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Summit County, Colorado

Request for Information

for

**Partnership for Deployment of
Fiber-to-the-Premises (FTTP) in Summit County, Colorado**

Issued: November 21, 2016

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I. Introduction

Summit County, Colorado (“County”) issues this Request for Information (RFI) to convey its interest in collaborating or partnering with a motivated, high-caliber private sector partner to make affordable and scalable Gigabit-class broadband available to County homes and businesses over privately-constructed infrastructure. The County, which is large and diverse, recognizes that it may be economically challenging to deploy fiber-to-the-premises infrastructure throughout the County and thus understands that early investments may focus on population centers in the County; the County’s hope, however, is that world class broadband networks will eventually expand to the less populous areas of the County. The County seeks proposed approaches from private sector partners who envision a long-term relationship with the County.

Summit County is a beautiful and exciting place to live, work, and visit. Home to ski resorts, golf courses, and reservoirs, the County is a thriving tourist center in Colorado. With wide open spaces, historic town centers, and numerous festivals and events, Summit County has something for everyone. County leadership is committed to ensuring that the County continues to prosper and evolve as the global economy shifts, and the need for ultra-high-speed broadband access becomes increasingly evident.

The County seeks a partner who will collaborate to build and operate the proposed broadband network, with the potential to expand. In return, we will work to provide support and facilitation of any necessary processes and potential grant opportunities, access to community assets, commitment to providing right-of-way (ROW) access and assistance with permitting, and any other advantage we may be able to bring to the collaboration.

The County envisions fiber-to-the-premises (FTTP) deployment with Gigabit-class broadband access, which will enhance the broadband connectivity of the County’s residents, visitors, businesses, municipal facilities, and community anchor institutions (CAIs) by expanding the range and quality of available broadband and data transport services.

The County has initiated this RFI to identify one or more potential partners to enable or directly provide high-capacity broadband services over a fiber network to end users within the County. Responses to this RFI should state how the respondent’s approach will further the County’s goals of ensuring that residents and visitors to our community have access to affordable, market-leading broadband services. Respondents should also share their thoughts on potential expansion to less densely populated areas of the County.

We encourage respondents to also consider hybrid fiber/wireless solutions, including last mile wireless solutions. Of note, the County is concurrently releasing an RFI for a *Partnership for Deployment of Wireless Broadband to Three Underserved Areas in Summit County* (Wireless RFI).

Although the Wireless RFI is targeted for specific underserved areas, the County is very interested in solutions that will fulfill the FTTP requirements as well as the needs of these underserved areas.

The County seeks input from potential partners regarding the terms and conditions under which they would participate in such a project. We seek partners who will consider a variety of business models that share technological and operational responsibilities and financial risk between the partners and the County in innovative ways.

We encourage respondents to share their expertise, which may be used to shape the direction and form of this potential initiative. Respondents may work together to respond to this RFI. The County is open to creative solutions that will maximize private investment while providing reliable and high-quality services to meet its citizens' needs.

We welcome the responses of all prospective partners, including incumbent service providers, as well as competitive providers, nonprofit organizations, public cooperatives, and entities that are not traditional Internet service providers (ISP) but are interested in acting as a partner in offering service under innovative business models. Nontraditional providers may respond as part of a partnership with an ISP, or may provide separate responses outlining their approaches.

The County will review responses based on the respondents' experience, how well the responses address the County's objectives, how the proposed business model balances and shares risks and rewards, and other factors. The County may provide more detailed information on available assets to one or more respondents, and ask those respondents to refine their responses.

Following the evaluation of responses, the County may begin negotiations with the preferred RFI respondent(s), issue a more detailed Request for Proposal (RFP) relating to the County-initiated project, issue an RFP to selected RFI respondents, cancel or delay plans to deploy an FTTP network, or choose another direction that is deemed in the community's best interest.

Responding to the RFI is not a guarantee of a contract award. Further, there is no guarantee an RFP will be developed as a result of this RFI. The County reserves the right to withdraw the RFI or any subsequent RFP, or to decline to award a contract.

We ask that all respondents follow the instructions and provide all requested material and that all respondents complete the attached responsibility matrix (Appendix A) and financial responsibilities questions (Appendix B), and submit each in the format (structure and page limitations) specified in the RFI instructions in Section VII.

II. The County's Vision

We envision world-class community communications infrastructure for Summit County's businesses, visitors, and residents, for the 21st century and beyond. Broadband is critical

infrastructure—just like roads, water, sewer, and electricity. Every home, business, nonprofit organization, government entity, and educational institution in the County’s population centers should have the opportunity to connect. Providing equal and affordable access to communications infrastructure and service is essential to promoting equal opportunity in business, education, employment, healthcare, and all other aspects of day-to-day life. In time, we hope to expand and ensure that such services are available throughout our county, including to businesses and residents in the less densely populated sections of the County.

The County is a regional hub for tourism, with low unemployment, a growing population, and a flourishing economy. The County is dedicated to supporting and incenting the development and expansion of world class broadband networks that will allow tourists to experience uninterrupted connectivity when they travel from Denver and elsewhere to the region. Doing so will advance the County’s standing in the regional and global economy as a travel destination.

Currently, access to reliable broadband connectivity in some parts of the County is sporadic, and many consumers must settle for inadequate speeds. Many tourists travel from regions with superior bandwidth and expect this connectivity to continue without interruption when they come to Summit County for vacation.

Broadband is an important driver of lowering business costs, attracting and retaining highly skilled residents, and creating sustainable new jobs in an entrepreneurial economy based on innovation and creativity.

We intend to empower our citizens and local businesses to be network economy producers—not just consumers of network information and data services. Further, we intend to provide our stakeholders with the broadband capacity they need to compete successfully in the global marketplace.

Summit County’s broadband initiative will be shaped by the community’s values. The County seeks one or more private collaborators or partners (“Partner”) to operate fast, affordable broadband Internet and data services over privately constructed fiber optics to meet the County’s broadband goals.

As the world becomes increasingly connected, broadband access is key to education, job training, and even access to one’s own medical records.

The County may choose to offset service costs for its most vulnerable residents through a subsidization program that will allow certain portions of the population to purchase service at a discounted rate. We expect respondents to this RFI to be sensitive to this initiative, and to be prepared to build to and support those customers who may have previously never had a

broadband connection. This initiative may also entail the Partner(s) sharing cost and risk associated with providing low-cost or no-charge service to customers.

We understand that a community-wide FTTP network may seem implausible for some providers, and we are prepared to work with the Partner(s) to make this an attainable goal. Respondents that believe this goal to be a barrier to their ability to successfully partner with the County should clearly articulate their reasoning, and describe how they may provide a “good-enough” contingency plan for community-wide FTTP access. We stress that community-wide access is an important component of our vision, but the County is willing to consider creative alternatives to community-wide FTTP. As noted, this includes potential hybrid fiber/wireless solutions. In the short term, we seek a network that will reach some or all of the County’s population centers. In time, the network will expand to less densely populated areas of the County.

The County will consider a range of construction, operation, and ownership models for the FTTP network. The County and selected Partner(s) will collaboratively determine the most mutually beneficial partnership structure, which may include cost-sharing, infrastructure leasing, and profit-sharing arrangements. The County is prepared to consider various business models, which could include, but are not limited to, private provisioning of services over infrastructure that is partially financed and owned by the public sector but operated and maintained by the private partner; publicly or privately constructed open-access infrastructure that allows other qualified providers to offer service over the network; or private provisioning of services over infrastructure that is constructed, owned, operated, and maintained by the private sector.

The County will also consider any combination of these models as well as alternative suggestions proposed by respondents.

III. Background: Summit County

Conveniently located on the western side of the Continental Divide in the heart of Colorado’s Rocky Mountains, Summit County (“County”) is a thriving tourist destination. The County is bounded by the Eisenhower Tunnel on the east, Vail Pass on the west, Hoosier Pass on the south and the Green Mountain Reservoir on the North. It is located only 75 miles from Denver, making it a convenient and popular year-round recreation area both for Coloradans and for tourists arriving from around the world via Denver International Airport.

The County boasts a climate that is ideally suited to tourism. Snowfall varies across the County, from more than 30 feet annually in the Arapahoe Basin to “only” 10 feet in Silverthorne. At 9,000 feet above sea level, humidity levels are very low. As a result, the lowest temperatures are fairly mild, the hottest days are not oppressive, and the County experiences 300 days of sunshine each year.

Summit County encompasses 608 square land miles and was home to approximately 30,000 people in 2015.¹ Roughly half (47%) of the population is concentrated in a handful of picturesque mountain towns: Breckenridge, Blue River, Dillon, Frisco, Montezuma and Silverthorne. The remaining 53 percent of the population is spread throughout the unincorporated areas (i.e., outside of the town boundaries) in the County.² (See Table 1) As a result, Summit County’s population density is roughly half that of the United States with 46 people residing per square mile, compared to 87 people nationwide.³

Table 1: Summit County Population Centers⁴

Area	1970	1980	1990	2000	2010	2014
Incorporated Areas						
Breckenridge	548	818	1,285	2,408	4,540	4,887
Blue River	8	230	440	685	849	887
Dillon	182	337	553	802	904	938
Frisco	471	1,221	1,601	2,443	2,683	2,827
Montezuma	N/A	N/A	60	42	65	68
Silverthorne	400	989	1,768	3,196	3,887	4,116
Subtotal	1,609	3,595	5,707	9,576	12,928	13,723

¹ United States Census Bureau, Quick Facts, Summit County, CO, <https://www.census.gov/quickfacts/table/PST045215/08117,00>

² Summit County, Colorado, “Summit County Permanent Resident Population,” <http://www.co.summit.co.us/517/Permanent-Resident-Population> (visited Oct. 5, 2016).

³ United States Census Bureau, Quick Facts, Summit County, CO, <https://www.census.gov/quickfacts/table/PST045215/08117,00>

⁴ Summit County, Colorado, “Summit County Permanent Resident Population,” <http://www.co.summit.co.us/517/Permanent-Resident-Population> (visited Oct. 5, 2016).

Unincorporated Areas						
Lower Blue Basin			2,533	4,592	3,672	3,820
Snake River Basin			1,765	4,187	6,726	6,998
Ten Mile Basin			532	837	1,292	1,344
Upper Blue Basin			2,344	4,356	3,376	3,513
Subtotal	1,056	5,253	7,174	13,972	15,066	15,676
Summit County Total	2,665	8,848	12,881	23,548	27,994	29,399

The County population is centered on a handful of population centers located along major waterways (the Blue River, Ten Mile Creek, and the Snake River) and adjacent to major road corridors (e.g. near Interstate 70). Outside of these population centers, the vast majority (80%) of the land mass is public land. Public lands within Summit County include the White River National Forest, the Eagles Nest Wilderness area, and additional lands owned by the United States Forest Service, the Bureau of Land Management, the State of Colorado, and the Denver Water Board.

The County's population has experienced consistent growth, with nearly a 25-percent increase in full-time residents since 2000. Of the incorporated population centers, the County seat, Breckenridge, is the largest and has experienced the most dramatic growth, more than doubling in size during that same period.⁵ From 1970 to 1980, Summit County was the fastest growing county in the United States (growing 232% in a decade). Although growth has since slowed (falling to 45.6 percent from 1980 to 1990, 82.8 percent between 1990 and 2000, and 18.9 percent from 2000 to 2010), it continues to draw new residents and is growing at a rate that surpasses that of the state as a whole. In many years, Summit County has been among the top ten fastest growing counties in the state.⁶

Many of the incorporated towns are preserved as National Historic Districts, featuring unique architecture, shopping and dining experiences. The towns cater to tourists, and offer a wide

⁵ Summit County, Colorado, "Summit County Permanent Resident Population," <http://www.co.summit.co.us/517/Permanent-Resident-Population> (visited Oct. 5, 2016).

⁶ Summit County, Colorado, "Summit County Population History, 1970-2010," <http://www.co.summit.co.us/518/Population-History> (visited Oct. 5, 2016).

variety of festivals, markets and lodging options for romantic getaways, family vacations, and weekend adventures. The County’s public lands also offer abundant outdoor recreation activities, including hiking, biking, fishing, backpacking and kayaking, skiing, snowmobiling, and rock climbing. Notably, the County includes four major ski resorts (Breckenridge, Keystone, Copper Mountain and Arapahoe Basin) and two reservoirs (Lake Dillon and Green Mountain Reservoir), which draw visitors from across the state and around the world. Each of the ski resorts (with the exception of Arapahoe Basin) offers an array of amenities for tourists, from hotels and condominiums to retail stores and restaurants. Breckenridge Resort features the highest chairlift in North America. The County is also home to five golf courses, two recreation centers, many miles of hiking and biking trails, award-winning fly-fishing on the Blue River, and boating opportunities on the reservoirs.⁷

Statewide, Colorado’s ski resorts saw 12.6-million visitors in the 2013-2014 season, increasing 10 percent from the previous year. This trend was reflected at the four Summit County resorts, which increased the fees paid to the US Forest Service (because of increased visitation) by 56 percent in 2013 and another 21.2 percent in 2014.⁸

Owing in part to the booming tourism sector, unemployment levels in Summit County are among the lowest in the nation. Unemployment has steadily declined since 2011 from a high of 7 percent in 2012, to 5.7 percent in 2013, to 2.1 percent in August 2016.⁹ Current unemployment rates are far below statewide (3.3%) and national (5.5%) levels.¹⁰ The County likewise boasts a flourishing economy, with median and per capita household income substantially higher than the rest of the country. (Table 2)

Table 2: Poverty Indicators¹¹

	Summit County	United States
Median Household Income	\$64,521	\$53,482
Per Capita Income (2010-14)	\$34,842	\$28,555

⁷ Office of the County Assessor, “Analysis of Summit County 2015 Economic Activity for 2015 Reappraisal,” <http://www.co.summit.co.us/DocumentCenter/Home/View/214>

Office of the County Assessor, “Analysis of Summit County 2015 Economic Activity for 2015 Reappraisal,” at 3, <http://www.co.summit.co.us/DocumentCenter/Home/View/214>

⁹ Office of the County Assessor, “Analysis of Summit County 2015 Economic Activity for 2015 Reappraisal,” <http://www.co.summit.co.us/DocumentCenter/Home/View/214>; HomeFacts, “Summit County, CO Unemployment Rate Report,” <http://www.homefacts.com/unemployment/Colorado/Summit-County.html>

¹⁰ HomeFacts, “Summit County, CO Unemployment Rate Report,” <http://www.homefacts.com/unemployment/Colorado/Summit-County.html>

¹¹ United States Census Bureau, Quick Facts, Summit County, CO, <https://www.census.gov/quickfacts/table/PST045215/08117,00>

Persons in Poverty, percent	9.7%	13.5%
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Not surprisingly, the County’s dominant industry is recreation-based tourism. Statewide, roughly one-fourth of all earnings in resort counties in Colorado are generated by overnight travel. In Summit County alone, travel spending generated \$700.1 million and 6,810 jobs in 2013. The County has exhibited steady growth in travel spending, employee earnings, jobs, and tax receipts from travel-generated purchases improved from 2011 to 2012 and again in 2013 figures. (Table 3)

Table 3: Summit County Revenue (FY 2010-2014).¹²

Colorado Department of Revenue Sales Tax Collected & Related Statistics for Summit County by Fiscal Year				
	Gross Sales	Retail Sales	Taxable Sales	Net Sales Tax
FY 2010	\$ 1,602,424,165	\$ 1,290,167,367	\$ 788,667,909	\$ 22,869,637
FY 2011	\$ 1,735,232,712	\$ 1,395,668,073	\$ 835,915,842	\$ 24,245,261
FY 2012	\$ 1,758,986,000	\$ 1,410,941,000	\$ 872,630,000	\$ 24,780,000
FY 2013	\$1,825,019,460	\$1,492,016,537	\$ 941,737,326	\$26,781,212
FY 2014	\$1,959,495,932	\$1,622,557,690	\$1,038,914,313	\$29,523,434

Owing in part to the thriving economy, the County is experiencing significant growth in the construction of second homes, with 67 percent of all 2015 construction provided for out-of-County persons or entities. The County Assessor has valued 2015 new property construction at \$306 million, a 46 percent increase over 2013 levels (\$210 million).¹³¹⁴

IV. Project Goals

Respondents to this RFI should indicate whether and how their proposals serve the County’s goals:

1. Provide the infrastructure to Summit County homes, businesses, public facilities, and private institutions to enable residents, workers, and visitors the opportunity to access affordable, high-speed broadband connections to the Internet and other networks;

¹² Office of the County Assessor, “Analysis of Summit County 2015 Economic Activity for 2015 Reappraisal,” <http://www.co.summit.co.us/DocumentCenter/Home/View/214>

¹³ Office of the County Assessor, “Analysis of Summit County 2015 Economic Activity for 2015 Reappraisal,” <http://www.co.summit.co.us/DocumentCenter/Home/View/214>

¹⁴ *Id.*

2. Offer opportunity to all users, service providers, content providers, and application providers connected to the fiber network. Serving only limited areas of the population centers or specific types of customers is less desirable. Further, the network should be usable via all standard commercial devices;
3. Deliver an unfettered data offering that does not impose caps or usage limits on one use of data over another (i.e., does not limit streaming). All application providers (data, voice, video, cloud services) will be equally able to provide their services, and the consumer's access to advanced data will open up the marketplace;
4. Consider innovative models, including, but not limited to:
 - a. Leasing County-built and -owned dark fiber to provide services
 - b. Partnering with the County to construct and operate an FTTP network
 - c. Potential fiber/wireless solutions;
5. Consider ways for the County and prospective partners to share financial and operational risks;
6. Provide cost-effective services for price-sensitive customers and flexible pricing plans to help narrow the digital divide and ensure access to all County residents.

For the network to have the intended economic and quality-of-life impacts, we consider both cost and availability of service to be important. We encourage responses that address both to maximize adoption of service.

V. Network Design and Construction Parameters

The County is willing to consider all proposals for partnerships, and welcomes respondents' unique approach to network design and construction. In the event that respondents propose to perform network construction and installation, the County will dedicate resources to support its Partner(s) through plan review, coordination, and inspection services to assure an expedited approach to construction and installation in the public ROW and will work with the Partner(s) to facilitate work.

The following baseline technical attributes are preferred:

- Fully fiber-based connectivity to residential and business customers alike;
- Fiber strand capacity capable of providing direct homerun connections to businesses and residential "power" users;
- Fiber strand capacity and physical architecture (e.g., handhole placement, backbone routes, etc.) anticipating full deployment to all homes and businesses;

- Low latency;
- Backbone topology capable of supporting connections over diverse paths from one or more central hub locations to fiber distribution cabinets located throughout the City to facilitate high-availability service offerings;
- Fiber distribution plant placed in underground conduit (as opposed to direct burial cable) to more readily facilitate repairs and capacity upgrades;
- Aerial fiber distribution plant constructed on utility poles where beneficial;
- Active components placed in environmentally hardened shelters and/or cabinets equipped with backup power generation and/or batteries, as appropriate, capable of sustaining services in the event of extended power outages;
- Fiber path diversity to public facilities in order to maintain continuous service even if one path is broken;
- Where feasible, underground communications conduit pathways that can be utilized by the County for future scalability; and
- Fiber routes that are aligned with existing County conduit and coincide with planned County utility, roadway, and related capital improvement projects to reduce cost and minimize disruption where possible

We will also entertain hybrid fiber/wireless approaches that may reduce fiber construction costs and provide access to remote areas of the County while delivering high-speed broadband.

VI. County Contributions and Assets

The County recognizes that access to broadband is necessary in Summit County to support our residents', visitors', and businesses' participation in a global economy. We are in the early stages of determining exactly what the County's role will be in promoting enhanced broadband access, and we are willing to consider various levels of public involvement.

At a minimum, the County anticipates that it will be necessary to assign a point of contact (POC) for each Partner and/or its contractor(s), and we commit to providing services to help prevent or lessen conflicts in the Partner's construction schedule. County staff will be prepared to assist the Partner(s) in navigating necessary permitting to streamline planning and construction efforts. Once we have selected our Partner(s), the County is prepared to promptly move forward. The County will work with its Partner(s) to facilitate the smoothest possible access for construction and installation of the network.

For the selected Partner(s), the County will provide access to non-public resources that identify County infrastructure and, where available, access to existing conduit infrastructure. Such information includes but is not limited to traffic, sewer, water, and storm-drainage facilities.

Conduit size and available capacity vary. Other County and private assets that may be available include:

- Existing outdoor site infrastructure in the County landfill area (“beanpole” towers, power)
- Remote, “macro” site locations in Lower Blue neighborhoods
- High tower site access on the Grand/Summit County border and on the Park/Summit County border
- Site locations in the Montezuma area

Respondents should also identify any existing assets they may have in the Summit County area and how they intend to leverage those for this project. Partners may be asked to pay franchise fees to the County and pole attachment fees to the appropriate utility. Respondents should consider whether they propose to offset the fees with in-kind contributions, including conduit and dark fiber. The County will work with its selected Partner(s) to facilitate conversations and collaboration between the partnership and pole owners.

VII. RFI Response Requirements

Summit County requests the following information—in as much detail as is practicable—from respondents. Please follow the exact order below and use the appropriate response headers. Start a new page for each response header. Your willingness to follow these instructions will facilitate our review.

1. **Cover Letter:** Please include company name, address of corporate headquarters, address of nearest local office, contact name for response, and that person’s contact information (address, phone, cell, email). Keep response to one (1) page.
2. **Business Model Summary:** Please summarize the business model you intend to use for the partnership. This should be a concise explanation of the key components of your business model, including but not limited to the division of network and operations responsibility and ownership. Keep response to two (2) pages.
3. **Affirmation:** Please affirm that you are interested in this partnership and address the core project goals and network design parameters listed above (Sections IV and V). List each goal and requirement with a brief statement of how you will comply. If you cannot meet any of those requirements, indicate the requirements to which you take exception, and provide an explanation of the exceptions. Keep response to three (3) pages.
4. **Experience:** Please provide a statement of experience discussing past performance, capabilities, and qualifications. Identify other networks your firm has designed, built, maintained, or operated; include the levels of broadband speed, availability, and

adoption among different categories of end users and unique capabilities or attributes. Discuss partnerships with other service providers, government, or nonprofit entities you have undertaken, particularly any involving dark fiber leasing. Describe the nature of the projects and your firm's role. For entities currently providing communication services in or near Summit County, describe your current service footprint in the County, including a description of the type of infrastructure and services you currently offer and the technology platform(s) used. Explain how your firm is a suitable partner for this project. Keep response to two (2) pages.

5. **Technical and Operations:** At a high level, summarize the technological and operational approach you would use for this project.
6. **Business Structure:** Summarize the business approach you would use for the project. How would your business plan help to meet the County's goals? What are the key assumptions? What are your main areas of risk, and how can the County help reduce the risks? What are the County's main areas of risk, and how will you reduce the risk to the County? Keep response to three (3) pages. In addition, please complete Appendices A and B to clarify areas of responsibility.
7. **Open Access:** If you currently operate communications facilities, indicate whether they are operated on an open-access basis. Describe whether and, if so, how you would support open access to infrastructure in the County. Keep response to one (1) page.
8. **Schedule:** Describe your proposed schedule for implementing service. Offer a timeline with key milestones. Would you be able to begin service before the entire network is constructed? Are there areas of the County you would recommend be constructed first? Keep response to two (2) pages (one for response, one for schedule).
9. **Privacy:** Describe your ability to provide secure network service or infrastructure that complies with public safety and other security and privacy regulations and requirements. Keep response to one (1) page.
10. **Financing and Funding:** List any requirements the County must meet for you to partner with the County on this project by completing Appendix B – Financial Responsibilities Questions.

Please also provide a one-page flow chart that shows the flow of funds between all parties in your response. Include all sources and uses of funds.

If you do not address this question, it will be assumed that you are interested in the partnership but have no financial requirements whatsoever of the County. Please submit

Appendix B electronically in its native PDF format. Please keep response to the guidelines of the separately attached PDF, plus the one-page flowchart.

11. **Services:** Describe the service options you plan to offer over this network (for example, data only; voice and data; a triple play of voice, data, and television; etc.). What download/upload or symmetrical speeds would you offer and guarantee to end users? How will your residential and business offerings differ? What types of service level agreements (for lit services: availability and packet delivery; for dark fiber: repair time) would you be prepared to offer? Keep response to two (2) pages.
12. **Pricing:** Provide your approach to pricing the proposed services. For managed services, please describe factors impacting non-recurring costs (estimated fiber path distances, equipment redundancy, etc.); recurring costs for varying capacity levels; and any key technical assumptions upon which prices are based. For dark fiber offerings, please describe desired pricing models. Keep response to two (2) pages.
13. **Local Participation and Economic Development:** Provide a statement of how your proposed participation would help the County's economic development goals. Describe your interests and plans to hire local contractors and providers in the County, and how your participation would help local job creation. Describe your relationships with local businesses in the County, if any, as well as your interest and plans to engage them in this project. Keep response to three (3) pages.
14. **References:** Provide a minimum of three (3) references, including contact information, from previous contracts or partnerships. Keep response to two (2) pages.

Following the response above, please include your completed Appendices A and B. Keep Appendix A in its native Microsoft Excel format. Keep Appendix B in its native PDF format.

VIII. Response Process

All correspondence regarding this RFI should be directed to:

Sarah Vaine, Assistant County Manager

(970) 668-4006

Sarah.Vaine@summitcountyco.gov

The County cannot guarantee that correspondence directed to other County staff or departments will be received or considered.

Letter of Intent

All interested respondents are asked to submit a letter of intent via email by December 2, 2016 to Sarah Vaine, Sarah.Vaine@summitcountyco.gov

Questions

Questions related to this RFI must be in writing and should be emailed to Sarah Vaine, Sarah.Vaine@summitcountyco.gov no later than 4:00 PM MT on December 9, 2016.

Response Deadline

Final RFI submissions must be received by email to no later than 4:00 PM MT on January 9, 2017. Please send to Sarah Vaine, Sarah.Vaine@summitcountyco.gov

Late responses will not be considered.

Please identify any proprietary and/or confidential information as such.

Summary of RFI Process Deadlines

The following is the schedule for responding to this RFI. The schedule is subject to change:

November 21, 2016 – RFI issued

December 2, 2016 – Deadline for submitting letter of intent to respond to RFI

December 9, 2016 – Deadline for submitting questions

December 16, 2016 – Responses to questions

January 9, 2017 – RFI responses due

Summit County thanks you in advance for your thoughtful response.

IX. Personal Presentations

At its discretion, the County may request that vendors and other parties that provide a timely response to this RFI make an individual and personal presentation to better explain information or solutions identified in the response. These presentations, if requested by the County, shall be held at a time and place of mutual convenience.

X. County Rights Reserved

1. The County reserves the rights to accept or reject all or portions of any response(s) to the RFI, to waive any formalities of the RFI process, to re-advertise the RFI, to amend the terms of the RFI, to extend the dates provided herein, to suspend the procurement if the desired outcomes are not achieved, to award the contract to the most responsive and responsible respondent(s) as deemed in the best interest of the County, and/or to proceed to provide the

services otherwise, as the County may determine in its sole discretion is in the best interest of the County.

2. No reimbursement will be made by the County for any costs incurred in responding to this RFI, developing or submitting responses to the RFI, or attendance at a site inspection, pre-bid conference or interviews.

3. The County reserves the absolute right to conduct such investigations as it deems necessary to assist in the evaluation of any response to the RFI and to establish the experience, responsibility, reliability, references, reputation, business ethics, history, qualifications and financial ability of the respondent(s), proposed subConsultants, independent Consultants and suppliers. The purpose of such investigation is to satisfy the County that the respondent has the experience, resources and commercial reputation necessary to perform the work and support any warranties in the prescribed manner and time.

4. In the event the RFI responses are considered for an award, the County reserves the right to award the Project to the firm that demonstrates the best ability to fulfill the requirements for the performing the subject services. The successful firm will be chosen based on the qualifications, evaluation of submittals and a possible interview. The County reserves the right to conduct such discussions or negotiations with Proposers or other entities as it deems necessary to assist in the evaluation of any proposal, to secure maximum clarification and completeness of any proposal, and select the proposal that best meets the requirements of the County and the public interest.

Appendix A: Responsibility Matrix

Appendix A is included as a separate file.

Note that Appendix A must be submitted in its native Microsoft Excel format. Failure to follow submission instructions may result in rejection of the response.

Appendix B: Financial Responsibilities Questions

Appendix B is included as a separate file.

Note that Appendix B must be submitted in its native PDF format. Failure to follow submission instructions may result in rejection of the response.