Fiber Startup Checklist

Network, Billing, OSS/BSS, Staffing, and Operations

A practical planning guide for organizations preparing to launch a rural fiber broadband company

Designed for electric co-ops, municipalities, rural ISPs, and startup broadband operators moving from concept to first customer and scalable operations.

Topic	Guidance
Primary audience	Executives, board members, general managers, network leaders, operations managers, and project teams responsible for launching or maturing an FTTH business.
Core objective	Convert a broadband idea into an operating company with a deployable network, working billing stack, integrated OSS/BSS workflows, trained staff, launch-ready support model, and measurable operating discipline.
Operating assumption	Rural fiber success depends on disciplined launch sequencing: engineering, billing, support, field operations, inventory, customer communications, and executive reporting must be designed together.

How to use this guide

[ ] Use the Executive Launch Gates to decide whether the organization is ready to sell, install, bill, support, and scale service.

[ ] Assign an owner and due date to every checklist item; unresolved ownership is a launch risk.

[ ] Treat vendor selections as operational decisions, not just software purchases. Each system must support the desired workflow.

[ ] Revisit this checklist before first customer, before mass marketing, before each major service expansion, and before storm season.

Guide Structure

Section	What it answers
1. Executive Launch Model	What must be true before a rural fiber company can safely launch?
2. Network Readiness	How should the FTTH, transport, IP, redundancy, monitoring, and security architecture be planned?
3. Billing Readiness	How should products, pricing, tax, revenue assurance, payments, and collections be structured?
4. OSS/BSS Readiness	How should customer records, service qualification, provisioning, outage, inventory, and reporting connect?
5. Staffing Readiness	What roles are needed at each startup phase, and where can a lean team use vendors?
6. Operations Readiness	How should installs, support, maintenance, escalation, outage response, KPIs, and board reporting run?
7. 30/60/90-Day Launch Plan	What practical sequence should the team follow before and after first customer?

1. Executive Launch Model

A rural fiber startup needs more than a construction plan. It needs a repeatable operating model that can sell, install, activate, bill, monitor, support, and restore service without relying on heroics. The launch model below separates company readiness into seven gates.

Gate	Readiness Standard	Common Failure Point
Market and funding	Board-approved business case, target market, take-rate model, capital plan, grant/loan obligations, and customer acquisition strategy.	Selling ahead of construction certainty or underestimating cash flow between build completion and revenue ramp.
Network architecture	Approved FTTH design, hut/POP strategy, transport, IP plan, peering/DIA, redundancy, security, monitoring, and capacity model.	Good fiber construction plan but incomplete IP, DHCP, CGNAT, IPv6, voice, or monitoring design.
Product and billing	Service catalog, pricing, taxes/fees, payment methods, install charges, discounts, autopay, collections, and financial controls.	Products sold differently than they are configured in billing and provisioning systems.
OSS/BSS workflow	Address qualification, orders, provisioning, inventory, trouble tickets, outage management, field dispatch, customer communications, and reporting.	Customer data exists in several systems with no clean source of truth.
Staffing and training	Named owners for network, support, billing, customer service, field operations, construction coordination, inventory, and executive reporting.	Lean team launches without documented escalation paths or cross-training.
Operational process	Install process, maintenance windows, storm response, change control, outage communication, vendor management, and KPI cadence.	Reactive operations begin before standards, SOPs, and runbooks exist.
Launch governance	Weekly launch meeting, risk register, decision log, issue escalation path, launch readiness scorecard, and post-launch improvement cycle.	No single launch owner or no disciplined process for resolving blockers.

Launch Gate	Purpose	Evidence Required
First Customer Gate	Confirm the company can install, activate, bill, support, and monitor one real customer end-to-end.	Successful test order from service qualification to billing; customer CPE online; help desk can see account, network status, and trouble-ticket path.

Launch Gate	Purpose	Evidence Required
Mass Market Gate	Confirm the company can handle sales volume, appointment scheduling, activations, support calls, and billing scale.	Documented install capacity, CSR scripts, system workflow testing, support escalation, payment processing, and customer notification templates.

Launch Gate	Purpose	Evidence Required
Scale Gate	Confirm the company can grow past early launch without rework.	Capacity plan, vendor SLAs, monitoring thresholds, KPI pack, inventory controls, security controls, IPv4/IPv6 strategy, and outage playbooks.

2. Network Readiness Checklist

The network must be designed as a service platform, not only as a fiber build. Rural FTTH design should account for customer growth, hut/POP redundancy, IP scale, outage visibility, field maintainability, cyber controls, and operational monitoring from day one.

2.1 Architecture and design baseline

[ ] Approve the serving-area design, hut/POP locations, splitter strategy, feeder/distribution standards, and service-zone naming convention.

[ ] Define electronics architecture: OLT platform, aggregation, transport rings or diverse paths, core routing, BNG strategy, and DIA handoff points.

[ ] Document Layer 2 and Layer 3 boundaries, including where subscriber VLANs terminate and where routing, DHCP, CGNAT, and IPv6 delegation occur.

[ ] Create standard templates for residential, business, voice, management, and public Wi-Fi or special-service VLANs.

[ ] Design for maintenance isolation by hut, ring, service zone, and fiber distribution area.

[ ] Define business service requirements separately from residential service requirements, including static IP, SLA language, CPE choice, managed Wi-Fi, voice, and priority response.

2.2 IP addressing, CGNAT, and IPv6

Area	Checklist Standard	Design Notes
IPv4 inventory	Maintain a current public IPv4 utilization report and forecast depletion by subscriber growth rate.	Do not wait until depletion to implement CGNAT or IPv6. Finance, legal, support, and network teams all need the plan.
CGNAT	Implement HA design, NAT pool management, logging policy, subpoena process, and customer-impact messaging.	Plan for gaming, VPN, port-forwarding, remote access, Wi-Fi calling, and business exceptions.
IPv6	Secure allocation, publish RPKI/route objects as needed, design delegation standards, and test CPE behavior.	For FTTH, /56 per customer is a strong default; each LAN segment receives /64 addressing.
DHCP/DNS/IPAM	Select authoritative DHCP/DNS/IPAM tools and document failover, backup, and change control.	Avoid spreadsheets as the long-term IPAM source of truth.
Routing	Document upstream BGP, failover, route advertisements, blackhole/null-route process, and maintenance procedures.	Confirm both upstream providers can support the desired IPv4 and IPv6 routing policy.
Logging	Define retention, search workflow, time synchronization, access controls, and law-enforcement response process.	NTP consistency across BNG, CGNAT, DHCP, and logging systems is mandatory.

2.3 Network monitoring and observability

[ ] Monitor OLT shelves, uplinks, router interfaces, BNGs, CGNAT systems, DHCP/DNS, voice platforms, and power/environmental hut telemetry.

[ ] Build dashboards by executive view, NOC view, hut/POP view, service-zone view, and customer-impact view.

[ ] Define alarm severity, notification paths, after-hours escalation, and maintenance suppression rules.

[ ] Integrate fiber/network alarms with outage management and customer communications where practical.

[ ] Track bandwidth growth by hut, uplink, DIA provider, BNG, and service tier.

[ ] Create standard monthly reports: availability, trouble tickets, outage minutes, installs completed, rework, repeat trouble, and capacity risk.

2.4 Security and access control

[ ] Create named-user access to routers, switches, OLTs, servers, billing, OSS/BSS, vendor portals, and monitoring platforms.

[ ] Require MFA/2FA for administrative systems and prohibit shared credentials wherever technically possible.

[ ] Document break-glass access with dual approval, emergency logging, and post-event review.

[ ] Segment management networks from subscriber networks and limit access by jump host, VPN, ACL, and role.

[ ] Maintain configuration backups, firmware/software inventory, and vulnerability-patching cadence.

[ ] Define access offboarding steps for employees, contractors, vendors, and temporary storm personnel.

2.5 Network launch deliverables

Deliverable	Owner	Ready When
High-level network diagram	Network Engineering	Reviewed by leadership and usable by vendors, NOC, field, and support teams.
Detailed IP plan	Network Engineering	Includes IPv4, CGNAT, IPv6, DHCP, DNS, management, loopbacks, and routing advertisements.
Provisioning templates	Network/OSS	Residential, business, voice, managed Wi-Fi, static IP, and special-product templates tested.
Monitoring dashboard	NOC/Network	Alarms, thresholds, notifications, and executive summaries are functional.
Security access matrix	IT/Network	Roles, MFA, admin rights, vendor access, and offboarding rules documented.
Network runbook	Network Operations	Common faults, escalation paths, maintenance steps, and rollback plans documented.

3. Billing Readiness Checklist

Billing readiness is where many broadband startups discover operational gaps. The product the customer buys, the service the network provisions, the tax treatment, the invoice format, and the support script must all match.

3.1 Product catalog and rate structure

[ ] Define every product before launch: residential internet tiers, business tiers, voice, managed Wi-Fi, static IP, installation, equipment, late fees, reconnect fees, and promotional discounts.

[ ] Separate network product attributes from marketing language. Example: speed tier, VLAN/service profile, IP policy, CPE model, voice option, and support SLA.

[ ] Create product codes that can scale without confusion across residential, business, MDU, public Wi-Fi, employee, test, and comped accounts.

[ ] Document discount rules, expiration dates, approval authority, and reporting for promotions.

[ ] Confirm whether equipment is sold, leased, included, returned at disconnect, or expensed as install material.

3.2 Billing system launch configuration

Configuration Area	Checklist
Customer account model	Account hierarchy, service address, mailing address, contact preferences, authorized users, tax jurisdiction, and account notes.
Service order flow	New install, change of service, move, disconnect, seasonal hold, reconnect, business upgrade, voice add-on, and static IP request.
Invoice design	Clear service descriptions, billing period, taxes/fees, proration, payment terms, autopay status, and support contact information.
Payments	Card, ACH, cash/check handling if used, autopay, returned payments, convenience fees, and PCI responsibilities.
Revenue assurance	Daily/weekly reports for unbilled active services, active services without network provisioning, credits issued, failed payments, and aging.
Collections	Past-due notices, grace periods, suspension policy, reconnect

	rules, hardship exceptions, and executive approval thresholds.

3.3 Tax, regulatory, and financial controls

[ ] Validate federal, state, county, municipal, and communications-related tax/fee treatment with qualified tax support.

[ ] Confirm voice service regulatory requirements before selling voice, including taxes, E911, CPNI, porting, and customer notification obligations.

[ ] Define who can create credits, waive fees, backdate services, override pricing, or manually adjust taxes.

[ ] Reconcile billing system revenue to bank deposits and accounting system entries on a defined cadence.

[ ] Create a monthly close checklist for subscriber counts, active services, MRR, ARPU, churn, bad debt, credits, and deferred revenue where applicable.

3.4 Billing launch tests

Test Case	Pass Criteria
New residential customer	Order entered, installation scheduled, service provisioned, invoice generated, payment processed, and customer communication sent.
Business customer with static IP	Correct product, pricing, SLA notes, static IP assignment, and support escalation are visible.
Upgrade/downgrade	Service profile changes correctly; proration and invoice language are accurate.
Disconnect/non-pay suspension	Network status, billing status, customer notification, and reconnect path are consistent.
Failed payment	Dunning notice, account status, reporting, and CSR script work as intended.
Tax jurisdiction check	Sample addresses rate correctly by city/county/service type.
Credit memo	Approval, reason code, customer invoice display, and revenue report are accurate.

4. OSS/BSS Readiness Checklist

OSS/BSS readiness is the connective tissue between sales, engineering, construction, customer service, field installation, network activation, outage response, billing, and executive reporting. The goal is not just integration; the goal is a clean operating workflow.

4.1 Source-of-truth decisions

Data Type	Recommended Source of Truth	Why It Matters
Service address	GIS/service qualification system	Prevents sales promises outside constructed or released areas.
Customer account	Billing/BSS	Controls invoice, payment, customer profile, and account status.
Network service	Provisioning/OSS or BNG/OLT management	Controls active service profile, VLAN, IP policy, and device association.
Fiber plant	GIS/fiber management	Supports construction, splicing, outage isolation, and damage assessment.
Equipment inventory	Inventory/ERP or controlled inventory module	Prevents lost ONTs, routers, SFPs, drops, and hut spares.
Trouble tickets	Ticketing/CRM/OSS	Provides customer history, SLA, escalation, and KPI reporting.
Outages	OMS/NOC platform	Supports customer-impact analysis and mass communication.

4.2 Required workflow integrations

[ ] Service qualification: address search must show available, planned, under construction, blocked, or not serviceable status.

[ ] Order creation: sales or CSR order must create an installable work order without duplicate data entry.

[ ] Provisioning: completed install must activate correct service profile, CPE association, DHCP/IP policy, and billing status.

[ ] Inventory: ONT/router assignment must connect the device to customer, service address, installer, and warehouse history.

[ ] Trouble ticketing: support must see customer account, service tier, equipment, recent alarms, outage status, and prior trouble history.

[ ] Outage management: network/fiber/power outage views should identify affected customers and trigger email/SMS notifications where appropriate.

[ ] Reporting: subscriber count, passed homes, take rate, installs, churn, MRR, open tickets, outages, and construction release should reconcile across systems.

4.3 OSS/BSS launch map

Workflow	Systems Involved	Launch Requirement
Address to order	GIS, website, CRM/BSS	CSR can qualify address and create order in one consistent workflow.
Order to construction/install	BSS, scheduling, field app, inventory	Install crew receives correct address, drop status, equipment, and customer contact.
Install to activation	Field app, OLT/SMx, BNG, DHCP/DNS/IPAM, BSS	Service turns up with correct speed, CPE, IP policy, and billing start date.
Support to repair	BSS, ticketing, monitoring, GIS/fiber, dispatch	Support can identify customer-specific issue versus network outage and dispatch accordingly.
Outage to communication	Monitoring, OMS, BSS, email/SMS	Affected customers are identified and receive timely, accurate updates.
Disconnect to asset recovery	BSS, provisioning, inventory, field operations	Billing stops, service is deactivated, equipment recovery is tracked, and IP resources are released.

4.4 Data governance checklist

[ ] Adopt a naming standard for huts, zones, splitters, fiber distribution areas, VLANs, products, device types, and work-order types.

[ ] Create data validation rules for address, contact information, equipment serial number, GPS/location, account status, and service status.

[ ] Assign data owners for GIS, billing, inventory, provisioning, ticketing, and reporting.

[ ] Document API credentials, integration ownership, retry behavior, error logging, and failure notification paths.

[ ] Schedule regular reconciliation between billing active services, network active services, and physical inventory.

5. Staffing Readiness Checklist

A rural fiber startup can operate with a lean team, but it cannot operate without clear ownership. The early team must cover executive leadership, network, customer service, billing, field operations, construction coordination, vendor management, and reporting. Vendors can supplement capacity; they cannot replace internal accountability.

5.1 Phase-based staffing model

Phase	Core Internal Roles	Vendor/Contract Support	Key Risk
Pre-launch	Executive sponsor, launch manager, network lead,	Design engineering, grant/legal support, billing	No single owner for end-to-end launch readiness.

	billing/OSS lead, construction lead, finance lead.	implementation, GIS/fiber design, construction contractor.	
First customer	Network operations, CSR/billing, install coordinator, field tech lead, inventory owner.	Drop crews, splicers, managed NOC if needed, vendor TAC.	Early customers become test cases because workflows were not rehearsed.
Market ramp	CSR team, network support techs, field supervisor, scheduler/dispatcher, billing specialist, reporting owner.	Install crews, after-hours support, construction QA, splicing, marketing support.	Sales volume exceeds install/support capacity.
Scale operations	NOC function, plant manager, senior network engineer, operations manager, business sales support, systems admin.	Specialized engineering, cybersecurity, audit/tax, storm restoration crews.	No KPI discipline; problems are found by customers instead of systems.

5.2 Minimum role ownership matrix

Function	Accountable Owner	Backup Required	Key Outputs
Network architecture	Network leader/CTO	Senior engineer or trusted vendor	Design standards, IP plan, capacity plan, monitoring, change control.
Billing operations	Billing/finance lead	CSR supervisor or finance backup	Product catalog, invoices, collections, revenue assurance, close reports.
OSS/BSS integrations	Systems/operations lead	Vendor implementation manager	Workflow map, API health, reconciliation, issue log.
Customer service	CSR supervisor	Operations manager	Scripts, escalation, ticket quality, customer communications.
Field installation	Field supervisor	Install coordinator	Install standards, schedule performance, rework, safety.
Fiber plant/construction	Construction/plant manager	Engineering vendor or QA lead	As-builts, splice records, damage tickets, restoration plan.
Inventory	Warehouse/inventory owner	Field supervisor	Device tracking, reorder points, truck stock, spare strategy.
Executive reporting	GM/VP/launch manager	Finance or operations analyst	KPI dashboard, board packet, risk register, decision log.

5.3 Training checklist

[ ] Train CSRs on service qualification, product differences, install expectations, outage language, billing questions, and escalation triggers.

[ ] Train installers on drop standards, ONT/router placement, Wi-Fi validation, customer education, photos/as-builts, and closeout requirements.

[ ] Train network support on OLT/BNG/CPE visibility, alarm interpretation, IPv4/IPv6 basics, CGNAT customer impacts, and ticket documentation.

[ ] Train billing staff on credits, taxes, proration, payment handling, delinquency, disconnects, and revenue-assurance reports.

[ ] Train leaders on KPI interpretation, risk review, customer-impact decisions, maintenance approvals, and vendor escalation.

6. Operations Readiness Checklist

Operations readiness determines whether the launch becomes a repeatable business or a series of manual rescues. Each operational process should have a defined trigger, owner, system of record, SLA/target, escalation path, and reporting metric.

6.1 Core SOP library

SOP / Runbook	Minimum Contents
New customer install	Pre-check, appointment confirmation, drop status, equipment assignment, activation, Wi-Fi validation, customer education, closeout.
Trouble ticket handling	Triage questions, account verification, outage check, CPE reboot rules, escalation, dispatch criteria, closure codes.
Network outage response	Detection, severity, incident commander, customer-impact analysis, updates, restoration steps, postmortem.
Maintenance window	Change request, risk review, customer notice, rollback plan, bridge contact, completion verification.
Business customer escalation	Priority handling, SLA notes, static IP checks, voice impact, after-hours path, executive notification.
CGNAT/IPv6 support	Customer explanation, exception handling, VPN/gaming/remote access guidance, escalation to network.
Storm restoration	Crew staging, damage-ticket process, generator/fuel plan, material staging, safety, communications, restoration reporting.
Employee/vendor access	Request, approval, MFA, least privilege, periodic review, offboarding, emergency access.

6.2 Install operations checklist

[ ] Define install capacity per crew per day by aerial, underground, drop-only, MDU, business, and complex install type.

[ ] Separate construction complete, drop ready, and customer install ready. Do not market areas until operationally releasable.

[ ] Create truck-stock standards for ONTs, routers, SFPs, jumpers, patch cords, labels, consumables, and test gear.

[ ] Require install closeout data: serial numbers, photos, signal levels, speed test, Wi-Fi validation, customer acceptance, and notes.

[ ] Track install cycle time, missed appointments, failed installs, rework, same-day trouble, and repeat trouble within 30 days.

6.3 Support and escalation model

Tier	Scope	Escalation Trigger
Tier 1 CSR	Account verification, billing questions, outage check, basic CPE reboot, appointment scheduling, customer communication.	Customer offline after basic checks; business customer; repeat trouble; possible outage; billing/provisioning mismatch.
Tier 2 Network Support	CPE/ONT visibility, OLT alarms, BNG/session checks, DHCP/IP status, Wi-Fi triage, ticket enrichment.	PON alarms, hut/uplink alarms, suspected plant issue, provisioning defect, CGNAT/IPv6 issue, widespread impact.
Network Engineering/NOC	Core routing, BNG/CGNAT, DHCP/DNS, upstream provider, capacity, maintenance, vendor TAC.	Major outage, routing issue, security event, repeat systemic defect, emergency maintenance.
Field Operations	Drop, ONT placement, fiber light levels, plant damage, splice repair, generator/fuel response.	Physical plant issue, low light, damaged drop, no access, storm or construction damage.

6.4 KPI dashboard

KPI Category	Metrics to Track	Why Leadership Needs It

Growth	Passed homes, marketable homes, active subscribers, take rate, churn, net adds, install backlog.	Shows whether construction, marketing, and operations are converting plant into revenue.
Revenue	MRR, ARPU, revenue by product, aged receivables, credits, failed payments, bad debt.	Protects cash flow and identifies billing leakage.
Install performance	Install cycle time, installs per crew/day, failed installs, rework, no-shows, same-day trouble.	Identifies bottlenecks before customers lose confidence.
Network health	Availability, outage minutes, affected customers, recurring alarms, bandwidth utilization, DIA capacity.	Shows reliability, risk, and capital timing.
Support quality	Call volume, ticket volume, first-contact resolution, repeat trouble, time to repair, escalation aging.	Shows customer experience and staffing demand.
Field operations	Damage tickets, splice workload, drop completion, inventory variance, truck rolls per subscriber.	Shows plant health and operational efficiency.

6.5 Board and executive reporting

[ ] Create a monthly board packet with subscriber growth, construction release, take rate, revenue, network reliability, support trends, cash flow risks, and major decisions needed.

[ ] Use a consistent red/yellow/green scorecard for network, billing, OSS/BSS, staffing, operations, construction, and customer experience.

[ ] Maintain a risk register that includes owner, severity, mitigation plan, due date, and decision required.

[ ] Separate operational facts from recommendations. Executives need to see the issue, impact, options, cost, and recommended action.

[ ] Track strategic decisions such as IPv4/IPv6 policy, vendor contracts, service tier changes, rate changes, market expansion, and staffing additions.

7. 30/60/90-Day Launch Plan

Timeframe	Primary Focus	Key Actions
Days 1-30	Design and ownership	Name launch owner; approve network baseline; define product catalog; select billing/OSS workflow; create risk register; assign owners for each checklist domain.
Days 31-60	Configuration and workflow testing	Configure billing products; test order-to-activation; finalize IP/DHCP/DNS/CGNAT/IPv6 plan; build dashboards; draft SOPs; train CSR and field teams.
Days 61-90	Pilot and controlled launch	Run first-customer gate; complete billing tests; launch support scripts; validate outage communication; reconcile active services; start KPI reporting.
Post-launch 30 days	Stabilize	Review every failed install, repeat trouble, billing defect, and outage; refine training; improve dashboards; close workflow gaps.
Post-launch 90 days	Scale	Approve mass market gate; confirm staffing; tune capacity plan; tighten revenue assurance; mature change control and incident response.

8. Startup Readiness Scorecard

Score each category 0-3. A company should not enter mass-market launch with any category below 2, and mission-critical categories should be at 3 before aggressive marketing.

Score	Meaning
0	Not started or no accountable owner.
1	Started, but incomplete, undocumented, or dependent on one person.
2	Operationally usable with known gaps and mitigation plan.
3	Documented, tested, owned, trained, monitored, and reportable.

Category	Score 0-3	Owner	Open Risks / Notes
Network architecture and redundancy			
IP addressing, CGNAT, IPv6, DHCP/DNS/IPAM			
Monitoring, alerting, and outage visibility			
Billing product catalog and invoicing			
Payments, collections, tax/fee handling			
OSS/BSS workflow and integrations			
Customer service scripts and escalation			
Install workflow and field closeout			
Inventory and asset tracking			
Staffing, training, and backups			
Security, MFA, access control, backups			
Executive KPI reporting and governance			

9. Condensed Launch Checklist by Domain

Network

[ ] Architecture approved
[ ] IP plan complete
[ ] CGNAT/IPv6 strategy tested
[ ] Monitoring live
[ ] Security access model enforced
[ ] Runbooks ready

Billing

[ ] Products configured
[ ] Taxes/fees validated
[ ] Payments tested
[ ] Invoice reviewed
[ ] Collections policy approved
[ ] Revenue-assurance reports working

OSS/BSS

[ ] Address qualification working
[ ] Order-to-activation tested
[ ] Inventory tied to installs
[ ] Tickets integrated with customer records
[ ] Outage communication path tested
[ ] Reports reconcile

Staffing

[ ] Launch owner named
[ ] Role ownership matrix complete
[ ] CSR training complete
[ ] Field training complete
[ ] Network escalation path complete
[ ] Vendor support paths documented

Operations

[ ] Install SOP ready
[ ] Trouble ticket SOP ready
[ ] Outage SOP ready
[ ] Maintenance process ready
[ ] Storm plan ready
[ ] KPI cadence active

Appendix A: Weekly Launch Meeting Agenda

[ ] Review launch readiness scorecard by domain.
[ ] Review red/yellow risks and decisions needed.
[ ] Review construction release and serviceable-address status.
[ ] Review install backlog and staffing capacity.
[ ] Review billing/OSS defects and reconciliation issues.
[ ] Review network alarms, capacity, and open vendor issues.
[ ] Confirm action owners and due dates before closing meeting.

Appendix B: Risk Register Template

Risk	Domain	Impact	Owner	Mitigation	Due Date	Status

Appendix C: Recommended Early Deliverables

[ ] Network architecture diagram and IP plan.
[ ] OSS/BSS workflow map from address qualification through disconnect.
[ ] Billing product catalog with service codes and revenue reporting.
[ ] CSR support scripts and escalation matrix.
[ ] Install SOP with closeout requirements.
[ ] Outage communication templates for email, SMS, phone, and website updates.

[ ] Monthly executive KPI dashboard and board-report template.

[ ] Security/access-control policy for employees, vendors, and emergency access.

Implementation note

This guide is intended as an operational planning framework. Legal, tax, regulatory, accounting, and insurance items should be validated with qualified professional advisors for the specific state, entity type, funding source, and services offered.