



# **Enterprise Business Plan**

February 2019

# **Velocity Broadband Today**

## Our Goal

The core goal of Velocity Broadband is to enable connectivity and commerce at unparalleled speeds across our community. This is fundamental to Economic Development and it improves community outcomes in every way.

## Our Progress

In just three years Velocity Broadband has grown into a **60 mile fiber network** connecting **230 businesses**, generating **over \$500,000 in annual revenue**, while serving Hudson businesses and enabling business growth. With faster, more reliable and affordable internet and voice services, we empower our local businesses to compete in today's high-speed, data-driven world. We have quickly taken a \$6.9M concept and executed on it for just \$3.4M or one-half the open market cost. Customer satisfaction also continues to be a high point with a retention rate of 99.5%.

## Key Indicators



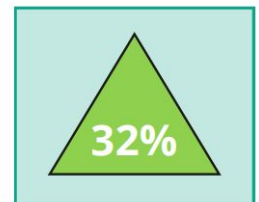
Over \$1.05 million in NEW income tax from VBB customers over 36 months



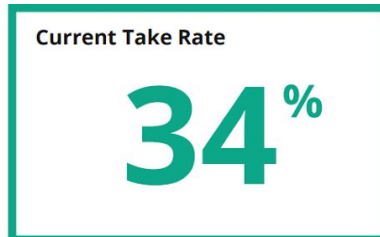
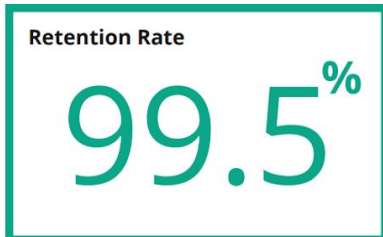
10 of the top 20 income tax payers are on Velocity Broadband



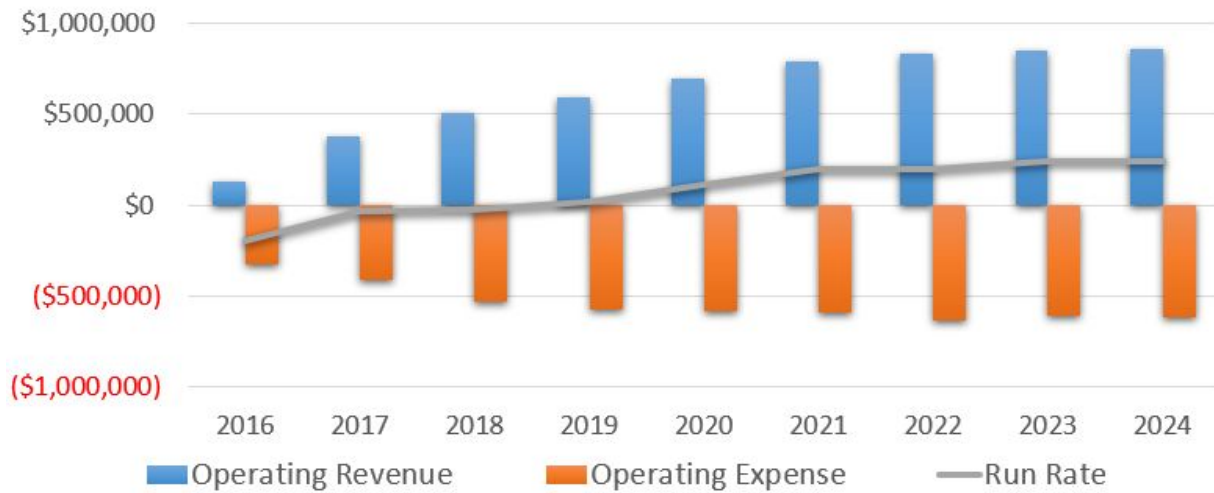
Months cash flow positive in the last 24 months



Revenue Growth in 2018



### Operating Expense vs. Operating Revenue - Current State



The current business proforma shows a positive operating cash flow in 2019 of \$20,026.

### Broadband Financial Forecast As of 1/1/19 Current State

	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Operating Revenue	\$129,048	\$381,793	\$504,714	\$589,506	\$693,090	\$787,067	\$834,896	\$846,425	\$856,273
Operating Expense									
Personnel	\$184,433	\$195,483	\$213,719	\$229,693	\$234,287	\$238,972	\$243,752	\$248,627	\$253,599
Operating	\$142,086	\$215,576	\$318,354	\$339,787	\$343,304	\$346,860	\$392,117	\$354,507	\$358,052
Operating Expense	\$326,519	\$411,059	\$532,073	\$569,480	\$577,591	\$585,833	\$635,869	\$603,134	\$611,651
Operating Run Rate	(\$197,471)	(\$29,266)	(\$27,359)	\$20,026	\$115,499	\$201,234	\$199,027	\$243,291	\$244,622
Non-Operating Expense									
Capital	\$3,366	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$100,000	\$100,000
Debt Service	\$0	\$0	\$0	\$17,000	\$284,806	\$284,806	\$284,806	\$284,806	\$284,806
Non-Operating Expense	\$3,366	\$0	\$0	\$67,000	\$334,806	\$334,806	\$334,806	\$384,806	\$384,806
Net Income	(\$200,837)	(\$29,266)	(\$27,359)	(\$46,974)	(\$219,307)	(\$133,572)	(\$135,779)	(\$141,515)	(\$140,185)

# **Operating as an Enterprise Going Forward**

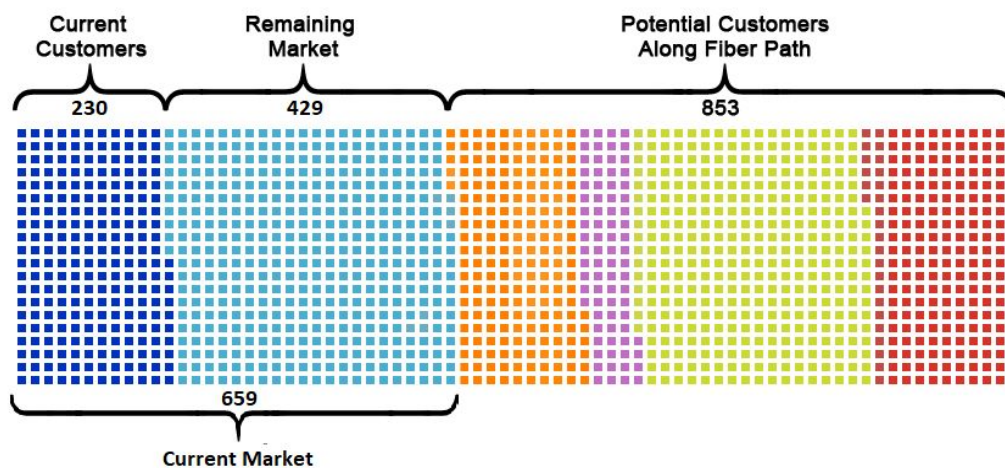
## The Goal

Optimizing our existing network by targeting profitable growth along our current fiber lines.

## Addressable Market

The target customer for Velocity broadband is one who has a need for reliable, high speed internet and voice services. Currently that market is 659 potential customers of which Velocity has captured 230. As of January 2019 our sales team anticipates capturing an additional 105 of the remaining 429 customers by the end 2021 within our existing market.

**By maximizing our entire existing fiber network, we can increase our market from 659 to over 1500 target users with no need to significantly expand beyond the current fiber path.** Business growth is largely driven by an increase in customer volume rather than an increase in subscriber service levels. Increasing the available market will result in an increase in the stability and cash flow of the existing Velocity business.



Within the untapped market of 853 prospects there are four groups of customers. Those four groups are broken down based on the cost and speed with which they can be connected.

<p><b>Group 1 - 191 Customers</b> ■■■■■■■■■■</p> <ul style="list-style-type: none"> <li>● Quick to connect, under 6 months.</li> <li>● Existing capital can be used to connect.</li> <li>● Little to no construction</li> <li>● Average Return on Investment = 8 Months</li> </ul>	<p><b>Group 2 - 79 Customers</b> ■■■■■■■■■■</p> <ul style="list-style-type: none"> <li>● Could be connected in 12 months.</li> <li>● Average cost is \$1,100 per connection.</li> <li>● Some construction</li> <li>● Average Return on Investment = 17 months</li> </ul>
<p><b>Group 3 - 365 Customers</b> ■■■■■■■■■■</p> <ul style="list-style-type: none"> <li>● Could be connected in next 24 months.</li> <li>● Average cost is \$1,900 per connection.</li> <li>● Moderate construction</li> <li>● Average Return on Investment = 30 months</li> </ul>	<p><b>Group 4 - 218 Customers</b> ■■■■■■■■■■</p> <ul style="list-style-type: none"> <li>● Could be connected in 6-18 months.</li> <li>● Average cost is \$500 per connection.</li> <li>● MDU users</li> <li>● Average Return on Investment = 9 Months</li> </ul>

***Our goal would be to prioritize the fastest and lowest cost customer connections first. These customers are largely concentrated in Group 1.***

## Target Market

Our target market is defined by the following key points:

- Physical location of our fiber network
- Type and quantity of internet used by potential customers
- Willingness to purchase a premium product, Fiber, versus DSL and Cable.

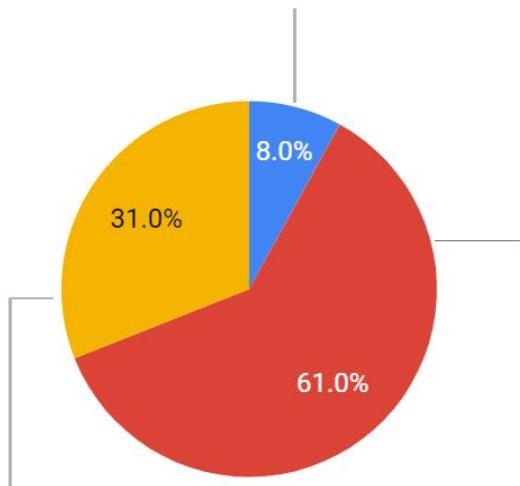
The target customer base is split into three segments:

- **Enterprise Customers**
- **Mid Market Customers**
- **Small Market Customers**

Specific, targeted marketing and a portfolio of products will be designed to appeal to each customer segment and enable sales goals to be achieved.

### Enterprise Customers

The enterprise customer is **“fiber dependent”**. Their business requires high speed internet service, and large volume voice trunk services. These customers consist of the the Top 51 income generating businesses in Hudson. Our goal is to earn the trust to provide services for at least **4** of these businesses per year.



### Mid Market Customers

The mid market customer is a large part of the Velocity portfolio. These customers are **“fiber friendly”**. They want more than the basic Cable and DSL offerings, are willing to pay a small premium, have critical business needs, and are an integral part of the larger business community in Hudson. These customers do not need the features of a dedicated fiber service and are happy with a best effort service along with a quality phone product. Our goal is to earn the business of at least **5** of these customers per month.

### Small Market Customers

Our small market customers are the bulk of the Velocity customer portfolio. These customers have limited financial resources, need a quality service, value local customer support, and add a significant value to the community as a whole. These customers range in market segment from small retail shops to one person offices. Our focus is to provide a no fluff, cost competitive product and marketing plan to fit within the needs of these customers. Fiber is a “nice to have” for these businesses. These customers are not as “sticky” so the best experience and quality of customer service is essential. Our goal is to connect at least **3** of these customers per month.

## Our Sales Strategy for the Fiber Path

Increasing revenue via **organic growth** is our primary goal for Velocity. Optimizing the number of potential customers along the fiber line through awareness marketing is an essential tenet to our strategy. We will utilize the following methodologies for each customer group:

### Enterprise Customers

- The enterprise sales plan revolves around having a discussion with the key decision maker.
- On a quarterly basis we evaluate and determine who the 15 customers we focus on will be.
- The sales team will identify the key decision maker and contact information.
- A member of the sales team will call and visit the key decision maker.
- Tailored marketing materials will be compiled and sent to the key decision following the visit..
- Based on discussions with the customer, we will provide the key decision maker with a customized quote.

### Mid Market Customers

- These customers are grouped in and engaged by industry type such as Medical, Technology, Services, Legal, etc.
- Each group will be sent targeted mailings each quarter. The key benefits of Velocity and Fiber will be identified in each mailer.
- Prospects from one or more industry group will be called each quarter. Groups will be rotated through so all customers are called each year.
- Cold calls and on-site visits will be made to all of these customers as appropriate.

### Small Market Customers

- We will group small market customers by industry type as well as indicators including business location and if there is a retail storefront.
- All of these customers will receive targeted mailers. "Buck Slips" will be included in the utility bills for specific customers.
- Phone calls and cold call introductory visits will be made.
- Special incentive promotions and referral promotions are used to encourage relationship building. These include items such as one month speed increases.

### Network Wide Marketing Strategies

- **Integrated Marketing Platform** - Targeted, customized emails are sent 15 to 20 times a year to all Hudson Businesses. They are designed by segment and fine tuned by level of engagement. Leads are generated through this platform.
- **Social Media** - Communications showcasing Velocity and the benefits will be featured in all City of Hudson social media platforms. Posts will include ads, video, testimonials and promotions designed to engage the community and target small market prospects.



- **Velocity.com** - A fresh website including product knowledge, FAQ's, bill paying and all the most current information available about Velocity Fiber Broadband.
- **Community Outreach** - Active engagement in community groups such as Hudson Chamber of Commerce, Women's Networking Groups, Technology themed Library Events and related community activities are key to spreading our awareness, brand and knowledge.

### **Refined Sales Metrics**

Measuring our effectiveness and priorities on a day to day basis is essential to achieving our goals. We will design and introduce a new monthly "snapshot" of month to month goals which supports the annual proforma. The following elements are among the stats that will be planned, measured and discussed.

- Revenue target by month with Seasonal Considerations, tied to the quarterly pro-forma.
- Customer Increase and YTD counts by month.
- Customers lost due to service or competition and due to business closing or relocation.
- Take Rate as a business indicator with reasons tracked for accepting or declining.
- Customers on Hot List (Customers who have expressed interest in Velocity or are opening a location in Hudson).
- Customers on Target List (Customers we are targeting and will seek to convert to Velocity).
- Property owners, landlords, and realtors will be targeted as potential prospects with a goal of building trust.
- Use of software tools such as Salesforce will aid in the tracking and delivery of performance metrics.
- The use of Salesforce to track all metrics and continue building our database of critical customer information.

## Operating Model

The entire Velocity team, including subcontractors, is focused on delivering value to the organization and the customer base through efficient and effective operations. The operations model of Velocity Broadband will focus in on the following core areas:

- Efficient Day to day staffing and operations
- Maximizing critical cost opportunities
- Optimizing existing capital infrastructure
- Execution

### Efficient Staffing and Operations

The Velocity team consists of a Sales and Customer Service Manager and a Broadband Manager. These two employees are responsible and take ownership of the following processes:

- Daily operations including scheduling
- Customer support, Billing
- Sales and Marketing
- Technical support and technical delivery
- Design and engineering
- Outage management
- Subcontractor coordination
- Contract Management and FCC Reporting

### SWOT View of the Enterprise Environment

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>● Speed</li> <li>● Trust</li> <li>● Local Provider</li> <li>● 3+ Years Experience</li> <li>● Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>● Uncertain Funding</li> <li>● Public Perception</li> <li>● Subcontractors</li> <li>● Redundancy</li> <li>● Just In Time Inventory</li> </ul>	<ul style="list-style-type: none"> <li>● Competition</li> <li>● IoT and 5G</li> <li>● Regional Partnerships</li> <li>● Project Cost Savings</li> </ul>	<ul style="list-style-type: none"> <li>● Speed to market</li> <li>● Technology Changes</li> <li>● Telecom Lobby</li> <li>● Construction Costs</li> </ul>

### Maximizing Critical Cost Points

As internet and voice service take rates increase, the Velocity team is committed to effectively measuring and maximizing the bandwidth used while working to drive down material costs. As contracts for upstream services start to come due, our team is engaging with all known vendors to try and source either reduced rate or better quality services for the same cost. Contracts for all vendors are annually reviewed to make sure they are in-line with market rate and that the best value is received.

### Timeline for Maximizing Growth at the Lowest Cost

Our goal is to maximize the entire capital investment made by the City to generate new revenue and service those along the existing fiber path. The timeline of how and when this will be achieved is shown below:

#### March 2019 - December 2019

- 191 addresses directly next to the fiber path have been deemed “Ready to Connect”.
- No new capital infrastructure is needed.
- Standard install process, identical to current process for makrested areas.
- Anticipated take rate in 36 months - 63 customers

#### April 2019 - May 2020

- 79 addresses within 300ft of the existing fiber path.
- Minimal construction is needed to install splice closures.
- Install process is identical to current process.
- Anticipated take rate in 36 months - 26 customers

#### July 2019

- Fiber along the city limits would be open for extending outside of Hudson.
- **All capital costs will be paid for by the external entities wishing to use Velocity.**
- Customers will pay a premium over Hudson service rates.

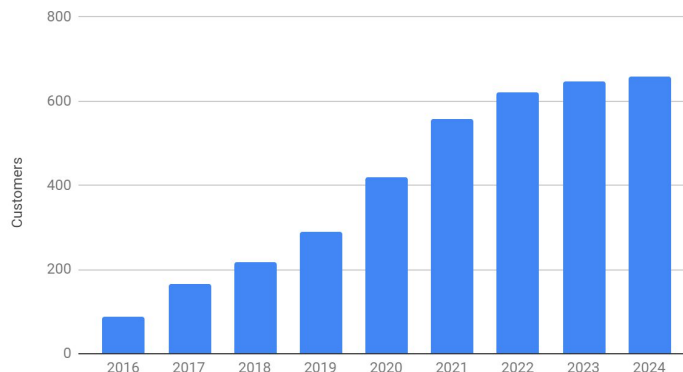
#### July 2019 - December 2020

- 365 addresses along the existing fiber path which require work to make “Ready to Connect”
- Moderate capital construction is needed to install splice closures and last mile fiber segments.
- Addresses would be marketed to during 2019.
- Construction would start in high return sections.
- Anticipated take rate in 36 months - 120 customers

#### January 2020 - December 2022

- Up to 218 addresses in MDU (multi dwelling units) units along the fiber path.
- 143 new addresses in Downtown PII.
- Capital investment will be asked of developer or MDU owner.
- Anticipated take rate in 36 months - 120 customers

Customers Using Velocity - Maximized Growth



## Enterprise Fund Financials

Shifting the Velocity Broadband service out of the General Fund and into an Enterprise Fund creates the opportunity for Velocity to solidify its operation and demonstrate the financial success of the service.

### Key Assumptions

**Option A** - The existing debt service will remain in the general fund and the business will be put into the enterprise fund without the expectation of paying the debt service. The expectation would be that any future shortfall made up by the General Fund would be treated as an advance to the VBB Enterprise Fund that will be repaid.

-- OR --

**Option B** - The existing debt service will be placed in the enterprise fund. The expectation would be that any future shortfall made up by the General Fund would be treated as an advance to the VBB Enterprise Fund that will be repaid.

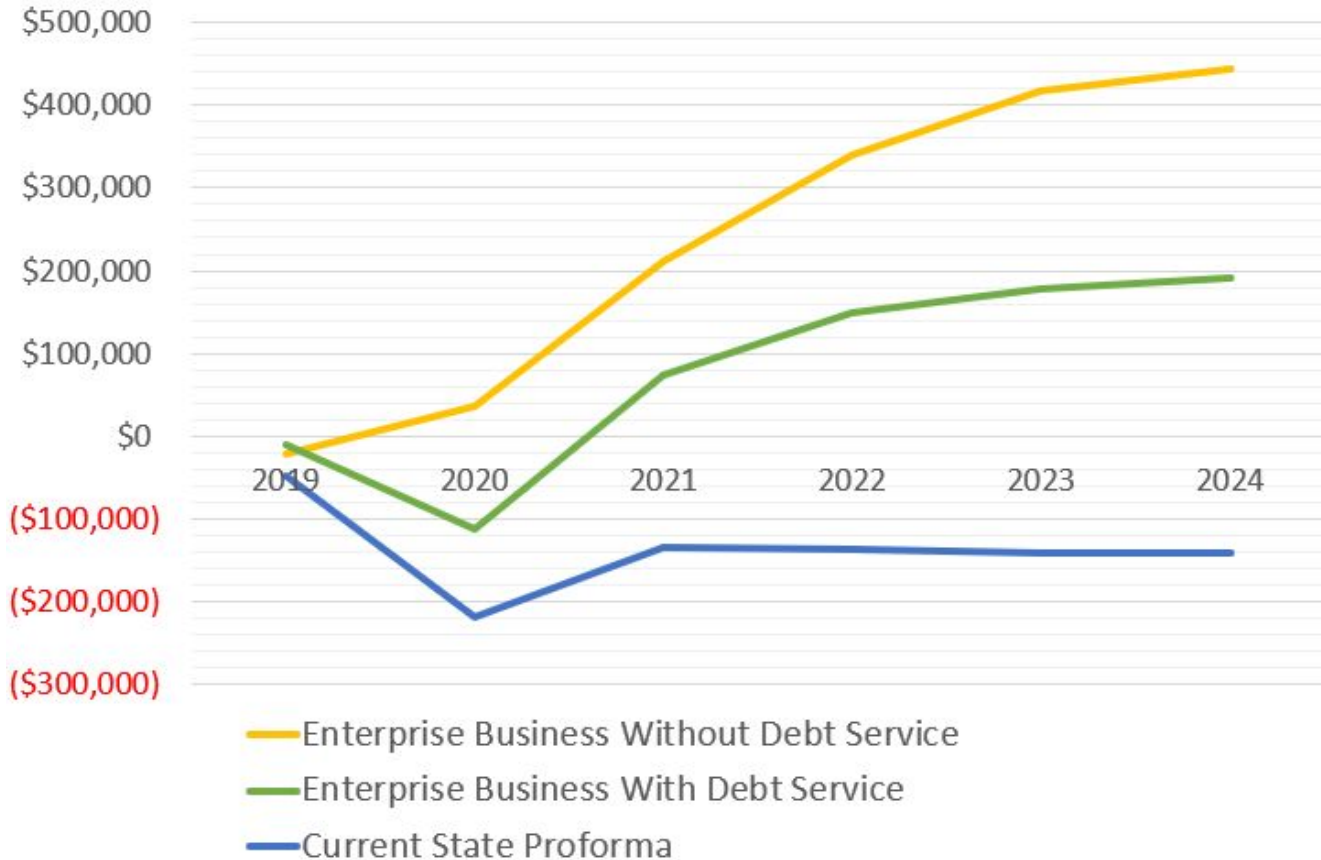
- The debt service would be increased from \$3.4M to \$3.85M.
- The debt service would be for 20 years to account for the 20+ average lifespan of the fiber network.
- The increase in debt service funds would be used for the installation of splice closures, splicing, drop cables, customer premises equipment and optics as well as contracted installers and related professional services.

- 
- The remaining unallocated portion of the previously approved but not yet spent \$3.4 million in funding will be appropriated and used for additional connections. The current remaining balance is \$141,359.
  - Downtown Phase II will be built and fully fibered.
  - Structures within the proximity to the fiber path are target customers.
  - Within the additional market of 853 potential customers, take rates are projected to reach 33% within three years with a growth rate of about 10% each year. This will mirror our current take rate growth.

# Financial Forecast

Focusing on net income and the financial forecast, optimization of the fiber network will result in a positive net income over the current proforma. This will result in Velocity being able start growing cash reserves, and operate without additional support from the General Fund.

**Net Income**  
**With and Without Debt Service Payments**



Net Income						
	2019	2020	2021	2022	2023	2024
Enterprise Business Without Debt Service	(\$21,294)	\$36,921	\$210,292	\$338,936	\$417,117	\$444,196
Enterprise Business With Debt Service	(\$10,904)	(\$111,598)	\$72,790	\$148,801	\$178,023	\$191,637
Current State Proforma	(\$46,974)	(\$219,307)	(\$133,572)	(\$135,779)	(\$141,515)	(\$140,185)

## Key Decision Points

- Council directs staff to move forward with option A or option B from the key assumptions.
- The remaining unallocated portion of the previously approved but not yet spent \$3.4 million in funding will be appropriated and used for additional connections.

Enabling Velocity Broadband to take ownership of the business model and optimize the use of the entire fiber network will result in an increase in revenue and financial sustainability. The Velocity team is committed to operating the City's fiber network to maximize the capital investment, increase economic development, and grow revenue sustainably. This business plan represents the future of Velocity and enables quality economic development and the resulting community growth.

*We need to begin the new era on a solid financial footing with a strong statement of support and commitment for this valuable business.*



# Appendix

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- Enterprise Business Proforma - Without Debt Service
- Enterprise Business Proforma - With Debt Service
- Map - VBB Fiber Network
- Map - Potential Fiber Customers
- Map - Known Home Businesses / Telecommuters
- Sales “Buck Slip” Example



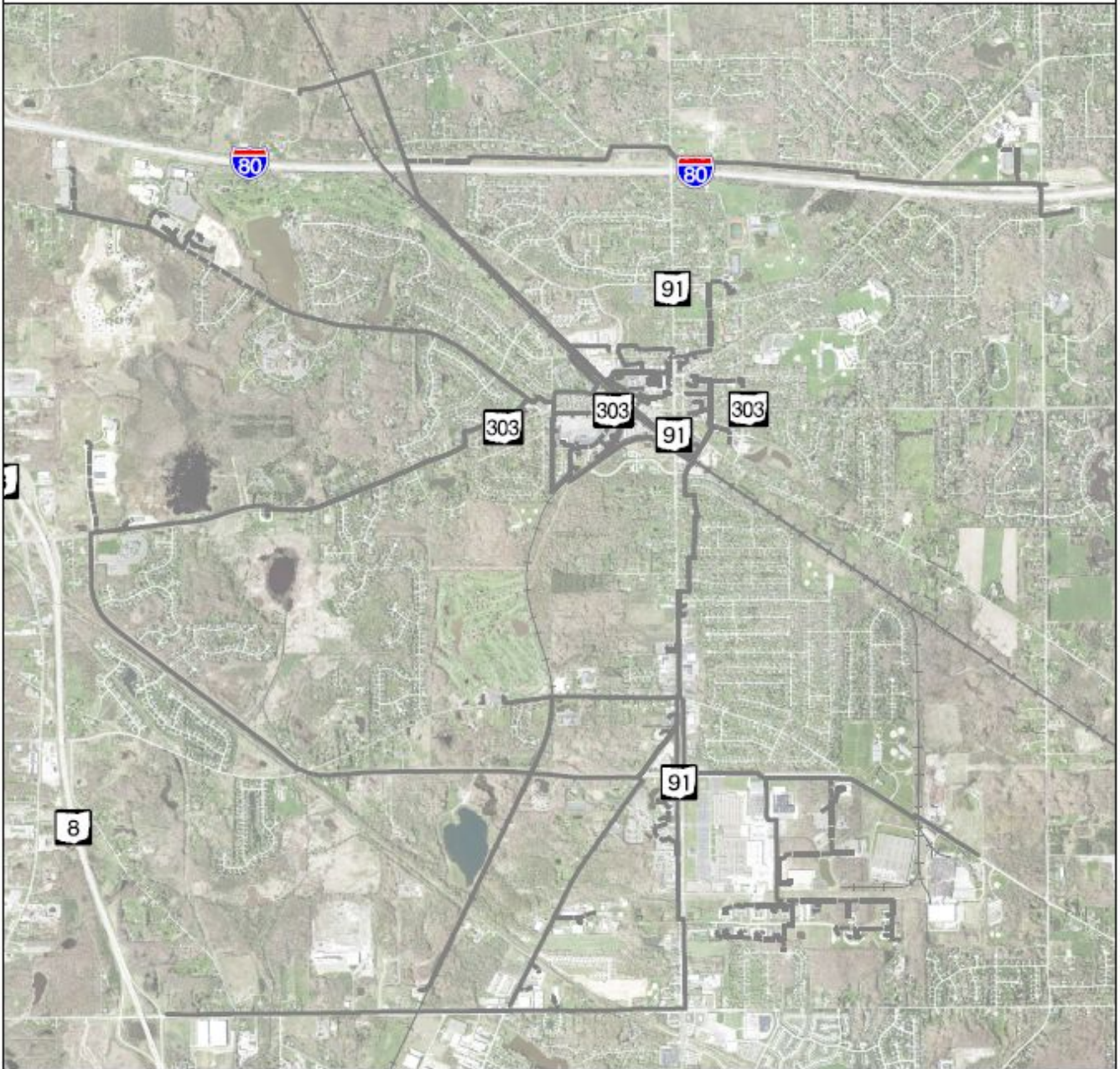
**Broadband Financial Forecast As of 2/13/19**  
**Enterprise Business Without Debt Service**

	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
<b>Operating Revenue</b>	\$129,048	\$381,793	\$504,714	\$612,074	\$790,303	\$992,955	\$1,127,054	\$1,177,299	\$1,200,807
<b>Operating Expense</b>									
5 Year Plan Personnel	\$184,433	\$195,483	\$213,719	\$229,693	\$234,287	\$238,972	\$243,752	\$248,627	\$253,599
Additional Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5 Year Plan Operating	\$142,086	\$215,576	\$318,354	\$339,787	\$343,304	\$346,860	\$392,117	\$354,507	\$358,052
Additional Operating	\$0	\$0	\$0	\$3,498	\$9,511	\$19,534	\$27,585	\$31,344	\$32,720
Operating Expense	\$326,519	\$411,059	\$532,073	\$572,978	\$587,102	\$605,367	\$663,454	\$634,478	\$644,371
<b>Operating Run Rate</b>	<b>(\$197,471)</b>	<b>(\$29,266)</b>	<b>(\$27,359)</b>	<b>\$39,096</b>	<b>\$203,201</b>	<b>\$387,588</b>	<b>\$463,600</b>	<b>\$542,821</b>	<b>\$556,436</b>
<b>Non-Operating Expense</b>									
5 Year Plan Capital	\$3,366	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$100,000	\$100,000
Additional Capital	\$0	\$0	\$0	\$10,390	\$116,280	\$127,296	\$74,664	\$25,704	\$12,240
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Expense	\$3,366	\$0	\$0	\$60,390	\$166,280	\$177,296	\$124,664	\$125,704	\$112,240
<b>Net Income</b>	<b>(\$200,837)</b>	<b>(\$29,266)</b>	<b>(\$27,359)</b>	<b>(\$21,294)</b>	<b>\$36,921</b>	<b>\$210,292</b>	<b>\$338,936</b>	<b>\$417,117</b>	<b>\$444,196</b>

**Broadband Financial Forecast As of 2/13/19**  
**Enterprise Business With Debt Service**

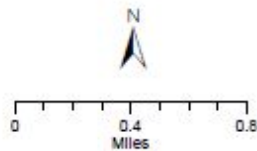
	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
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Non-Operating Expense									
5 Year Plan Capital	\$3,366	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$100,000	\$100,000
Debt Service	\$0	\$0	\$0	\$0	\$264,799	\$264,799	\$264,799	\$264,799	\$264,799
Non-Operating Expense	\$3,366	\$0	\$0	\$50,000	\$314,799	\$314,799	\$314,799	\$364,799	\$364,799
Net Income	(\$200,837)	(\$29,266)	(\$27,359)	(\$10,904)	(\$111,598)	\$72,790	\$148,801	\$178,023	\$191,637

# Fiber Network



## Fiber Optic Cable Placement

- Overhead - 31.4 Mi.
- Underground - 13.01 Mi.
- Railroads



OHIO  
**HUDSON**

### DISCLAIMER

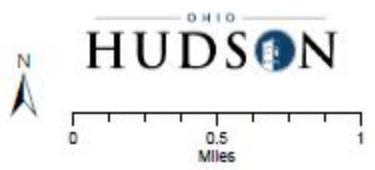
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Map Compiled: January 2019

# Potential Fiber Customers



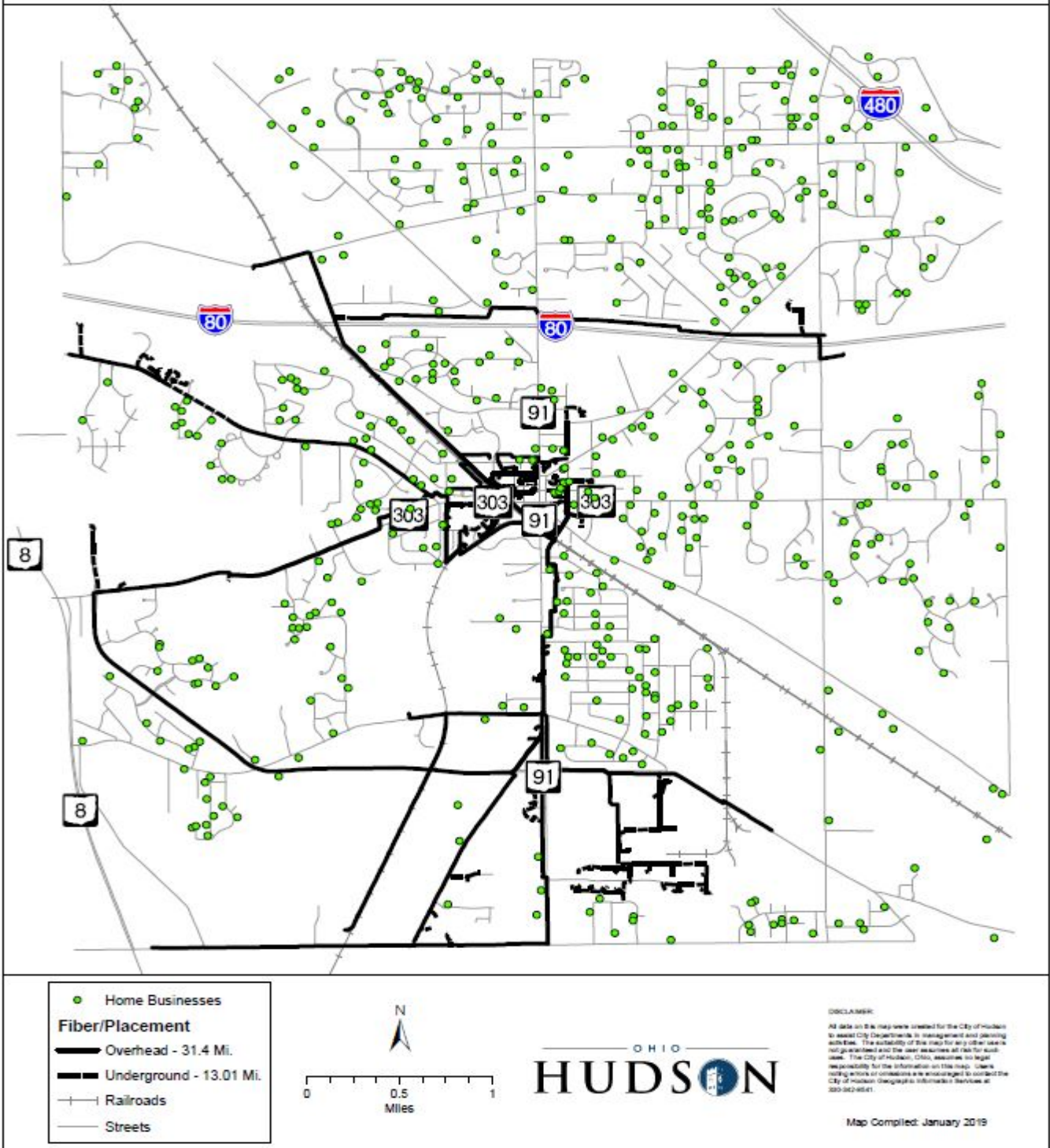
— Streets	Class 1 - 79 Addresses
<b>Fiber/Placement</b>	Class 1 & 2 - 191 Addresses
— Overhead - 31.4 Mi.	Class 2 - 365 Addresses
— Underground - 13.01 Mi.	Class 3 - 218 Addresses
— Railroads	



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Map Compiled: February 2019

# Known Home Businesses / Telecommuters



Source: Google Analytics

## Sample Buck Slip

**Velocity** Broadband



HIGH SPEED FIBER INTERNET...**OWNED AND OPERATED FOR HUDSON**

**BIG Business Deserves  
the FASTEST, MOST RELIABLE  
ALL FIBER NETWORK.**

**AT THE SPEEDS AND PRICES YOU CAN'T AFFORD TO MISS!**



**Schedule an appointment**

**Contact us at 330.342.9544**

*Or visit us at* [HudsonVelocity.com](http://HudsonVelocity.com)

*Email us at* [Velocity@hudson.oh.us](mailto:Velocity@hudson.oh.us)

Will be inserted in Hudson utility bills for select addresses