifications for the traditional delivery construction approach. As designed, the estimated construction cost for the RCR is $23.8M, with annual maintenance costs of approximately $750K required to maintain the physical network and deliver data transport and internet connectivity services required for the internal governmental purposes of the Five Cities.

The full 60% design is confidential because it contains critical infrastructure information relating to public telecommunications equipment and systems. However, interested proposers may review technical information under appropriate safeguards by making arrangements with the Authority’s Executive Director. Segra understands and will comply. Segra is a privately owned company and has extensive fiber assets that will support the short and long term needs of the RCR and the broader community and its constituents.

B. Priorities of the Authority.

The Authority is interested in ensuring that the approach of the public-private partnership effectively serves community needs and addresses the initial concerns that led the Cities to form it. Important priorities are:

- Reliable and secure backhaul communications connectivity to support the needs of public safety entities and national security institutions.
- Availability of dark fiber for internal governmental needs of the Cities.
- Foster an ecosystem for low-cost internet service providers to meet demand for affordable internet to address both the business and the residential Digital Divide in the Cities.
- Provide bandwidth to support growing educational needs (e.g., virtual classrooms).
- Provide affordable access to underserved and unserved citizens to address the residential Digital Divide. (Affordability/availability of service to low- and moderate-income households and households with poor credit).
• Attract new enterprises with high-paying jobs to region (i.e. Biomed, cyber security, corporate headquarters, and financial services).

• Enable strategic partnerships between commercial providers leveraging subsea cables and data centers and anchor institutions such as colleges, universities, hospitals, the Commonwealth of Virginia, and the armed forces.

• Expedited service availability or arrangements to benefit economic development prospects or other community development needs.

• Provide competitive and non-discriminatory access to middle-mile fiber to promote investment by commercial providers in innovative and competitively priced last-mile broadband services—the RCR is not to be used exclusively for the proposer and the Authority and its members, rather it must be available to facilitate competitive delivery of broadband services on an open access basis.

• Expand accessibility to subsea cables and related localized commercial data center infrastructure.

• Support broadband needs of business incubators, technology innovators, product accelerators, and data centers.

• Expand advanced technology business creation and retain newly educated/skilled workforce.

The Authority also may take into consideration innovative concepts, and the scalability of the project to serve the entire HRPDC region.

Segra has read and understands the priorities of the Authority, which very closely align with Segra's core values as outlined in our Articles of Excellence.

We strive to create a legacy in the communities that we serve. We are fiber-focused with a passion to create value for our customers, our employees, and our owners. By doing so, we establish a heritage of reliable infrastructure, constant innovation, and good stewardship. These values, as well as others referenced in our complete Articles of Excellence, would certainly convey to the Southside Network Authority our continued commitment to the Hampton Roads Region. Please refer to our Why Segra section to review Segra's Articles of Excellence.

IV. CONCEPTUAL PROPOSAL SUBMISSION REQUIREMENTS

This section contains information for how to respond to this RFP. You may decide to offer only some of the project functions (design, build, finance, operate, maintain). For example, you may wish only to carry out design and construction, or you may wish to provide only financing, operations, and maintenance. If so, please omit the irrelevant information required in this section of the RFP. However, your proposal must still cover significant expectations and limiting factors regarding each of these areas that you wish to have the Authority or other partners handle.
You are required to comply with the following provisions in preparing your proposal. Where instructions appear to conflict and no order of precedence is specified, the most stringent requirement applies. Any information given to one prospective proposer will be provided promptly to all other prospective proposers who are known to have expressed interest. If the information is necessary to submit an offer, or if the lack of the information appears, in the sole judgment of the Authority, to be prejudicial to any other prospective proposers, the information will be furnished as an amendment or addendum to this solicitation. The following sections should be included in any conceptual proposal:

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A. Instructions on Part A—Background on Firm & Team Qualifications.

In Part A, you should address the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the team that you envision carrying out the project, the management approach, and how each partner and major subcontractor in the structure fits into the overall team. Describe the experience of the firm or consortium of firms making the proposal and the key principals involved in the proposed project, including experience with projects in the same industry of comparable size and complexity, preferably also delivered through an alternative, non-traditional delivery process. Describe the length of time in business, business experience, public sector experience, and other engagements of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.

You must also provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information. You should also provide resumes or curricula vitae of key personnel who would be assigned to the project. Each resume or curriculum vitae should not exceed three pages in length and should highlight relevant experience.

You must also provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of 20% or greater (a “Principal Member” of the consortium). You should also provide evidence from the entity that will provide construction services of financial capability to provide construction and payment bonds for the project as required by the Act.3
You must also identify any persons involved with the Authority that you know would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to the Virginia State and Local Government Conflict of Interests Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2.

Finally, you and each Principal Member must provide both background and qualifications on the firm and of key individuals in the firm who would be principal members of the team working on the project. Please indicate experience both of the firm and key individuals with: (1) public/private partnerships; (2) construction and operation of internet projects, with specific attention to fiber-optic systems; and (3) experience with the regulatory agencies with authority over this type of project. A form for you to use to provide this information is attached as Attachment A. You may attach additional pages as necessary to provide the required information.

Please refer to Attachment A: Experience, included in our response.

In regard to your request for recent audited financial statements, please note that Segra is a privately held company, and as such, financial reports may be provided under separate cover, upon the signing of a Non-Disclosure Agreement (NDA). Public financial statements can be accessed by going to www.sec.gov, and searching by Lumos.

In April of 2021, Cox Communications announced that it had entered into a definitive agreement to acquire the commercial services segment of Segra, which includes the enterprise and wholesale carrier services business. According to the public announcement, Segra's existing management team will continue to lead the Segra organization following the acquisition, and the Segra brand will operate as a stand-alone business within the Cox family of companies. The transaction is subject to customary regulatory approvals and closing conditions. It’s expected to be finalized before the end of 2021.

Below is a list of the principal members associated with this project:

**Chris Mitchell, Government & Education Account Executive**

Chris Mitchell will be the Account Executive contact for Southside Network Authority. Chris’ role at Segra is Government and Education Account Executive. Chris has over 25 years in the Communications and Technology arena. Chris also has experience in the role sales and management. Chris is a native of the Hampton Roads area and an alumni of Norfolk State University. Chris has extensive experience working with multi-site complex Enterprise level companies providing global next generation solutions. One of Chris’ strengths is establishing himself as a Trusted Advisor working closely with companies and that has resulted in long term professional relationships.
David A. Jones, Senior Sales Engineer
David A. Jones is the Senior Sales Engineer who will be supporting the project. He has been with Segra for over 8 years. David has extensive experience designing and implementing cost effective solutions for Ethernet, wide area network, educational and non-educational customers, while being consistent with industry standards. He has been working in the Telecom industry for over 29 years. His experience includes supporting Ethernet, SIP, DWDM, SONET and legacy voice and data services. This experience also includes obtaining certifications with Lucent, Fujitsu, AT&T, Tellabs and Carrier Access networking equipment. David supports Sales Account Directors with the technical solution and network design. David lives in Warriors Mark, PA and covers the Mid-Atlantic area. David holds a B.A. in Computing and Information Science from St. Vincent College in Latrobe, PA.

Jason Anderson, Sr. Sales Engineer
Jason joined Segra in August of 2019 bringing 30 years of IT and technology experience as a Network Engineer, Systems Engineer and Senior Sales Engineer. Prior to joining Segra, Jason worked for several Gold Cisco Partners as a Senior Sales Engineer and Solution Architect with a specialization in Unified Communications and Collaboration solutions. Jason has also worked as a Voice Systems Engineer for the third largest printing company, as well as the largest retailer in the United States on several enterprise level collaboration deployments and upgrades. Jason currently is a Cisco Certified Unified Communications Specialist and has held engineering certifications from Cisco, Microsoft, Hewlett-Packard, Novell, and Nortel.

Jim Mundy, Manager – Sales Engineering
Jim joined Segra (Lumos) in February of 2015. Prior to joining Segra, Jim worked as a Sales Engineer, Sales Engineering Manager and Product Manager for companies in the telecommunications and managed service provider space. Jim is a Certified Information Systems Security Professional (CISSP), and has recently held Cisco professional level network and voice certifications. Jim has also worked as an entrepreneur - starting an ISP, PaxNet, in Greenville South Carolina, which he later sold to NewSouth Communications. Jim began his telecommunications career in a family owned cable television company.

Michael Brisson, Government Strategic Account Specialist
Michael joined Segra in October of 2020 bringing 15 years of telecom experience from previous roles as Sales Support, Order Entry and Project Management with all roles focused on Government. Michael lives in Virginia Beach, VA and covers the Mid-Atlantic Area.

Gary Crocco, Director of Sales
Gary has over 25 years of sales leadership experience in the telecommunications industry. Prior to joining Segra, Gary worked for Level 3/CenturyLink where he led the sales efforts of a broad range of technology based solutions to SLED organizations, large local enterprises, and multi-national corporations. Prior to that, Gary served as Regional Sales Vice President at Frontier Communications leading a multi-state, government, and commercial sales force. For the previous 12 years, Gary was employed by Cavalier Telephone where he served in various sales leadership roles ultimately rising to SVP of Commercial Sales and Retention where he led all government, direct, indirect and retention sales channels for the company. Gary started his telecommunications career with AT&T where he led various commercial sales teams within AT&T Business Services and AT&T Broadband. Gary is a graduate of the College of William and Mary and lives in Richmond with his wife and four children.
Chris Shipman, Vice President Enterprise Sales – Mid-Atlantic
Chris Shipman currently serves as Vice President Enterprise Sales – Mid-Atlantic. Mr. Shipman is based in Richmond Virginia and oversees the company’s Enterprise Sales efforts in Virginia, West Virginia, Pennsylvania, Maryland, Ohio and Kentucky. Prior to joining Segra, Mr. Shipman was a VP of Cox Business based in San Diego from 2016 to 2017. From 2012 to 2016, Mr. Shipman was a Director of Cox Business, based in Tulsa Oklahoma, where he helped integrate EasyTel Communications. In 1994 Mr. Shipman started his career in Hampton Roads Virginia. From 1994 to 2012 Mr. Shipman held several leadership positions with Cox Business to include Sales Manager, Enterprise Sales Manager and Sales Engineering Manager.

Timothy G. Biltz, Chief Executive Officer
Tim serves as CEO and as a member of Segra’s Board of Directors. Previously, he was President and CEO of Lumos Networks, Director of NTELOS Holdings Corp., Director and Chairman of the Board for iPCS Inc., and Chief Operating Officer of SpectraSite, Inc., a publicly-traded wireless and broadcast signal tower company. Additionally, Tim worked for Vanguard Cellular Systems, Inc. where he served in a number of posts, ultimately as Executive Vice President and Chief Operating Officer.

Jason Campbell, Chief Operating Officer
As COO, Jason leads Segra’s network operations centers, network planning, customer service centers and service delivery. Prior to joining Segra, he served as Chief Operating Officer of Crown Castle International and Lightower Fiber Networks. Earlier in his career, Jason was Vice President of Network Planning for One Communications and Vice President of Network Engineering with Conversent Communications.

Peter Zarrella, Chief Financial Officer
Peter manages the company finances including financial planning, accounting and procurement. Previously, Peter served as senior vice president at Lightower Networks and most recently as vice president of finance for Crown Castle. In addition, Peter has served in a number of executive accounting and financial roles at Honeywell and Serono Laboratories.

Mary McDermott, General Counsel
Mary manages all legal and regulatory affairs of the company. Previously, she served as Senior Vice President and General Counsel at Lumos Networks and as Senior Vice President of Legal and Regulatory Affairs at NTELOS. Prior positions include Senior Vice President and General Counsel at Pathnet Telecommunications, Senior Vice President and Chief of Staff for Government Relations for the Personal Communications Industry Association, and Vice President of Legal and Regulatory Affairs for the US Telecom Association. Additionally, she worked in the legal departments of New England Telephone and NYNEX.

Tanya Clark Robinson, Chief People Officer
As Chief People Officer, Tanya develops the workforce processes, systems and programs to support Segra’s growth while fostering the innovative and customer service culture that Segra is known for. Before Segra, she was Vice President of Human Resources at Aetna where she was accountable for the design and execution of talent strategies across various client areas. Prior to Aetna she held numerous positions of HR leadership at Raytheon Technologies (formerly United Technologies), in labor and employee relations, building on her prior experience as a Labor and Employment Law attorney.
Greg Guerra, Chief Strategy Officer
As CSO, Greg oversees the company’s go-to-market strategy with a keen focus on the customer experience as well as marketplace and industry trends. Prior to his current role, Greg served as Chief Operating Officer of Segra and Spirit Communications. Greg’s other career experience includes VP of Business Development for Comcast Business Communications, Director of National Planning for Teleport Communications, and District Manager for AT&T. Greg also founded Home Central, a company that provides remote Internet control over security systems, heating and air conditioning systems, and other devices.

Bruce Dyke, Chief Information Officer
As Chief Information Officer, Bruce leads and implements the vision and strategy of Segra’s information systems and infrastructure. Bruce has more than 30 years of experience in information technology, with the last 20 years focused on building IT organizations to support the rapid growth within the telecom sector. Prior to Segra, he led information systems for Crown Castle’s Fiber Division and was Senior Vice President of Information Technology at Lightower Fiber Networks. Before that, he served as Senior Vice President of Engineering and Information Services at Conversent Communications.

Grey Humphrey, Chief Revenue Officer
Grey is responsible for all new customer sales and account management of current customers. Previously, Grey served as President of PalmettoNet and Chief Marketing Officer of Spirit Communications. Additional positions Grey has held include General Manager of the Data Networks Group for PalmettoNet as well as Chief Operating Officer for Spirit Communications. Over the years, Grey has worked for a host of telecom companies including TSI LineOne, SouthernNet, Telecom*USA, MCI, and SCANA Communications.

Tom Ferry, Chief Program Officer
Tom leads the company’s information technology and the program management offices. His prior experience includes posts as Chief Technology Officer and Vice President of Engineering at Lumos Networks. Previously, Tom was Manager of IT Program and Project Management for Highmark Blue Cross Blue Shield, Director of Americas Project Management for CoManage Corp (now Syndesis), Director of Program Management and Product Development for Adelphia Business Solutions, and Director of Program Management for AT&T.

John Nee, Chief Marketing Officer
John is responsible for managing and promoting the Segra brand while strategically coordinating with sales, service, and product management to increase revenue and build customer loyalty. Previously, John served as Vice President of Marketing at SmartRG and prior to that was Vice President of Marketing at Integra Telecom. Additionally, John held posts as Vice President of Marketing and Partner Services at SureID, a technology security firm, and as North American Professional Services Manager at Sequent Computer Systems, a division of IBM.
Tom Fry, Vice President of Commercial Operations
As Vice President of Commercial Operations, Tom leads Segra in driving top-line sales growth objectives by providing go-to-market analytics, proficient sales tool enablement and adopting enhanced sales productivity measures. Tom has more than 18 years of experience in Sales Strategy Operations across all major markets, industry segments as well as with Channel partners. Prior to Segra, he has held several leadership positions in Sales Planning & Finance functions across the North America markets for Hewlett-Packard Enterprise. Prior to Hewlett-Packard, Tom was the Assistant Vice President of Corporate Finance for First Union Bank.

Michael Baldwin, Vice President of Regulatory & Legal Affairs
Michael provides counsel and advice on legal and regulatory matters. Previously he was Vice President of Regulatory and Legal Affairs for Spirit Communications and was a partner at Lewis and Baldwin, PLLC. Additionally, Michael served as Director of Business Development and Site Acquisition for Comcast.

Michael Fuqua, Vice President of Information Technology
Michael is responsible for implementing and managing Segra’s current information technology systems and planning for the company’s future information technology solutions. Prior experience includes posts as Vice President of Development and Technology for EarthLink, Chief Information Officer for Sigma Marketing Group, Senior Vice President of Global Information Systems for Global Crossing, and Vice President of Connectivity Solutions for Frontier Communications.

Jake Miller, Senior Vice President of Corporate Development
Jake drives partnerships, strategic alliances, and merger and acquisition opportunities that fit with Segra’s growth strategy. Previously, he served as Chief Financial Officer for Transcom Enhanced Systems, Vice President of Strategy for Level 3 Communications, and Vice President of Business Development for Telcove. Additionally, Jake held posts as Financial Director of Wireless and Cable Operations and as Regional Controller for Adelphia Communications Corporation. Jake started his career as Audit Manager for Ernst &Young.

Billy Solomon, Vice President of Network Delivery
Billy is responsible for the deployment and management of the fiber optic network that spans Segra’s nine-state service area. Previously, Billy led Segra’s engineering and network planning, network operations, and product management teams. Prior to joining the company, Billy was Regional Sales Engineer for MCI’s Government Markets across the southeastern United States. He also served as a member of the US Armed Forces from 1982 to 2011.

Jay Turtora, Corporate Controller
Jay manages the accounting and internal controls for Segra. Previously, Jay served as Vice President of Accounting and Planning for Shenandoah Telecommunications Company and as Vice President and Corporate Controller for nTelos, Inc. Additionally, Jay held the position of Vice President and Caribbean Controller for Centennial Communications.

Scott Wallhermfechtel, Vice President of Network Operations & Engineering
Scott oversees Segra’s Network Operation Center as well as managing field operations, network engineering, and the Segra Data Center. Previously, Scott was Vice President of Network and Field operations for Lumos Networks, Vice President of Network Management for AboveNet, and Director of Network Operations at Metromedia Fiber Networks. Additionally, Scott held various management positions at MCI.
Dan Watts, Vice President of Product & Business Development

Dan has oversight for company-wide product strategy and business development at Segra. Areas of responsibility include business development, product management, sales engineering and service delivery. Previously, Dan was President of TSACchoice headquartered in Asheville, NC. Dan started his career at Windstream Communications, where he served in various leadership positions in both operations and sales.

Martie Willaby, Vice President of Carrier Sales

Martie leads sales for Segra’s wholesale carrier business. Previously, Martie served as Director of Sales for Spirit Communications and as Director of Sales for PalmettoNet, where he launched their carrier sales department. Martie began his career as an engineer at Duke Energy, but then discovered a talent for sales and was promoted into several sales positions, including National Account Manager.


1. Design.

The current design of the RCR entails the construction of underground communications conduit and fiber optic cables to meet the internal needs of the Cities and near-term requirements for partners and customers. The physical routes were selected to coincide with particular requirements for internal connectivity and candidate targets for potential economic development and digital equity initiatives. The design includes placement of underground vaults to enable access to the RCR conduit and fiber infrastructure on a frequent basis, and includes spare conduit to enable expansion of fiber capacity to meet longer term needs of the region.

Identify how your design approach will leverage the existing RCR design or provide similar infrastructure to meet the specified priorities of the Authority, and describe the proposed process for completion of the design in terms of (1) who will be responsible for contracting or completing the final designs and permitting; (2) to what degree the Authority will be able to specify design attributes, including but not limited to physical routes, conduit capacity, and fiber capacity; and (3) how fiber and conduit capacity will be allocated to the Authority for its internal purposes.

In addition to our response below, please refer to Segra’s Sample Project Plan, included in our response.

At Segra, we lead with technology backed by a solid commitment to our customers. Following a successful merger of Lumos Networks and Spirit Communications in 2018, Segra is now proud to offer one of the largest and most advanced infrastructure networks in the eastern United States. Our state-of-the-art fiber network covers over 30,000 miles that connect more than 10,000 on-net locations and 6 data centers throughout the Mid-Atlantic and Southeast and is delivered with our industry-leading service and reliability.

Design Approach: Segra will be the prime contractor to carry out this project as described by the SNA and RCR design. We will utilize a cross-functional team to complete the services requested in this RFP. This team will cover all aspects of the project including design, construction, operations and maintenance.
Segra has extensive experience in engineering and permitting within the same markets and along the many of the same routes as proposed in the RCR design. Segra utilizes a combination of in-house staff for engineering and planning functions as well as a team of subcontractors to assist with fieldwork, locating and staking, and producing detailed construction drawings. These designs are reviewed and approved by our internal OSP Engineering teams, and detailed estimates are produced to capture construction costs and material required for each build.

Once these designs are approved, the engineering firm will submit these designs to the appropriate permitting authorities. Permits are tracked by our internal permitting teams, and questions or requested revisions are directed to Segra OSP Engineers. New drawings are generated to incorporate revisions, reviewed and submitted back to the requesting authority.

Segra’s team will work with SNA and RCR on design detail to incorporate project specific design requirements. Physical routes, number of ducts, type of fiber (Loose Tube or Ribbon) and fiber counts will all be discussed and agreed upon prior to field visits. Segra will strive to meet the SNA needs and RCR design details. Segra has existing fiber and duct space along many of the proposed RCR routes. Segra and SNA will need to decide if our existing infrastructure will be incorporated as part of the overall solution.

In the event that SNA desires to own the infrastructure, then Segra could allocate duct space and fiber and turn them into adjacent SNA pull boxes and splice points.

2. Construction.

Describe your proposed approach to construction of the network in terms of who will be responsible for contracting or providing the necessary material and labor resources for construction, management, and oversight.

To the extent your proposal entails the provision of construction services, describe and provide any relevant internal documents demonstrating that your organization has the capabilities, capacity, and established processes necessary to perform the required work in a manner that ensures worker safety and quality control, including:

- Technical approach to construction of fiber optic infrastructure detailing, at a minimum, the partner’s (1) approach to utility locates and test pitting; (2) methods for protection of fiber optic cable and related materials from damage during installation; (3) equipment to be used; (4) approach to work area protection; (5) approach to material sourcing and warehousing to facilitate timely delivery to meet project timelines; and (6) approach to project status reporting and communications with the Authority.

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In the event that SNA desires to own the infrastructure then Segra could allocate duct space and fiber and turn them into adjacent SNA pull boxes and splice points.

- A proposed Management Plan to include a staffing plan indicating the number and qualifications of in-house personnel; a subcontracting plan indicating the proposed subcontractors to be used; a quality control plan that identifies key roles and responsibilities; and a safety plan demonstrating compliance with OSHA and other applicable requirements.

Segra maintains a strong presence and a number of qualified personnel at our Service Center location at 945 Norfolk Square in Norfolk, VA. The local presence enables swift responses to design and construction concerns and the in-house staff is in place is there to maintain and continue our network resiliency.

Morgan Brown is the Director of OSP Engineering & Construction in VA. Morgan has been an employee of Lumos Networks for 43 years and has served in a number of different roles. Morgan started as a Lineman and was quickly promoted through the organization in roles such as Service Technician, Service Supervisor, Construction Supervisor, Construction Manager Sr. Manager OSP Engineering & Construction and Director of OSP.

Morgan and his team of Engineers and Construction Managers completed a 600 mile fiber build project from Richmond, VA going east to VA Beach which included the Cities of Williamsburg, Newport News, Hampton, Norfolk, Chesapeake, Portsmouth, Suffolk, Petersburg and Hopewell. Morgan’s team managed a large number of Engineering & Construction contractors during this large fiber project for a major wireless carrier.
Morgan has a talented team of OSP Engineers and OSP Constructions Manager. Roles and Titles included above.

Segra also maintains an in-house field force of 13 additional Field Operations and project engineers responsible for directly supporting the Virginia East region to include the same markets and municipalities in the RCR design.

In addition to the In-house OSP and Field operations personnel, Segra has Master Service Agreements with a number of contract engineering and construction vendors in the market with the flexibility to bring on additional resources as needed to complete the task at and. Currently Segra has 20 contract vendors on call as needed.

- Quality control and safety policies, processes, and procedures.
Segra’s Safety Program Manager has more than 15 years of experience in Telecommunications Safety with the company. Segra is a member and actively participates in the Environmental, Health & Safety Communications Panel, and a consortium of communications safety, health and environmental professionals dedicated to promoting the environment, employee safety and health while preventing accidents throughout the communications industry.

Segra has a well-established comprehensive safety and injury prevention program in place. The front line teams conduct a regular bi-weekly safety briefing related to a wide range of appropriate broadband infrastructure safety topics such as traffic safety/high visibility; slip, trip, and fall prevention; ergonomics; defensive driving; first aid/CPR; and heat/cold injury prevention. Additionally, teams conduct a daily overview of the hazards of a particular job and the appropriate mitigation actions.

Segra has not had any OSHA citations in the past 5 years. Segra’s OSHA Recordable Incidence Rate for the last 3 years (compared to industry standard of 2.0) is as follows:
- 2017: 0.7
- 2018: 0.48
- 2019: 0.46
- 2020: 0.49
Segra will deploy separate construction management teams to oversee all aspects of construction as it is being completed. We will utilize post construction punch list items for remediation. Newer technology allows these teams to work safely in congested areas. The inspection process includes the electronic capture of data in an expedited manner, reducing field man hours. This service provides unsurpassed QC documentation with sub-meter GIS/GPS accuracy to retain with inventory and plant records. Segra will provide all AS-BUILT documentation, Fiber Characterization records and GIS mapping of assets.

- An inventory of local staffing and equipment resources available to support construction and maintenance efforts, identifying any subcontractor resources anticipated to be used.

In addition to the staffing plan presented above, Segra utilizes the following contractors/construction firms to support this market.

- Fiber Network Services
- Credle Concrete
- N&S Construction
- John Maynard
- Coastal Cable Construction

These firms typically utilize horizontal directional drilling rigs, trenching equipment, plowing, excavating equipment, and hand digging for placement of duct and direct burying if applicable. In aerial construction, these firms utilize equipment to attach cable in the communication space only (power space excluded). Bucket trucks will be utilized for strand / lash and ADSS construction if applicable.


Describe the proposed approach to operations and maintenance of the RCR in relation to the following:

- Capabilities and capacity of personnel and equipment to effect repairs, perform routine maintenance, and perform locates in response to utility locate requests through the Virginia811 system;

Segra has multiple teams of dedicated Outside Plant (OSP) professionals focused on maintaining a reliable, robust fiber network. These teams work directly with VA811 and contracted locating services, and contracted restoration services to insure our fiber plant is protected.

When an unforeseen damage does occur, we have an unmatched Emergency Restoration process, with restoration contracted services available 24/7 and equipped with bucket trucks, back hoes, fusion splicing equipment, and with Segra owned Emergency Restoration Services Trailers, which are specifically designed for quick response to outages. These ERS Trailers are inventoried and stocked with all supplies needed for an outage situation to allow faster dispatch and shorter restoration intervals. These ERS Trailers are strategically placed near major fiber routes ready for deployment in the Mid-Atlantic and Southeast regions.
Segra also has the capability of deploying real-time Fiber Route Monitoring with OTDR fault management that notifies our Network Operations Center of a fiber damage (with GPS coordinates). This advanced capability allows our team to locate the damaged fiber and dispatch restoral teams directly to the site. This is extremely beneficial in a dark fiber environment where SNA is providing lit services over Segra dark fiber.

- **Target timeframes for damage response and repairs of the RCR fiber infrastructure;**
  Segra can commit to a two-hour response time to be on-site for restoration from the time the damage is located. The damage location can be identified via our real-time monitoring capability or if not employed then notification from customer of the damage and location. This would normally be in the format of an OTDR shot of the damaged fiber.

  Repair times will vary depending upon the type of damage, depth, rock, etc. Our approach would be to restore services as quickly as possible with a temporary repair and then schedule a permanent repair inside a scheduled maintenance window.

  There is no industry standard interval for these types of temporary repairs. Our historical Mean Time to Repair is 8-10 hours after arriving on-site.

- **Types of services and rates structures for any services anticipated to be provided using the RCR infrastructure;**
  Segra typically bills the customer an annual charge on a per route mile basis for Operations and Maintenance services. The route mile charge is calculated by the physical sheath length of the cable involved – minus slack loops. The cost for Locate activity is typically part of Segar’s cost and is included as part of the per route mile structure. Unrecoverable damages and road moves are typically on a pro-rata share of the infrastructure regardless if it an Irrevocable Right to Use (IRU) or ownership by SNA.

- **Anticipated roles and responsibilities of any contractors in relation to maintenance and provision of services over the RCR; and**
  Segra would be responsible for the Operation, maintenance and provision of the dark fiber connectivity. We would employ our existing work force and contractors to manage this process. Typical roles are outlined below:

  - **Fiber optic cable maintenance and repair – Construction Firm will provide routine maintenance and emergency response to any request. Fault detection with visible light recognition and OTDR analysis.**
  - **Manhole route surveying – Personnel required to be OSHA confined space certified. Survey will provide electronic butterfly documentation of manhole layouts, GPS and laser location documentation and duct rodding and locate capability between manholes including vertical and horizontal positioning.**
  - **Manhole site preparation – Personnel required to be OSHA confined space certified. The manhole site would be fully monitored and retrieval processes utilized along with ventilation and gas monitoring continuously. Safety barricades employed where and when appropriate.**
Underground and aerial utility construction - (Underground) Construction Firm will provide horizontal directional drilling, trenching, plowing, excavating, hand digging, and placement of duct. Contractor will utilize VA 811 (One Call) for elimination of potential utility damage, pot hole where necessary to locate existing facilities and provide traffic control for crew, public, customer and equipment safety. Additionally, designated firm will be responsible for site restoration, as necessary.

Aerial – Construction Firm will work in the communication space only (power space excluded). Bucket trucks will be utilized for strand / lash and ADSS construction. Construction firms will utilize safety traffic control as necessary similar to underground construction.

- High-level profile of target market and marketing strategy for services to be provided over the RCR.

Segra has a complete, professional in-house marketing team, led by John Nee, Chief Marketing Officer. John is responsible for managing and promoting the Segra brand, while strategically coordinating with sales, service, and product management to increase revenue and build customer loyalty. In addition to our marketing department, we have sales offices in every market that we serve, which includes local sales leadership and sales personnel that promote our services directly with the prospects and customers that we serve.


1. Legal Structure of Public-Private Partnership.

Identify the legal structure of the proposed project. Potential ownership structures include, but are not necessarily limited to:

(1) Authority ownership with the private partner primarily providing financing and long-term operating and maintenance services.

(2) Authority ownership on long-term lease or concession to the private partner or a special purpose entity. If this option is chosen, identify the general structure of the lease or concession. If a special purpose entity, identify the type and potential legal structure of the entity, including the relative control interests of the Authority and the private entity within its management structure.

(3) Ownership by a special purpose entity with multiple membership or control interests of the Authority and the private entity. If this option is chosen, identify the type and potential legal structure of the entity, including the relative control interests of the Authority, the private entity, and any other partners within its management structure.

(4) Ownership by an operating arm of the private entity.

In good faith, we will work collaboratively to develop a governance and ownership of the assets outlined in the forthcoming technical requirements. We understand that Segra and the Authority will have vital roles in serving as a partner to operate, maintain and support. The specifics of ownership can be more clearly defined upon receipt of detailed technical requirements and the proposed solution.

Segra is open to all options to build, maintain, and finance the Regional Connectivity Ring.
Upon understanding the specific requirements, Segra is open to all options to build, maintain, and finance the Regional Connectivity Ring.

Because of the changing nature of the telecommunications industry and the long-term nature of this partnership, the proposal should pay special attention to shared long-term control mechanisms of the project and the tax consequences of different possible legal structures. For example, a discussion of tax consequences might include reference to federal and state income taxes both with regard to revenue streams and taxable or tax-exempt financing, communications sales and use tax, and local property and business license taxes.

Segra has read, understands, and will comply.

2. **Capital for Design/Build Phase.**

Submit a proposed plan for obtaining and providing the capital necessary to the construction phase of the project as laid out in subsection B, above, and provide initial working capital until the project becomes self-supporting. Identify any local, state, or federal resources that the proposer contemplates requesting for the project. This should also include a discussion of the envisioned weighted cost of capital for the project. Interest rate and rate of return assumptions used to determine feasibility of financing alternatives and the projected weighted cost of capital should be stated and explained. The plan should include discussion of the decision to include or omit the following elements, at a minimum:

(1) Private equity investments. This should include a discussion of the nature of the equity investment, whether it is private equity, equity directly or indirectly provided by publicly-traded entities, leveraged equity, or other forms of equity.

Segra is a privately owned fiber company that provides and maintains fiber throughout the region. We currently have extensive fiber assets in the Hampton Roads region that position Segra to be the prime provider to meet and exceed the requirements of this ring architecture. Upon release of the specific requirements and routes, we will be in a better position to determine the capital expense and what funding requirements, if any, are necessary.

(2) Debt. Identify debt components, their nature, proposed cost, and types of security interests tied to the debt component. Identify if you envision use of bank loans, negotiated bond placements, competitively bid bonds, mezzanine debt, financing leases, or other debt instruments, their potential costs, and the potential for any debt to be convertible to equity interests (if applicable).

Segra conforms and complies. We are a financially stable private organization that has the funding mechanisms to support this initiative.

(3) Equity, loans, or guarantees from the Authority or any of its members, covering the total commitment, if any, expected from governmental sources and the timing of any anticipated commitment. Your discussion should include any direct or indirect guarantees or pledges of the Authority’s or its members’ credit or revenue.

Segra conforms and complies. We are a financially stable private organization that has the funding mechanisms to support this initiative.
Any grants from public or private sources, the probability of obtaining any such grants, and the impact a grant would have on the feasibility of the project, the weighted cost of capital, and the required revenue stream. Segra will partner with the Southside Network Authority as needed to utilize any grants available for this project.

Include a list and discussion of assumptions underlying all major elements of the financing plan, including any projections for required revenues from service fees generated by the network required to support the financing of its construction. Address issues that might arise with financing due to federal and state tax issues. Stated assumptions should include all significant transactional fees or costs of issuance associated with financing under the recommended financing approach. Segra has extensive experience in creating public-private partnerships. We will negotiate in good faith as the project is defined and awarded to outline the appropriate financial approach that is mutually beneficial. Segra will work with the Authority to understand the transactional fees or costs of issuance associated with financing under the recommended financing approach, once these costs are determined.

3. Project Revenues in Operation and Maintenance Phase.

Identify the amounts and the terms and conditions for any revenue sources. Explain how sufficient revenue would be realized to ensure payment of operating and maintenance costs as laid out in subsection C above, and provide for repayment of debt and payment of desired rates of return on equity based on the financing plan in subsection D.2. Explain a proposed plan of pricing for service or of determining pricing to the public or anchor entities for wholesale or retail service or dark fiber leasing. If a revenue conversion factor is assumed, explain the bases for the revenue conversion rate assumption. Show your anticipated requirements for working capital until the project becomes cash-flow positive. If the revenue is dependent on contingencies occurring, state the contingencies.

If the business plan includes revenue sharing between the Authority and the private entity, explain the terms and conditions of the revenue sharing. If an availability fee from the Authority or its members is contemplated, state the terms and conditions under which it could occur. As it would be difficult to accurately predict the revenue share, we do expect that this initiative would increase revenue generated from this community investment. This technology will attract and retain technology and support economic development activity, which in turn would increase revenue for the jurisdictions that leverage in the private ring. We will develop a win-win revenue-sharing financial model that can be used in negotiations with interested entities. The challenge of putting specific numbers in our proposal is complicated by not knowing the technical details and the associated costs.

4. Windup.

If the proposed financing plan includes a concession, explain how the project would be turned over to the Authority at the close of the concession. Regardless of the ownership form, explain the terms and conditions for unwinding the project in the event it fails, either due to technical or financial reasons, as required by the Act.\textsuperscript{4}
Segra has experience in supporting long-term dark fiber contracts with municipalities and state entities that include technology refresh clauses, financial refresh clauses, and will work with the Authority to define the conditions for unwinding the project in the event it fails, either due to technical or financial reasons, as required by the Act. Should a concession be needed, Segra will work with the Authority in good faith to define and outline the concession.


E. Instructions on Part E—Project Experience & References.

The proposer should provide details on not more than three previous experiences with similar projects, either in terms of legal/financial structure, the technical approach, the business approach or all three. Include a description of the scope and type of project, and the name and contact information of a person involved in the project who does not work for your firm whom the Authority can contact to discuss your performance. A form to report on similar projects is attached as Attachment A.

In addition to the references listed below, for an enhanced explanation of our capabilities, please refer to Attachment A: Experience, included in our response.

**Company:** Loudoun County School District  
**Contact:** Aaron Smith  
**Phone:** (571) 252-1230  
**Email:** aaron.smith@lcps.org  
**Dates of Service:** July 2020 to Present  
**$ Value (Monthly):** $101,000 MRC

**Company:** State of South Carolina K-12 School Districts  
**Contact:** Charlie Zeberlein  
**Phone:** (803) 896-0381  
**Email:** Charlie.zeberlein@admin.sc.gov  
**Dates of Service:** 1999 to Present  
**$ Value (Monthly):** $770,000 for WAN services and $143,000 for Leased Dark Fiber

**Company:** HCA – Hospital Corporation of America  
**Contact:** Joe Scalera  
**Phone:** (804) 327-3235  
**Email:** joseph.scalera@hcahealthcare.com  
**Dates of Service:** 2000 to Present  
**$ Value (Monthly):** $157,000

F. Instructions on Part F—Unique or Unusual Capabilities of the Firm.

Describe any unusual or unique capabilities, experience, tools, or perspectives the proposer has related to the project. This section may expand on items covered in previous sections or introduce new information on the firm or on team members.
We are uniquely positioned in terms of our existing fiber assets in the Hampton Roads Region. Segra designs, builds, maintains, and owns its fiber network. The density of our fiber assets can easily be leveraged to expedite the completion of the Authority's network design and future needs.

We encourage you to click on the link below for an interactive map of our regional fiber assets: https://www.segra.com/network/

In addition to serving hundreds of enterprise and healthcare customers, we currently serve major municipalities in Hampton Roads, such as the City of Chesapeake, City of Portsmouth, City of Norfolk, Williamsburg, and the City of Virginia Beach. Additionally, we provide service to higher educational institutes, such as Norfolk State, College of William and Mary, Regent University, Christopher Newport University, and others. We are also a carrier's carrier, providing fiber to the tower throughout the Hampton Roads Region.

G. Instructions on Part G—Other Matters Deemed Relevant by the Firm/Consortium.

A proposer may submit further information it considers necessary and appropriate for the consideration of the Authority.

In 2018, Segra, then known as Lumos, participated in the 2018 Regional Smart City's Initiative in partnership with the Hampton Roads Planning District Commission (HRPDC). We continue to share the same goals of the Authority to move forward with our partnership and, ultimately, toward the completion of this project and the many benefits it brings to the community. Segra has extensive knowledge of the design/concept and has taken part in several think-tank sessions.
H. Instructions on Part H—Procurement Forms.

Proposers must submit the following forms attached to this solicitation:

Attachment A — Experience
Attachment B — Financial Responsibility
Attachment C — Non-Collusion Statement
Attachment D — Certification of Compliance with Immigration Laws and Regulations
Attachment E — State Corporation Commission Certification
Attachment F — SWaM/DBE Certification Form
Attachment G — Partner Responsibility Matrix

Segra has read, understands, and will comply.

V. COPIES & SUBMISSION

Each proposer should submit one original and seven paper copies of its proposal, signed by an official of the proposer with actual authority to sign the proposal, together with one electronic copy, which may be submitted upon a CD- or DVD-ROM, or upon a flash drive.

Segra has read, understands, and will comply.

Deliver proposals by mail or hand delivery to:

Hampton Roads Planning District
CommissionAttn: Danetta Jankosky,
Procurement Officer 723 Woodlake
Drive
Chesapeake, VA 23320

Segra has read, understands, and will comply.

The Authority reminds proposers that changes to this solicitation, in the form of addenda or written clarifications, will be issued as late as August 13, 2021. Notice of the addenda will be posted to the Hampton Roads Planning District Commission’s website at https://www.hrpdcva.gov/page/procurement/.

Segra has read, understands, and will comply.

The proposer has the responsibility to identify and describe clearly the services it proposes. Proposers should take into account that not only the content, but also the form and clarity of their proposals are considerations the Authority will take into account. If the Authority cannot determine what is being proposed, it is likely to reject the proposal. All information should be submitted in an organized, easy-to-understand manner.

Segra has read, understands, and will comply.

No fee or bond is required to submit a conceptual proposal. The Authority reserves the right to require a fee or bond at subsequent stages in the PPEA process.

Segra has read, understands, and will comply.

The Authority will reject proposals received after the date and time of closing and return them to the proposer unopened. Timely submission of proposals is the sole responsibility of the proposer.

Segra has read, understands, and will comply.
VI. SELECTION PROCESS AND CRITERIA

In accordance with the Authority’s PPEA Guidelines, the Authority has created and appointed a selection committee to advise the Board of Directors on technical aspects of proposals. The function of the PPEA Selection Committee is to work with the Executive Director to evaluate the PPEA proposals and to make a recommendation to the Board of Directors on whether and with whom the Board should proceed to the Detail Phase and possibly authorize negotiation and entry of an Interim or Comprehensive Agreement.

The selection process will generally follow the process for procurement of non-professional services by competitive negotiation under the Virginia Public Procurement Act. It should choose the proposal that is the “best value,” that is, the proposal that represents the overall combination of quality, price, and various elements of required services that in total are optimal relative to the Authority’s needs.

Segra has read, understands, and will comply.

The Executive Director will forward proposals to the Committee members following closing of the submission period. The Committee will hold at least one meeting at which it will evaluate, discuss, and rank proposals. It will make memoranda of its meetings and the proceedings and any decisions made. The point values of the criteria are:

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications and experience of the proposer</td>
<td>25</td>
</tr>
<tr>
<td>Design/construction approach</td>
<td>20</td>
</tr>
<tr>
<td>Operation and maintenance approach</td>
<td>20</td>
</tr>
<tr>
<td>Financing strategy</td>
<td>25</td>
</tr>
<tr>
<td>Community impacts</td>
<td>10</td>
</tr>
</tbody>
</table>

The Committee will then interview top conceptual proposers in an effort to understand, clarify, and narrow their choices and the scope of the proposals. The number of proposers to interview is in the discretion of the Committee.

In making its final recommendation to the Board of Directors, the Committee will rescore the proposers who have been interviewed, taking into account both the initial proposals as clarified and supplemented by the proposers’ interviews. The Committee may recommend to the Executive Director and the Board of Directors: (1) That the Authority not move forward with any conceptual proposer; (2) that it move forward to the Detailed or Interim Phase with one proposer; or (3) that the Authority should choose between two or more proposers who it has qualified to move to the Detailed or Interim Phase. In making its final recommendation, the Committee shall provide the Board a memorandum detailing its rationale for its recommendation with reference to these criteria.

The members of the Selection Committee are:

Hon. Susan Vitale, Board Chair, Chesapeake City Councilor
Hon. Rosemary Wilson, Virginia Beach City Councilor
Daniel Jones, City of Portsmouth Chief Information Officer
Peter Wallace, Virginia Beach Chief Information Officer
Scott Fairholm, Chesapeake Chief Information Officer
Catheryn Whitesell, Norfolk Deputy City Manager
Steven DeBerry, Southside Network Authority Executive Director

Segra has read, understands, and will comply.

Without limitation, the Committee will consider, in making its evaluation, the following elements:

**Qualifications and Experience of the Proposer:**
Segra has read, understands, and will comply.

1. Experience with similar projects;
2. Demonstration of ability to perform work;
3. Leadership structure;
4. Project manager's experience;
5. Business integrity and track record;
6. Management approach; and
7. Financial condition.

**Design/Construction Approach:**
Segra has read, understands, and will comply.

1. Quality of project approach;
2. Original delivery concepts;
3. Proposed project schedule;
4. Estimated cost, both initial and life-cycle;
5. Technology and technical feasibility;
6. Conformity to laws, regulations, and standards;
7. Cost escalation risk or sharing of savings;
8. Environmental impacts; and
9. State and local permits.

**Operation and Maintenance Approach:**
Segra has read, understands, and will comply.

1. Quality of service to customers;
2. Affordability and digital equity;
3. Availability to unserved, underserved, and bad-credit customers;
4. Scalability of the project business model to other areas of the HRPDC region;
5. Security of the system and usefulness for secure and armed forces-related purposes;
6. Marketing skill and last-mile strategy;
7. Open access for potential last-mile providers; and
8. Planning for relationships with anchor institutions.

**Project Financing Approach:**
*Segra has read, understands, and will comply.*

1. Cost and benefit to the Authority;
2. Financing and the impact on the debt burden of the Authority;
3. Financial plan, including the degree to which the proposer has conducted due diligence investigation and analysis of the proposed financial plan and the results of any such inquiries or studies;
4. Weighted cost of capital and other terms and conditions of capital;
5. Legal structure of the public-private partnership arrangement and long-term control of the project for the Authority;
6. Risk and revenue-sharing provisions;
7. Quality of assumptions and scope of revenue risk, both to the Authority and to the project;
8. Opportunity costs assessment; and
9. The identity, credit history, past performance of any third party that will provide financing for the project and the nature and timing of its commitment, as applicable.

**Community Impacts**
*Segra has read, understands, and will comply.*

1. Impacts, interactions, and future plans with the County’s existing providers;
2. Comments at the public hearing on the proposals;
3. Scalability and spinoff benefits to the entire HRPDC region;
4. Anticipated impact on availability and price of internet throughout the HRPDC region;
5. Neighborhood and community development impacts, if any; and

**Original Concepts**

One of the great benefits of procurement under the Act is that it opens the possibility of a firm adding original concepts or approaches. The original concepts category allows the Committee to award points for approaches and possibilities that had not occurred to the Authority but that have substantial promise to advance the project. *Segra has read, understands, and will comply.*
VII. TRADE SECRETS & PROPRIETARY INFORMATION

All information submitted by proposers is presumed to be open to public inspection following the deadline for submissions in accordance with the Virginia Freedom of Information Act. However, proposers may designate information that it believes is proprietary and confidential, which will not be disclosed, in accordance with applicable law. However, this is subject to the following criteria:

- The proposal must reasonably and thoughtfully differentiate confidential from non-confidential information and mark confidential pages accordingly. Proposals that are designated confidential in their entirety will not be protected from disclosure.
- The proposer must clearly invoke this protection, in writing, in its cover letter and executive summary.
- The proposer must submit a letter or memorandum stating the reasons why protection is necessary.

Upon receipt of a proposal that designates portions as confidential and proprietary, the Authority’s Agent will make a determination of the applicability of the exclusions, and send a proposer a written determination of the scope and applicability of the protection. The proposer may then remove its entire proposal or the unprotected information from consideration, at its election, by taking prompt action.

Segra has read, understands, and will comply.

VIII. MISCELLANEOUS

All proposers must submit the non-collusion form attached to this proposal. Proposers are reminded that collusion, kickbacks, attempts to contact and influence decision-makers on this solicitation, and other activity designed to improperly influence the process not only will disqualify any proposer from consideration, but may be prosecuted criminally and civilly as violations of the Virginia Conflicts of Interests Act, the Virginia Governmental Frauds Act, and may be considered embezzlement or attempted embezzlement of federal funds, if they are used in any proposal. Proposers or potential proposers should not contact or attempt to contact any member of the Selection Committee or the Board of Directors. All such inquiries should be directed to the Executive Director.

Segra has read, understands, and will comply.
ATTACHMENT 1A
NONT DISCRIMINATION
Contractor / Consultant / Supplier Agreement: USDOT 1050.2A – Appendix A

During the performance of this contract, the contractor, for itself, its assignees and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

(1) **Compliance with Regulations:** The contractor shall comply with the Regulation relative to nondiscrimination in federally-assisted programs of the Department of Transportation (hereinafter, "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this contract.

(2) **Nondiscrimination:** The contractor, with regard to the work performed by it during the contract, shall not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor shall not participate either directly or indirectly in the discrimination prohibited by section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.

(3) **Solicitations for Subcontractors, Including Procurements of Materials and Equipment:** In all solicitations either by competitive bidding or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the contractor of the contractor's obligations under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, or national origin.

(4) **Information and Reports:** The contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the (Recipient) or the (Name of Appropriate Administration) to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish this information the contractor shall so certify to the (Recipient), or the (Name of Appropriate Administration) as appropriate, and shall set forth what efforts it has made to obtain the information.

(5) **Sanctions for Noncompliance:** In the event of the contractor's noncompliance with the nondiscrimination provisions of this contract, the (Recipient) shall impose such contract sanctions as it or the (Name of Appropriate Administration) may determine to be appropriate, including, but not limited to:

(a.) withholding of payments to the contractor under the contract until the contractor complies, and/or (b.) cancellation, termination or suspension of the contract, in whole or in part.

(6) **Incorporation of Provisions:** The contractor shall include the provisions of paragraphs (1) through (6) in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Regulations, or directives issued pursuant thereto.

The contractor shall take such action with respect to any subcontract or procurement as the (Recipient) or the (Name of Appropriate Administration) may direct as a means of enforcing such provisions including sanctions for non-compliance: Provided, however, that, in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the contractor may request the (Recipient) to enter into such litigation to protect the interests of the (Recipient), and, in addition, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

Segra has read, understands, and will comply.
During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “contractor”) agrees to comply with the following non-discrimination statues and authorities; including but not limited to:

Pertinent Nondiscrimination Authorities:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21;
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects;
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et. seq.), (prohibits discrimination on the basis of sex);
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et. seq.), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 U.S.C. § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 CFR parts 37 and 38;
- The Federal Aviation Administration’s Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health effects;
- or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (79 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq.).

Segra has read, understands, and will comply.
Attachment A

Experience

Provide information on similar projects carried out by your firm/consortium below. If the consortium has formed for the purpose of the present project, provide project and references for key members of the consortium.

If you believe additional information on projects is desirable, please attach further information.

Describe key lessons learned:
Prior to the projects, here are the key things we learned. We constructed a well-organized project plan, identifying key project roles and responsibilities for both the customer and Segra. This effective collaboration format positioned us to deliver a successful implementation plan. As a result of this success, this has become a standard part of the process going forward that has generated proven results and is very favorable with our customers.

Representative Project 1:
Project Name: Statewide WAN and Fiber Implementation

Project Address: Multi-site locations

Public Entity Name: State of South Carolina K-12 School District

Public Entity Address: 1429 Senate Street, Columbia, SC 29201

Public Entity Phone: 803-896-0381 Public Entity Fax: N/A

Public Entity Email: charlie.zeberlein@admin.sc.gov

Describe key lessons learned: Please see our explanation at the top of the page.
Representative Project 2:
Project Name: Hospital Corporation Multi Fiber Build

Project Address: Multi-site Fiber Solution

Public Entity Name: Hospital Corporation of America
Public Entity Address: 901 E. Cary Street, Suite 2100, Richmond, VA 23219
Public Entity Phone: 804-327-3235  Public Entity Fax: N/A
Public Entity Email: joseph.scalera@hcahealthcare.com

Describe key lessons learned: Please see our explanation at the top of the previous page.

Representative Project 3:
Project Name: Loudon County Multi-site Fiber Build

Project Address: 138 Locations and 187 Fiber Miles

Public Entity Name: Loudon County School District
Public Entity Address: 21000 Education Court, Ashburn, VA 20148
Public Entity Phone: 571-252-1230  Public Entity Fax: N/A
Public Entity Email: aaron.smith@lcps.org

Describe key lessons learned: Please see our explanation at the top of the previous page.
August 23, 2021

RE: Surety Capabilities for SEGRA

To Whom It May Concern:

SEGRA is a valued client of McGriff Insurance Services, Inc. and Capitol Indemnity/Platte River Insurance Company ("Capitol/Platte"). SEGRA currently has the ability to bond projects in excess of $15,000,000, while maintaining overall capacity of approximately $30,000,000. Should the company's bonding needs exceed these parameters, the surety will give consideration provided it is satisfied with the prevailing underwriting conditions.

Capitol/Platte is listed on the U.S. Treasury Departments list of acceptable sureties, and is licensed to do business in the Commonwealth of Virginia. Capitol/Platte is rated "A" (Excellent) with a financial size of IX by A. M. Best.

If SEGRA is awarded a contract and requests that we provide the necessary performance and/or payment bonds, we will be prepared to execute the bonds subject to the surety’s acceptable review of the contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request. Consideration and issuance of bonds is a matter solely between Creative and the surety, and we assume no liability to third parties or to you by the issuance of this letter.

We trust that this information meets with your satisfaction. If there are further questions, please feel free to contact me.

Sincerely,

Christopher Brandon Pulliam
Vice President – McGriff Insurance Services, Inc.
Attorney in Fact – Capitol Indemnity/Platte River Insurance
Attachment C — Non-Collusion Statement
Attachment C

Non-Collusion Statement

My signature certifies that the accompanying proposal is not the result of, or affected by, any unlawful act of collusion with another person or company engaged in the same line of business or commerce, or any act of fraud punishable under the Virginia Governmental Frauds Act, sections 18.2-498.1 et seq. of the Code of Virginia, 1950, as amended. Furthermore, I understand that fraud and unlawful collusion are crimes under the Virginia Governmental Frauds Act, laws against bid rigging (sections 59.1-68.6 et seq.), the Virginia Antitrust Act (sections 59.1-9.1 et seq.), and Federal laws regarding the same, and can result in fines, prison sentences, and civil damage awards.

I hereby certify that I am authorized to sign, personally or as a Representative for the Firm:

Name of Firm or Individual: Lumos Networks Inc. dba Segra

Address: One Lumos Plaza

Waynesboro, VA 22980

Signature:  

Name (type/print): Gary Crocco

Title: Director, Government Sales

Telephone: (804) 874-4105       Fax: ______________________

FEI/FIN No. 54-1246324       Date: 8/20/21
Attachment D

Certification of Compliance with Immigration Laws and Regulations

Any person or entity doing business with the Authority, must include a sworn certification of compliance with all federal immigration laws and regulations. These laws include the Federal Immigration Reform and Control Act, which makes it unlawful for a person or other entity to hire, recruit or refer for a fee for employment in the United States, an alien knowing the alien is unauthorized, and § 40.1-11.1 of the Code of Virginia, which makes it unlawful for any employer to knowingly employ an alien who cannot provide documents indicating that he or she is legally eligible for employment in the United States. The state law, in particular, places an affirmative duty on employers to ensure that aliens have proof of eligibility for employment.

Accordingly, this certification shall be completed and attached to all contracts and agreements for goods and services made by the Authority. Failure to attach a completed certification renders the contract or agreement void.

Type or print legibly when completing this form.

Legal Name of Proposer: Lumos Networks, Inc., a Virginia corporation

(Note: This is your name as reported to the IRS. This should match your Social Security card or Federal ID number.)

Type of Business Entity:

☐ Sole Proprietorship (Provide full name and address of owner):

☐ Limited Partnership (Provide full name and address of all partners):

☐ General Partnership (Provide full name and address of all partners):

☐ Limited Liability Company (Provide full name and address of all managing members):

X Corporation (Provide full name and address of all officers): See Below.

1. SVP/GM - DIEGO B ANDERSON - ONE LUMOS PLAZA, WAYNESBORO, VA, 22980
2. PRES/CEO - TIMOTHY G BILTZ - ONE LUMOS PLAZA, WAYNESBORO, VA, 22980
3. COO - GREGORY GUERRA - 1500 HAMPTON ST,
COLUMBIA, SC, 29201

4. CONTROLLER - JOHN TURTORA - ONE LUMOS PLAZA, WAYNESBORO, VA, 22980

5. SR VP & GC - MARY MCDERMOTT 621 NORTHGATE AVENUE, WAYNESBORO, VA 22980

Doing Business As (if applicable): Segra

(Note: This is the name that appears on your invoices but is not used as your reporting name.) Name and Position of Person Completing this Certificate:
Name: Amanda A. Folk, Director – Strategic Contracts

Physical Business Address:

One Lumos Plaza, PO Box 1068, Waynesboro, VA 22980

Primary Correspondence Address (if different from physical address):

Same as above.

Number of Employees: 1224

Are all Employees Who Work in the United States Eligible for Employment in the United States?

X Yes

☐ No

Under penalties of perjury, I declare on behalf of the proposer listed above that to the best of my knowledge and based upon reasonable inquiry, each and every one of the proposer’s employees who work in the United States are eligible for employment in the United States as required by the Federal Immigration Reform and Control Act of 1986 and § 40.1-11.1 of the Code of Virginia. I further declare on behalf of the proposer that I and my firm will use due care and diligence to ensure that all employees hired in the future who will work in the United States will be eligible for employment in the United States. I affirm that the information provided herein is true, correct, and complete.

Sworn this Nineteenth day of August, 2021, by Chris Mitchell, on behalf of Lumos Networks, Inc., a Virginia corporation as evidenced by the following signature and seal:

Name of Contractor/Vendor: Lumos Networks, Inc.
Name of Signatory: Chris Mitchell
Signature: [Signature]
Date: 8/20/21

STATE/COMMONWEALTH OF VIRGINIA MARYLAND

CITY/COUNTY OF to wit:

Anne Arundel

The foregoing instrument was acknowledged before me this 20th day AUGUST 2021
Attachment E

State Corporation Commission Certification

Pursuant to *Code of Virginia* § 2.2-4311.2(b), a proposer organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its proposal the identification number issued to it by the State Corporation Commission (SCC). Any proposer that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its proposal a statement describing why the proposer is not required to be so authorized.

SCC Identification Number: **Lumos Networks, Inc 02465177 (REQUIRED)**
Attachment F

SWaM/DBE Certification Form

Each principal member of a proposing consortium should fill out this form separately.

Proposer Name: __________________________

Proposer Address: __________________________
______________________________________________________________________________

Contact Person (Name/Title): _______

Contact’s Direct Telephone Number: ___

Contact’s Email Address: __________

Certifications

☐ DBE Certification

Certification No.: __

NAICS Code: __________

Certifying Agency: __

Description: ______
______________________________________________________________________________

☐ SWaM Certification

Certification No.: __

SWaM Type: __________

☐ Service-Disabled Vet

Certification No.: __

Date: ________________

Certifying Agency: __

Exp. Date: __________

Years in Business: __

Minority Indicator

☐ African-American     ☐ Asian-Indian     ☐ Asian-Pacific

☐ Hispanic American    ☐ Native American  ☐ Non-minority woman

Segra is not a SWaM and/or DBE.
Attachment G
Operational & Funding Responsibility Matrix
Southampton RCR
Respondent: Segra

Acronyms & Definitions

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPE</td>
<td>Customer Premises Equipment: Generic term for electronics located at the consumer’s home or business</td>
</tr>
<tr>
<td>DIA</td>
<td>Direct Internet Access: Commodity Internet bandwidth purchased by the ISP, used by consumers to access the Internet</td>
</tr>
<tr>
<td>FTTP</td>
<td>Fiber-to-the-Premises</td>
</tr>
<tr>
<td>ISP</td>
<td>Internet Service Provider</td>
</tr>
<tr>
<td>NID</td>
<td>Network Interface Device: A junction box typically mounted on the outside of the customer premises, the NID is a non-powered box used to connect the fiber drop cable (cable from the fiber tap to the premises) to the fiber cable extending from the NID to the Optical Network Terminal (ONT) located in the customer premises.</td>
</tr>
<tr>
<td>NOC</td>
<td>Network Operations Center</td>
</tr>
<tr>
<td>OLT</td>
<td>Optical Line Terminal: Device that serves as the ISP endpoint on a Passive Optical Network (converts electronic signals to optical signals)</td>
</tr>
<tr>
<td>ONT</td>
<td>Optical Network Terminal: Media converter used to convert the FTTP optical signal to an Ethernet port, coaxial output, or telephone output</td>
</tr>
<tr>
<td>OSP</td>
<td>Outside Plant: Physical cable and infrastructure (fiber cable, conduit, cabinets, poles, etc.) deployed to deliver connectivity services from an operations center to the customer premises</td>
</tr>
<tr>
<td>PILOT</td>
<td>Payment in Lieu of Taxes</td>
</tr>
<tr>
<td>ROW</td>
<td>Right-of-Way</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>Tier 1 Support</td>
<td>First-level customer support (generally a call center with representatives who can perform basic troubleshooting and record incidents)</td>
</tr>
<tr>
<td>Tier 2 Support</td>
<td>Second-level support (detailed investigation with expert technicians)</td>
</tr>
<tr>
<td>Tier 3 Support</td>
<td>Third-level support (service troubleshooting and software support from the engineering team)</td>
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<tr>
<td>USF</td>
<td>Universal Service Fund</td>
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<tr>
<td>Functional Area</td>
<td>Tasks/ Responsibilities</td>
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<td>Debt Service Payment</td>
<td>Conduit infrastructure</td>
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<td>SNA Fiber</td>
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<tr>
<td></td>
<td>Partner Fiber</td>
</tr>
<tr>
<td>Provide Security for Financing</td>
<td>Conduit infrastructure</td>
</tr>
<tr>
<td></td>
<td>SNA Fiber</td>
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<tr>
<td></td>
<td>Partner Fiber</td>
</tr>
<tr>
<td></td>
<td>Partner Conduit/Fiber Laterals and extensions</td>
</tr>
<tr>
<td>Ownership</td>
<td>Conduit infrastructure</td>
</tr>
<tr>
<td></td>
<td>SNA Fiber</td>
</tr>
<tr>
<td></td>
<td>Partner Fiber</td>
</tr>
<tr>
<td></td>
<td>Partner Conduit/Fiber Laterals and extensions</td>
</tr>
<tr>
<td>Insurance</td>
<td>Outside Plant (OSP)</td>
</tr>
<tr>
<td></td>
<td>Other?</td>
</tr>
<tr>
<td>Taxes</td>
<td>USF &amp; other federal tariffs and fees</td>
</tr>
<tr>
<td></td>
<td>Sales (state, county, municipal)</td>
</tr>
<tr>
<td></td>
<td>PILOT</td>
</tr>
<tr>
<td>Engineering</td>
<td>Surveys</td>
</tr>
<tr>
<td></td>
<td>Engineering / Construction plans</td>
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<tr>
<td></td>
<td>Splice designs</td>
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<tr>
<td></td>
<td>Construction management and QA</td>
</tr>
<tr>
<td></td>
<td>Construction labor and materials</td>
</tr>
<tr>
<td></td>
<td>Network engineering</td>
</tr>
<tr>
<td></td>
<td>Permitting</td>
</tr>
<tr>
<td></td>
<td>ROW fees</td>
</tr>
<tr>
<td></td>
<td>Fiber testing</td>
</tr>
<tr>
<td></td>
<td>As-built documentation</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Locates</td>
</tr>
<tr>
<td></td>
<td>Trouble ticket processing</td>
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<tr>
<td></td>
<td>Fiber maintenance – material</td>
</tr>
<tr>
<td></td>
<td>Fiber maintenance – labor</td>
</tr>
<tr>
<td></td>
<td>Strand Management</td>
</tr>
<tr>
<td></td>
<td>Maintain Inventory of OSP materials</td>
</tr>
<tr>
<td></td>
<td>Real estate for active network equipment in field (if applicable)</td>
</tr>
<tr>
<td></td>
<td>Facilities (warehouse, crew, etc.)</td>
</tr>
<tr>
<td></td>
<td>Contract Management (for wholesale customers / service providers)</td>
</tr>
<tr>
<td></td>
<td>Contract Management (direct customers)</td>
</tr>
<tr>
<td></td>
<td>Billing and invoicing</td>
</tr>
<tr>
<td>Functional Area</td>
<td>Tasks/ Responsibilities</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>SNA Responsibility</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Bad debt (customer)</td>
</tr>
<tr>
<td></td>
<td>Collections</td>
</tr>
<tr>
<td></td>
<td>Tier 1 support 24x7 (basic customer issues)</td>
</tr>
<tr>
<td></td>
<td>Tier 2 support 24x7 (basic technical support)</td>
</tr>
<tr>
<td></td>
<td>Tier 3 support 24x7 (advanced technical support)</td>
</tr>
<tr>
<td></td>
<td>Prepare and manage SLAs</td>
</tr>
<tr>
<td>Sales &amp; Marketing</td>
<td>Branding</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
</tr>
<tr>
<td></td>
<td>Sales</td>
</tr>
<tr>
<td></td>
<td>Customer acquisition (sales) and retention</td>
</tr>
<tr>
<td></td>
<td>Service performance objectives</td>
</tr>
<tr>
<td></td>
<td>Service catalog</td>
</tr>
<tr>
<td></td>
<td>Monitor pricing</td>
</tr>
<tr>
<td></td>
<td>Set pricing (based on contract conditions)</td>
</tr>
<tr>
<td></td>
<td>Develop and manage customer contracts</td>
</tr>
<tr>
<td></td>
<td>Execute customer contracts</td>
</tr>
<tr>
<td>Reporting</td>
<td>Provide sales records</td>
</tr>
<tr>
<td></td>
<td>Provide SNA invoice and payment status (payments)</td>
</tr>
<tr>
<td></td>
<td>Maintenance and repair records and as-built documentation</td>
</tr>
<tr>
<td></td>
<td>Provide monthly sales and leads reports</td>
</tr>
</tbody>
</table>

* Applicable to all Segr's responses above: Segr is not obligated or committed until final design and funding has been determined.
Segra acknowledges RFP Addendum #1

ADDENDUM #1
SNA-RFP-2021-02

on Behalf of the Southside Network Authority

Southside Hampton Roads Regional Fiber Connectivity Ring

June 10, 2021
ADDENDUM #1
SNA-RFP-2021-01

This addendum is issued to clarify questions received by the Hampton Roads Planning District Commission (HRPDC) pertaining to Request for Proposals (RFP) No. SNA-RFP-2021-02.

1. Is the SNA fiber network going to provide end user services directly to residential customers or will it only provide middle mile service to ISPs who want to use the fiber ring to more easily reach end user residential customers?

The SNA is open to proposals that utilize the fiber capacity for any combination of middle mile and last mile services. The SNA does not intend to provide managed services of any type directly to residential or commercial customers. Without limitation, see items 6 and 7 under Operation and Maintenance Approach evaluation criteria in Section VI and bullet points 3, 5, and 9 under Section III.B in the RFP. It is the responsibility of the proposer to determine the best strategy to meet the goals of the Authority and its members as laid out in section III.B and lay out the operational, financial, and legal way to achieve them.

2. Is the SNA fiber network going to provide end user services directly to business customers or will it only provide middle mile service to ISPs who want to use the fiber ring to more easily reach end user business customers?

The SNA is open to proposals that utilize the fiber capacity for any combination of middle mile and last mile services. The SNA does not intend to provide managed services of any type directly to residential or commercial customers. Without limitation, see items 6 and 7 under Operation and Maintenance Approach evaluation criteria in Section VI and bullet points 3, 8, 9, 11, and 12 under Section III.B in the RFP. It is the responsibility of the proposer to determine the best strategy to meet the goals of the Authority and its members as laid out in section III.B and lay out the operational, financial, and legal way to achieve them.

3. Can we obtain a copy of the creative proposals submitted to the Southside Network Authority, that were not awarded, as part of any previous RFPs released by the Southside Network Authority?

You may make arrangements to review prior procurement files of the Authority, with confidential sections redacted, at a mutually convenient date and time by contacting Authority Executive Director Steven DeBerry directly at stevenhdeberry@gmail.com.

4. If we are planning to offer solutions with more than one option for the structure of the public/private partnership - are we allowed to submit one proposal addressing all options – or are separate proposals required?
A single proposal addressing multiple options will be accepted, provided that all response requirements specified in the RFP are met for each proposed option, including a complete Partner Responsibility Matrix (RFP Appendix G). Only options for which the proposal provides a complete response to the RFP requirements will be considered. It is the responsibility of the proposer to determine the best method to present the information required by the RFP clearly for the Authority’s understanding and analysis. See the discussion in the first paragraph of Section IV and the instructions in Section V of the RFP.

5. In the RFP, it references that the design includes “spare conduit to enable expansion of fiber capacity to meet longer term needs of the region.” How much spare conduit is requested?

The current design standard anticipating an SNA-operated infrastructure specifies three 2-inch conduits, of which one will contain a 288-strand cable. Proposals from candidate partners need not be limited by this standard. Each respondent should determine the appropriate capacity necessary to accomplish its business objectives.

6. What is SNA’s main goal with a private-public partnership?

The goal of the RFP is to identify if there is a partnership opportunity that would enable the SNA to more effectively address the priorities listed in the RFP compared to constructing and operating the Regional Connectivity Ring (RCR) on its own. This might include some or all of the following objectives:
- Reduce total costs to the SNA for construction and/or maintaining the RCR;
- Facilitate availability of competitive broadband services by promoting private-partner investment in infrastructure and services; and
- Create opportunities for greater alignment of the RCR infrastructure with stated priorities.
- See Section III.B of the RFP for a summary of the main goals of the Authority.

7. We understand the 60% design is confidential but would like to make arrangements to review the technical information. Can this be viewed by means of a secure sharepoint site or do we have to review onsite? How do we arrange this?

You may make arrangements to review the 60% design at a mutually convenient date, time, and place by contacting Authority Executive Director Steven DeBerry directly at stevenhdeberry@gmail.com

8. Just to confirm - SNA is not expecting pricing in this initial conceptual phase – correct?

Without limitation, see Section IV.D of the RFP for the proposal submission requirements relating to cost, financing, and revenue generation.
ADDENDUM #2
SNA-RFP-2021-02

on Behalf of the Southside Network Authority

Southside Hampton Roads Regional Fiber Connectivity Ring
July 8, 2021

<table>
<thead>
<tr>
<th>Schedule Change</th>
<th>Old</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Pre-Proposal Conference</td>
<td>7/8/21</td>
<td>TBD</td>
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Segra acknowledges RFP Addendum #3

ADDENDUM #3
SNA-RFP-2021-02

on Behalf of the Southside Network Authority

Southside Hampton Roads Regional Fiber Connectivity Ring

July 8, 2021
ADDENDUM #3
SNA-RFP-2021-02

*This addendum includes 2 parts: (1) Additional information and guidance regarding ARPA funds, and (2) Q&A in response to industry questions.

Addendum Regarding ARPA Funds

The following information is issued as an update to the RFP due to the issuance of interim regulations and FAQs by the U.S. Department of the Treasury to implement the American Rescue Plan Act (ARPA), 117 P.L. 2 (2021). Funds allocated to states and localities under ARPA might be available to the project. However, in order to be eligible for these funds, the proposal should include information that demonstrates that the project will fit within the scope of the U.S. Treasury’s Interim Final Rule (86 Fed. Reg. 26786 (May 17, 2021)) and FAQs issued by Treasury on July 19, 2021. If a proposer includes ARPA funds or ARPA fund eligibility in its financing plan (see RFP Section IV.D.2) or includes a last-mile service component in its P3 project proposal, the proposer should provide the following information in order for the Authority fully to assess eligibility for and availability of ARPA funds:

- How the proposed P3 project would serve or directly enable last-mile service to customers, and in particular those lacking 25/3 wireline service.
- Whether, to what extent, and in what price range any last-mile service proposed as part of the P3 project would be available to last-mile customers with 100/100 symmetrical wireline service.
- What methods are in place to ensure affordability of service to last-mile customers.

The Authority remains committed, as set out in the proposal, to open-access middle-mile service (see RFP Section III.B and page 15). Nevertheless, all proposers are invited to elaborate on the eligibility of their project for ARPA funding, regardless of whether it is a part of their proposed financing structure.

Q&A

This section of the addendum is issued to clarify the second round of questions received by the Hampton Roads Planning District Commission (HRPDC) pertaining to Request for Proposals (RFP) No. SNA-RFP-2021-02.

1. A. Is an RFP going to be released that will allow just for a construction and maintenance agreement?
Yes, the Authority issued an invitation for bids (IFB) for construction and interim maintenance of the Fiber Ring to prequalified construction general contractors on July 15, 2021. Only construction general contractors prequalified under SNA-RFQ-2021-01 are eligible to bid. The IFB is part of a separate, parallel procurement track that might not be pursued if it proves incompatible with a preferred proposal received in response to this RFP, or which might be pursued if there is no response to this RFP that adequately addresses the SNA’s goals or the preferred response to this RFP lacks a construction component (see RFP Section IV, first paragraph). Accordingly, a proposal in response to this RFP for a model in which a respondent intends only to function to provide some combination of design, operations/maintenance, finance, and/or is seeking to lease capacity of the RCR from the SNA, might result in the SNA pursuing a hybrid approach along both procurement tracks.

B. With the authority being responsible for material reimbursement, engineering and permitting?

The IFB seeks bids from prequalified construction general contractors to construct the RCR under typical terms for public infrastructure construction contracts.

2. Are Data Centers an essential element of SNA’s plan for a successful deployment of the RCR? Yes, the routes presented for the RCR were selected for their alignment with the goals of the SNA, to include connectivity between particular Municipal network peering points and commercial data centers.

Data centers might well benefit from the construction of the Regional Fiber Ring. As laid out in the RFP, the potential customer base and revenue sources, which might include data centers, should be addressed by potential P3 partners in their proposals along with other economic development and innovation benefits (see RFP Section III.B and IV.D.3).

3. If the answer to Question #1 YES; will the SNA assist the provider with developing those relationships?

The intent of this question is not clear, but the Authority will facilitate all business relationships that benefit the success of the Regional Fiber Ring.

4. Will conduit (where available) and Right of Way be made available for the build of the network, or will the provider be on their own in managing those aspects of the construction?

Subject to the considerations set forth in the responses to questions 1 and 2 above, it will be the responsibility of the selected P3 partner to construct the Regional Fiber Ring including conduit. The Authority will work with our selected P3 partner to facilitate ROW communications and other common issues with the 5 Southside City members. The exact form of the permitting and franchising will also differ depending on the legal and ownership structure of the P3 arrangement (see RFP Section D.1).
5. Will VDOT Right of Way be made available for the project?

The P3 partner will be expected to work with VDOT and other public organizations necessary for the successful construction of the Regional Fiber Ring. The Authority will work with the P3 partner and other public and private organizations to mitigate construction issues. The exact form of the permitting and franchising will also differ depending on the legal and ownership structure of the P3 arrangement (see RFP Section D.1).

6. Is the SNA committed to a 100% underground build?

Yes.

7. Is the SNA committed to a specific list of anchor institutions to be connected to the RCR, and if so, do you have a list of those anchor institution names and addresses?

The Authority has not designated specific anchor institutions at this time other than the 5 Southside Cities (and the Transatlantic Cables); however, there are a number of potential anchor institutions including higher education, medical, governmental, etc. We would be looking for potential P3 Partners to include this issue and other innovative ideas as part of their proposal.
ADDENDUM #4
SNA-RFP-2021-02

on Behalf of the Southside Network Authority

Southside Hampton Roads Regional Fiber Connectivity Ring

July 26, 2021
How should construction estimates be calculated for a waterway such as the Midtown Tunnel or other crossings such as the Western Freeway?

The purpose of the initial P3 proposals is to present a conceptual approach to funding, constructing and operations and maintenance of the SNA regional fiber ring. Bidders should base proposals on their approach as specified in the RFP. Pricing may be based on construction assumptions and will vary by bidder’s approach which would drive financing, etc.
Segra's Sample Project Plan
Solicitation Number: RFP# 2021-705033
Telecommunications Services.

Fiber Implementation Plan
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Section 1: Document Purpose

The purpose of this Project Plan is to provide a comprehensive plan that outlines required processes and time frames for implementing Fiber services for the Southside Network Authority network. This project plan is a living document. The Southside Network Authority and Segra teams will collaboratively build this plan which will outline scope of work, timelines and schedules, milestones, primary points of contact, roles and responsibilities, risks and mitigation plan, and communications plan.

The Southside Network Authority personnel should review this document to ensure the implementation plan meets their requirements. A scheduled periodic review of this plan by the project team will be held periodically throughout the project as needed.
Section 2: Project Scope

Section 2.1 Scope of Work

The scope of this project is to build a fiber optic network as specified by the Southside Network Authority so that fiber services can be provided to all locations as detailed in our RFP response. The number of fiber strands required, along with the associated cost is also outlined in our response.

There is the potential of additional sites being added into the scope at a later date and will be considered a Phase 2.

Section 2.2 Deliverables

1. Implementation Project Plan
2. Installation of the complete fiber network
3. Project Implementation Tracking Spreadsheet
4. Google Earth KMZ

Section 2.3 Constraints and Assumption

Below are the constraints and assumptions important to the successful and timely delivery of the Segra fiber network:

1. The Southside Network Authority will provide a primary point of contact to work closely with the Segra project manager in formulating the project plan, developing the overall project schedule, and distributing all required communications within the Southside Network Authority team.
2. The Southside Network Authority will provide all local site contacts (LCON) in order for Segra to perform site surveys and job package creation.
3. The Southside Network Authority will provide any third party contacts that the Segra team may require to interface with in order to deploy fiber to an individual location.
4. The Southside Network Authority will notify local site contacts of any and all scheduled activities at their sites.
5. The Southside Network Authority will validate all sites, addresses and required fiber strands.
6. If for any reason it is determined that a change in the overall service request (number of fiber strands or site address) is required for any given site, a review of the requested change will be performed by the Segra team to determine any applicable cost or schedule impacts.
7. The Southside Network Authority will notify Segra with as much advance notice as possible of any moratoriums or freeze periods where work cannot be performed on their premises.
8. Segra will provide regular updates via the master project tracking spreadsheet to the Southside Network Authority. The Southside Network Authority will review and provide any required site prioritization so that the project schedule can be developed accordingly. (It is recommended that those sites where Southside Network Authority does not own those physical locations, be placed as a priority so that proper Right of Entry (ROE) and/or Easements can be obtained as quickly as possible.
9. The Southside Network Authority will identify any potential challenging sites so that they can be addressed and prioritized accordingly (i.e. residential sites)

10. The Southside Network Authority will allow Segra the use of existing conduit into each location if available.

11. The Southside Network Authority requires “SC” connectors on the Fiber Distribution Panels (FDP) for the fiber hand-offs.

12. The Southside Network Authority will provide rack space or wall space with backboard for Segra to terminate the FDPs

13. The Segra project manager will chair regular project review meetings with the joint teams to review project statuses, timelines, accomplishments, risks, roadblocks, etc.
**Section 3: Implementation Plan**

This section of the project plan details the processes for the implementation of the requested Segra fiber services.

### Section 3.1 Fiber Implementation Process

<table>
<thead>
<tr>
<th>Step</th>
<th>Owner</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Segra PMO &amp; Service Delivery</td>
<td>Segra Project Manager from both the PMO and Service Delivery are assigned</td>
</tr>
<tr>
<td>2</td>
<td>Segra Sales / Customer</td>
<td>Contract executed / Service Order requests are issued</td>
</tr>
<tr>
<td>3</td>
<td>Segra Project Manager</td>
<td>Internal kick off call held</td>
</tr>
<tr>
<td>4</td>
<td>Segra Project Manager</td>
<td>External kick off held</td>
</tr>
<tr>
<td>5</td>
<td>Southside Network Authority</td>
<td>Validation of site requirements, LCONs, priorities</td>
</tr>
<tr>
<td>6</td>
<td>Segra OSPE / Southside Network Authority</td>
<td>Coordination of site surveys</td>
</tr>
<tr>
<td>7</td>
<td>Segra OSPE</td>
<td>Permits and Easements submitted</td>
</tr>
<tr>
<td>8</td>
<td>Segra Legal</td>
<td>License agreements submitted to local municipality</td>
</tr>
<tr>
<td>8</td>
<td>Southside Network Authority / Property Owner</td>
<td>Easements reviewed and approved</td>
</tr>
<tr>
<td>9</td>
<td>Local Municipality</td>
<td>License agreements approved</td>
</tr>
<tr>
<td>10</td>
<td>VADOT, Electric Co, Telephone Co, Municipality</td>
<td>Permit approval</td>
</tr>
<tr>
<td>11</td>
<td>Electric Co, Telephone Co, Municipality</td>
<td>Make ready complete</td>
</tr>
<tr>
<td>12</td>
<td>Segra OSPE</td>
<td>Segra Job Package finalized and released to construction</td>
</tr>
<tr>
<td>13</td>
<td>Segra Construction</td>
<td>Build conduit, pull and splice fiber</td>
</tr>
<tr>
<td>14</td>
<td>Segra Construction</td>
<td>Acceptance test fiber paths</td>
</tr>
<tr>
<td>15</td>
<td>Segra Construction</td>
<td>Submit fiber testing reports to Southside Network Authority</td>
</tr>
<tr>
<td>16</td>
<td>Segra Project Manager</td>
<td>Close orders and initiate billing</td>
</tr>
</tbody>
</table>
Section 3.2 Fiber Milestones and Interdependencies

The following depicts an example of our standard interdependencies for the installation of fiber service from contract signature to fiber acceptance testing. The actual timeline for your project will be coordinated with the Southside Network Authority.

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract and/or Service Order Issued</td>
<td>3 days</td>
<td>Thu 7/1/21</td>
<td>Thu 7/2/21</td>
</tr>
<tr>
<td>Project Information Gathering</td>
<td>3 days</td>
<td>Thu 7/1/21</td>
<td>Wed 7/7/21</td>
</tr>
<tr>
<td>Internal Project Kick-Off</td>
<td>1 day</td>
<td>Thu 7/9/21</td>
<td>Thu 7/10/21</td>
</tr>
<tr>
<td>External Project Kick-Off</td>
<td>1 day</td>
<td>Thu 7/9/21</td>
<td>Thu 7/10/21</td>
</tr>
<tr>
<td>Validation of site requirements, LCOMs, priorities</td>
<td>3 days</td>
<td>Fri 7/13/21</td>
<td>Thu 7/22/21</td>
</tr>
<tr>
<td>Site survey scheduled</td>
<td>5 days</td>
<td>Fri 7/23/21</td>
<td>Thu 7/29/21</td>
</tr>
<tr>
<td>Permit / Easement submitted</td>
<td>10 days</td>
<td>Fri 7/30/21</td>
<td>Thu 8/5/21</td>
</tr>
<tr>
<td>License agreements approved</td>
<td>60 days</td>
<td>Fri 7/23/21</td>
<td>Thu 8/14/21</td>
</tr>
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<td>Easement approvals</td>
<td>10 days</td>
<td>Fri 8/13/21</td>
<td>Thu 8/26/21</td>
</tr>
<tr>
<td>Permit approvals</td>
<td>90 days</td>
<td>Fri 8/13/21</td>
<td>Fri 8/26/21</td>
</tr>
<tr>
<td>Make Ready Complete</td>
<td>90 days</td>
<td>Fri 8/13/21</td>
<td>Fri 8/26/21</td>
</tr>
<tr>
<td>Job package finalized &amp; submitted to construction</td>
<td>5 days</td>
<td>Fri 11/17/21</td>
<td>Thu 11/23/21</td>
</tr>
<tr>
<td>Construction complete</td>
<td>30 days</td>
<td>Fri 12/24/21</td>
<td>Thu 1/20/22</td>
</tr>
<tr>
<td>Fiber acceptance testing</td>
<td>3 days</td>
<td>Wed 2/9/22</td>
<td>Fri 2/11/22</td>
</tr>
<tr>
<td>Close order &amp; initiate billing</td>
<td>1 day</td>
<td>Mon 2/14/22</td>
<td>Mon 2/14/22</td>
</tr>
</tbody>
</table>
Section 3.4 Change Management

Changes within projects are not uncommon. However, they need to be managed appropriately to ensure positive outcomes. Changes can involve the addition of sites to the project scope, change in site addresses, change in the required number of fiber strands, etc. Regardless of the type of change that occurs within the project proper change submittal, review, and acceptance of these changes need to follow a defined process.

All changes originating from The Southside Network Authority should be submitted by the Primary Project Point of Contact to the Segra Project Manager via email. The Segra project manager will communicate positive receipt of the change request. The Segra project manager will review the requested change with the Segra implementation team to assess impacts to the cost and schedule. Upon reviewing the requested change, the Segra project manager will provide written acceptance or rejection of the proposed change to include any impacts to schedule or costs.

Conversely, any changes originated by Segra will follow the same process outlined above; only flowing through the Southside Network Authority team for review, approval, or rejection.
Section 4: Risk Management Plan

Below are the known risks that may affect the execution and schedule of the project.

Section 4.1 Fiber – Risk Management

**RISK:** Delays in receiving license agreement approvals from the local municipalities

**RISK Mitigation Strategy:** Obtaining license agreements within the local municipalities can be a lengthy process with many challenges. Leveraging the Southside Network Authority resources or key contacts can be beneficial to fast-track the approval process. Having recently gone through this process for another fiber build will hopefully make this request much more expedient.

**RISK:** If any Southside Network Authority location is not owned by the government

**RISK Mitigation Strategy:** Identify and target these locations first to work through any required ROE or Easements necessary for building fiber into these locations. Engage the property managers early to make them aware of this project.

**RISK:** Construction on government property cannot be performed during moratoriums / freeze periods

**RISK Mitigation Strategy:** Identify all moratoriums and/or freeze periods early on in the project planning so that those dates and times can be taken into consideration.

**RISK:** Delays in site job package approvals due to missing or inaccurate information

**RISK Mitigation Strategy:** Identify all requirements needed for The Southside Network Authority to approve a complete set of site job packages; including typicals.

**RISK:** Delays in obtaining site easement approvals due to having to be approved by the Board of Supervisors; which may not meet but once or twice a month

**RISK Mitigation Strategy:** Request approval to route all easement requests to a single POC on the Board for approval (Chairman).
**RISK:** Inclement weather could delay construction

**RISK Mitigation Strategy:** While weather is uncontrollable, additional crews can be brought in to mitigate schedule delays. It is critical that all early on project deliverables are completed in a timely fashion so that the project team is not playing catch-up in the construction phase. (e.g. Permit, easement submittals and approvals, license agreements executed, site surveys coordinated and completed, site job packages reviewed and approved)

**RISK:** Delays in site job package requirements and approvals

**RISK Mitigation:** It is highly recommended that a representative from the Southside Network Authority construction team participate in the recurring team meetings. This will ensure any questions and/or issues are addressed quickly. It is also recommend that a construction representative be present during the site surveys. This too will mitigate any design conflicts during job package development.

**RISK:** Delays due to encountering rock during boring

**RISK Mitigation:** While there is no way to determine how much rock will be encountered during construction, it is our experience that rock will most certainly be found while boring within the Southside Network Authority. Other than adding additional construction crews to offset delays caused by hitting rock, ensuring early project milestones are completed on time will help decrease the impact to the overall project schedule.
Section 5: Project Communication Plan

Section 5.1 Information Flow

During the project there will be several documents passed between Segra and the Southside Network Authority updating the team on weekly progress. The overall Project Manager will be copied on all communications and will be the central point of contact for the communications to the project team.

**Project Plan** – The purpose of this document is to provide a comprehensive plan that outlines required processes and timeframes for implementing fiber services for the Southside Network Authority. The sequence and time frames are proposed by Segra and the Southside Network Authority project team. The Project Manager owns the Project Plan and will update and communicate any and all updates to the team.

**The Southside Network Authority Order Tracking Spreadsheet** – This document will contain all necessary information for Segra to order and install the requested services. It will show the location name, A to Z end points, requested number of fiber strands, implementation milestones, and completion dates. The Segra Project Manager will own this spreadsheet. All updates will be communicated by the Project Manager to the project stakeholders.

**Project Minutes & Open Action Items (OAIs)** – The Project Manager is responsible for tracking all project open action items and meeting minutes. This information will be sent to the entire project team in email format.

**Google Earth (KMZ)** – During the construction phase, Segra will provide updated KMZs to show the current construction progress. This will help in validating sites nearing completion.

Section 5.2 Project Review Schedule

Conference calls are conducted with the Southside Network Authority and the internal Segra team to review status of the fiber builds, outstanding issues, and concerns. The project team will determine the frequency of the calls.

Section 5.3 Progress Reporting

Progression of the fiber build will be tracked and communicated via the Southside Network Authority Master Tracking Spreadsheet.
Section 5.4 Post Implementation

As fiber segments are completed, tested, and handed over to the Southside Network Authority, the Segra service orders will be closed. The orders will be closed 5 calendar days after submittal of the test results, as this will initiate billing. Invoicing will be submitted monthly, with one month in advance.

Should there ever be a need to open a trouble ticket due to a fiber cut or degradation in signal strength, the Southside Network Authority can call the Segra Customer Service Support Center at 833-467-3472, option 2. When opening a trouble ticket please reference the corresponding circuit identifier, which will be provided in the Southside Network Authority Master Tracking Spreadsheet.
Section 6: Roles and Responsibilities

This section of the Project Plan details the roles and responsibilities of The Southside Network Authority and Segra project teams. Upon award, certain individuals might change per role.
Section 6.1 The Southside Network Authority/Segra Implementation Team

The successful, overall delivery of this project will require participation of combined teams consisting of the Southside Network Authority and Segra personnel. Descriptions (below) will give the team an understanding of how all members will work together.

Management Teams

Management teams represent the functional management for the Southside Network Authority and Segra. Each management team is responsible for providing the required resources to complete the project. If a deficiency is recognized in that functional department, the PMO will work with the management team and resolve the issues.

Implementation Teams

In order to successfully implement fiber services in an efficient manner, a matrix managed implementation team environment has been established. These implementation teams will include team members from the functional organizations from the Southside Network Authority and Segra. These teams include:

- Service Delivery Project Manager
- PMO Team (Program Management Office)
- OSPE (Outside Plant Engineering)
- OSPC (Outside Plant Construction)
- CPM (Client Program Manager)

Section 6.2 Segra Role and Responsibilities

Service Delivery Project Manager

The Service Delivery Project Manager has bottom line accountability for the successful execution of the project. The PM is responsible for:

- Performing overall project management services for the delivery of the fiber solution
- Acting as ultimate point of escalation for the project team
- Developing and providing senior management status reports
- Securing and matrix managing all resources necessary for project execution
- Developing joint communication requirements between Segra and the Southside Network Authority
- Developing the Project Plan jointly with Segra and the Southside Network Authority
- Leading development of processes and procedures required for implementation
- Overseeing the completion of all steps in the defined process
- Establishing reporting procedures with the Southside Network Authority and Segra
- Coordinating team efforts throughout implementation, ensuring on-time delivery of the project
- Publishing Open Action Items and status reports and conducting post mortems
Segra PMO Project Manager

The PMO Project Manager will work closely with the Segra Service Delivery Project Manager to oversee and manage the build of the fiber core segments. The PMO Project Manager will funnel all statuses and core progress through the Service Delivery Project Manager so that a cohesive report can be provided to the Southside Network Authority.

Outside Plant Engineering

The Segra Outside Plant Engineering team will be responsible for ensuring all core and lateral fiber segments are designed according to all municipality, state and local codes, as well as the Southside Network Authority requirements. Other responsibilities include:

- Performing site visits
- Permit submittal and approvals
- Easement development and execution
- Job package creation, approval, and release to construction

Outside Plant Construction

The Segra Outside Plant Construction team will be responsible for ensuring all job packages are built according to the plans. Other responsibilities include:

- Working with all required municipality, state and local entities to adhere to construction codes
- Overseeing, managing, and tracking progress with any partners brought in to support the construction build
- Complete fiber acceptance testing

Client Program Manager

The Client Program Manager will govern and oversee day to day operations of the Southside Network Authority. The Client Program Manager will be the liaison between the Segra account team, project managers, technical program manager, and the Southside Network Authority. The Client Program Manager will oversee all the Southside Network Authority projects, handle escalations, conduct periodic service reviews, and assist in driving trouble ticket resolution.
Section 6.3 The Southside Network Authority Responsibilities

The following are the Southside Network Authority responsibilities in order to execute this project plan:

- Validate project scope and requirements
- Ensure all local contacts are aware of the project
- Ensure any changes to local contacts are communicated to Segra
- Provide access to each site during the Design and Implementation phases
- Attend recurring project status calls
- Confirm receipt of fiber test results once provided by Segra

Section 6.4 Escalations

During the project implementation, the Southside Network Authority may feel it necessary to request their own escalations when the implementation is not progressing in accordance with the project plan. When this occurs, the Southside Network Authority may use the above escalation path to gain issue resolution.
DDoS Edge Protect

DDoS Edge Protect will give you the peace of mind knowing all threats will be blocked at the edge of your network. Edge Protect picks up where traditional firewalls cannot since the protection occurs prior to reaching your network at the Internet peer source, giving you trouble free protection. Due to the rise in threats of DDoS attacks, we protect every one of our customers with our basic protection solution.

![Diagram of DDoS Edge Protect](image)

**Volumetric Attacks**
- Overwhelms a target’s infrastructure with large volumes of traffic (bps/pps)
- Exploits easily accessible and better-connected devices that create increasingly powerful botnets

**TCP State-Exhaustion Attacks**
- Exhaust protocol resources in servers, load-balancers, firewalls and routers by exploiting stateful nature of TCP protocol

**Application Layer Attacks**
- ‘Low & slow’ attacks that stealthily exhaust application resources as opposed to flooding a target’s network

**DDoS ATTACKS DENIED AT INTERNET PEERING POINTS**
- Network Traffic analyzed constant by Segra’s SOC
- Automated attack alert email
- DDoS Protection for entire subnets
- Scrubbing service available, yet not needed

We’ve deployed devices with robust DDoS detection, mitigation/scrubbing capacity and are prepared to combat large-scale attacks. Upon detection of a DDoS attack, our Network Control Specialist analyzes key network indicators and rapidly re-directs your incoming traffic to flow through our cloud-based mitigation platform. The DDoS Protection Service platform is built on best-in-class technology, which removes the attack traffic and passes clean traffic through to your network, keeping you open for business online.
Ethernet Layer 2

Today more than ever, business is about connectivity with customers, partners, the Internet, and more, which starts with bringing your own sites together, so you can align your organization and harness its power to achieve goals. You need to link individual LANs across the city, state, and region to create a corporate network that supports your business applications and reaches the Internet — all with the ability to add more locations and increase bandwidth seamlessly.

Segra Ethernet provides the configuration flexibility to join sites, the bandwidth scalability to feed applications, the access to reach the Internet and private VPNs at business speeds, and the service resiliency to keep your network running. In addition, Segra Ethernet service is MEF Certified so it inter-operates smoothly with the existing networks at your sites. Segra Ethernet is ideal for enterprises that need to connect sites with a versatile, scalable, carrier-class network fabric. Our premium fiber network reaches major markets in the Mid-Atlantic, as well as outlying areas in the region not typically served by other providers.

**FLEXIBILITY**
Segra Ethernet service supports point-to-point and multi-point topologies to connect sites in the manner that best suits your application needs.

**COST-EFFICIENCY**
With Segra Ethernet, you pay only for the bandwidth you need, and you can increase bandwidth without expensive equipment upgrades.

**FEATURES**
- Topologies – E-Line, E-LAN, E-Tree, or E-Access
- MEF Certification – for all topologies
- QoS – Six tier, end-to-end model
- Access – Type 1 (on-net) and Type 2 (off-net)
- Ports – 10 Mbps, 100 Mbps, 1 Gbps, and 10 Gbps
- Speeds – Select speeds from 3 Mbps to 10 Gbps
- SLAs – Carrier-class for service availability

**RESILIENCY**
Segra Ethernet includes resiliency mechanisms to ensure traffic delivery, as well as end-to-end Quality of Service (QoS) options for traffic prioritization across the Segra network path.

**STANDARDS COMPLIANT**
Segra Ethernet is MEF Certified to ensure that the service inter-operates smoothly with your existing networks.

**SCALABILITY**
Segra Ethernet offers a range of speeds that easily accommodate your network growth.
We believe service doesn’t end with sales.

Once you sign the proposal, that’s when our customer service really kicks in. In fact, we’ve re-engineered our entire company operations to put you – our customer – at the very center of what we do. We listen, we show respect, and we make every conversation count.
Guide to Successful Implementation

Thank you for doing business with Segra. Here is a simple guide to ensure your service installation is smooth and successful. You are one of the four key players involved in ensuring successful implementation of your Segra services.

The other key players are:
• Your Segra Project Coordinator
• The vendors who maintain your telephone system and computer network
• Segra Network Partners

The following steps must be completed before we can enter your order and provide you with a due date:

1. Segra must have complete and accurate information for your order to be entered into our systems.
2. Based on the services ordered, a Segra Engineer may call you (and, if applicable your phone/data equipment vendor) to collect the technical specifications and physical site requirements to support the services ordered. Please be ready to provide the information to the Segra Engineer and ensure it is complete and accurate.
* Delays in obtaining complete and accurate information may delay the delivery of your service.

Once we have received your information, your Project Coordinator will work with you throughout the service delivery process. Following these steps your P.C. will:

1. Contact you to discuss a Target Due Date for the activation of your service.
2. Provide you with a Firm Order Commitment (FOC).
3. Contact you to finalize the date your services will be installed.
4. Before your scheduled installation date, you will be contacted to ensure you are prepared for the delivery of your service.
5. The following items must be available prior to your service delivery date:
   a. Please make sure your installation site has adequate space and power.
   b. Provide building access to your premises for Segra or our network partner to install your services.
   c. A cable run may be required from the Segra router (if applicable) to your network hub.
      If so, please ensure that this is provided and that your computers are networked.
   d. Please ensure you or your vendors are available on your service delivery date to perform testing with Segra.

Delays in the items above may result in additional charges and could delay your service delivery date. Your Project Coordinator will interact with all key players to make your service delivery date a success.

THANK YOU FOR CHOOSING SEGRA!
Implementation Specifics

Once an Agreement is in place, an external kickoff call will be completed by the account team, customer and project team to discuss services purchased. The agenda will include face-to-face introductions to key contacts of the Project Management team and a review of the below project outline that spells out the process from contract execution to post-cut follow ups.

1. Data Gathering Stage
   a. Pull Customer Service Record
      i. Acquire Customer Service Record from current LEC, compile number inventory and identify respective location BTN, 1FB Copper Lines, Toll-Free Routing/Ring-To, etc.
   b. Vendor Contact Info and Introductions
      i. Gather voice and data vendor contact info / POC for each customer premise
      ii. Voice Configuration – PRI Protocol / DNIS digits / Channel Type / Digits Out=Pulsed / Caller ID and CNAM Control
      iii. Data Configuration – MPLS WAN and LAN topology and addressing / Firewall Configuration and policies/DHCP requirements / LAN Servers requiring Public IP Addressing / DNS / etc.
   c. WAN mapping and design – meeting or conference call with Segra Engineer(s) to review Segra Network Design and establish Network Drawing for Implementation
   d. Billing/Account Set-Up – Account Executive and Customer review Group Billing Form, Customer Proprietary Network Information Authorized Contact(s) Form, Billing Address and Contact, etc.

2. Submit Service Order Change
   a. Credit Approval – Submitted and Approved by Segra Accounting Chair, Luci Mackie
   b. Group Billing / Account Detail – per customer specifics and paperwork, list sub-account titles and address(s)
   c. Customer Premise Site Survey – Segra Engineer or Local Market Install Technician to visit each site to confirm rackspace/backboard availability, document DEMARC extensions needed for service, confirm A/C power availability
   d. Initiate Service Orders – Account Executive and Sales Engineer to submit voice and data orders to Segra Order Entry team, key SO#s within Work Flow System
   e. Project Assignment and Contact

3. Status Updates & Milestones - What to Expect
   a. Bi-weekly status calls with Project Coordinator – Beginning 15 Days after submittal of final Service Orders (estimated 30 business days after contract award)
   b. Customer Project Package – working document with a compiled list of Service Orders, Dependencies, FOC, Contacts, Scope of Work and Milestone Dates
   c. Milestones – Reviewed via status calls / conference bridge including Firm Order Confirmation (FOC) and updates on circuit construction, DOT and City/County Permits (relevant to fiber or ethernet circuits), Copper 1FB FOC, Port Order FOC (from current LEC)
Implementation Specifics

4. Pre-Conversion Stage
   a. Circuit Delivery by Segra or LEC (fiber and copper circuits) – day of week and window of time provided by Segra, requiring only access to customer DEMARC
   b. Test and Turn-Up of Circuit – Segra or LEC confirms delivery of circuit/transport, tests circuit for MINIMUM of 48-72 hours to prove reliability, transport speed, build into MPLS core routing
   c. Pre-Install of Segra Equipment – Scheduled per customer availability, local Segra to each market/SCLS location to pre-install Segra voice CPE, MPLS router, locate new 1FB copper lines. This stage is NON-service affecting.

5. Conversion
   a. Local Segra tech(s) assigned to each location with assignment from applicable customer contact and/or Voice/Data Vendors
   b. Phased Cut Approach versus Single Cut Approach
      * Segra Project Management team and Customer / Customer Vendors will discuss and agree upon best practice for implementation of Voice / Data transitions and scheduling (i.e. cut MPLS network all sites one day, followed by voice cut the next day OR phased site-by-site implementation)
      **Estimated installation window is 90-120 calendar days from receipt of contract/award, can be adjusted/expedited per customer request

6. Post-Conversion Stage
   a. Account Executive to schedule meeting with customer primary contact and customer primary billing contact to review first Segra invoice cycle, confirm accuracy and invoice delivery method is satisfactory (i.e. PO Box, Via Email - PDF)
   b. Account Executive to provide customer with hard copy of Segra escalation list for following departments: Customer Care and Order Entry, Billing Operations, Network Operations Center

<table>
<thead>
<tr>
<th>STRATEGIC ACCOUNT TEAM MEMBERS</th>
<th>(757) 344-6904</th>
<th><a href="mailto:Chris.Mitchell@segra.com">Chris.Mitchell@segra.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Mitchell</td>
<td>GOVERNMENT ACCOUNT EXECUTIVE I</td>
<td></td>
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<tr>
<td>David Jones</td>
<td>SR. SALES ENGINEER - GOVERNMENT</td>
<td>(724) 216-9003</td>
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<td></td>
<td><a href="mailto:David.Jones@segra.com">David.Jones@segra.com</a></td>
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<tr>
<td>Nate Delanoy</td>
<td>SALES ENGINEER- SME</td>
<td>(704) 206-1304</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Nathaniel.Delanoy@segra.com">Nathaniel.Delanoy@segra.com</a></td>
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<tr>
<td>Gary Crocco</td>
<td>DIRECTOR - GOVERNMENT SALES</td>
<td>(804) 874-4105</td>
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<tr>
<td></td>
<td><a href="mailto:Gary.Crocco@segra.com">Gary.Crocco@segra.com</a></td>
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<tr>
<td>Chris Shipman</td>
<td>VP - ENTERPRISE SALES</td>
<td>(804) 297-3421</td>
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<tr>
<td></td>
<td><a href="mailto:Christopher.Shipman@segra.com">Christopher.Shipman@segra.com</a></td>
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<tr>
<td>Michael Brisson</td>
<td>STRATEGIC ACCOUNT SPECIALIST</td>
<td>(757) 274-2904</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Michael.Brisson@segra.com">Michael.Brisson@segra.com</a></td>
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Ready to maximize your potential?

Communications is the lifeline of all businesses and organizations today. We’re here to help you manage your challenges and capitalize on your opportunities.
Segra's Escalation Contacts and Contact Information

Customer Service is a key element to all successful companies. Segra is no exception. As we continue to grow, Segra’s ability to differentiate its products and services by our customer service is absolutely critical. It is with this focus that we created Segra’s Customer Solution Center (CSC).

The CSC is Segra’s tier one customer support group responsible for handling and triaging all incoming requests. The solution center is intended to be the first stop to solve our customer’s issues with just one call. The CSC is supported by the CNOC, NOC and Billing operations to handle all troubles that require escalation or tier two support.

Our CSC is here to actively listen to your needs and/or concerns whether it concern the management of your voice services, billing inquiries or troubles. Please give us the opportunity to serve you.

<table>
<thead>
<tr>
<th>CUSTOMER SOLUTIONS CENTER ESCALATION LIST</th>
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<tr>
<td><strong>TECHNICAL/CUSTOMER</strong></td>
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# SERVICE DELIVERY ESCALATION LIST

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<tr>
<th>Level</th>
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<tbody>
<tr>
<td>1st</td>
<td>Customer Implementation Advocate</td>
<td>Andrea Redfern, Sr. Manager, Voice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>O: 803.304.0320, C: 803.587.0646, <a href="mailto:andrea.redfern@segra.com">andrea.redfern@segra.com</a></td>
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<tbody>
<tr>
<td>2nd</td>
<td>Manager Customer Implementation Advocate</td>
<td>Andrea Redfern, Sr. Manager, Voice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>O: 803.304.0320, C: 803.587.0646, <a href="mailto:andrea.redfern@segra.com">andrea.redfern@segra.com</a></td>
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<tbody>
<tr>
<td>3rd</td>
<td>Director, Customer Implementation Advocate</td>
<td>Cheryl Thibodeaux, Sr. Manager, Data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>O: 803.995.8555, C: 803.587.0646, <a href="mailto:cheryl.thibodeaux@segra.com">cheryl.thibodeaux@segra.com</a></td>
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<tbody>
<tr>
<td>4th</td>
<td>VP, Product Mgt. &amp; Business Development</td>
<td>Dan Watts, Sr. Director</td>
</tr>
<tr>
<td></td>
<td></td>
<td>O: 803.888.3106, C: 803.230.7341, <a href="mailto:dan.watts@segra.com">dan.watts@segra.com</a></td>
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# ENTERPRISE REPAIR ESCALATION LIST (CNOC)

## MONDAY - FRIDAY

<table>
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<tr>
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<tbody>
<tr>
<td>1st</td>
<td>On-Duty Technical Support Analyst</td>
<td>1.833.467.3472 (option 2)</td>
</tr>
<tr>
<td>2nd</td>
<td>On-Duty (7 a.m. - 12 a.m.) Enterprise Repair Escalations Manager</td>
<td>800.304.1498</td>
</tr>
<tr>
<td>3rd</td>
<td>Andrea Redfern, Sr. Manager, Voice</td>
<td>800.304.0320, <a href="mailto:andrea.redfern@segra.com">andrea.redfern@segra.com</a></td>
</tr>
<tr>
<td>3rd</td>
<td>Jai Robertson, Sr. Manager, Data</td>
<td>888.696.0713, <a href="mailto:jai.robertson@segra.com">jai.robertson@segra.com</a></td>
</tr>
<tr>
<td>3rd</td>
<td>Scott Dunham, Sr. Manager, Elite</td>
<td>844.733.4318, <a href="mailto:scott.dunham@segra.com">scott.dunham@segra.com</a></td>
</tr>
<tr>
<td>4th</td>
<td>Gaudy Jandron, Sr. Director</td>
<td>888.696.0408, <a href="mailto:gaudy.jandron@segra.com">gaudy.jandron@segra.com</a></td>
</tr>
<tr>
<td>5th</td>
<td>Dan Watts, VP, Customer Operations</td>
<td>803.230.7341, <a href="mailto:dan.watts@segra.com">dan.watts@segra.com</a></td>
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## SATURDAY - SUNDAY

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<tbody>
<tr>
<td>1st</td>
<td>On-Duty Technical Support Analyst</td>
<td>1.833.467.3472 (option 2)</td>
</tr>
<tr>
<td>2nd</td>
<td>Sr. Manager, Enterprise Repair</td>
<td>888.738.6873</td>
</tr>
<tr>
<td>3rd</td>
<td>Gaudy Jandron, Sr. Director</td>
<td>888.696.0408, <a href="mailto:gaudy.jandron@segra.com">gaudy.jandron@segra.com</a></td>
</tr>
<tr>
<td>4th</td>
<td>Dan Watts, VP, Customer Operations</td>
<td>803.230.7341, <a href="mailto:dan.watts@segra.com">dan.watts@segra.com</a></td>
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