



Lane Council of Governments  
**Request for Proposals (RFP) for  
Regional Broadband Strategy & Funding Response**

**Proposal Closing:  
2:00 PM, Friday, July 15, 2022**

**Pre-proposal Conference:  
2:00 PM, Tuesday June 21, 2022**

Proposals must be submitted  
on or before the proposal closing date and time stated above to:

Lane Council of Governments  
Broadband Strategy & Funding Response Proposal  
859 Willamette Street, Suite 500  
Eugene OR, 97401

Or

[mwisth@lcog.org](mailto:mwisth@lcog.org)



**Lane Council of Governments**  
REQUEST FOR PROPOSALS (RFP)  
FOR REGIONAL BROADBAND STRATEGY & FUNDING RESPONSE

Notice is hereby given that Lane Council of Governments (LCOG), a local government in Lane County, Oregon, solicits proposals for a Regional Broadband Strategy & Funding Response as required by ORS 297.425.

**SCHEDULE:**

Final proposals due by 2pm	July 15, 2022
Proposals evaluated by	July 22, 2022
Interviews conducted by	July 28, 2022
Notice of intent to award	August 1, 2022
Contract signed by	August 12, 2022

**SUBMISSION OF PROPOSAL:**

Proposals must be received by 2 p.m. PST on July 15, 2022. No faxed proposals will be accepted.

**SINGLE POINT OF CONTACT:**

Michael Wisth, Government Services Director

Phone 541-682-4007

Email [mwisth@lcog.org](mailto:mwisth@lcog.org)

**ADDRESS:**

Lane Council of Governments  
Broadband Strategy & Funding Response Proposal  
859 Willamette Street, Suite 500  
Eugene, Oregon 97401

Dated this 7th day of June, 2022.

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**REQUEST FOR PROPOSAL –**  
**REGIONAL BROADBAND STRATEGY & FUNDING RESPONSE**

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## **1. REQUEST FOR PROPOSALS REQUIREMENTS OVERVIEW**

### **1.1 Introduction**

The Lane Council of Governments (LCOG) is issuing a Request for Proposals seeking the services of a contractor/firm to create a Regional Broadband Strategy (Strategy) and Funding Response for the Lane County, Oregon region. A selection committee, comprising stakeholders from the region, will then review the proposals and select from those bids the best proposal.

The selected Proposer will be commissioned to facilitate both a near-term Funding Response and complete a Regional Broadband Strategy. The initial focus will be on connecting near-term project concepts, and other actionable steps towards providing enhanced and reliable Broadband Internet Service to Lane County areas lacking appropriate coverage to immediate funding opportunities (with an emphasis on BEAD and Digital Equity grants). Focus will then turn to broader longer-term support structures contributing to the ability of rural and urban centers to increase speeds and equitable access. LCOG, along with its partners from the region, will work in tandem with the contractor to ensure the completion of the near and long-term strategies to the satisfaction of the review committee, as well as provide any technical assistance that might be necessary.

### **1.2 Agency Background**

LCOG is an independent public agency that is established and supported by its member agencies to coordinate and provide high-quality public services within Lane County, Oregon. The governing body of LCOG is its Board of Directors, comprising local elected and appointed officials designated to represent 35 member governments and agencies. LCOG does not act under the direction and control of any single governmental entity and is fiscally independent of all member organizations and all other local government entities.

LCOG is located in Lane County, Oregon, the fourth most populous county in Oregon. LCOG's region is the entire Lane County area. Lane County's population is 382,647. The size of Lane County is approximately 4,554 square miles. If a separate state, Lane County would be roughly the size of Connecticut with a population half the size of Vermont. The LCOG region is also the state's third largest Metropolitan Statistical Area (MSA) and the 145th largest MSA in the country.

### **1.3 Scope of Work**

The primary aim of these Strategies is the identification of near and longer-term actionable steps, the necessary support structures to achieve those steps, and completion of the most time sensitive steps (those related to immediate federal and state funding opportunities).

In 2019, just prior to the global COVID pandemic, the Lane County region conducted a comprehensive broadband needs assessment. The current scope of work included in this RFP is rooted in that effort. Many of the same needs persist, though there is a need to revisit that collective work to address post-pandemic dynamics. The scope of work is outlined in greater detail in **Exhibit A**, and consists of the following two Components:

*Component 1 – Responsiveness to Near-Term Broadband Funding*

*Component 2 – Cohesive Regional Broadband Strategy*

Proposals must present an outline and description of the analysis to be conducted, a work plan, and schedule for key deliverables and deadlines. The scope of work may require a team of grant writers, planners, engineers, facilitators and consultants with a broad set of skills to execute the project. The successful applicant will develop a clear and logical methodology to analyze the topics and key objectives specified in the components of this RFP.

#### **1.4 Schedule and Budget**

LCOG has reserved \$250,000 for this project. LCOG expects completion of the work by December 31, 2022, for Component 1 (the Funding Response) and September 30, 2023 for Component 2 (the Regional Broadband Strategy).

## **2. INSTRUCTIONS TO PROPOSERS AND SUBMITTAL REQUIREMENTS**

### **2.1 Proposer Questions and Requests**

All questions, RFP protests or requests for change relating to any aspect of this RFP or the associated Project must be submitted in Writing via e-mail to the Single Point of Contact (SPC) identified on page 1 of this RFP. RFP protests and requests for change submitted after the protest due date on page 1 of this RFP will not be considered. RFP protests or requests for change must be in conformance with requirements set forth in LCOG Public Contracting Rules, available at the following website: <https://www.lcog.org/bb-rfp>. The foregoing procedures and deadline shall also apply to protests and requests for change respecting the contents of Addenda to the RFP, unless the Addenda specify a different deadline. Failing to follow the foregoing requirements regarding the Single Point of Contact for inquiries may result in Proposal rejection by LCOG.

Answers to substantive questions and/or any changes to the RFP will be issued as official Addenda to this RFP, no later than 7 calendar days prior to the Proposal Closing. A written response will be provided to those questions that are deemed appropriate.

### **2.2 Addenda**

Changes or modifications to this RFP shall be binding on LCOG only if in the form of written Addenda to the RFP issued by LCOG. Except for officially issued Addenda, no person has been authorized to provide any other written or oral representation, clarification, warranty or assurance with respect to this RFP or the Project.

LCOG shall advertise and make Addenda, if any, available at the following website: <https://www.lcog.org/bb-rfp>. Potential Proposers who have downloaded or received a copy of this RFP will only be alerted to the existence of any Addenda by monitoring and downloading Addenda from the above website, or by checking with the SPC for this RFP. LCOG is not responsible to notify potential Proposers of Addenda, nor for sending Addenda to any potential Proposer. Receipt of Addenda must be acknowledged in submitted Proposals.

### **2.3 Minimum Qualifications**

In this section, provide documentation that the Proposer has at least 5 years' experience with demonstrable success in telecom planning (including deployment, infrastructure, governance, finance), broadband resource development and grant writing, and engagement of multiple stakeholders and incorporating diverse feedback (e.g. public, private, rural, urban, IT, economic development).

Failure to meet these minimum qualifications will cause the Proposal to be considered non-responsive, and it will be removed from further consideration.

### **2.4 Vendor's Experience/ Available Staff's Experience**

In this section of the Proposal, provide information regarding the Proposer's experience with Broadband related development, implementation, and planning, and specifically projects at a regional scale and with numerous independent partners.

Provide the resumes of the key personnel (prime and/or subcontractor) capable of providing the services across each scope of work item and project deliverable. Please also include an organizational chart identifying the name, title, and firm for each key staff member and how the project team will interact with LCOG.

## **2.5 Project Scope of Work**

The Lane County region has found some consensus around the following near-term broadband Vision: *“Maximize outside funding secured by Lane County agencies and partners to address unmet local needs for affordable, resilient, high speed internet connectivity across our County.”* The ultimate goal is broadband that is available and affordable, reliable and resilient, and fast. To support this the region is interested in:

- *Continued investments in open access fiber infrastructure that encourages private sector competition*
- *Modernization of existing infrastructure*
- *Construction of new (middle mile) runs to underserved communities*
- *Strengthening and developing more local interconnection facilities and exchanges*
- *Attracting a multitude of broadband providers*
- *Improved broadband maps, tools to focus efforts, etc.*
- *Secure and stable operational assets and optimized connectivity for core public agencies functions*

LCOG has outlined an initial scope of work (Exhibit A) intended to address the vision, goals and tactics.

In this section of the Proposal, please describe your proposed approach to the project and your methodology for providing the services. Take this opportunity to specify any unique characteristics that may distinguish you from other potential contractors for these services. Please include a timeline for each activity.

## **2.6 Other Categories**

In this section of the Proposal, submit internet addresses of favorable reviews of the Proposer’s work, providing the similar services offered to LCOG. Provide other relevant information that was not illustrated in the previous two sections.

## **3. PROPOSAL SUBMITTAL PROCEDURES**

### **3.1 Instructions for Preparing and Submitting a Proposal**

- A. Proposals and all required submittal items must be received by the submittal deadline and at the address or email set forth on page 1 of this RFP. Proposer is solely responsible for ensuring its Proposal is received by LCOG in accordance with the RFP requirements before Closing. LCOG is not responsible for any common transmission errors or delays, or for any mis-delivery for any reason. LCOG will not accept Proposals submitted after the Proposal submittal deadline. A Proposal may be withdrawn or replaced with a modified Proposal by written request from an authorized representative of Proposer, provided the request (and any modified Proposal) is received prior to the deadline for Proposal submittal.
- B. Proposals shall be limited to twenty-five (25) 8½" x 11" single-sided pages.

- C. Please adhere to the following requirements in preparing and binding letters of interest:
  - a. Please use a minimum font size of 12-point and maintain margins of 1" on all four sides.
  - b. Page numbers must be centered at the bottom of each page.
  - c. Use 8½" x 11" paper only.
  - d. Bind proposals by stapling at the upper left-hand corner only. Do not utilize any other binding system.
  - e. Do not provide tabbed inserts or other features that may interfere with machine copying.
  
- D. If not emailing the Proposal, submit a total of five (5) copies of the Proposals in a sealed envelope marked on the outside "Proposals for the Regional Broadband Strategy & Funding Response", as well as a digital copy on a USB Drive.

### **3.2 Right to Reject Proposals**

LCOG reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this RFP unless clearly and specifically noted in the proposal submitted and confirmed in the contract between LCOG and the firm selected.

### **3.3 Cost of Preparing a Proposal**

The RFP does not commit LCOG to paying any costs incurred by any Proposer in the submission or presentation of a proposal, or in making the necessary studies for the preparation thereof.

### **3.4 Proposal Content and Format**

To simplify and expedite the review process, LCOG requests that Proposers prepare proposals in the standard format specified below:

- A. Title Page  
Proposer should identify the RFP subject, name of the firm, local address, telephone number, fax number, name and title of contact person, date of submission, and period for which the proposal is effective.
  
- B. Table of Contents  
The table of contents should include a clear and complete identification by section and page number of the materials submitted.
  
- C. Transmittal Letter  
The transmittal letter should be not more than two pages long and should include as a minimum the following:
  - 1. A brief statement of the proposer's understanding of the objective of the services to be performed;
  - 2. A positive commitment to perform the services within the time period specified completion by (Section 1.4); and
  - 3. The names of persons authorized to represent the proposer, their title, address and telephone number (if different from the individual who signs the transmittal letter).
  
- D. Submittals Required  
Each submittal shall contain the following:

Signed and dated proposal response sheet.  
Responses to all of the questions in this RFP  
Fees Proposed.  
Signed Addenda (if any).

E. General Information

Each proposal response must contain responses to the following questions appearing in this section:

1. Name (firm or individual) of Proposer.
2. Address.
3. Federal Employer Identification Number.
4. How long have you been in business?
5. Are you a local, regional, national, or international operation?
6. What is the location of the office from which the work is to be done?

#### 4. EVALUATION PROCESS AND CRITERIA

A selection committee will rank each item of the Proposal based on the maximum possible points listed below. Listed categories will be evaluated by each member of the selection committee.

There is no category for rating a narrative approach on its merits. A narrative approach may be considered, where appropriate, to expand a Proposer's explanation regarding any of the following evaluation categories.

**A. (Up to 30 points) “Coordinator's Experience” / “Available Staff's Experience”**

Consider the Coordinator's experience within the past 5 years with the type of service offered to LCOG. Review the references provided by the Proposer and evaluate the firm in each of the following categories:

- Quality of services provided
- The relevance of the services provided to the project's mission, goals, and main priorities
- Consider the resume of the key personnel in each applicable area of services to be authorized
- The project manager or lead
- Evaluate the "Available Staff's Experience" in the following categories:
  - Regional broadband strategy
  - Broadband governance
  - Broadband stakeholder engagement and facilitation
  - Broadband deployment planning and financing
  - Preparation of successful broadband funding applications
- Additional experiences relevant to the outlined scope of work and project deliverables

**B. (Up to 50 points) “Project/Contract Methodology”**

Evaluate each firm based on its proposed methodology for the execution of this contract. Consider each firm's understanding of the purpose and scope of this project/contract. Evaluate the soundness of the strategy and actionable items; assess how achievable the deliverables are for the contract period.

**C. (Up to 20 points) “Other Evaluation Categories”**

Evaluate each vendor based on favorable reviews (including from internet sources) provided by the vendor and any additional information relevant to the proposed project. This may include, but is not limited to, innovative ideas and previous experience of working in the LCOG Region.



At the conclusion of the rated criteria evaluation process of the written proposals and prior to selection, the LCOG may continue the evaluation process with the responsive proposers who have the highest criteria ratings (the Short List). LCOG may expand or decrease the Short List if, it is the opinion of the selection review committee that the number of proposals or the quality of the proposals warrants an increase or decrease in the number of responsive proposers on the Short List. LCOG may decide to forego evaluation of a Short List and award the contract to the highest rated proposer from evaluation of written proposals, subject to satisfactory agreement as to preliminary design, budget and remaining unresolved contract issues.

Evaluation of the Short List will be based on criteria developed by the evaluation committee prior to the commencement of Short List evaluation. These criteria and procedures for evaluation will be issued out as an addendum to the Proposers on the Short List. Criteria used as evaluation methods may include interviews, work samples, demonstrations, other testing or examinations.

## **5. PROPOSAL VALIDITY PERIOD**

Each proposal shall be irrevocable for a period of sixty (60) days from the Proposal Opening Date.

## **6. PROTEST OF AWARD**

In accordance with ORS 279B.410, any adversely affected Proposer has seven (7) calendar days from the date of the written notice of intent to award to file a written protest. The protest shall be addressed to Brendalee S. Wilson, Executive Director, Lane Council of Governments, 859 Willamette Street Suite 500, Eugene, Oregon 97401 and shall specify the grounds upon which the protest is based. The Executive Director will issue a written decision within five (5) days of receipt of the written protest.

## **7. RESERVATION IN EVALUATION**

The LCOG selection committee reserves the right to either: a) request "Best and Final Offers" from the two highest scoring vendors and award to the lowest priced; or b) to reassess the proposals and award to the vendor determined to best meet the overall needs of LCOG.

## **8. CONTRACT GENERAL TERMS AND CONDITIONS**

### **8.1 General Requirements**

All proposers are required to comply with the provisions of the LCOG Public Contracting Rules. LCOG reserves the right to reject any and all proposals received as a result of this request for proposal, or to negotiate separately with any source whatsoever in any manner necessary to serve the best interest of the LCOG. The contents of the proposal of the successful vendor(s) will become the contractual obligation, if a contract ensues. Failure of the successful vendor(s) to accept these obligations may result in cancellation of the award. The selected vendor(s) will be required to assume responsibility for all services offered in their proposal whether or not produced by them. Further, the vendor will notify LCOG of the designated person who will be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

## **8.2 Ordinances, Permits, and Licenses**

The contractor shall keep fully informed of local ordinances, state and federal laws in any manner affecting the work herein specified. The proposer shall comply with said ordinances, laws, regulations, and protect and indemnify LCOG, its officers, and agents against any claim or liability arising from, or based upon, the violations of any such laws, ordinances, or regulations.

All permits, licenses, and inspection fees necessary for the manufacture and delivery of the requested items shall be secured and paid for by the proposer.

## **8.3 Waiver of Provisions**

Contractor agrees that the waiver, acceptance, or failure by LCOG to enforce any provisions, terms or conditions of this contract shall not operate or be construed as a waiver of prior or subsequent breaches or the right of LCOG to thereafter enforce such provisions.

## **8.4 Cancellation**

This contract may be terminated by either party upon not less than sixty (60) calendar days written notice should the other party fail substantially to perform in accordance with the terms and/or conditions of this contract or any supplements thereof. This contract may also be terminated by LCOG in the event that the project is permanently abandoned.

## **8.5 Contract Breach**

In the event of a breach by the proposer of any of the provisions of this contract, LCOG reserves the right to cancel and terminate this contract forthwith upon giving oral or written notice to the contractor.

## **8.6 Damages**

The proposer shall be liable for any damage to LCOG resulting from their refusal or failure to complete the work under this contract. Damages shall be those actually incurred and include the cost to obtain the contracted work elsewhere.

## **8.7 Hold Harmless and Indemnification**

The proposer shall indemnify, defend, and hold LCOG, its officers, agents, and employees, harmless from any loss, claims, actions, liability, or costs, including attorney fees and other costs of defense, arising out of or in any way related to furnishing of supplies and/or services under this agreement and arising from the sole or joint negligence of the proposer, including any claim, loss or liability contributed to by LCOG's own negligence. This right of indemnification and to be held harmless shall be in addition to, and not in replacement of any other right that LCOG may have under any statute, under the common law, or under this contract.

## **8.8 Insurance**

The proposer shall maintain in force for the duration of this agreement a Commercial General Liability, Automobile Liability (owned, non-owned and hired) Insurance policy(s) written on an occurrence basis with limits not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate, and a Professional Errors and Omissions Liability policy with limits not less than \$1,000,000, naming LCOG, its employees, officials and agents as an additional insured as respect to work or services performed under this agreement. This insurance will be primary to any insurance LCOG may carry on its own.

Evidence of the above coverage issued by a company satisfactory to LCOG shall be provided to LCOG by way of a certificate of insurance before any work or services commence. A 30-day notice of cancellation or material change in coverage clause shall be included. Failure to maintain the proper insurance shall be grounds for immediate termination of this contract.

**Workers' Compensation:** The proposer shall provide and maintain workers' compensation coverage for its employees, officers, agents, or partners as required by applicable workers' compensation laws. The proposer shall provide a certificate of insurance to LCOG as evidence of coverage containing a 30-day notice of cancellation clause.

**Equipment and Material:** The proposer shall be responsible for any loss, damage, or destruction of its own property, equipment, and materials used in connection with the work.

**Subcontractors:** The proposer shall require all subcontractors to provide and maintain general liability, auto liability, professional liability (as applicable), and workers' compensation insurance with coverages equivalent to those required of the general proposer in this contract. The proposer shall require certificates of insurance from all subcontractors as evidence of coverage.

**Exception or Waivers:** Any exception or waiver of these requirements shall be subject to review and approval from LCOG's Executive Director.

### **8.9 Liens, Claims, or Incumbrances**

The proposer warrants and represents that all the goods and materials contained herein are free and clear of all liens, claims, or encumbrances of any kind whatsoever.

### **8.10 LCOG Personnel**

No officer, agent, consultant, or employee of LCOG shall be permitted any interest in the contract.

### **8.11 Contract Alterations**

No alteration in any of the terms, conditions, time, delivery, price, quality, quantities, or specifications will be effective without the prior WRITTEN consent of LCOG.

### **8.12 Non-Discrimination Clause**

The Proposer agrees not to discriminate against any client, employee or applicant for employment or for services, because of race, color, religion, sex, national origin, physical or mental handicap, sexual orientation or age unless based upon bona fide occupational qualifications with regard to, but not limited to, the following: employment up grading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; selection for training; and/or rendition of services.

### **8.12 Recyclable Products**

Vendors shall use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this document.

## **Exhibit A**

### **Scope of Work**

#### **COMPONENT 1:**

#### **RESPONSIVENESS TO NEAR-TERM BROADBAND FUNDING (MONTHS 1-6)**

##### **Task 1 - Facilitate and Execute Regional Strategy for Responsiveness to Near Term Federal and State Funding Opportunities.**

###### ***Subtask 1.1 – Facilitate Gathering of Stakeholder Input***

Goal: Quickly distill and document the current Lane Region fiber stakeholder landscape, needs, and projects with a focus on eventual alignment with immediate federal and state funding opportunities (emphasis on BEAD and Digital Equity Grants).

###### Expected Outcomes

- Focus groups and/or work sessions with Lane regional partners (about 12 public entities).
- Documentation capturing information including but not limited to:
  - Current connectivity landscape including key served and underserved areas (Oregon has a statewide broadband mapping process underway to augment FCC mapping).
  - Current, planned and desired projects (capital or otherwise)
  - Identify and characterize key synergies between urban hubs (including current and planned interconnection facilities) and the connectivity needs of unserved and underserved areas within the region.
  - Characterize opportunities, restrictions and limitations related to distinct assets and potential partnerships
    - Regulatory
    - Legal
    - Political
    - Financial

###### ***Subtask 1.2 – Align Key Needs and Gaps with Specific Funding Opportunities (Emphasis on BEAD and Digital Equity Grants)***

Goal: With a general understanding for residential, public, and business needs for fiber / broadband in the region, and with Lane regional partners participation and support, evaluate and identify standout projects (as defined by potential for near-term funding success and consistency with Lane Region’s near-term Vision, Goals and Tactics (see **Section 2.5**)).

###### Expected Outcomes

- Documentation (including integration of local resources where they exist) capturing information including but not limited to:
  - Current broadband speeds offered
  - Current availability and subscribership
  - Digital equity metrics including barriers to subscribership

- Reasons for non-subscription
- Mix of subscribed service and speeds
- Subscriber satisfaction (speed, availability, stability, support)
- Assessment of services meeting current and future need
  - Residential, public and business use cases
    - Online surveys, community anchor interviews, enterprise business interviews, and small and medium business interviews.
- Review and evaluation of existing broadband projects and project concepts
- Technology and Trends review. Assess what will be required to develop any forthcoming broadband network and the predicted material lifespan to safeguard against obsolescence and inequitable deployments.
- Broad participation and support for a short list of key projects aligned with near term funding opportunities that reflect unique potential for better achieving the Regions Goals around fiber / broadband connectivity

### ***Subtask 1.3 – Prepare Lane County Regional Broadband Federal and State Funding Strategy***

Goal: Identify Clear Initial Steps for Projects and for Completing Funding Applications

Expected Outcomes

- An organized Strategy Document and supporting set of documents that equip the Lane County region with the impetus, tools, and direction necessary to submit timely and responsive applications for federal and state broadband funds. Specially the Strategy will outline:
  - A set of prioritized Key Projects with clearly aligned federal funding opportunities. These projects will consider, so far as expediency allows, information gathered concerning the existing fiber-optic infrastructure, any gaps in the same, broad benefit and overall potential for improving the landscape of broadband in the region.
  - A comprehensive strategy for executing responsive and promising funding applications for federal and state funds, including responsiveness to criteria, eligibility and project framing with objective promise for success.
  - The Strategy must also consider potential opportunities and alignment with the strategy of the rest of Lane County’s Economic Development District (EDD - Linn, Benton and Lincoln Counties), who will be completing Broadband strategies at the same time.

### ***Subtask 1.4 – Complete Funding Applications***

Goal: Contractor will complete timely, responsive and promising funding applications for broadband projects in the Lane region.

Expected Outcomes

- With Lane regional partner’s participation and support, contractor will complete at least two timely and responsive applications for federal and/or state funding for standout projects (as defined by potential for near-term funding success and consistency with Lane Region’s near-term Vision, Goals and Tactics).

## **COMPONENT 2:**

### **COHESIVE REGIONAL BROADBAND STRATEGY (MONTHS 3-15)**

#### **Task 2 – Expanded Baseline Analysis**

##### ***Task 2.1 – Existing Conditions Analysis, Project Discovery and Analysis***

Goal: Fuller understanding of current landscape and near and long-term deployment of assets and projects deployed related to the defined fiber vision / strategy. This Phase leverages and sees beyond the immediate opportunities of the federal and state funding.

##### Expected Outcomes

- Broader Service and Infrastructure Analysis. An improved analysis of the incumbent Internet service providers (ISPs) and other existing broadband infrastructure in the region. A clear picture of the state of broadband in the Strategy area and how any forthcoming network(s) will fit into that landscape.
  - Incorporation of all existing, potential and ongoing assets and near-term projects
    - Ownership
    - Feasibility of inclusion in Regional Broadband Strategy
    - Regulatory / legal restrictions on repurposing assets
    - Financial impacts of repurposing assets
  - Additional mapping/documentation detailing, to the degree possible and acceptable, the physical extent of fiber-optic lines, service areas, incumbency, and level of service provided.
  - Recommendations on levers that reduce barriers to entry for new/local ISPs and generally increase the competitive landscape.

##### ***Task 2.2 – Risk and Viability Planning***

Goal: Identification of risks and viability of projects

##### Expected Outcomes

- Documented risks that are prioritized with proposed remediations where applicable
- Assessment of viability of existing capital and assets being included in any future strategic initiatives
- Review of the current and forthcoming legislative and regulatory policy to ensure that any proposed public network and service complies with and accounts for any statutes that govern how public broadband is regulated.

##### ***Task 2.3 – Physical Network Configuration and Coverage Planning***

Goal: Potential current and future configuration and coverage based on needs assessment and existing assets

##### Expected Outcomes

- Documentation of current and future prioritized network deployments addressing community and stakeholder needs

#### ***Task 2.4 – Network Deployment Cost Assessment***

Goal: Understanding of cost of potential network deployments

Expected Outcomes

- Estimates and assessments of costs for network deployments designed to address community and stakeholder needs including equitable deployment.
- Focus on middle mile and deployment to unincorporated/unserved/underserved areas.
- Integration of existing or concurrent plans for sub-geographies or clear “docking points” for future and/or ongoing plans at the sub-geography (district/municipality) level.
- Identification of optimal providers of proposed network deployments
  - Public
  - Private
  - Partnership

#### ***Task 2.5 – Traffic Demand / Usage Forecast***

Goal: Understand demand for deployments in areas validated by needs assessment

Expected Outcomes

- Forecasts of uptake and demand for connectivity and usage for both business and residential based on needs assessment discovery
- Assessment of services meeting current and future need (more thorough than Task 1).
  - Residential, public and business use cases
    - Online surveys, community anchor interviews, enterprise business interviews, and small and medium business interviews.
- Identification of potential anchor tenants / use-cases for buildout areas

#### ***Task 2.6 – Financial Feasibility Analysis***

Goal: Feasibility of deployments in specific areas based on cost and uptake estimates

Expected Outcomes

- Assessed feasibility of deployments by logical deployment areas with documented discovery data and assumptions

#### ***Task 2.7 – Conclusions, Recommendations, and Next Steps***

Goal: Pure financial assessment of potential network deployments

Expected Outcomes

- Summary of financial feasibility of network deployments

### **Task 3 – Cost Benefit & Economic Impact Analysis**

#### ***Task 3.1 – Cost-Benefit Analysis***

Goal: Cost-benefit analysis of fiber installation to support policy and other decision making.

Expected Outcomes

- Utilizing the methodology and modeling framework created, generate a cost-benefit analysis of improved fiber / broadband connectivity across the region (including social).

#### ***Task 3.2 – Economic Impact Analysis***

Goal: Economic impact analysis of fiber installation to support policy and other decision making.

Expected Outcomes

- Utilizing the methodology and modeling framework created, generate an economic impact analysis of improved fiber / broadband connectivity across the region

#### ***Task 3.3 – Prepare an Executive Summary and Final Report***

Goal: Summarize impact of executing on the proposed fiber strategy

Expected Outcomes

- Insight into the economic impact of executing on a regional fiber strategy
- Insight into the cost and benefits of executing on a regional fiber strategy

### **Task 4 - Develop Tailored Governance and Ownership Structure Options**

#### ***Task 4.1 – Partner and Stakeholder Identification and Analysis***

Goal: Identify and document all relevant stakeholders and partners included within the regional fiber / broadband strategy

Expected Outcomes

- Documentation capturing information including but not limited to:
  - Partners
    - Association to the project
    - Public / private sector relationships
  - Stakeholders
    - Association to the project
    - Public / private sector relationships

#### ***Task 4.2 – Governance Model(s) Definition***

Goal: Define potential governance model(s) for a regional fiber / broadband strategy

Expected Outcomes



- A document defining potential governance models for a regional fiber / broadband strategy covering but not limited to:
  - Consideration and incorporation of existing Lane County region partner coordination roles and needs analysis
  - Definition and description of the potential model
  - Other successful deployments of the model if they exist
  - Suggested participants and roles with the model
  - Specific recommendations for Dig-Once structure, policy and implementation across sub-geographies.
  - Characterization of role categories and potential FTE

***Task 4.3 – Conclusions, Recommendations, and Next Steps***

Goal: Recommendation reflecting the best fit governance model

Expected Outcomes

- Documentation and summary comparing and contrasting proposed governance models
- Recommendation for best fit model with justification

**Task 5 - Create Appropriately Tailored Communications Plans**

***Task 5.1 – Define Target Audiences***

Goal: Identify appropriate audiences to target for communications

Expected Outcomes

- Identify general audience for communication
- Appropriately segment the target audience

***Task 5.2 – Create Targeted Communications Plans***

Goal: Define and create appropriate targeted communication plans for identified audience segments

Expected Outcomes

- A specific recommendation for appropriate Dig-Once communication protocols for sub-geographies within the region.
- Define communications and messaging strategy on a per audience segment basis
- Define information necessary to communicate to each audience segment
- Create messaging plans and materials appropriate to each audience segment accounting broadly for matters of equity and access.
- Outline a means for legislative check ins to help align regional projects with current or upcoming funding
- Direct association with governance and roles addressed in Component 2

## **Task 6 – Lane County Regional Broadband Strategy**

### ***Task 6.1 – Prepare Lane County Regional Broadband Strategy***

Goal: Assemble and organize outcomes of Tasks 2-5 and relevant outcomes of Task 1 into a Regional Broadband Strategy for Lane County with clear initial and ongoing steps.

#### Expected Outcomes

- An organized document and supporting set of documents that equip the Lane County region with the impetus, structures and tools necessary to proceed with clear steps (both immediate and ongoing) toward the accomplishment of the region’s Vision, Goals and Tactics
- A set of near and long-term prioritized projects to realize broader open access-based broadband in the region. Projects in this Strategy should have key partners and potential funding sources identified, as well as other key supporting structures for deployment, and sustainability. These projects will consider all the information gathered concerning the existing fiber-optic infrastructure, any gaps in the same, and the overall landscape of broadband in the region.
- Lane partners have individual, as well as common, broadband missions and goals. A plan which optimizes the ability to integrate associated existing plans or distinct sub-geography strategies (by annex) is desired.
- The Strategy must also consider potential opportunities and alignment with the strategy of the rest of the Economic Development District (EDD - Linn, Benton and Lincoln Counties) , who will be completing Broadband strategies at the same time.