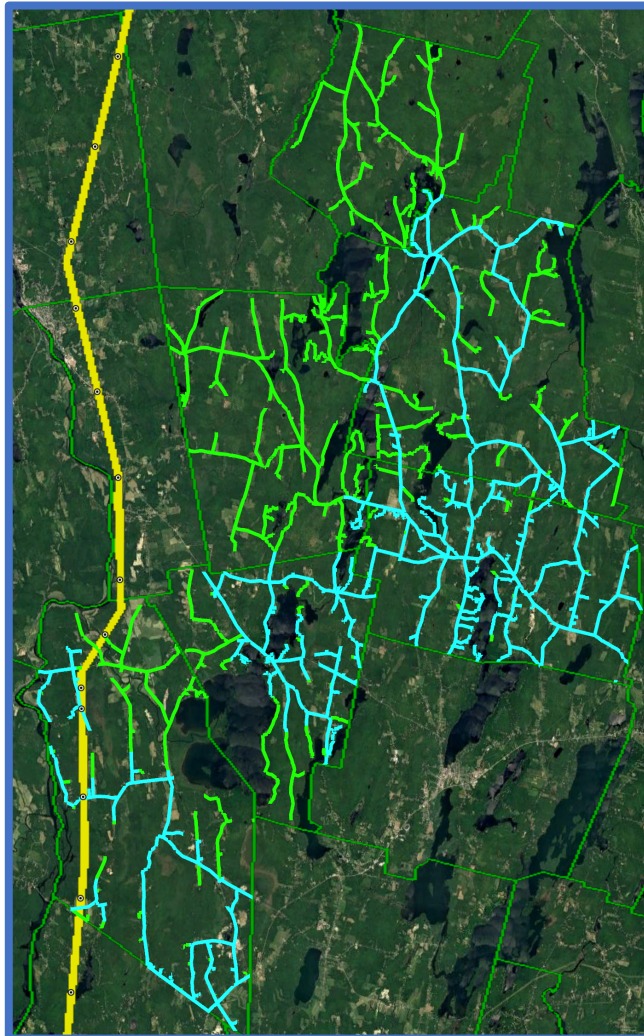




## West Kennebec Lakes Community Broadband Association

Engineering & Construction CAPEX Estimate  
5-Year Financial Operating Pro Forma  
Bond Financing & Annual Tax Impact  
Potential Grant Funding  
Schedule



*presented by*

Casco Bay Advisors, LLC  
June 10, 2021

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## 1 Executive Summary

Casco Bay Advisors, LLC (Casco Bay) is pleased to present this Engineering & Construction Capital Budget Estimate, 5-Year Financial Operating Pro Forma, Bond Financing & Annual Tax Impact, Potential Grant Funding and estimated Schedule for consideration and use by WKLCBA and its member Towns.

*As this Report contains proprietary information and modeling based on industry experience gained by the principal of Casco Bay Advisors, through its relationships with Internet Service Providers and hundreds of client experiences over the last 35 years; we respectfully request this information be kept as confidential as is reasonable, not be posted to the Internet and no attempts made to reverse engineer the modeling results provided.*

The information contained in this report is specific to the six (6) member Towns of WKLCBA. Should one or more Towns opt-out of this regional approach, the model can be easily run without one or more specific Towns. While the Towns of Readfield, Fayette, Vienna and Wayne engaged Casco Bay to develop an individual Town pro forma, this model can now be run with a single Town and the results will vary slightly from the individual Town pro forma results previously provided. Casco Bay will be happy to run individual pro forma's for each of these four (4) Towns using this model to update previous efforts at no cost.

The model can also be easily adjusted to alter the amount of construction and subscriber locations to be served by a particular community, should that community decide to exclude certain areas.

We also took this opportunity to further refine the Engineering & Construction Capital Budget Estimate and the Bond Financing & Annual Tax Impact previously provided, incorporated a summary of current grant opportunities and factored likely grant subsidies in the modeling, and included the project schedule previously provided into a consolidated and updated Report.

While there are clear benefits of scale to be realized by this regional approach, in terms of dollars, the impact to individual Towns will likely not exceed 5% - 10% of the Total Estimated Project Cost. The benefits include the following areas:

- RFP development and process management
- Contract negotiations
- PUC certification and pole attachment agreement negotiations
- Sharing of central offices
- Attract more bidders for construction and possibly lower construction pricing
- Owners project management

For ongoing operation of the network, benefits of scale include:

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- Attract more bidders for operation of the network and possibly lower rates
- Lower per unit cost for backhaul to the Internet

Finally, the benefits of scale may mean more for one particular community than another. The combination of potential subscriber location density per mile and the percentage of potential subscriber locations with a competitive alternative are major factors.

As we have shared previously, the projections and estimates in this Report are our best estimates based upon our past experience. We have attempted to incorporate recent experiences and the changing market dynamics, such as available grant funding. In order to further refine these results and reduce or eliminate contingency funds, the Field Data Engineering / RFP Process and Make-ready Project Management process will need to be completed before we have firm cost quotes from the pole owners and construction and network operation bids. Only then will you have reliable and credible cost estimates to bring to voters and financing institutions.

Overall, we believe these projections, estimates and assumptions are conservative and the results illustrate a viable and sustainable operation with a reasonable and competitive monthly service price.



## 2 Engineering & Construction CAPEX Estimate

WKLCA - Municipal-owned Fiber-to-the-Home Network Project - CAPEX Budget							
Task	Fayette	Leeds	Mt Vernon	Readfield	Vienna	Wayne	Total
OSP Mileage	54.4	61.4	78.5	66.8	31.5	49.4	342.0
Cabled Locations	77	793	731	1,248	0	665	3,514
Uncabled Locations	748	328	410	83	428	216	2,213
<b>Total Potential Subscriber Locations</b>	<b>825</b>	<b>1,121</b>	<b>1,141</b>	<b>1,331</b>	<b>428</b>	<b>881</b>	<b>5,727</b>
<b>Potential Subscriber Locations per mile</b>	<b>15</b>	<b>18</b>	<b>15</b>	<b>20</b>	<b>14</b>	<b>18</b>	<b>17</b>
<b>Field Data Engineering / RFP Process</b>							
<b>Pole/Strand/Drop/Structure Mapping - (Fixed Price)</b>	<b>\$32,685</b>	<b>\$35,716</b>	<b>\$40,800</b>	<b>\$37,994</b>	<b>\$24,656</b>	<b>\$31,403</b>	<b>\$203,254</b>
<b>Develop RFP's - (Fixed Price)</b>	\$833	\$833	\$833	\$833	\$833	\$833	\$5,000
<b>Manage RFP Process (estimated hourly &amp; expense)</b>	\$417	\$417	\$417	\$417	\$417	\$417	\$2,500
<b>Contract Negotiations (estimated hourly &amp; expense)</b>	\$417	\$417	\$417	\$417	\$417	\$417	\$2,500
<b>Subtotal Estimated Engineering / RFP costs</b>	<b>\$34,352</b>	<b>\$37,383</b>	<b>\$42,467</b>	<b>\$39,660</b>	<b>\$26,322</b>	<b>\$33,070</b>	<b>\$213,254</b>
<b>Make-Ready Project Management</b>							
<b>PUC Certification (estimated hourly &amp; expense)</b>	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$9,000
<b>Pole Attachment Agreement Negotiation (estimated hourly &amp; expense)</b>	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$9,000
<b>Pole Attachment Applications (estimated hourly &amp; expense)</b>	\$4,488	\$5,066	\$6,476	\$5,511	\$2,599	\$4,076	\$28,215
<b>Pole Owner Joint Ride-out (estimated hourly &amp; expense)</b>	\$68,218	\$76,996	\$98,439	\$83,767	\$39,501	\$61,948	\$428,868
<b>Subtotal Estimated Cost to determine Make-ready costs</b>	<b>\$75,706</b>	<b>\$85,061</b>	<b>\$107,915</b>	<b>\$92,278</b>	<b>\$45,100</b>	<b>\$69,023</b>	<b>\$475,083</b>
<b>Construction</b>							
<b>Utility Pole Make-ready process (estimate pending pole owner quotes)</b>	\$646,272	\$729,432	\$932,580	\$793,584	\$374,220	\$586,872	\$4,062,960
<b>Central Office Construction (estimate pending RFP bids)</b>	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$750,000
<b>Construction (estimate pending RFP bids)</b>	\$1,360,000	\$1,535,000	\$1,962,500	\$1,670,000	\$787,500	\$1,235,000	\$8,550,000
Cabled Take-rate	40%	40%	40%	40%	40%	40%	40%
Uncabled Take-rate	80%	80%	80%	80%	80%	80%	80%
<b>Subscriber Turn-up (estimate pending RFP bids)</b>	\$755,040	\$695,520	\$744,480	\$678,720	\$410,880	\$526,560	\$3,811,200
<b>Owners Project Manager (OPM) (5%) (estimate hourly &amp; expense)</b>	\$72,158	\$77,124	\$94,114	\$81,683	\$42,440	\$61,836	\$429,354
<b>Subtotal Estimated Construction Cost</b>	<b>\$2,958,471</b>	<b>\$3,162,077</b>	<b>\$3,858,675</b>	<b>\$3,348,988</b>	<b>\$1,740,041</b>	<b>\$2,535,269</b>	<b>\$17,603,521</b>
Builders Risk Insurance	\$7,988	\$8,538	\$10,418	\$9,042	\$4,698	\$6,845	\$47,530
Construction Contingency 10%	\$295,847	\$316,208	\$385,868	\$334,899	\$174,004	\$253,527	\$1,760,352
<b>Total Estimated Construction Cost</b>	<b>\$3,262,306</b>	<b>\$3,486,822</b>	<b>\$4,254,961</b>	<b>\$3,692,929</b>	<b>\$1,918,743</b>	<b>\$2,795,641</b>	<b>\$19,411,403</b>
<b>Total Project Cost Estimate</b>							
<b>Total Estimated Project Cost</b>	<b>\$3,372,364</b>	<b>\$3,609,266</b>	<b>\$4,405,343</b>	<b>\$3,824,868</b>	<b>\$1,990,166</b>	<b>\$2,897,734</b>	<b>\$20,099,740</b>

### 2.1 Field Data Engineering / RFP Process

#### 2.1.1 Pole/Strand/Drop/Structure Mapping

This represents an estimate of the fixed cost for this work. Once it has been determined which Towns are opt-in the project, we will secure a revised price estimate from the subcontractors.

#### 2.1.2 RFP Development

Fixed cost of \$5,000 regardless of how many Towns opt-in.

#### 2.1.3 RFP Process

Hourly rate regardless of how many Towns opt-in.

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#### 2.1.4 Contract Negotiations

Hourly rate regardless of how many Towns opt-in.

### 2.2 Utility Pole Make-Ready Project Management

#### 2.2.1 PUC Certification

This is required before the pole owners will negotiate a pole attachment agreement. This is a fairly simple filing. There is a public notice period where entities can intervene in the process, but at this point, it is rare for that to happen. In total, the process will take 30-45 days.

#### 2.2.2 Pole Attachment Agreement Negotiation

Once PUC Certification has been acquired, the pole owners will provide their pole agreement template for review. There will be a separate agreement required from CCI and from CMP.

#### 2.2.3 Pole Attachment Applications

Cost to create applications (*200 poles per application per town*).

#### 2.2.4 Pole Owner Joint Ride-out

Cost for pole owners and Town representative to visit each pole to determine tasks and costs necessarily to make the pole ready for a new attachment.

### 2.3 Construction

#### 2.3.1 Utility Pole Make-ready Process

Estimated cost charged by pole owners to make the pole ready for a new attachment.

#### 2.3.2 Central Office Construction

Estimated cost for central office space, power and environmental. Locations and quantity to be determined by how many Towns opt-in.



### 2.3.3 Outside Plant Construction

Estimated costs to construct backbone fiber network in each Town.

### 2.3.4 Take-rates

Assumed maximum market share in each Town separated by quantity of locations that already have cable TV infrastructure and those that do not. This percentage drives the cost calculation and equipment required for the subscriber turn-up estimate below.

### 2.3.5 Subscriber Turn-up

Estimated labor and equipment cost for fiber optic drop cable from backbone to subscriber and optical-electronics required to serve subscriber.

### 2.3.6 Owners Project Manager (OPM)

Cost for project manager to represent the Towns and oversee construction and other activities during the construction and subscriber turn-up phase. If only one Town opts-in, estimated cost is 5% of overall construction costs. Cost per town increases for every Town that opts-out.

### 2.3.7 Builders Risk Insurance

Estimated at 0.27% of the overall estimated construction cost.

### 2.3.8 Construction Contingency

Estimated at 10% of the overall estimated construction cost. Can be reduced significantly once make-ready costs are known and RFP process has been completed.





### 3 5-Year Financial Operating Pro Forma

WKLCBA Fiber-to-the-Home Financial Proforma							
			Year 1 Total	Year 2 Total	Year 3 Total	Year 4 Total	Year 5 Total
<b>Revenue</b>	Cabled	Uncabled					
Potential subscribers	3,514	2,213					
Market share end of 1st year	20%	60%					
Market share end of 2nd year	25%	65%					
Market share end of 3rd year	30%	70%					
Market share end of 4th year	35%	75%					
Market share end of 5th year	40%	80%					
Subscribers added by month			2,031	286	286	286	286
Subscribers disconnected by month	0%		0	0	0	0	0
Subscribers in service, net of disconnects			2,031	2,317	2,603	2,890	3,176
Monthly Service Pricing	\$62		\$ 818,332	\$ 1,626,165	\$ 1,839,210	\$ 2,052,254	\$ 2,265,299
Non-Recurring Installation Charge per subscriber	\$500		\$ -	\$ 143,175	\$ 143,175	\$ 143,175	\$ 143,175
<b>Total Revenue</b>			<b>\$ 818,332</b>	<b>\$ 1,769,340</b>	<b>\$ 1,982,385</b>	<b>\$ 2,195,429</b>	<b>\$ 2,408,474</b>
<b>Cumulative Revenue since Inception</b>			<b>\$ 818,332</b>	<b>\$ 2,587,672</b>	<b>\$ 4,570,057</b>	<b>\$ 6,765,486</b>	<b>\$ 9,173,960</b>
<b>Operating Expense</b>							
Expense Inflation per year	3%						
<i>Cost of Goods Sold</i>							
IP Transit (Internet Capacity) - minimum amt	\$2,044		\$ 36,713	\$ 65,047	\$ 73,568	\$ 82,090	\$ 90,612
IP Transit (Internet Capacity) - % of MRC	4%						
Pole quantity	11,286						
Annual Pole & conduit license	\$20		\$ 225,720	\$ 232,492	\$ 239,466	\$ 246,650	\$ 254,050
Utilities / Fuel	\$1,500		\$ 18,000	\$ 18,540	\$ 19,096	\$ 19,669	\$ 20,259
Outside Plant Backbone Mileage	342						
Outside Plant Maintenance per mile per month	\$50		\$ 205,200	\$ 211,356	\$ 217,697	\$ 224,228	\$ 230,954
Liability Insurance (year 1)	0.550%		\$ 110,549	\$ 113,865	\$ 117,281	\$ 120,799	\$ 124,423
Liability Insurance (subsequent years)	0.110%		\$ 22,110	\$ 22,773	\$ 23,456	\$ 24,160	\$ 24,885
Property Insurance	1.250%		\$ 251,247	\$ 258,784	\$ 266,548	\$ 274,544	\$ 282,780
<i>Sales / General / Administrative</i>							
Network Operator - Base Management Fee	\$12,000		\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506
Network Operator - Fee per subscriber	\$25		\$ 329,973	\$ 655,712	\$ 741,617	\$ 827,522	\$ 913,427
Admin	\$30,000		\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Postage	\$5,727		\$ 5,727	\$ 5,899	\$ 6,076	\$ 6,258	\$ 6,446
Equipment Upgrade Fund	\$63,429		\$ 63,429	\$ 65,332	\$ 67,292	\$ 69,311	\$ 71,390
Contingency	\$60,000		\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
Annual Accounting / Legal	\$30,000		\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Bad debt (per month)	2%		(\$16,367)	(\$35,387)	(\$39,648)	(\$43,909)	(\$48,169)
<b>Total Operating Expense</b>			<b>\$ 1,384,300</b>	<b>\$ 1,750,373</b>	<b>\$ 1,872,488</b>	<b>\$ 1,995,563</b>	<b>\$ 2,119,625</b>
<b>Cash Flow Before Interest, Taxes, Depreciation and Ammortization</b>			<b>(565,968)</b>	<b>18,968</b>	<b>109,896</b>	<b>199,866</b>	<b>288,849</b>
			-69%	1%	6%	9%	12%
<b>Cumulative Cash Flow</b>			<b>(\$565,968)</b>	<b>(\$547,000)</b>	<b>(\$437,104)</b>	<b>(\$237,237)</b>	<b>\$51,612</b>



### 3.1 Revenue

#### 3.1.1 Potential Subscribers / Market share

Potential subscriber locations are divided between those currently served by a cable TV system and those that are not. Market share assumptions are different for each, with cabled locations significantly less than uncabled. The monthly service price is set to insure positive cash flow after the 1<sup>st</sup> year and rising evenly until the 5<sup>th</sup> year, which we believe to be very conservative.

#### 3.1.2 Subscribers added by month

We assume subscribers will be added by the same amount month over month.

#### 3.1.3 Subscribers in service, net of disconnects

We have not factored in subscriber disconnects, which will occur, rather we are assuming any disconnects will be replaced the same month by a new subscriber.

#### 3.1.4 Monthly Service Pricing

The monthly service price is set at an amount to generate a positive cumulative cash flow in year five, by an amount equal to pay back the principal and interest on a short-term (5 year) loan to cover the negative cash flow in the 1<sup>st</sup> year of operation. The intent with this arrangement is to illustrate that no tax dollars will be required to subsidize the operation of the network if the market share by the end of year two is achieved. If the negative cash flow in year one is covered by taxes, the monthly service price could then be reduced in year 3 and onward.

#### 3.1.5 Installation Charger per Subscriber

As an incentive for subscribers to “presubscribe” for service during the construction phase, we recommend no installation charge be assessed for those who presubscribe. As such, we reflect zero installation charge revenue in year one. A \$500 installation charge is then assessed for any subscribers who sign up for service in subsequent years. The \$500 is intended to cover the cost of labor for the new installations. The cost for the fiber drop cable and optical-electronics is covered in the initial construction budget.



## 3.2 Operating Expenses

### 3.2.1 Expense Inflation Factor

We assume that all expenses contracted for a year or less (*plus the Network Operator base management fee*) will increase by 3% per year. Those expenses subject to the inflation factor include: annual pole license fees, utilities, fuel, outside plant maintenance, insurance, admin, postage, equipment upgrade fund, contingency, accounting and legal.

### 3.2.2 IP Transit

IP Transit is the cost of the backhaul capacity to the Internet.

### 3.2.3 Annual Pole & Conduit License

Annual license fee charged by the pole owners.

### 3.2.4 Utilities / Fuel

Utilities for the central office and fuel for generators.

### 3.2.5 Outside Plant Backbone Mileage

Estimated mileage of backbone network that drives the quantity of poles.

### 3.2.6 Outside Plant Maintenance

Cost to maintain the fiber optic cabling due to damage from storms (*insurance provides coverage, but deductibles will need to be covered*), as well as for transfers to new poles as poles are replaced, roads widened, etc.

### 3.2.7 Liability Insurance

Liability insurance is high during the first year as construction is completed and then declines to @1/5<sup>th</sup> the amount for subsequent years.

### 3.2.8 Property Insurance

Provides insurance for central office, optical-electronics and fiber optic network.



### 3.2.9 Network Operator

Costs to contract with a network operator for day-to-day operation of the network in all respects (marketing, sales, customer service, billing, collections, repair coordination, etc.)

### 3.2.10 Admin

Miscellaneous administration costs incurred by the Town for oversight of the Network Operator.

### 3.2.11 Postage

Assumes one mailing by the Town per year to each potential subscriber location.

### 3.2.12 Equipment Upgrade Fund

Funds accrued to replace optical-electronics every 7 years.

### 3.2.13 Contingency

Contingency fund for unforecasted expenses.

### 3.2.14 Annual Accounting / Legal

Funds for accounting and legal expenses incurred by the Towns.

### 3.2.15 Bad Debt

Uses industry average of 2% per month.

## 3.3 Cash Flow Assumptions

See “Monthly Service Pricing” section above.



## 4 Bond Financing & Annual Tax Impact

Bond Financing							
2020 Real Estate Tax Commitment							
	Fayette	Leeds	Mt Vernon	Readfield	Vienna	Wayne	
Total RE Assessed Value	\$ 185,200,000	\$ 159,818,700	\$ 240,442,827	\$ 288,933,228	\$ 62,094,091	\$ 180,014,020	
Total RE Taxes Collected	\$ 3,426,200	\$ 3,041,350	\$ 4,219,772	\$ 4,524,694	\$ 1,189,102	\$ 3,233,052	
Mil Tax Rate	0.01850	0.01903	0.01755	0.01566	0.01915	0.01796	
Bond Financing							
Portion of Project eligible for subsidies (<50/10)	91%	29%	36%	6%	100%	25%	
Assumed subsidy percentage	45%	15%	18%	7%	50%	12%	
<b>Total Project Cost Estimate</b>	<b>\$ 3,372,364</b>	<b>\$ 3,609,266</b>	<b>\$ 4,405,343</b>	<b>\$ 3,824,868</b>	<b>\$ 1,990,166</b>	<b>\$ 2,897,734</b>	
Assumed subsidy amount	\$ 1,528,805	\$ 528,028	\$ 791,495	\$ 260,000	\$ 995,083	\$ 355,227	
<b>Construction Funds Needed after subsidies</b>	<b>\$ 1,843,559</b>	<b>\$ 3,081,238</b>	<b>\$ 3,613,849</b>	<b>\$ 3,564,868</b>	<b>\$ 995,083</b>	<b>\$ 2,542,507</b>	
Debt Service Reserve	0.00% of Bond Issue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Issuance Financed	2.00% of Bond Issue	\$ 37,624	\$ 62,882	\$ 73,752	\$ 72,752	\$ 20,308	\$ 51,888
<b>Total Bond Issued</b>	<b>\$ 1,881,182</b>	<b>\$ 3,144,121</b>	<b>\$ 3,687,601</b>	<b>\$ 3,637,620</b>	<b>\$ 1,015,391</b>	<b>\$ 2,594,395</b>	
Maturity	20 years	20 years	20 years	20 years	20 years	20 years	
Bond Yield	2.700%	2.700%	2.700%	2.700%	2.700%	2.700%	
Monthly Payments	\$ 10,153	\$ 16,969	\$ 19,902	\$ 19,632	\$ 5,480	\$ 14,002	
Interest returned on Debt Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Monthly Payment	\$ 10,153	\$ 16,969	\$ 19,902	\$ 19,632	\$ 5,480	\$ 14,002	
Annual Payment	\$ 121,833	\$ 203,626	\$ 238,824	\$ 235,587	\$ 65,761	\$ 168,023	
Percent Tax Increase	3.6%	6.7%	5.7%	5.2%	5.5%	5.2%	
Mil Rate Increase	0.00066	0.00127	0.00099	0.00082	0.00106	0.00093	
Annual Tax Impact							
Assessed Property Value - Annual Property Tax Impact	\$100,000	\$66	\$127	\$99	\$82	\$106	\$93
	\$200,000	\$132	\$255	\$199	\$163	\$212	\$187
	\$300,000	\$197	\$382	\$298	\$245	\$318	\$280
	\$400,000	\$263	\$510	\$397	\$326	\$424	\$373
	\$500,000	\$329	\$637	\$497	\$408	\$530	\$467
Monthly Service Fee + Monthly Tax Impact							
Monthly Service Pricing	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Assessed Property Value - Monthly Service Fee + Property Tax Impact	\$100,000	\$67	\$73	\$70	\$69	\$71	\$70
	\$200,000	\$73	\$83	\$79	\$76	\$80	\$78
	\$300,000	\$78	\$94	\$87	\$82	\$88	\$85
	\$400,000	\$84	\$104	\$95	\$89	\$97	\$93
	\$500,000	\$89	\$115	\$103	\$96	\$106	\$101

We assume each participating Town will fund the actual costs for engineering, make-ready, construction and subscriber turn-up within their respective town boundaries, plus an equal share of the costs for central offices to provide service.



#### 4.1 Portion of Project Eligible for Subsidies

We assume that any uncabled potential subscriber locations will be eligible for subsidies. We have assumed the subsidies received will be one-half of that amount, or greater if that amount is less than the local municipal ARPA funding received by the Towns (example = Readfield). We have subtracted the subsidy amount from the Total Project Cost Estimate to determine the amount of funding subject to bond financing.

#### 4.2 Bond Financing

We assume each Town will secure its own bond financing with a 20-year term and an interest rate of 2.7%.

#### 4.3 Annual Tax Impact

Using the current assessed value for each Town, we then calculate the Mil Rate increase required to cover the bond principal and interest. The Annual Tax Impact table illustrates the tax impact for each \$100,000 of assessed value for each Town.

#### 4.4 Monthly Service Fee + Monthly Tax Impact

For those who subscribe to service, the effective rate will be the monthly service pricing derived from the Pro Forma, plus the monthly tax impact and is illustrated for each \$100,000 of assessed value for each Town.

### 5 Potential Grant Funding

Potential Grant Funding						
Source	Fayette	Leeds	Mt Vernon	Readfield	Vienna	Wayne
Municipal ARPA Funding	\$120,000	\$230,000	\$170,000	\$260,000	\$60,000	\$120,000
Prorata Share of County ARPA Funding based on population	\$221,099	\$451,121	\$326,799	\$516,091	\$111,325	\$230,602
Remainder of \$15M Bond	\$6,328,678					
State ARPA Funding for Broadband	\$150,000,000					
NTIA Funding	\$30,000,000					
Infrastructure Act Funding	<i>unknown at this time</i>					
<b>Total Available</b>	<b>\$189,145,714</b>					

The table above illustrates what we know about potential grant funding at the time of this writing.



## 6 Schedule

Timeline																		
Task	Mo 1	Mo 2	Mo 3	Mo 4	Mo 5	Mo 6	Mo 7	Mo 8	Mo 9	Mo 10	Mo 11	Mo 12	Mo 13	Mo 14	Mo 15	Mo 16	Mo 17	Mo 18
<b>Field Data Engineering / RFP Process</b>																		
Pole/Strand/Drop/Structure Mapping																		
Develop RFP's																		
Manage RFP Process																		
Contract Negotiations																		
<b>Make-Ready Project Management</b>																		
PUC Certification																		
Pole Attachment Agreement Negotiation																		
Pole Attachment Applications																		
Pole Owner Joint Ride-out																		
<b>Construction</b>																		
Utility Pole Make-ready process																		
Central Office Construction																		
Construction																		
Subscriber Turn-up																		
Owners Project Manager (OPM)																		