



Roanoke Valley
Broadband Authority

Board of Directors

Jay Taliaferro, City of Salem
Richard Caywood, Roanoke County
Michael McEvoy, Citizen
Robert Cowell, City of Roanoke
Gary Larrowe, Botetourt County
Keith Perry, Carilion Clinic
Dr. Scott Midkiff, Virginia Tech

MINUTES

The Roanoke Valley Broadband Authority Strategic Planning Meeting was held on January 18, 2023 @ the location address is 9590 Reservoir Road, Roanoke, VA. 24019

Welcome and introductions

Mr. Frank Smith, President and CEO of the Roanoke Valley Broadband Authority began the meeting at 9:36 a.m. by thanking everyone that came out in spite of all the scheduling conflicts.

All present:

Ms. Tywanii Ross, BOA, and Secretary to the RVBA Board

Mr. Jim Bandy, Vice President of Operations, RVBA

Mr. Matthew Shaughnessy, Wallace 360

Mr. Keith Perry, Carilion

Mr. Jay Taliaferro, Chairman, City of Salem

Mr. Mike McEvoy, Citizen, Treasurer, WVWA Executive Director

Mr. Bob Cowell, City of Roanoke

Mr. Gary Larrowe, Botetourt County

Dr. Scott Midkiff, Virginia Tech

Mr. Robert Picchi, Blue Ridge Advisory Services

Ms. Katheryn Piasta, Wallace 360

Mr. Kevin Rotty, PFM

Mr. Jeremy Carroll, Guynn, Waddell, Carroll & Lockaby



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OBJECTIVES

Mr. Frank Smith spoke on the objectives of the RVBA. We are at the point in the RVBA that we are considering the next steps to take, what's the best for the community, what's the best for the localities that support us.

Mr. Frank Smith presented (5) questions

1. How can the RVBA make Roanoke a better place to live and do business?
2. In the next 10 years, where do you see the RVBA and Broadband?
3. How can the RVBA make the most impact?
4. Are there strategies that we can remove from consideration?
5. What further information does the Board need to determine the next steps?

There are some great opportunities for us , and we want to know what the Board would like to do as far as taking us to the next step.

Mr. Robert Picchi , from Blue Ridge Advisory was introduced to everyone. November 2013 Mr. Picchi worked with us on the Strategic Direction.

Mr. Picchi discussed where the RVBA was and what direction it can go. Mr. Picchi has worked in Telecommunications since 1994.

Mr. Picchi made everyone aware the plan that was put together some years ago under his direction has been successful. Roanoke Valley Broadband Authority can also do something different. How do we continue this mission?

The 3 stages of evolution first for the RVBA and they include:

1. Build the Network on time and on budget
2. The network had to be made carrier grade
3. Build the business (build a revenue stream)



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Mr. Picchi set the stage by talking about how big the market is, and then looked back over the past 6 years to review the plan versus results.

Wireless and High-speed market are growing, but voice and video are going away everything is migrating to an IP based service. We all will be streaming at some point in the future.

The Addressable Market for the (4) localities ; City of Roanoke, City of Salem, County of Roanoke, and the County of Botetourt can be modeled for revenue.

Telecommunications value chain was discussed, (content, video, wholesale, internet, and transport). Services and applications was discussed (Prime video, Netflix).

The RVBA needs to capture the market and keep it as a plan for the future.

Other Topics discussed:

- Top Line Revenue
- Total Expenses – O&M + SG&A
- Capital Spending
- Operating Income
- EBITDA
- Cash Flow
- Strategies (Big Data Transport, Enterprise Expansion, Last Mile Retail, Divestment, and Community Trust)
- Leadership Recommendations (Invest big in the community, Leave residential alone for now, Focus heavily on dark fiber and infrastructure, Maintain key customers by their requirements, Develop a Community Trust arm to serve the underserved.

Discussion of next steps to be resumed at a later date (Part 2).

Meeting adjourned @ 1:15 p.m. with lunch provided.

Minutes Submitted by Tywanii Ross
Secretary to the RVBA Board