address community challenges (e.g. Boulder Rescue connection). The city considers case by case fiber leases of backbone based on to-be-defined criteria.

Approach B "Provider of Last Resort + Public Private Partnership": This approach includes Model A + the city partners with private-sector provider who utilizes the city backbone and implements defined broadband policy objectives. In this approach the partner builds new fiber-based, high-speed network connecting premises and operates associated services. The city leases backbone infrastructure and ensures ease of permitting / construction, and in return negotiates for items such as retail price locks and a say in the prioritization of geographies served.

Approach C "City Operated Service" This approach requires an estimated $+100M[1] of capital investment to build fiber city-wide to enable services to all city premises. Additionally, significant annual maintenance costs for all new fiber plant and electronics would be required. There are further complex operational requirements and costs associated with running a premise-based fiber network offering internet services. These include billing, ticketing, network operations, trouble shooting, customer care, and marketing of any new network and services. Given these complex and costly features staff does not believe these are feasible models to achieve the goals of affordable and accessible services in a timely or cost-effective manner.

Considering the balance of risk (financial, operational, and reputational) and control / opportunity, staff recommends approach B "Provider of Last Resort + Public Private Partnership". This partner would take on both the capital and operational risk of running a broadband network, and the market risk of competing and offering internet services in the local market.

[1] Estimate based on industry blended per premise installation estimate of $2,500/ premise at approximately 40,000 premises in Boulder