

Network Design and Implementation Plan Certification (to be complete for projects requesting more than \$1 million in federal assistance)

**U.S. Department of Agriculture and U.S. Department of Commerce
BIP and BTOP Program**

We the undersigned, certify that the proposed broadband system will work as described in the System Design and Network Diagram sections, and can deliver the proposed services outlined in the Service Offerings Section. Moreover, the system, as designed, can meet the proposed build-out timeframe based on the resources designated in Project Viability Section, and will be substantially complete in two years, and complete within three years.

8/11/09
(Date)

[Signature]
(Authorized Representative's Signature)

Tom M. PHEAS

Name: CEO

Title:

8-10-09
(Date)

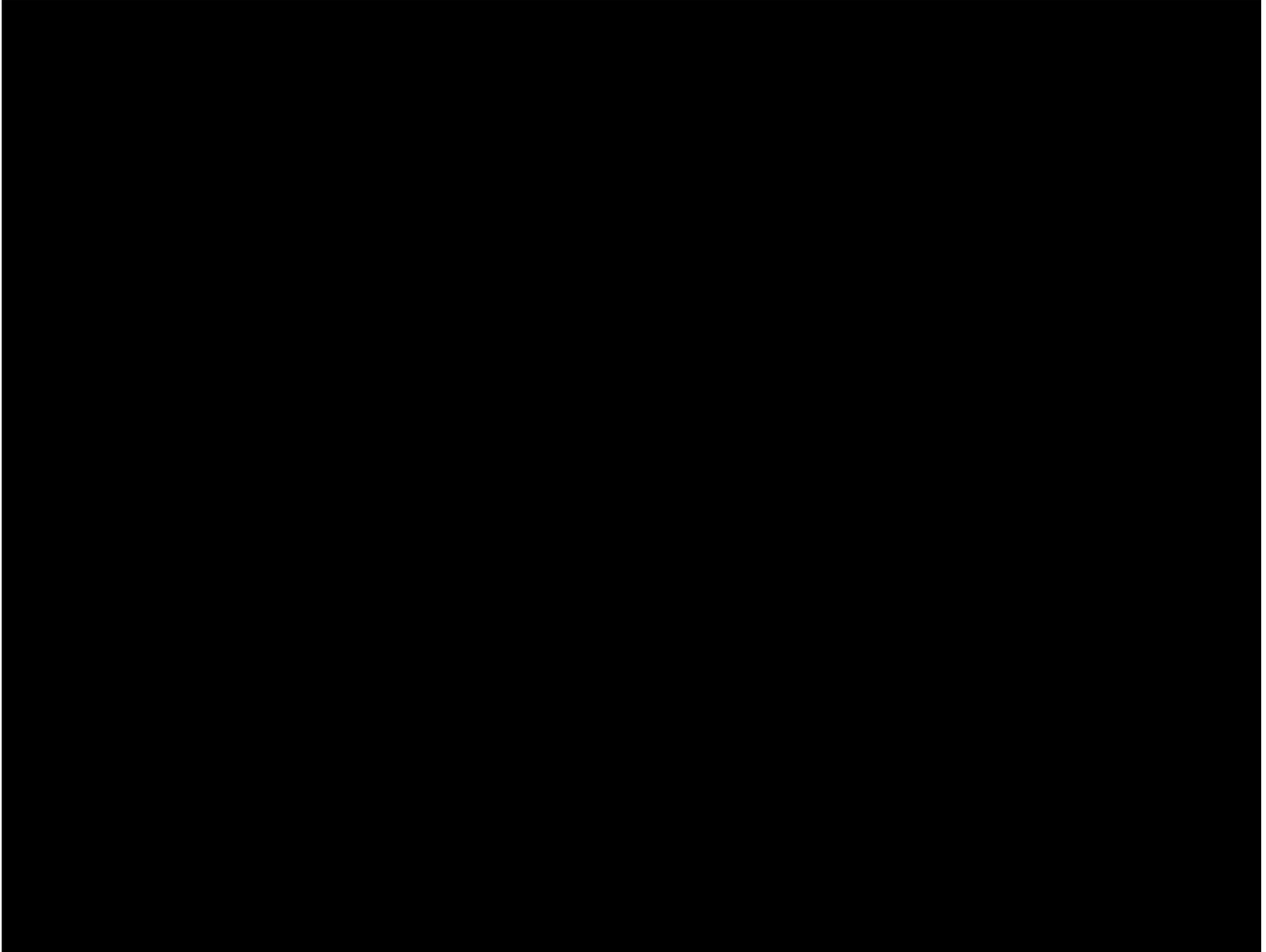
[Signature]
(Certifying Engineer's Signature)

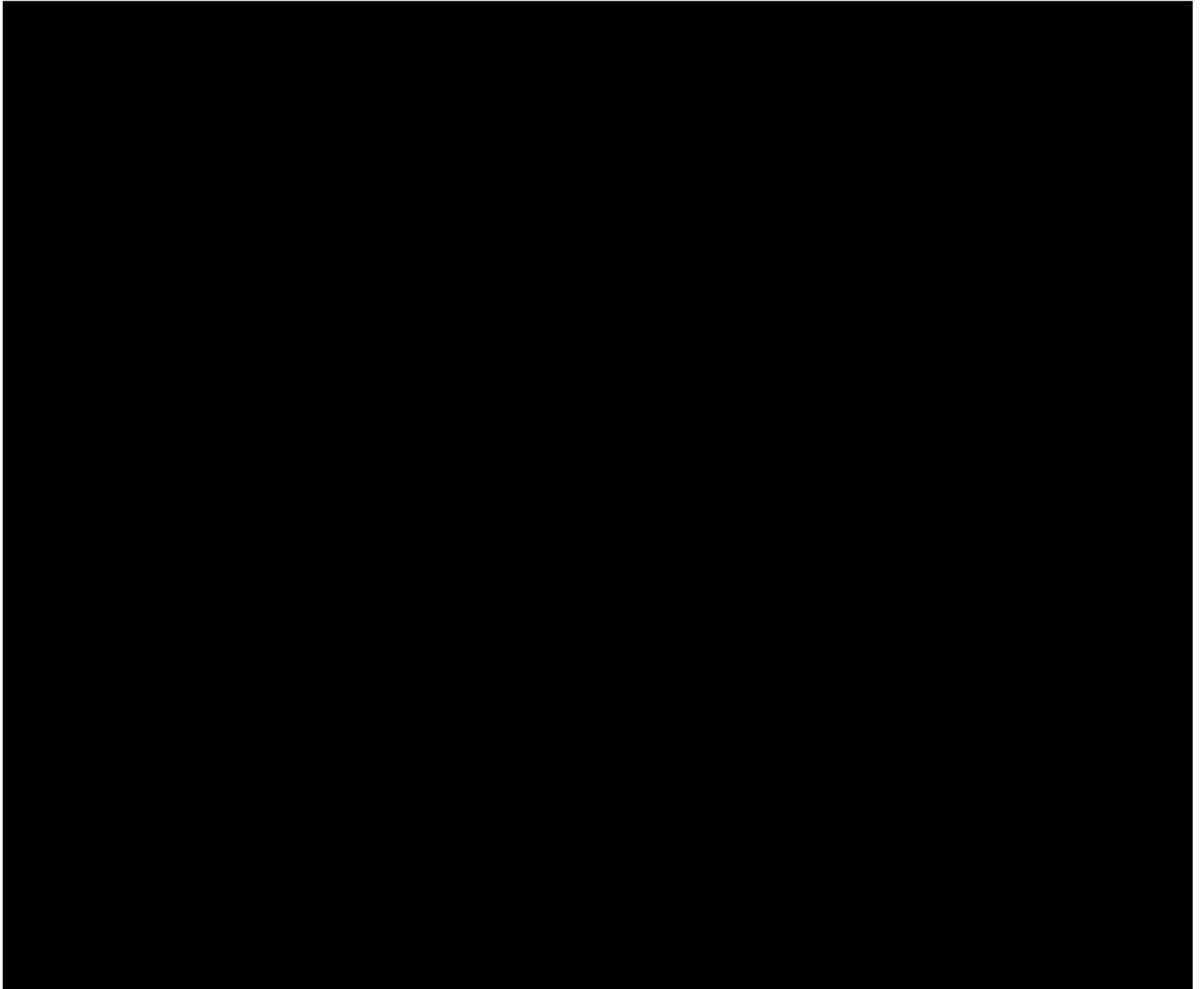
Tom R Lewis II

Name: VP - Engineering

Title:

ATTACHMENT E – PROJECT PLAN (KEY PHASES AND MILESTONES TO DEMONSTRATE DEGREE OF COMPLETION)





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Tom Phelps
Chief Executive Officer

Years of Experience: 24 years

ENMR Telephone Cooperative, Inc. – 1995 to 2000, 2001 to Present

Various positions held include:

- Assistant General Manager
- Executive VP/General Manager
- Chief Executive Officer (current)

Management of ENMR•Plateau Telephone Cooperative consisting of approximately 11,000 cooperative members, 15,000 Internet and CLEC customers as well as 78,000 wireless customers. Responsible for approximately 300 employees. During his tenure, he has instituted over 2000 miles of fiber, CLEC operations in various communities and assisted in the successful launch of a PCS partnership that eventually went public.

Nebraska Wireless Telephone Company, Grand Island, NE – 2000 to 2001

October 2000 to April 2001

- Chief Executive Officer tasked with overall management responsibility for the Company consisting of 35 employees, 300K licensed POPS in Eastern and Central Nebraska and approximately 3000 customers.

GTE Corporation – 1991 to 1995

August 1991 to October 1994

- District Manager – Arizona/Utah, Show Low, Arizona and Hobbs, New Mexico
Responsible for managing the telephone operations within the states of Arizona and Utah. Successfully coordinated the integration of the former Contel areas to GTE systems without negative impact to customer service or costs. Moving next to the Hobbs, New Mexico area. Held overall responsibility for customer service, installation and repair, customer accounting and public affairs activities within the state.

October 1994 to September 1995

- Area Manager – Customer Operations, Hobbs, New Mexico. Responsible for directing the telephone operations for New Mexico and West Texas. Overall responsibility for customer service, installation and repair, sales, external and regulatory affairs activities for an area that included 50 exchanges and over 100,000 access lines.

Contel Corporation – 1985 to 1991

Various management positions

Buddy Vaughan
Chief Strategy Officer

Years of Experience: 22.5 years

ENMR Telephone Cooperative, Inc. – 1987 to Present

January 1987 to June 2000

Various jobs in Information Technology at ENMR including programmer and Director of IT

- Wrote the first cellular billing system for Plateau Wireless in 1990
- Coordinated installation of first dialup Internet service in 1995

June 2000 to Present

Promoted to Chief Strategy Officer and tasked with long-term strategy for ENMR•Plateau

- Led team to develop fixed wireless Internet service; rolled out in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Led team to develop first fiber to the premise build in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Led team to develop strategy for deploying 1,000 miles of new fiber in ENMR to reach all broadband loop carriers
- Led team to develop strategy for migrating from old digital loop carriers to new broadband loop carriers
- Led team to develop strategy for migrating from old OC-48 system to new OC-192 system

July 2007 to Present

Assumed operational responsibilities for Plateau Telecommunications which provides sales & service for phone systems, data networks, CLEC, long distance, Internet, and long-haul circuits

- Led team to develop winning bid for fiber service to Roswell Independent School District in Roswell, NM; constructed six miles of fiber and turned up 1 Gbps Ethernet service to four school locations in approximately four months; continuing work with RISD to provide fiber to all school locations
- Led team to develop strategy for core DWDM network throughout central and eastern New Mexico and the Texas panhandle
- Working on NM Broadband Initiative with the State of New Mexico Department of Information Technology and representatives from the Governor's office and many other telcos and entities across the state to connect all New Mexicans to broadband
- Appointed to State of New Mexico Information Technology Commission by Governor Richardson

Jeff Moore
Chief Operating Officer - Wireline

Years of Experience: 33 years

ENMR Telephone Cooperative, Inc. –1976 to Present

July 1976- August 1990

Various supervisory jobs on the Wireline side

- Organized, established and managed a localized area wide control center for the purpose of analyzing productivity in man-hours. The scope of the analysis included all operations of ENMR. Responsible for man-hour control through the assignment of daily work loads.
- Supervised the deployment of a Micro Computer System local loop test network. This centralized system permitted Cooperative personnel to remotely test local loops from any central office through the customer premise equipment.
- Coordinated and inspected all RUS and General Fund contracts (i.e. microwave radio, central office, fiber optic, outside plant, buildings and concentrators). Performed land acquisition, supervised site preparation and coordinated ENMR's responsibilities with contractors. Responsible for verification and inspection of contractor construction, drop crews, central office installers and splicers.

August 1990-2001

Operations Manager and Wireline Operations Director

- Represented ENMR Telephone Cooperative in state, regional, and national industry associations. Served as a Member of the Board of Directors and President of the Arizona-New Mexico Telephone Association. Elected as the New Mexico representative on the TECO Board of Directors, an affiliate of NTCA.

2001 to present

Chief Operating Officer - Wireline

- Responsible for all aspects of Wireline Operations for ENMR Plateau and its subsidiaries, including Sales, Marketing, Customer Care, Maintenance, Facilities Management, Construction, Network Management and Operator Services. Responsible for over 15,000 miles of underground facilities and connecting distribution networks.
- Led team in the successful completion the construction of approximately 1,000 miles of new fiber in ENMR to reach all broadband loop carriers
- Leading team in the implementation of converting from old digital loop carriers to new broadband loop carriers
- Leading team in the implementation for migrating from old OC-48 system to new OC-192 system
- Leading team in the planning and installation of approximately 100 miles of FTTP construction within ENMR

David Robinson
Chief Financial Officer

Years of Experience: 21 years

ENMR Telephone Cooperative, Inc. – 1996 to Present

July 1996 to May 2001

Held the position of Controller at ENMR managing the Accounting and Warehouse departments

- Coordinated and implemented the Oracle Financials conversion in 1999 at a cost of \$250,000

May 2001 to Present

Promoted to Chief Financial Officer and tasked with the oversight and continuing development of the Accounting, Employee Services, Information Services, Regulatory and Warehouse departments

- Implemented the ARIS billing project which resulted in a successful conversion of three billing systems (point of sale, cellular and Oracle) involving four different product lines (CLEC, Long Distance, Internet and Wireless) affecting approximately 51,000 customers; total project cost \$3.7M
 - Added circuit billing
- Annual coordination and supervision of a corporate budget in excess of \$123M
- Responsibilities also include analyzing the financial aspects of business models for all lines of business prior to implementation in order to determine that each one is feasible, meets all Regulatory requirements and adheres to the corporate Strategic Plan as approved by the Board of Directors. Projects to date:
 - Wireless Internet service, fiber to the premise – FTTP, fiber to the business - FTTB, DWDM throughout central and eastern New Mexico including the Texas panhandle, conversion from analog to digital wireless as well as the recent billing conversion

Brian Cathey, PMP
Project Manager

Years of Experience: 13.8 years

ENMR Telephone Cooperative, Inc. – 1996 to Present

November 1996-2004

Various jobs in Information Technology at ENMR including Information Services Manager

- Management of projects involving hardware, software, networking, and construction
- Successfully managed software/hardware projects including Billing and OSS, Facilities Management, ERP, Document Management, Message Processing, and Web Site development

2004-Present

- Successfully managed implementation of GSM and GPRS network migration
- Successfully managed fiber construction project in Roswell, NM
- Successfully managed fiber construction projects to extend existing FTTB network in Clovis, NM
- Successfully managed vendor evaluation and network planning project for Broadband Loop Carrier migration
- Managed project to implement Billing and Operational support systems for our local, LD, and Internet services in 2004-2005. Both systems are currently in use.
- Managed project to implement Nortel GSM/GPRS wireless network throughout our wireless service area in 2004-2005. System is currently serving over 70,000 subscribers.
- Managed project to upgrade ERP to Oracle eBusiness Suite in 2005-2006; system is currently in use.
- Managed project to evaluate Broadband Loop Carrier vendors and create master plan for migration from Digital Loop Carriers to Broadband Loop Carriers in 2006. Vendor was successfully selected and master plan completed. Migration to BLC's is currently in progress.
- Led the development of disaster recovery/business continuity planning in 2006/2007.
- Managed project to construct underground fiber for Roswell Independent Schools in 2008. Project was successfully completed within the extremely aggressive timeline and within budget
- Managed projects to extend Fiber to the Business network in Clovis, NM in 2008. Fiber is currently in use and serving customers
- Currently managing projects to implement Dense Wave Division Multiplexing transport network for high capacity circuits. Project design has been completed and implementation is currently in progress.

Jason Gonzales
Wireline Network Manager

Years of Experience: 17.5 years

ENMR Telephone Cooperative, Inc. – 1992 to Present

1992 – 1999

Graphics Technician in Facilities Department

- Performed GIS operation and administration

1999 – 2000

Software Engineer in Information Services Department

- Led conversion of internal applications to Oracle CRM
- Performed Oracle database administration and development in support of billing and CRM systems

2002 - 2006

Research Engineer in Business Development & Planning Department

- Assisted team with research and development of fixed wireless Internet service; rolled out in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Led R&D team on deployment of the first fiber to the premise built in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Led R&D team responsible for defining ENMR Plateau's Network Modernization Plan from Phases 3 through 5 consisting of; the design of a 750+ mile fiber to the DLC upgrade, Ethernet over SONET transport design, and VoIP core design

2006-Present

Wireline Network Manager

- Responsible for Network Engineering, IP Network Maintenance, Internet Tech Support, and 24x7 NOC
- Responsible for 44 regional central offices and fiber transport sites
- Led migration from classic OC-48 network to next generation OC-192 transport incorporating native Ethernet over SONET and mesh technologies
- Manages 1,800+ mile SONET transport network
- Managing conversion of CLASS 5 and CLASS4 switch infrastructure to VoIP architecture
- FTTP in ENMR area
- FTT-BLC in ENMR area

Regan Williams
Project Manager

Years of Experience: 18.8 years

ENMR Telephone Cooperative, Inc. – 1990 to Present

October 1990 to June 1993

Load Control

- Monitored alarming system
- Managed workflow for field technicians

June 1993 to June 2000

Various jobs in Information Technology at ENMR including Programmer and Project Manager

- Maintained various billing systems and internal accounting and support systems
- Managed conversion to state of the art convergent billing system
- Managed conversion from home grown accounting systems to Oracle Financials

June 2000 to Present

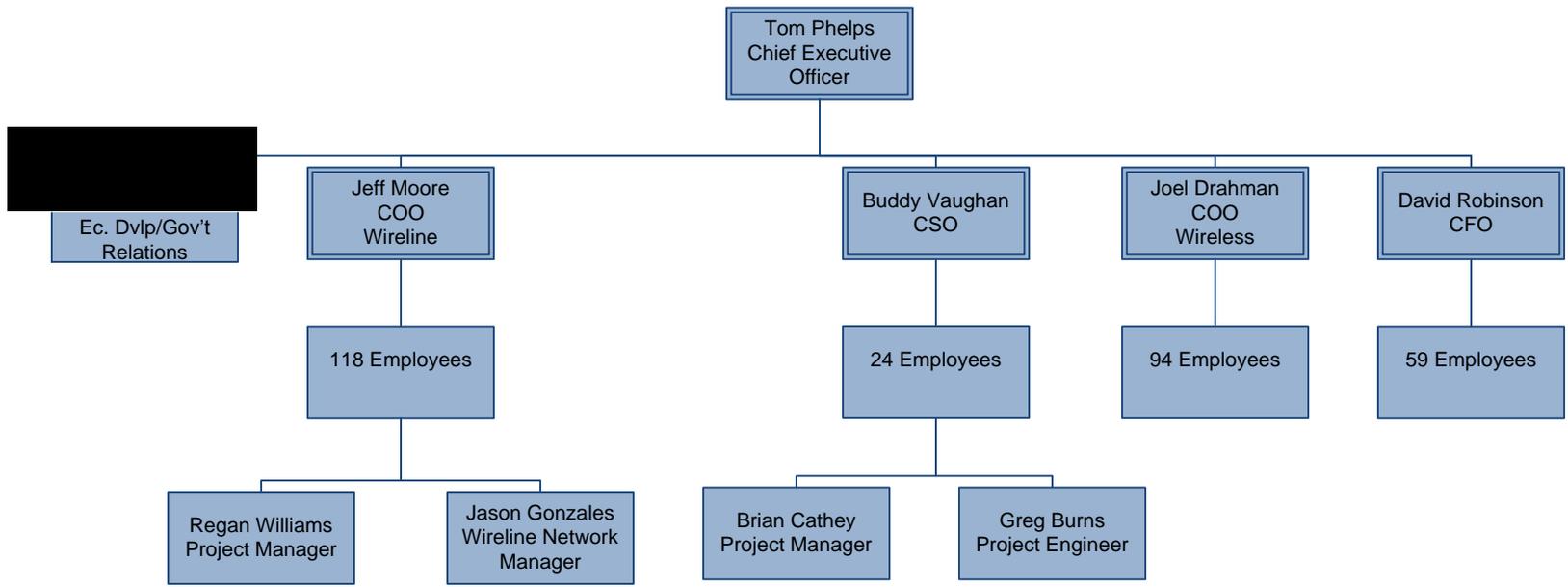
Promoted to Project Manager in new Business Development and Planning department

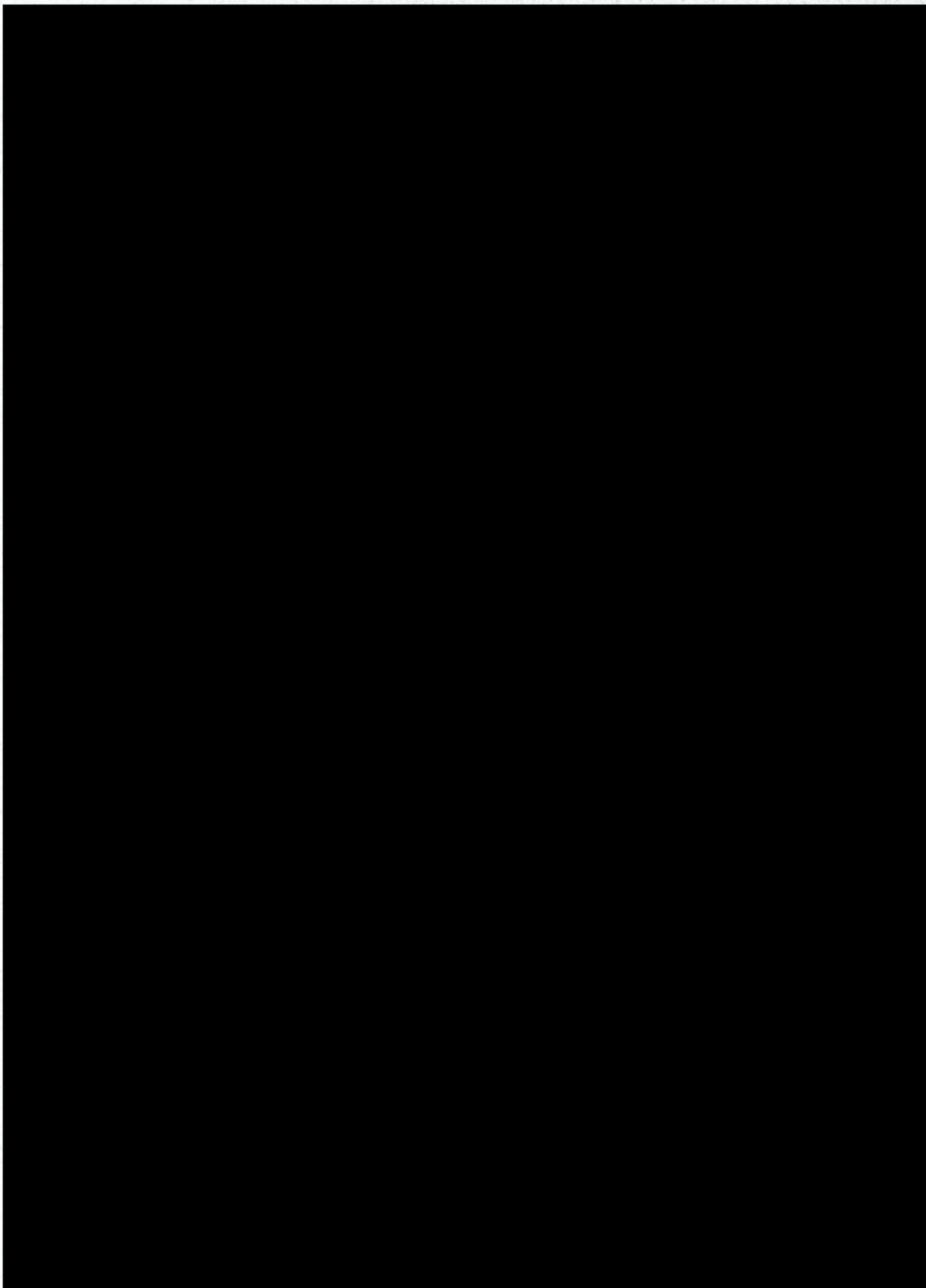
- Managed successful implementation of fixed wireless Internet service; rolled out in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Managed successful implementation of first fiber to the premise build in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Managed team in the successful completion the construction of approximately 1,000 miles of new fiber in ENMR to reach all broadband loop carriers
- Managed project team in the successful conversion from 505 area code to new 575 area code
- Managing implementation for converting from old digital loop carriers to new broadband loop carriers
- Managing implementation for migrating from old OC-48 system to new OC-192 system
- Managing the installation of approximately 25 miles of duct within the town limits of Logan, NM
- Project Manager for the planning and installation of approximately 100 miles of FTTP construction within ENMR

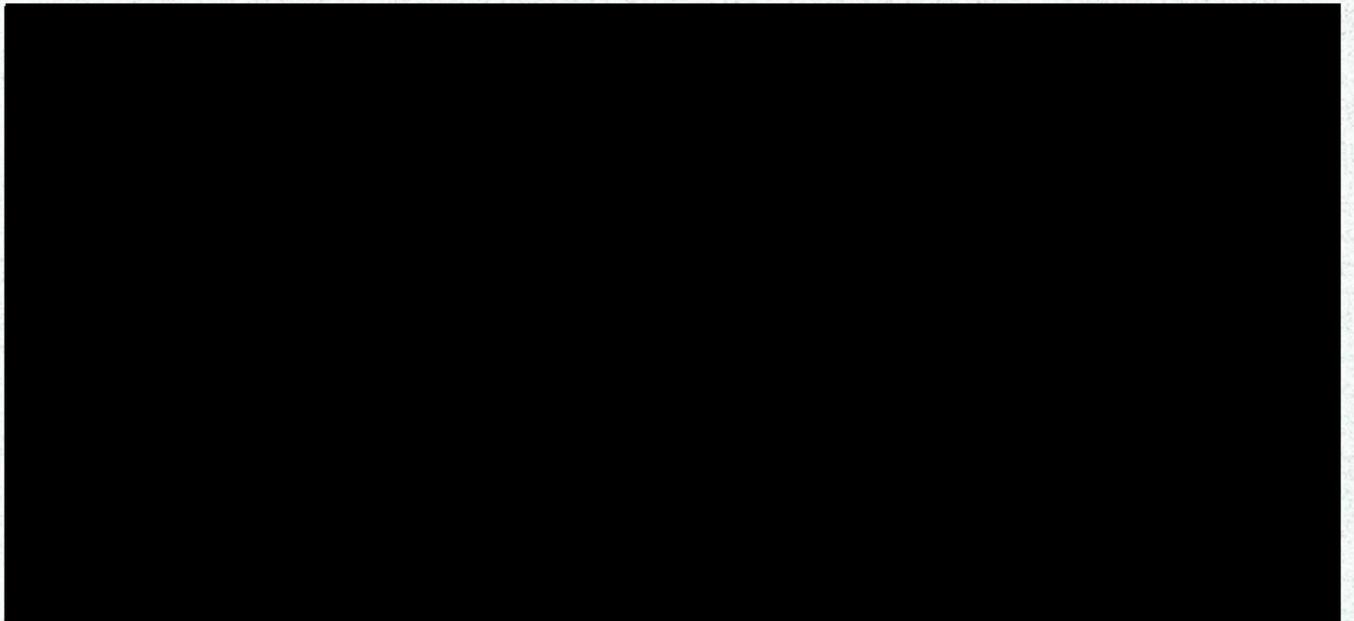
Project Summary: Resumes

- Rolled out fixed wireless Internet service in 2003; approximately 11,000 subscribers in 8 competitive markets in New Mexico
- Completed first fiber to the premise build in New Mexico in 2004; currently offering service to businesses and residential greenfields in Clovis, NM using over 65 miles of fiber optics; approximately 800 customers
- Deployed 1,000 miles of new fiber in ENMR to reach all broadband loop carriers (2006-2009)
- Migrated old digital loop carriers to new broadband loop carriers (2008-2010)
- Migrated from old OC-48 system to new OC-192 system incorporating native Ethernet over SONET and mesh technologies (2008)
- Developed winning bid for fiber service to Roswell Independent School District in Roswell, NM; constructed six miles of fiber and turned up 1 Gbps Ethernet service to four school locations in approximately four months; continuing work with RISD to provide fiber to all school locations in 2008
- Developed strategy for core DWDM network throughout central and eastern New Mexico and the Texas panhandle in 2009
- Completed the ARIS billing project which resulted in a successful conversion of three billing systems (point of sale, cellular and Oracle) involving four different product lines (CLEC, Long Distance, Internet and Wireless) affecting approximately 51,000 customers; total project cost \$3.7M
- Implemented Nortel GSM/GPRS wireless network throughout our wireless service area in 2004-2005. System is currently serving over 70,000 subscribers.
- Completed ENMR•Plateau's Network Modernization Plan from Phases 3 through 5 consisting of; the design of a 750+ mile fiber to the DLC upgrade, Ethernet over SONET transport design, and VoIP core design (2006-2009)
- Converting CLASS 5 and CLASS4 switch infrastructure to VoIP architecture (2007-2010)

(ENMR
[Redacted])









**ENMR TELEPHONE COOPERATIVE, INC.
AND SUBSIDIARIES**
(dba ENMR-PLATEAU TELECOMMUNICATIONS)

**INDEPENDENT AUDITOR'S REPORT AND
CONSOLIDATED FINANCIAL STATEMENTS**

DECEMBER 31, 2008 AND 2007

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44 Pages

Withheld in their entirety
pursuant to FOIA Exemption 4
(5 U.S.C. § 552 (b)(4))



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**INDEPENDENT AUDITOR'S REPORT AND
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DECEMBER 31, 2007 AND 2006

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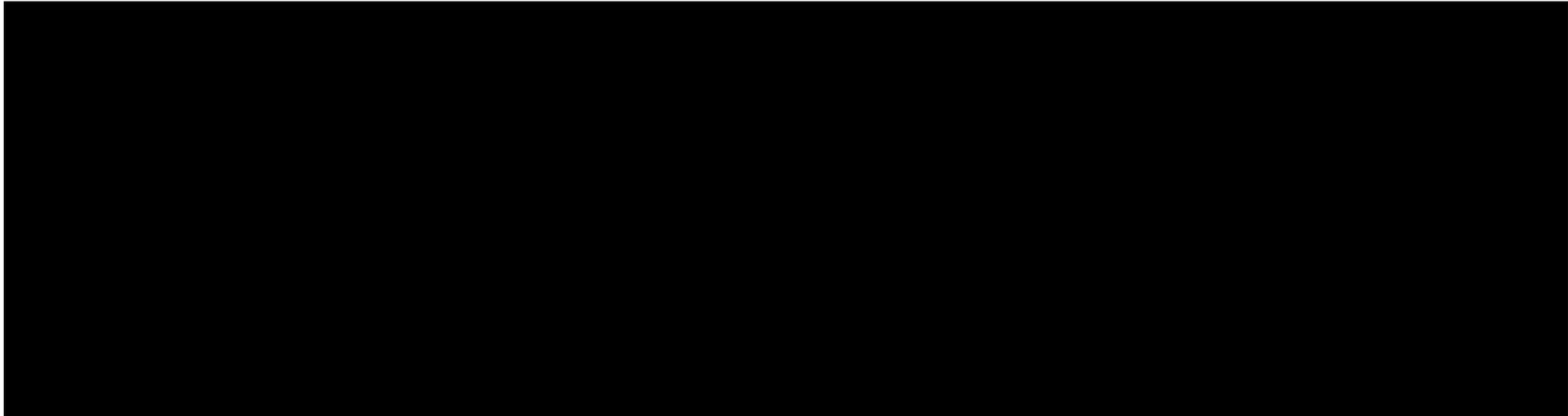
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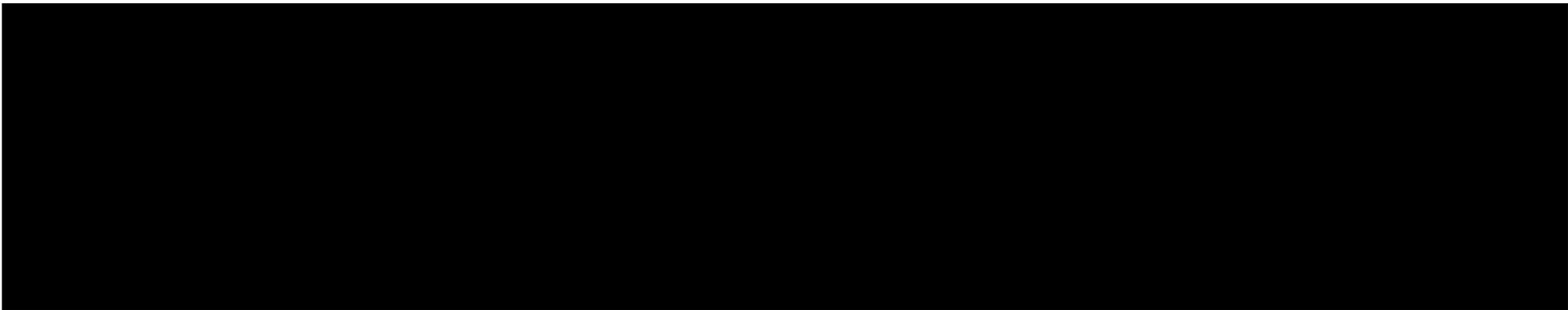
ATTACHMENT H – Broadband Subscriber Estimates

Instructions: Using the table below, please estimate the number of subscribers for each distinct type of service offering on a quarterly basis over the five year forecast period. Combine all service pricing tiers of broadband data services into a single service offering. The subscriber projections must be described separately by the type of services offered, and by type of entity (households, businesses, "strategic institutions" i.e., critical community facilities, community anchor institutions, and public safety entities) to which services are offered. For last mile subscribers, please also provide, on a separate sheet, your estimated take rate (the percentage of total customers passed who will subscribe to your service), along with a brief description of the methodology used to forecast these subscribers/take rates. Middle mile applicants should indicate their subscriber forecasts in terms of the entities served via the last mile service providers, community anchor institutions, or public safety entities that are connected to their middle mile network. Middle mile applicants should also provide a reasoned basis for these subscriber forecasts (e.g., agreements in principle with existing or planned last mile service providers, market studies, etc).

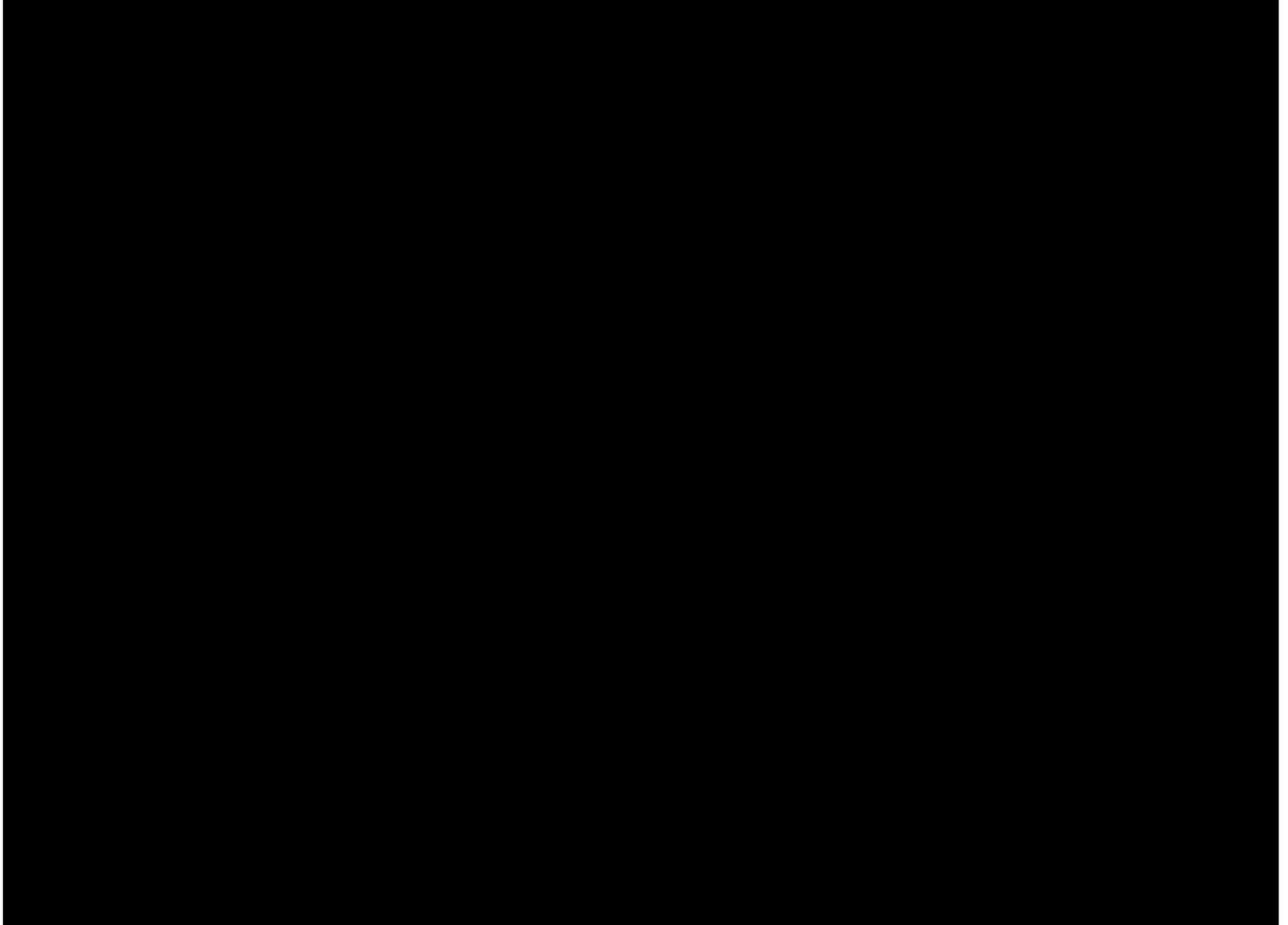
Household Subscribers	YEAR	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
<i>Service Type #1</i>	0	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Net add-ons																					
Cumulative subscribers																					
<i>Service Type #2</i>																					
Net add-ons																					
Cumulative subscribers																					
<i>Service Type #3</i>																					
Net add-ons																					
Cumulative subscribers																					



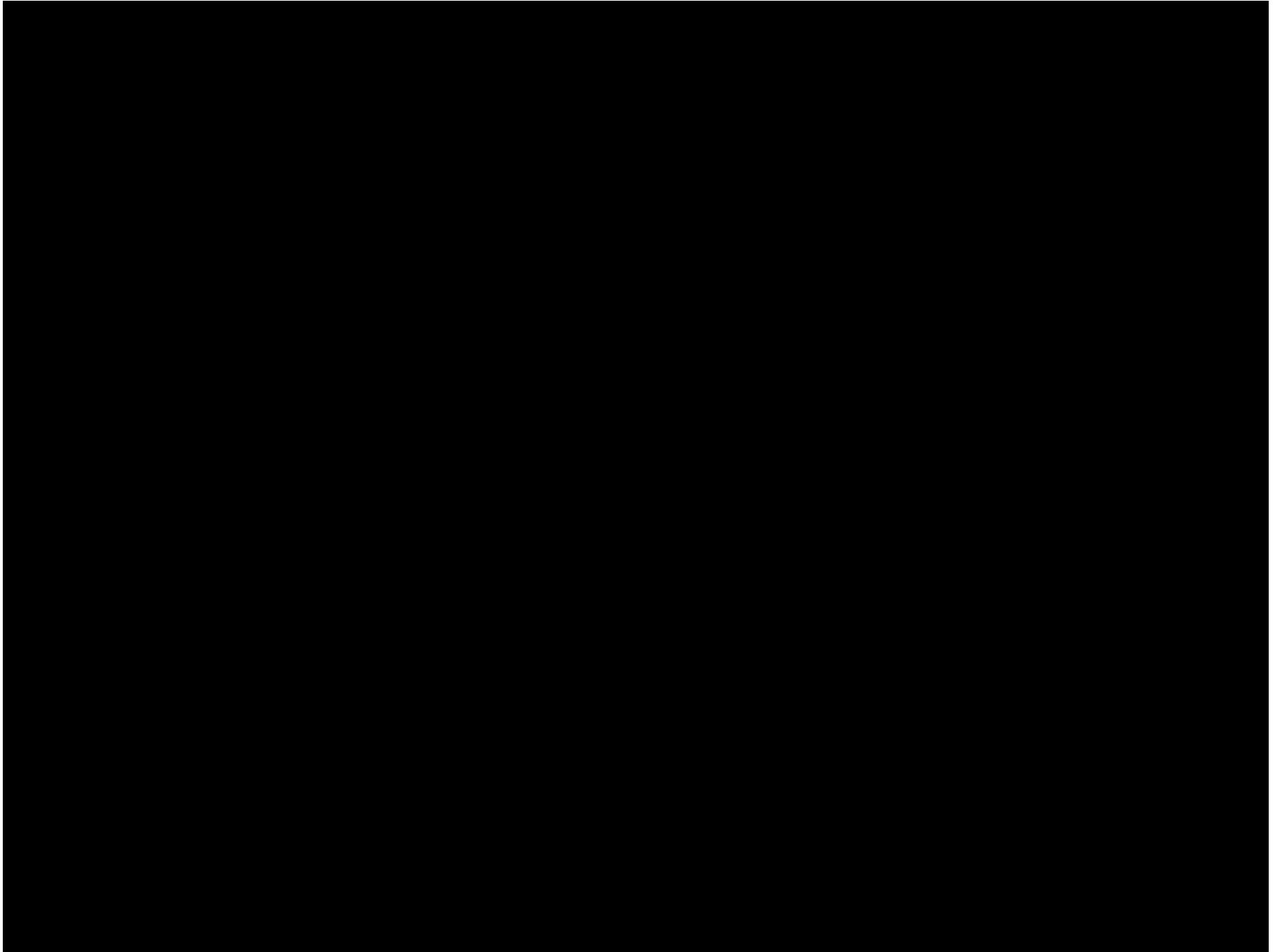
Reasoned Basis for Subscriber Forecasts:



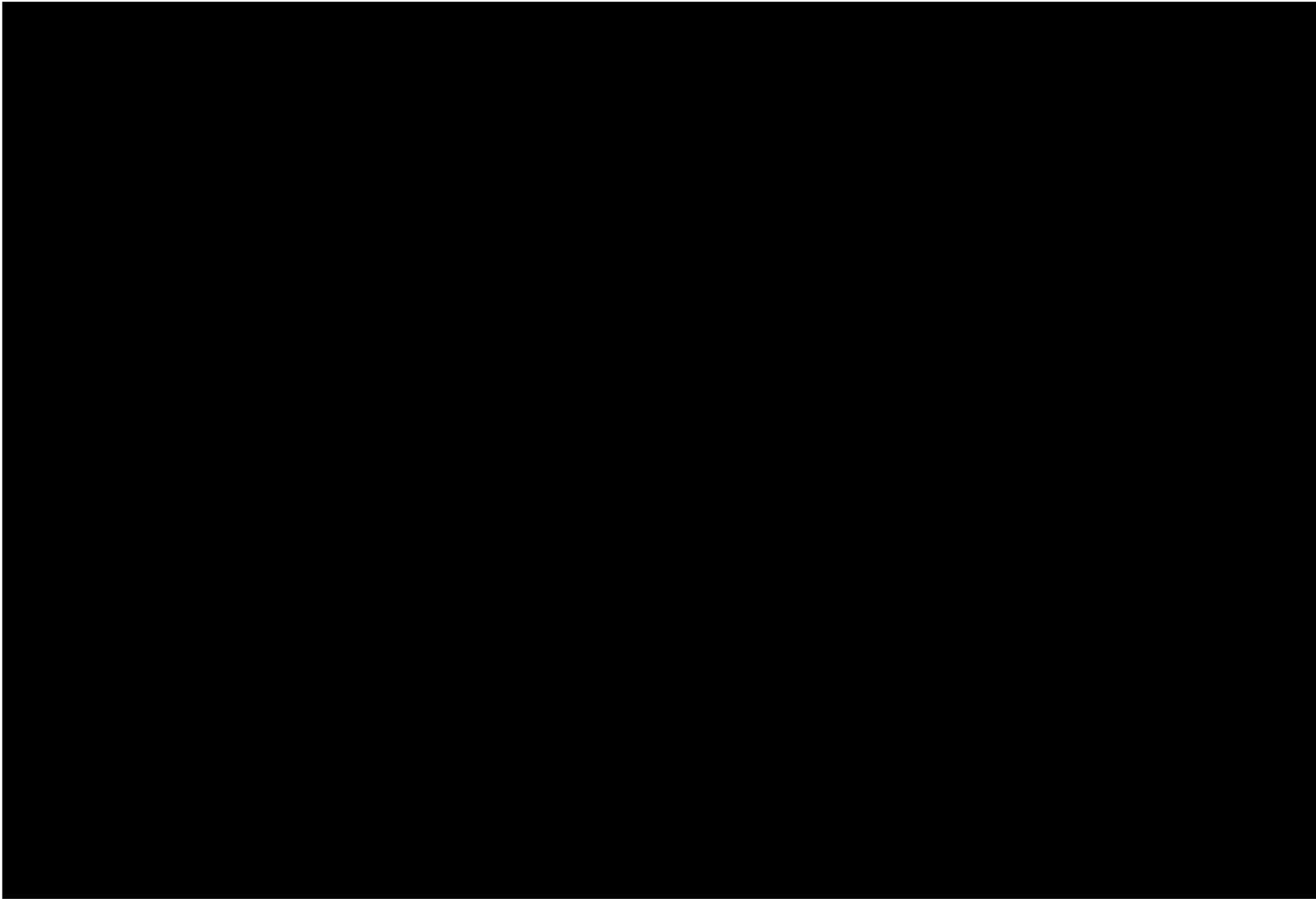
Income Statement



Balance Sheet



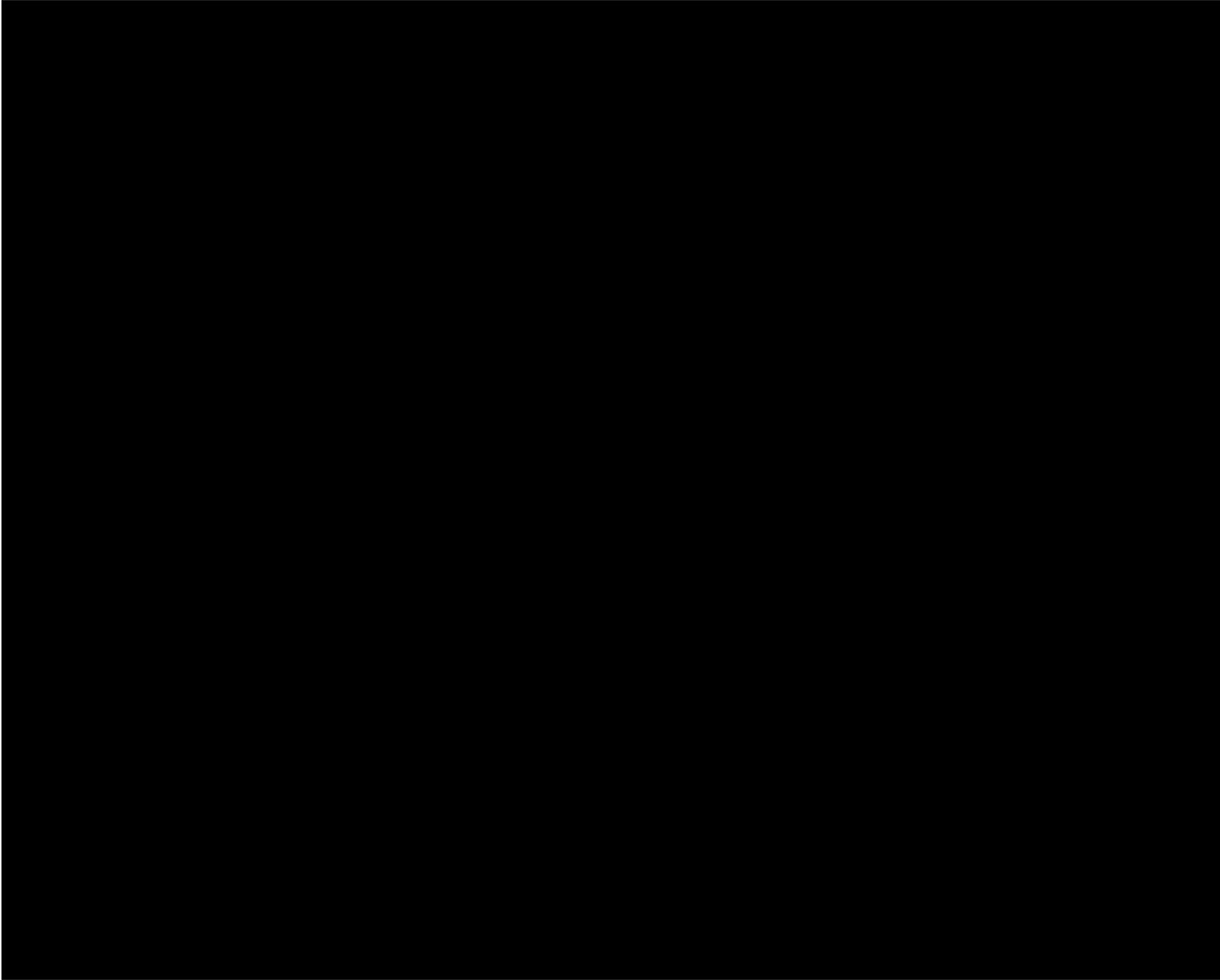
Statement of Cash Flows



Question 50.

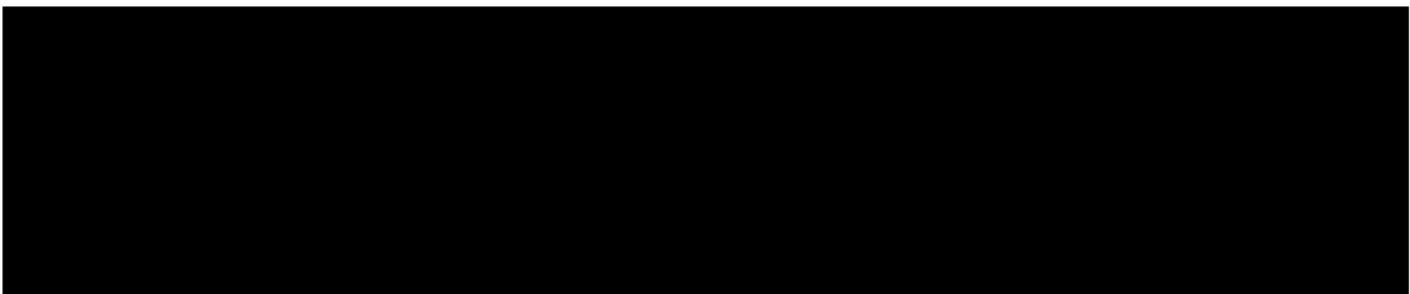
Financial Assumptions

Please provide a table(s) that lists all assumptions used to produce the financials and a brief explanation of why each assumption is reasonable for your business case.



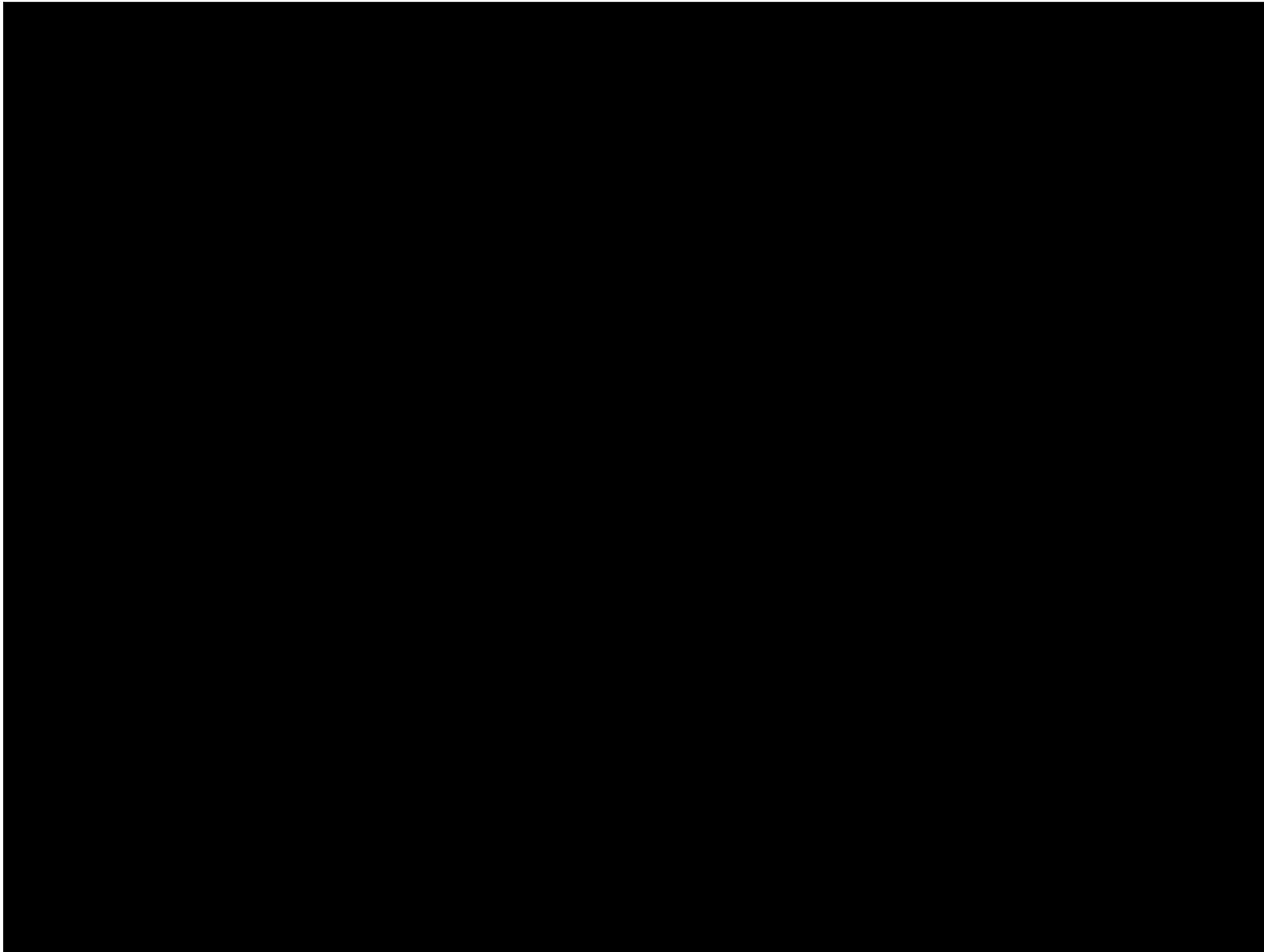


Tucamcari, NM
Broadband Study
August 10, 2009



4 Pages

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pursuant to FOIA Exemption 4
(5 U.S.C. § 552 (b)(4))



2 Pages

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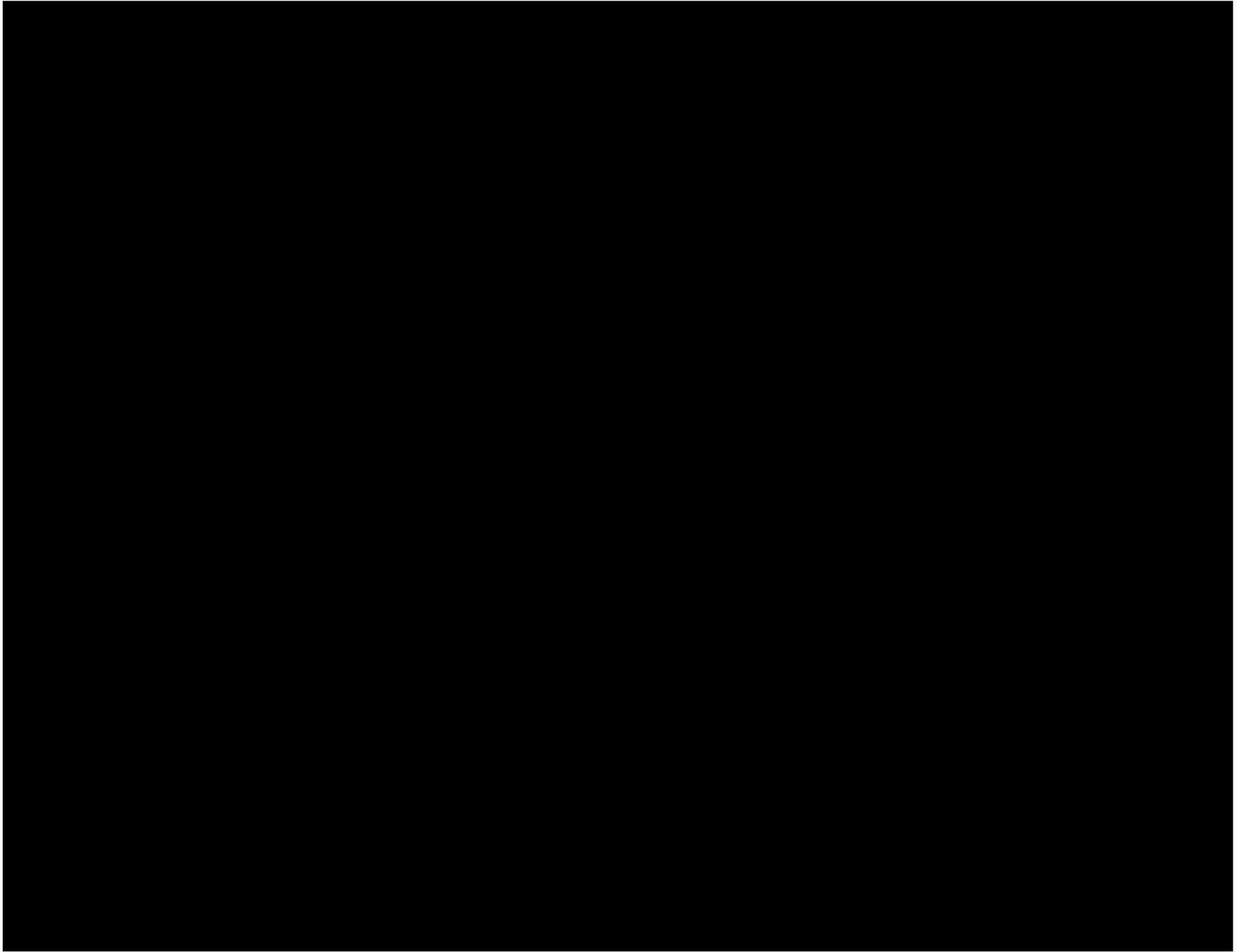
DETAIL OF PROJECT COSTS



DETAIL OF PROJECT COSTS



DETAIL OF PROJECT COSTS



DETAIL OF PROJECT COSTS

