



**NEW YORK  
LAW SCHOOL**

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STATE & LOCAL POLICYMAKERS' BROADBAND PLANNING TOOL KIT

# The Parameters of Effective Broadband Planning, Appendix 2

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**Michael J. Santorelli, Director**  
**Alexander Karras, Senior Fellow**

The Advanced Communications Law & Policy Institute  
New York Law School

**1. How many cities has your firm worked with on broadband issues?**

- a. How many cities has your firm sought to work with on broadband issues?
- b. How many cities have turned down your firm's overtures? Why did those cities elect not to work with your firm?
- c. Of the markets in which your firm recommended action be taken, what proportion followed through with those recommendations?

**2. How many of your firm's recommended broadband projects/networks have:**

- a. Lasted more than 10 years?
- b. Failed?
- c. Operated at a loss? Have any required cash infusions from a city or other source to balance their books?

**3. How often do your networks experience an outage?**

- a. How long does it typically take to get your networks back up and running?
- b. What are some of the best practices that your firm deploys to ensure that your networks are as resilient and reliable as possible?
- c. Do you have uptime data available for your networks?
- d. To the extent business service is provided, do your networks guarantee a level of uptime?

**4. What is your firm's experience in deploying advanced cybersecurity measures?**

- a. Have any of your networks performed a cybersecurity audit?
- b. How do you regularly assure compliance with cybersecurity standards?
- c. Have any of your networks or IT systems experienced a cybersecurity breach?

**5. What is your track-record vis-à-vis achieving:**

- a. Projected take-rates for a government-owned broadband network?
- b. Projected revenue goals for a GON?
- c. On-time completion of GON buildouts?
- d. On-budget completion of GON buildouts?

**6. How does your firm develop financial pro forma?**

- a. Does your firm subject its pro forma to outside review?
- b. Does your firm's pro forma consider sensitivity to variables such as operating expenses, take-rates, likely competitive response by incumbent ISPs?
- c. Has your firm compared, on aggregate, the accuracy of its pro forma against actual performance of deployed networks?

**7. How does your firm estimate take-rates?**

- a. If your firm relies on surveys, what level of experience does your firm have in designing these surveys? Or does your firm contract out their design? How does your firm assure statistical rigor and representative sampling? Are surveys subject to peer-review prior to putting them out in the field?
- b. If your firm uses other methods, can you describe what those are and the extent to which they produce robust, reliable, and representative results?
- c. On aggregate, how accurate have your firm's take-rate projections been for deployed networks?

**8. Does your firm work/contract/consult with third-parties or other vendors when conducting feasibility studies, developing a business plan, designing a network, and/or building a network? If so, do these relationships involve payments among the firms?**

**9. Are any of your firm's principals materially involved in other broadband-related businesses, such as construction services, equipment vendors, ISPs, etc.?**

- a. If so, how does your consultancy prevent conflicts-of-interest?

**10. How often does your firm bid on multiple aspects of a project – e.g., to develop a feasibility study and then to design or build the network recommended in the study?**

- a. If your firm regularly bids on multiple aspects of a project, what measures, if any, do you take to assure objectivity in each phase?

**11. Other than risk to your reputation, how is your firm vested in the long-term success of network projects?**

- a. Does your firm track the long-term performance of networks for which they provided consulting services?
- b. Does your firm provide any form of guarantee or recourse mechanism should networks encounter financial, technical, or operational issues? Does your firm require some type of hold-harmless agreement before it provides consulting services?
- c. Would you be willing to indemnify a city should a network proposed by your firm fail, struggle, or otherwise fail to meet its projected targets/goals?