CHURCHILL COUNTY COMMISSIONERS
CC COMMUNICATIONS MANAGEMENT
CHURCHILL COUNTY, NEVADA

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****NOTICE OF PUBLIC MEETING****

AGENDA

PLEASE POST

PLACE OF MEETING: Churchill County Administrative Building, Commission Chambers, 155 North Taylor Street Suite 145, Fallon, Nevada
DATE & TIME: August 19, 2026 at 10:00 AM
TYPE OF MEETING: Regularly Scheduled CC Communications Management Meeting

If you wish to make public comment, you may provide them at the meeting or via email, no later than 4:30 PM the day before the meeting, to shelly.bunyard@cccomm.co.

Notes:

I. ***These meetings are subject to the provisions of Nevada Open Meeting Law (NRS Chapter 241). Except as otherwise provided for by law, these meetings are open and public.***
II. ***Action will be taken on all Agenda items, unless otherwise noted.***
III. ***The Agenda is a tentative schedule. The CC Communications Management Board may act upon Agenda items in a different order than is stated in this notice – so as to affect the people's business in the most efficient manner possible.***
IV. ***In the interest of time, the CC Communications Management Board reserves the right to impose uniform time limits upon matters devoted to public comment.***
V. ***Any statement made by a member of the CC Communications Management Board during the public meeting is absolutely privileged.***
VI. ***All persons participating in the meetings are put on notice that an audio and video***

recording is made of these meetings.

AGENDA:

1. **Call to Order**
2. **Public Comment**
3. **Verification of Posting of Agenda**
4. **Consideration and possible action re: Approval of Minutes of the meeting held on**
   - A May 7, 2026
   - B May 20, 2026
5. **New Business**
   - A Consideration and possible action re: entering a professional services agreement for executive recruitment services.
6. **Reports: General Manager Report**
7. **Affidavit of Posting**
8. **Public Comment**
9. **Adjournment**

STATE OF NEVADA)
: ss.
County of Churchill)

*I, **Shelly Bunyard, Administrative Assistant**, do hereby affirm that I posted, or caused to be posted, a copy of this notice of public meeting, on or before the* **13th day of August, 2026 between the hours of 1 pm and 5 pm**, *at the following locations in Churchill County, Nevada:*

1. *Churchill County Administration Building, 155 N. Taylor St., Fallon, NV;*
2. *The CC Communications Website @ www.cccomm.info;*
3. *The State of Nevada Website @* https://notice.nv.gov/.

Shelly Bunyard

Shelly Bunyard, Administrative Assistant

***Shelly Bunyard, Administrative Assistant**, who was subscribed and sworn to before me this* **August 13, 2026**

Tara Adams, Deputy Clerk

Endnotes:

Disclosures:

**CC Communications is an equal opportunity provider and employer.*

Accommodations/Nondiscrimination:

**Notice to Persons with Disabilities: Members of the public who are disabled and require special assistance or accommodations at the meeting are requested to notify the CC Communications Executive Office in writing at P.O. Box 1390, Fallon, NV 89407 (Attn: Shelly Bunyard), or by calling 775-423-7171 ext. 1215 at least two days in advance.*

**In accordance with federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its agencies, offices, employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies or complaint filing deadlines vary by program or incident. Persons with disabilities who require alternative means of communication for program information (e.g. Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible agency [(775)423-4092] or USDA's TARGET Center at (202)720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800)877-8339. Additionally, program information may be available in languages other than English. To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at: http://www.ascr.usda.gov/complaint_filing_cust.html and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the Complaint Form, call (866)632-9992. Submit your completed form or letter to USDA by:*

1. *Mail: U.S. Department of Agriculture*
   Office of the Assistant Secretary for Civil Rights
   1400 Independence Avenue, SW
   Washington, D.C. 20250-9410;
2. *Fax: (202)690-7442; or*
3. *Email: program.intake@usda.gov.*

Procedures:

**The public meetings may be conducted according to rules of parliamentary procedure.*

**Persons providing public comment will be asked to state their name for the record.*

**The CC Communications Management Board reserves the right to restrict participation by*

persons in the public meeting where the conduct of such persons is willfully disruptive to the people's business.
**All supporting materials for this Agenda, previous Agendas, or Minutes are available by requesting a copy from the CC Communications Office, 775-423-7171 ext. 1215. During the meeting, there will be one copy available for public inspection. Additional copies are available by making the request from the CC Communications Office. You are entitled to one copy of the supporting materials free of charge.*

MINUTES OF THE CC COMMUNICATIONS MANAGEMENT

155 N. Taylor St., Fallon, NV 89406
May 7, 2026

Call to Order:
The regular meeting of the CC Communications was called to order at 11:00 AM on May 7, 2026.

PRESENT: Commissioner Matt Hyde
Commissioner Eric Blakey
Commissioner Myles Getto
General Manager Mark Feest
Chief Financial Officer Jamie Hyde
Administrative Assistant Shelly Bunyard

ABSENT:

Public Comment:
Chair Matt Hyde asked if there was any public comment, but there was none.

Verification of Posting of Agenda:
It was verified by Shelly Bunyard, Administrative Assistant, that the Agenda for this meeting was posted on the 1st day of May, 2026 between the hours of 1 pm and 5 pm at all of the locations listed on the Agenda, in accordance with NRS 241.

Consideration and possible action re: Approval of Minutes of the meeting held on:

A- April 2, 2026
Commissioner Myles Getto made a motion to approve the Minutes of the meeting held on April 2, 2026 as submitted. Commissioner Eric Blakey seconded the motion, which carried by unanimous vote.

New Business:

A- Consideration and possible action re: CC Communications 2nd Quarter Write Offs for FY 2024/2025 in the amount of $8,411.81.
Jamie Hyde, CC Communications. We are asking for approval of the 2nd Quarter Write Offs for FY 2024/2025 as submitted in the amount of $8,411.81. Do you have any questions?

Commissioner Eric Blakey made a motion to approve the CC Communications 2nd Quarter Write Offs for FY 2024/2025 in the amount of $8,411.81. Commissioner Myles Getto seconded the motion, which carried by unanimous vote.

B- Consideration and possible action re: next steps in recruiting for Assistant GM. This item may include (1) selection of candidate(s) to be interviewed, (2) direction to staff for further recruitment tactics, (3) modification of recruiting goals, or (4) other matters related to recruiting for assistant GM or GM/CEO position.
Mark Feest, CC Communications. It was determined in our previous meeting that we would have a second meeting in May so that we could get through the applications with their closing date being at the end of April. I put this on the agenda to give you an update of where we are in

the process and to set some expectations. We should have the applications sent out to the pre-screening committee today. We were having an issue this morning with our cyber-security and confidentiality where only certain people are invited to receive access. We are having someone look into this to making sure we don't have a confidentiality issue.

We ended up with thirteen candidates. Three candidates withdrew their applications stating the public nature being the primary reason for their withdrawal. The three that withdrew were the only three candidates that currently have this position at another company. We sent out a brief questionnaire to the remaining candidates with a due date to complete within five days. The questionnaire asked candidates what they knew about Fallon. This was done to gett an idea of how many actually looked into Fallon. Another question asked was what interested you about this position. Several of the candidates had multiple career moves in a very short period of time. We noted in the letter that we are looking for someone long term and we want stability. We also asked if you moved around a lot, especially in the last three years, you may want to explain. We also asked whether you had moved around frequently, especially within the last three years, and noted that you may want to explain those circumstances. However, answering that question was not required. Out of the ten that were left at that point, three of the candidates did not respond at all. They have been struck and we currently have seven candidates. I will note that one of those seven candidates is an internal candidate.

We will grade, review and rank those seven candidates unless you want to change direction. We will use those characteristics that were previously presented and if that comes to ten characteristics everyone who reviews those will score a one through ten. We plan to come back to another meeting scheduled for this month and present how many candidates we would recommend for interview.

I added in the agenda item which may include (1) selection of candidate(s) to be interviewed, (2) direction to staff for further recruitment tactics, (3) modification of recruiting goals, or (4) other matters related to recruiting assistant GM or GM/CEO position. I put those in because you may or may not want to go in some other direction.

Two weeks after we published the job description on NTCA's website, someone appeared to have taken our advertisement. They attached a paid recruiter on top of it with the advertisement and basically published for the same exact job which is in Texas I believe. It didn't impact anything, I just thought it was interesting.

This is just an update and to see if you have any concerns or further direction at this time. We will just come back at our next meeting with those ranked seven candidates and recommendations of how many merit and interview.

Commissioner Matt Hyde. Asked if there were any questions from the commissioners.

Commissioner Eric Blakey. The three candidates that didn't respond, were they mandated to respond.

Mark Feest, CC Communications. It was a mandatory response. If they didn't figure that out, we probably don't need to interview them.

Commissioner Eric Blakey. Ok, I just wanted to clarify.

Mark Feest, CC Communications. The questions were straightforward, and in some cases, they were worded so that a response was only required if the question applied to you. The email also clearly included a due date and stated that if you did not respond by the deadline, you would be dropped. As I mentioned, several of the questions specifically indicated that they did not need to be answered if they were not applicable.

Commissioner Eric Blakey. I understand. Just to be clear and let me know if I am wrong but we are going to receive a blind assessment of every application regardless of whether they are qualified or not.

Mark Feest, CC Communications. Three applicants clearly withdrew and three others I feel have not completed the process. We also have an application that wasn't filled out. They just stopped after they received the letter. My understanding was it would be the seven that completed the process of the application. They would be all graded and presented as blind to the board at the next meeting.

Commissioner Eric Blakey. Qualified or not?

Mark Feest, CC Communications. Correct, all seven candidates that completed their application packets will be brought blind to the board.

Commissioner Matt Hyde. I would say regardless of their score.

Mark Feest, CC Communications. Yes, if you complete the packet you'll be brought before the board as a blind applicant.

Commissioner Eric Blakey. Ok. The question I have for the District Attorney regarding the internal candidate there could be issues whether they're qualified or not. When will we address that?

Mark Feest, CC Communications. My thought process is that the candidate has a right to apply. There is a restriction on the board from hiring that person. I don't know if they exercise their right to apply, I should stop it. If I am told that I should stop it and not rank her or evaluate, then I won't do that. To me this is a restriction on the board and not on the applicant.
The applicant has applied and I think that my duty is to process that application. If someone tells me not to, then I won't.

Commissioner Eric Blakey. I understand that and I respect those comments. It's my duty to do this properly. That's why I am asking when we address this. Do we address it today or will we address it at the next meeting? What do we do and when do we do it?

Chief Civil Deputy District Attorney, Wade Carner. I think this is a conversation that Mr. Feest and I should have offline.

Commissioner Eric Blakey. Thank you, I have no further comments at this time.
This item was presented for informational purposes only and no action was taken.

C- Consideration and possible action re: Presentation of the 2026 - 2027 Fiscal Year Budget Workshop

Jamie Hyde, CC Communications. We are doing a presentation to the Board of the 2026 - 2027 Budget Workshop, PowerPoint.

1st Slide – CC Communications is made up of four companies: Telephone, Broadband, Long Distance and CAP. We will go over the budget process; challenges and accomplishments; revenue forecasts; financial overview & capital budget; and projects and actions.

2nd Slide – The development of the FY 26-27 budget we used incremental budgeting. The Revenue budget is based on target market characteristics, strategic goals, and changes to the regulatory regime. The projections in the FY 2027 budget are primarily driven by the continued implementation of the Consumer Only Broadband Loop (CBOL) support mechanism, competitive deployments, the evolution of the communications industry, customer preferences, and general economic conditions. Development of the Capital budget consisted of group and individual department collaboration and determine project needs and prioritization consistent with long term strategy of the company. Long term strategy includes identifying end of life assets and determining a replacement schedule.

3rd Slide – The primary challenges are Inflation; it remains sticky across the economy generally. Materials and construction costs have been driven up by the Bead Expenditures. Downward pricing pressure year over year with a 3% decrease in broadband prices. Real BPI-Speed prices decreased 43% over the last decade, according to US Telecom's 2025 Broadband Pricing Index.

4th Slide – Significant factors impacting budget process overall (1): Competition in the CLEC areas; downward pricing pressure and relentless competitor marketing continues to erode profitability; customer preferences; transport network; and grant projects.

5th Slide – Significant factors impacting budget process overall (2): Capital requirements for out of area Broadband projects; Capital spend for Fixed Wireless Solutions; Changes to the regional long-haul landscape; staffing requirements; and cash flow.

Mark Feest, CC Communications. I would like to make a few comments. Our problem is that we continue on this never-ending cycle of our primary product is getting lower and lower cost and more people are getting into the business. I was on a webinar the other day and someone mentioned that we are the only industry that it is a victory for our government to drive our prices down. It came from a comment that FCC Commissioner Carr made at the event that Commissioner Blakey attended. He was patting himself and the administration on the back for a 8 – 9% decrease in broadband costs on prices to the consumer. At that same time, they introduce $42 billion dollars, which was cut down to $21 billion plus all the other billions of dollars in the other programs which has driven up the costs of all the materials to build these networks in excess of just the inflation we experience as a whole. We're in an industry where the government's goal is to drive down prices and then fund massive amounts of construction which drives up costs. Our main product again is something that they're spending to create competitors for us whether it's wireless or satellite and yet the expectation is prices go down. Sometimes, when funding is made available, it comes with the requirement to offer a low-cost service package. It always goes to us whether we get a direct competitor or the low-priced packages in Reno. Everything we are doing in our budget and from a management perspective is trying to figure out where revenue growth comes from. If you look at this budget as a whole, there is not really revenue growth in it. It appears there's revenue growth but that is one time grant money. That is not revenue from a customer that is going to be replicated year over year and accounts for the fact that our costs will go up in materials and as the county knows it goes up in labor. Those two things will continue to go up, and it's reflected in our budget. The only reason the budget doesn't look bad is because we are having revenue growth that is short term that is grant only.

Current staffing requirements indicate that the average cost of salaries and benefits in our industry is approximately 28.8% of total operating expenses. We have gone 33.5%, 33% and 34.2%, which is largely driven by the PERS increases. The County fully understands that and there is no getting around those increases. When comparing our company to others in the industry, it's important to recognize the challenges facing rural ILECs. Revenues continue to decline while operating costs continue to increase. One of the most significant areas of rising costs is employee salaries and benefits.

For the current budget, we have calculated an additional $445,237 in salary and benefit expenses above the industry average. A significant factor contributing to this difference is our participation in the PERS retirement system, which results in higher employee benefit costs than many comparable companies.

Jamie Hyde, CC Communications. 6th Slide – Significant factors impacting network evolution: competition and Downward pricing pressures; redundancy and reliability; and staffing requirements.

7th Slide – Accomplishments (1) – We are approximately 66% complete with the Spring Creek Association Grant. Construction in Churchill County primarily is completed by internal crews. FTTH in Virginia City deployment is completed. Virginia City Highlands project has started.

8th Slide – Accomplishments (2) – Deployment of Tarana Wireless in two areas. Deployment of C15/Customers migrated. Deployment of Ribbon Transport Gear/Customers migrated.

9th Slide – Benchmarks (1) – Some of the benchmarks we will go over is: EBITDA; EBITDA less USF; Revenue per employee; Payroll as percentage of revenue; Revenue/BB Subscriber; and CAPEX as a percentage of revenue. Those are all on the next slide

10th Slide – Benchmarks (2) – As you can see the benchmark amounts were not from 2025, they were from 2024. Our cost accountants didn't do the study for benchmark in 2025. Do you have any questions on this slide?

Mark Feest, CC Communications. I will note a couple of things. EBITDA less USF is the most important because the USF portion has a lot of factors on how you get to that number that you have little control over. I believe the difference between EBITDA less USF on the benchmark versus ours is that we are using the revenue we earn directly from the customer, whether that customer is another carrier, a small business, or an individual. I think that's the place we have the most control over. It dipped again this year but it's only going to go back up because we are counting the revenue that comes in from the grants in that number. We will probably be more around the 13.5%, which is over 10% better than the average company represented by Moss Adams. It is a downward trend at this point before that grant money.

The revenue per employee will go back up if we hit our budget numbers. It's still strong versus other companies. I do think the long-term nature is to continue to find efficiencies and maybe through AI. I have been on quite a few very interesting AI webinars recently. While the capabilities are impressive, there are still concerns around data security. At the same time, it's easy to see how certain positions may no longer need to be filled if the technology performs as promised.

A lot of the CAPEX percentage of Revenue is being funded through grants. We are not to far out of line with that benchmark.

Jamie Hyde, CC Communications. 11th Slide – Actions (1) – Some of the actions we are going to take is increasing capacity through Capital projects – Redundancy and Reliability. Enhancing the broadband customer experience (CX) – flows from redundancy and reliability. Reducing trouble ticket impact through increasing proactive monitoring and enhancing partner integration.

12th Slide – Actions (2) – We are going to enhance business catalog and sales. Develop and maximize fiber assets outside of Churchill County. We will continue to ebb attrition and seek growth opportunities in other counties such as: Story County, Yerington Paiute Tribe, Walker River Tribe, and Te Moak Tribe.

13th Slide – Capital Expense this year is estimated for the current Fiscal Year 25/25 for TEL is $395,699.00; Broadband is $2,611,226.00; and CAP is $4,943,473.00. The budgeted Fiscal Year CAPEX for 26/27 for TEL is $1,680,424.00; Broadband is $699,777.00; and CAP $8,419,600.00.

Mark Feest, CC Communications. This changed quite a bit from year to year. Last year, we had many priorities in Broadband and CAP, and it ultimately came down to time constraints — we simply couldn't get to everything as a small company. We also accomplished a great deal in TEL. One major achievement was acquiring a new switch. Because we purchased the CAP network upgrade from the same vendor, they provided the switch at no additional cost.

This year, we'll need to catch up on a few TEL items that were deferred while other priorities took precedence. We are also pricing FTTH for the last couple of locations, along with the Tarana deployment for customers where extending a fiber connection does not make economic sense.

You'll notice Broadband expenses are trending down because we achieved many of those key priorities last year. CAP activity continues to be driven primarily by grant projects, which come with firm deadlines. We have also recently resolved the remaining issues that were delaying work on several additional grant projects. Progress continues to move forward on the Virginia Highlands project, where we have already installed approximately 20,000 to 30,000 feet of cable.

Jamie Hyde, CC Communications. 14th Slide – Capital Projects (1) – Capital projects for Churchill County are fixed wireless, FTTH and buildings and grounds upgrades. The network upgrades for reliability and redundancy are TDM Circuit Emulation, VSP Replacement, and DHCP, IpV4 transition and firewall.

Mark Feest, CC Communications. Commissioner Blakey might have heard at the Washington, DC meeting about the transition IP. There is an ongoing FCC rule making, wanting us to all interchange traffic IP based. It's something we have wanted to do for a long time. When we had issues where you couldn't call 911 on a cell phone, it was because it was going through an old TDM circuit which was the only way we could connect with the carrier next to us and if that fiber was cut there is no redundancy on that. When the switch from the cell company is in Sacramento and a 911 call is made in Fallon, it will go out and doesn't come back. We came up with a workaround that prevented that from happening not as much as it used to. The ultimate workaround is transition of traffic with IP. There will still be carriers that will still use TDM for various reasons. TDM circuit emulation has to be put in place because we have to hand it to an end customer looking like TDM timed division multiplexing, but it's really IP every place else. We have to upgrade that equipment for that reliability.

Jamie Hyde, CC Communications. 15th Slide – Capital Projects (2) – Capital project for Storey County – Virginia City was completed in fiscal year 2025/2026. The target annual revenue for that is $165,000.00. Virginia City Highlands project eta is quarter fiscal year 2026/2028. The target annual revenue for that is $565,000.00.

Mark Feest, CC Communications. These were the projects that were completely funded by Storey County. We are seeing lower packages being taken in Virginia City. In Virginia City Highlands which we haven't turned on a single customer yet and are still putting up fiber on poles. The pre-orders are skimming towards the high-end packages and there are more people in that area. As Commissioner Hyde knows when we started the Elko project, it's shocking how long it takes to convert a copper customer that has nothing but complaints and how long they wait to schedule a drop. It's amazing. I don't think we're off and I still think it will move more towards $165,000.00. It's a matter of when you're passing people and if they are not available that day and never make an appointment.

Jamie Hyde, CC Communications. 16th Slide – Capital Projects (3) – Spring Creek Association project is 66% complete. Tract 300 is complete. Tract 200 is in-progress for an ETA of August completion. The target is 1100 to 1400 homes in 2026/2027 and should be 90% completed in 2026/2027.

Mark Feest, CC Communications. That is hoping that there are no significant weather issues. With the target of 1100 to 1400 homes in 2026/2027, we use that number to get our target revenue from the grant because we are getting reimbursed. If something were to keep us from moving at that pace, then that grant revenue gets reimbursed at a smaller pace and will push out to the next year. We are targeting 90% complete by the end of fiscal 2027. The grant is scheduled to be completed by February 28, 2028, and so far, we are on track to meet that date.

Jamie Hyde, CC Communications. 17th Slide – Capital Projects (4) – We have Tarana scheduled in Churchill County which will address the remaining copper locations that are uneconomical to reach with FTTH. Create wireless redundant last mile network. Measure the demand for redundant middle mile network product.

18th Slide – Capital Projects (5) – Tarana Test Bed Deployment in the CLEC. The cost target is $1,800 per customer, not per location as with fiber. The revenue target is $105,000.00. The finalized location is dependent upon the tower and back haul in Silver Springs.

Commissioner Eric Blakey. Is the revenue per customer?

Mark Feest, CC Communications. No, that's the revenue target for the customers who are on Tarana in that area of the test deployment. Our goal is to see if we can put Tarana up with the costs and operating costs of what others have done it at and what was advertised. If we can maintain those costs and see how many customers, we get. We would like to do a bigger area with Tarana. Right now, we are doing a smaller area to see if we can meet those numbers.

Jamie Hyde, CC Communications. 19th Slide – Capital Projects (6) – We have the Tribal grants: Yerington Paiute Tribe; Walker River Tribe; Fallon Paiute Shoshone Tribe; and Te Moak.

20th Slide – 2025-2026 Annualized Compared to Budget – Telephone – Then we have the annualized compared to the Budget for Telephone only and for the 2026-2027 budget.

21st Slide – 2025/2026 Annualized Compared to Budget – All Companies.

Mark Feest, CC Communications. Noting that the revenue jumped in 2026/2027, we would only have a slight revenue jumped if it was money we receive from customers and other carriers. The bigger jump is because we received revenue from those grants. We also have the expenses that are tied to it.

Jamie Hyde, CC Communications. The next two slides are graphs for the same items that were shown on the table in the last two slides.

Summary Slide – The action to address downward pricing pressure and market share erosion with reliability and redundancy we have moving forward especially with the Ribbon gear, customer experience and wireless offering. Our focus is on Broadband outside the County in Capital expenditures. We are going to enhance the Business Product Catalog and sales. We will continue to benchmark financial performance and staff utilization. Do you have any questions?

Commissioner Matt Hyde. I don't have any questions. The continued downward pricing. pressure is concerning me. We will keep monitoring that to see what we can do. I really follow what the GM, Mr. Feest said, anytime we flood a market with dollars, things will change. When you look at gas and power companies there isn't as much competition for those utilities. I appreciate all the work that's being done.
This item was presented for informational purposes only and no action was taken.

D- Consideration and possible action re: Approval of the 2026 - 2027 Budget for CC Communications - Telephone Fund, CC Communications - Long Distance Fund, CC Communications - Broadband Funds and CC Communications CAP - Servicing Outside Churchill County Fund.

Jamie Hyde, CC Communications. We are asking for approval for the 2026 - 20276 FY Budget as presented in the previous item.

Commissioner Eric Blakey. I will comment that I have reviewed the budget that was provided. Thank you for that and your presentation today aligns with the thoughts that I had. I did also notice the revenue drop and noticed in your report that you're doing what you can to get those numbers where they need to be. I have no other concerns with the budget and am satisfied what's been presented.

Commission Matt Hyde. I was impressed by how close your projections are year to year. That's a lot of data to go through and figure out.

Commissioner Myles Getto made a motion to approve the 2026 - 2027 Budget for CC Communications - Telephone Fund, CC Communications - Long-Distance Fund, CC Communications - Broadband Fund and CC Communications CAP - Servicing Outside Churchill County Fund. Commissioner Eric Blakey seconded the motion, which carried by unanimous vote.

Reports: General Manager Report:

1. Network Update
    a. Transport
        i. Phase II engineering consulting SoW (edge routers and core) project planning and resource allocation. - Ongoing
            1. Move routers to edge and Increase utilization of Neptune gear (resiliency)
            2. Implement NNI's and work on Colo agreements for partners in Nevada
            3. Increase redundancy
        ii. Reviewing dark fiber expansion options for statewide network - Ongoing
            1. Identified existing df and conduit, required construction segments, and partners.
            2. Fibers owed to CC Communications under Switch Agreements
                a. No substantive movement
            3. NDOT Conduit Swap opportunities

            a. Identified conduit and NDOT swap needs
        4. UPRR addendum
            a. Draft in hand. Working through language.
    iii. Overlay. Deployment schedule call set for afternoon May 7, 2026. We anticipate two phases. Phase 1 will overlay TRIC ring. Phase two will create a segment back to Fallon. Expectation is that overlay phase one will be complete June/July timeframe.
  b. Access
    i. DHCP+ Server upgrades. This is a system by system cutover to a JSI product and support. This is intended to reduce address issues and reduce response time in the event we have an issue.
        1. Seeking clarification on schedule to complete
    ii. C15
        1. Training continues

2. Storey County
    a. VC Highlands construction in progress
3. YPT
    a. Awaiting payment on work completed and ITCN next steps.
    b. Construction has stopped due to ITCN / NTIA accounting issues
4. FPST
    a. On schedule
    b. Resolving an outstanding RoW issue that arose

5. Te Moak
    a. With ITCN
6. WRPT
    a. Requires re-engineering and resubmittal to NTIA [resubmitted]
    b. Waiting on update from WRPT and NTIA
7. HR
    a. AI Policy working group
    b. Continue exploring contract services such as fractional CTO
    c. Assistant GM Search

Affidavit of Posting:

Public Comment:

Chair Matt Hyde asked if there was any public comment, but there was none.

Adjournment:

The meeting was adjourned at 11:43 a.m.

APPROVED: ______________________________

Matt Hyde, Chairman

APPROVED: ______________________________

Eric Blakey, Vice Chairman

APPROVED: ______________________________

Myles Getto, Commissioner

Shelly Bunyard

Shelly Bunyard, Administrative Assistant

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Mark Feest, General Manager/CEO

MINUTES OF THE CC COMMUNICATIONS MANAGEMENT

155 N. Taylor St., Fallon, NV 89406
May 20, 2026

Call to Order:

The Special meeting of the CC Communications was called to order at 10:30 AM on May 20, 2026.

PRESENT:	Commissioner Matt Hyde Commissioner Eric Blakey Commissioner Myles Getto General Manager Mark Feest Deputy Clerk Tara Adams
ABSENT:	Chief Financial Officer Jamie Hyde Administrative Assistant Shelly Bunyard

Public Comment:

Chair Matt Hyde asked if there was any public comment, but there was none.

Verification of Posting of Agenda:

It was verified by Tara Adams, Deputy Clerk to the Board, that the Agenda for this meeting was posted on the 14th day of May, 2026 between the hours of 1 pm and 5 pm at all of the locations listed on the Agenda, in accordance with NRS 241.

New Business:

A- Consideration and possible action re: the next steps in the Assistant GM recruiting process. This item may include the selection of candidate(s) to be interviewed by the Board or modification to recruiting plan, including but not limited to, termination of recruiting activities for the position.

Mark Feest, CC Communications. Over the last couple of days since the Agenda was posted, I have had the opportunity to further refine my thoughts and solidify what I am asking for today. It is my recommendation that we stop this process at this time. When I first presented this option of advertising for an Assistant General Manager or General Manager and CEO in waiting position, I did note that we might have to pivot. I didn't have a great idea of how many applicants and how deep that pool would be. Based on the lack of depth of that pool, I think it was not successful as far as drawing the type of candidates where we could recommend three to five of them to the Board to interview. This is an important enough decision that we need to make sure we have a deep pool to be interviewed.

As noted, we only received Thirteen applicants, and one applicant can't be considered. Six applications withdrew and I'll note that the three people who have had the position or reported directly to the position in the past are the people who withdrew. There were a lot of issues over public nature. One person mentioned that they had gone back and read the previous Board minutes and noticed that we had been discussing the NRS 710 issue. We are down to six applicants. Overall, I believe we should pivot at this time. I recommend that Management and I return to the Board in late summer with a formal proposal outlining the next steps. The proposal would include the option of engaging a professional recruiter to conduct a search and present multiple highly qualified candidates for the Board's consideration and interview. I think a recruiter can provide some new strategies and timeline estimates. They can also kind of tell us what we're up against. I think it's clear to us that we are up against something to get a deep pool. I do believe we need the help of a professional recruiter in this industry. I would also note that within two weeks of posting our position, a similar position was advertised on the NTCA website. Unlike our recruitment, that search was being conducted by a professional recruiter. The position opening was in the State of Texas where you have multiple small companies in Texas that it may be easy to recruit from. I think they're at an advantage.

I would like to bring this matter back to the Board in late summer. By that time, we should have the NRS 710 issue resolved or have much greater clarity on its status. We can also obtain proposals from professional recruiters, including information on costs, timelines, and their recommended recruitment process.

From there, we can develop a transition plan based on a window between February 28, 2027, and July 31, 2027, for onboarding a new General Manager/CEO. I have flexibility within that timeframe, and I believe that if we engage a recruiter by the end of the summer, that transition schedule is very achievable.

Additionally, the recruiter can provide guidance on whether it would be beneficial to advertise the position as a "General Manager/CEO-in-Waiting" or whether a traditional recruitment approach would be more effective. That's where I am based on the depth of the pool of candidates. It's not speaking of any specific candidate; there might be someone in the pool that would do a great job. I think we have had a lot of stability for the last 25 years. We want to ensure that we approach this recruitment process the right way, and I am not certain that moving forward is the best option if we do not have a sufficiently deep pool of qualified candidates to choose from.

Commissioner, Matt Hyde. I don't think it's fair until we resolve some things. I agree with you.

Commissioner, Myles Getto. I agree as well.

Commissioner, Eric Blakey. As far as bring it back, I think we won't table it, we just won't take any action and have another day. Do we need to make a motion to stop this process or let it stand.

Wade Carner, Chief Civil Deputy District Attorney. I think a motion to terminate this process will make it clearer as to what your actions are today and what you anticipate moving forward.

Commissioner Eric Blakey made a motion to terminate the hiring process. Commissioner Myles Getto seconded the motion, which carried by unanimous vote.

Affidavit of Posting:

Public Comment:

Chair Matt Hyde asked if there was any public comment, but there was none.

Adjournment:

The meeting was adjourned at 10:36 a.m.

APPROVED: ______________________________
Matt Hyde, Chairman

APPROVED: ______________________________
Eric Blakey, Vice Chairman

APPROVED: ______________________________
Myles Getto, Commissioner

Shelly Bunyard

Shelly Bunyard, Administrative Assistant

Mark Feest, General Manager/CEO

CC Communications Agenda Report

Date Submitted: August 10, 2026

Agenda Item #: New Business - A
Meeting Date Requested: August 19, 2026

To: Board of Churchill County Commissioners
From: Mark Feest, General Manager / CEO
Subject Title: Consideration and possible action re: entering a professional services agreement for executive recruitment services.

Type of Action Requested: Accept

Does this action require a Business Impact Statement? No

Recommend Board Action: motion to approve entering into a professional services agreement for executive recruitment services.

Discussion: CC Communications solicited proposals for professional recruiting services. The Board will hear from two firms via Teams presentations. The written proposals are attached. Staff input and recommendations are withheld unless the Board solicits input. After the Board hears from respondents, staff is looking for a motion to select a firm. Thereafter, staff will work with the selected recruiter and the DA's office to ensure candidates are brought before the Board in a manner that complies with State law.

Alternatives: Direct staff to recruit for a new GM/CEO without assistance from outside consultants.

Fiscal Impact: Approximately $45,000 - $60,000.

Explanation of Impact: Consultant fees based upon proposals and travel expenses for candidates.

Funding Source: FY 2026-2027 budget

Prepared By: Shelly Bunyard, Administrative Assistant

Reviewed By:

Mark Feest

Mark Feest, General Manager

Date: August 12, 2026

Jamie L. Hyde

Jamie Hyde, Chief Financial Officer

Date: August 12, 2026

Board Action Taken:

Motion: ______ **1)** None ______ **Aye:** ______

2) None ______ **Nay:** ______

Shelly Bunyard

(Vote Recorded By)

The submission of this agenda report by county officials is not intended, necessarily, to reflect agreement as to a particular course of action to be taken by the board; rather, the submission hereof is intended, merely, to signify completion of all appropriate review processes in readiness of the matter for consideration and action by the board.

NTCA EXECUTIVE RECRUITMENT SERVICE PROPOSAL

Prepared for:

CC Communications

Dear Jill,

The opportunity to support your organization in identifying the right candidate for your next General Manager/CEO for CC Communications is greatly appreciated. Securing a dynamic, experienced executive leader is critical for rural broadband organizations as they navigate industry changes, strengthen operations and position their companies for continued growth.

As outlined in the enclosed proposal, the NTCA Executive Recruitment Service offers extensive connections across the rural broadband industry and a strong understanding of the cultural and operational nuances unique to rural communities. These strengths, combined with a proven success rate and placement guarantee, have resulted in long-standing client partnerships.

Thank you for your consideration. Please feel free to reach out to me with any questions or to discuss the next steps during this important transition.

Sincerely,

Shirley Bloomfield

Shirley Bloomfield
NTCA Executive Recruitment Service Partner
shirleyconnected@outlook.com

NTCA Executive Recruitment Service

Full-Service Support Tailored to Your Needs

NTCA–The Rural Broadband Association (NTCA) recognizes that effective leadership goes beyond technical qualifications and requires the right overall fit. Leadership decisions shape organizational culture, performance and long-term success, particularly in the complex rural broadband industry.

With decades of recruitment experience and specialized industry expertise, the NTCA Executive Recruitment Service provides efficient, cost-effective hiring solutions. A tailored approach ensures alignment with each organization's needs and supports the placement of highly qualified candidates.

By partnering with NTCA, you will gain:

- **Proven expertise, results and a 98.5% success rate:** Each search draws on decades of recruitment experience and deep knowledge of the rural broadband industry.

- **Full-service support:** End-to-end management of the recruitment process includes organizational assessment, job description development and ad placement, candidate sourcing, screening, interview coordination, and compensation negotiation.

- **Nationwide talent network:** Extensive industry connections provide access to a broad pool of qualified broadband professionals. Candidates are evaluated for both technical expertise and cultural alignment within rural communities.

- **Tailored approach:** Each search is customized to align with the organization's priorities and long-term goals. Candidate profiles and evaluation criteria are developed to ensure alignment from the outset.

- **Ongoing support:** Support continues beyond placement to promote long-term success. Newly placed candidates are invited to industry events and provided access to NTCA resources, including early-stage integration support.

- **Transparency, affordability and guarantees:** A flat fee is offered, excluding out-of-pocket expenses such as travel and specialized advertising. A one-year placement guarantee is included. If placement is unsuccessful within the first year, the search will be repeated at no additional professional fee, excluding minimal advertising costs.

  Flat fee: $32,000

Additional services, including background checks, leadership assessments, compensation study and board training and development, are available.

Scope of Services

NTCA will provide the following services as part of the executive and key employee search process:

- Development of candidate profile and job description, if needed
- Creation of recruitment messaging
- Compensation benchmarking based on industry and geographic data
- Advertising and sourcing strategy, including industry outreach and networking
- Resume screening and candidate evaluation
- Regular progress updates
- Candidate interviews and assessments
- Presentation of qualified candidates with evaluations
- Development of interview questions and coordination of interviews
- Offer negotiation and preparation of employment documentation
- Notification of candidates not selected
- Complimentary registration for the selected candidate to a relevant NTCA conference

Additional Services

Background Checks
To support informed hiring decisions, background checks can be conducted as part of the recruitment process. These services are billed at cost.

Leadership Assessments

- Communication and Personality — $200
  Includes an evaluation of self-awareness, emotional intelligence and communication skills

- Culture Assessment — $500
  Includes assessing leadership and team for alignment to values, accountability standards and change readiness

- Leadership 360 — $1,000
  Includes assessing leadership effectiveness, blind spots and growth opportunities

Compensation Study — $899
NTCA can conduct a compensation analysis specifically for your company. This customized study provides data-driven insights into executive and/or key staff compensation across the rural broadband industry, helping you make informed decisions that align with market trends and organizational goals.

Rural Broadband Industry Compensation and Benefits Report — $825 exclusive to companies that participate in the survey
NTCA produces the *Rural Broadband Industry Compensation and Benefits Report*, a trusted resource providing comprehensive, industry-specific data to support informed compensation decisions. Organizations participating in the survey receive access to a bundle of the annual compensation report along with a customized Executive Compensation Report, providing compensation information for general manager, president and chief executive positions tailored to your company's unique characteristics and a regression-based Executive Compensation Calculator that estimates compensation ranges based on key variables such as experience, organization size and education.

Board Training and Development — $2,000–$6,500
Starting with 11 base modules, including strategic thinking and succession planning, NTCA will work with you to create a unique board training experience tailored to the needs, interests and specific circumstances of your company. Sessions can be facilitated in your boardroom or remotely.

Schedule

The following sample timeline reflects a typical four- to six-month placement process. Adjustments may be made based on organizational needs and availability.

Month 1

Initial consultation to define search strategy and organizational priorities
Development and launch of recruitment campaign
Candidate sourcing and outreach
Ongoing updates on candidate progress and status
Initial screening and evaluation of approximately eight to 12 resumes.

Months 2 to 3

Selection of candidates (the top three to five) for second-round interviews
Coordination of interviews and evaluations
Finalist selection and on-site interviews
Background screening, if requested
Preparation and extension of the offer
Candidates not selected are contacted

Months 4 to 6

Candidate onboarding and transition support
Optional meet-and-greet and introduction to NTCA resources and events
Ongoing check-ins to assess fit and integration

One-year follow-up

Support for performance evaluation and continued alignment

Frequently Asked Questions

Q: What makes NTCA different from other executive search firms?

NTCA provides specialized expertise in rural broadband, supported by extensive industry relationships and a 98.5% placement success rate. A tailored approach ensures alignment with organizational needs, while competitive pricing and a placement guarantee provide additional value. If a placement is unsuccessful within the first year, the search will be repeated at no additional professional fee, excluding minimal advertising costs.

Q: How long have you been conducting executive searches?

NTCA has provided executive search services since 1998, with an average of five to seven placements annually.

Q: How are interview questions developed?

Interview frameworks are customized based on required competencies and organizational priorities. Guidance is provided throughout the process, including optional on-site support.

Q: How is compensation competitiveness assessed?

Compensation analysis is conducted using industry benchmarks and geographic data to ensure alignment with market standards.

Q: How are updates communicated during the search?

Regular updates are provided outlining recruitment activity, candidate progress and key milestones.

Q: What if no candidates meet expectations?

The search continues until a qualified candidate is identified. The high success rate reflects the effectiveness of this approach.

Meet NTCA Executive Recruitment Service Partner

Shirley Bloomfield

President, ShirleyConnected LLC

After decades at the forefront of rural connectivity and telecommunications policy, Shirley Bloomfield remains deeply committed to strengthening the leadership that powers the rural broadband industry forward.

While retired from association leadership, she now serves as president of ShirleyConnected LLC, the exclusive executive recruitment service partner for NTCA and remains engaged as a trusted advisor, connector and advocate for strong leadership in service of rural communities.

shirleyconnected@outlook.com
www.ntca.org/executiverecruitment

RESPONSE TO REQUEST FOR PROPOSAL

Executive Recruitment Services

General Manager / Chief Executive Officer

PREPARED FOR	CC Communications, Fallon, Nevada
PROJECT	Executive Recruitment of a GM/CEO for a rural telecommunications company
SUBMITTED BY	Keller Executive Search, a member of NPAworldwide
PRIMARY CONTACT	Gretchen Shreve, PHR, Senior Consultant
RFP CONTACT	Jill Manha, Human Resources
SUBMISSION DATE	July 17, 2026 (RFP due August 7, 2026)

Proposal Contents

Recommended Engagement

Keller Premium retained search
24% of first-year guaranteed compensation package, with an 8% initiation retainer and the remaining 16% due upon successful placement. Market mapping, structured and psychometric assessment, candidate profiles and video clips, third-party references, post-offer background verification, weekly reporting, a 210-day replacement guarantee, and 90-day onboarding support are included.

1. Executive Summary

CC Communications needs a chief executive who can do two demanding things at once: lead a technically complex, capital-intensive fiber and broadband enterprise, and do so in the open as the accountable face of a county-owned organization reporting to an elected board. The right leader will balance network reliability and modernization, fiber expansion, cybersecurity, customer experience, financial discipline, regulatory compliance, and workforce development, while communicating transparently with the Churchill County Commissioners and the community.

Our proposal is designed around that reality. Below is what a successful engagement produces.

What our search will deliver

- **A calibrated success profile,** approved by CC Communications and the Board before outreach begins, so every candidate is measured against the same agreed standard.
- **A national, actively sourced candidate pool** that reaches beyond applicants to engage passive executives across rural and regional telecommunications, utilities, and infrastructure.
- **A confidential path to a well-managed public finalist stage** in which candidates are fully informed and have consented before their identities enter any public process.
- **An evidence-based, documented evaluation** that supports transparent, defensible Board decisions and consistent treatment of every candidate.
- **A leader positioned to start as early as January 2027, with flexibility through July 31, 2027, based on the incumbent's actual transition date and the selected candidate's notice and relocation requirements.**

Why Keller

Differentiator	Value to CC Communications
Telecommunications alignment	Directly relevant executive-search experience across regional telecom providers, community fiber operators, cooperatives, broadband and internet providers, middle-mile networks, network-services companies, and regulated carriers.
Public-sector alignment	Experience with leadership searches for county, regional, tribal, and municipal governments, public utility districts, and port, airport, hospital, and infrastructure authorities. This experience reflects the governance and visibility this role demands.
National reach, local insight	As a member of NPAworldwide, Keller draws on consultants and talent networks across the country, extending the pool far beyond a local advertisement.
Speed with rigor	First qualified candidates are typically presented within 14–21 days, supported by weekly pipeline reporting and structured assessment.
Candidate care and confidentiality	Discreet outreach, secure information handling, explicit candidate consent before any public-stage disclosure, and respectful communication that protects your employer brand.
Coordinated communication	A designated primary contact will coordinate communication between CC Communications and the Keller search team from kickoff through Board selection and onboarding.

2. Our Understanding of CC Communications and the Mandate

CC Communications is a county-owned telecommunications provider funded through customer revenues and Universal Service Fund revenues, and statutorily barred from receiving tax revenue for its operations. It maintains separate accounting and identification numbers, reports to the elected Board of County Commissioners in open public meetings, and is subject to public-records law. The GM/CEO serves under an employment contract, reports directly to the Board, and works within a compensation structure in which non-union salaries generally follow NTCA Compensation Reports.

The organization is substantial and growing: roughly 15,000 residential and small-business locations passed with fiber, six active fiber-to-the-home grant projects, and ownership or IRUs on approximately 700 route miles of metro, middle-mile, and long-haul fiber spanning Northwest Nevada to Las Vegas. The next leader inherits real infrastructure momentum and the responsibility to sustain it.

Mandate at a glance

Dimension	Detail
Position	General Manager / Chief Executive Officer
Reports to	Churchill County Board of Commissioners in open public meetings
Scale	47 FTEs; approximately $24M annual revenue; 6,251 ILEC and 2,282 CLEC customers
Network footprint	Approximately 15,000 fiber passings; six active FTTH grant projects; approximately 700 route miles of metro, middle-mile, and long-haul fiber
Enterprise scope	Engineering, broadband/fiber operations, network architecture, customer support, IT, finance, regulatory affairs, and administration
Strategic priorities	Modernization and fiber expansion, reliability and cybersecurity, financial sustainability, data-driven performance, customer value, and workforce development
Potential transition timing	Current GM/CEO will transition between January 2027 and July 31, 2027

The leader CC Communications needs

Leadership dimension	Evidence we require
Telecom enterprise leadership	Executive-level responsibility in telecommunications, broadband infrastructure, IT operations, or a closely related environment: accountable for strategy, performance, and growth.
Technical fluency	Working command of FTTH/FTTP, middle- and last-mile architecture, IP core routing, transport and Metro Ethernet, redundancy and capacity planning, service delivery, and cybersecurity.
Financial stewardship	Budgeting, capital allocation, grant-funded infrastructure, revenue performance, controls, and long-range investment planning.
Public governance	The ability to advise and report to an elected board, communicate credibly in public settings, and represent the organization with regulators and the community.
Operational excellence	Clear KPIs, accountability systems, cross-functional discipline, outage readiness, quality standards, and continuous improvement.
People and culture	A steady, respectful leader who develops senior staff, strengthens succession, manages change, and reinforces CC Communications’ stated values.

3. Firm Qualifications and Relevant Experience

Primary Contact: Gretchen Shreve, PHR

Senior Consultant and Primary Contact

Gretchen brings more than 20 years of human resources and talent-acquisition experience across multiple industries and markets. She has partnered with organizations ranging from high-growth companies to Fortune 500 enterprises, recruiting across C-suite, engineering, operations, finance, and corporate functions.

Her background includes Director-level HR leadership, support for CFO, CIO, COO, and CHRO stakeholders, post-merger integration, international expansion, and large-scale organizational transformation. She has managed recruiting across 18+ offices in the United States, Canada, and Mexico and has built recruiting infrastructure from the ground up.

For CC Communications, Gretchen will serve as the primary point of contact, coordinating communications, meeting schedules, and feedback between CC Communications and the Keller search team. Research, sourcing, assessment, reporting, Board support, offer support, and transition planning will be delivered by the broader Keller team.

Firm capabilities

Capability	How Keller applies it here
Dedicated capacity	Each Keller team caps concurrent assignments to protect the speed, responsiveness, and quality of every search, including this one.
Passive-candidate access	Discreet, direct outreach to executives who are not actively applying, supported by leading career databases, proprietary networks, referrals, and market intelligence.
Evidence-based evaluation	Role-specific behavioral interviews, scorecards, comparative candidate profiles, references, post-offer background verification, and psychometrics where included.
Transparent reporting	Weekly written updates covering mapping progress, outreach, candidate stages, market feedback, compensation signals, and reasons for rejection.
Selection and transition	Board interview preparation, scheduling, candidate communication, offer guidance, closing support, and 90-day onboarding assistance.

Relevant Experience

Telecommunications and technology leadership

Our related track record includes senior leadership searches for regional telecom providers, community fiber providers, telecom cooperatives, residential internet companies, broadband providers, middle-mile fiber networks, network-services companies, public-private broadband ventures, and regulated communications carriers. These are the same operating environments in which CC Communications competes and partners every day. A representative list appears in Appendix A.

Public-sector leadership

Our public-sector work spans executive searches for county and regional governments, tribal governments, public utility districts, municipal utilities, port and airport authorities, public hospital districts, regional infrastructure authorities, and rural county governments. That experience maps closely to the governance, public visibility, and community accountability that define this appointment.

Global reach with direct local application

Keller is a member of NPAworldwide, one of the largest executive-search networks, providing access to consultants and talent channels across the country. For this search, that reach will be applied through a national campaign with concentrated coverage of the Mountain West, rural telecommunications markets, public and municipal utilities, and infrastructure networks.

Candidate-care discipline

Every executive contacted is also a potential customer, community stakeholder, or long-term ambassador for CC Communications. The Keller team will maintain clear, respectful communication at every stage, including prompt follow-up, accurate disclosure of the public process, and professional closure for candidates who do not advance.

4. Comparable Engagements, Confidentiality and References

The RFP requests three comparable searches and references. The engagements below are presented in anonymized form and are directly comparable to the CC Communications mandate in role, sector, and governance environment.

Role	Organization type	Relevance to this search
Chief Executive Officer	Regional Telecom Provider	Enterprise-wide telecom leadership across strategy, operations, technology, and growth, which are central to this role.
President & CEO	Community Fiber Provider	Community-facing fiber and broadband leadership requiring customer, infrastructure, and stakeholder credibility.
General Manager & CEO	Public Utility District	Public-board governance, infrastructure operations, financial stewardship, and transparent public reporting, which provide the closest governance analogue to CC Communications.

Client references and confidentiality

Keller treats client identities, search details, and contact information as confidential beyond the conclusion of an engagement. Accordingly, the comparable searches above are presented in anonymized form, and client contact information is not included in this public proposal.

Should Keller advance to the preferred-firm or finalist stage and CC Communications determine that references remain necessary, we will approach appropriately comparable clients to request their voluntary permission to participate. Because participation is solely at each client’s discretion, references cannot be guaranteed in advance.

Confidentiality in practice

The same discretion we apply to prior clients is the discretion we will apply to CC Communications, the Board, its internal stakeholders, and every candidate approached during this search. Client and candidate information will be handled only by assigned personnel and authorized search partners who require access to perform the work.

5. Search Strategy and Target Candidate Profile

We will run a national direct-search campaign with a deliberate Mountain West and rural-telecommunications emphasis. The strategy is built to expand the pool well beyond conventional applicants while holding a disciplined screen for executives who can credibly lead an on-site, community-facing organization in Fallon.

A dual-lens evaluation

Because this role joins commercial and operational leadership with technical depth and public governance, we assess every serious candidate through two parallel lenses without trading one away for the other.

Lens	What we look for
Lens A: Enterprise, growth, and technology	Evidence of leading a telecom or broadband enterprise: fiber and network operations, modernization and service evolution, customer growth, capital planning, and performance in competitive or fast-moving markets.
Lens B: Governance, finance, and public trust	Board reporting and public communication, regulatory credibility, financial controls and grant stewardship, operational discipline, ethics and transparency, and the temperament to lead in open public view.

Primary talent pools

Talent pool	Target profile
Rural ILEC / CLEC operators	CEOs, GMs, and senior operating leaders with regulated-carrier and community-market experience.
Cooperatives and community fiber	Leaders fluent in rural service obligations, member/customer accountability, fiber growth, and local engagement.
Regional broadband / internet	Executives with FTTH/FTTP, service delivery, network expansion, and competitive-market leadership.
Public and municipal utilities	GMs and senior executives versed in board governance, public accountability, capital planning, and infrastructure operations.
Middle-mile and infrastructure	Leaders with transport and route-mile assets, resilience, interconnection, and wholesale or enterprise services.
Grant-funded / public-private broadband	Executives who understand government funding, construction programs, community access, and reporting discipline.

6. Special Considerations: Public Process, Candidate Privacy and Rural Recruitment

The RFP rightly identifies the hardest parts of this search: public interviews before the Commissioners, candidate privacy, recruiting to rural Northern Nevada, and building a deeper pool than an advertisement alone can produce. We address each directly.

Managing public interviews and candidate privacy

The strongest candidates are usually sitting executives who cannot risk premature exposure, yet the finalist stage may be public. Our answer is a staged process that keeps the search confidential until the candidate has knowingly chosen to enter public view.

- **Early, honest disclosure.** We explain the public-governance environment and likely finalist-disclosure requirements in the first substantive conversation, so executives decide with full information before investing.
- **Confidential preliminary stages.** Mapping, outreach, screening, assessment, and semifinalist review remain confidential to the extent permitted, consistent with the Board's approved process.
- **Affirmative consent before exposure.** No candidate advances to a publicly identified finalist stage without explicit, documented acknowledgment of what that entails.

- **A designed finalist stage. The Keller team will advise on the number and sequencing of finalists, communications timing, Board materials, candidate preparation, and contingencies if a candidate declines the public step.**
- **Counsel-aligned records handling.** Disclosure and records procedures are coordinated with CC Communications and County counsel; Keller does not independently interpret open-meeting or public-records obligations.

Recruiting to rural Northern Nevada

- **Lead with the opportunity. Enterprise autonomy, real fiber investment, tangible community impact, and quality of life create the chance to shape a regional communications platform, not merely run one.**
- **Target proven rural commitment.** We prioritize executives with demonstrated success in rural and community markets rather than leaning on large-metro carriers whose retention risk may be higher.
- **Qualify relocation early.** Family and partner considerations, on-site expectations, relocation support, and start-date constraints are assessed up front to avoid late-stage surprises.
- **Feed the market back to you. We will provide continuous compensation and market intelligence, informed by the role's NTCA benchmarking context, so positioning can be adjusted before strong finalists are lost.**

Building a larger, stronger pool

National direct sourcing, proprietary networks, and referral channels consistently outperform local advertising. We will still assess qualified Nevada and Mountain West talent first, but we will deliberately widen the aperture by engaging passive executives who would never see, or respond to, a public posting.

> **Recommended public-stage structure**
> Confidential longlist and semifinalist assessment → Board review of appropriate candidate materials → candidate consent → public finalist interviews → documented Board selection and offer.

7. Recruitment Methodology, Deliverables and Board Support

Our five-phase methodology keeps communication flowing throughout the engagement, with the Keller team providing weekly written reporting even in weeks when no candidate is presented.

Phase	Timing	Activities and deliverables
1. Discovery & calibration	Week 1	The Keller team conducts stakeholder interviews; confirms governance and public-process requirements; and refines the success profile, competencies, compensation parameters, relocation narrative, timeline, target organizations, and evaluation scorecard.
2. Market mapping & outreach	Weeks 2–3	Build the national target list; confidential direct approaches to passive candidates; activate referrals and network intelligence; launch approved advertising; begin weekly pipeline reporting.
3. Assessment & verification	Weeks 3–5	Structured behavioral interviews; technical and leadership assessment; compensation and relocation qualification; psychometric evaluation; and reference planning and preliminary education or credential verification, as appropriate.
4. Candidate presentation	Weeks 5–6	Present first qualified candidates within 14–21 days; deliver comparative profiles, Keller ratings, strengths and risks, video clips, and recommendations; recalibrate as needed.
5. Selection & transition	Weeks 6–12	The Keller team prepares Board interview materials; coordinates public-stage consent and logistics; supports interviews and final references; assists with the conditional offer and closing process; coordinates post-offer background verification; and delivers the onboarding plan.

Core deliverables

- Search strategy, approved success profile, target organizations and talent pools, and role-specific scorecard.

- Weekly written pipeline report covering activity, candidate stages, market and compensation feedback, and next actions.
- Curated candidate profiles comparing qualifications, motivation, compensation expectations, relocation readiness, leadership evidence, and cultural alignment.
- Short video interview clips for shortlisted candidates, giving the Board an authentic view of each candidate's communication style, executive presence, and personality before deciding whom to interview.
- Psychometric assessment: cognitive and behavioral tools matched to the mandate.
- Structured Board interview guide, candidate comparison framework, and decision-support materials.
- Third-party reference and education verification for finalists, plus post-offer background verification for the selected candidate, within legally permissible and role-appropriate scope.
- Offer guidance, counteroffer risk management, closing support, and 90-day onboarding assistance.

Board consultation and interview support

The Keller team will provide structured consultation at every decision point: initial alignment, first-slate calibration, semifinalist selection, public-stage preparation, interview debrief, selection, and offer. Routine meetings are conducted virtually for efficient participation by Commissioners and stakeholders.

8. Project Timeline and Transition Plan

The timeline below begins immediately upon contract execution. Because the current GM/CEO's target transition range is January 2027 through July 31, 2027, we recommend proceeding with evaluation, contracting, and kickoff without delay. An early launch maximizes the opportunity to secure an accepted offer before the earliest possible departure date.

Timing	Milestone
Week 1	Immediate kickoff, stakeholder discovery, success profile, compensation parameters, and public-process calibration.
Weeks 2–3	Market mapping, target-list approval, direct outreach, and referral activation.
Days 14–21	First qualified candidate presentations begin.
Weeks 3–6	Ongoing outreach, structured assessment, weekly Board and HR reporting, and slate calibration.
Weeks 6–8	Semifinalist review and first-round client interviews.
Weeks 8–10	Finalist selection, candidate consent, and public interview preparation and interviews.
Weeks 10–12	Final references, selection, conditional offer, post-offer background verification, and closing.
Post-acceptance	Notice period, transition planning, and 90-day onboarding support.

Recommended timing for the 2027 transition

Timing recommendation: Because the incumbent's transition period begins as early as January 2027, Keller recommends launching the search immediately upon award. The transition plan will remain flexible based on the selected candidate's notice period, relocation needs, and the amount of overlap available with the incumbent.

Timeline commitment

Keller typically presents first qualified candidates within 14–21 days and targets completion in approximately 10–12 weeks. The public finalist process and Board calendar will influence the final selection date, and the Keller team will build the plan around them rather than against them.

9. Investment and Pricing

We recommend the Premium retained model for this mission-critical, public-facing CEO appointment. The Signature success-fee model is included for procurement flexibility.

Fee basis
For fee purposes, “first-year guaranteed compensation package” means annual base salary, guaranteed bonuses, signing bonus, the value of any relocation package, and any other guaranteed cash or cash-equivalent payments. It excludes commissions, discretionary or performance-based bonuses, standard employee benefits, expense reimbursements, and equity unless expressly agreed in writing.

Model	Fee and payment	What is included
Recommended: Keller Premium	24% of first-year guaranteed compensation package. 8% initiation retainer based on the agreed estimate; remaining 16% upon successful placement.	Dedicated search team; full market mapping; weekly detailed reporting; structured profiles and video clips; psychometric battery; standard references and post-offer background verification; 210-day replacement guarantee; 90-day onboarding support.
Alternate: Keller Signature	18% of first-year guaranteed compensation package. No upfront fee; single invoice upon successful placement. 30-day exclusivity, then parallel search permitted.	Direct sourcing; structured profiles and video clips; weekly updates; standard references and post-offer background verification; psychometrics optional at a fixed per-candidate cost quoted in advance; 120-day replacement guarantee; 90-day onboarding support.

Fee and expense schedule

Cost item	Treatment
Market mapping, direct outreach, database access, weekly reporting, candidate profiles, interview coordination	Included in the professional fee
Standard advertising and organic outreach	Included; paid external media is not anticipated

Cost item	Treatment
Standard reference, education, and post-offer background verification	Included, within role-appropriate and legally permissible scope.
Psychometric assessment	Included under Premium; available under Signature at a fixed per-candidate cost quoted in advance.
Specialized international, financial, litigation, or other custom checks	Quoted in advance and performed only with written approval.
Keller delivery	All search services, meetings, Board consultation, interview support, and candidate coordination will be conducted virtually. Travel by Keller personnel is not included in the professional fee and is not anticipated as part of this engagement.
Candidate interview travel	Any travel expenses incurred by candidates for in-person interviews, including airfare, lodging, ground transportation, and meals, are not included in the professional fee. These expenses will be paid directly by CC Communications or reimbursed at actual cost with prior approval.
Administrative or portal fees	None.

Estimated total project cost

Because the final compensation package has not been established, the total professional fee will be determined by the applicable percentage above. For budgeting purposes, a $200,000 first-year guaranteed compensation package would result in an estimated professional fee of $48,000 under Keller Premium or $36,000 under Keller Signature. Standard search services are included. Only pre-approved travel, paid advertising, or specialized checks would be additional.

Replacement coverage

- **Premium:** 210-day replacement guarantee from the candidate's start date; extendable to 365 days for an additional prepaid 3% fee.
- **Signature:** 120-day replacement guarantee from the candidate's start date; extendable to 210 days for an additional prepaid 3% fee.
- **Contract terms:** Final guarantee terms, exclusions, and procedures are documented in the executed search agreement.

Payment calculation and reconciliation

For Premium, the initiation retainer is calculated using the agreed estimated first-year guaranteed compensation package. The final fee is reconciled against the accepted first-year guaranteed compensation package when the candidate is hired. For Signature, the full fee is calculated from the accepted first-year guaranteed compensation package and invoiced upon successful placement.

No commission-based fee calculation

Keller does not calculate its fee on commissions or other non-guaranteed incentive earnings. Discretionary bonuses, variable incentive opportunities, standard employee benefits, expense reimbursements, and equity are excluded unless the parties expressly agree otherwise in writing.

10. Confidentiality, Data Protection and Quality Assurance

Area	Protocol
Client confidentiality	Search information is shared only with assigned Keller personnel and authorized network partners who need it. CC Communications' identity and role details are disclosed to candidates in a controlled way consistent with the approved outreach strategy.
Candidate confidentiality	Candidate materials go only to authorized CC Communications decision-makers. No candidate identity enters a public process without that candidate's informed consent.
Secure information handling	Profiles, interview materials, and status data are managed through secure, access-controlled systems. Keller operates in alignment with applicable privacy standards, including GDPR and CCPA practices.
Public-records awareness	We label and organize materials clearly, minimize unnecessary sensitive personal information in Board packets, and coordinate with CC Communications on retention and disclosure.
Consistent evaluation	Every candidate is assessed against the same approved success profile and job-related scorecard, with documented strengths, risks, motivation, compensation, and relocation readiness.
Independent verification	Finalists may undergo reference and education verification appropriate to the role. The selected candidate undergoes post-offer background verification, with authorization and within legally permissible scope.

Quality and communication commitments

- A designated primary point of contact coordinates communication between CC Communications and the Keller search team throughout the engagement.
- Weekly progress reporting throughout the engagement, including weeks with no new candidate.
- First qualified candidates typically within 14–21 days.
- Immediate escalation of any market, compensation, relocation, or public-process barrier.
- No candidate is submitted without direct Keller assessment and confirmed interest.
- Respectful communication with every candidate, protecting CC Communications' employer brand and community reputation.

Acceptance and next steps

Upon selection, Keller provides the search agreement, schedules immediate kickoff and stakeholder discovery with the Keller team, and begins market mapping upon the executed agreement and initiation payment under Premium or upon the executed agreement under Signature.

> **Keller Executive Search | Leadership for the Path Ahead**
> We look forward to the opportunity to support CC Communications and the Churchill County Commissioners through this important leadership transition.

Appendix A: Selected Track Record

Telecommunications leadership searches

Role	Type of organization
Chief Executive Officer	Regional Telecom Provider
President & CEO	Community Fiber Provider
General Manager	Telecom Cooperative
Chief Executive Officer	Residential Internet Company
President & CEO	Telecom & Managed Services Provider
Chief Operating Officer	Regional Broadband Provider
Managing Director	Middle-Mile Fiber Network
Chief Operating Officer	Network Services Company
Chief Strategy Officer	Public-Private Broadband Venture
Chief Financial Officer	Regulated Communications Carrier

Public-sector leadership searches

Role	Type of organization
County Administrator	County Government
General Manager	Tribal Government
Chief Administrative Officer	Regional Government
General Manager & CEO	Public Utility District
General Manager	Municipal Electric Utility
Executive Director	Regional Port Authority
Chief Executive Officer	Public Hospital District
General Manager	Municipal Airport Authority
Executive Director	Regional Infrastructure Authority
County Manager	Rural County Government

Client names are withheld under Keller's confidentiality policy. This record demonstrates role and organization-type alignment without disclosing confidential client relationships.

Appendix B: RFP Compliance Matrix

RFP requirement	Where addressed
Firm qualifications and experience	Secs. 3-4; App. A | pp. 5-7, 14
Relevant telecom and rural telecom search experience	Secs. 3-5; App. A | pp. 5-8, 14
Public-sector recruitment experience	Secs. 3-4; App. A | pp. 5-7, 14
Three comparable searches and references	Sec. 4 | pp. 6-7
Recruitment methodology	Sec. 7 | pp. 9-10
Confidentiality practices	Secs. 4, 6, 10 | pp. 6-8, 12-13
Consultation on search approach	Secs. 5-7 | pp. 7-10
Candidate sourcing, recruitment, advertising, and outreach	Secs. 5, 7 | pp. 7-10
Screening and assessment	Secs. 5, 7 | pp. 7-10
Board consultation and interview support	Secs. 6-7 | pp. 8-10
Onboarding and transition assistance	Secs. 7-8 | pp. 9-10
Public interviews and candidate-privacy concerns	Sec. 6 | pp. 8-9
Rural Northern Nevada recruitment challenges	Sec. 6 | p. 8
Strategy to develop a larger, stronger candidate pool	Secs. 5-6 | pp. 7-9
Recruitment and transition timelines	Sec. 8 | p. 10
Detailed fee and expense structure	Sec. 9 | pp. 11-12
Estimated total project cost	Sec. 9 | p. 12