2021

City of John Day and Grant County

Grant & Funding Services Proposal

ctc technology & energy

engineering & business consulting

ctc technology & energy
engineering & business consulting

December 7, 2021

Nicholas Green
City Manager and Chief Planning Official
City of John Day
greenn@grantcounty-or.gov

Subject: Proposal to assist the City of John Day and Grant County with strategic guidance and preparation of USDA ReConnect Round 3 grant application

Dear Nick:

CTC Technology & Energy (CTC) would be pleased to support the City of John Day (John Day) and Grant County (the County) in developing grant funding strategies and applications for Round 3 of the USDA's Rural Utilities Service's Rural eConnectivity Program (ReConnect).

CTC is an independent broadband engineering, business, and strategic consulting firm with more than 35 years of experience — working primarily for local and state government clients and cooperative and municipal utilities — and has a long history of successful grant strategy and grant application engagements.

Serving as broadband consultants to John Day and the County, CTC will be invested in, and committed to, the mission and goals of John Day and the County.

Please do not hesitate to contact me with any questions. We would be delighted to be your independent advisers.

Best regards,

Heather D. Mills
V.P., Grant and Funding Strategies

CTC Technology & Energy

CTC Technology & Energy is a private, woman-owned corporation held by Joanne Hovis (majority owner) and Andrew Afflerbach.

CTC is an established consulting firm that offers a unique combination of qualifications and capabilities in broadband financial analysis, business planning, grant and funding strategies, engineering, and network strategic planning.

Founded in 1983, we have extensive experience providing independent financial, strategic, and technical guidance for public and non-profit entities, including state and local governments, non-profit consortia, universities, and cooperative and municipal utilities.

CTC has 67 communications engineers, business analysts, GIS specialists, technical writers, technicians, and administrative staff.

CTC is a highly respected firm with considerable experience and intellectual resources. Our reputation rests on our track record of providing independent, objective, and unbiased guidance.

We are a public interest-focused consultancy - working primarily for public, cooperative, and other non-profit entities - and have no financial relationships with equipment manufacturers, construction companies, or systems integrators. **Because of our policy decision to avoid conflicts of interest, we will be your independent, objective adviser**.

Scope of Work

CTC's Grant and Funding team, led by Heather Mills (resume attached), will perform the following tasks on an as-needed basis:

- **Collaborate with John Day and the County to develop and refine a grant strategy and project concept**—we will guide the member based on our assessment of the funding opportunity, particularly in consideration of USDA's eligibility and scoring criteria, as well as the Department's evolving use of both human and AI scoring
- **Develop a checklist of required project documentation and application requirements**
- **Provide as needed GIS mapping services**—CTC's ArcGIS team will provide as needed mapping services of the proposed service area(s)
- **Review detailed pro forma documentation as requested**—working with information provided by the applicant (such as cost estimates and audited financial statements), our team will review the detailed pro forma documentation required
- **Validate technical designs for the proposed project**—we will engage as independent advisers to validate and review high-level technical designs for both eligibility and programmatic alignment
- **Prepare draft narrative sections of the grant application**—we will write compelling narrative responses that describe John Day and the County's proposed project, its potential impact, and the likely benefits to the community
- **Prepare a full draft application package for review and approval**
- **Upload all necessary documents and materials to the USDA's application portal for the member to approve and submit**
- **Provide support through due diligence to award determination**

We will be John Day and the County's independent technical and strategic advisers. We expect John Day and the County will:

- Provide the CTC team with access to the USDA ReConnect Application portal
- Provide organizational and background information required for the application
- Review and validate draft project budgets, technical designs, and narratives to be included in the application
- Provide any documentation required for the application
- Provide a high-level system design
- Provide necessary supporting documentation to prove an eligibility determination, if required
- Perform the final review and submission of the application

Expertise

We are expert advisers on federal broadband grant and loan programs and the E-rate program for schools and libraries. We routinely evaluate our public sector clients' opportunities for funding—and develop technical solutions and grant funding strategies.

In general, Heather Mills will serve as project manager and will oversee all tasks with support from other team leaders for specialized oversight, such as engineering or accounting.

Heather Mills | V.P., Grant & Funding Strategies

Heather Mills has more than a decade of experience in project management and data analysis. She has exceptional skills in long-term strategic planning for broadband funding; execution of complex tactical funding plans; and grant administration, budgeting, and financial reporting. Heather leads the CTC team that develops grant funding strategies and delivers tactical application and post-award support to our public sector clients. She has authored guidance on new and emerging federal broadband funding programs that is highly regarded by industry colleagues.

At CTC, Heather guides clients on strategic funding for network planning as well as applying for and complying with the requirements of major federal broadband and communications grant programs, including ARC/EDA POWER grants, USDA RUS grants (such as ReConnect and Community Connect), and New Market Tax Credits. She has particular expertise in the Federal Communications Commission's E-Rate program, Lifeline program, and Healthcare Connect Fund.

Heather and her team supported several clients in the past year with applications to the U.S. Department of Commerce's EDA Public Works and Economic Adjustment Assistance program for funding related to COVID relief; she guided clients in many parts of the country through the consultation process with EDA regional representatives. Under Heather's management, the CTC team supported clients with strategy and navigation of the USDA ReConnect application process through Round 1 and Round 2, which required detailed understanding of the application, the application portal, and applied strategy.

Heather currently is advising clients on new federal funding programs such as the FCC's Emergency Broadband Benefit and the NTIA's COVID stimulus programs, while keeping a close eye on and providing singular analysis for clients around funding programs created by the 2021 Consolidated Appropriations Act and the American Rescue Plan Act.

Heather has provided strategic guidance and prepared ARC/EDA POWER grant pre-applications for CTC's public sector clients. In this context, she prepared a FirstNet grant application for the District of Columbia's Office of the Chief Technology Officer; following the award, she provided ongoing grant management services to help the District maximize the benefits of the funding.

Over the past few years, Heather wrote an E-Rate program guidebook, prepared client responses to E-Rate RFPs, oversaw and advised on the strategy and development of RFPs for library and school clients applying for E-Rate and helped a hospital association develop a consortium-based approach to the Healthcare Connect Fund.

Heather previously led the CTC team that researched and wrote a successful federal Environmental Assessment (EA) and addenda for the $115 million One Maryland Broadband Network (OMBN) project—a Broadband Technology Opportunities Program (BTOP) grantee. Following submission of the EA, she coordinated required consultations for the EA and addenda over a period of several months. Similarly, she wrote and coordinated consultations for an EA on behalf of the State of Maryland's Department of Natural Resources when that agency sought to construct a radar support tower on state land.

EDUCATION

Master of Science, Management, University of Maryland University College, 2012
Master of Arts, Political Science, Washington State University, 2002
Bachelor of Arts, English Literature/Pre-law, Washington State University, 2000

SEMINARS

"Strategic Considerations to Prepare for NTIA's (and other!) New Broadband Funding," *Broadband Bunch Podcast*, May 2021. https://register.gotowebinar.com/register/5735217991650536720

PUBLICATIONS

- "ReConnect Round 3 scoring rules are the key to planning a competitive application: What you need to know," *CTC blog,* 2021. https://www.ctcnet.us/?p=5210
- "USDA's new ReConnect broadband grant rules dramatically expand eligible areas and effectively redefine broadband," *CTC blog*, 2021. https://www.ctcnet.us/?p=5186
- "NTIA's Connecting Minority Communities Pilot Program Is a Broadband Funding Opportunity for Local Governments and Minority Serving Institutions," *CTC blog*, 2021. https://www.ctcnet.us/?p=5180
- "States and Localities Have Updated Guidance for Treasury's Coronavirus Capital Projects Funds," *CTC blog*, 2021. https://www.ctcnet.us/?p=5166
- "New Federal Grant Opportunity for Broadband Economic Development Projects: $500 Million in New Funding with Applications Due Early in 2022," *CTC blog*, 2021. https://www.ctcnet.us/?p=5147
- "A Deep Dive into the Scoring Metrics of the NTIA's Broadband Infrastructure Program," *CTC blog*, 2021. https://www.ctcnet.us/blog/a-deep-dive-into-the-scoring-metrics-of-the-ntias-broadband-infrastructure-program/
- "First Take on NTIA's Newest Broadband Grant Program," *CTC blog*, 2021. https://www.ctcnet.us/?p=5022
- "Initial Guidance and Analysis: Treasury Issues First Details on $10B Coronavirus Capital Projects Fund," *CTC blog*, 2021. https://www.ctcnet.us/?p=4989
- "Initial Guidance and Analysis: Treasury Announces Preliminary Guidance for Broadband Projects Funded by the $350B Coronavirus State and Local Fiscal Recovery Funds," *CTC blog*, 2021. https://www.ctcnet.us/?p=4980
- "Four Strategic Steps Your Community Can Take Now to Prepare for NTIA's New Broadband Grant Programs," *CTC blog*, 2021. https://www.ctcnet.us/blog/four-strategic-steps-your-community-can-take-now-to-prepare-for-ntias-new-broadband-grant-programs/
- "American Rescue Plan Commits Billions to Broadband," *CTC blog*, 2021. https://www.ctcnet.us/blog/american-rescue-plan-commits-billions-to-broadband/

- "Appropriations Act Delivers Largest Federal Broadband Grant Opportunity in a Decade," *CTC blog*, 2021. https://www.ctcnet.us/blog/appropriations-act-delivers-largest-federal-broadband-grant-opportunity-in-a-decade/
- "Are You Thinking About ReConnect Round Three Yet? You Should Be," *CTC blog*, 2020. https://www.ctcnet.us/blog/are-you-thinking-about-reconnect-round-three-yet-you-should-be/
- "$1.5 Billion in New Grant Funding Available from Economic Development Administration for Broadband & Other Projects," *CTC blog*, 2020. https://www.ctcnet.us/blog/1-5-billion-in-new-grant-funding-available-from-economic-development-administration-for-broadband-other-projects/

Work Examples

State of New Mexico

As broadband adviser to the State of New Mexico for many years, CTC has provided technical and strategic guidance on a range of related issues. Notably, CTC has conducted extensive broadband mapping and research over the past decade, arming the State with a deep understanding of the areas of greatest need throughout New Mexico.

CTC helped conceive and is executing the New Mexico Student Connect program (https://nmstudentconnect.org/schools/)—a statewide initiative through which the State and its local school districts are seeking to ensure internet access for low-income students.

We led the development of the State's application for a U.S. Department of Commerce Economic Development Administration (EDA) grant in fall 2020. The project was awarded $1.5 million in funding in fall 2020, and CTC is collaborating with the State's Department of Information technology on execution. CTC's engineers and analysts will deliver technical assistance for broadband development to local, tribal, and other entities across New Mexico.[1]

We are working with DoIT to define and detail the procurement process and evaluation criteria for administering this technical support to eligible entities. Recipient organizations will most likely be selected by their responses to a request for information or request for proposal.

Once entities are selected, CTC's broadband experts will assist with conducting feasibility analyses, developing strategic plans, facilitating community outreach and stakeholder engagement, and identifying technical and financial solutions to deploy broadband within communities across the State to aid in the COVID-19 related recovery and long-term fail-safe planning. This technical assistance support will cost-effectively produce the insights and data that the recipient organizations need to build their broadband planning and deployment capacity and, importantly, provide a robust plan to apply for federal funding to support broadband within their service area or community. In addition to spurring economic development, these efforts could have an enormous impact on alleviating current connectivity challenges and providing a foundation for resilience against future crises.

Earlier, on behalf of the New Mexico Department of Information Technology, we prepared a statewide broadband strategic plan in 2014;[2] we updated that report at the state's request and delivered a revised version in mid-2020.[3] The revised broadband plan outlines current, relevant, strategic and tactical plans to improve the availability of broadband services for as many New Mexico residents and businesses as possible over the coming years.

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[1] "$1,500,000, matched by $375,000 in local investment, to the New Mexico Department of Information Technology, Santa Fe/Santa Fe, New Mexico, to support the New Mexico Department of Information Technology with providing technical assistance for broadband development to local, tribal, and other government entities across New Mexico. The program will offer customized technical assistance to eligible applicants with high needs for broadband infrastructure and services. In addition, the project will support the creation of construction jobs, close the student access gap, and develop local infrastructure projects, which will increase resiliency and help the region recover from the economic effects of COVID-19." EDA grant awards, Oct. 5 – 9, 2020, https://www.eda.gov/grants/2020/

[2] http://www.ctcnet.us/wp-content/uploads/2018/04/New-Mexico-Strategic-Plan.pdf

[3] https://www.ctcnet.us/wp-content/uploads/2020/07/New-Mexico-Broadband-Strategic-Plan-20200616.pdf

The state published our "Broadband for Business Study," which provides recommendations for improving access to affordable and reliable broadband services for businesses in support of economic development.[4] That comprehensive statewide strategic plan included the development of a cost estimate for building fiber to the unserved business areas of the state.

In an earlier engagement, CTC wrote a guidebook for New Mexico's local governments to lead them through the business, financial, and strategic planning necessary to implement city- or county -owned broadband networks.[5]

State of Alabama

"ABC for Students" Program Design and Management

CTC helped conceive and execute the Alabama Broadband Connectivity (ABC) for Students program (https://abcstudents.org/)—a $100 million statewide initiative through which the state is providing free internet access to low-income students. Working in close partnership with the Alabama Department of Economic and Community Affairs (ADECA), CTC rapidly designed and launched the program within weeks of the Governor's allocation of funding in summer 2020.

Under CTC's program management, ABC for Students directly engaged with households across the state, connecting more than 200,000 eligible students to broadband during the 2020-2021 school year. The program was originally limited by the CARES Act expenditure deadline of December 30, 2020, but eventually extended through June 2021 in accordance with the Consolidated Appropriations Act.

Concurrent with our ABC for Students program administration, we are supporting the state's broadband grant program, which awards funding semi-annually. At the state's request, we review broadband grant applicants' proposals for technical feasibility. We also developed a closeout verification process to certify the awardees' successful completion of their grant-funded buildouts. We perform that technical evaluation at the state's request—analyzing speed, latency, and other network data to ensure the grantee's compliance with the grant requirements prior to grant disbursement.

CTC also is delivering program administration, strategic planning, and technical leadership on a statewide address-level mapping effort to identify locations unserved by broadband.

Earlier, CTC kicked off a broadband strategic planning project in 2020 to help ADECA meet the state's broadband planning and deployment goals. Our goal in this engagement is to help ADECA develop a pragmatic, actionable set of strategies that can maximize the impact of the state's broadband infrastructure funds, as well as potential federal grant and other funding and potential partnership opportunities. Our work also includes engaging the state's 12 economic regions to develop specific broadband plans that will provide a strategy for fulfilling unserved and underserved community needs, network design and implementation, and acquisition of funding through federal or other grant/loan programs.

We researched and developed a set of plans comprising policies, recommendations, and best practices for utilizing the state's broadband grant funding—and leveraging federal and other sources of funding—to enable creation of broadband public-private collaboration at the local level. As part of this effort, we

[4] http://www.ctcnet.us/wp-content/uploads/2017/12/NM-Broadband-for-Business-Study-20170117.pdf
[5] http://www.ctcnet.us/NewMexicoCommunityGuidebook.pdf

developed new data through innovative techniques, and then analyzed the data in light of all forms of existing data.

This plan will provide a framework for how the state can use its grant funding—and how it can leverage other sources of funding, including a full range of relevant federal sources, local dollars, and private investment—to maximize broadband deployment in rural communities and to critical institutions such as libraries across the state and to create new opportunity for private internet service providers (ISP). Throughout the engagement, we have been cognizant of the need to identify and evaluate program guardrails to limit the state's risk and protect State funds.

This effort was designed to use best practices and lessons learned over the past decade as public-private collaboration in rural broadband emerged. We sought to develop a partnership strategy that ensures that private entities hold risk—and that the state is not left with undue risk, as in some public-private collaborations.

Across the full range of our engagement with the state we have:

- Delivered timely performance on all tasks, including program stand-up within one month
- High-quality program execution and program management
- High-quality reports, collateral, online resources, and other written deliverables
- Alignment with program goals
- Collaborative, collegial, and mission-driven engagement with client and hundreds of stakeholders (e.g., ISPs, school districts, state entities)

King County, Washington

CTC conducted a significant year-long effort to develop detailed mapping and related analysis of unserved and underserved areas of King County—home to 2.2 million people and the dense city of Seattle, but also sparsely populated mountainous regions, unincorporated rural communities, multiple bodies of water, and many populated islands.[6]

Given the County's challenging topography, range of local governing jurisdictions, and tremendously varied population density across its 2,100 square miles, we developed an innovative approach and methodology to developing the data and map insights the County needs. We evaluated FCC Form 477 data about broadband services available in the County; evaluated Connect America Fund (CAF II) funding areas; identified and analyzed relevant state, federal, County, and commercial datasets for insight into where communications infrastructure exists; reviewed existing cable franchise agreements throughout the County; analyzed the County's GIS-based population density data to identify areas where cable infrastructure is required; and estimating demand based on the results of our survey work in other communities, Pew research, and other reputable data sources.

Based on these inputs, we built a comprehensive dataset and map of where there is broadband and where there is not within the unincorporated parts of the County. This mapping exercise will be a foundational

[6] https://www.ctcnet.us/publications/broadband-access-study/

element of our analysis and recommendations related to identifying potential solutions for expanding broadband service in unserved and underserved portions of the County.

State of Delaware

CTC prepared a statewide broadband strategic plan for the Delaware Department of Technology and Information (DTI) in late 2020.[7] We conducted extensive field surveys to identify unserved parts of the state; benchmarked the State's broadband availability relative to other states; conducted a statistically valid residential mail survey; hosted an online speed test tool to gather data on residents' actual experience with their broadband services; developed high-level candidate designs and cost estimates for fiber and wireless network deployments that would fill the state's broadband service gaps; engaged with internet service providers and other potential partners to identify their interest in partnering with the state; and developed strategic guidance on infrastructure-based solutions and federal grant opportunities.

State of Vermont

In mid-2021, CTC delivered the State of Vermont's 10-year Telecommunications Plan report,[8] which included a GIS-based analysis of estimated costs to serve all unserved areas statewide.

We previously prepared the State of Vermont's COVID-19 Response Telecommunications Recovery Plan[9]—a comprehensive strategic plan that centers on concrete steps the state can take toward addressing its 10-year broadband goals with a particular focus on ameliorating the effects of the pandemic (e.g., on the economy, on educational attainment) in the short term.

That engagement, which launched in late summer 2020 and led to a final report in December 2020, included assessments of current infrastructure and services, and expected future requirements for broadband; surveys of Vermont residents and businesses; evaluation of opportunities for shared infrastructure; and analysis of alternative technical and business model strategies for expanding broadband availability and accessibility.

The final COVID-19 recovery plan included short-, medium-, and long-term strategic recommendations, as well as metrics for measuring success, roadmaps for execution, and identification of potential funding sources.

State of Maryland – OMBN

Working closely with the Maryland Department of Information Technology (DoIT), CTC provided strategic guidance and was the lead engineering and business planning consultant in conjunction with the development of the successful $115 million federal grant application for the One Maryland Broadband Network (OMBN). Our services included network architecture, plant engineering, and detailed project preparation, with a focus on expanding the state's existing fiber network to reach underserved areas and

[7] https://broadband.delaware.gov/contentFolder/pdf/strategicplan.pdf
[8] https://publicservice.vermont.gov/content/10-year-telecommunications-plan
[9] https://publicservice.vermont.gov/content/covid-response-telecommunications-recovery-plan. See also: https://publicservice.vermont.gov/sites/dps/files/documents/VT%20Emergency%20Telecom%20Plan_Final_Dec%202020.pdf

achieve other program goals. CTC also provided extensive business planning, business modeling, and pro forma preparation.

CTC was also the lead engineer, program manager, and project manager for the development of the Maryland Inter-County Broadband Network (ICBN) project—the largest OMBN sub-grantee. In that role, we designed and engineered approximately 360 miles of ICBN fiber routes for four large counties in the state; oversaw and directed engineering and fiber network construction contractors for the deployment of nearly 800 miles of fiber to 645 anchor institution sites; executed a strong management plan, staffing plan, and quality control plan; maintained the project plan for our work; allocated resources; tracked every aspect of the OSP process; oversaw the budgets and worked with the design team's Project Coordinators to manage deliverables and due dates; and oversaw $100 million in project funding.

During the ICBN design process, we conducted field walk-outs throughout the jurisdictions. We also worked with the State Highway Administration and the county departments of transportation to determine the availability of existing duct and cabinets and included those in the design to cost-optimize the routes.

We played a key role in developing ICBN design principles such as fiber quantity, storage locations, access points, and building entry; developing bills of materials (BOMs); analyzing design options (e.g., use of aerial versus underground, use of existing infrastructure); and coordinating with the environmental assessment study.

Maryland Inter-County Broadband Network

CTC was the lead engineer, program manager, and project manager for the development of the Maryland Inter-County Broadband Network (ICBN) project—the largest sub-grantee of the One Maryland Broadband Network.

In that role, we designed and engineered approximately 360 miles of ICBN fiber routes for four large counties in the state; oversaw and directed engineering and fiber network construction contractors for the deployment of nearly 800 miles of fiber to 645 anchor institution sites; executed a strong management plan, staffing plan, and quality control plan; maintained the project plan for our work; allocated resources; tracked every aspect of the OSP process; oversaw the budgets and worked with the design team's Project Coordinators to manage deliverables and due dates; and oversaw $100 million in project funding.

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We played a key role in developing ICBN design principles such as fiber quantity, storage locations, access points, and building entry; developing bills of materials (BOMs); analyzing design options (e.g., use of aerial versus underground, use of existing infrastructure); and coordinating with the environmental assessment study.

References

We invite you to contact the following references about the quality, independence, and rigor of our program management work. Many additional references are available on request.

State of Georgia
Bill Price
Formerly: Strategist, Georgia Technology Authority
Current: V.P., Government Solutions, LightBox
(404) 784-7901, wprice@bellsouth.net

CTC is currently developing an actionable statewide broadband strategic plan for the state. In this ongoing engagement, CTC is developing a statewide strategy that leverages the full scope of relevant state government entities, assets, and technology infrastructure—along with available financial resources (such as federal allocations) as prioritized by state leadership—to increase availability, adoption, and productive use of reliable, high-speed broadband internet service available for all residents, businesses, and anchor institutions.

To achieve that goal, we are documenting current state conditions; assessing available and anticipated broadband technologies; identifying and evaluating best practices; and developing actionable, outcome-based recommendations.

CTC's engineers previously developed the technical aspects of the Georgia Broadband Deployment Initiative's coverage map petition process in an engagement with the Georgia Technology Authority.[10] Through this engagement, CTC created a mechanism for the state to improve the accuracy of the Georgia Broadband Availability Map.

CTC also conducted a technical and cost analysis of broadband options to reach residents and students in Georgia in areas unserved by broadband. We focused on using Citizens Broadband Radio Service (CBRS), Educational Broadband Service (EBS), and other emerging, available spectrum and technologies that can deliver broadband performance. Our findings, which included an in-depth analysis of three counties, provided high-level strategic and tactical guidance for the State regarding cost drivers, spectrum availability, federal programs, and the viability of deploying specific broadband solutions.

CTC is also providing program management services to the Georgia Department of Education as it expands its Georgia Student K-12 Connectivity Grant operations from 448 to more than 3,000 mobile Wi-Fi units (WiFiRangers) to deliver broadband access to unserved and underserved students throughout most of the school districts. Our project implementation role is intended to ensure that School districts can locate and activate the units in areas with the highest data service levels for successful student access.

[10] https://broadband.georgia.gov/petition

CTC's project manager—working alongside the mobile carriers and school districts to implement the project—identified key issues, gathered the school districts' requirements, and served as a point of contact for hundreds of local school districts.

State of Alabama
Maureen Neighbors
Energy Division Chief
Alabama Department of Economic and Community Affairs
(334) 242-5292, Maureen.Neighbors@adeca.alabama.gov

CTC is delivering program administration, strategic planning, statewide mapping, technical review, and other services related to the State of Alabama's statewide broadband efforts.

CTC helped conceive and execute the Alabama Broadband Connectivity for Students program (https://abcstudents.org/)—a $100 million statewide initiative through which the State provided free internet access to more than 200,000 low-income students during the Covid-19 pandemic.

Concurrent with our ABC for Students program administration, we are supporting the State's broadband grant program, which awards funding semi-annually. At the State's request, we review broadband grant applicants' proposals for technical feasibility. We also developed a closeout verification process to certify the awardees' successful completion of their grant-funded buildouts. We perform that technical evaluation at the State's request—analyzing speed, latency, and other network data to ensure the grantee's compliance with the grant requirements prior to grant disbursement.

Earlier, CTC kicked off a broadband strategic planning project in 2020 to help the Alabama Department of Economic and Community Affairs (ADECA) meet the State's broadband planning and deployment goals. Our goal in this engagement are to help ADECA develop a pragmatic, actionable set of strategies that can maximize the impact of the State's broadband infrastructure funds, as well as potential federal grant and other funding, and potential partnership opportunities. Our work also includes engaging the State's 12 economic regions to develop specific broadband plans that will provide a strategy for fulfilling unserved and underserved community needs, network design and implementation, and acquisition of funding through federal or other grant/loan programs.

We researched and developed a set of plans comprising policies, recommendations, and best practices for utilizing the State's broadband grant funding—and leveraging federal and other sources of funding—to enable creation of broadband public-private collaboration at the local level. As part of this effort, we developed new data, including through innovative techniques, then analyzed the data in light of all forms of existing data.

This plan will provide a framework for how the State can use its grant funding—and how it can leverage other sources of funding (including a full range of relevant federal sources, local dollars, and private investment)—to maximize broadband deployment in rural communities and to critical institutions such as libraries across the State and create new opportunity for private internet service providers (ISP).

Throughout the engagement, we have been cognizant of the need to identify and evaluate program guardrails to limit the State's risk and protect State funds.

This effort was designed to leverage best practices and lessons learned over the past decade as public-private collaboration in rural broadband has emerged. We sought to develop a partnership strategy that ensures that private entities hold risk—and that the State is not left with undue risk, as in some public-private collaborations.

Garrett County, Maryland
Cheryl DeBerry
Broadband & Energy Manager
Department of Technology & Communications
Garrett County Government
(301) 334-6968, cdeberry@garrettcounty.org

During our 10 years as rural Garrett County's broadband consultants, we have helped the County secure Appalachian Regional Commission grant funding and negotiate with a private partner to deploy an innovative wireless broadband network to reach unserved residents. We developed a broadband feasibility study for the County, focused on maximizing the County's potential to secure federal and state broadband grant funding to expand broadband availability.

Most recently, in late 2020, we wrote the County's successful application for a U.S. Department of Commerce Economic Development Administration (EDA) grant to support broadband expansion. The $1.2 million award (including $240,000 in matching funds) will increase access to affordable, reliable, and abundant internet service in rural communities. Building on our many past broadband expansion projects with the County, this grant-funded project will enable the construction of 15 miles of fiber to connect key businesses and anchor institutions and facilitate private sector investment in last-mile broadband service.

California State Libraries
Greg Lucas
State Librarian
California State Library
(916) 323-9759, greg.lucas@library.ca.gov

As broadband consultants to the California State Library, we have delivered program management and strategic and technical guidance around a range of issues — including the High-Speed Broadband in California Libraries project, through which the Library (and its partners, CENIC and Califa) have sought to bring high-speed broadband to all California public libraries.

In that ongoing engagement, we have acted as the State Library's trusted adviser on both tactical elements of operating the High-Speed Broadband in California Libraries program and strategic planning for future program operations and enhancements. We have provided project management, grant administration (including oversight of budgets and spend-down efforts and review and recommendation of grant

applications), strategic analysis of broadband funding options (including E-Rate and other federal funding programs), and technical analysis of potential future broadband efforts.

Fixed Price

We propose to perform the tasks described in the scope of work above for an all-inclusive fixed fee of $15,000. However, if the application requires additional effort outside of the defined scope, CTC will bill our efforts at a rate of $200 per hour on a time-and-materials basis. CTC will provide time records to account for any additional approved scope. All requests for additional scope will be made in writing via email, a copy of which will be included in the invoice documentation. If John Day and the County determine, after beginning the effort on the application but before February 22, 2022, that you do not wish to continue and require no further services for the application from CTC, the fee will be calculated on a time-and-materials basis up to the amount of the total fixed fee, and CTC will provide detailed time records to account for efforts made.

Acceptance of John Day and the County: _____

[signature]

Signed by: _____

[print authorized signor name]