



**CONNECTED  
NATION®**

**Media Kit**



## Connected Nation's Mission

Connected Nation believes that states, communities, families and individuals will realize great economic and social advantages when we accelerate broadband availability in underserved areas and increase broadband use in all areas, rural and urban alike. Connected Nation facilitates public-private partnerships to increase access to and use of broadband and related technology, creating dramatic results that translate into economic and community development, better education, higher quality healthcare, more efficient public service and improved quality of life. Connected Nation aspires to be recognized as an international market leader among organizations that work in the trenches to bridge the digital divide and increase opportunities that are enabled when people have the ability and desire to connect.

**Enabling Technology.  
Empowering People.**

# Leadership

## Brian Mefford

**President and Chief Executive Officer**  
**bmefford@connectednation.org**

Brian Mefford serves as the President & CEO of Connected Nation, Inc. During his tenure with ConnectKentucky – the organization’s “proof of concept” project – he was responsible for leading the successful design and execution of broadband expansion plans.



Brian is recognized as a leading resource among global corporations, policy makers, and associations interested in designing and executing digital inclusion strategies and programs around the world. He was featured as part of C-SPAN’s “Communicators” series and has been profiled in *The Economist* and *The Wall Street Journal* for efforts to provide broadband Internet and computers to unserved areas of the United States. In a leadership capacity, he has been involved in a number of successful high-tech startups or early-stage businesses, including the Coronado Group in Phoenix, Arizona and the Pareto Institute in Washington, D.C.

## Mark McElroy, Ph.D.

**Chief Operating Officer and Senior Vice President, Communications**  
**mmcelroy@connectednation.org**

Mark McElroy is the COO and Senior VP for Communications. He is responsible for enabling the organization to most effectively execute its mission, identifying its most appropriate strategies and effectively communicating its goals, work and results.



Mark has served as a vocational minister, managed a large cattle operation, produced and marketed grain, served as adjunct faculty for a graduate school, established a consulting practice, engineered curricular/educational materials and authored a variety of articles in multiple fields for both general and professional audiences. He has also written speeches and contributed to research and edited books.

## Tom Ferree

**Chief Information Officer and Vice President, Project Management**  
**tferree@connectednation.org**

As CIO and VP of Project Management, Tom provides vision and leadership for all technical aspects of Connected Nation strategy, implementation and infrastructure. He also provides leadership and governance in the areas of program and project management to ensure success for Connected Nation engagements regarding technology development and implementation.



Tom joins Connected Nation after serving as Chief of Staff for Kentucky’s Finance and Administration Cabinet. Tom also served as the Deputy State CIO for Kentucky and worked as a project manager for ten years in the healthcare industry.

# Leadership

## Laura Taylor

### Chief Analyst

[ltaylor@connectednation.org](mailto:ltaylor@connectednation.org)

As Chief Analyst, Laura leads the strategic development of Connected Nation's research, mapping, and public policy initiatives. Laura works with the public and private sectors to build partnerships for actionable research and progressive public policy to accelerate the growth and adoption of technology.

Prior to joining Connected Nation, Laura served as legislative analyst and bill drafter for the Kentucky Legislative Research Commission. In her role with the Kentucky General Assembly, Laura served as lead staff for the House Committee on Economic Development to develop legislation on a nonpartisan basis. Before her work with the General Assembly, Laura worked with the research consortia of the Corporate Executive Board in Washington, D.C.



## J. Brent Legg

### Vice President, State and Local Initiatives

[blegg@connectednation.org](mailto:blegg@connectednation.org)

Brent serves as Connected Nation's VP of State and Local Initiatives, a position that provides primary management of Connected Nation's national (state-by-state) strategy. Brent coordinates the work of Connected Nation as the organization expands its engagements in and to other states, particularly focusing on those states lacking a statewide technology public-private partnership.

Brent most recently held the position of Field Director for United States Congressman Geoff Davis. His other previously held positions include Senior Legislative Liaison for the Secretary of the Kentucky Education Cabinet and Assistant Policy Advisor for the Fletcher for Governor 2003 campaign.



## Phillip Brown

### National Policy Director

[pbrown@connectednation.org](mailto:pbrown@connectednation.org)

Phillip serves as Connected Nation's National Policy Director, a senior management position responsible for leading the major activities associated with government relations and affairs activities for Connected Nation. Phillip directs the development and communication of public policy that supports and furthers the mission of the Connected Nation partnership.

Prior to joining Connected Nation, Phillip was the Director of Government Relations for the Association of Public Television Stations (APTS). At APTS, Phillip played a pivotal role in the strategy and lobbying efforts for America's public television stations, with particular success in the preservation of federal funding for public broadcasting, telecommunications policy, education policy, and the creation of a new digital emergency alert system to improve homeland security.



# Leadership

## Raquel Noriega

**Director of Strategic Partnerships**

**[rnoriega@connectednation.org](mailto:rnoriega@connectednation.org)**

As the Director of Strategic Partnerships, Raquel serves as the liaison between Connected Nation and our domestic and international partners. In addition to managing existing partner relationships, she identifies potential new partners and innovative business opportunities in line with Connected Nation's mission.

Prior to joining Connected Nation, Raquel was an economic consultant in Washington, D.C., Madrid, Spain, and London, England. She provided consulting services to telecommunications and media firms in the United States, Europe and Latin America, supporting advocacy efforts in legislative, regulatory and antitrust proceedings relating to telecommunications and broadband policy and spectrum license policy.



## R. Eric Mills

**General Counsel**

**[emills@connectednation.org](mailto:emills@connectednation.org)**

Eric Mills has been General Counsel of Connected Nation, Inc., since January 1, 2007. Prior to taking on this role, Eric was actively engaged as a consultant with ConnectKentucky's eCommunity Strategies Division. There, he worked with communities in east Kentucky to develop customized, strategic plans to accelerate the adoption of technology.

Before joining the team at Connected Nation, Eric worked at the Kentucky Science and Technology Corporation as a Resource Development Manager. There, he assisted rurally-based, innovative technology companies in preparing for and securing venture capital investment.





## Enabling Technology. Empowering People.

Connected Nation is a national non-profit organization known for its ability to close the digital divide. Through its partnerships, programs and policies Connected Nation makes technology work for previously unserved communities, improving community life and economic development while enhancing markets for technology providers. Connected Nation's proven methodologies are delivering dramatic results that translate into more efficient public services and enhanced quality of life.

### Connected Nation's Methodology

Connected Nation enables comprehensive technology expansion efforts that effectively enhance the supply of available broadband while dramatically increasing demand through state and local grassroots awareness/adoption campaigns. Connected Nation specializes in increasing technology access and literacy toward greater digital inclusion for all. This technology expansion improves economic development, healthcare, education and public safety and provides a better way of life.

Charting the course for the technology-centric future of the United States, Connected Nation creates partnerships between the public and private sectors. These partnerships encourage cooperation for mutually beneficial purposes – making the cost of technology expansion go down and increasing the demand for technology. Our comprehensive approach to technology expansion works for communities and markets.

### Connected Nation's Vision

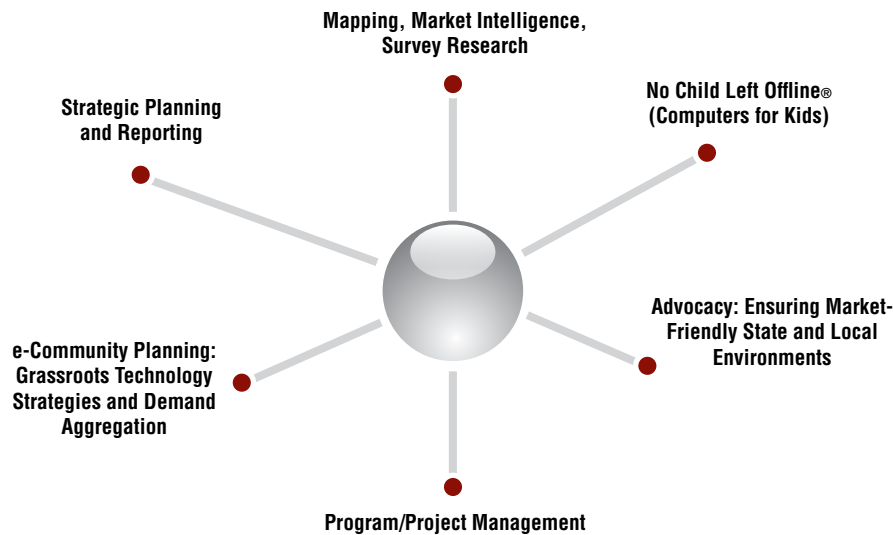
Connected Nation provides the leadership that delivers technology for strong communities and open markets. Our work is predicated on the notion that there is no reason for anyone in America to be on the wrong side of the digital divide. Here's why:

**INTEGRITY.** Connected Nation treasures its corporate credibility. Employees possess a passion for the corporate mission, honesty without hesitation, and respect for all people. Employees maintain a good attitude, a strong work ethic and a spirit for community.

**SUSTAINABILITY.** Connected Nation develops and manages fruitful relationships, seeks and selects mission supporting projects, delivers overwhelming client/partner satisfaction and strives to have increasingly positive social and environmental impact – all with an eye toward long-term corporate sustainability.

**RESULTS.** Connected Nation is goal-oriented and results-driven. Employees are self-motivated to set high goals and manage themselves toward achievement.

**GROWTH.** Connected Nation seeks to attract, retain and build a high level of intellectual capital. Employees project a highly attractive corporate image.



## Research-Driven Partnerships

Connected Nation's broadband inventory maps are industry leaders. These GIS maps create an inventory of existing broadband services based on provider deployment data. This analysis effectively helps broadband providers to more effectively target their build-out resources. Connected Nation's market intelligence (maps, survey data and grassroots demand aggregation) benefits companies by causing the cost of doing business to go down and the ease of doing business to go up.

Beyond accurately measuring the inventory of broadband services, Connected Nation's research measures other important areas related to the expansion of broadband. For example, our research answers questions like, "What are the consumer barriers to broadband?" and "How do businesses use broadband?"

Based on these findings, programs can be developed that encourage digital inclusion. For example, our research indicated that while industry assumed that cost was a primary barrier to the adoption of household broadband, the lack of a computer at home ranked even higher. We developed No Child Left Offline as a partnership-based solution. No Child Left Offline has facilitated cooperation among private partners, corporate foundations and state governments to place computers and printers into the homes and schools of disadvantaged children.

At the local level, Connected Nation's research drives collaborative technology planning and community development across all sectors. Connected Nation works with local leaders to use targeted consumer research and maps to develop meaningful applications, leverage resources for technology investment, and enhance the economic climate for each community.

## Broadband Mapping Methodology

Through its advanced broadband mapping technology, Connected Nation has been at the forefront of a national movement by state and local leaders to identify and map areas with and without broadband service and to identify and implement aggressive demand-stimulation programs that are designed to increase broadband adoption and encourage network deployment.



# Frequently Asked Questions

**Q: Is Connected Nation a government agency?**

A: No. Connected Nation is a national non-profit organization known for its ability to close the digital divide. Through our public-private partnerships, we make technology work for previously unserved communities and markets. Our proven methodologies are delivering dramatic results that translate into more efficient economic development and enhanced quality of life.

**Q: How is Connected Nation funded?**

A: Connected Nation is primarily funded through public-private partnerships.

**Q: Can people get broadband from Connected Nation?**

A: No. Connected Nation is not a broadband provider.

**Q: Why are Connected Nation maps important?**

A: Our broadband inventory maps help us to know where broadband is and, more importantly, where it is not. By engaging broadband providers in a manner that preserves the intent of their business plans, Connected Nation is able to build coalitions of private-sector broadband providers who agree to share their deployment data for the greater communal and public-sector benefit. Our approach creates an inventory of existing services while providing a detailed

picture of where broadband gaps need to be addressed.

Connected Nation's market intelligence (maps, survey data and grassroots demand aggregation) benefits companies by causing the cost of doing business to go down and the ease of doing business to go up. The broadband mapping initiative is simply the first step in identifying and actually measuring the need.

**Q: Why should people care about Connected Nation if they live in a rural area and do not own a computer?**

A: It is crucial that rural communities cross the digital divide and become connected to the wired world. Too many rural areas of our nation are being overlooked by broadband providers, but communities can change that by creating the demand that is necessary to drive a broadband movement in your neighborhood. Broadband and the work of Connected Nation will create an information highway, putting rural areas on equal footing with more urban areas. It will allow communities to have access to the same resources currently available in the more populated areas.

**Q: Who does Connected Nation work with to produce the maps?**

A: Connected Nation begins by forming a public-private partnership with providers and state leaders to implement a

mapping strategy for that state. Broadband inventory data is obtained directly from providers, the only reliable source for such infrastructure information, which voluntarily collaborate with Connected Nation through a constructive partnership to ensure their service offerings are accurately represented on the map.

Connected Nation is proud to count as mapping partners more than 300 providers from across the nation, including large multinational firms, local cooperatives and small wireless entrepreneurs using any and all types of available technology to deploy terrestrial broadband, including fixed wireless, digital subscriber line (DSL), cable modem, fiber, mobile wireless and hybrid systems that combine different technologies.

**Q: What type of mapping information is kept confidential and why?**

A: The data that is protected via non-disclosure agreements is limited to highly sensitive network infrastructure information, which is processed by Connected Nation to determine the broadband availability footprint and GIS maps. In particular, the specifications of the network infrastructure and equipment, such as the frequencies and beamwidth of wireless signals, latitude/longitude coordinates of digital subscriber line access multiplexers (DSLAMs) or the specifications of fiber routes, remain confidential.

The reasons why this data remains confidential is two-fold: in order to protect the physical integrity of the backbone of the U.S. communications system - an issue of homeland security - and in order to protect providers' proprietary infrastructure and equipment information.

**Q: Are the maps accurate and verifiable?**

A: Ensuring verifiability and the accuracy of broadband maps has been a primary concern of Connected Nation's mapping program since its inception. Connected Nation's maps are designed to ensure transparency and are verified for accuracy on a continual basis. This is essential to ensure the accuracy of the original maps as they are generated and ensure they are updated in real time as new networks are deployed or upgraded.

Source data verification is a critical component of effective broadband mapping for a number of reasons:

- Providers have every incentive to be truthful as they report their broadband service territory when there is a transparent, effective method of verification of such data.
- More importantly, broadband inventory maps represent a visual, geographic estimation of broadband coverage at a given point in time. Hence, a system of ongoing verifiability is needed to contrast the data with the reality on the ground and, where needed, correct inaccuracies.
- The broadband landscape changes continuously. A map that is not updated and verified on a continual basis quickly becomes obsolete.

Connected Nation uses a combination of methods in an effort to ensure transparency and verifiability of the broadband maps:

- Connected Nation engineers conduct extensive field tests, and the results of those tests are documented and compared against provider data to ensure accuracy.
- Connected Nation conducts random quality control checks to validate the latitude/longitude of infrastructure such as digital subscriber line access multiplexers (DSLAMs), broadcast towers and other vertical assets such as water towers. Quality control checks are also conducted via spectrum analyzer to verify the frequencies being used by known unlicensed WISPs or licensed providers.
- Connected Nation has established a transparent system for third-party verification of broadband availability data. All of the maps are available to the public online (e.g., [www.connectmn.org](http://www.connectmn.org)) so that consumers and local stakeholders can verify the broadband availability down to the street level using the interactive Web tools. Connected Nation offers a direct link on its website, along with a telephone hotline, where third parties can provide instant feedback on any potential inaccuracies to be corrected immediately.
- Connected Nation also conducts statistical telephone surveys at the state and local levels among residential consumers and businesses to inquire about broadband availability, usage, speed and barriers to adoption. These data are analyzed in comparison with the broadband maps as an additional quality control check.

# Connected Nation State Programs



## Enabling Technology. Empowering People.

Connected Nation offers valuable partnerships that can enable technological and economic progress of historic proportion.  
For more information, please contact [info@connectednation.org](mailto:info@connectednation.org) or call (877) 846-7710.



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877-846-7710

[WWW.CONNECTEDNATION.ORG](http://WWW.CONNECTEDNATION.ORG)