

**AGREEMENT FOR
Rural Broadband Consultant Services
(Yamhill County and
HR Green Fiber and Broadband, LLC)**

THIS AGREEMENT ("Agreement"), is made between **Yamhill County**, a political subdivision of the State of Oregon ("County") and **HR Green Fiber and Broadband, LLC** ("Contractor")

RECITALS:

- A. County, through its Board of Commissioners, has determined the need for Broadband Consultant Service to develop a broadband strategic plan and grant program to improve and extend broadband access in the County and that it is necessary for County to contract with a qualified consultant with knowledge and skill in providing such services (the "Project").
- B. County has budgeted funds to perform the Project. County conducted a competitive process to select the most qualified consultant to provide the services described herein.
- C. Contractor was the most qualified proposer and is qualified to provide the required professional facilities assessment services and to perform the other related duties required by County and imposed by this Agreement. County and Contractor desire to enter into this Agreement and County is authorized to enter into this Agreement under ORS 203.010(3).
NOW, THEREFORE

AGREEMENT:

In exchange for the promises and other consideration as set forth below, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, IT IS HEREBY AGREED BETWEEN THE PARTIES AS FOLLOWS:

1. **Services of Contractor.** Contractor agrees to perform the following services (the "Services"), in accordance with and as detailed in County's request for proposals and Contractor's response in the form of a "PROPOSAL Rural Broadband Consulting Services", dated May 31, 2022 which are contained in Exhibit A, which is attached hereto and incorporated herein by this reference. Any additional work beyond the Services may be negotiated individually at Contractor's hourly rate or at a negotiated project rate. Contractor will perform services with the same degree of care and skill ordinarily exercised by members of the same profession currently practicing at the same time and in the same or similar locality.
2. **County's Duties.** If any Services are provided at County offices, County shall provide the office space, terminals, telephone, office equipment, office furniture, computer hardware and software, and fixtures necessary to perform Services.
3. **Independent Contractor.** Contractor is engaged hereby as an independent contractor, and will be so deemed for purposes of the following:

B.O. 23-58

a. Contractor will be solely responsible for payment of any federal or state taxes required as a result of this Agreement. County will not withhold any state or federal income taxes from payments owed Contractor.

b. As an independent contractor, Contractor acknowledges and agrees that Contractor is not entitled to any benefits granted to County employees. Without limitation, but by way of illustration, the benefits which are not granted to Contractor include vacation, holiday and sick leave, other leaves with pay, tenure, medical, and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits, except as otherwise required by law.

c. Contractor is an independent contractor for purposes of the Oregon Workers' Compensation law (ORS Chapter 656) and is solely liable for any Workers' Compensation coverage under this Agreement. If Contractor has the assistance of other persons in the performance of this Agreement, Contractor will qualify and remain qualified for the term of this Agreement as a carrier-insured employer or a self-insured employer under ORS 656.403 et. seq.

4. Compensation; Payment Schedule. Unless previously terminated in accordance with Section 8, Contractor will provide the Services for a total fee of \$198,481.82, exclusive of incurred travel costs, including time and expenses, for travel required for the Project. Contractor shall be compensated in the amount of the total fee for Services rendered under this Agreement, which amount shall also be the maximum not-to-exceed amount to be paid under this Agreement unless this Agreement is amended or extended in a writing signed by both parties. The above rates are inclusive of any per diem rates described on Exhibit A. Any expenses incurred by Contractor in the performance of the Services under the terms and conditions of this Agreement not specifically provided for herein shall be the sole and separate responsibility of Contractor, unless preapproved in writing by County. The only compensation due Contractor is specifically stated in this Agreement. Upon request of County, but in no event less frequently than monthly, Contractor will provide written documentation of completed and ongoing tasks, hours, and deliverables. Contractor shall submit monthly invoices by 25th of the month and, following receipt, review, and approval of such invoices (in its sole discretion), County will issue monthly checks on approximately the 1st or 15th of each month or on the dates that best coincide with the County's standard billing cycle.

5. INDEMNIFICATION. CONTRACTOR AGREES TO INDEMNIFY AND HOLD HARMLESS COUNTY AND EACH OF ITS OFFICERS, AGENTS AND EMPLOYEES FROM AND AGAINST ANY AND ALL CLAIMS DAMAGES, LOSSES AND EXPENSES INCLUDING BUT NOT LIMITED TO ATTORNEYS' FEES, ARISING OUT OF OR RESULTING FROM CONTRACTOR'S PERFORMANCE OF THE SUBJECT WORK AND SERVICES UNDER THIS AGREEMENT OR CREATED BY ANY ACT OR ERROR OF A VENDOR, SUBCONTRACTOR OR ANYONE DIRECTLY OR INDIRECTLY EMPLOYED BY THE CONTRACTOR; PROVIDED HOWEVER, NOTHING HEREIN SHALL BE CONSTRUED TO REQUIRE INDEMNIFICATION OF YAMHILL COUNTY FOR LIABILITY ATTRIBUTABLE TO YAMHILL COUNTY'S SOLE NEGLIGENCE.

6. Insurance. Contractor, at Contractor's own expense, shall obtain the following insurance coverage and keep them in effect during the entire term of this Agreement (except with respect to Professional Liability Insurance, which shall be kept in effect for a period of the term of this Agreement plus two years):

a. Workers' Compensation Insurance in compliance with statutory requirements;

b. Commercial General Liability Insurance (including contractual liability and completed operations coverage, and coverage for liability resulting from hazardous substances), on an occurrence basis, with not less than \$2,000,000 per occurrence for bodily injury and property damage liability, with an annual aggregate limit of \$3,000,000;

c. Professional Liability Insurance, including Errors and Omissions coverage, with a per claims made and aggregate limit of not less than \$1,000,000, to protect against all loss suffered by County or third parties, including financial and consequential loss, caused by error, omission, or negligent acts related to the Project work or services provided under the Agreement. This coverage must remain in place during the duration of this contract and shall remain continuous, if cancelled and extended reporting period must be purchased for up to three years.

d. Commercial Automobile Liability Insurance, with a combined single limit, or the equivalent of not less than \$1,000,000 per occurrence, for bodily injury and property damage with respect to Contractor's vehicles, whether owned, hired, or non-owned, assigned to, or used by Contractor in connection with the Services.

The required insurance coverages shall be (i) with insurance companies admitted to do business in the state of Oregon and rated A or better by Best's Insurance Rating, and (ii) acceptable to County. At County's request, Contractor shall furnish County with certificates of insurance for each of the required insurance coverages. The certificates of insurance shall indicate (a) the types of insurance coverage, (b) the identity of all persons or entities covered, (c) the amounts of insurance coverage, and (d) the period of insurance coverage. Any required insurance coverage shall provide that it may not be canceled except after at least 30 days written notice to County.

The Commercial General Liability and Commercial Automobile Liability shall (i) name County, its directors, officers, and employees, as additional insureds, (ii) provide that it is primary insurance with respect to the interests of County and that any insurance maintained by County is excess and not contributory, and (iii) include a cross-liability and severability of interest clause and a waiver of subrogation clause.

7. **Private Business.** Contractor shall not operate any private business from any County property, nor shall Contractor utilize any County property for Contractor's private business, except to perform the Services described in this Agreement, however, phone calls received or made by Contractor using County equipment and while on County property shall be allowed only on an emergency, occasional basis. If a long-distance telephone call is made on an emergency, occasional basis, it shall be charged to Contractor's private business telephone number or credit card.

8. **Term; Termination; Default.**

a. **Term.** Unless terminated in accordance with subsection (2), the term of this Agreement is from February 9, 2023 through February 9, 2024 and supersedes any prior agreements between the parties. Upon mutual written agreement of the parties this Agreement may be extended for up to two (2) additional one-year terms.

b. **Termination.** Either party may terminate this Agreement on thirty (30) calendar days written notice to the other party. In addition, in the event County no longer receives funds adequate to enable it to continue this Agreement, it will provide written notice of immediate

termination of this Agreement to Contractor. Upon issuance of notice, this Agreement is terminated. However, any obligations existing at the time of termination will survive termination. Contractor shall not make expenditures, enter into agreements, or encumber funds in its possession, or to be transferred by County, after notice of termination or termination as set out above, without prior written approval from County. Termination shall not excuse liabilities incurred prior to the termination date.

c. **Default.** If Contractor defaults in the performance of any of its material obligations under this Agreement for a period of thirty (30) days after the County sends notice of such default to the address on this Agreement, County may, at its option, terminate the Agreement, such termination to be effective immediately upon expiration of the thirty day notice period; provided, however, that in the event Contractor provides written notice to County that the default cannot reasonably be cured by Contractor within said thirty (30) day period and the Contractor provides written certification that it is, in good faith, endeavoring to cure said default, then the thirty (30) day cure period shall be extended for an additional reasonable period to allow for such cure, but any such extended period shall not exceed 30 additional days, unless otherwise mutually agreed in writing by both County and Contractor.

9. Confidentiality. Contractor acknowledges that Contractor may, in the course of its performance under this Agreement, be exposed to or acquire information that is the confidential information of County or County's clients. Any and all (i) County or County client information, (ii) information provided by County and marked confidential, or (iii) information identified as confidential in a separate writing, that becomes available to Contractor in the performance of this Agreement shall be deemed to be confidential information of County ("Confidential Information"). Any reports or other documents or items, including software, that result from Contractor's use of the Confidential Information are also deemed Confidential Information. Contractor agrees to hold Confidential Information in confidence, using at least the same degree of care that Contractor uses in maintaining the confidentiality of Contractor's own confidential information, and not to copy, reproduce, sell, assign, license, market, transfer or otherwise dispose of, give, or disclose Confidential Information for any purposes whatsoever, except as may be provided elsewhere under this Agreement or in conformance with Exhibit A. Contractor agrees that, upon County's request, Contractor will turn over to County all documents, papers and other matter in Contractor's possession that embody Confidential Information.

10. Compliance with Applicable Laws; Compliance with Tax Laws. Contractor agrees to comply with the applicable rules and regulations of County, applicable state and federal regulations and all other provisions of state and federal law relating to Contractor's performance of Services under this Agreement. To the extent applicable Contractor shall comply with all applicable Public Contract Laws to include ORS 279B.200 through 279B.240 and ORS 279C.500 through 279C.545 and 279C.580 (3) and (4). ORS 279B.200 through 279B.240 and ORS 279C.500 through 279C.545 and ORS 279C.580(3) and (4) are incorporated into this Agreement by reference. Contractor will provide services to County clients without regard for race, color, creed, religion, or national origin in compliance with Title IV, Civil Rights Act, 1954. Further, Contractor certifies compliance with the tax laws of the State of Oregon or a political subdivision of the state, including ORS 305.620 and ORS Chapters 316, 317 and 318.

11. Ownership and Rights.

a. **Ownership of Work Product by County.** All work product, including but not limited to the Services and deliverables listed in Exhibit A ("Work Product") shall become owned by the County after completion of Contractor's services and payment in full under the terms of this Agreement and shall be considered works made for hire by Contractor for County. Except as set forth below, County shall exclusively own all United States and international copyrights and all other intellectual property rights in the Work Product. Work Product is not intended or represented by Contractor to be suitable for reuse by the County or others on any other project.

b. **Vesting of Rights.** With the sole exception of any Preexisting Works, as defined and identified below, Contractor agrees to assign, and upon creation of Work Product automatically assigns, to County, its successors and assigns, ownership of all United States and international copyrights and all other intellectual property rights in such Work Product. This assignment is undertaken in part as a contingency against the possibility that any such Work Product, by operation of law, may not be considered a work made for hire by Contractor for County. From time to time, upon County's request, Contractor and/or its personnel shall confirm such assignments by execution and delivery of such assignments, confirmations of assignments, or other written instruments as County may request. County and its successors and assigns shall have the right to obtain and hold in its own name all copyright registrations and other evidence of rights that may be available for Work Product and any portions thereof.

c. **Preexisting Works.** In the event that any portion of the Work Product constitutes a preexisting work for which Contractor cannot grant to County the rights set forth above, Contractor shall specify below: (1) the nature of such preexisting work; (2) its owner; (3) any restrictions applicable to Contractor's or County's use of such preexisting work; and (4) the source of Contractor's authority to employ the preexisting work in the preparation of the Work Product. Any works that satisfy the above requirements shall be considered as "Preexisting Works." The only Preexisting Works that may be used in any Work Product are the Preexisting Works specified herein, if any, and any Preexisting Works that may be approved in writing by County prior to use.

d. **Grant of License.** Upon receipt of payment for Services, Contractor hereby grants to County a limited, non-exclusive, royalty-free, worldwide, perpetual and irrevocable license to use and reproduce the Preexisting Works solely in support of the agreed upon work and Services as specified in Exhibit A.

12. **Subcontracts; Assignment.** Contractor shall not enter into any subcontracts for any of the Services required under this Agreement without County's prior written consent. Neither party may assign any of its rights or obligations hereunder, whether by operation of law or otherwise, without the prior written consent of the other party (not to be unreasonably withheld).

13. **Governing Law; Jurisdiction; Venue.** This Agreement, and any disputes arising out of or related hereto, shall be governed exclusively by the internal laws of the State of Oregon without regard to its conflicts of laws rules. Any claim, action, suit or proceeding between County and Contractor that arises from or relates to this Agreement shall be brought and conducted solely and exclusively within the Circuit Court of Oregon for Yamhill County. CONTRACTOR HEREBY CONSENTS TO THE IN PERSONAM JURISDICTION

OF THESE COURTS AND WAIVES ANY OBJECTION TO VENUE IN THESE COURTS AND ANY CLAIM THAT THIS FORUM IS AN INCONVENIENT FORUM.

14. **Counterparts**. This Agreement may be executed by facsimile and in counterparts, which taken together shall form one legal instrument.

15. **Waiver and Cumulative Remedies**. No failure or delay by either party in exercising any right under this Agreement shall constitute a waiver of that right. Other than as expressly stated herein, the remedies provided herein are in addition to, and not exclusive of, any other remedies of a party at law or in equity.

16. **Attorney Fees**. In the event of legal suit or action, including any appeals therefrom, brought by either party against the other to enforce any of the obligations hereunder or arising out of any dispute concerning the terms and conditions under this Agreement, each party shall pay their own attorney's fees and costs incurred in the suit or action, including investigation costs, expert witness fees and all costs of depositions.

17. **Severability**. If any term of this Agreement is held to be invalid or unenforceable, it shall be severed from this Agreement and the balance of the Agreement shall be reasonably construed to carry out the intent of the parties as evidenced by the terms of this Agreement.

18. **No Third-Party Beneficiaries**. Except as expressly provided herein, nothing contained in this Agreement is intended, nor shall it be construed to create rights for the benefit of third parties.

19. **Certification of reading and understanding of documents; Precedence**. The Contractor represents and acknowledges that it has read and fully understands all Contract Documents including Solicitation Documents and terms and conditions. The Contractor understands and acknowledges that in signing this Agreement the Contractor waives all rights to plead any misunderstandings regarding the same. **In the event of a discrepancy or inconsistency between Contractor's Proposal or any other contract document including this Agreement, this Agreement shall take precedence.**

20. **Exhibits and Recitals**. All exhibits and schedules referenced herein are incorporated herein. The recitals set forth above are incorporated into this Agreement as a material and substantive part of this Agreement.

21. **Reserved**.

22. **Status of the Project Supervisor**. Justin Hogue, Business Services Director, is the Project Supervisor (the "Supervisor"). The Supervisor or his designee shall perform technical inspections of Services and shall have authority to stop the Services whenever such stoppage shall be necessary to insure proper execution of the Agreement. The Supervisor or his designee may reject all Services and materials that do not conform to the Agreement and shall decide questions that arise in the execution of the Project Services. The Supervisor has authority to reject or accept the Project Services.

23. **Prohibition of Discrimination.** In hiring employees or subcontractors for performance of Services under this Agreement neither Contractor, any subcontractor or any other person acting on their behalf shall by reason of race, religion, age, color, creed, physical handicap, or sex discriminate against a person who is qualified and available to perform Services to which employment relates.

24. **Access to Records.** The Contractor and its subcontractors, if any, shall maintain all books, documents, papers, accounting records, and other evidence pertaining to all work and Services performed under this Agreement. They shall make such materials available at their respective offices at all reasonable times during this Agreement, and for three (3) years from the date of final payment under this Agreement, for inspection by County or its authorized designees. Copies shall be furnished at no cost to County if requested.

THIS AGREEMENT CONSTITUTE THE ENTIRE AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION OR CHANGE IN TERMS OF THIS AGREEMENT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION OR CHANGE, IF MADE, SHALL BE EFFECTIVE ONLY FOR THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS OR REPRESENTATIONS, ORAL OR WRITTEN NOT SPECIFIED HEREIN REGARDING THIS AGREEMENT. THE CONTRACTOR, BY SIGNATURE OF ITS AUTHORIZED REPRESENTATIVE, HEREBY ACKNOWLEDGES THAT HE/SHE HAS READ THIS AGREEMENT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

IN WITNESS WHEREOF, the parties have executed this Agreement on the dates set forth adjacent to their signatures below.

CONTRACTOR



Print Name/ Title Vice President

Date: 2/8/2023

SS# /Tax ID#: _____

APPROVED AS TO FORM



CHRISTIAN BOENISCH

County Counsel

YAMHILL COUNTY, OREGON



LINDSAY BERSCHAUER, Chair

Board of Commissioners

Date: 2.16.23



KENNETH HUFFER,

County Administrator

Date: 2/17/2023

Accepted by Yamhill County
Board of Commissioners on

2.16.23 by Board Order

B.O. 23-58

Exhibit A
(see attached)

Exhibit A



HRGreen.

FIBER AND BROADBAND



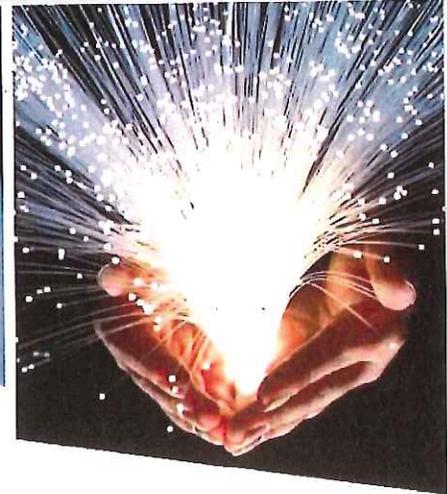
strategic
networks group

advancing economies in a digital world

Rural Broadband Consultant Services

PROPOSAL FOR
Yamhill County

MAY 31, 2022



Ben Lewis-Ramirez

5619 DTC Parkway, Suite 1150
Greenwood Village, CO 80111
Direct 720.602.4814
blewisramirez@hrgreen.com

Exhibit "A"



strategic
networks group
advancing economies in a digital world

▶ 5619 DTC Parkway, Suite 1150
Greenwood Village, CO 80111

▶ HRGREEN.COM

FIBER AND BROADBAND

Kenneth Huffer, County Administrator
Yamhill County Board of Commissioners
535 NE 5th Street
McMinnville, Oregon, 97128

May 31, 2022

Re: Rural Broadband Consultant Services

Dear Mr. Huffer and Other Selection Committee Members,

The commitment that Yamhill County is making to broadband for your citizens and businesses is impressive. Broadband has become a necessity for economic development, education, aging in place, and almost every facet of modern life. We believe that the commitment to strategically improve access through the creation of a Broadband Master Plan in order to best facilitate involvement from the private sector is the right step for the County to make.

HR Green Fiber and Broadband, LLC (HR Green) and **Strategic Networks Groups (SNG)** bring an experienced mix of project management with municipalities, broadband planning, design and implementation, and a team that is truly unparalleled in creating and administering grant programs. As a 109 year old civil engineering firm, we have developed close relationships with municipalities and counties across the Country including in Oregon. A significant part of the success of these relationships is how we manage projects to meet our clients' needs.

SNG too has a strong track record, having supported community, regional, and twelve State and U.S. Territory broadband offices and legislatures with highly accurate, granular data on broadband availability and use. For example, **SNG's** research and analysis of demographic data (including database for benchmarking) related to access and affordability grounded in equity of broadband is referenced in the Oregon Broadband Advisory Council Report 2020.

This is both a broadband and a grant administration project. **Our team is an industry leader in both.**

From the broadband perspective, it is important that you have a consultant who knows broadband implementation from planning and feasibility through network turnup. Part of this project will be working with broadband providers, creating policy recommendations, mapping needs, making engineering recommendations, and generally assessing what will best help improve broadband in the County. Holistic understanding of broadband and the intricacies of broadband deployment will therefore be very important in how grants are distributed. **HR Green** and **SNG** are widely respected in broadband across the country and in Oregon.

This is also a grant program project. As you will see, our team includes one of the nation's leading grant program developers and administrators. He is one of the most respected grant program people in the Country and we are excited to bring our experience to your project. Again, this is an important step that Yamhill County is taking. We want to be part of that and bring **SNG** and **HR Green's** project management, broadband, and grant program experience to help you make this the best Broadband Strategic Plan possible.

Should you have any questions or concerns, please feel free to contact our **Project Manager Ben Lewis-Ramirez** by phone at: 720.602.4814 or by email at: blewisramirez@hrgreen.com. Ed Barrett is authorized to bind the company.

Sincerely, **HR Green Fiber and Broadband, LLC** and **Strategic Networks Group**


Ben Lewis-Ramirez
Project Manager


Ed Barrett
Principal-in-Charge


Michael Curri
President, SNG

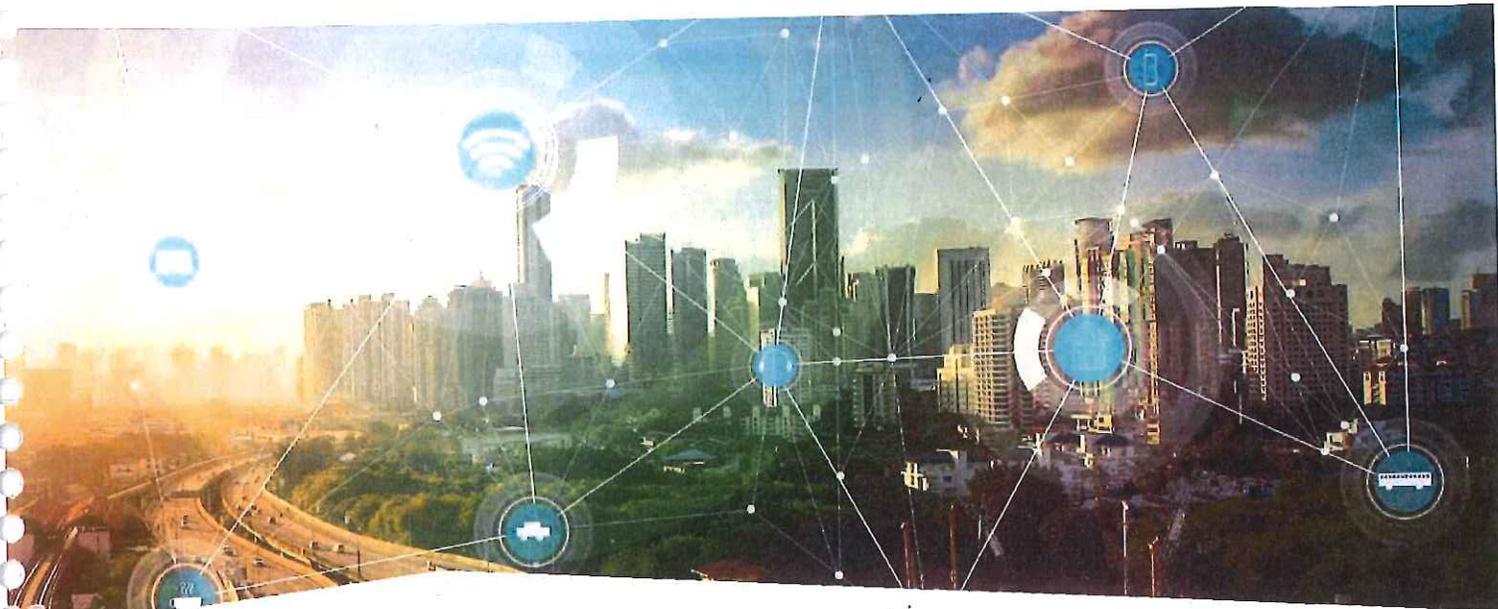
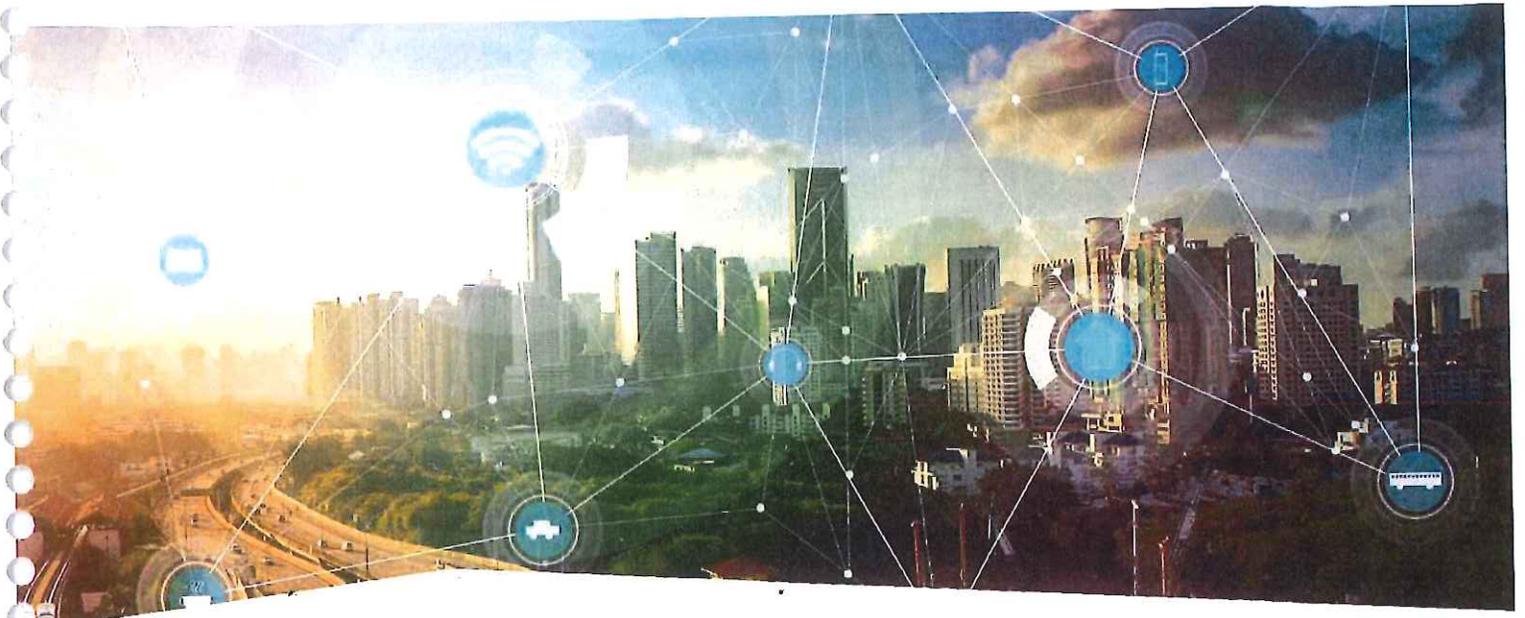


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Project Description and Approach

PROJECT APPROACH AND PROPOSED WORK PLAN

Introduction

HR Green is a 109-year-old multi-disciplinary civil engineering firm with a long and successful track record of providing cities and counties across the United States with engineering, technical, and management solutions that connect and shape communities. Strategic Networks Group (SNG) is globally recognized as the leader in helping communities and regions transform their economies through broadband, digital infrastructure, and smart community services. Together, our goal in working with Yamhill County is to provide deliverable sets and a final report that are actionable and can be operationalized immediately. Our approach to our work is built on the belief that a great consulting partner must be capable of taking a project from conception through operation on behalf of its clients.

Scope of Work

The recent pandemic has drawn an even sharper focus of the impact that lack of access has on rural communities. No longer is broadband a luxury for video-on-demand and streaming services. Instead, it is a crucial part of how our residents work, gain access to medical treatment and how our children learn.

With this Broadband Master Plan, Yamhill County seeks to identify key opportunities to maximize the impact of American Rescue Plan Act funds that the County has earmarked for broadband improvements. The County's goal is to bring future proof connectivity infrastructure, with a preference for fiber to the premises, to the underserved and unserved areas of the County by collaborating with the private sector and creating a regranting program. The County itself has no interest in offering broadband as a utility.

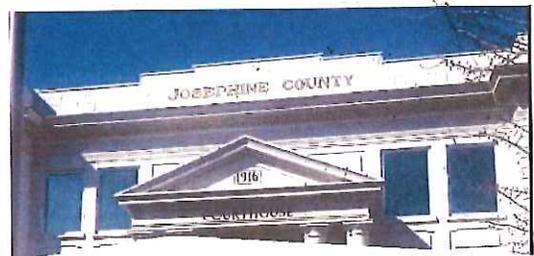
For Yamhill County to understand the addressable broadband market and build a regranting program that attracts service to these areas, we need to start by identifying broadband gaps, identifying markets that are unserved or underserved, and assessing expected benefits and returns on investment.

It must be noted that in Yamhill County and across the U.S., areas remain unserved, underserved, and overcharged with broadband because private sector internet service providers do not expect enough of a financial return from investing in those areas. Although communities see significant benefits from broadband investments in terms of retention and growth of local jobs and businesses, digital inclusion, and quality of life – such community benefits do not accrue to traditional private-sector service providers. This results in underinvestment by these private-sector service providers in broadband relative to a community's needs.

In contrast, from the service providers' point of view, their level of investment in Yamhill County is rational because they can receive greater returns elsewhere with higher population densities and lower buildout costs. Compounding that misalignment is that the short-

HR Green Strategic Broadband Vision Project - Jackson and Josephine Counties, OR

THE ISSUES: Due to geography and the rural nature of Jackson and Josephine Counties, both independently sought a consultant to help better understand and improve broadband in the region. Initially HR Green responded to Jackson County's RFI and was selected to move forward with a Scope for Strategic Broadband Visioning. Josephine County subsequently released their own RFI for a Broadband Consultant and through that process learned of Jackson County's engagement with HR Green. The Counties decided to jointly move forward to address the broadband access issues in both counties.



THE SOLUTION: HR Green is working with both counties jointly to establish the baseline data of the true Broadband Landscape and to vet and correct the reporting of internet service providers. As part of the scope for this project, our team will engage residents and businesses to garner true local perspective on the broadband or lack thereof in the region. The project will culminate with a strategic vision for both counties to move forward with a clearer understanding of the role local government can play in improving broadband for the residents and business in Jackson and Josephine counties.

term break-even time horizons for private-sector service providers (typically 3-5 years) are not long enough to fully capture the more inclusive digital infrastructure investment returns arising from local market growth, digital and social equity, smart community services, etc.

Furthermore, broadband and digital infrastructure are more than simply access to fast internet. All residents and businesses in the community, not just those in the most prosperous areas, need to be connected (like roads) so that all can effectively participate in an increasingly online economy. Ubiquitous affordable broadband increases local innovation and grows the local economy, which grows the local market for broadband and value-added services. These spillover effects are indirect benefits to communities and an accepted primary driver for public investment in analogous infrastructure (i.e., roads, water and sewer systems, and electric utilities).

Identifying and assessing these broader community returns from broadband are necessary to make the case for local, State and Federal investment. To prepare a broadband investment strategy and implement a regranting program, Yamhill County needs to have a clear and comprehensive baseline of broadband access, affordability, adoption and utilization.

Armed with this data providing critical insights on broadband supply and demand, the County will have a holistic understanding of costs- versus-benefits-to people across the County. This is critical input to the development of strategies and public investments based on common goals and issues that address digital inclusion and leverage scale through local County and independent jurisdiction government cross-collaboration. Improving broadband availability will generate local economic benefits and greatly enhance the sustainability and profitability prospects for potential network partners throughout the County.

To provide the data and insights outlined above, our team will provide work products / deliverables defined in the RFP but will do so in a framework that enables the County to move quickly from visioning to planning, and onward into deployment of facilitative solutions that drive availability and adoption of true broadband services. Our teams will work with the County in two phases. In the first, we will create a Broadband Strategic Plan, and in the second, we will create a regranting program in alignment with the long-term goals of the Strategic Plan. HR Green and SNG understand that the County expects the creation of the Strategic Plan to take 12 weeks, and that the grant

program will take 8 weeks to create and implement. However, we propose that more time be dedicated to both phases, as it is our experience that the process of data collection via outreach and survey can take up to 6 months to produce genuinely representative results. Similarly, the creation and implementation of a regranting program inclusive of the process of shepherding applicants through evaluation and award can be a lengthy process. As such, our proposed project schedule as seen on page 12 dedicates more time to both processes.

Approach

Phase 1: Strategic Plan

Task 1: Basemap Creation

For some time it has been widely agreed that the FCC standards for 'broadband' are outdated, and that more forward looking definitions should be utilized in long term planning and strategic efforts such as the one being undertaken by Yamhill County. As such, HR Green will work collaboratively with SNG and the County to determine a viable framework for defining both "high speed" internet service and "affordable" internet service that facilitate rather than compromise the County's ability to leverage and regrant ARPA and other grant monies.

With that established, our team will begin to collect data. In addition to leveraging traditional sources, such as BroadbandUSA, FCC Form 477, FCC, NTIA, U.S. Census Bureau, and others, including private data sources such as third-party fiber penetration data resellers, our team will employ proven techniques to provide a quantitative and qualitative summary of the current service availability and market demand. We will collect data through residential and business focused broadband surveys, directly from service providers, and from local jurisdictions and various commercial sources. Through meetings with key stakeholder communities and a focused online survey, we will identify existing broadband infrastructure, broadband access, barriers and service gaps, and broadband service demand, current pricing tiers and affordability for various income levels. Interviews will also be conducted with various representatives of County officials, commercial entities, anchor institutions including schools, libraries, healthcare providers, and others to obtain their broadband requirements and gaps.

Rather than basing the availability of service type, speeds, and cost solely on self-reported FCC Form 477 data, our team's goal is to add additional layers of accuracy through various data-based and qualitative approaches.

HR Green Lightwave IGA Broadband Assessment and Feasibility Study - Tillamook County, OR

THE ISSUES: Tillamook Lightwave (TLW), a consortium of Tillamook County, Tillamook People's Utility District and the Port of Tillamook Bay, initiated a discovery study to gain a clearer understanding of broadband needs in Tillamook County. TLW contracted with HR Green, to complete this initial discovery phase. With 21 miles of deployed fiber serving as middle mile for providers and recognizing the increased demand for high-quality, fast broadband in its service area, TLW sought to answer key strategic questions:

- What role should Tillamook Lightwave play in expanding broadband services?
- How can this important asset expand to provide services outside of those provided to carriers and anchor institutions?
- What role should TLW play and should it consider becoming a direct service provider?

THE SOLUTION: HR Green studied the issues outlined above, focusing initially on documenting current conditions and services in this coastal and rural county. TLW's board of directors and owner-partners reviewed the information collected in Phase I in order to formally develop its Vision for the future role of TLW in expanding broadband services. Because the Vision has been established, HR Green developed preliminary engineering designs based on the service model selected by TLW and developed robust financial feasibility studies to guide future development and deployment of fiber optic infrastructure.

By establishing a clear path forward, supported by a strong understanding of technical and financial deployment issues, TLW is in a position to leverage its current assets and improve broadband service to more than 25,000 residents who are generally underserved. This means improved access to telemedicine, improved work from home for its full-time and seasons residents, and access to remote learning for its youth.

This assessment process will identify unserved and underserved gap areas, and areas where the investment impact can be maximized, resulting in a compelling economic development case. The tasks associated with this activity include:

- Service Provider Interviews and Data Collection
- Broadband Inventory and Mapping
- Key County Stakeholder Interviews
- Residential and Business Community Online Survey, and
- Assessment of the Findings

We will include fiber data from other commercial vendors to provide comprehensive fiber routes (maps and operators) available in the County. We will conduct an exhaustive search of available public and private fiber network data sources and additionally request this information directly from the operators. Public fiber operators have an incentive to share this information; however, due to the competitive nature of this data to commercial enterprises, we cannot guarantee that the private operators will provide information regarding their existing and planned networks. The County may need to enter into non-disclosure agreements with carriers to obtain some of this information.

While it is not guaranteed that the service providers will participate and provide information, we propose providing them with participation incentives, including sharing insight into the County's broadband requirements, notable reported gaps in service, and with permission from the County, a briefing regarding the findings from the project's data collection initiative. We anticipate they will recognize the benefits of participation, including through asset sharing arrangements, private public partnership, legislative actions, and other efforts.

Once this baseline of information from diverse sources is compiled and mapped, it will be augmented with data collected during the process of survey and direct resident outreach outlined in Task 2 on page 4 of the proposal. As part of our mapping and outreach efforts, HR Green will collect and incorporate data on public and private provider facilities throughout the County into our GIS platform for the interactive map we will deliver to the County. This information will inform a variety of important decisions and elements of the final strategic plan.

1.2 Identification Internet Service Providers and Exploration of the Potential for Public Private Partnerships

Our team has extensive experience working with ISPs of all sizes and will perform a combination of coordinated outreach to determine their service footprints and map their plant, as well as leveraging the input gathered from residents to verify provider claims on service availability and quality. Our experience performing similar work in other counties is that strategic planning efforts can and should be

coordinated with providers in the area to facilitate their ability to serve unserved/underserved pockets of residents by leveraging re-granted funds, collocating their plant in County construction trenches, or leasing County fiber or conduit through IRUs or similar vehicles.

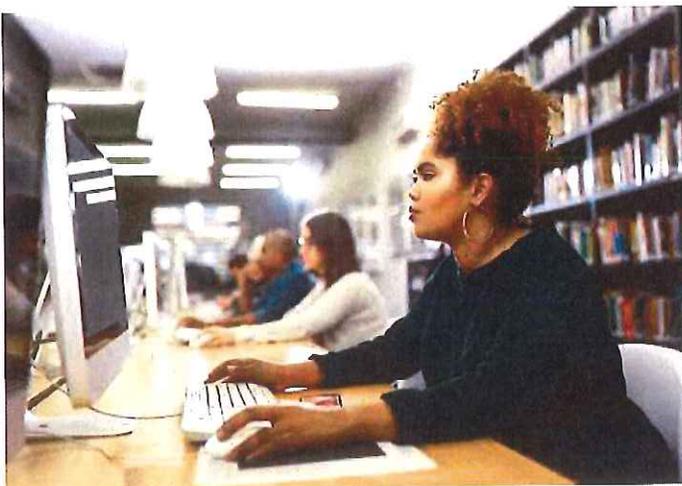
HR Green has extensive experience assisting public clients form a variety of different P3 arrangements with private providers for the purpose of facilitating broadband deployment to underserved areas. There are many different approaches to creating public private partnerships, and HR Green is uniquely qualified to assist Yamhill County plan for how to optimally proceed to maximize the impact of its broadband strategic planning efforts.

1.3 Identify Challenges and Opportunities for Broadband Facility Expansion

While mapping existing facilities, plant, demand, and service availability, difficult to serve areas will be geographically identified and options for reaching them explored using an iterative high level network design process. Our strategic planning and regrant program methodology will then align challenging areas to serve with the resources, subsidies and incentives required by private providers to serve these areas in a timely manner with sufficiently fast and affordable service (with strong preference for FTTP service).

Deliverable

- ▶ Living GIS-based map



Task 2: Outreach, Survey, & Data Collection

2.1 Gather Input from Underserved Residents to Determine Demand and Price Sensitivity

SNG and HR Green will collaborate on gathering input from underserved residents to deliver statistically relevant and accurate data on demand and cost sensitivity in an easy to digest and leverage format. Data obtained directly from users in Yamhill County is more accurate than data from other sources since users are most familiar with their internet service. The SNG Team proposes collecting data directly from households and businesses on various topics related to broadband service requirements, availability, performance, gaps, and market demand.

To collect a critical mass of data on broadband availability and use, our team will leverage existing tools and methodologies available to the County and other key stakeholder groups to distribute the surveys. Engaging the local community and local business stakeholders is fundamental to our survey process. Local stakeholders may be asked to provide mailing lists and support advertising of our online assessment to maximize survey participation.

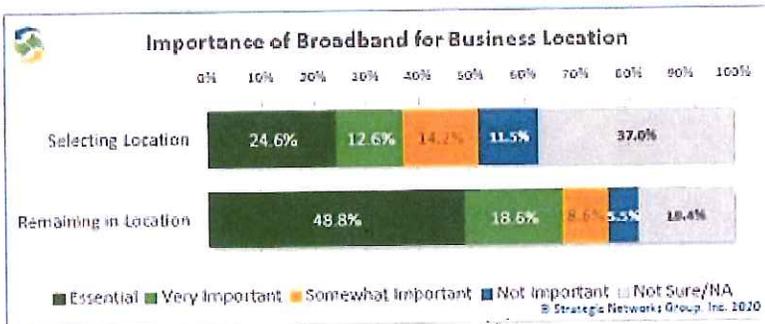
Broadband utilization data will be collected across the County through SNG's eBusiness and eHousehold Checkup survey tool, which supports the development of the Broadband Impact and Market Assessment survey and the eStrategy economic analysis presented below. The surveys are structured to not only document broadband utilization and gaps, but to develop a more in-depth understanding of potential barriers to adoption (cost or otherwise), impact to economic development from service gaps, and other key technical and economic variables. Through the Broadband Impact and Market Assessment surveys, our team will collect various data directly from users (individual households and businesses) to improve the accuracy of broadband coverage including:

- Data on tested upload and download speeds – not advertised speeds
- Data on their actual geo-location, and
- User reported data on services and subscriptions.

The Broadband Impact and Market Assessment has an integrated and automated speed test, and the ability to report on insufficient levels of service, performance, reliability, or affordability issues. Speed test data

collected using SNG's tools provides a much more accurate snapshot of network performance at the time the test is taken. This is important to validate data from existing broadband coverage and from provider interviews. Our team will leverage this data as an aid to highlight potential infrastructure issues in certain areas.

SNG has developed key metrics and indicators that enable the collection of highly accurate, granular availability data and assesses demand (current and potential), which enables us to uniquely create broadband demand profiles that uncover new broadband investment opportunities. The online survey data we employ – the most thorough in the industry with over 140 broadband metrics and indicators – identifies supply, demand, impacts, and barriers with all data geocoded for location analysis. The data will provide invaluable insights on user demand from County households and businesses for developing strategies and public investment plans, as shown in the figure below.



The eBusiness and eHousehold Checkups will be deployed to collect data directly from households and businesses on how they are connected, using, and benefitting from the internet. Data collected will be mapped by census block to identify unserved and underserved geographical areas, per the definitions agreed upon by the County.

The survey will identify:

- Respondent profile (location, size of organization, industry sector, etc.)
- Connectivity (type, speed, cost, reliability, and satisfaction)
- Augmented baseline data sets through a digital assessment with an integrated speed test and the ability to report insufficient levels of service, performance, reliability, or affordability issues.
- No available broadband service, unreliable, spotty, or other poor service conditions
- Poor response to address outages or other technical issues
- For non-adopters, the reasons for non-adoption, as well as factors that may stimulate adoption.

HR Green FTTX Implementation Services to Beacon Broadband, Coos-Curry Electric Cooperative, Port Orford, OR

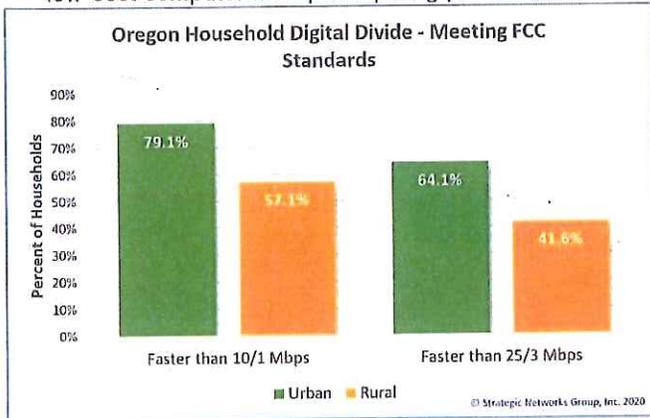
THE ISSUES: Beacon Broadband recognizes the need for high-speed internet access for those living on the Southern Oregon Coast. For more than two years, Coos-Curry Electric Cooperative (CCEC) has been studying the possibility of deploying high-speed fiber throughout its entire service territory (and beyond). About 20% of CCEC members are severely underserved and have limited access to high-speed internet. These members only have access through satellite service or a cellular data plan, neither of which is adequate in today's technology-driven world. CCEC created Beacon Broadband to solve this problem and close the urban/rural digital divide.

THE SOLUTION: HR Green is providing professional services to guide Beacon Broadband in the selection and configuration of network engineering equipment. More importantly, HR Green will leverage its proven service provider experience to enable Beacon Broadband to meet its timeline for implementation, test and turn-up, training and process documentation to ensure that Beacon has a robust, redundant and easily-operated core network suitable for its long-term FTTX retail service model.

Through this project, Beacon Broadband was able to increase internet access and provide the following benefits to their community:

- Improve telemedicine, distance learning and remote work opportunities.
- Create new ways for community members to connect with one another reducing isolation.
- Allow seasonal residents to monitor and care for their properties remotely.
- Increase property marketability and value with access to high-speed internet (studies show).
- Enhanced potential for better cellular service.
- Encourage regional economic development.

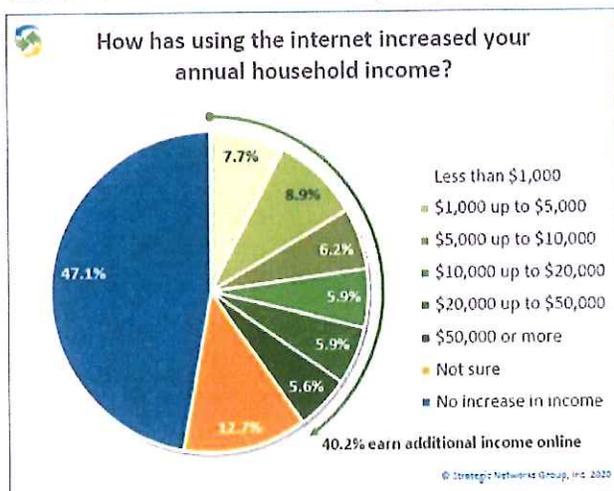
To address broadband affordability, our team will also compile information relayed to subsidy programs and their effectiveness. As an example, the Emergency Broadband Plan (EBB) was in force throughout 2021 to provide \$50 broadband subsidies to qualifying households and/or the opportunity to purchase a low-cost computer from participating providers.



EBB is being replaced by the Affordable Connectivity Plan (ACP) that is reducing the monthly subsidy to \$30 but lowering the eligibility threshold to make the subsidy available to more households. The EBB program in general has been under-subscribed with less than half of allocated funds expended, and wide variation in uptake in communities across the U.S. The SNG-HR Green study will provide a review of the EBB and other programs in Yamhill County; benchmark against comparable communities with successful EBB promotion and uptake; and provide recommendations for optimizing support and uptake of ACP by qualifying households in the County.

2.2 Targeted Outreach

Targeted outreach through a community survey and stakeholder interviews will be a key component of the



assessment. The outreach will, at a minimum, address access, affordability, and barriers to adoption, and will do so with appropriate consideration and involvement from community leaders.

Our team will leverage the County-wide broadband steering committee to help develop and guide the outreach strategy.

To evaluate the current status of broadband accessibility in the County and to provide a framework for making Yamhill County more digitally inclusive, SNG-HR Green will undertake the following strategy:

- Inventory and profile through the use of surveys and interviews, the current gaps in services, barriers, and opportunities
- Evaluate existing research and the portfolio of digital inclusion resources against a situation transformed by COVID and the accelerated adoption of virtual platforms for work, school, healthcare, and services
- Evaluate recommendations identified in preceding plans and identify discontinuities between those recommendations and priorities identified through SNG's eHousehold and eBusiness survey

SNG's Deb Watts is a member of the National Digital Inclusion Alliance that seeks to address the whole digital inclusion process – home connectivity, devices, and digital skills. Through this role Deb has a comprehensive view of the efficacy of programs and best practices for digital inclusion and will leverage this experience and community to enhance the SNG-HR Green strategy.

2.3 Visioning and Digital Needs and Readiness Assessment

Although the County's Scope of Work does not call out visioning or a digital needs and readiness assessment, we mention them because we have found them helpful in clarifying what goes into planning strategic directions. We usually do this through a Steering Committee and have found it helpful to have the Steering Committee's guidance on whether there is one visioning session with them or whether they think it best to include other stakeholders. In the visioning session, we present the maps, findings and key themes to help the stakeholders to see what we see, check and see if the people closest to the realities see anything different, and to discuss what the data means. This helps us all understand what to focus on.

Data gathered from all sources will be consolidated and analyzed to provide a more complete and realistic representation of current broadband service, the community service desires and requirements, and various indicators and metrics to support investments in broadband infrastructure. The final summary will include all tasks and deliverables identified in the RFP. Summaries will provide the essential information needed by decision-makers who want to understand significant gaps, barriers, and drivers in the adoption. Statistical summaries based on the collected service availability data will be provided to indicate the number of households and census blocks with broadband service and type of connectivity (fiber, DSL, cable, etc.).

Deliverables

- ▶ Technical assessment report which detailing the broadband landscape of infrastructure, access, and affordability in Yamhill County.
- ▶ Visioning session and resultant data

A Digital Needs and Readiness Assessment Report – that prioritizes common broadband goals and issues for Yamhill County, needed to foster collaboration based on shared interests, and capstone memorandum that summarizes the engagement and committee meeting activities.

Task 3: Legal and Policy Review

3.1 Analysis of relevant laws and ordinances

In addition to ensuring compliance with local, state and federal law governing regranteeing programs, our team will also offer guidance and draft language for the implementation of ordinances and policies that can be enacted by the county and entities within it to encourage and facilitate broadband investment and deployment, such as but not limited to, "dig once" policies and streamlined permitting procedures.

Policy and permitting often play an outsized role in broadband deployment. For example, while HR Green was working on a regional project of 11 collaborating counties in Central Iowa, there were county and city leaders who were champions for better broadband and very active in the broadband improvement process. In one county in particular, the broadband champions worked diligently to attract partners, grants, and investment. They were successful in attracting a provider who was interested in utilizing their own capital for matching funds and working with the county to pursue grants. However, as this provider began to research the

Design of Aerial and Underground Fiber Henkels & McCoy - Portland Fiber Initiative, Portland, OR

THE ISSUES: Henkels & McCoy is a large, national construction firm that was awarded a design-build contract to complete the Portland, Oregon MSA buildout for a confidential, national wireless carrier.

The project involves the design and construction of more than 2,500 miles of fiber optic infrastructure over a five-to seven-year period and was significantly behind schedule when HR Green was engaged in the summer of 2018.

THE SOLUTION: HR Green was hired by Henkels & McCoy to replace an underperforming fiber engineering design subcontractor. We leveraged our scale to rapidly identify and hire local staff, while transitioning existing staff into the design team. Within three weeks, HR Green was performing outside plant data collection on more than 20,000 feet of fiber per week and within two months, was designing in excess of 30,000 feet per week of final design, including detailed construction plan sets, quantities and traffic control planning.

HR Green was also asked to assist the client to reduce a backlog of design segments which were delivered without traffic control and was able to rapidly transfer one of its traffic engineers to help move those plans into permitting and construction phases for the client.

HR Green leveraged its significant scale and capacity to move nimbly into the market and to quickly deliver significant designs to a client who was being pressed to move the project back on schedule and budget.

permit application process there, they found the policies in the county too lengthy and cost prohibitive compared to other counties in the region. Unfortunately, that provider ended the conversations with the county and invested elsewhere.

Every private provider is subject to their own internal pressures and rules for how they deploy capital, but with the right policy levers in place, Yamhill County can help ensure that as many as possible are attracted to doing business there as possible. As part of our scope for "Task 3.1, Analysis of Relevant Laws and Ordinances" we will evaluate existing County policies that could impact broadband deployments and offer specific recommendations for modifying existing policies or implementing new ones that are mutually beneficial to the county and to the private sector.

Deliverables

- ▶ Policy Review Report
- ▶ Policy Recommendations report detailing our findings and suggested paths forward for policies to encourage broadband investment.
- ▶ Final report inclusive of all Phase 1 findings and organized into a Broadband Strategic Plan

Phase 2: Regranting Program

In this project, the County is taking a proactive approach in seeking to implement a realistic plan for realizing the vision of adequate and affordable broadband for all residents, businesses, and institutions. To accomplish that, the County will take the important step of developing a grant program that will leverage County ARPA dollars to incentivize existing providers to expand broadband in the County. The first phase of the project will be to define some key aspects of grant program:

- Defining options the grant program could take
- Defining others who might participate (cities in the County)
- Defining governance
- With the scope clearly defined, the project will move to defining the grant program criteria the respondents will be asked to address. It will be important to:
 - Ensure the program fits ARPA requirements
 - Arrange the project with the grant funding schedule
 - Define the speeds required (100/100)

- Ensure the program is fair and equitable (manage those risks)
- Define the preferences (who would be served, affordability, reliability, customer service, fiber, provider investment, what other funds will be used)
- Define how the above will be ranked in decision making of who receives the grant dollars

These evaluations will need to also consider both what the provider commits to do and their ability to meet those commitments (from a company strength perspective and a technology plan perspective).

Once awards have been decided, it will be important to have clear reporting and monitoring to ensure the dollars are spent as planned with the results that were intended and committed to.

While Yamhill County has stated that a portion of the ARPA funds allocated to the county have been earmarked for use in a broadband regranting program, and that the State of Oregon will also be contributing some funds, there are other potential funding sources that our team will help the county identify and pursue should it be appropriate. HR Green has leading technical staff on broadband grants on staff, who will assist in the identification and application for these programs.

HR Green's in-house broadband grant lead will also assist Yamhill County in developing a regranting program for existing or new providers utilizing ARPA funds that the county has allocated for construction and expansion of broadband services to underserved and unserved residents of the county. With our guidance, we will ensure that the program complies with the United States Treasury guidelines concerning the utilization of American Rescue Plan Act funds. This program will codify a process for soliciting, reviewing, ranking, and awarding grant funds in a timely and efficient manner. The process that we put in place for Yamhill County will ensure that awardees' projects are ARPA qualified, provide service to unserved and/or underserved areas, are engineered/planned for optimally reliable service, will provide service at an affordable price point, utilize wireline fiber connections, and include equity contributions from the providers, and/or leverage other funds to construct the projects. We will also provide a framework for the creation of an application review mechanism inclusive of industry and community members in order to rank and award applications as well as providing oversight for both the grant awards process and the projects that result from it.

4.1 Reach Out to Cities to Gauge Interest in Joining ARPA Funds

HR Green will conduct interviews with local townships to determine their willingness to participate in a scaled grant program. Communities willing to participate will be identified at the beginning of the project. Part of their participation will be defining how they will participate, both financially and in the grant program process.

Deliverable

- ▶ Remote interviews with possible participants (hours based on ten interviews), and a report on participant interest.

4.2 Evaluate Governance Options

Using insight gained from the effort which began in Task 1b, Identification of all current and potential internet service providers and exploration of the potential for Public Private Partnerships with them, our team will outline the partnership models and governance options for the County. All projects that utilize public funds should have some discussion of governance, and an operational plan that best aligns the governance of the program with its goals will be more likely to succeed in achieving the desired outcomes. Additionally, taking into account the available providers' preferred approaches to partnership will have a higher likelihood of cementing their participation.

Deliverable

- ▶ Baseline material to be used during the planning session for the broadband grant program in task 4d.

4.3 Evaluate Affordability Programs

Programs have been developed to help those with financial difficulties that make it difficult to adopt available broadband. Recent federal programs for offsetting the costs of broadband are known to be underutilized. We will identify those programs and discuss with the County if mechanisms are needed to promote the utilization of federal programs such as the Emergency Broadband Benefit Program. This federal program authorized over \$3B to help low income families offset costs of broadband connectivity.

Deliverable

- ▶ Affordability program report

Community Energy Transition (CET) Grant - Portland Fiber Initiative, City of Monticello, MN

Challenges: The City of Monticello had an existing XCEL Energy power plant that employed a large number of people and supplied 56% of the tax base to the City. Recently, XCEL proposed closing their power plant in the future. This would devastate the City, county and school district due to the immense loss of the tax base and high paying jobs in the region. Monticello began seeking a partner with grant experience to secure Community Energy Transition (CET) funds through the State of Minnesota that would allow them to proceed with several studies and development projects to better secure their tax base, employment opportunities, and potentially grow the business in the area.

Solutions: The City of Monticello selected HR Green to provide grant submission assistance. HR Green worked closely with the City and submitted a grant application to the State of Minnesota Department of Employment and Economic Development (DEED). We were successful at writing and securing the CET grant, and the City received \$500,000 to fund the critical tasks for studies and development projects.

Benefits: The City has used the funds to complete several studies and other economic development tasks to help bring in new businesses to the area. Securing the CET grant through the State of Minnesota has also assisted the City with securing and increasing employment opportunities, and expanding their tax base.

HR Green continues to work with the City of Monticello to complete other engineering tasks and assist with their economic growth, including work at their water treatment plant and their wastewater treatment plant.

4.4 Host Planning Session/Workshop with County Staff to Discuss Objectives, Strategy, Guidelines, etc.

HR Green staff will host a planning session for the broadband grant program. This is important to finalize the objectives, strategy, guidelines and other details of the grant program. This will be in the form of a work session to gain clarity on the details of the program.

Deliverable

- ▶ One facilitated planning session/workshop

4.5 Develop the Notice of Funding Opportunity (NOFO)

Based on the information in Tasks 4.1-4.4, the HR Green team will write the Notice of Funding Opportunity for release to the identified providers. This document will inform the providers of the availability of the grant.

Deliverables

- ▶ One Notice of Funding Opportunity (NOFO)
- ▶ One meeting for revisions and one revision

4.6 Prepare the Detailed Grant Application, Meet with County Staff, and Incorporate All Feedback

The NOFO informs the providers that there is a grant available and what it is for. The detailed grant application defines the details of what the County is requesting so that each applicant can request grant funds and be evaluated on their request. This task provides the specifics of the grants so that the applicants can request grant funds. The application will be reviewed by the County to confirm alignment with County goals and any revisions will be incorporated into a final application.

Deliverables

- ▶ One detailed grant application
- ▶ One meeting for revisions and one revision

4.7 Prepare the Scoring Matrix, Meet with County Staff, and Incorporate All Feedback

HR Green will develop a scoring matrix that corresponds to the grant application so that grant requests can be evaluated in a consistently uniform and fair process. This matrix will be reviewed by the County to ensure that it makes sense for County personnel who will be involved in evaluation. Any revisions will be incorporated into a final matrix.

Deliverables

- ▶ One scoring matrix
- ▶ One meeting for revisions and one revision

4.8 Support the County with a Public Informational Webinar on the Grant Program

Part of the planning our team will prepare for the County will concern what level of public outreach the County would like to use. There are options from meeting just with interested providers to having a public meeting to let the citizens know that the County leadership is working on improving broadband. We will host a total of two meetings to inform and interact with the County's chosen audiences. Part of the process will be to discuss who should be in these meetings and when they should take place.

Deliverable

- ▶ Two meetings with audiences to be decided

4.9 Set-up and Coordinate Application Review Team

The team who will review and score applications is a key part of this process. The HR Green team will help the County to define this team and will help coordinate and inform the team as to the details of the grant, applications and scoring criteria. A meeting will be arranged to provide training on applications scoring to enable consistent scoring. Once the applications are received, we will coordinate the review and scoring process.

Deliverables

- ▶ One meeting to help define the application review team
- ▶ One training session
- ▶ Coordination of the application review team to score the applications

4.10 Correspond with Applicants During the Application Review Process (e.g. clarifications etc.)

The applicants usually have questions. The HR Green team will receive these questions and formulate responses. We will collaborate with County staff to review our responses, then provide a uniform set of answers to all of the applicants.

Deliverables

- ▶ Receive grant application questions
- ▶ Formulate answers and submit these answers to County staff for review
- ▶ A set of answers to all applicants

4.11 Review and Score Proposals

The HR Green team will work with the application review team to have a coordinated process of review and scoring. We will also provide our review and scores.

Deliverable

- ▶ Report of review and score of proposals

4.12 Make Award Recommendations

The decision of what applications will be funded will be the County's, but the HR Green team will provide our insights and recommendations.

Deliverables

- ▶ Report of findings and recommendations from the applications
- ▶ Presentation of findings and recommendations

4.13 Develop a Recipient Handbook

HR Green will assemble a handbook to be provided to the award recipients that will help them understand the specifics of the awards and what is expected of them. This document will be five to ten pages and include such topics as a summary of all compliance and reporting requirements and instructions; process to obtain payment; templates for reporting; FAQ; etc.

Deliverable

- ▶ Recipient Handbook

4.14 Develop a Guide for County Staff to Track, Monitor, and Evaluate Project

The HR Green team will assemble a handbook for use by the County for the ongoing involvement in the project. This handbook will be five to ten pages and include details regarding programmatic activities to monitor; site visit checklist; solutions to common challenges that occur; consideration factors in providing route modifications, timeline extensions, etc.

Deliverable

- ▶ County Handbook

4.15 Ongoing oversight of awarded grant projects

HR Green will provide oversight services to evaluate if grant recipients are meeting the obligations of their grant award. This oversight will consist of a quarterly review of submitted reports from grant recipients and one annual, four-hour site visit at the end of the first year post award.

Deliverable

- ▶ Monthly report review for twelve months



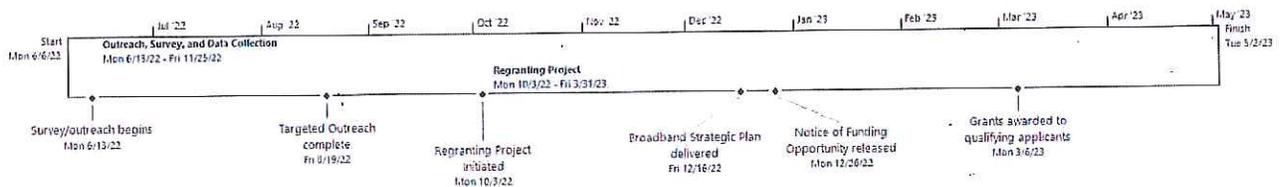
Schedule

ID	Task Mod	Task Name	Duration	Start	Finish	Predecessors	Half 1, 2022			Half 2, 2022			Half 1, 2023			Half
							J	M	M	J	S	N	J	M	M	
1	★	Task 1 - Basemap Creation	5 days	Mon 6/6/22	Fri 6/10/22											
2	★	Task 1.1 - Identify residences/areas within the county that lack affordable, high-speed internet access, and perform analysis of existing public and private broadband facilities within the county	5 days	Mon 6/13/22	Fri 6/17/22	1										
3	★	Task 1.2 - Identification of all current and potential internet service providers and exploration of the potential for Public Private Partnerships with them	10 days	Mon 6/13/22	Fri 6/24/22	1										
4	★	Task 1.3 - Identify challenges to, and opportunities for, broadband facility expansion	5 days	Mon 6/27/22	Fri 7/1/22	2,3										
5	★	Survey/outreach begins	0 days	Mon 6/13/22	Mon 6/13/22	1										
6	★	Outreach, Survey, and Data Collection	120 days	Mon 6/13/22	Fri 11/25/22	1										
7	★	Task 2.1 - Gather input from underserved residents to determine demand and price sensitivity	120 days	Mon 6/13/22	Fri 11/25/22	1										
8	★	Task 2.2 - Targeted outreach	45 days	Mon 6/20/22	Fri 8/19/22	2										
9	★	Targeted Outreach complete	0 days	Fri 8/19/22	Fri 8/19/22	8										
10	★	Task 2.3 - Visioning and digital needs assessment	5 days	Mon 11/28/22	Fri 12/2/22	7										
11	★	Task 3 Legal and Policy Review, analysis of relevant laws and ordinances	10 days	Mon 6/13/22	Fri 6/24/22	1										
12	★	Task 3.1 - Create Broadband Strategic Plan Deliverable	10 days	Mon 12/5/22	Fri 12/16/22	6,10										
13	★	Broadband Strategic Plan delivered	0 days	Fri 12/16/22	Fri 12/16/22	12										
14	★	Regranting Project Initiated	0 days	Mon 10/3/22	Mon 10/3/22											
15	★	Regranting Project	130 days	Mon 10/3/22	Fri 3/31/23	14										

Project: Yamhill Broadband Ma Date: Wed 4/27/22	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Progress	
	Project Summary		Manual Summary		Manual Progress	
	Inactive Task		Start-only			
	Inactive Milestone		Finish-only			

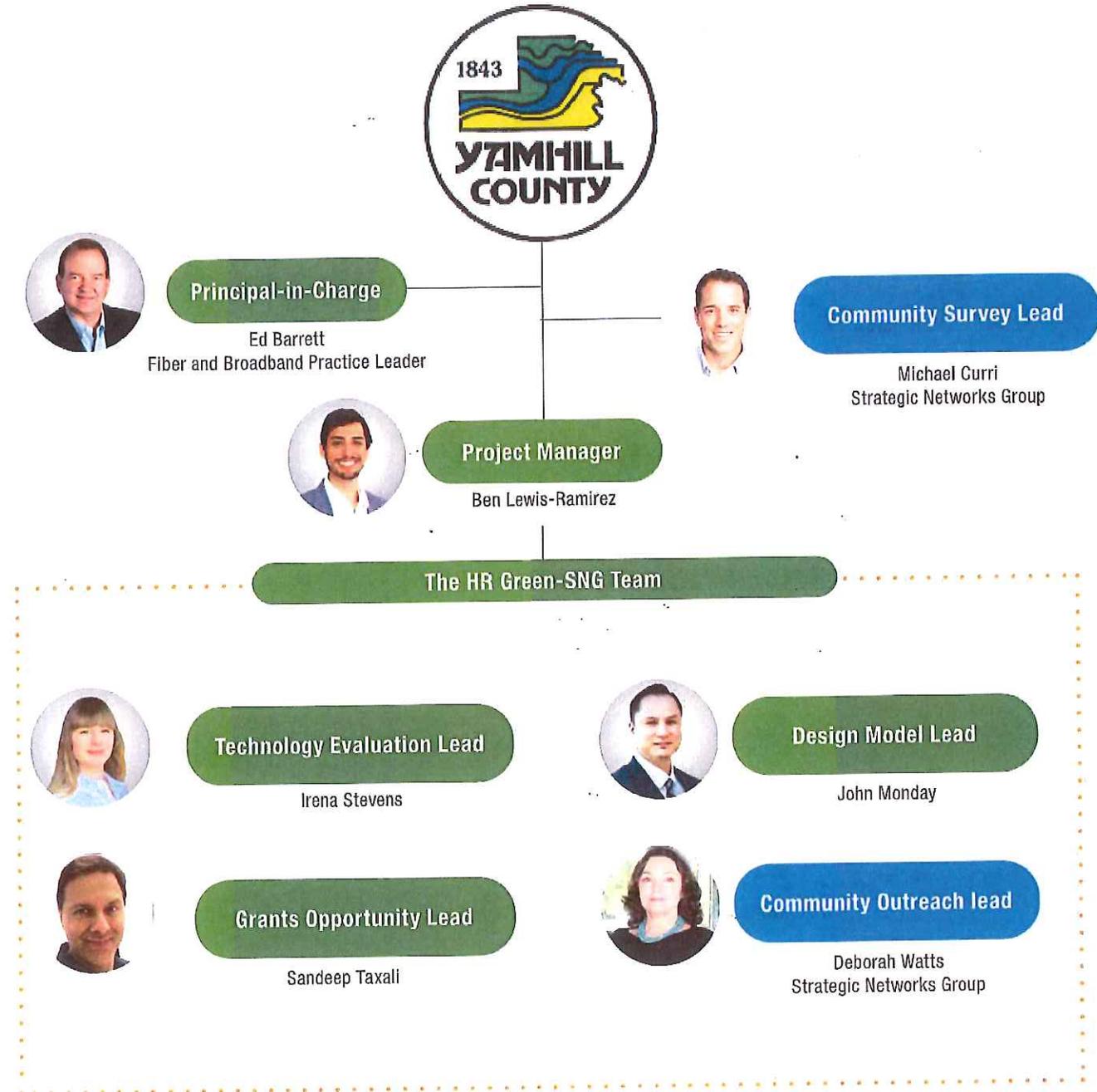
Page 1

Timeline



HR GREEN-SNG TEAM

Yamhill County's primary point of contact is **Ben Lewis-Ramirez, our assigned Project Manager**. Ben will see that all resources are allocated to your project as needed, serve as part of our QA/QC team, and will be available for requested meetings with the County. His resume and work experience, along with that of the rest of HR Green's Broadband Strategy Team, is found on the following pages.





Ben Lewis-Ramirez

Project Manager

Ben is passionate about bridging the digital divide in under-served communities. He has over 15 years of executive management experience in the outside plant engineering and construction industries, with a focus in business development and strategic planning for the past five years. Ben is a vocal advocate for the open application business model, and has published numerous magazine articles and blog posts on the subject, in addition to speaking about it at conferences and other events around the country. Ben brings creative problem solving and an entrepreneurial mindset to his work, from co-founding a consultancy and ISP called Lit Communities, to becoming an ISA Certified Arborist to create, implement, and manage tree survey programs for large scale FTTX builds in both Google Fiber and AT&T markets. Ben has worked with some of the best companies and people in the OSP industry in a variety of capacities, from field work, to design engineering, to overall project management. This experience has given him a holistic and comprehensive understanding of wide area network and FTTX deployments.

EXPERIENCE

15+ Years

EDUCATION

BS, Latin American Studies

INSIGHT

"Medina County Fiber Network Expansion Meets Financial Milestone" Interviewee, Muni Networks/Community Broadband Bits podcast, 2020

"5G Needs Fiber, Anchorage Wireless Project and Budgeting for Broadband in Fort Collins" Quoted Expert, Broadband Breakfast, 2019

"Tipping Point: The Disruptive Model That's Bringing Funding and Fiber to American Communities" Speaker/Panelist, Broadband Communities Summit, 2019

"Welcome To The Fiberhood: How Economic Development Needs Are Changing The Real Estate Development Landscape" Panelist, Broadband Communities Economic Development Conference, 2018

SELECTED PROJECT EXPERIENCE

► Middle Mile Network Planning and Implementation - Broomfield, CO

Ben initiated contact with this client in his capacity as Director of Business Development for Foresite Group, and worked collaboratively with city staff and the project team to ensure a successful deployment. His contributions included drafting "Dig Once" language for the city's municipal code, presenting to City Council, and facilitating stakeholder engagement.

► Broadband Market Assessment and Business Plan - Brownsville, TX

Ben worked with local stakeholders and the project team in his role as Chief Marketing Officer for Lit Communities, delivering an actionable plan to the city of Brownsville that was used to construct municipally owned middle mile infrastructure, enabling last mile FTTH to be built by private ISPs. Ben contributed his extensive knowledge to the final deliverable as the client was led through the process of studying and developing their plan, providing marketing experience, constructability analysis, and stakeholder engagement.

► Broadband Market Assessment and Business Plan - Oldham County, KY

Ben collaborated with local stakeholders and the project team in his capacity as Chief Marketing Officer for Lit Communities, contributing his extensive background experience to the final deliverable as the client was led through the process of studying and developing a plan to deliver gigabit speed internet throughout the County. His contributions included marketing knowledge, constructability analysis, and stakeholder engagement.

► Broadband Market Assessment and Business Plan - Botetourt County, VA

As part of the project team, in his capacity as Chief Marketing Officer for Lit Communities, Ben collaborated with local stakeholders and the engineering team, contributing his experience to the final deliverable as the client was led through the process of studying and developing a plan to deliver gigabit speed internet throughout the County. His contributions included market understanding, constructability analysis, and stakeholder engagement.

► Broadband Business Plan - Jackson Public Schools, MS

Ben contributed his experience throughout the project and to the final deliverable, an actionable plan for developing fiber infrastructure for key anchor institutions throughout the school district in such a way as to also enable a future FTTH build leveraging the same plant. Working as Lit Communities' Chief Marketing Officer, his contributions included market understanding, constructability analysis, and stakeholder engagement.





Ed Barrett

Principal-in-Charge

Ed has more than 20 years of telecommunications experience working with carriers and local communities. **He currently serves as the Practice Leader of HR Green's Fiber and Broadband Services national service line.** In this role, Ed has worked with clients across the U.S., ranging from the smallest of small towns to million-plus urban counties who are studying broadband as a way to enhance the lives of their constituents and grow into the Gigabit Economy.

EXPERIENCE

20+ Years

EDUCATION

BA, Journalism & Mass Communications

INSIGHT

"Surfing the Small Cell Tsunami," Presenter, Mountain Connect Broadband Conference

"The Future Isn't What You Think It is," Presenter, Iowa Association of Public Works (2019)

"Emerging Technologies: Becoming a Smart City," Facilitator/Panellist, Illinois Municipal League Conference (2018)

"The Push for Community Fiber and Broadband," Illinois City Managers Association (2018)

SELECTED PROJECT EXPERIENCE

▶ **Portland Fiber Initiative – Henkels & McCoy, Portland, OR**

Ed was responsible for this complex, high-volume design project. Henkels & McCoy was experiencing financial and delivery issues with its current engineering subconsultants on this national cellular fiber optic design/build contract for the Portland metropolitan market. Ed led the creation of the project team and quickly ramped capacity in order to deliver more than 120,000 feet per month of completed design within four months of engagement, meeting and exceeding scheduling and financial commitments.

▶ **Broadband Assessment and Feasibility Study - Tillamook Lightwave (TLW), Tillamook County, OR**

Ed was responsible for leading the Tillamook Lightwave board through its Vision and strategic decision making. This included key strategic decisions surrounding ownership and governance structure of the owners, and the decisions around the form and function of the potential network expansions.

▶ **Broadband and Fiber Feasibility Study – El Paso County, CO**

As Project Manager, Ed led a complex study intended to develop a roadmap for long-term improvements in this economically and geographically diverse county, home to the second-largest metro area in the state (Colorado Springs) and mountainous and farming geographies. The study focused on the evaluation of current conditions and connectivity and identified four key areas the County could assist with expansion of service without taking on the mantle of publicly-funded broadband services as a provider. One of the outcomes of the project was the implementation of a public-private partnership with CDOT and three other public entities to deploy fiber on Highway 24 up Ute Pass, advancing a major County goal at less than 12% of the cost of a self-funded deployment.

▶ **Broadband Study - Douglas County, CO**

Douglas County took the opportunity provided by the US Federal government's ARPA funding to study broadband availability and affordability in underserved and unserved areas of the County. Ed led the HR Green team through the first phase of the project, which evaluated the current state of broadband within the County through a resident and business survey, stakeholder interviews, and an evaluation of the County's current assets that may be leveraged in a broader strategy during the second phase of the project. The second phase of the project will begin in the winter of 2022 and focus on exploring long term strategic priorities and opportunities to work with the private sector to leverage public funding to expand broadband service quality in the County.



Michael Curri

Community Survey Lead

Michael has over 20 years of experience with broadband, the digital economy, and digital transformation working with governments at all levels (municipal, state, federal) and private sector broadband providers. SNG, which he founded in 1999, is recognized as an industry leader in assessing and driving economic and community benefits from investments in broadband and digital infrastructure.

EXPERIENCE

20+ Years

EDUCATION

MA, Economics
BS, Economics

Michael's approach is based on his experience that for broadband to be effective and transformational, it is essential to personalize the value of broadband at an individual level within localities and ensure that businesses and households have the tools they need to fully leverage technology. Michael leads a team of experienced specialists to help clients create measurable economic impacts and jobs by using broadband and digital infrastructure as a platform for innovation and community vitality.

SELECTED PROJECT EXPERIENCE

► Broadband Market Research, Various Municipalities and States

Michael lead the SNG team to work with communities, regions, and States – including eleven (11) state-wide broadband market research to identify gaps, barriers, and opportunities. In addition, in working with localities and States, SNG prepared strategic and community engagement plans to help them better market and leverage their broadband for local economic development and improving local quality of life.

► County Typologies, Custer County, CO

Working with Custer County, Colorado, Michael used findings from the April-May 2018 data collection and combined them with Colorado Department of Labor data, to develop six typologies that represent the most significant demographic groups within Custer County – currently and going forward. The six groups were characterized with typology analyses on what broadband could and should mean to each of them to personalize the value of broadband to their needs and wants – critical for network uptake and local growth.

► Digital Economy Consultation, Various International Communities

With a vision to revitalize communities and regions by enabling them to more effectively participate in an increasingly digital economy, Michael has consulted and led on projects across North America, Europe, the Caribbean, and Asia. He regularly presents at national broadband conferences across North America.

► Broadband Gap Analysis, Various State Broadband Authorities

Having worked with nine (9) State Broadband Authorities to assess and addressing broadband gaps, especially in rural areas, Michael brings unique experience and background knowledge for the enhancement and development of broadband. As Lead on the Economic and Financial Analysis, Michael will assess the broadband demand (current and future) across the state.



Irena Stevens

Technology Evaluation Lead

Irena brings more than 10 years of experience with vision, planning, regulatory, and financial review of options to recommend broadband related policies and solution. Irena has evaluated agency goals to help develop broadband infrastructure solutions and helped develop plans to provide high-speed connectivity in cost-effective ways. She has led several public outreach campaigns to evaluate community broadband capabilities, community needs, and policy options to promote equitable access and affordability of Internet service options.

EXPERIENCE

10+ Years

EDUCATION

PhD, Interdisciplinary
Telecommunications
Program (in progress)

MS, Interdisciplinary
Telecommunications
Program

MS, Telecommunications
Policy

BA, Political Science

BA, History

SELECTED PROJECT EXPERIENCE

► **Broadband Assessment and Feasibility Study - Tillamook Lightwave (TLW), Tillamook County, OR**

Irena executed several discovery activities to gain an understanding of broadband connectivity for businesses, residents, and stakeholders in the community. An assessment of market conditions combined with a public survey and individual interviews of community stakeholders revealed the extent of internet options, data rates available to customers, pricing options, and satisfaction rates for different carriers. This information was useful to inform decision-makers of the intergovernmental consortium operating a municipally-owned fiber network of design options for service expansion to unserved, underserved, and underrepresented communities.

► **Broadband and Fiber Study – Avon, CO**

Project included Broadband Visioning and Planning Study to explore Avon's options to provide reliable, cost-effective and fast broadband Internet service to residents, businesses, and industry in and around Avon. Irena led efforts to assess stakeholder needs, document current infrastructure, and provider options.

► **Broadband Infrastructure Analysis – Greater Des Moines Partnership, IA**

HR Green is completing a broadband analysis and action plan for a ten county area. Irena served as the community outreach survey manager and regional telecommunications policy analyst. In this role, she was responsible for managing and maintaining the community outreach survey and analyzing existing and potential broadband policies for the region.

► **Broadband & 5G Planning – City of Fulshear, TX**

The City of Fulshear is a rapidly growing city in Texas that realized the need to take steps towards having an overall plan for Broadband. Phase Two included defining specific broadband goals, developing a broadband master plan, and defining the next steps to establish internal processes and external relationships. Irena designed a Vision exercise to identify and evaluate the goals of the City's leadership for the future of their broadband infrastructure.

► **Communications Infrastructure Master Plan - Sugar Land, TX**

Project included engineering services for the Communications Infrastructure Master Plan. This plan will outline options the City can consider to provide high-speed connectivity to its sites and facilities, including wireless/CBRS connectivity as a solution, in the most cost-effective way.

► **FTTP Feasibility Study – City of Fort Dodge, IA**

HR Green is conducting a comprehensive feasibility study for a Fiber-to-the-Premise network in Fort Dodge, Iowa. Irena has a primary role in preparing financial models for network expansion alternatives. In addition, she was the primary author of the Final Report.



John Monday

Design Model Lead

John is a Senior Project Manager and Lead Technical Architect at HR Green. He brings more than 20 years of experience in the telecommunications industry and is responsible for leading the firm's overall fiber and broadband technical team. In this role, John directs the firm's technical staff to ensure that Planning, Study and Design projects meet the firm's quality standards and are architected to enable success for our clients. John works directly with clients to assess financial costs and feasibility of projects.

EXPERIENCE

20+ Years

EDUCATION

BS, Electronic/Electrical
Engineering Technology

CERTIFICATION

IP and Network Certified
by Cisco and Nortel

Prior to joining HR Green, John was the VP of Broadband Services and Operations for Delta-Montrose Electric Association / Elevate Fiber, where he directed all activities of the fiber to the premise (FTTP) subsidiary and implemented its fiber to the home (FTTH) project. This included determining objectives and establishing operating procedures to create and maintain financial soundness and profitability while ensuring optimum service to subscribers.

SELECTED PROJECT EXPERIENCE

► Portland Fiber Initiative – Henkels & McCoy, Portland, OR

John's responsibilities were to expedite the design and construction of 2,500+ miles of fiber optic infrastructure citywide for a population of 650,000. The "Portland Fiber Initiative" project for a major telecommunication provider via a design/build contract involves performing outside plant data collection on 20,000+ feet of fiber per week and designing 30,000+ feet per week of final design, including detailed construction plan sets, quantities and traffic control planning.

► Broadband Assessment and Feasibility Study – Tillamook Lightwave (TLW), Tillamook County, OR

TLW is an intergovernmental agency that deployed a middle-mile fiber network to provide high speed connectivity for business and government entities within Tillamook County, OR. As Project Manager, John led the study, focused on assessing service gaps, creating a broadband strategic plan to support current growth and long-term community needs and a strategy outlining TLW's role in extending fiber-to-the-home (FTTH) broadband service.

► FTTX Implementation Services – Coos-Curry Electric Cooperative / Beacon Broadband, Curry and Coos County, OR

Coos-Curry Electric Cooperative (CCEC) recognizes the need for high-speed internet access for those living on the Southern Oregon Coast, forming Beacon Broadband to deploy fiber-to-the-home (FTTH) broadband service to its entire service territory. As Project Manager, John led the engineering and deployment of the network infrastructure needed to enable Beacon to meet its timeline for service implementation.

► Broadband and Fiber Feasibility Study – El Paso County, CO

Market Assessment and Provider Outreach, as the technical lead, John completed the identification of all current and potential internet service providers within the County. He completed the technical assessment of broadband speeds and technology of each provider identified. He conducted outreach to each provider to verify findings and provide plans on their technology and network deployments within the next 24 months and 60 months. He confirmed interest in public, private partners (P3) while identifying what type of assistance was needed from each provider. This information was useful to inform decision-makers of the current provider landscape and their willingness to explore a P3 opportunity.



Sandeep Taxali

Grants Opportunity Lead

Sandeep has led the design, development, and management of broadband grants programs since 2009. Currently, he serves as a strategy and technology consultant to the Illinois Broadband Program Office, responsible for Governor J.B. Pritzker's \$400 million investment program ("Connect Illinois"). He serves on a three-member panel to review and make award recommendations. He contributed to the program design, such as developing the evaluation and scoring framework and drafting the application. He provides guidance to applicants and community partners regarding technologies, business models, and partnership structures that can yield a sustainable broadband solution.

EXPERIENCE

25 Years

EDUCATION

MPP, Master in Public Policy
MBA, Strategy and Marketing
BS, Accountancy

Prior, Sandeep served as a Senior Policy Analyst and Broadband Program Specialist at the NTIA (part of the U.S. Department of Commerce) to design and launch the \$3.5 billion BTOP grant program that deployed more than 115,000 new and upgraded network miles of backhaul infrastructure and connected more than 25,000 community institutions across rural America. The program funded over 120 public-private partnerships with co-investments from industry, state/local government, and NGOs. He served as the Federal Program Officer to oversee 18 of the awards, as well as the independent case studies that evaluated the broadband and socioeconomic impacts. He represented NTIA in providing technical assistance to state/local government (e.g., New York's Broadband Program Office's first ever reverse auction) and international institutions, such as the World Bank. He served as Co-Chair of an interagency team to publish the National Broadband Research Agenda, and authored several sections. Finally, he served as NTIA's representative on President Obama's ConnectED initiative, and proposed reforms for the E-Rate program.

SELECTED PROJECT EXPERIENCE

▶ Illinois Dept. of Commerce and Economic Opportunity

Appointed by the Illinois Office of Broadband to serve as a paid advisor regarding their \$400 million broadband investment program ("Connect Illinois"), which provides grants for last- and middle-mile networks in unserved communities. Directly advises Mr. Matt Schmit – the Director of the Office.

▶ Strategic and Policy Advisor, Government Funding Programs

Self-Employed Advisor: Consult ISP's with regard to the identification, qualification, and capture of government funding for broadband deployment and adoption initiatives. Clients include: AT&T Public Sector Group, National Rural Telecommunications Cooperative (NRTC), Broadband Systems Corporation (BSC - Rwanda)

▶ Consultant Strategic Advisor, UNICEF

Advised UNICEF's Office of Innovation on their GIGA initiative, which aims to accelerate broadband connectivity and digital resources to unserved schools in developing countries, and enable distance learning to help save a generation of children facing school closures due to COVID-19.



Deborah Watts

Community Outreach Lead

Deb's career focus is on using technology and research to spur economic and community development. Watts spent 15 years as senior partner at Technology Development Group where she was instrumental in designing, managing and evaluating technology-based economic development initiatives that spanned sectors, geographies and technologies. Areas of expertise include business incubation, technology entrepreneurship, technology transfer/ adoption and program evaluation at local, state, national and international levels.

EXPERIENCE

25 Years

EDUCATION

MBA and Ph.D (in progress)

BS, Molecular Biology

MS, Molecular Biology

From 2001-2015, Deb served as Sr. Director for Research and Development for North Carolina's state broadband authority. In this role Watts was responsible for designing, funding, and evaluating national best practice models for increasing broadband Internet access and utilization, including business and technology development centers, transactional e-government utilization, grassroots connectivity strategic planning initiatives and strategic broadband policy planning for North Carolina. Deb has been especially interested in exploring through research, experimental pilot programs and comprehensive and inclusive planning efforts ways to best extend the benefits of broadband to the community through technology adoption efforts targeting underserved and vulnerable populations – rural, elderly, disabled, and economically disadvantaged.

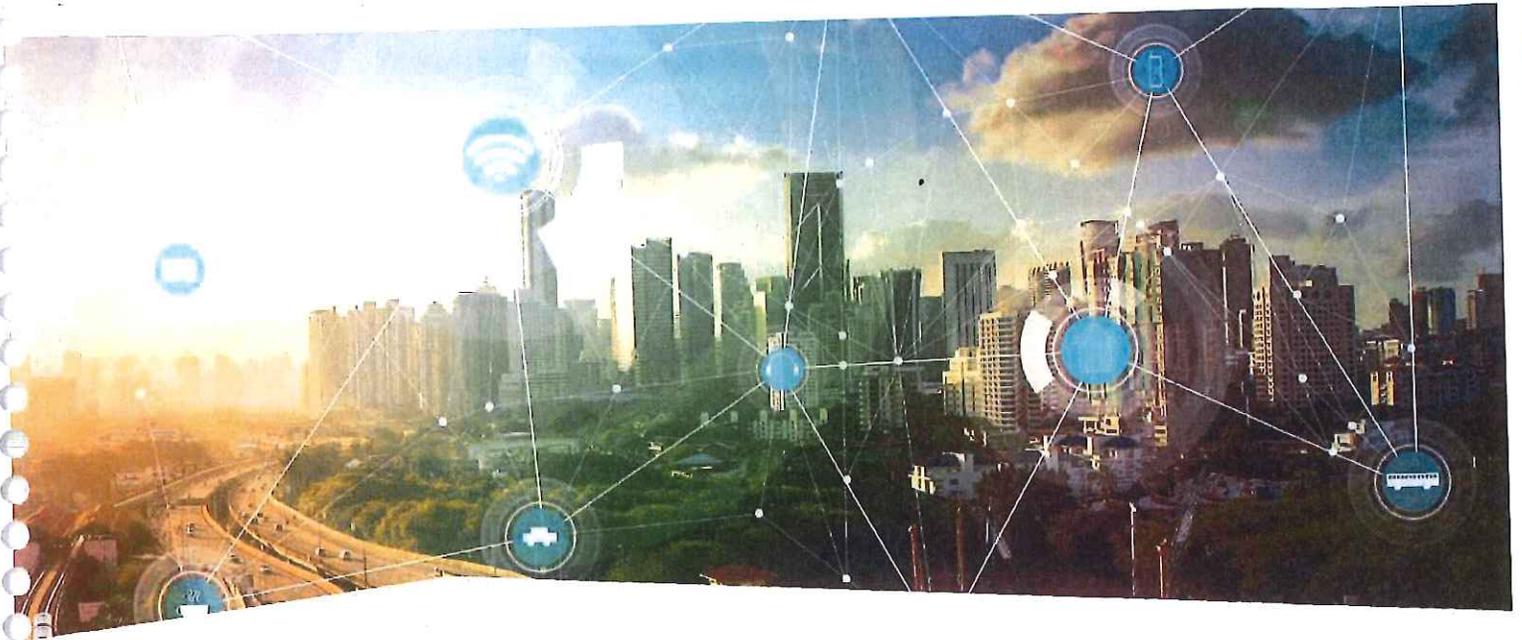
SELECTED PROJECT EXPERIENCE

▶ National Digital Inclusion Alliance

Deb is a member of the National Digital Inclusion Alliance that seeks to address the whole digital inclusion process – home connectivity, devices, and digital skills. Through this role Deb has a comprehensive view of the efficacy of programs and best practices for digital inclusion and will leverage this expertise and community to enhance the SNG-HR Green strategy.

▶ Broadband Assessment, Appalachian Regional Commission

Deb has extensive hands-on experience working with communities to assess current status of broadband adoption and use; in identifying and quantifying the size and nature of challenges contributing to digital inequities; and working closely with community partners to craft and implement digital inclusion efforts customized to the local context. Deb is a skilled project evaluator, including a pivotal role in a multiple-year evaluation of broadband technology projects funded by the Appalachian Regional Commission.



Experience and Quality of Service

FIRM INFORMATION



FIBER AND BROADBAND

For more than a century, HR Green, Inc. has been dedicated to providing the services our clients need to achieve success. We collaborate

across geographies and markets to provide engineering, technical and management solutions. With more than 600 employees and offices in nine states, HR Green provides engineering consulting services in Water, Transportation, Governmental Services (including Fiber and Broadband), Land Development, Environmental Consulting, and Construction. One of America's longest operating design firms, HR Green is consistently ranked among ENR's Top 500 Design Firms in the United States, standing at #188 in 2021.

1913

HR Green was founded in Cedar Rapids, Iowa in 1913 and has grown to 19 offices throughout the country, including Oregon.

▶ **HR GREEN IS AN EMPLOYEE-OWNED COMPANY.**

600+

HR Green employs more than **600 people nationwide.**

50+

We have **more than 50 staff** specializing in the provision of fiber optic and broadband consulting.



strategic networks group
advancing economies in a digital world

Founded in 1998, Strategic Networks Group (SNG) is globally recognized as the leader in helping communities and regions transform their economies through broadband, digital infrastructure, and smart community services. SNG's mission is to help clients benefit from technology investments. We assess whether economic growth and community benefits outweigh the costs of broadband and digital infrastructure

investments, and how to drive digital transformation for new local economic opportunities, improved quality of life, and new municipal revenue sources.

Strategic Networks Group (SNG) is globally recognized as the leader in helping clients understand the econometrics of broadband and maximize the benefits of investing in digital transformation and smart community technologies. SNG leads clients to focus on the 'demand side' of broadband and digital infrastructure because end user benefits are the drivers for technology investments. Applying our proven methodologies, we help communities and regions across North America and internationally at all levels, utilities, and economic and regional development agencies – anyone who wants to avoid pitfalls, save time and money, and maximize the economic impacts and sustainable community benefits from broadband and digital infrastructure investments.

OUR FIBER & BROADBAND CAPABILITIES

Strategic Policy Development & Implementation	Core Equipment & Architecture Design	Telecommunications Network Design
Regional Collaboration	Master Planning & Engineering	Project & Program Management
Operational Modeling	Business Model Assessment	Construction Management
Telecommunications Co-Location Consulting	Grant Writing & Administration	Smart Grid Analysis
Regulatory Compliance	Business Case Needs Assessment	Smart Grid Design & Implementation
Community Engagement	Market Assessment	Street Lighting Analysis & Design
ITS Design & Implementation	GIS Mapping	Fiber Capability Evaluation



FIBER AND BROADBAND



strategic networks group Rural Broadband Consultant Services
▶ Yamhill County
advancing economies in a digital world

Since being founded in 1913, HR Green has long maintained a strong and vibrant financial condition. With **approximate gross annual revenues of more than \$90 million**, our firm continues to have a strong balance sheet, is well capitalized, follows an aggressive financial discipline and is very well positioned to fulfill all of its requirements.

Additionally, our Fiber and Broadband staff members have been instrumental throughout Oregon:

- ▶ Expedited fiber optic network design for citywide deployment in Portland, OR with a population of 650,000.
- ▶ Broadband Assessment and Feasibility Study for Tillamook Lightwave (TLW) a consortium of Tillamook County, Tillamook People's Utility District and the Port of Tillamook Bay.
- ▶ FFTX Implementation Services for Beacon Broadband, Coos-Curry Electric Cooperative (Port Orford, OR).
- ▶ Providing a Strategic Broadband Visioning project for Jackson and Josephine Counties in Oregon, including engagement of residents and businesses to garner true local perspective on broadband availability (or lack thereof) throughout the region.

- ▶ Elsewhere across the country, our staff has provided related services:
- ▶ Fiber optic network design initiating statewide fiber deployment for a major utility.
- ▶ Designed and managed the two largest fiber deployments in Colorado.
- ▶ Fiber and broadband design for utilities nationally.
- ▶ Fiber and broadband assessment, visioning, planning, design, program management and deployment nationally.
- ▶ Comprehensive small cell/5G consulting, including assessments, public policy development, design standard development, plan check, inventorying, permit processing, GIS mapping and program management.
- ▶ Educating cities and the industry through in-house, nationally recognized thought leaders, including at national symposiums, on future proofing options to leverage emerging technologies and smart city/agency solutions and responding to new legislation/mandates.
- ▶ Multi-faceted consulting, including city/agency engineering, permitting, staff augmentation, plan review, and construction management and inspection.

HR Green has worked throughout the United States, including many projects in **Oregon**. Our local experience will benefit Yamhill County.



HR Green Differentiators

HR Green is tremendously excited to be part of this project in Yamhill County. Our internal approach to execution is highly aligned with your vision for the project, enabling us to move quickly through the process of creating an actionable implementation plan.

Beyond this, we wanted to provide some additional detail on why we believe HR Green is a perfect match for Yamhill County.

HR GREEN'S OREGON PRESENCE

HR Green's experience and success in the Washington County area and in Oregon are unmatched. Just as examples:

- ▶ We successfully performed detail design for a carrier in large portions of Portland.
- ▶ We have broadband consulting staff who live in the Portland area.
- ▶ We have worked extensively with Tillamook County to help them successfully navigate the first three milestones in our best practices path (Vision, Plan and now design).
- ▶ We are helping Josephine and Jackson Counties improve broadband in their area (currently in the Vision phase).
- ▶ As you will see in this response, we are currently consultants for a prominent electric coop and private providers in the near western part of Oregon.
- ▶ Our roots and connections are deep in Oregon and Washington County. Because of that, we begin with an unparalleled understanding of Washington County, your unique urban vs rural dynamics and relationships with potential partners.

DIRECT PROJECT EXPERIENCE

In the Oregon counties listed in the previous bullet point (and expanded in our project experience), our team documented existing coverage, conducted a survey, identified gaps in coverage, performed high-level design and costs, identified risks, aligned sources of funding, worked with potential provider partners, etc. Also, we have successfully provided very similar consulting for counties across the Country. For example, in a project in Central Iowa, we performed an eleven county study that included the dense urban areas around Des Moines and very rural counties adjacent to the City. A key in that project is the goal was not a study – the goal was to understand needs, opportunities, funding and partners to create a shared vision and actionable next steps. We have a very successful track record doing exactly what you ask for in your RFP – in Oregon and across the Country.

TOOLS TO MAKE THE INFORMATION CLEAR

One of the keys to our success is that we developed specific tools and processes to provide clear data to develop a vision and to make decisions. When we began to do this work, we realized that the existing tools in the industry were either very templated or did not provide the clarity of information that our clients needed to make the best decisions. So, we developed our own. Our mapping, GIS based survey tool, GIS based high-level design tools are all examples of tools that we have developed to provide better information for our clients. They are flexible, nimble and distinguish us. That flexibility will be important as you evaluate ideas for investment in the County. Our tools distinguish us because the most common consultant deliverable is either a templated, singular option or general possibilities. Our tools help you explore your options with real data and actionable paths forward.



SNG Differentiators

Our team understands the issues facing County residents who, like many across the United States, have inadequate broadband services and slow, or little interest from incumbent service providers to address their broadband service requirements, and who frequently do not have competitive options to support their requirements. We understand that to achieve ubiquitous broadband for its citizens and businesses, the County needs to have verifiable broadband assessment data with clear and viable solutions to make the right decisions for the present and the future.

SNG'S OREGON PRESENCE

SNG has provided services throughout Oregon including:

- State of Oregon Broadband Study
- Jefferson County, OR Broadband Planning Project
- St. Helens, OR Broadband Assessment
- City of Hermiston, OR Broadband Assessment

Our public and private sector clients have used SNG's work to:

- ▶ Assess current availability and utilization of broadband by businesses, households, and organizations
- ▶ Identify and address digital divides and infrastructure gaps
- ▶ Enable clients to identify and address gaps in broadband, digital infrastructure, and digital maturity
- ▶ Transform local economies without raising taxes or taking on unsustainable debt
- ▶ Identify opportunities to implement smart community services (smart grid, ehealth, elearning, smart security solutions, IoT initiatives, etc.) that pay for themselves and enhance quality of life
- ▶ Increase local market demand and broadband network sustainability by driving demand for online business and smart community services
- ▶ Assess the local status of digital equity and identify scope and scale of populations and opportunities for targeted digital inclusion initiatives
- ▶ Develop a customized assessment of options for funding better broadband

SNG's research and analysis have informed community, regional, and ten (10) State broadband offices and legislatures with highly accurate, granular data on broadband availability and use. SNG has decades of experience in broadband market assessments and research targeted at identifying broadband gaps, needs, and opportunities. This experience includes:

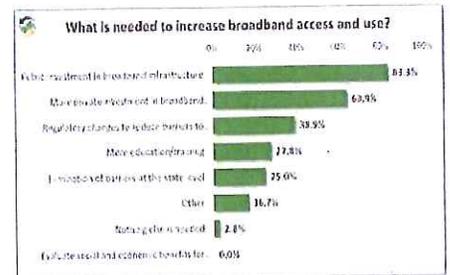
- Twelve (12) statewide broadband assessments (surveys), market research, and best practice studies in ten (10) states – Arkansas, Illinois, Kansas, Kentucky, Louisiana, Nebraska, North Carolina, Tennessee, Virginia, and **Oregon**.
- Regional broadband market impact and demand assessments, including Custer County, CO, and Highland, IL, and regional economic growth through broadband in Alabama, Georgia, Maryland, Missouri, and New York.

Tennessee Economic and Community Development

The Tennessee Department of Economic and Community Development (TNECD) hired SNG to assess the current availability and utilization of broadband and to provide strategies for the State to improve broadband service availability and utilization. TNECD required the research and analysis to develop strategic recommendations for submission to annual legislative session for programming and budgeting broadband initiatives.

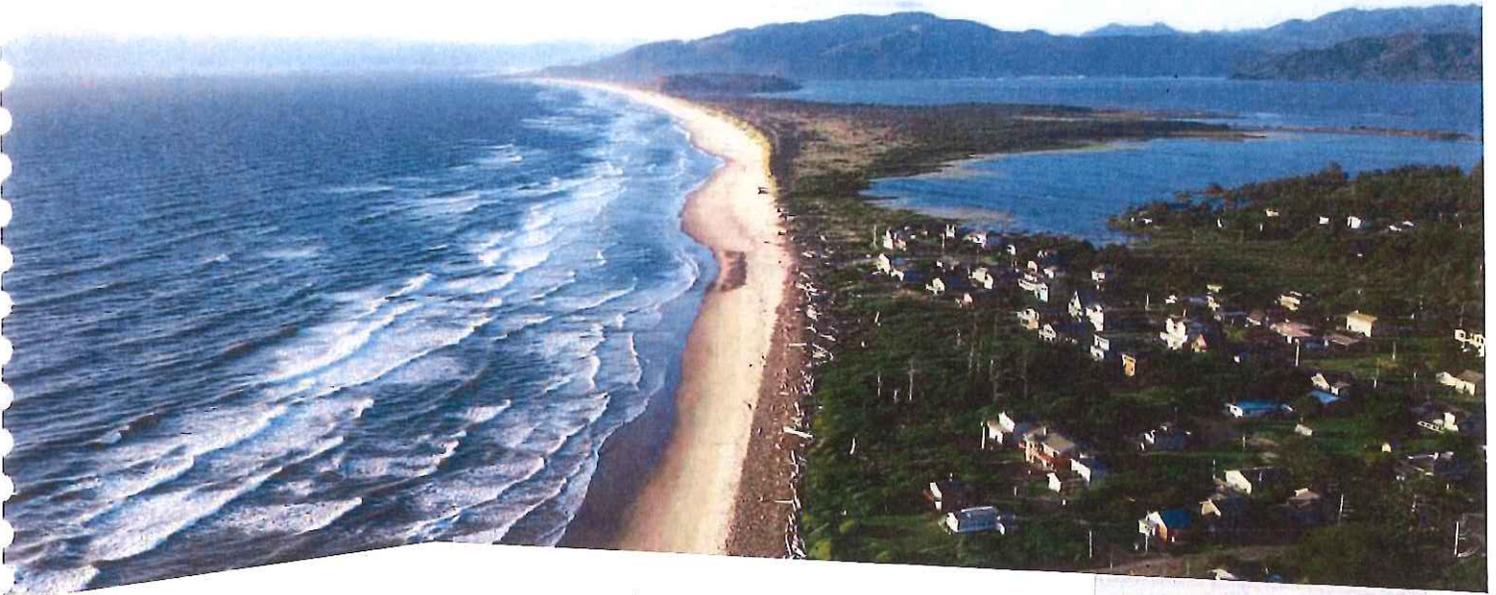
The primary methodology was collecting data

directly from households, businesses, and organizations across the state for analysis to develop essential insights for broadband planning, primarily through an online self-assessment of businesses, organizations and households. A total of 5,539 organizations and 17,776 households contributed to the broadband benchmarking effort. SNG's Research and Report helped lay the foundation for the passage of the 2017 Broadband Accessibility Act to deregulate, invest, and educate to increase broadband access and adoption in Tennessee. The full TNECD Broadband Study conducted by SNG may be viewed at: www.tn.gov/content/dam/tn/ecdc/documents/broadband/broadband-study.pdf.



Below is a sample of just some of the Fiber and Broadband work HR Green has completed nationwide:

AGENCY CLIENTS	ASSESSMENTS					PLANNING & PROGRAM MANAGEMENT								NETWORK DESIGN & IMPLEMENTATION							
	Broadband / Fiber Optic	Technology Needs	Regulatory	Wireless	Market / Financial	Project / Program	Infrastructure Inventory	Business Modeling	Community Engagement	Staff Augmentation	Master Planning	Public Policy Development	Wireless Assessment	Grant Writing / Funding Sourcing	Utility Coordination	GIS Mapping	Permit Coordination	Wireless Implementation	Network Design	Construction Management	
Beacon Broadband, Coos-Curry Electric Cooperative, Port Orford, OR	●	●			●	●	●				●			●						●	
Jackson and Josephine Counties, OR	●				●	●			●					●							
Tillamook Lightwave (TLW), Tillamook, OR	●	●			●	●	●	●		●	●			●	●				●		
Henkels & McCoy, Portland, OR	●	●	●			●	●			●					●	●	●	●	●	●	●
LS Networks, Portland, OR	●	●	●			●	●			●					●	●	●	●	●	●	●
El Paso County, CO	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●				
Greater Des Moines Partnership, IA	●	●	●	●	●	●	●			●	●	●	●	●		●					
Delta Montrose Electric Association, (DMEA) CO	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●
McKinney, TX	●	●	●	●	●	●	●	●		●	●	●	●	●		●					
Sugar Land, TX	●	●		●	●	●	●			●			●			●				●	
City of Wood Dale, IL	●	●	●	●		●	●				●	●	●								
Village of Elk Grove, IL		●	●	●	●	●	●			●	●	●	●		●	●				●	
Fulshear, TX	●	●	●	●		●	●														
City of Fort Dodge, IA	●	●			●	●	●			●	●			●	●	●	●		●	●	●
Mountain Parks Electric, Inc, CO	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Holy Cross Energy, CO	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●
Alliant Energy, IA	●	●			●	●	●			●					●	●	●		●	●	●
Town of Bayfield, CO	●	●	●		●	●	●			●				●		●				●	
Town of Hudson, CO	●	●		●	●	●	●			●		●	●		●	●				●	
City of Pico Rivera, CA	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●			●	
ImiOn Communications, IA	●	●			●	●	●								●	●	●			●	
City of West Des Moines, IA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	



Lightwave IGA Broadband Assessment and Feasibility Study

Tillamook County, OR

Challenges: Tillamook Lightwave (TLW) a consortium of Tillamook County, Tillamook People's Utility District and the Port of Tillamook Bay, initiated a discovery study to gain a clearer understanding of broadband needs in Tillamook County. TLW has contracted with HR Green, to complete this initial discovery phase. With 21 miles of deployed fiber serving as middle mile for providers and recognizing the increased demand for high-quality, fast broadband in its service area, TLW sought to answer key strategic questions:

- ▶ What role should Tillamook Lightwave play in expanding broadband services?
- ▶ How can this important asset expand to provide services outside of those provided to carriers and anchor institutions?
- ▶ What role should TLW play and should it consider becoming a direct service provider?

Solution: HR Green is studying the issues outlined above, focusing initially on documenting current conditions and services in this coastal and rural county. TLW's board of directors and owner-partners will review the information collected in Phase I in order to formally develop its Vision for the future role of TLW in expanding broadband services. Once the Vision is established, HR Green will develop preliminary engineering designs based on the service model selected by TLW and develop robust financial feasibility studies to guide future development and deployment of fiber optic infrastructure

Benefits: By establishing a clear path forward - supported by a strong understanding of technical and financial deployment issues – TLW will be in a position to leverage its current assets and improve broadband service to more than 25,000 residents who are generally underserved. This will mean improved access to telemedicine, improved work from home for its full-time and seasons residents, and access to remote learning for its youth.

REFERENCE

John Luquette
Information Technology /
Facilities Manager
1115 Pacific Avenue
Tillamook, OR 97141
503.815.8615
johnl@tpud.org

SIMILAR FEATURES

- ▶ Evaluate Current Assets
- ▶ Market Analysis
- ▶ Broadband Connectivity Planning
- ▶ Final Report Providing Recommendations
- ▶ Evaluate Potential Partnerships
- ▶ Telecommunications Assessment
- ▶ Identify Networks to Maximize Coverage
- ▶ Determine Economic and Community Impacts
- ▶ Identify Potential Funding



FIBER AND BROADBAND



strategic Rural Broadband Consultant Services
networks group ▶ Yamhill County
advancing economies in a digital world



Broadband Infrastructure Analysis

Greater Des Moines Partnership, Des Moines, IA

Challenges: Broadband coverage can be problematic, particularly in rural areas. Without specific connectivity data, municipal leaders do not know what options they might have to improve broadband, providers do not know where needs are and maps that are used to determine grants can be inaccurate to the point where grants might not be available where they are needed.

The Greater Des Moines Partnership (GDMP) developed this project to bring the different levels of government together to collaborate on real steps to improve broadband throughout this 11 County area. Through working together to identify access needs (where good broadband is not available) and where there is access but adoption issues (financial, language, ethnicity, age, etc.) and creating real, actionable steps to address those needs and issues, The GDMP identified an opportunity to help Central Iowa improve on an already great place to live and work.

Solution: HR Green provided a survey of residents and businesses and meeting with other key stakeholders within the 11 County project area. The data received was used to inform leaders of where specific broadband issues exist, challenge any federal and state map inaccuracies (ensuring grant eligibility) and also provide a central collaboration tool to bring the needs, municipal leaders, providers and funding sources together to develop real solutions. This central collaboration tool is of particular note because it is a ground-breaking, an original creation by HR Green to develop solutions, rather than simply display issues.

Benefits: In thinking through how to develop processes and data building to lead to specific opportunities for solutions, this project not only provided valuable data to the 11 Counties, but it also put them in a position to be eligible for grants and have tools and relationships to solve broadband issues.

REFERENCE

Stacie LoVan
Vice President of Economic
Development
515.286.4971
slovan@DSMpartnership.com

SIMILAR FEATURES

- ▶ Evaluate Current Assets
- ▶ Market Analysis
- ▶ Broadband Connectivity Planning
- ▶ Final Report Providing Recommendations
- ▶ Evaluate Potential Partnerships
- ▶ Telecommunications Assessment
- ▶ Identify Networks to Maximize Coverage
- ▶ Determine Economic and Community Impacts
- ▶ Identify Potential Funding
- ▶ Evaluate and Map Current Cellular Coverage Levels



Assessing the State of Broadband in Oregon (SNG)

Oregon Broadband Office

Challenges: The Oregon Broadband Office (OBO) within Business Oregon, an agency of the State of Oregon, needed to more clearly identify and validate the areas within the state that continue to be unserved and underserved with broadband services. There was urgency to develop this intelligence as input to legislative decisions on broadband investments in advance of the State legislative session starting in February 2020. Broadband Oregon sought broadband data collection, analysis, validation, and best practice research for the development of strategies and public investments in broadband infrastructure and broadband adoption and utilization.

One of the challenges for Business Oregon was relying solely on broadband data provided by the Federal Communications Commission (FCC) through the periodic form 477 self-reported by telecom providers. While the FCC broadband data reports at the census block level, it can be inaccurate on service coverage and ambiguous with service types within census blocks.

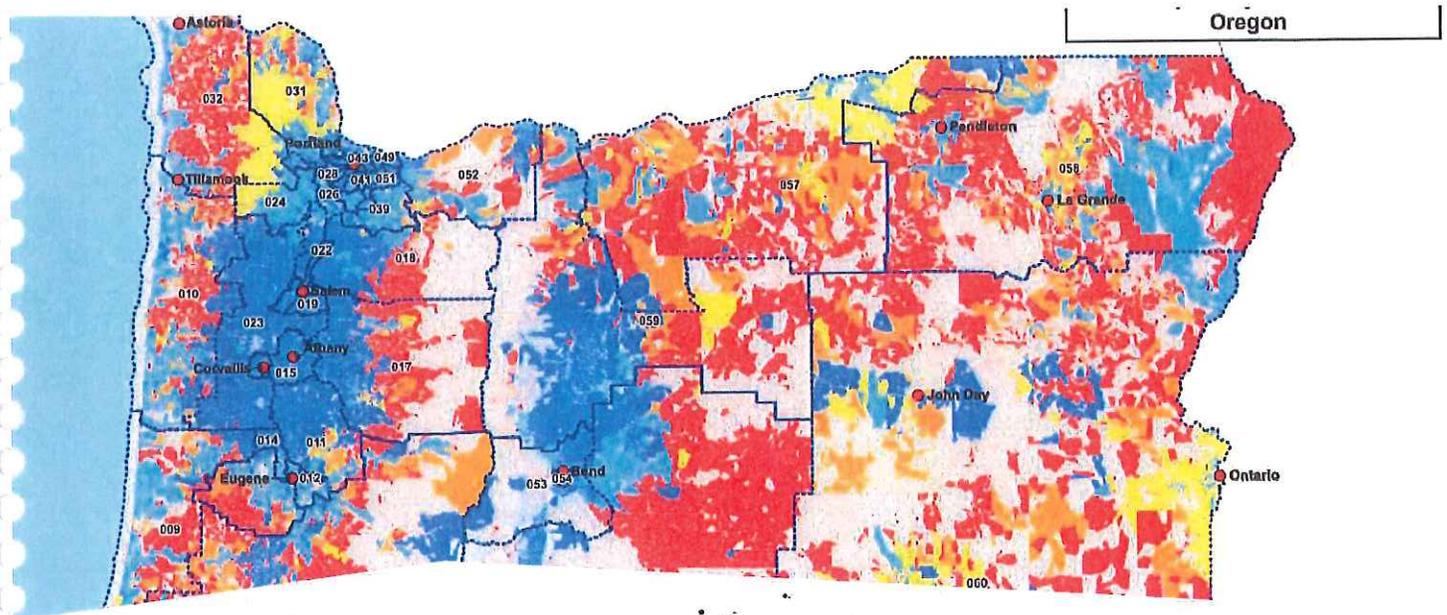
Broadband Oregon therefore sought the best information available to identify the unserved and underserved areas in the state and estimate the cost to bridge broadband gaps. In today's marketplace, unserved is considered to be service of less than 10 Mbps download and 1 Mbps upload (10/1 Mbps). Underserved is less than the current FCC recommendation of 25 Mbps download and 3 Mbps upload speed (25/3 Mbps). Broadband Oregon also sought insights into best practices to solve broadband gaps and methods for funding broadband investments that do not rely solely on State financial resources. All of this research and analysis were required to be completed within a three-month period to meet the legislative deadlines.

Solution: SNG was hired by the State of Oregon to conduct a statewide broadband study. SNG brought together a world class team of industry experts on broadband data analysis and mapping, broadband data collection, and broadband engineering and construction. The SNG team collected primary data and developed data from additional independent sources to supplement the latest FCC data, including fiber infrastructure and service data. SNG worked with Business Oregon to deploy our proven eSolutions

REFERENCE

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Daniel.L.HOLBROOK@biz.
oregon.gov





Continued—Assessing the State of Broadband in Oregon

Oregon Broadband Office

Benchmarking (eSB) methodology and tools to collect data directly from households, businesses, and organizations across Oregon. Through the eSolutions Benchmarking data collection, SNG gathered connectivity and speed data, as well as other vital data on broadband utilization, from more than 3,600 households and 500 businesses in a compressed 4-week period.

SNG worked with our project team partners to analyze the multiple data sources at the census block level to identify which Oregon census blocks were unserved or underserved. Two additional categories were identified at the census block level:

- Basic Broadband between 25/3 Mbps and 100/100 Mbps
- Future Ready broadband above 100/100 Mbps

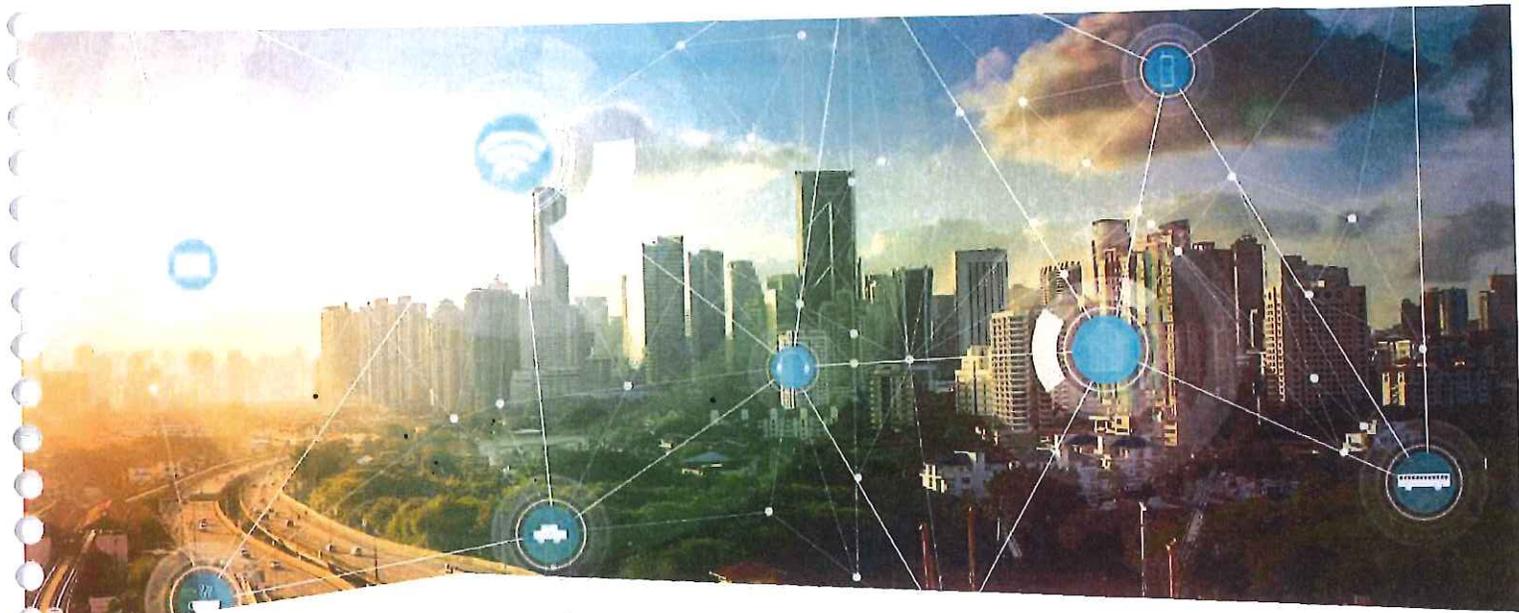
The SNG project team also identified the best terrestrial technologies available by census block among fiber, cable, fixed wireless, and DSL. The research goal was to assess fixed broadband services for Oregonians.

The census block level analysis enabled the creation of geographic “heat maps” of the four speed categories and of the four fixed internet technologies. Additional heat maps were created to show the presence of fiber infrastructure across the State. This same data was provided to Business Oregon as mappable data to include in the online, interactive Oregon broadband Map.

The results of the analysis were also aggregated to the state senate district level as well as at a county level to show local elected officials how broadband service in their senate districts and counties compare to their peers across the State. Detailed analysis of the new data was combined with the FCC data using the team’s insights and experience and this was documented in the final report.

RESULTS

Findings and results are detailed in the Oregon Statewide Broadband Assessment and Best Practices Study Report at: www.oregon.gov/biz/Publications/SNGStudy2020.pdf

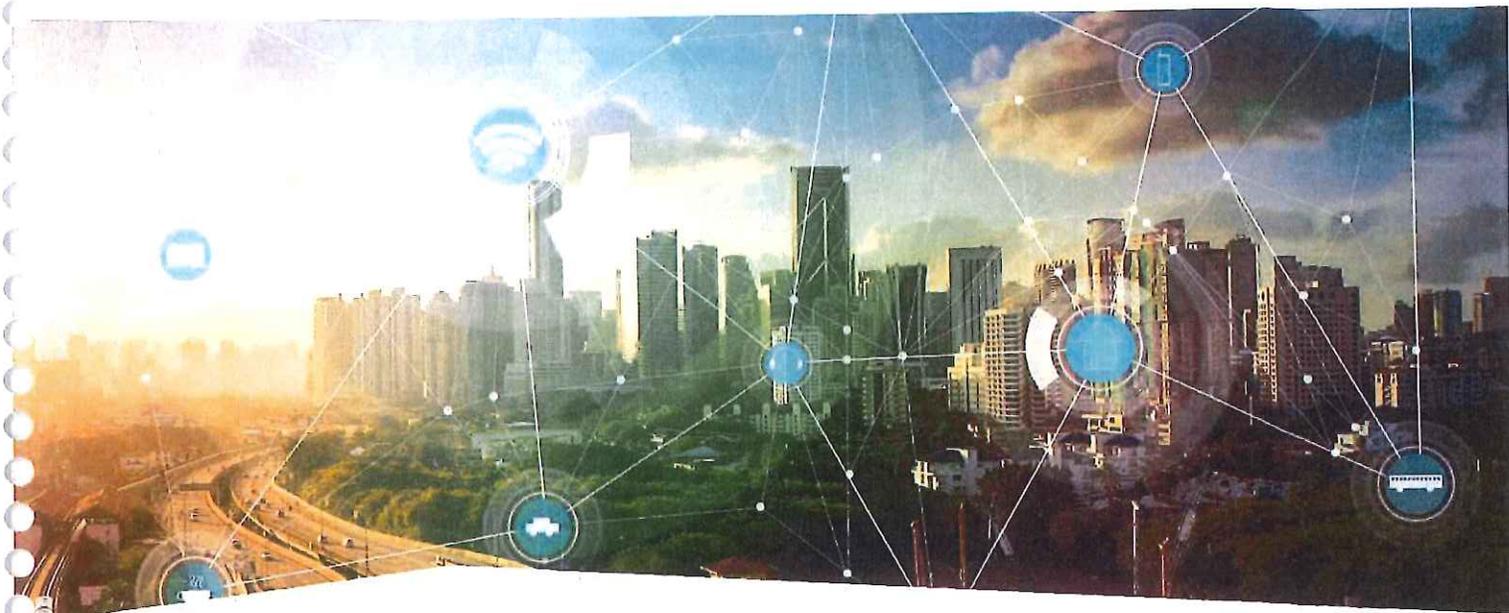


Proposed Cost of Services

The pricing table that follows outlines our cost of services for the scope outlined above. Please note however that our team recognizes and understands that elements of our proposal go above and beyond what Yamhill county has explicitly asked to be delivered. The process we have outlined in our proposal is one that we feel is a recipe for success, however we know that as the stewards of the County's broadband initiative, Yamhill County's administration will best understand the needs of your constituent communities. Therefore our hope is to work together to tailor our proposed scope items in an ala carte fashion to best suit your budget and desired outcomes.

BREAKDOWN OF COSTS			
Phase	Description of Task		
Project Management	PM/Team Coordination	\$4,246.96	
	Task 0 - Kickoff Meeting	\$3,040.96	
Phase I - Strategic Plan	Task 1 - Basemap Creation	\$7,226.96	
	Task 1.1 - Identify residences/areas within the county that lack affordable, high-speed internet access, and perform analysis of existing public and private broadband facilities within the county	\$3,006.96	
	Task 1.2 - Identification of all current and potential internet service providers and exploration of the potential for Public Private Partnerships with them	\$3,366.96	
	Task 1.3 - Identify challenges to, and opportunities for, broadband facility expansion	\$4,240.96	
	Task 2 - Outreach, Survey, and Data Collection	\$10,846.96	
	Task 2.1 - Gather input from underserved residents to determine demand and price sensitivity	\$21,989.91	
	Task 2.2 - Targeted outreach	\$21,689.91	
	Task 2.3 - Visioning	\$10,485.96	
	Task 3 Legal and Policy Review, analysis of relevant laws and ordinances	\$2,330.96	
	Task 3.1 – Create Broadband Strategic Plan Deliverable	\$14,447.96	
	Phase II - Regranting Program	Task 4.1 - Reach out to cities to gauge interest in joining ARPA funds	\$4,914.96
		Task 4.2 - Evaluate governance options	\$4,388.96
Task 4.3 - Evaluate affordability programs		\$5,250.96	
Task 4.4 - Host planning session/workshop with county staff		\$2,562.96	
Task 4.5 - Develop the Notice Of Funding Opportunity (NOFO)		\$7,730.96	

BREAKDOWN OF COSTS		
	Task 4.6 - Prepare the detailed grant application, meet with county staff and incorporate all feedback	\$7,050.96
	Task 4.7 - Prepare the scoring matrix, meet with county staff and incorporate all feedback	\$7,050.96
	Task 4.8 - Support the County with a public webinar on the grant program (draft presentation, presentation deck and presentation)	\$3,436.96
	Task 4.9 - Setup and coordinate application review team	\$6,710.96
	Task 4.10 - Correspond with applicants during review process	\$6,710.96
	Task 4.11 - Review and score proposals	\$7,802.96
	Task 4.12 - Make award recommendations	\$6,294.96
	Task 4.13 - Develop recipient handbook inclusive of compliance and reporting requirements, detailed instructions, process for obtaining payment, etc	\$7,814.96
	Task 4.14 - Develop a guide for county staff to track, monitor, and evaluate projects (site visit checklists, monthly checkpoint calls, potential challenges and approaches to address them, etc)	\$7,814.96
	Task 4.15 - Ongoing oversight of awarded grant projects	\$6,022.96
Travel Costs	HR Green will bill actual, incurred travel costs, including time and expenses, for travel required for the project.	
	Total	\$198,481.82



Sample Deliverables

HR Green and SNG bring Yamhill County years of experience in project management with municipalities for broadband planning, grants, design and implementation. We have delivered communication plans and project status reports that provide transparency and create open communication to meet established milestones and deadlines. Following are a small selection of sample deliverables for various projects. Additional samples are available to the County upon request.

Project Kickoff Agenda



KICKOFF MEETING AGENDA

Project: West Des Moines – Broadband Policy and Coordination Project – Phase I
Project #: WDM Project Number: 0190-009-2018; PO#: Basic 2018-00000930
HR Green Project Number: 180419
Subject: Kickoff Meeting Agenda
Location: Skype
Date: July 9, 2018

Attendees

- West Des Moines Team: Hemesath, Letzring, Lyons
- HR Green Team: Barrett, Demlow, Moermond

Agenda

1. Discuss Information Gathering & Contact Requests
 - a. West Des Moines Draft Comprehensive Plan for the Phase I Area
 - b. Any other possible needs that would affect design (new education, medical, large business, etc.)
 - c. Other
2. Private Sector Meeting
 - a. Date – July 16th – 1-3?
 - b. Draft Agenda
 - c. Roles
3. Team Communication & Project Management
 - a. Bi-weekly updates will be sent by email – anything needed for response will be highlighted
 - b. Who all should receive those (everyone on this call?)? others?
4. Review Project schedule / Schedule of deliverables – particularly Tasks 1 & 2 with provider input
5. Other items

Notes



Project Update



April 18, 2019

Broadband Coordination Update

I. Last Week

- Mills Civic 81st to 91st construction
 - Provided CenturyLink with Master Agreement draft for their review (as requested)
 - MOU's – we received:

City of West Des Moines MOU's Received							
Segment: Mills Civic 81st to 91st							
Provider	Received	Lease/Pur	# 4" Ducts	HH	Rope	Tracer	Comments
CenturyLink	4/11/2019	Purchase	1	No	No	No	Would like to be in lowest section
MediaCom	4/12/2019	Purchase	0.33	Yes	No	No	
Consolidated	4/12/2019	Purchase	1	No	No	No	
Expected							
MiFiber							Dirk - covered in what did earlier
UPN							Clark Lundy - aren't ready to reserve yet, but would like option in the future
Aureon							Jeff didn't get the MOU. He has it now and will let us know ASAP (couple of days)
OmniTel							Not close enough at this point to commit to this segment (are more interested in southern segments)

In summary, we have 3 1/3 committed to (with the City's).

Aureon may add to that, but they had only said they needed .5" to .75". Given that Mediacom has requested purchasing, Aureon might have to be in their own duct until someone else joins.

UPN and AT&T said they might want capacity later.

Windstream said they might want capacity later, but had no plans for this areas.

- Question of final pricing to providers – in Action Items below
- Grand Ave.
 - Olsson is doing final design with 24" pipe under drainage structures
 - At this point, still planning on 12 duct bank
 - Preparing MOU to possibly go out next week (after reviews)
- Veterans Parkway
 - CDA is doing final design
 - At this point, planning on 12 duct bank with handholes in more of a line
 - Preparing MOU to possibly go out next week (after reviews)
- Congested ROW's – worked with Dave Lyons to begin Scope development
- Possible RFP for On Call Contractor – started writing draft

II. This Upcoming Week

- Mills Civic 81st – 91st – Finalize duct bank size/costs
- Grand Ave.
 - Olsson finalizing construction plans
 - Produce MOU's for this segment
- Veterans
 - CDA getting close to finalizing construction plans
 - Produce MOU's for this segment
- Master Agreement – Send to providers who returned MOU's
- Congested ROW Scope draft for review
- Preferred Contractor RFP – draft for review



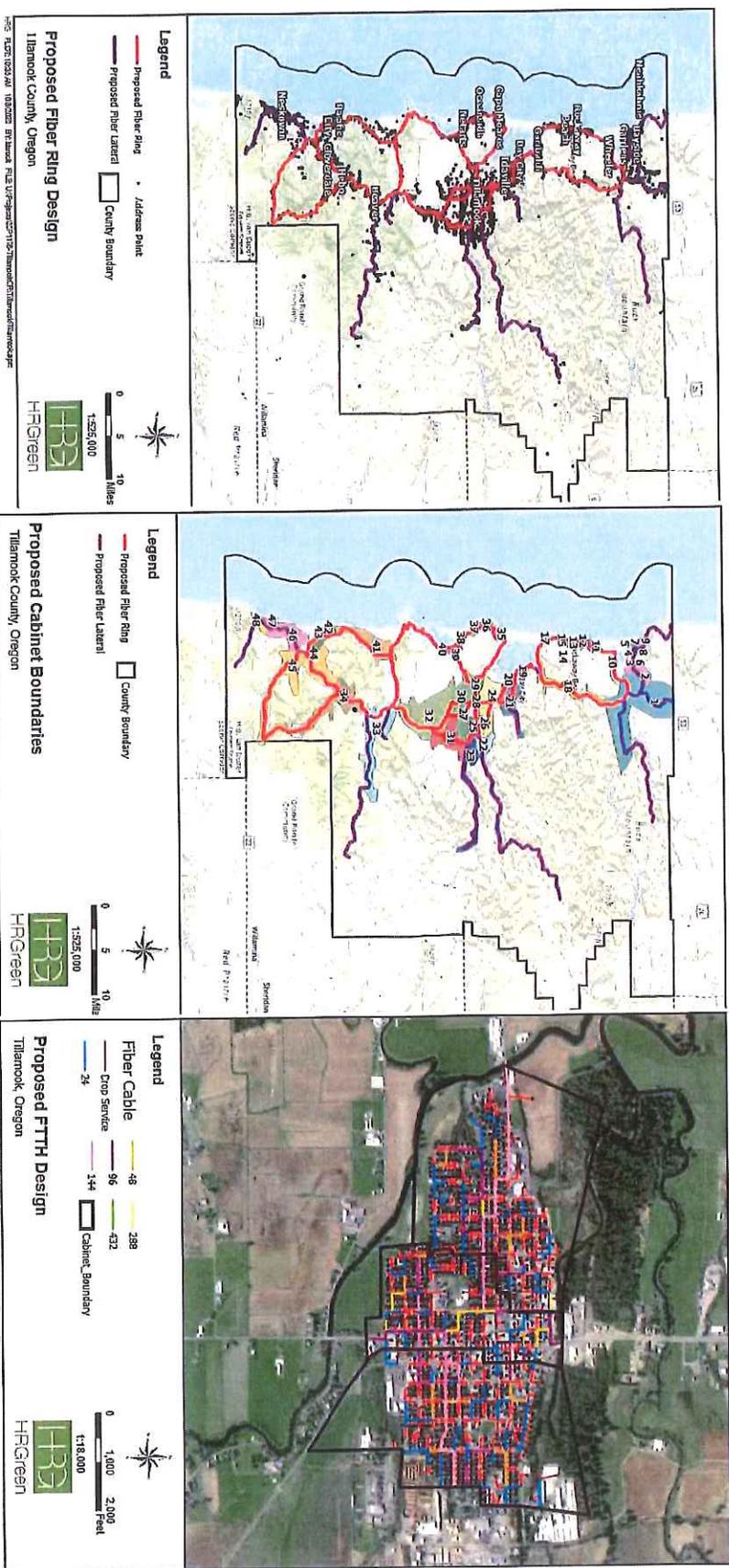


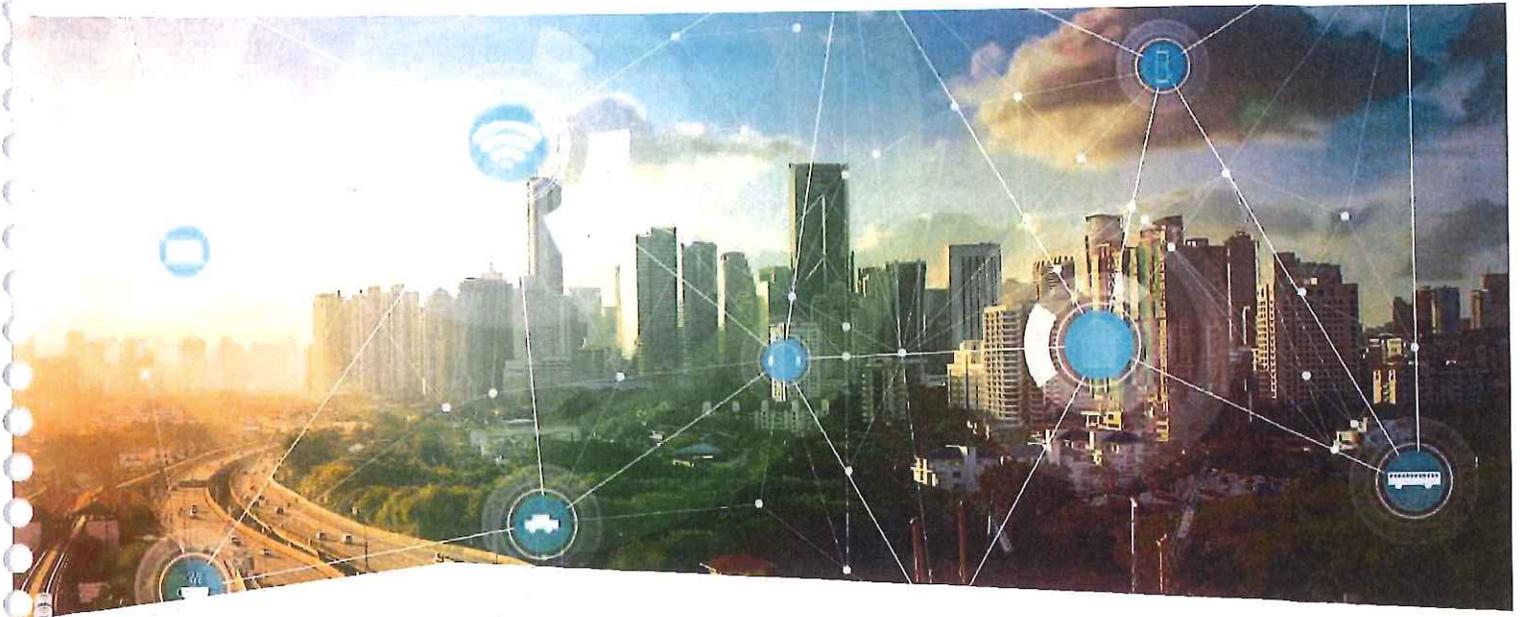
III. Needed From City (In Order of Time Needed)

- Mills Civic final lineal foot price for providers – for the Master Agreement – we recommend that the pricing for the Master Agreement is \$9/lf. If the costs are below that, then the City will charge what the actual cost is. If it more than \$9/lf, then the City will offset the costs.
- Master Agreement to follow up MOU's – NEEDED by 4/22/19 to give to providers who submitted MOU's
- Mills Civic duct bank size – I recommend a call to discuss if we should reduce the size - can we schedule that either tomorrow or early next week?
- Provider pricing for Veterans Parkway – NEEDED before construction bid date – I am getting prices for boring under I35



Fiber Study – GIS Tools





Insurance Requirements



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/26/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Holmes Murphy & Assoc - CR 201 First Street SE, Suite 700 Cedar Rapids, IA 52401	1-800-300-0325	CONTACT NAME: Ashley Hampsher PHONE (A/C, No, Ext): 319-896-7664 E-MAIL ADDRESS: ahampsher@holmesmurphy.com	FAX (A/C, No):
INSURED HR Green Fiber and Broadband, LLC 5619 DTC Parkway Suite 1150 Greenwood Village, CO 80111		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A: Zurich American Insurance Company	16535
		INSURER B: Travelers Property Casualty Company of	25674
		INSURER C: XL SPECIALTY INS CO	37885
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES CERTIFICATE NUMBER: 65206258 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		GLO373096712	01/01/22	01/01/23	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		BAP373096812	01/01/22	01/01/23	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		CUP8897473322NF	01/01/22	01/01/23	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WC373096612	01/01/22	01/01/23	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability (Claims Made Coverage)		DPR9987508	01/01/22	01/01/23	Per Claim 5,000,000 Aggregate 10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 220562: Yamhill County, OR - Broadband Study
 Yamhill County OR, its directors, officers, and employees are included as Additional Insureds on the Auto Liability and General Liability, including completed operations on a primary and non-contributory basis as required by written contract with the insured, per policy terms and conditions. The General and Auto Liability contain a Waiver of Subrogation in favor of the Additional Insureds listed above as required by written contract with the insured, per policy terms and conditions. 30 days' notice of cancellation will be provided, with the exception of non-payment of premium, per policy terms and conditions.

CERTIFICATE HOLDER Yamhill County Lindsay Berschauer, Chair 535 NE 5th St McMinnville, OR 97128 USA	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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