

# OVERVIEW: SERVICES AND EXPERIENCE

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THE BUSKE GROUP

TELECOMMUNICATIONS CONSULTANTS

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# INTRODUCTION

THE BUSKE GROUP IS A HIGHLY EXPERIENCED CONSULTING FIRM THAT OFFERS A BROAD RANGE OF COMMUNICATIONS SERVICES.

The Buske Group provides an experienced team of media professionals to meet client needs in many areas, including:

- Franchise renewal
- Cable regulation and policy
- Cable company franchise fee reviews
- Cable company franchise compliance and performance reviews
- Cable company transfer of ownership
- Cable rate regulatory assistance
- Needs assessments associated with utilization of cable by nonprofit organizations, schools, universities and cities
- Development of management plans for public, educational, or government (PEG) access channels and operations
- Analysis of PEG access policies, procedures, and personnel policies
- Compliance and performance reviews of cable company or nonprofit access operations, educational and government access, and local origination
- Transitions from one form of access management to another
- Development of facilities plans for public, educational, or government access facilities
- Local cable programming surveys
- Research specific to all policy and operational aspects of local cable programming
- Strategic and long range planning
- Seminars and retreats tailored to meet the cable information needs of a designated group or city
- Executive search process for access management entities

# PAST AND PRESENT CLIENTS

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## GOVERNMENT

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- City of Aberdeen, South Dakota
- City of Alameda, California
- City of Albuquerque, New Mexico
- City of American Canyon, California
- City of Ann Arbor, Michigan
- City of Arcata, California
- City of Ashland, Oregon
- City of Atherton, California
- City of Auburn, California
- City of Berkeley, California
- City of Blue Lake, California
- City of Boulder, Colorado
- City of Bremerton, Washington
- City of Brunswick, Ohio
- City of Burnsville, Minnesota
- City of Calistoga, California
- City of Cambridge, Massachusetts
- City of Carpinteria, California
- City of Carson City, Nevada
- City of Clearlake, California
- City of Clovis, California
- City of Cohoes, New York
- City of Colonie, New York
- City of Columbia, Missouri
- City of Columbus, Ohio
- City of Cotati, California
- City of Davis, California
- City and County of Denver, Colorado
- City of Eagan, Minnesota
- City of East Palo Alto, California
- City of Eureka, California
- City of Evanston, Illinois
- City of Ferndale, California
- City of Flint, Michigan
- City of Fortuna, California
- City of Fresno, California
- City of Gilroy, California
- City of Glendale, California
- City of Gonzales, California
- City of Grand Rapids, Michigan
- City of Grass Valley, California
- City of Greenfield, California
- City of Hayward, California
- City of Healdsburg, California
- City of Hercules, California
- City of Hollister, California
- City of Hood River, Oregon
- City of Indianapolis, Indiana
- City of Iowa City, Iowa
- City of Issaquah, Washington
- City of Kansas City, Kansas
- City of King City, California
- City of Laredo, Texas
- City of Lathrop, California
- City of LaVerne, California
- City of Lompoc, California
- City of Los Altos, California
- City of Los Angeles, California
- City of Los Banos, California
- City of Los Gatos, California
- City of Malden, Massachusetts
- City of Marina, California
- City of Menlo Park, California
- City of Milpitas, California
- City of Modesto, California
- City of Monterey, California
- City of Morgan Hill, California
- City of Morro Bay, California
- City of Napa, California
- City of Nashville, Tennessee
- City of Nevada City, California
- City of Newport Beach, California
- City of Norfolk, Virginia
- City of Novato, California
- City of Oceanside, California
- City of Pacifica, California
- City of Pacific Grove, California
- City of Palm Springs, California
- City of Palo Alto, California
- City of Pasco, Washington
- City of Petaluma, California
- City of Pico Rivera, California

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## GOVERNMENT - continued

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- City of Pinole, California
- City of Pontiac, Michigan
- City of Port Angeles, Washington
- City of Reno, Nevada
- City of Rhinebeck, New York
- City of Richland, Washington
- City of Rio Dell, California
- City of Ripon, California
- City of Rohnert Park, California
- City of Rye, New York
- City of St. Helena, California
- City of Salina, Kansas
- City of Salinas, California
- City of San Jose, California
- City of San Juan Bautista, California
- City of San Luis Obispo, California
- City of Sand City, California
- City and County of Santa Cruz, California
- City of Santa Maria, California
- City of Santa Monica, California
- City of Santa Rosa, California
- City of Seaside, California
- City of Seattle, Washington
- City of Sebastopol, California
- City of Soledad, California
- City of Sonoma, California
- City of Sonora, California
- City of Sparks, Nevada
- City of Springfield, Illinois
- City of Stockton, California
- City of Syracuse, New York
- City of Tampa, Florida
- City of Topeka, Kansas
- City of Troy, New York
- City of Tucson, Arizona
- City of Union City, California
- City of Vallejo, California
- City of Ventura, California
- City of Wadsworth, Ohio
- City of West Linn, Oregon
- City of West Sacramento, California
- City of Winters, California
- City of Yuma, Arizona
- Arlington County, Virginia
- Clackamas County, Oregon
- Contra Costa County, California
- Humboldt County, California
- King County, Washington
- Kitsap County, Washington
- Marin County, California
- Monterey County, California
- Montgomery County, Maryland
- Multnomah County, Oregon
- Napa County, California
- Nevada County, California
- Plumas County, California
- San Benito County, California
- San Luis Obispo County, California
- Santa Barbara County, California
- Santa Clara County, California
- Skamania County, Washington
- Sonoma County, California
- Thurston County, Washington
- Tuolumne County, California
- Washoe County, Nevada
- Town of Belmont, Massachusetts
- Town of Colma, California
- Town & Village of Harrison, New York
- Town & Village of Mamaroneck, New York
- Town of Middleborough, Massachusetts
- Town & Village of Rhinebeck, New York
- Town of Truckee, California
- Town of Woodstock, New York
- Town of Yountville, California
- Village of Larchmont, New York
- Village of Scarsdale, New York
- Anderson Township, Ohio
- Brunswick Hills Township, Ohio
- Independence Township, Michigan
- Waterford Township, Michigan
- Fort Ord Reuse Authority, Monterey, California
- Lockport Cable Commission, Lockport, New York
- Northern Dakota County Cable Communications Commission, Inver Grove Heights, Minnesota
- North Suburban Communications Commission, Roseville, Minnesota
- Southwestern Oakland Cable Commission, Farmington Hills, Michigan

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## NONPROFIT ORGANIZATIONS

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- Access Houston - Houston, Texas
- Access Humboldt - Humboldt County, California
- Access Monterey Peninsula - Monterey, California
- Access Sacramento - Sacramento, California
- Access Tucson - Tucson, Arizona
- Alliance for Community Media - Washington DC
- Anderson Community Television - Anderson, Ohio
- Austin Film Society - Austin, Texas
- Belmont Media Center – Belmont, Massachusetts
- Berkeley Community Media - Berkeley, California
- Boston Neighborhood Network – Boston, Massachusetts
- BRIC Community Media – Brooklyn, New York
- Calaveras Community TV - San Andreas, California
- Cambridge Community Television - Cambridge, Massachusetts
- Chicago Access Corporation - Chicago, Illinois
- C-NET - State College, Pennsylvania
- Cincinnati Community Video - Cincinnati, Ohio
- Community Access Television – Columbia, Missouri
- Community Access Partners of San Buenaventura - Ventura, California
- Community Access TV of Salina - Salina, Kansas
- Community Media Access Collaborative - Fresno, California
- Community Media Access Partnership - Gilroy/Hollister/San Juan Bautista, California
- Community Media Center of Marin - Marin County, California
- CreaTV - San Jose, California
- Dallas Community Television - Dallas, Texas
- Danvers Community Access Television – Danvers, Massachusetts
- Davis Community TV - Davis, California
- Denver Community Television - Denver, Colorado
- Fall River Community Media, Fall River, Massachusetts
- Falmouth Community Television - Falmouth, Massachusetts
- KLTV – LongviewKelso, Washington
- KSAR - Saratoga Community Cable Access - Saratoga, California
- Larchmont-Mamaroneck Community Television - Mamaroneck, New York
- Lockport Community TV - Lockport, New York
- Los Angeles Cable Television Access Corporation - Los Angeles, California
- Malden Access TV – Malden, Massachusetts
- Manhattan Neighborhood Network - New York
- Martha’s Vineyard Community Television - Oak Bluffs, Massachusetts
- Mendocino Coast Community Education TV - Fort Bragg, California
- Midpeninsula Community Media Center – Palo Alto, California
- Millbrae Community Television - Millbrae, California
- Milwaukee Access Telecommunications Authority - Milwaukee, Wisconsin
- Missoula Community Access Television, Missoula, Montana
- Monrovia Cable Access Commission - Monrovia, California
- Napa Public Access Cable TV - Napa, California
- NOVAC - New Orleans, Louisiana
- Oakland County Cable Communications Corporation - Troy, Michigan
- Oceanside Community Television - Oceanside, California
- ‘Olelo Community Television - Honolulu, Hawaii
- PAC-14 - Salisbury, Maryland
- Pasadena Community Access Corporation – Pasadena, California
- PEGASYS - Enid, Oklahoma
- Petaluma Community Access - Petaluma, California
- Pittsburgh Community Television - Pittsburgh, Pennsylvania
- Pocatello Vision 12 - Pocatello, Idaho
- Portland Cable Access - Portland, Oregon
- Public Media Network - Kalamazoo, Michigan
- Quote...Unquote - Albuquerque, New Mexico
- Reading Community Access TV – Reading, Massachusetts
- Redding Community Access TV - Redding, California
- St. Paul Neighborhood Network – St. Paul, Minnesota
- Salisbury Community TV & Media Center – Salisbury, Massachusetts
- San Francisco Community Television Corporation - San Francisco, California
- Santa Barbara Channels - Santa Barbara, California
- Santa Rosa Community Media Access Center - Santa Rosa, California
- Somerville Community Access Television - Somerville, Massachusetts
- Speak Up Tampa Bay - Tampa, Florida
- Tampa Educational Cable Consortium - Tampa, Florida
- Thurston Community TV - Olympia, Washington
- Tualatin Valley Community Access - Beaverton, Oregon
- Vallejo Community Access TV - Vallejo, California
- Waycross Community Media - Forest Park, Ohio
- West Allis Community Communications Corporation - West Allis, Wisconsin

# CONSULTING EXPERIENCE

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## FRANCHISE RENEWAL

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CITIES OF SANTA ROSA, MONTEREY, FRESNO, CLOVIS, GILROY, HOLLISTER, SAN JUAN BAUTISTA, OCEANSIDE, LOMPOC, SANTA MARIA, NAPA, AMERICAN CANYON, HEALDSBURG, AUBURN, PETALUMA, PALO ALTO, PALM SPRINGS, CARPINTERIA, PACIFIC GROVE, SEASIDE, GONZALES, GREENFIELD, KING CITY, SOLEDAD, NEVADA CITY, GRASS VALLEY, SONORA, ARCATA, BLUE LAKE, EUREKA, FERNDALE, FORTUNA, RIO DELL, PACIFICA AND COLMA; AND THE COUNTIES OF MONTEREY, NEVADA, NAPA, HUMBOLDT, AND TUOLUMNE, CALIFORNIA  
CITY OF SALINA, KANSAS  
CITY OF EVANSTON, ILLINOIS  
CITY OF COLUMBIA, MISSOURI  
CITY OF BRUNSWICK, OHIO  
CITY OF CAMBRIDGE, MASSACHUSETTS  
CITIES OF PASCO, RICHLAND AND PORT ANGELES, WASHINGTON

The Buske Group has been retained by these jurisdictions to provide consulting assistance during the franchise renewal process. Our duties have included the following:

1. Devise reasonable and cost-effective renewal procedures that are consistent with federal, state, and local law as well as strategies for the implementation of the franchise renewal plan;
2. Conduct a technical audit of the cable system;
3. Evaluate the past performance of the cable operator (including a review of the operator's compliance with the existing franchise, a financial review of the system to ascertain whether the cable operator has paid franchise fees properly and to ascertain the general financial condition of the cable system, a review of customer satisfaction surveys, and a review of current PEG access channels, equipment, facilities, and services);
4. Conduct extensive assessments of community needs and interests;
5. Develop goals for the negotiating process;
6. Participate in franchise negotiations; and
7. Draft the final franchise agreement and the enabling ordinance.

Our work also included cable company transfer of ownership assistance for Monterey County, Monterey, Gilroy, Hollister, San Juan Bautista, Pacific Grove, Lompoc, Santa Maria, and Evanston. These transfers occurred during the franchise renewal process.

In addition, The Buske Group provided assistance in the establishment of new nonprofit PEG access management organizations, including the search for and hiring of the initial Executive Director, for many of these communities.

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## COMMUNITY NEEDS ASSESSMENT

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CALIFORNIA: CITIES OF LOS ANGELES, SAN JOSE, VENTURA, NEWPORT BEACH, UNION CITY, DAVIS, LOS ALTOS AND LOS GATOS; COUNTIES OF CONTRA COSTA, SAN LUIS OBISPO AND SANTA CLARA  
FLORIDA: CITY OF TAMPA; MICHIGAN: CITY OF ANN ARBOR, INDEPENDENCE TOWNSHIP;  
MARYLAND: MONTGOMERY COUNTY; TENNESSEE: CITY OF NASHVILLE AND DAVIDSON COUNTY;  
MINNESOTA: CITIES OF BURNSVILLE AND EAGAN; NORTH SUBURBAN COMMUNICATIONS COMMISSION; NORTHERN DAKOTA COUNTY CABLE COMMUNICATIONS COMMISSION  
NEW YORK: CITY OF SYRACUSE, TOWN & VILLAGE OF HARRISON, VILLAGE OF LARCHMONT, TOWN & VILLAGE OF MAMARONECK; VILLAGE OF SCARSDALE; WASHINGTON: KING COUNTY;  
VIRGINIA: ARLINGTON COUNTY; SOUTH DAKOTA: CITY OF ABERDEEN

The Buske Group was retained by these local governments to conduct extensive needs assessments as a part of the overall franchise renewal process. Our duties included the following tasks:

1. Design overall needs assessment process and identify tasks to be undertaken;
2. Conduct a statistically valid telephone survey of subscribers and non-subscribers;
3. Conduct focus group meetings;
4. Review all aspects of PEG access operations and channel management;
5. Collect and analyze technology, strategic, long range, and communication plans prepared by various community organizations, government agencies, and educational institutions;
6. Interview representatives of various community agencies and organizations; and
7. Prepare reports documenting key findings and recommendations regarding community cable related needs and interests.

CREATV SAN JOSE, MANHATTAN NEIGHBORHOOD NETWORK, BRIC COMMUNITY MEDIA, SOMERVILLE COMMUNITY ACCESS TELEVISION, MARTHA'S VINEYARD COMMUNITY TELEVISION, PITTSBURGH COMMUNITY TELEVISION, SANTA ROSA COMMUNITY MEDIA CENTER, SAINT PAUL NEIGHBORHOOD NETWORK, MALDEN ACCESS TV, BELMONT MEDIA CENTER, DANVERS COMMUNITY ACCESS TELEVISION, READING COMMUNITY ACCESS TV, FALL RIVER COMMUNITY MEDIA, MISSOULA COMMUNITY ACCESS TELEVISION, AND SALISBURY COMMUNITY TV & MEDIA CENTER

The Buske Group was retained by these PEG Access organizations to conduct extensive needs assessments as a part of the overall franchise renewal process. Our duties included the following tasks:

1. Review cable franchise (license) agreement, any franchise amendments, and contracts between access organizations and cities and/or cable operators;
2. Establish good working relationships with City representatives and franchise renewal consultants as well as the staff and Board of Directors of the local access organization;
3. Tour the local access organization's facilities and review its day-to-day operations;
4. Determine the level to which the cable operator fulfilled its access-related obligations;
5. Plan and conduct focus group workshops and distribute questionnaires at those workshops;
6. Conduct on-line and telephone surveys;
7. Prepare reports documenting key findings and recommendations regarding the community-indicated needs of the local access organization;
8. Present report to the Board of Directors of the local access organization and meet with City staff and consultants to discuss findings and recommendations; and
9. Provide assistance and advice to the local access organization as needed throughout the cable franchise renewal process.



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## FRANCHISE FEE REVIEW

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CITIES OF MONTEREY, SANTA ROSA, FRESNO, CLOVIS, HEALDSBURG, HOLLISTER, GILROY, SAN JUAN BAUTISTA, NAPA, AMERICAN CANYON, OCEANSIDE, SANTA MARIA, LOMPOC, SONOMA, SEBASTOPOL, ROHNERT PARK, EUREKA, ARCATA, BLUE LAKE, FERNDALE, FORTUNA, RIO DELL, PALO ALTO, TRUCKEE, WINTERS AND WEST SACRAMENTO; AND THE COUNTIES OF HUMBOLDT, MONTEREY, NAPA, NEVADA, AND SONOMA, CALIFORNIA

CITY OF CARSON CITY, NEVADA

CITY OF EVANSTON, ILLINOIS

CITY OF BRUNSWICK, OHIO

CITY OF COLUMBIA, MISSOURI

CITY OF FLINT, MICHIGAN

CITIES OF SYRACUSE AND TROY, NEW YORK

CITY OF SALINA, KANSAS

CITY OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

CITIES OF PASCO AND RICHLAND, WASHINGTON

The Buske Group has provided assistance to these cities and counties by conducting a review of the franchise fees that were paid by their respective cable companies, to determine if the past calculation and payment of franchise fees was done accurately. The results of the franchise fee reviews helped to identify any discrepancies in past payments, and in some instances, to plan adjustments in future franchise agreement language. In every case, The Buske Group's goal was to help assure that the jurisdiction received the full amount of franchise fee revenue to which it was entitled.

In a number of cases, the amount of underpaid franchise fees discovered significantly exceeded the cost to conduct the review.

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## PERFORMANCE REVIEW

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TAMPA BAY COMMUNITY NETWORK, TAMPA EDUCATIONAL CABLE CONSORTIUM,  
COMMUNITY ACCESS TELEVISION OF SALINA, LOCKPORT COMMUNITY TELEVISION, 'OLELO  
COMMUNITY TELEVISION, COMMUNITY ACCESS PARTNERS OF SAN BUENAVENTURA

The Buske Group was retained by these local access organizations to conduct an evaluation of the operation and management of their facilities and an ascertainment of access-related needs and interests. The following consulting services were provided:

1. Preparation and submission of questionnaires to collect information about the local access organization's equipment inventory and recent levels of community use of access resources;
2. On-site inspection of the production facilities;
3. Interviews with members of the access organization staff and Board of Directors;
4. Meetings with city and school representatives;
5. Focus group sessions designed to obtain the opinions of public access producers about current and prospective services offered by the local access organization (Tampa and Salina only);
6. A telephone survey of cable subscribers regarding their awareness of programming and services offered by the local access organization, and their opinions of the organization and its operations (Salina only); and
7. Compilation of all this information in a written report of findings and recommendations.

### CITY AND COUNTY OF DENVER, COLORADO

The Buske Group was retained by the City and County of Denver to conduct an evaluation of the operation and management of Public, Educational, and Governmental Access and an ascertainment of PEG Access community needs and interests pertaining to franchise renewal. The following consulting services were provided:

1. A utilization review of all PEG Access channels, including facilities, training activities, channel capacity, programming, organizational structure, responsibilities of the cable operator, and the role of the City and County government;
2. An assessment of the performance of Denver Community Television in accordance with its Management Agreement with the City and County of Denver and the cable operator;
3. A review and evaluation of the terms of the above Management Agreement and recommendations of possible modifications of the Agreement that would improve future relationships between the parties and enhance Public Access operations;
4. Meetings with representatives of each PEG Access management entity and other interested individuals to discuss and identify future needs and interests; and
5. Focus group sessions with current Public Access producers and representatives of other organizations to identify ways that PEG Access could better serve Denver residents.

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## PERFORMANCE REVIEW - continued

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### CITY OF WEST SACRAMENTO, CALIFORNIA

The Buske Group was retained to assist West Sacramento by conducting a detailed performance review of the cable system operator and developing a plan for the implementation of PEG access.

The review initially entailed an analysis of the cable franchise, ordinance, and other related documents. After completing these tasks and preparing charts and tables to identify the obligations of the cable operators, The Buske Group conducted a detailed compliance audit that included:

1. An engineering review of system design, cable plant, operations, maintenance, and the level of technical compliance;
2. Inspection of the cable operator's complaint and complaint resolution records;
3. Examination of the internal customer service standards and practices, as well as the training provided for the company's customer service representatives;
4. A customer satisfaction survey;
5. A review of records of payment of franchise fees and a determination of whether the fees were properly computed and submitted to the City;
6. Verification of the cable operator's level of compliance with all franchise obligations;
7. Recommendation of steps to be taken by the City to assure ongoing franchise compliance;
8. Suggestion of revisions to the current customer service standards and franchise agreement; and
9. A series of negotiations with the cable operator to remedy areas of noncompliance.

### CITY OF WADSWORTH, OHIO

The Buske Group was retained by the City to conduct a detailed performance and franchise compliance review of the Public Access operation in Wadsworth. The review was part of a tri-annual performance review of the cable operator serving the City of Wadsworth.

The consultant reviewed all management policies, operations, and services provided for access and compared those with the contractual obligations of the cable operator. A detailed performance review document resulted from our analysis. As a result, The Buske Group was retained by the law firm of Spiegel and McDiarmid to provide ongoing assistance during the period of time necessary to negotiate with the cable operator to bring them into contract compliance.

In 1995, the City again retained The Buske Group to conduct work on its behalf. Our duties included a customer satisfaction survey and assistance in the process to identify cable related community needs and interests.

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## **TRANSFER OF OWNERSHIP**

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CITIES OF CITIES OF AUBURN, MONTEREY, PACIFIC GROVE, GILROY, HOLLISTER, SAN JUAN BAUTISTA, SANTA ROSA, MORRO BAY, PETALUMA, ROHNERT PARK, CALISTOGA, SONOMA, COTATI, SEBASTOPOL, ST. HELENA, VALLEJO, LOMPOC, SANTA MARIA, NAPA, WEST SACRAMENTO, HEALDSBURG, ARCATA, BLUE LAKE, EUREKA, FERNDALE, FORTUNA, AND RIO DELL; THE TOWN OF YOUNTVILLE; AND THE COUNTIES OF SAN LUIS OBISPO, MONTEREY, HUMBOLDT, AND SONOMA, CALIFORNIA

CITIES OF PASCO AND RICHLAND, WASHINGTON

CITY OF EVANSTON, ILLINOIS

The Buske Group has provided assistance to these communities with regard to the transfer of ownership of their cable company. These transfers occurred while the franchise renewal process was underway in Monterey County, Monterey, Gilroy, Hollister, San Juan Bautista, Pacific Grove, Lompoc, Santa Maria, Pasco, Richland, and Evanston.

Tasks performed by The Buske Group included:

1. Review the FCC Form 394 as filed by the original cable company;
2. Review other associated documents (such as 8K filings with the SEC);
3. Identify any franchise compliance issues not cured by the original cable company;
4. Assist the City or County in securing cures for noncompliance issues;
5. Draft transfer agreements that address the terms and conditions of transfer approval;
6. Communicate with designated City or County staff regarding other ancillary matters (e.g., rate issues); and
7. Draft a transfer of ownership resolution for action by the City or County Council/Commission.

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## **RATE REGULATION**

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CITIES OF HOLLISTER, GILROY, AND SANTA ROSA, CALIFORNIA  
CITIES OF RENO, SPARKS, CARSON CITY, AND WASHOE COUNTY, NEVADA  
CITY OF BRUNSWICK, OHIO

The Buske Group provided assistance to these cities and counties with regard to the regulation of the rates for basic cable service and associated equipment, installation and service charges, in accordance with the rules established by the FCC.

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## PEG ACCESS

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CITIES OF SAN JOSE, MONTEREY, SANTA ROSA, SANTA CRUZ, FRESNO, CLOVIS, VENTURA, PETALUMA, ARCATA, BLUE LAKE, EUREKA, FERNDALE, FORTUNA, RIO DELL, AUBURN, GILROY, HOLLISTER, AND SAN JUAN BAUTISTA; AND THE COUNTIES OF MARIN, SANTA CRUZ AND HUMBOLDT, CALIFORNIA;

TAMPA, FLORIDA

SALINA, KANSAS

As part of our responsibilities associated with the franchise renewal process in these communities, The Buske Group provided assistance in the establishment of new nonprofit PEG access management organizations, including the following tasks:

1. Assisting the jurisdictions in establishing a Board of Conveners;
2. Development and implementation of a work plan for the Board of Conveners;
3. Working with the Board of Conveners to draft and finalize articles of incorporation and bylaws for a new access management corporation to serve the City;
4. Helping the Board of Conveners develop and implement a process of identifying and selecting a Board of Directors for the new access management corporation; and
5. Assisting the Board of Directors in the process of selecting an initial Executive Director for the new access management corporation.

### MANHATTAN NEIGHBORHOOD NETWORK – YOUTH CHANNEL PROJECT

The Buske Group was retained by Manhattan Neighborhood Network to coordinate the establishment of a “National Youth Initiated Channel” as part of its community access services. The Buske Group provided assistance in the development of a nonprofit Public Access channel to be utilized, staffed and overseen by youth in the Manhattan, New York area. Tasks undertaken by The Buske Group included the following:

1. Development of a project workplan and timeline;
2. Conducting focus groups for youth participants to establish their access needs and their visions of the Youth Channel; and
3. Work with the Youth Channel Advisory Committee to develop bylaws for the new Youth Channel.
4. Assist in the establishment of a formal working relationship between the Youth Channel Advisory Committee and the Manhattan Neighborhood Network Board of Directors.

### CREATV SAN JOSE – START-UP AND ONGOING CONSULTING SERVICES

The Buske Group has been retained by CreaTV San Jose to conduct several consulting projects, including:

1. Advice during start-up process (assistance on initial and second 5-year contracts with City, transition plan from company-managed PEG Access, rules & procedures, 10-year budget plan, facility selection, etc.);
2. Two telephone surveys of cable subscribers regarding viewership of and attitudes about the programming on the CreaTV San Jose channels over a three-year time period; and
3. Advice during successful effort to reach agreement with Comcast to include PEG program listings on the company’s electronic program guide.

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## PEG ACCESS - continued

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### ACCESS SACRAMENTO – STRATEGIC PLANNING; EXECUTIVE DIRECTOR SEARCH

The Buske Group was retained by Access Sacramento in 2012 to work with its Board of Directors to: (1) conduct a strategic planning process; and (2) provide guidance and advice during all phases of their effort to hire a new Executive Director for the organization. The Buske Group provided the following services:

1. Strategic Plan: Review pertinent documents, prepare materials for the Strategic Planning meeting(s); survey Board members to gather information; conduct a strategic planning work session with the Board, designed to encourage interactive conversation and problem-solving, help them envision long term goals, and identify initiatives and tasks necessary to achieve those goals; and analyze the survey responses and notes from the strategic planning work session to develop a Strategic Plan for presentation to the Board.
2. Executive Director Search: Work with the Board to determine attributes sought in an Executive Director; develop detailed timeline of tasks to be conducted; prepare job description; advertise the position in a variety of media; contact qualified individuals to encourage them to apply; analyze applications and prepare a comparative table regarding the qualifications of all applicants; help assess selected applicants via a multi-faceted review process; facilitate the determination of the candidate to be offered the position.

### CITY OF BERKELEY, CALIFORNIA - BOARD OF CONVENERS

The Buske Group was retained by the City to coordinate all activities of a twenty-five member Board of Conveners. The Buske Group had the following mandates:

1. Develop a workplan and timeline reflecting the tasks that the Board of Conveners must undertake;
2. Conduct a day-long briefing workshop for the Board of Conveners;
3. Attend Board of Conveners meetings, guiding the group and serving as an information resource to them;
4. Develop draft articles of incorporation and bylaws for an access management corporation in Berkeley;
5. Facilitate a process to identify the initial Board of Directors for the access management corporation;
6. Prepare guidelines for the development of a five-year capital and operating plan;
7. Develop an outline and summary of cable access policies and procedures;
8. Develop an outline of key areas included in the access management contract between the City and access corporation; and
9. Facilitate an orientation for the initial Board of Directors of the access management corporation.

### DAVIS COMMUNITY TELEVISION - DAVIS, CALIFORNIA

The Buske Group has provided a variety of services to Davis Community Television (DCTV).

In 1987, as the result of the transfer of cable system ownership, a nonprofit corporation was developed in Davis. The Buske Group was retained to develop the articles of incorporation and bylaws for DCTV and to draft and negotiate the access management contract between DCTV and the City.

The Buske Group was retained to develop and implement a retreat for the newly appointed Board of DCTV.

Over two decades later, The Buske Group provided advice to DCTV regarding issues related to the recently-adopted state law (DIVCA) and the impact of that law on PEG access activities and resources in Davis.

# KEY PERSONNEL

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## **SUE BUSKE PRESIDENT OF THE BUSKE GROUP**

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Sue Buske has been involved in the field of cable television and local cable programming since 1972. She has provided advice in the areas of initial franchising, franchise renewal, transfer of ownership, cable operator performance monitoring, ascertainment, and all aspects of local cable programming.

Her work has required her to analyze franchise agreements, develop and implement franchise monitoring and compliance processes, develop franchising procedures, draft RFP documents for initial franchising and the franchise renewal process, analyze proposals submitted to cities by cable companies, conduct needs assessments specific to franchise renewal, translate the outcome of those assessments to specific and ordinance language, and serve as principal negotiator during franchise renewal and franchise compliance proceedings. Ms. Buske is recognized as one of the foremost national experts in the field of public, educational, and government access. She has written several books and numerous articles on access and is in demand as a consultant and speaker.

Her background and experience in cable policy, regulation and access comes not only from the perspective of a consultant, but also from having served as a full-time cable administrator and as a pioneer in the field of access management.

Prior to the creation of The Buske Group, Ms. Buske served for six years as the Executive Director of the National Federation of Local Cable Programmers (now known as the Alliance for Community Media), a Washington D.C. based national organization serving cities, schools, and nonprofit access corporations. During those years she served as the coordinator for numerous projects undertaken by the organization. She conducted extensive research into all types of local cable programming and published numerous articles on access and telecommunications policy.

Ms. Buske's tenure at NFLCP was during a time when hundreds of access corporations were being created all over the United States. She assisted many of those entities via telephone or on a consulting basis as part of her duties as Executive Director of NFLCP. A few of the entities that received the assistance of Ms. Buske during that time frame included:

- Multnomah Cable Access - Portland, Oregon
- Milwaukee Access & Telecommunications Authority - Milwaukee, Wisconsin
- Staten Island Community Television - Staten Island, New York
- Queens Public Access Television - Flushing, New York
- Fairfax Cable Access Corporation - Annandale, Virginia
- Montgomery Community Television - Rockville, Maryland
- District of Columbia Community Television - Washington DC
- Grand Rapids Community Television - Grand Rapids, Michigan
- Access Sacramento - Sacramento, California

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## SUE BUSKE - continued

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Prior to her employment with NFLCP, she served as Regional Director of the Cable Television Information Center (CTIC) and was involved in supervising city franchising processes on behalf of CTIC. While at CTIC she conducted in-depth analyses of cable proposals submitted during the franchising processes.

Between 1978 and 1980, Ms. Buske served as the first Executive Director of the Miami Valley Cable Television Council (MVCC), a multi-city council of governments that included a large cluster of cities and towns that are located in the south suburbs of Dayton, Ohio.

While employed by MVCC she served as the Chief Regulatory Officer for the cities and established and coordinated all aspects of public, educational and government access operations.

Ms. Buske's early years in the cable television field were spent as Director of Access and Local Origination in Dubuque, Iowa (1972 - 1977).

Ms. Buske is widely recognized as one of the leading experts in the United States on cable policy and local cable programming issues. She has received numerous national awards including the George Stoney Award for Humanistic Communications and has an award created bearing her name, The Buske Leadership Award, that is presented annually by the Alliance for Community Media. Ms. Buske's alma mater, the University of Wisconsin at Platteville, selected her to receive the Distinguished Alumnus Award in 2000.

In 1986 she completed a book called the Access Manager's Handbook and has authored numerous articles.

Ms. Buske has served as a member of the Board of Directors of the Alliance for Community Media and the Alliance for Communications Democracy. She was elected to the Board of Directors of the National Association of Telecommunications Officers and Advisors (NATOA) in 2015.



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## RANDY VANDALSEN VICE PRESIDENT OF THE BUSKE GROUP

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Randy VanDalsen has one of the longest and most successful records in cable television Public Access management in the United States. He has been directly involved in the myriad of issues faced by community media operations on the local, regional and national levels.

With over 20 years of hands-on management experience in the community media field, VanDalsen brings a unique perspective to such issues as organizational start-up concerns, facility design, policy formation, staff and volunteer development, promotion, etc.

Prior to joining The Buske Group, VanDalsen was hired in 1985 as the initial Executive Director of Access Sacramento, now widely recognized as one of the nation's most successful Public Access cable operations. During his six-and-a-half years there, Access Sacramento and its programming received 45 nominations as finalists and 23 First Place awards in national and regional competitions, including the prestigious "*Overall Excellence in Public Access*" award from the Hometown Video Festival in 1989 and 1991, and the first "*Overall Commitment to Local Cable Programming*" award from the Western Access Video Excellence awards competition in 1991.

Before his employment with Access Sacramento, VanDalsen gained a valuable national perspective on the NFLCP staff as Director of Membership Services and Finance from 1983 - 1985. He served as a member of the NFLCP Board of Directors for three years, Treasurer for one year, Central States Regional Coordinator for one year, and a member of the original By-Laws Committee in 1978. He has been a speaker at many NFLCP/Alliance National Conventions to date and at conferences of six different NFLCP/Alliance regions.

In 1972, VanDalsen began his career in the community media field as the founder and director of a Michigan State University student organization, "The Video Workshop," a group formed to involve students and members of the East Lansing, Michigan community in the use of the new cable TV system. This experience soon led to staff positions with Michigan State University in 1973 and United Cable Television of Mid-Michigan in 1974. VanDalsen was promoted to Public Access Coordinator by United Cable in 1975, and developed that operation to one of national recognition. As a result, East Lansing was selected as the site of the NFLCP National Convention in 1980, and its Public Access facility received the NFLCP's first "*Community Communication Award*".

In 2005, VanDalsen received the "*Brian Wilson Memorial Award for Outstanding PEG Mentorship*" from the Western Region of the Alliance for Community Media. In 2009, he was selected to receive the "*Dirk Koning - George Stoney Award for Humanistic Communication*" from the Alliance for Community Media.

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## ASSOCIATES

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THE FOLLOWING INDIVIDUALS WORK WITH THE BUSKE GROUP ON CABLE COMMUNICATIONS PROJECTS. BRIEF DESCRIPTIONS OF THEIR AREAS OF EXPERTISE ARE PROVIDED.

### ATTORNEYS

*James Horwood, Spiegel & McDiarmid*

James Horwood has over 40 years of practice specializing in matters covering a wide range of energy and communications law. He has been in private practice (with Spiegel & McDiarmid) for over 25 years, with concentration in representing municipal and cooperative electric distribution systems, associations of such systems, municipal joint action agencies, and generation and transmission cooperatives in energy matters and advising cities on cable television issues. Mr. Horwood advises local governments on all aspects of telecommunications law. This includes work for cities considering municipal ownership and operation of cable systems, construction and ownership of infrastructure, including fiber optic systems, and issues that arise under cable television franchises, including those in connection with renewal, transfer, enforcement and rate regulation.

*Tillman Lay, Spiegel & McDiarmid*

For the past 20 years, Tillman Lay has represented a host of local governments across the nation on a variety of cable television and telecommunications matters, including telecommunications and cable ordinance drafting, utility and rights-of-way agreements, cable television franchise renewals and transfers, franchise negotiations, franchise enforcement, franchise fee disputes, telecommunications tax, and telecommunications tower zoning issues. In the course of these and other representations, he has worked on cable franchise renewals, transfers, and other telecommunications matters involving a wide variety of cable operators, and has also advised municipalities on a variety of issues relating to PEG access channels. Mr. Lay also has expertise in developing municipal cable and telecommunications policies, as well as drafting of municipal cable and telecommunications ordinances in light of the Telecommunications Act of 1996.

*Joe Van Eaton, Best Best & Krieger*

Joe Van Eaton specializes in representing municipalities and nonprofit groups on a broad range of communications and antitrust-related matters. He has worked with communities on cable franchise renewals, advised communities as to the effect of the Cable Communications Policy Act of 1984 on local authority to regulate rates and to enforce franchise provisions, and aided communities in conducting cable operator performance evaluations. His work has involved representation of communities in cases involving First Amendment and antitrust challenges to local franchising authorities. He filed one of the first post-Cable Act petitions which resulted in a community re-regulating basic cable service rates and has provided advice to a number of communities investigating the feasibility of municipal ownership of cable television systems.

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## ASSOCIATES - continued

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### FINANCIAL ANALYSIS

*Connie Cannady, NewGen Strategies & Solutions, LLC*

Connie Cannady has had over 30 years of consulting experience. Much of her career has been spent dealing with issues related to regulation and franchising of utility services, both at the local and state level. She has also conducted numerous rate evaluations concerning cable television services under both the FCC benchmarking and cost of service methodologies.

### ENGINEERING

*Columbia Telecommunications Corporation*

Columbia Telecommunications Corporation (CTC) is a nationally recognized engineering consulting firm which has provided telecommunications engineering support to state and local governments for over 30 years. CTC's areas of expertise include long-term telecommunications planning to define requirements for voice, video, and data transmission needs; design and construction oversight of institutional networks; and technical support to municipal governments in CATV system franchising and technical performance oversight.

*Todd Thayer*

Todd Thayer's work on behalf of The Buske Group draws from his strong executive management background (including 11 years as Executive Director of Community Access Partners of San Buenaventura) and specific expertise in startup, upgrade and relocation of media operations, broadcast/cablecast, studio production, post-production, and other media technologies. Thayer has over 30 years of experience with all facets of technical facility and staff development, including facility design and build-out, systems design, integration, installation and training. He has strong project management and problem-solving skills with heavy emphasis on partnership development, customer service and ongoing support.

### SURVEY RESEARCH

*Tom Wilson, Group W Communications*

Tom Wilson has extensive experience in the fields of public opinion polling and strategic planning for private and public corporations and organizations. He has served as Aide to the Mayor of Tucson, Arizona where his responsibilities included research, analysis and formulation of appropriate policy recommendations on all aspects of city government, economic and business development. Prior to his involvement with the City, Mr. Wilson served as Research Director for the largest full-service advertising agency in the State of Arizona.

Mr. Wilson has worked with The Buske Group to assess cable-related community needs, using the methodology of statistically valid cable subscriber telephone surveys, for over 50 of our clients.