

# 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 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 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 Calistoga, California
- 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 Columbus, Ohio
- City of Cotati, California
- City of Davis, California
- City and County of Denver, Colorado
- City of Eureka, California
- City of Evanston, Illinois
- City of Ferndale, California
- City of Fortuna, California
- City of Fresno, California
- City of Gilroy, California
- City of Gonzales, California
- City of Grand Rapids, Michigan
- City of Grass Valley, California
- City of Greenfield, California
- City of Healdsburg, 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 LaVerne, California
- City of Lompoc, California
- City of Los Altos, California
- City of Los Angeles, California
- City of Los Gatos, California
- City of Marina, California
- City of Milpitas, California
- City of Modesto, California
- City of Monterey, California
- City of Morro Bay, California
- City of Napa, California
- City of Nevada City, California
- City of Newport Beach, California
- City of Norfolk, Virginia
- City of Novato, California
- City of Oceanside, California

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## GOVERNMENT - continued

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- City of Pacific Grove, California
- City of Palo Alto, California
- City of Petaluma, California
- City of Pontiac, Michigan
- City of Reno, Nevada
- City of Rio Dell, California
- City of Rohnert Park, California
- City of St. Helena, California
- City of Salina, Kansas
- City of San Jose, California
- City of San Juan Bautista, California
- City of San Luis Obispo, California
- City and County of Santa Cruz, California
- City of Santa Maria, California
- City of Santa Rosa, 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 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 Yuma, Arizona
- 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
- 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 Yountville, California
- Anderson Township, Ohio
- Waterford Township, Michigan
- Fort Ord Reuse Authority, Monterey, California
- Lockport Community Cable Commission, Lockport, New York
- Southwestern Oakland Cable Commission, Farmington Hills, Michigan

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## NONPROFIT ORGANIZATIONS

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- Access Houston - Houston, Texas
- Access Monterey Peninsula - Monterey, California
- Access Sacramento - Sacramento, California
- Access Tucson - Tucson, Arizona
- Alliance for Community Media, Washington DC
- Anderson Community Television - Anderson, Ohio
- Berkeley Community Media - Berkeley, California
- Calaveras Community Television - 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 Partners of San Buenaventura - Ventura, California
- Community Access Television of Salina - Salina, Kansas
- Community Media Access Partnership - Gilroy/Hollister/San Juan Bautista, California
- Dallas Community Television - Dallas, Texas
- Davis Community TV - Davis, California
- Denver Community Television - Denver, Colorado
- KSAR - Saratoga Community Cable Access - Saratoga, California
- Lockport Community Television - Lockport, New York
- Los Angeles Board of Access Conveners - Los Angeles, California
- Los Angeles Cable Television Access Corporation - Los Angeles, California
- Manhattan Neighborhood Network - New York, New York
- Mendocino Coast Community Education TV - Fort Bragg, California
- Millbrae Community Television - Millbrae, California
- Milwaukee Access Telecommunications Authority - Milwaukee, Wisconsin
- Monrovia Cable Access Commission - Monrovia, California
- Napa Public Access Cable Television - Napa, California
- NOVAC - New Orleans, Louisiana
- Oakland County Cable Communications Corporation - Troy, Michigan
- 'Olelo Community Television - Honolulu, Hawaii
- Oceanside Community Television - Oceanside, California
- PEGASYS - Enid, Oklahoma
- Petaluma Community Access - Petaluma, California
- Pocatello Vision 12 - Pocatello, Idaho
- Portland Cable Access - Portland, Oregon
- Quote...Unquote - Albuquerque, New Mexico
- Redding Community Access TV - Redding, California
- San Francisco Community Television Corporation - San Francisco, California
- Santa Rosa Community Media Access Center - Santa Rosa, California
- Somerville Community Access Television - Somerville, Massachusetts
- Sierra Nevada Community Access Television - Reno, Nevada
- Staten Island Community Television - Staten Island, New York
- Tampa Educational Cable Consortium - Tampa, Florida
- Tampa Bay Community Network - Tampa, Florida
- Thurston Community Television - Olympia, Washington
- Tualatin Valley Community Access - Beaverton, Oregon
- West Allis Community Communications Corporation - West Allis, Wisconsin
- Westsound Community Access Television - Bremerton, Washington

# CONSULTING EXPERIENCE

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## FRANCHISE RENEWAL

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CITIES OF SANTA ROSA, MONTEREY, GILROY, HOLLISTER, SAN JUAN BAUTISTA, FRESNO, CLOVIS, LOMPOC, SANTA MARIA, OCEANSIDE, HEALDSBURG, PALO ALTO, AUBURN, CARPINTERIA, PACIFIC GROVE, PETALUMA, GONZALES, GREENFIELD, KING CITY, SOLEDAD, NAPA, AMERICAN CANYON, NEVADA CITY, GRASS VALLEY, ARCATA, BLUE LAKE, EUREKA, FERNDALE, FORTUNA, AND RIO DELL; AND THE COUNTIES OF MONTEREY, NEVADA, NAPA AND HUMBOLDT, CALIFORNIA  
CITY OF EVANSTON, ILLINOIS  
CITY OF CARSON CITY, NEVADA  
CITY OF BRUNSWICK, OHIO  
CITY OF TROY, NEW YORK

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. Identify future community cable-related 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.

The franchise renewal process has been completed and new franchise agreements are in place for the cities of Santa Rosa, Monterey, Gilroy, Hollister, San Juan Bautista, Lompoc, Santa Maria, Oceanside, Healdsburg, Palo Alto, Auburn, Carpinteria, Petaluma, Brunswick and Evanston. We also 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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CITIES OF LOS ANGELES, SAN JOSE, VENTURA, NEWPORT BEACH, UNION CITY, LOS ALTOS  
AND LOS GATOS; AND CONTRA COSTA AND SANTA CLARA COUNTIES, CALIFORNIA;  
CITY OF TAMPA, FLORIDA; CITY OF ANN ARBOR, MICHIGAN; AND  
MONTGOMERY COUNTY, MARYLAND

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.

MANHATTAN NEIGHBORHOOD NETWORK, CAMBRIDGE COMMUNITY TV AND  
SOMERVILLE COMMUNITY ACCESS TELEVISION

The Buske Group was retained by these 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. Prepare reports documenting key findings and recommendations regarding the community-indicated needs of the local access organization;
7. 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
8. 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, EUREKA, ARCATA,  
BLUE LAKE, FERNDALE, FORTUNA, AND RIO DELL; 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 TROY, NEW YORK

CITY OF SALINA, KANSAS

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

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 AUBURN, GILROY, HOLLISTER, MONTEREY, SANTA ROSA, SAN JUAN BAUTISTA,  
MORRO BAY, ROHNERT PARK, CALISTOGA, SONOMA, COTATI, ST. HELENA, SEBASTOPOL,  
VALLEJO, HEALDSBURG, PACIFIC GROVE, SANTA MARIA, LOMPOC, NAPA, AND  
WEST SACRAMENTO; THE TOWN OF YOUNTVILLE; MONTEREY COUNTY,  
SONOMA COUNTY AND SAN LUIS OBISPO COUNTY, CALIFORNIA

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, 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 SANTA ROSA, MONTEREY, GILROY, HOLLISTER, SAN JUAN BAUTISTA,  
VENTURA, PETALUMA, AND AUBURN, CALIFORNIA;  
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.

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## **PEG ACCESS - continued**

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### 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 meetings of the Board of Conveners and all committees, guiding the group and serving as an information resource to them;
4. Develop draft articles of incorporation and bylaws for the access management corporation that provides access services in Berkeley;
5. Facilitate a process that resulted in the identification of the initial Board of Directors for the Berkeley 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 terms and conditions 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.

As a result of these tasks, The Buske Group was retained to develop and implement a retreat for the newly appointed Board of DCTV.

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## PEG ACCESS - continued

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### CITY AND COUNTY OF SANTA CRUZ, CALIFORNIA

The City and County of Santa Cruz retained The Buske Group to provide a wide range of assistance regarding the initiation and development of PEG Access.

Our duties included:

1. Assess PEG Access community needs and interests;
2. Review the franchise agreement, ordinances, and other documents that described the obligations of the cable operator;
3. Identify the equipment and facility needs for PEG Access;
4. Evaluate the suitability of the facilities and equipment provided by the cable operator for PEG Access purposes;
5. Assess the cable operator's local origination operations;
6. Develop and recommend a PEG Access management model, to include a management entity, articles of incorporation and bylaws, training curriculum, budget, staffing, PEG Access services to be provided, and equipment and facilities; and
7. Identify the roles of the City and County government, Cable TV Commission, and the PEG Access management entity.

As a result of the initial work performed by The Buske Group, we were retained to work with the City, County, and PEG Access management corporation to implement the PEG Access plan. We also assisted the Board of Directors of the PEG Access management corporation in the process of selecting its initial Executive Director.

### CITY OF TUCSON CABLE TASK FORCE - ACCESS TUCSON

The Buske Group has provided a variety of services to the City of Tucson and Access Tucson. As part of a transfer of cable ownership, The Buske Group conducted a study that included franchise analysis, inventory and review of all public, educational, and government access and local origination operations in Tucson. The study also required the consultant to conduct a needs assessment in an effort to identify unfulfilled local programming needs.

As a result, a detailed report was prepared that included our findings specific to the aforementioned and presented recommendations of methods by which resources (potentially available as the result of the transfer of cable ownership) could be identified, distributed and utilized in support of public, educational, and government access.

In 1993, Access Tucson requested the services of The Buske Group in conducting a detailed ascertainment process that was designed to gather input from their members and community groups and organizations in Tucson. The resulting report and analysis provided an extensive series of recommendations with regard to refining existing Access Tucson services and extending access services to persons and entities who had not in the past used their facilities and services.

# 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.

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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 the field of cable television public access management in the United States. He has been directly involved in the myriad of issues faced by Public Access operations on the local, regional, and national levels since 1972.

With over twenty-five years of hands on management experience in the Public Access field, Mr. VanDalsen brings a unique perspective to such issues as organizational startup concerns, facility design, policy formation, staff and volunteer development, promotion, etc.

Mr. VanDalsen served as the manager of the "Hometown Video Festival" (through a contract with the Alliance for Community Media) from 1992 to 1995. He developed the "Community Programming Index," a research project of The Buske Group that analyzed a variety of activities at cable access centers throughout the United States during the 1990s.

Prior to joining The Buske Group, Mr. 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 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 ("WAVE") awards competition in 1991.

Before his employment with Access Sacramento, Mr. VanDalsen gained a valuable national perspective as the Director of Membership Services and Finance on the staff of the NFLCP (now know as the Alliance for Community Media) from 1983 to 1985. He also served as a member of its Board of Directors for three years, Treasurer for one year, Central States Regional Coordinator for one year, and a member of the original Bylaws Committee in 1978.

Mr. VanDalsen has attended every Alliance national convention (1978 to present), has been a speaker at almost all of them, and has spoken at conferences sponsored by seven different Alliance regions.

Mr. VanDalsen began his Public Access career in 1972 as founder and director of Michigan State University's "Video Workshop," formed to involve students and members of the East Lansing community in the use of the new cable television system. This experience led to staff positions with MSU's University Housing department in 1973 and United Cable TV of Mid-Michigan in 1974. Mr. VanDalsen became the cable system's Public Access Coordinator in 1975, and developed that operation to the point where it received 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 1982.

In 1980, Mr. VanDalsen was promoted by United Cable to its national office in Denver, Colorado to serve as the Corporate Director of Community Programming. While in Denver, Mr. VanDalsen helped set up and provided oversight of many Public Access operations managed by United Cable throughout the country, and worked in the development of several successful cable franchise applications. He also founded the NFLCP's Colorado Front Range Chapter in 1982 and authored the successful application for the City of Denver to host the NFLCP's 1984 National Convention.

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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 35 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.

#### *Joe Van Eaton, Miller & Van Eaton*

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.

#### *Matthew Ames, Miller & Van Eaton*

Matthew Ames specializes in cable television issues and new communications technologies affecting local governments, and in the drafting and negotiating of franchise agreements and cable television ordinances. Mr. Ames has represented a variety of public and private sector clients in FCC rulemakings, including such matters as cable rate regulation, leased access, telecommunications inside wiring, and universal service, among others. He was very active in the development of the universal service discount program for schools and libraries (or “e-rate”). He prepared comments on behalf of a national coalition of national educational groups that proved instrumental in the approach taken by the FCC in its final rules. Mr. Ames continues to advise the coalition on matters related to the implementation of the rules. He also has a broad background in corporate, commercial, and contract law, and has participated in the drafting and negotiation of cable television system purchase agreements, software licenses, television production contracts, and a wide variety of other transactions.

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## ASSOCIATES - continued

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### ATTORNEYS (CONTINUED)

*William Lowery, Miller & Van Eaton*

William Lowery specializes in the counseling and representation of local governments in cable television and telecommunications issues. Since joining Miller & Van Eaton in 1997, he has assisted local governments in cable television franchise renewals and transfers; competitive cable television and open video system entry; drafting and adopting telecommunications ordinances; and litigation arising from the provisions of the Telecommunications Act of 1996 preserving the rights of local governments in rights-of-way management/compensation and tower zoning issues. Mr. Lowery also has an extensive background in broadcast television, having worked as a production manager and a producer/director in local stations in various markets, prior to law school. Mr. Lowery is currently heading the operation of the firm's San Francisco office.

### FINANCIAL ANALYSTS

*Jay Smith, Public Knowledge*

Mr. Smith is a highly experienced financial analyst specializing in the cable television field. His experiences include rate regulation, franchise fee payment analysis, expert testimony regarding cable television competition, studies to assess the feasibility of cable television competition, and analysis associated with proposed transfers of cable television system ownership.

*Michael S. Katz, KFA Services*

Michael Katz has assisted several city and county governments in ongoing monitoring and regulation of cable TV systems including financial performance and franchise fee payment reviews. He currently assists several city and county governments in rate regulation proceedings.

*Connie Cannady, C2 Consulting Services, Inc.*

Connie Cannady has been involved with numerous rate studies involving electric, gas, telecommunications, cable television, and water and wastewater services. She has conducted numerous rate evaluations concerning cable television services under both the FCC benchmarking and cost of service methodologies.

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## ASSOCIATES - continued

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### ENGINEERS

#### *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 sixteen 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.

#### *Thomas P. Saylor, Technology Services*

Thomas Saylor has conducted technical analyses of cable television systems for municipal clients utilizing empirical and theoretical data. He has assessed compliance to local, franchise, FCC, and NESC standards, prepared summary reports including data analyses and recommendations, performed ongoing inspection and proof testing of existing and new broadband infrastructure, and provided liaison between franchise authorities and local cable operators.

### 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 many of our clients.

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## ASSOCIATES - continued

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### CONSULTANTS AND ANALYSTS

#### *Fred Christ*

Fred Christ works regularly on projects with The Buske Group. Mr. Christ has more than 15 years experience working with directly with state and local governments, boards and officials. His focus on telecommunications issues began in 1993 by as a Communications Analyst the Metropolitan Area Communications Commission in suburban Portland, Oregon. Mr. Christ has broad cable television experience including franchise renewal, transfers of ownership, customer service enforcement and rate regulation. His experience with The Buske Group includes managing transfer application processes and conducting customer service analyses and franchise agreement compliance reviews for a number of communities throughout California. Prior related experience includes six years as a legislative analyst and staff manager for the Oregon Legislative Assembly, and four years as staff for the Multnomah (Portland) Oregon County Commission.

#### *Rika Welsh*

Rika Welsh works with The Buske Group on community needs assessment activities and focus group sessions. Ms. Welsh brings over 25 years of experience and leadership in the Public, Educational and Government Access field. She has been involved in the design, implementation and management of many PEG Access centers. She served as the Executive Director of Malden Access TV for 12 years. Under her leadership, that non-profit organization evolved into a Community Media Center, providing access to computers and multi media facilities as well as video production.

#### *Sam Behrend*

Sam Behrend works on projects with The Buske Group regarding cable franchise renewal and in the evaluation of PEG Access facilities and operations. Mr. Behrend has been a recognized leader in the community media field for over 25 years. He has served on cable television and telecommunications advisory boards in Pittsburgh, Pennsylvania and Tucson, Arizona. He was a founding staff member of Access Tucson in 1984 and has served as its Executive Director since 1987. Mr. Behrend has been a faculty member of the University of Pittsburgh, as well as the University of Arizona and Pima Community College in Tucson. He has served in a variety of leadership positions with the Alliance for Community Media and the Alliance for Communications Democracy.