Executive Summary

The City of Superior's leadership is committed to the successful future of their community. To this end, we believe the following to be true:

- Affordable high-speed Internet access is essential to enable a "world class community".
- Sustainable economic development, growth, opportunity and innovation are dependent on high speed access.
- The City should leverage its existing assets for the greatest benefit to citizens and community business partners.
- City vision and leadership will help ensure having the infrastructure necessary to meet the growing demand for high speed access.
- City leadership can help engage local business leaders and service providers to plan for the community's needs.

Broadband **is** essential infrastructure. Without it, communities face population and business losses, higher costs in providing civic services, stalled business attraction, and limited economic growth. As part of a larger community vision, digital infrastructure is a platform for digital transformation that improves the quality of life for citizens and the economic prospects for businesses.

Collaboration is Key. INSITE recognized from the very beginning that it would take a team with multiple skill sets to bring projects like this across the goal line. Having a team of experts is not enough, what's more important is having a team that can work together day after day and solve the issues when they arise.

Our team has provided services similar to those requested in the RFI, and we will demonstrate our experience and unique approach requested in this response. We will provide a solution that is markedly different than any other broadband infrastructure deployed today. In collaboration with your team, we commit to providing innovative, high quality and responsive services that will fully meet the goals of the City of Superior.

Current Business Position
A business relationship of the following entities has been developed over the past 10+ years for the purpose of building next generation broadband infrastructure.

- "Strategy & New Ideas Partner" INSITE (Jeff Kling) – 20 years of experience in the telecommunications and open architecture infrastructure space. Acting as the Principal Broadband Strategist INSITE advises, facilitates & advocates for states, municipalities and utilities interested in developing a broadband strategy, building a network infrastructure and leveraging breakthrough technologies to create a competitive advantage.
- "Network Design, Integration & Project Management Partner" – BIG / Business Information Group - **IT Infrastructure to Help You Grow** By evaluating existing conditions and creating the appropriate technology

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roadmap, BIG helps businesses evolve with today's ever-changing technology landscape. Our team of certified engineers and technicians support businesses with advanced network design capabilities, the latest telecommunication and collaboration solutions, as well as the cutting-edge Wi-Fi technologies emerging on the market today.

- "OSP Fiber Design, Engineering & Construction Partner" - Paul J. Ford & Company - Paul J. Ford & Company has been a leading provider of engineering consulting services for the communications industry since 1975. As one of the first firms in the country to specialize in communications infrastructure, our focus continues to be on network infrastructure. As a leader in the design, analysis and modification of communication structures, the company continually provides the best value for our clients. Our team has worked with tower owners, internet service providers and wireless carriers. Our full-service approach provides our clients with a wide range of services for projects. We offer engineering services, AE services and field services for towers, mounts, foundations, small cells, colocations, rooftops, specialized structures, concealments and water tanks.
Paul J. Ford & Company is licensed in all 50 states, Puerto Rico and Canada.

- "Wireless Technology Partner" – RadioLED - With the RadioLED network, the commercial possibilities in the different regions and industries can be optimally exploited. Along this value chain, the technical future is being redefined.
Smart City: Based on RadioLED technology, there are hardly any limits to innovative urban planning concepts. Public W-LAN hotspots (including public transport), digital info points, digital parking monitoring, visitor flow control, smart metering, traffic guidance systems, light shows and sound technology are a small selection of the possibilities offered.
Rural Area: State-of-the-art area-wide RadioLED broadband networks ensure economic development in rural regions and enable residents and businesses to carry out their activities

- "Senior Technical Advisor" – Kelley Dunne - Kelley Dunne is a telecommunications specialist in Leesburg, VA, with over 30 years of experience in the industry. He is widely recognized as a pioneer in the telecommunications industry, deploying some of the first 4G broadband wireless capacities across the country. Currently the President and Co-Founder of Warriors4Wireless and CEO of Novation Services, he uses his decades of experience to provide wireless and managed service solutions across the United States while training and deploying wireless technicians through his non-profit. Before Novation and Warriors4Wireless, Kelley Dunne was the CEO of One Economy; prior to that, he was the CEO and Chairman of DigitalBridge Communications. Kelley Dunne is fluent and influential in technology, using his skills to develop new business plans and make the best out of his positions.

National Warrior Workforce - We are a veteran owned and operated company focused on the $1.2T infrastructure buildout that has created the largest workforce need in our nation's history.

We've worked collaboratively with our educational and apprenticeship partners to create the first national hiring company that "meets veterans where they are" to help solve the veteran employment transition challenges. National Warrior Workforce provides industry approved and in-demand training and job placement for our nation's veterans and transitioning service members for a career in 5G Wireless, fiber broadband, and clean energy infrastructure. https://warriorworkforce.com

BIG/Business Information Group Overview -
https://businessinformationgroup.com
PA'S LEADING TECHNOLOGY COMPANY
BIG specializes in managed IT, infrastructure and Wi-Fi solutions, and Trimble Viewpoint software services. See why Central PA businesses, national construction firms and Wi-Fi carriers trust BIG as their technology partner.

- **Network connectivity within distributed locales** – like distribution centers, seaports, airports, campuses, and even cities – has always been a challenge. LANs don't upscale cost-effectively and WANs don't downscale operationally. With the democratization of wireless spectrum and cloudification of carrier infrastructure, Private LTE has emerged as an ideal solution for the "wide-area LAN" problem. It combines the control and fixed cost of a private network with the flexibility, security, and macro-network benefits of LTE, and has a built-in pathway to Private 5G.
- **Benefits of Private LTE/CBRS -** Private LTE CBRS makes it easier to cover a large service area that would typically require mobile phone coverage. The CBRS (Citizens Broadband Radio Service) chipset offering in the latest mobile phones allows for normal cellular calling over the Private LTE, without requiring a separate phone service from a carrier such as Verizon, ATT, etc. Through CBRS, you get your own private cellular service with extended data coverage for lower bandwidth applications over a large service territory. This exclusive use of a cellular network by a private enterprise centralizes coordination, minimizes interference, and maximizes spectrum use. The result is a better user experience in crowded environments with many users and limited space.
- **Benefits of Managed Services -** Organizations of all sizes and industries can benefit from BIG's suite of managed services. Whether a single office needs proactive patching, a highly regulated client needs log monitoring, or an enterprise-sized construction firm is having difficulty monitoring its SQL database, we have a solution.
  Our team of senior network engineers, technicians, and security analysts focus on preventing issues before they occur, continuous improvement of an infrastructure and proactively defending data so businesses don't have to.
- **Avoid The Limitations of Traditional Infrastructure -** Small to mid-sized businesses experience growing pains and often need to upgrade to sophisticated applications and increase their storage. This typically comes with added expenses and disruptive upgrades. For enterprise organizations with larger IT budgets, it's important to have a secure, reliable place to host specialized applications and provide easy access files and databases to employees across the country.
- **Competitive Advantages of the Cloud -** The traditional model of on-prem IT infrastructure is quickly being replaced by Infrastructure as a Service (IAAS), cloud-hosted software applications, and continuous off-site backups.
  No matter the size of your company or the complexity of your infrastructure, cloud services can make your life easier. By moving to the cloud, you can

improve flexibility and collaboration with access to real-time data – no matter where your team is located.

Cloud services makes upgrading infrastructure fast and easy, keeps essential applications off servers, and helps companies run more efficiently. Plus, cloud services empower your internal IT staff to focus on other priorities while moving associated IT costs from a capital expenditure to a more manageable operating expense.

Comparative P&L - Consolidated

Business Information Group Inc.   As of period 12/31/2022

	Current	% of Rev Current	Prior period Amount	% of Rev Prior Pd	Year-to-Date	% of Rev YTD	Budgeted YTD	Bdg. Variance Year-to-Date	Prior Year Year-to-Date	% of Rev Prior YTD
Revenue										
Revenues										
Hardware Revenue	591,686.96	30.04%	698,286.83	38.21%	9,357,433.90	39.71%	7,520,004.00	1,837,429.90	6,764,548.49	33.39%
Subcontract Revenue	175,535.45	8.91%	77,756.64	4.26%	1,116,361.80	4.74%	789,996.00	326,365.80	1,027,564.75	5.07%
Service Revenue	931,115.08	47.27%	801,043.01	43.84%	9,944,195.76	42.20%	10,290,012.00	(345,816.24)	9,037,398.39	44.61%
Vendor Program Revenue	22,309.25	1.13%	(547.68)	-.03%	221,435.69	.94%	125,004.00	96,431.69	166,978.32	.82%
Recurring Contract Revenue	249,268.70	12.65%	250,864.59	13.73%	2,925,858.31	12.42%	3,000,000.00	(74,141.69)	3,263,921.08	16.11%
Total for Revenues	**1,969,915.44**	**100.00%**	**1,827,403.39**	**100.00%**	**23,565,285.46**	**100.00%**	**21,725,016.00**	**1,840,269.46**	**20,260,411.03**	**100.00%**
Total Revenue	**1,969,915.44**	**100.00%**	**1,827,403.39**	**100.00%**	**23,565,285.46**	**100.00%**	**21,725,016.00**	**1,840,269.46**	**20,260,411.03**	**100.00%**
Directs										
Cost of Sales										
Hardware	417,000.35	21.17%	554,797.29	30.36%	7,340,932.34	31.15%	6,035,988.00	1,304,944.34	5,399,297.09	26.65%
Subcontract Labor	156,930.12	7.97%	99,856.73	5.46%	1,075,393.07	4.56%	785,004.00	290,389.07	1,019,232.62	5.03%
Direct Labor	206,029.35	10.46%	226,445.12	12.39%	2,966,533.83	12.59%	6,000,000.00	(3,033,466.17)	3,033,720.11	14.97%
Equipment Rental									2,396.43	.01%
Travel Expense	4,270.05	.22%	10,356.12	.57%	104,936.74	.45%	170,004.00	(65,067.26)	162,355.33	.80%
Other Direct Expenses	16,382.60	.83%	16,637.60	.91%	218,064.09	.93%	174,996.00	43,068.09	224,462.45	1.11%
Total for Cost of Sales	**800,612.47**	**40.64%**	**908,092.86**	**49.69%**	**11,705,860.07**	**49.67%**	**13,165,992.00**	**(1,460,131.93)**	**9,841,464.03**	**48.57%**
Total Directs	**800,612.47**	**40.64%**	**908,092.86**	**49.69%**	**11,705,860.07**	**49.67%**	**13,165,992.00**	**(1,460,131.93)**	**9,841,464.03**	**48.57%**
Revenue Less Reimbursables, Directs	**1,169,302.97**	**59.36%**	**919,310.53**	**50.31%**	**11,859,425.39**	**50.33%**	**8,559,024.00**	**3,300,401.39**	**10,418,947.00**	**51.43%**
Indirects										
Operating Expenses										
Fuel	2,733.49	.14%	2,696.00	.15%	29,696.48	.13%	50,004.00	(20,307.52)	24,349.93	.12%
Corporate Insurance	(63,207.04)	-3.21%	16,411.96	.90%	121,740.43	.52%	150,000.00	(28,259.57)	101,642.61	.50%
In House Materials/Tools	56,983.85	2.89%	34,599.02	1.89%	508,664.38	2.16%	367,992.00	140,672.38	381,586.21	1.88%
Vendor Hardware Rebates/SPIFF	(6,059.94)	-.31%	(17,107.31)	-.94%	(144,809.30)	-.61%	(99,996.00)	(44,813.30)	(114,378.38)	-.56%
Total for Operating Expenses	**(9,549.64)**	**-.48%**	**36,599.67**	**2.00%**	**515,291.99**	**2.19%**	**468,000.00**	**47,291.99**	**393,200.37**	**1.94%**
General and Administrative Expenses										
Indirect Labor	496,044.91	25.18%	477,039.09	26.10%	5,157,829.34	21.89%	2,212,000.00	2,945,829.34	4,504,192.39	22.23%
Payroll Benefits	61,301.21	3.11%	64,081.02	3.51%	945,811.73	4.01%	1,044,192.00	(98,380.27)	916,233.23	4.52%
Health Insurance	(160,530.85)	-8.15%	111,938.59	6.13%	1,001,936.51	4.25%	1,218,504.00	(216,567.49)	1,018,689.37	5.03%
Travel	8,194.39	.42%	11,751.51	.64%	101,435.47	.43%		101,435.47	28,469.99	.14%
Office Expenses	44,005.56	2.23%	13,995.52	.77%	136,346.42	.58%	97,020.00	39,326.42	103,821.75	.51%
Education and Training	6,088.00	.31%	1,404.43	.08%	32,565.25	.14%	39,000.00	(6,434.75)	32,404.42	.16%
Depreciation	5,190.35	.26%	5,469.20	.30%	50,634.31	.21%	69,000.00	(18,365.69)	36,553.11	.18%
Rent	18,497.33	.94%	18,497.33	1.01%	220,171.31	.93%	215,004.00	5,167.31	217,654.35	1.07%
Repairs and Maintenance	8,251.05	.42%	24,263.43	1.33%	79,327.90	.34%	72,708.00	6,619.90	93,004.45	.46%
Taxes & Corporate Filings	76.69		(22.00)		17,761.53	.08%		17,761.53	16,587.18	.08%
Utilities	17,144.15	.87%	15,292.26	.84%	166,886.36	.71%	119,988.00	46,898.36	118,478.87	.58%

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	Current	% of Rev Current	Prior period Amount	% of Rev Prior Pd	Year-to-Date	% of Rev YTD	Budgeted YTD	Bdg. Variance Year-to-Date	Prior Year Year-to-Date	% of Rev Prior YTD
Professional Fees	3,410.05	.17%	9,852.51	.54%	125,146.82	.53%	72,996.00	52,150.82	78,136.50	.39%
Commission Expense	17,726.16	.90%	20,862.43	1.14%	360,491.60	1.53%	260,184.00	100,307.60	247,127.16	1.22%
Marketing Expense	15,675.87	.80%	22,105.60	1.21%	265,789.55	1.13%	325,008.00	(59,218.45)	323,682.46	1.60%
Bonus - Incentive Plan	39,160.00	1.99%	46,000.00	2.52%	876,410.00	3.72%	828,000.00	48,410.00	333,675.36	1.65%
Recruiting & HR Services	11,105.26	.56%	2,721.35	.15%	55,582.85	.24%	65,496.00	(9,913.15)	88,100.09	.43%
Admin Allocation							12.00	(12.00)		
Total for General and Administrative Expenses	**591,340.13**	**30.02%**	**845,252.27**	**46.25%**	**9,594,126.95**	**40.71%**	**6,639,112.00**	**2,955,014.95**	**8,156,810.68**	**40.26%**
Other Income/Expense										
Other Income/Expense	48,094.26	2.44%	(329.22)	-.02%	38,426.89	.16%	99,504.00	(61,077.11)	64,928.84	.32%
Total for Other Income/Expense	**48,094.26**	**2.44%**	**(329.22)**	**-.02%**	**38,426.89**	**.16%**	**99,504.00**	**(61,077.11)**	**64,928.84**	**.32%**
Total Indirects	**629,884.75**	**31.98%**	**881,522.72**	**48.24%**	**10,147,845.83**	**43.06%**	**7,206,616.00**	**2,941,229.83**	**8,614,939.89**	**42.52%**
Total Operating Expenses	**1,430,497.22**	**72.62%**	**1,789,615.58**	**97.93%**	**21,853,705.90**	**92.74%**	**20,372,608.00**	**1,481,097.90**	**18,456,403.92**	**91.10%**
Total Operating Profit/Loss	**539,418.22**	**27.38%**	**37,787.81**	**2.07%**	**1,711,579.56**	**7.26%**	**1,352,408.00**	**359,171.56**	**1,804,007.11**	**8.90%**
				Other Charges						
Other Other Charges										
Bonus - Profit Sharing									629,874.64	3.11%
Gain on Extinguishment of Debt									(1,768,012.00)	-8.73%
Total Other Charges									**(1,138,137.36)**	**-5.62%**
Total Profit/Loss	**539,418.22**	**27.38%**	**37,787.81**	**2.07%**	**1,711,579.56**	**7.26%**	**1,352,408.00**	**359,171.56**	**2,942,144.47**	**14.52%**

Core Location Network Overview
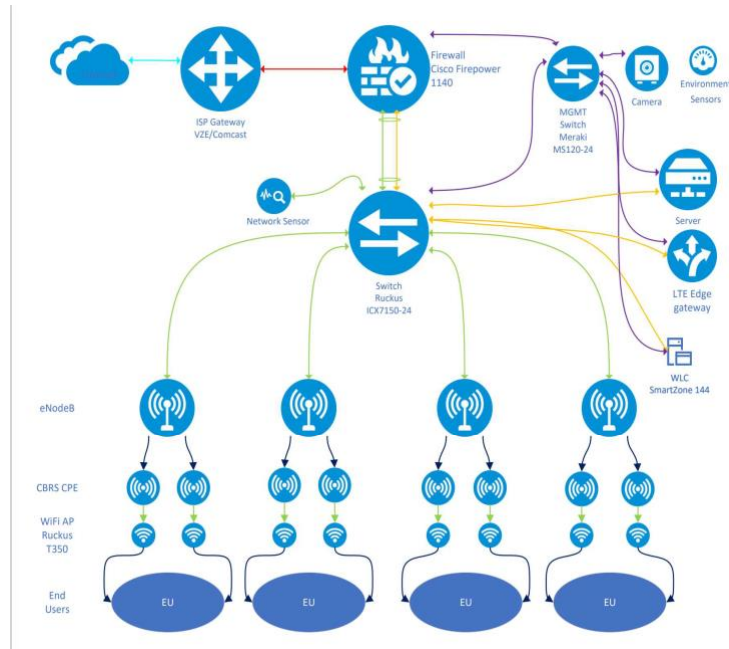
Note: One core location in York City and one in Hanover

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- **Introduction** – RadioLED Holding AG is a pioneering company in the telecommunications industry, specializing in the development and marketing of innovative RadioLED products and services. The company's mission is to provide high-quality, sustainable, and affordable telecommunications solutions. The vision of RadioLED is to revolutionize the industry through innovative technology and community development, making telecommunications accessible to all, regardless of location or economic status.
- **History** - RadioLED Holding AG was founded in 2014 by Andreas Strasser after two years of development. Strasser, the main developer and founder, brought a wealth of expertise to the company. His background in identifying market opportunities and developing innovative business models has been instrumental in shaping the company's trajectory. His expertise in risk management through personal capital investment, fostering intrapreneurship, and scaling business models has been a driving force behind the company's success.
- **Company Structure and Key Personnel** - RadioLED Holding AG is a parent company with several subsidiaries, including RadioLED AT GmbH, RadioLED Net-Tech GmbH, RadioLED CH GmbH in Liquidation, and RadioLED GE GmbH. The company is led by a team of experienced professionals. Andreas Strasser, the Chairman of the Board, brings a wealth of industry knowledge and leadership experience. Dr. Norbert Seyff, a Board Member (and CTO), contributes his expertise to the company's strategic direction.
- **Products and Services** - RadioLED Holding AG offers a range of products and services, including the development and marketing of RadioLED products, strategy and product development, and holding company functions. The company supports local businesses by providing partnership opportunities for installation, maintenance, and even production. This approach not only stimulates local economies but also ensures the benefits of its technology are felt at the grassroots level.
- **Technological Innovations** - RadioLED's technology is unique and innovative, consisting of three main components:
  1. **Energy Component**: This includes a circuit that regulates energy, controls the charging functionality, generates a 5V voltage, can be connected to solar power, and includes a battery pack as an Uninterruptible Power Supply (USV). This ensures the system can continue to function even in the event of a power outage.
  2. **Single Board Computer (SBC)**: The SBC is a complete computer built on a single circuit board, with microprocessor(s), memory, input/output (I/O), and other features required of a functional computer. RadioLED's SBC is equipped with a powerful yet energy-saving CPU, ensuring efficient operation.
  3. **Software-Defined Radio (SDR) Hardware Unit**: This component includes a Remote Radio Head (RRH) combined with the SDR hardware unit. The RRH is a component in a cellular network system which communicates with the system's baseband unit (BBU). The SDR is a radio communication

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system where components that have been traditionally implemented in hardware are instead implemented by means of software on a personal computer or embedded system. This flexibility allows for a wide range of frequencies to be utilized, from 450KHz to 6GHz, making it highly adaptable to various communication needs.

- **Patents** - RadioLED Holding AG holds several patents, including the "Method and electronics for setting up a local broadband network". This patent describes a method for setting up a local broadband network using electronic circuitry to determine a geographic location, measure an actual condition of the network, and select an external function dependent on the location and condition. This innovative approach allows for the creation of highly efficient and adaptable networks.
- **Conclusion** - RadioLED Holding AG is a pioneering company with a unique approach to telecommunications. Through its innovative technology, commitment to community development, and focus on sustainability, the company is making significant strides in revolutionizing the telecommunications industry. With plans to expand its operations globally, continue investing in research and development, and foster a culture of innovation and entrepreneurship, RadioLED is well-positioned for continued success.

RadioLED Design Narrative - The RadioLED Core Network is based on next generation wireless technology using software defined radios. The network components/devices (called multipoints) are interconnected and installed on existing infrastructure (street poles and building facades) throughout the area/city according to the network design. The network is designed to provide full ubiquitous coverage over the agreed area. The multipoint-to-multipoint network last-mile network infrastructure is connected to a (middle-mile) fiber backhaul. Within the area the RadioLED Core Network the network equipment includes/delivers built-in base station, repeater, edge-computing and backhaul functions. RadioLED hardware is produced in Germany, but can also be produced in the USA.
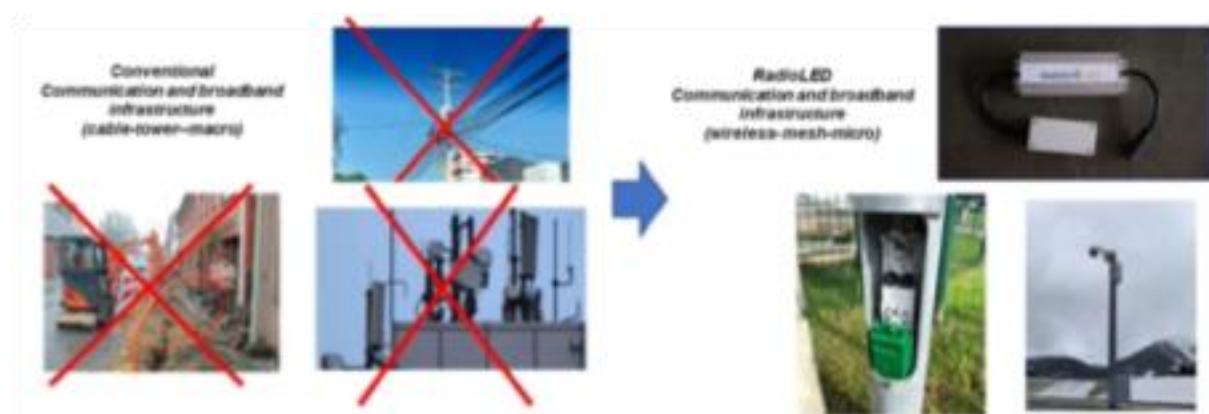
Performance:
The RadioLED Core network is built to provide the following broadband connectivity/symmetric link speeds throughout the area:

*100 mbps for every end-user (mobile) device)
*250 mbps for every home connection
*1000 mbps for every business connection

RadioLED Network Technology is optimized for integration and interoperability. The network design and software defined characteristics allow for integration with other technologies including fiber, mmWave and/or satellite connectivity. This offers cities an opportunity to create the best hybrid solutions, capable of catering to the needs of multiple digital services and content providers and digital/smart applications for multiple sectors such as mobility, healthcare, safety/security, emergency services, etc.

Network as a Service - The RadioLED Core Network technology and business model is to build, operate and provide fully managed Open Access Network connectivity. The solution is optimized and programmable to provide multiple functionalities, over multiple frequencies, using one infrastructure. RadioLED has networks built in Austria and currently underway in the Caribbean.

INSITE Solutions Group LLC Overview

In 2009 Jeff Kling formed INSITE Solutions Group LLC. INSITE was started to meet a need for Strategic Planning and Business Modeling in the development of broadband infrastructure in the public sector.

Jeff has 20 years of experience in developing and delivering advanced fiber-based solutions to enterprises in major US markets. Extensive knowledge and experience with all major interconnect facilities in the US.

In his various roles in Sales & Operations management with Allied Fiber, Telx (DLR) and Switch & Data (Equinix), Jeff's responsibilities included:

- Supporting the sales of dark fiber, collocation services, and any other communications infrastructure offered by the company.
- Assisting the company engineers in providing cost-effective communications engineering and design solutions that fit individual customer needs.
- Developing customer contracts for fiber and infrastructure related services.
- Helping develop sales and marketing strategies and initiatives. Assisting with the creation of new pricing models for special situations and opportunities.
- Providing quality customer service and support to existing client base

Jeff started with Switch & Data as one of the core (6) Site Managers in 1999. Switch & Data was acquired by Equinix in 2010 in a $683M deal. Jeff went to work for Telx in 2004 when they acquired the 56 Marietta property. Telx was acquired by Digital Realty Trust in 2015 for $1.9B. Client acquisitions include Google, NASA/SAIC, Coca-Cola, OakRidge National Lab/ UT- Battelle, State Farm Insurance, ICE, Charter Communications, Clearwire Wireless Broadband, Cumulus Media, NTT America, and America Movil.
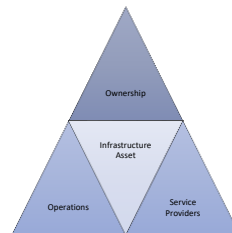
INSITE Essential Infrastructure Development Corp.

The Plan

The Platform

- Broadband is a Utility…Internet is a Service
- Smart City/Essential Services Infrastructure as a Service (IaaS)
- Asset Management Platform (AMP)…**"AMP it Up"**™

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Contact Information

- INSITE Solutions Group LLC:
  Jeff Kling (Founder) https://www.linkedin.com/in/jeff-kling-5a767b/
  5920 Julian Road, Gainesville GA 30506
  (404) 457-3519
- Business Information Group (BIG)
  John Dolmetsch (Founder & CIO) https://www.linkedin.com/in/john-dolmetsch-8692727/
  156 N George St #100, York PA 17401
  (717) 854-9983
- RadioLED Holding AG
  Gregory Engelbrecht (Head of Global Sales)
  https://www.linkedin.com/in/gregory-engelbrecht-09b17246/
  Messinastrasse 30 9495 Triesen Liechtenstein
  (+31) 621 30 5264
- Paul J. Ford & Associates https://www.pauljford.com
  Kyle Thorpe PE (Program Manager)
  250 East Broad St. Suite 600 Columbus OH 43215
  (614) 221-6679

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