

QLife Network

QualityLife Intergovernmental Agency

AGENDA

QLife Regular Board Meeting

Thursday, May 23, 2013
Noon
The Dalles City Hall, 313 Court Street
2nd Floor Conference Room

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of April 25, 2013 QLife Regular Board Meeting Minutes
5. Financial Reports
 - a. April Financial Reports
 - b. List of Disbursements since Last Meeting
6. Action Items
 - a. Review and adoption of Strategic Plan
7. Reports
 - a. Wi Fi Project – Nolan Young
 - b. Aristo Operational Management Report – John Amery
8. Next Meeting Dates:
 - a. Regular Board Meeting June 27, 2013 Noon
9. Adjourn

QLife Network

QualityLife Intergovernmental Agency

MINUTES

QLife Regular Board Meeting

Thursday, April 25, 2013
Following Budget Committee Meeting
The Dalles City Hall, 313 Court Street
2nd Floor Conference Room

Call to Order

The meeting was called to order by President Scott Hege at 12:36 p.m.

Roll Call

In attendance: Scott Hege, Erick Larson, Carolyn Wood, Bill Dick
Absent: Brian Ahier
Staff in attendance: Nolan Young, Izetta Grossman, Garrett Chrostek

Visitor: Ken Farnier

Approval of Agenda

It was moved by Dick and seconded by Wood to approve the agenda as submitted. The motion carried unanimously; 1 absent.

Approval of February 28, 2013 QLife Regular Board Meeting Minutes

It was moved by Larson and seconded by Wood to approve the minutes of the February 28, 2013 meeting as presented. The motion carried unanimously, 1 absent.

Financial Reports

Young reviewed the February and March Financial Reports; reporting that a long haul transporter signed a 5 year renewal this week.

Action Items

Young reviewed the resolutions. It was moved by Wood and seconded by Larson to Adoption of Resolution 13-001 Authorizing Transfers of Budget Funds Between Categories of the QualityLife Intergovernmental Agency Capital Fund 601 Budget for the Fiscal Year Ending June 30, 2013. The motion passed unanimously, 1 absent.

It was moved by Wood and seconded by Dick to Adoption of Resolution 13-002 Adopting a Supplemental Budget for the QualityLife Intergovernmental Agency Operating Fund (600) and Capital Fund (601) Budgets for the Fiscal Year ending June 30, 2013, Making Appropriations and Authorizing Expenditures. The motion passed unanimously, 1 absent.

Reports

Young reported that the Strategic Plan would come back to the board next month.

Young reported that the Wi Fi Project had run into an issue with easements and was not as far along as predicted. Kramer Field and Sorosis are not complete; Riverfront Park is close to completion.

Wood asked when it was anticipated that QLife would be in a position to send revenue to the City and County. Young explained that with the City and County reallocating the Enterprise Zone funds QLife would still be able to retire debt in FY 14-15. Potentially QLife would be able to return revenue to City and County in FY 15-16, if current revenue growth remained as projected.

Young reported that the Port of The Dalles would like to have a GIG transport ready for their industrial park. QLife may be asked to put a fiber loop in that area – the minimum would be conduit to prepare the site. In response to a question, Young reported that the Downtown Metro loop would be considered in FY 14-15 if funds were available along with a new generator for QLife.

Ken Farner said he was delighted that QLife would be able to give revenue to the City and County, even though that was not the purpose of the Agency to begin with; economic development had always been the focus. He wondered if there was a rate structure that would allow more customers, at a lower rate to grow volume and revenue. Young stated that the rate structure had been updated and that it would allow ISP's to buy larger service that they could then sell at better rates.

Dick asked if downtown could be a GIG Park to attract larger financial companies – he wondered if there was potential there. Young reported that he and Mobley had a conversation with the LSN director regarding the subject and it is generally felt in the industry that GIG City was a good marketing term – however, in reality there weren't that many users needing that kind of service.

Young said that if QLife adopts the Strategic Plan we might develop a plan to grow the system using that plan. It was anticipated that in 2 years we would have the funds to grow the system.

Next Meeting Dates:

Regular Board Meeting May 23, 2013 Noon

Adjourn

Being no further business the meeting was adjourned at 1:15 p.m.

Respectfully submitted:

Izetta Grossman

Attest: Erick Larson, Secretary

TO: Qlife Board
 Nolan Young, City Manager

FR: Kate Mast, Finance Director

RE: Financial Report for QLIFE – April 2013

BANKING:

QLife monies are deposited into a separate bank checking account. We opened a Money Market Account in December 2008 that we transfer excess funds into when possible to earn interest.

The information below is a comparison of budget to actual revenues and expenditures for the month just ended by fund. This information is not audited, but is reviewed by the Finance Department for clarity and budget compliance.

83% of the year has passed.

Each fund exceptions narrative has four possible paragraphs; 1 - is the beginning balance, 2 - is new revenues, 3 - is expenditures and 4 - if present, is budget changes.

Operations (600):

BUDGET COMPARISONS

	<u>July 1, 2012 to April 30, 2013</u>			
	Budget	Actual	Percentage	
Beginning Balance	\$ 50,438	\$ 66,849	132.5%	* see below
Revenues	\$ 579,100	\$ 474,465	81.9%	
Expenditures	\$ 313,694	\$ 173,900	51.7%	
Transfers to Capital/Debt Fund	\$ 315,844	\$ 287,131	90.9%	
Cash at Month End	\$ 28,403.51			

Exceptions:

- 1) **Beginning Balance:** * *The Beginning Balance figures used here have been audited.*
- 2) **Revenues:**
- 3) **Expenditures:** *No formal action is needed to correct the over-expenditures shown in items a - h below, as they are all in the Materials & Services category and that total category budget will not be exceeded this year.*

- a. The Engineering Services line item is over-expended by \$1,411.03 due to an increase in new service inquiries that need engineering to complete a cost estimate.
 - b. The Special Studies & Reports line item has been over-expended by \$3,000 for the Strategic Plan, which will be reimbursed to QLife through the Strategic Plan Grant.
 - c. The Buildings and Grounds line item has been over-expended by \$1,124.80 due to the purchase and installation of a security system for the QLife room that was expected to be completed in the last fiscal year.
 - d. The Liability line item was slightly under-budgeted causing it to be over-expended by \$130.00.
 - e. The Telephone line item was also slightly under-budgeted, causing to be over-expended by \$7.33.
 - f. The Travel, Food & Lodging line item has been over-expended by \$696.02 due to the lunches provided at the Board meetings.
 - g. The Miscellaneous Expenses line item has been over-expended by \$111.36 due to the payment of a \$100 Oregon Universal Service Fund late penalty and a PUD new facilities fee for a service at 1112 Cherry Heights for the Bisector Project.
 - h. The Pole Connection Fees line item has been over-expended by \$25.43 due to under estimation of costs.
- 4) Budget Changes: A supplemental budget was approved by the QLife Board on April 25, 2013, increasing the anticipated E-Rate Revenue by \$10,000 and increasing the E-Rate expenditure line item by the same amount in order to avoid over-expenditure of that account.

CAPITAL (601):

BUDGET COMPARISONS

	July 1, 2012 to April 30, 2013			
	Budget	Actual	Percentage	
Beginning Balance	\$ 219,124	\$ 212,640	97.0%	* see below
Transfers In	\$ 315,844	\$ 287,131	90.9%	
Revenues	\$ 92,500	\$ 66,678	72.1%	
M&S / Capital Outlay / Other	\$ 377,684	\$ 123,249	32.6%	
Debt Expenditures	\$ 249,784	\$ 237,290	95.0%	
Cash at Month End	\$ 200,617.90			

Exceptions:

- 1) Beginning Balance: * *The Beginning Balance figures used have been audited.* The shortage is due to timing on the St. Mary's redundancy project and is not a problem.
- 2) Revenues: The \$50,000 enterprise payment was received in February.
- 3) Expenditures:
 - a. The Secondary line item has been over-expended by \$134.29 due to additional new services. No action is needed to fix this, as the Capital Outlay category total is not anticipated to be over-expended this year.
- 4) Budget Changes: A supplemental budget was approved by the QLife Board on April 25, 2013, increasing the anticipated Connect Charges Revenue by \$10,000 and increasing the Outside Plan – Secondary line item by the same amount to avoid over-expenditures due to new connections. In addition a budget amendment was approved to move \$52,000 from the Reserves for System Improvements line item to the Telecommunications line item to provide for a private party grant match to fund the expansion of the WiFi system to the Discovery Center and various City parks.

City of The Dalles

ACCOUNT	DESCRIPTION	***** ESTIMATED	***** CURRENT ACTUAL	***** %REV	***** ESTIMATED	***** YEAR-TO-DATE ACTUAL	***** %REV	***** ANNUAL ESTIMATE	***** UNREALIZED BALANCE
FUND 600	QUALITYLIFE AGENCY FUND								
300	BEGINNING BALANCE								
300 00 00		4,203	.00		42,030	66,849.23	159	50,438	16,411.23-
300 **		4,203	.00		42,030	66,849.23	159	50,438	16,411.23-
300 ***		4,203	.00		42,030	66,849.23		50,438	16,411.23-
340	CHARGES FOR SERVICES								
344	UTILITY SERVICES								
10 00	UTILITY SERVICE CHARGES	43,862	46,365.00	106	438,620	427,050.00	97	526,350	99,300.00
15 00	LSN CREDITS	0	.00		0	.00		0	.00
20 00	CONNECT CHARGES	187	900.00	481	1,870	2,700.00	144	2,250	450.00-
344 **	UTILITY SERVICES	44,049	47,265.00	107	440,490	429,750.00	98	528,600	98,850.00
340 ***	CHARGES FOR SERVICES	44,049	47,265.00		440,490	429,750.00		528,600	98,850.00
360	OTHER REVENUES								
361	INTEREST REVENUES								
00 00	INTEREST REVENUES	41	18.84	46	410	190.46	47	500	309.54
361 **	INTEREST REVENUES	41	18.84	46	410	190.46	47	500	309.54
369	OTHER MISC REVENUES								
00 00	OTHER MISC REVENUES	0	.00		0	201.03		0	201.03-
20 00	E-RATE REIMBURSEMENT	6,666	.00		36,663	44,323.20	121	50,000	5,676.80
369 **	OTHER MISC REVENUES	6,666	.00		36,663	44,524.23	121	50,000	5,475.77
360 ***	OTHER REVENUES	6,707	18.84		37,073	44,714.69		50,500	5,785.31
390	OTHER FINANCING SOURCES								
392	SALE OF FIXED ASSETS								
00 00	SALE OF FIXED ASSETS	0	.00		0	.00		0	.00
392 **	SALE OF FIXED ASSETS	0	.00		0	.00		0	.00
390 ***	OTHER FINANCING SOURCES	0	.00		0	.00		0	.00
FUND TOTAL	QUALITYLIFE AGENCY FUND	54,959	47,283.84		519,593	541,313.92		629,538	88,224.08

FUND 600 QUALITYLIFE AGENCY FUND		DEPT/DIV 6000 OLIFE/		*****CURRENT*****		*****YEAR-TO-DATE*****		*****		*****	
BA ELE OBJ	ACCOUNT	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	BUDGET
SUB	DESCRIPTION										
66	EXPENSE-ACCOUNT										
660	FINANCIAL OPERATIONS										
02	MATERIALS & SERVICES										
31	ADMINISTRATIVE	1666	4513.00	271	16660	11770.77	71	20000	8229.23	59	20000
15	COUNTY	583	.00	0	5830	4543.00	78	7000	2457.00	65	7000
20	OUTSIDE PLANT MAINTENANCE	2333	5513.00	236	23330	5513.00	24	28000	22487.00	20	28000
90	OTHER SERVICES	0	.00	0	0	.00	0	0	.00	0	0
32	AUDIT	416	.00	0	4160	4990.00	120	5000	10.00	100	5000
20	LEGAL SERVICES	700	1260.00	180	7000	3870.00	55	8400	4530.00	46	8400
34	ENGINEERING SERVICES	1000	1713.69	171	10000	13411.03	134	12000	1411.03	112	12000
30	NETWORK SYSTEM MANAGEMENT	5333	.00	0	53330	39083.41	73	64000	24916.59	61	64000
50	SPECIAL STUDIES & REPORTS	0	1000.00	0	0	3000.00	0	0	3000.00	0	0
43	BUILDINGS AND GROUNDS	166	.00	0	1660	3124.80	188	4000	1124.80	156	4000
25	NETWORK EQUIPMENT	383	.00	0	3830	2020.71	53	2600	2579.29	44	2600
87	UTILITIES LOCATES	83	.00	0	830	.00	0	1000	1000.00	0	1000
44	OFFICE SPACE RENTAL	437	1311.00	300	4370	3933.00	90	5244	1311.00	75	5244
52	LIABILITY	458	.00	0	4580	5630.00	123	5500	1300.00	102	5500
30	PROPERTY	0	.00	0	0	.00	0	0	.00	0	0
30	POSTAGE	16	.00	0	160	26.82	17	200	173.18	13	200
30	TELEPHONE	30	34.76	116	300	367.33	122	360	7.33	102	360
40	LEGAL NOTICES	33	98.60	299	330	98.60	30	400	301.40	25	400
54	ADVERTISING	108	.00	0	1080	500.00	46	1300	800.00	39	1300
57	PERMIT	33	.00	0	330	.00	0	400	400.00	0	400
58	TRAVEL, FOOD & LODGING	33	131.57	399	330	1096.02	332	400	696.02	274	400
50	TRAINING AND CONFERENCES	58	.00	0	580	.00	0	700	700.00	0	700
70	MEMBERSHIPS/DUES/SUBSCRIP	16	.00	0	160	.00	0	200	200.00	0	200
80	SCHOLARSHIPS	0	.00	0	0	.00	0	0	.00	0	0
60	OFFICE SUPPLIES	16	13.28	83	160	60.06	38	200	139.94	30	200
63	OLIFE SCHOLARSHIPS	166	.00	0	1660	2000.00	121	2000	.00	100	2000
90	ROBOTICS GRANTS	166	.00	0	1660	2000.00	121	2000	.00	100	2000
69	MISCELLANEOUS EXPENSES	41	32.58	80	410	611.69	149	500	111.69	122	500
50	POLE CONNECTION FEES	750	.00	0	7500	9025.43	120	9000	25.43	100	9000
70	RIGHT OF WAY FEES	1315	1327.95	101	13150	11420.55	87	15790	4369.45	72	15790
80	ASSETS <\$5000	208	.00	0	2080	1480.34	71	2500	1019.66	59	2500
02	MATERIALS & SERVICES	16547	16949.43	102	165470	129576.56	78	198694	69117.44	65	198694
03	CAPITAL OUTLAY										
74	TELECOMMUNICATIONS EQUIP	1666	.00	0	16660	.00	0	20000	20000.00	0	20000
78	FIXED ASSET RECLASS ACCT	0	.00	0	0	.00	0	0	.00	0	0
03	CAPITAL OUTLAY	1666	.00	0	16660	.00	0	20000	20000.00	0	20000
05	OTHER	0	.00	0	0	.00	0	0	.00	0	0
87	DEPRECIATION EXPENSE	0	.00	0	0	.00	0	0	.00	0	0
05	OTHER	0	.00	0	0	.00	0	0	.00	0	0
660	FINANCIAL OPERATIONS	18213	16949.43	93	182130	129576.56	71	218694	89117.44	59	218694
66	EXPENSE-ACCOUNT	18213	16949.43	93	182130	129576.56	71	218694	89117.44	59	218694

FUND 600 QUALITYLIFE AGENCY FUND		DEPT/DIV 9500 OTHER USES/ *****CURRENT*****		*****YEAR-TO-DATE*****		*****		*****		*****	
BA ELE OBJ	ACCOUNT DESCRIPTION	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	ENCUMBR.	ANNUAL BUDGET	UNENCUMB. BALANCE	% BDGT
05 **	OTHER	32986	28713.09	87	2998663	331454.10	111	.00	365844	34389.90	91
81 91	QLIFE CAPITAL FUND	26320	28713.09	109	263200	287130.90	109	.00	315844	28713.10	91
83 10	ESD E-RATE	6666	.00	0	36663	44323.20	121	.00	50000	5676.80	89
06 **	CONTINGENCY / UAFB	3750	.00	0	37500	.00	0	.00	45000	45000.00	0
89 00	UNAPROPRIATED ENDING BAL	0	.00	0	0	.00	0	.00	0	.00	0
06 **	CONTINGENCY / UAFB	3750	.00	0	37500	.00	0	.00	45000	45000.00	0
600 **	FINANCIAL OPERATIONS	36736	28713.09	78	337363	331454.10	98	.00	410844	79389.90	81
60 **	EXPENSE-ACCOUNT	36736	28713.09	78	337363	331454.10	98	.00	410844	79389.90	81
DIV 9500 TOTAL *****		36736	28713.09	78	337363	331454.10	98	.00	410844	79389.90	81
DEPT 95 TOTAL *****		36736	28713.09	78	337363	331454.10	98	.00	410844	79389.90	81
FUND 600 TOTAL *****		54949	45662.52	83	519493	461030.66	89	.00	629538	168507.34	73

ACCOUNT	DESCRIPTION	***** ESTIMATED	***** CURRENT ACTUAL	***** %REV	***** ESTIMATED	***** YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
FUND 601	QLIFE CAPITAL FUND								
300	BEGINNING BALANCE								
300 00 00		18,260	.00		182,600	212,639.77	117	219,124	6,484.23
300 **		18,260	.00		182,600	212,639.77	117	219,124	6,484.23
300 ***		18,260	.00		182,600	212,639.77		219,124	6,484.23
330	INTERGOVERNMENTAL REVENUE								
331 90 00	FEDERAL REVENUES	0	.00		0	.00		0	.00
331 **	FEDERAL GRANTS-MISC	0	.00		0	.00		0	.00
330 ***	FEDERAL REVENUES	0	.00		0	.00		0	.00
340	CHARGES FOR SERVICES								
344 20 00	UTILITY SERVICES	6,041	9,131.75	151	30,413	11,528.31	38	42,500	30,971.69
344 **	CONNECT CHARGES	6,041	9,131.75	151	30,413	11,528.31	38	42,500	30,971.69
340 ***	UTILITY SERVICES	6,041	9,131.75		30,413	11,528.31		42,500	30,971.69
360	OTHER REVENUES								
369 00 00	OTHER REVENUES	0	1,000.00		0	5,150.00		0	5,150.00-
369 10 00	OTHER MISC REVENUES	4,166	.00		41,660	50,000.00	120	50,000	.00
369 **	ENTERPRISE ZONE PAYMENT	4,166	1,000.00	24	41,660	55,150.00	132	50,000	5,150.00-
360 ***	OTHER MISC REVENUES	4,166	1,000.00		41,660	55,150.00		50,000	5,150.00-
390	OTHER FINANCING SOURCES								
391 40 00	OPERATING TRANSFERS IN	0	.00		0	.00		0	.00
391 90 01	IF PMT FROM OTHER FUNDS	26,320	28,713.09	109	263,200	287,130.90	109	315,844	28,713.10
391 **	QLIFE OPERATING FUND	26,320	28,713.09	109	263,200	287,130.90	109	315,844	28,713.10
393 10 00	OPERATING TRANSFERS IN	0	.00		0	.00		0	.00
393 **	PROCEEDS- LT LIABILITIES	0	.00		0	.00		0	.00
390 ***	LOAN/BOND PROCEEDS	26,320	28,713.09		263,200	287,130.90		315,844	28,713.10
FUND TOTAL	QLIFE CAPITAL FUND	54,787	38,844.84		517,873	566,448.98		627,468	61,019.02

FUND 601 OLIFE CAPITAL FUND		DEPT/DIV 6000 OLIFE/		*****CURRENT*****		*****YEAR-TO-DATE*****		*****EXP*****		*****EXP*****		*****EXP*****	
BA	EL	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP
SUB	OBJ	DESCRIPTION											
66	660	EXPENSE-ACCOUNT											
		FINANCIAL OPERATIONS											
		MATERIALS & SERVICES											
34	10	ENGINEERING SERVICES	833	660.00	79	5923.75	71	8330	4076.25	59	10000	4076.25	59
		CUSTOMER CONNECT COSTS	333	.00	0	.00	0	3330	4000.00	0	4000	4000.00	0
		OTHER SERVICES	0	.00	0	.00	0	0	.00	0	0	.00	0
43	86	LINE MNTNCE & SUPPLIES	333	.00	0	112.50	3	3330	3887.50	3	4000	3887.50	3
57	10	PERMIT	0	.00	0	.00	0	0	.00	0	0	.00	0
02	**	MATERIALS & SERVICES	1499	660.00	44	6036.25	40	14990	11963.75	34	18000	11963.75	34
03	**	CAPITAL OUTLAY											
72	20	BUILDINGS	1291	.00	0	187.36	2	12910	15312.64	1	15500	15312.64	1
74	10	COMPUTER EQUIPMENT	0	.00	0	.00	0	0	.00	0	0	.00	0
		TELECOMMUNICATIONS EQUIP	18958	27207.00	144	45687.80	136	33583	18812.20	74	71500	18812.20	74
		PRIMARY	7247	26747.25	369	28031.58	39	72470	58943.42	32	86975	58943.42	32
		SECONDARY	6041	7744.00	128	42634.29	140	30413	134.29	100	42500	134.29	100
		POLE MAKE READY COSTS	416	671.23	161	671.23	16	4160	4328.77	13	5000	4328.77	13
03	**	CAPITAL OUTLAY	33953	62369.48	184	117212.26	76	153536	97262.74	56	221475	97262.74	56
04	**	DEBT SERVICE											
79	50	LOAN PRINCIPAL PAYMENTS	17953	116263.82	648	206567.56	115	179530	8876.44	96	215444	8876.44	96
		CRB PRINCIPAL PAYMENTS	0	.00	0	.00	0	0	.00	0	0	.00	0
		LOAN INTEREST PAYMENTS	2861	2570.29	90	30722.51	107	28610	3617.49	90	34340	3617.49	90
		LOAN RESERVE-FUT DEBT PAY	0	.00	0	.00	0	0	.00	0	0	.00	0
04	**	DEBT SERVICE	20814	118834.11	571	237290.07	114	208140	12493.93	95	249784	12493.93	95
660	**	FINANCIAL OPERATIONS	56266	181863.59	323	360538.58	96	376666	121720.42	75	489259	121720.42	75
66	**	EXPENSE-ACCOUNT	56266	181863.59	323	360538.58	96	376666	121720.42	75	489259	121720.42	75
DIV	6000	TOTAL *****											
DEPT	60	TOTAL *****											
		OLIFE	56266	181863.59	323	360538.58	96	376666	121720.42	75	489259	121720.42	75

FUND 601 QLIFE CAPITAL FUND		DEPT/DIV 9500 OTHER USES/		*****CURRENT*****		*****YEAR-TO-DATE*****		*****EXP*****		ANNUAL	UNENCUMB.	%
BA ELEM OBJ	ACCOUNT DESCRIPTION	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	ENCUMBR.	BUDGET	BALANCE	BDGT	
60	QLIFE FUND											
600	OTHER USES											
05	OTHER											
84	15 RSRV FOR SYS IMPROVEMENTS	5667-	.00	0	99327	.00	0	.00	88000	88000.00	0	
20	RSRV FOR CO EXPANSION	0	.00	0	0	.00	0	.00	0	.00	0	
05	** OTHER	5667-	.00	0	99327	.00	0	.00	88000	88000.00	0	
600	** OTHER USES	5667-	.00	0	99327	.00	0	.00	88000	88000.00	0	
60	** QLIFE FUND	5667-	.00	0	99327	.00	0	.00	88000	88000.00	0	
66	EXPENSE-ACCOUNT											
660	FINANCIAL OPERATIONS											
05	OTHER											
84	30 FOR DEBT RETIREMENT	0	.00	0	0	.00	0	.00	0	.00	0	
05	** OTHER	0	.00	0	0	.00	0	.00	0	.00	0	
06	CONTINGENCY / UAFB											
88	00 CONTINGENCY	4184	.00	0	41840	.00	0	.00	50209	50209.00	0	
89	00 UNAPPROPRIATED ENDING BAL	0	.00	0	0	.00	0	.00	0	.00	0	
06	** CONTINGENCY / UAFB	4184	.00	0	41840	.00	0	.00	50209	50209.00	0	
660	** FINANCIAL OPERATIONS	4184	.00	0	41840	.00	0	.00	50209	50209.00	0	
66	** EXPENSE-ACCOUNT	4184	.00	0	41840	.00	0	.00	50209	50209.00	0	
DIV	9500 TOTAL *****	1483-	.00	0	141167	.00	0	.00	138209	138209.00	0	
DEPT	95 TOTAL *****	1483-	.00	0	141167	.00	0	.00	138209	138209.00	0	
FUND	601 TOTAL *****	54783	181863.59	332	517833	360538.58	70	7000.00	627468	259929.42	59	

QLIFE - LISTING OF FINANCIAL TRANSACTIONS

FUND: OPERATING 600
 FISCAL YEAR: 2012-13

PERIOD DETAIL FROM: 4/17/2013 TO: 5/9/2013

Revenue: Billed as of

QLife Monthly Billings	BILLING DONE ON THE 20TH	45,315.00
	Pass through billing	9,131.75
TOTAL:		54,446.75

TOTAL:			54,446.75
CODE	Expenditures:		
600.6000.660.53.30	Gorge.net	Phone	34.76
600.6000.660.34.10	Commstructures	Engineering	1,713.69
600.6000.660.34.50	MCEDD	Grant	1,000.00
600.6000.660.53.40	The Dalles Chronicle	Legal Notices	98.60
600.6000.660.31.20	NorthSky	Splicing for future use	5,513.00
600.6000.660.58.10	Anzac	Lunch	135.00
600.6000.660.63.80	CGCC Foundation	Scholarship	2,000.00
600.6000.660.69.70	City of The Dalles	ROW	1,390.95
600.6000.660.32.20	Keith Mobley	Legal Services	1,175.00

TOTAL: 13,061.00

FUND: CAPITAL 601
 FISCAL YEAR: 2012-13

PERIOD DETAIL FROM: 4/17/2013 TO: 5/9/2013

Revenue:

TOTAL:			
CODE	Expenditures:		
601.6000.660.76.30	Columbia State Bank	Commercial Loan/Interest	11,494.11
601.6000.660.76.10	NWCPUD	Pole Attachments (LSN)	671.23
601.6000.660.76.10	NorthSky	Bisector	26,747.25
601.6000.660.76.10	Hage	Bisector	1660.56
601.6000.660.76.10	Hage	Bisector	1,298.68

TOTAL: 41,871.83

May 9, 2013

To: Board of Directors, QualityLife Intergovernmental Agency
From: Keith Mobley, Convener, Broadband Strategic Plan
Re: Final version, Broadband Strategic Plan

First, thank you for the time and effort dedicated to the creation of this plan.

And now that we have a plan, I ask that you determine whether you wish to formally adopt it.

If your decision is to adopt it, then the next question would be: What action or actions should follow?

One suggestion I will offer is that we continue to work closely with the Mid-Columbia Economic Development District, through Carrie Pipinich. She is continuing her work on the Washington side on broadband issues, and is alert to opportunities that will arise to work together on both sides of the Columbia.

Another suggestion is that the board now appoint a committee to develop action recommendations on opportunities that will help achieve plan goals and objectives. I am willing to serve on that committee, if you decide to accept this suggestion.

Again, thank you for the opportunity to assist in the development of this plan, and for your good work in helping make it happen.

c: Nolan Young
Carrie Pipinich

Wasco County and Q/Life Broadband Strategic Plan

Q/Life

5/1/2013

This planning effort was supported by the State Broadband Data and Development Program and has been funded through an American Recovery and Reinvestment Act (ARRA) grant administered through the National Telecommunications and Information Administration, the Oregon Public Utility Commission and the Oregon Business Development Department.

Wasco County and Q-Life Network Broadband Strategic Plan

Acknowledgements

Wasco County and Q-Life Network wish to thank the community and business members who participated in this planning effort.

Community Development Sector

Keith Mobley
Dave Karlson
Bill Fashing
Chris Tamarin
Paul Ferguson
Dennis Ross
Scott Mckay
Linda Griswold
Scott Anderson
Maggie Pando
Nolan Young

Organization

QLife Network
Google
MCCOG
Oregon Business Development Department
Wasco County
Cityof Maupin Resident
Mid-Columbia Senior Center
YouthThink
Radcomp Technologies
The Dalles/Wasco County Library
City of The Dalles

Economic Development Sector

Amanda Hoey
Joan Silver
Carrie Pipinich
Andrea Klaas

Mary Kramer
Mike Canon

Frank J. Kay III
Jeff Davis
Mary Merrill

Donella Polehn
Keith Mobley

Jeff Renard

Mid-Columbia Economic Development District (MCEDD)
Wasco County Economic Development Commission
MCEDD
Port of The Dalles
Columbia Gorge Community College, CET and Resident, City of Dufur
Klickitat County Economic Development
City of Maupin, Wasco County Economic Development Commission
Wasco Electric Cooperative
Columbia Gorge Community College, SBDC
Polehn Farms Inc, Wasco County Economic Development Commission
QLife Network
Wasco County Economic Development Commission,
The Dalles Chamber of Commerce

Education & Healthcare Sector

Brian Ahier	Qlife, Mid-Columbia Medical Center
Laurie Miller	Columbia River Women's Clinic, Gorge Health Connect
C.S. Little	Dufur School District
Gary Peterson	Columbia Gorge ESD
Teri Thalhofer	North Central Public Health District (NCPHD)
Kathi Hall	NCPHD
Dan Spatz	Columbia Gorge Community College (CGCC)
Adam Gietl	CGCC
Coco Yackley	Columbia Gorge Coordinated Care Organization
Brian Goodwin	North Wasco County School District 21
Kelly Keith	Mid-Columbia Center for Living
Molly Rogers	Wasco County Youth Services
Timothy McGlothlin	North Wasco County School District 21
Cody Harman	CGESD
Keith Mobley	QLife
Tom Cunningham	Mid-Columbia Medical Center

Resources & Utilization Sector

Scott Hege	Wasco County
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Lynette Ranney Black	Oregon State Extension Service
Eugene Walters	Juniper Flat RFPD
Seth Reiter	Johnson NETwork
Clinton Johnson	Johnson NETwork
Wilfred Pinfeld	Intel Corp
Dale Clark	PGE
Brian Adams	SawNet
Dan Bubb	Gorge Networks
Dan Wallace	Charter Communication
Eric Hastings	Charter Communication
John Amery	Aristo Networks/QLife
Mary Roehr	Charter Communication
Marian Jackson	Charter Communication
Keith Mobley	QLife Network
Karen Stewart	CenturyLink
Todd Reeves	Mosier WiNet
Herb Watts	Oregon Telco

Wasco County & the Q-Life Network Broadband Adoption and Utilization Strategic Plan

Broadband Vision Statement:

We will leverage current technology planning efforts in our region, the region's broadband infrastructure and our investment in middle-mile fiber plant to enhance our region's economic vitality and quality of life.

Broadband Goals:

- 1. Increase the number of new businesses entering the county and existing business retention and expansion by creating a technically fluent workforce.**
- 2. Through digital literacy campaigns, increase adoption and utilization rates of broadband.**
- 3. Improve health and education outcomes by leveraging tele-health and on-line learning modalities throughout the county.**
- 4. Increase availability of high quality broadband service in ALL Wasco County communities by driving demand through education.**

Overview

Broadband is transforming and expanding our ability to communicate, participate, create, educate, inform and compete. Because of this transformation, access to adequate broadband resources and the ability to fully utilize broadband-associated tools and technologies are determining factors in the economic and civic vitality and of our communities.

Today, high-speed broadband is transforming the landscape of America more rapidly and more pervasively than earlier infrastructure networks. Like railroads and highways, broadband

accelerates the velocity of commerce, reducing the costs of distance. Like electricity, it creates a platform for America's creativity to lead in developing better ways to solve old problems. Like telephony and broadcasting, it expands our ability to communicate, inform and entertain. Broadband is the great infrastructure challenge of the early 21st century. But as with electricity and telephony, ubiquitous connections are means, not ends. It is what those connections enable that matters. Yet there are still critical problems that slow the progress of availability, adoption and utilization of broadband.

According to research cited in the National Broadband Plan published in 2010, nearly 100 million Americans do not have broadband today. Fourteen million Americans do not have access to broadband infrastructure that can support today's and tomorrow's applications. More than 10 million school-age children do not have home access to this primary research tool used by most students for homework. Jobs increasingly require Internet skills; the share of Americans using high-speed Internet at work grew by 50% between 2003 and 2007, and the number of jobs in information and communications technology is growing 50% faster than in other sectors. Yet millions of Americans lack the skills necessary to use the Internet. Electronic health records could alone save more than \$500 billion over 15 years. Much of the electric grid is not connected to broadband, even though a Smart Grid could prevent 360 million metric tons of carbon emissions per year by 2030, equivalent to taking 65 million of today's cars off the road. Online courses can dramatically reduce the time required to learn a subject while greatly increasing course completion rates, yet only 16% of public community colleges—which have seen a surge in enrollment—have high-speed connections comparable to our research universities.

The Strategic Planning Process

In 2012, the Oregon Broadband Advisory Committee (OBAC) and the Oregon Business Development Department selected Wasco County and the Q-Life Network to participate in a broadband strategic planning process focused on identifying goals and strategies to increase broadband adoption and utilization in the community. Wasco County and the Q-Life Network is one of eight Oregon communities participating in the broadband planning process funded under a grant from the National Telecommunications and Information Agency's Broadband Telecommunications Opportunity Program (BTOP)¹. The county formed four "community sector" groups (Community Development, Education and Healthcare, Economic Development and Resource Utilization) which have met in planning forums to develop the goals and strategies of this broadband adoption plan. This document presents the outcome of this process.

The County and Q-Life worked with the OBDD to develop its strategic planning process, using a planning template developed by OBDD for all eight participating cities. The planning template encourages wide participation from the community in a series of face to face facilitated planning workshops. In January 2013 the County and Q-Life brought individuals from key sectors in the community together in the first series of workshops to explore the following questions:

¹ The grant is administered by the Oregon Business Development Department

- *Why are broadband inclusion, adoption and utilization important in our communities? What's at stake for the economic, social, educational and healthcare future of our communities?*
- *What parts of our communities are most affected by lack of broadband access, awareness, adoption, and utilization capabilities?*
- *What barriers prevent broadband access, awareness, adoption and utilization?*
- *What community assets and opportunities can be leveraged to overcome barriers?*

A draft report was distributed to all workshop participants in February, and a follow-up plenary planning session was held in March. In the Plenary session, participants reviewed the draft strategies and goals, and focused on identifying and prioritizing key actions. The planning participants identified **shorter term strategies** that would allow the community to achieve **early impacts** in broadband awareness, access and adoption, as well as **longer term strategies** that will improve broadband adoption, support economic development and education and health development goals, enhance the region's businesses, and eliminate digital divide and equity issues.

Findings

Discussion of the above questions by community members led to the following findings.

Inequities in broadband access, adoption and utilization

- Broadband and technology fluency are essential to a skilled and productive workforce, a connected citizenry, and equitable opportunity for all.
- Income, age, and lack of availability of broadband service contribute to inequities in broadband adoption and utilization.
- Technology can be an asset, but too often is a barrier for underserved communities that are without broadband access or economically disadvantaged populations who are without devices or the coaching they need to use technology.
- Closing these divides is essential to developing connected and productive citizens and a skilled, digitally-fluent workforce.
- There is a lack of awareness among many in the community of the impact or relevance of broadband in their lives. These may be people with the access and means to adopt broadband but are not motivated now to do so.

Opportunities for Innovation and Improved Healthcare and Education Outcomes

- New health care and education innovations and opportunities made possible by broadband are emerging in the county. These innovations can improve healthcare and education outcomes and reduce cost.
- All emerging healthcare opportunities are dependent on consumers' awareness and adoption of broadband.
- Lack of technology fluency will inhibit the entry of in-home healthcare programs and to patient access to health information.
- The connection between health and education is an important issue for planners now. New thinking about the healthcare/education nexus is putting the needs of the individual ahead of systems concerns. There is a new understanding of the child health requirements to support learning. As a result, education/healthcare silos (and silos

between school districts and between Pre-K-12 and higher education) are beginning to dismantle.

Role of Broadband in Economic Development and Community Vitality

- Broadband is an essential for 21st century economic development, including small businesses, the developing technology sector, the agriculture sector, teleworkers and the overall vitality of rural communities.
- Utilization skills among small businesses need to increase in order to have access to global markets.
- In order to keep and attract young people to our rural communities we must be able to offer technology-based economic opportunity.
- High capacity broadband service like that envisioned through the publicly funded Q-Life network can enable Wasco County to remain competitive. The fiber optic network established by Q-Life provides a strong foundation for the expansion of broadband access in our community. It has already made it possible to attract major new employers, such as Google.
- There is more to do to meet the goal of bringing robust, high capacity bandwidth to the region. Broadband service is lacking in most areas outside The Dalles, frustrating opportunities to make telework, health care, social services, and extended education opportunities more immediately and readily available.
- It may be possible to leverage existing fiber and other infrastructure resources, including Q-Life, to eliminate the broadband service inequities that plague the rural areas of the County.

Discussion of the Four Broadband Strategic Goals

The planning process produced four strategic goals that address economic development, community development, education and health, and utilization of resources in the community. The goals and associated strategies are discussed below and arrayed on the summary “Conceptual Broadband Strategic Plan” attachment.

Goal One: Increase the number of new businesses entering the county and existing business retention and expansion by creating a technically fluent workforce.

Adequate, high capacity broadband is essential to businesses large and small, to teleworkers and to the county’s important agricultural sector. High quality, high capacity broadband service will enable small businesses to flourish, and attract skilled workers and entrepreneurs to the County. Quality of life is why people choose to live in Wasco County communities but many are prevented from building home businesses or telecommuting due to a perceived lack of broadband service. Service is improving in the region, but broadband needs to be ubiquitously available to optimize economic development. Wireless broadband sufficient for agriculture applications is unavailable. Agricultural uses require a “big/fast mobile pipe” that is “a threshold above the norm.”

The region has broadband, cheap power and relatively cheap land. Google took note, and established a large presence in The Dalles. The County invested in the establishment of Q-Life, a fiber optic, high-capacity middle-mile network. Planning participants also want to incentivize Intel, Microsoft, Nike and other large employers to encourage employees would be looking for the quality of life and natural beauty the area has to offer to telecommute from the area. The area is also “home” to many “week-enders” and Portlanders with vacation homes. More of these part-time residents would spend more time (and money) here if broadband service were affordable and available to them.

Our Priority Action Agenda:

- 1. Provider collaboration on increasing adoption rates by establishing access ‘hubs’.** “Hubs” are single locations that have high speed broadband connections and that are open to the public. By establishing additional neighborhood access and business hubs, we can extend broadband to rural communities. A “one hub per year” strategy was proposed to create hubs in Maupin, Dufur, and Tygh Valley. It is important to involve broadband providers in the effort to increase adoption by working with them to establish the neighborhood hubs, along with education efforts on broadband benefits and skills.
- 2. Recruit and support local entrepreneurs in technology fields to start or expand businesses in the county.** Develop partnerships to increase business awareness of broadband-linked opportunities, to assist with adoption and utilization skills, and to make technology more accessible to small business.
- 3. Expand bi-state collaboration within Mid-Columbia Region on broadband training, adoption and rural access initiatives.** The most likely partnerships are between the City of The Dalles and Klickitat County because they are already partnering on major assets such as a regional airport.
- 4. Assist fruit growers and other local businesses to adopt broadband-enabled strategies to compete in global markets.** Pilot projects can demonstrate the effectiveness of broadband partnerships. A suggested pilot between Q-Life and Polehn Farms could demonstrate the potential of global marketing.

Our Implementation Strategy:

- Explore partnership opportunities between Wasco, Hood River, and Sherman counties, as well as with organizations like the Gorge Technology Alliance, the Small Business Development Center at Columbia Gorge Community College, our agricultural groups, and the County Library System.
- Create a bi-state Regional Center for Innovation. Work with the states, the Federal Communications Commission and other federal, state and local agencies and companies to participate in better linking our educational institutions, workforce development entities, and local businesses to support development of a technically fluent workforce.
- Work with the Oregon State University Extension, business organizations, WyEast Resource Conservation Development Corp. and BPA on assisting fruit growers and others. There are already efforts to use high technology to report water content in soil and other applications, and there may be natural partnerships to be developed.

Long Term Strategies:

- Market the business and quality-of-life benefits of The Dalles and Wasco County as a “connected community” to large employers with a telecommuting workforce. Get CEO’s to talk to CEO’s to start the business to business conversation.

Goal Two: Through digital literacy campaigns, increase adoption and utilization rates of broadband.

There is a very real broadband opportunity divide between The Dalles and adjacent rural areas. Some rural areas have substandard service while others have limited broadband access. Broadband affordability is also a problem, in both rural and more urban Wasco County communities. Affordability and availability are significant issues, especially for economically disadvantaged individuals and families. But participants in this broadband planning process recognized that low adoption rates also indicate lack of public awareness of the benefits of broadband and its growing necessity. Barriers to adoption may include fear of technology, lack of familiarity with computers, concern about security and privacy, non-English speaking, and doubt about the relevance of the Internet. Even those who own computers may lack the skills to use the Internet to find a job, to pay bills, or find a product or service at a low price.

Our Priority Action Agenda:

1. **Develop and promote a policy for access to Broadband in the County.** Establish a “broadband access for all” principle, which will guide policy and determine actions that might provide both affordability programs and initiatives to incentivize or subsidize development of rural broadband infrastructure.
 2. **Deploy an effective public awareness and outreach campaign that articulates broadband benefits and value proposition.** This outreach can draw on many sources for content, including the library system, community college, university extension and the Small Business Development Center (SBDC).
- **Establish partnerships to provide digital literacy training. Develop a community-based Technology Users Group with the mission of helping others, “neighbor-to-neighbor”, with broadband/ technology utilization skills.** Develop agreements with service providers, device retailers, computer support service providers, coffee shops and others to distribute the outreach materials. These materials should include specific information (how to set a password, how to check e-mail, how to use a browser, etc.). Broadband literacy is cultivated by exposure to devices and fast networks. Develop skills centers within libraries, coffee shops, computer labs in schools, “after school” programs, and at other locations to offer access to devices and support for use of broadband technologies.

Our Implementation Strategy:

- Spread the philosophy to all organizations that interface with communities. Meals on wheels, senior centers, counseling centers, the Library, Churches and other service organizations can be recruited to assist with creating awareness of digital literacy and its benefits.

- Create a public awareness campaign using multi-media outlets (pamphlets, videos, on-line messages, social media, etc.) that publicizes where broadband access is available, what it costs, and what it can do to improve job skills, education and quality of life.
- Find funding to develop a mobile broadband awareness program (perhaps a “broadband van”) that can visit communities, the homebound, schools and other community. “There is no substitute for one-on-one coaching” to enable the uninitiated to navigate broadband-enabled technologies. “Neighbor to neighbor” coaching is the best means of supporting broadband utilization skills.
- Involve community institutions to teach digital literacy and broadband skills. “Create an army” of mentors, involve families to raise digital skill sets for all generations in the family. Coaching can occur via teens to seniors, business-owner-to-business-owner, middle-school students to parents, and through after-school programs, library efforts or other formally or informally sponsored programs.

Goal Three: Improve health and education outcomes by leveraging tele-health and on-line learning modalities throughout the county.

Broadband is ushering in new modalities of education and health services. Health care services, including monitoring of vital signs, medication management, and face-to-face consultations between patients and doctors will be possible over a broadband link. Seniors won't have to travel to a doctor's office to be monitored. Consultations with major medical centers in other cities will be possible without leaving the local community.

On the education front, students will be able to take courses from educational institutions anywhere in the world over broadband. Virtual schools are developing and educating students today in Oregon, and throughout the country. Distance education is a significant part of the state's “40-40-20” educational goals, and Oregon State University wants to provide on-line courses in partnership with Columbia Gorge Community College.

Our Priority Action Agenda:

- 1. Establish a policy to get broadband access to every address to support healthcare and education service delivery.** Work with the State, health care providers, insurers and others to actively promote service delivery via broadband.
- 2. Establish a public/private consortium for collaboration and sharing best practices across the education and healthcare sectors.** Involve health care providers, educational institutions and state agencies to work together to address the policy/protocol issues holding back service delivery over broadband. These issues include federal privacy standards, lack of affordable broadband services and user devices, and lack of organizational skills and programs to offer on-line services.
- 3. Initiate a pilot program to test assumptions and develop best practices for using broadband to improve healthcare and/or educational outcomes.** Establish a cross-sector pilot project to demonstrate the health and education benefits of broadband adoption and to advance demand for these services in the County.

Our Implementation Strategy:

- Involve Gorge Health Connect, Oregon Health Network, MCMC/MCGC, the County, Columbia Gorge Educational Service District, CGCC, Head Start and other service organizations and educational institutions in framing a regional access policy to insure service is available and affordable to all homes and schools.
- Convene Information Technology professionals from all of the agencies mentioned above as well as regional business IT professionals to identify best practices, standards and learning resources that can be put to use in promoting access to broadband.
- Develop demonstration pilot projects including:
 - Access your healthcare information at the school.
 - NORCOR (Juvenile Justice) adoption pilot project.
 - A community education guide for how to access healthcare information.
 - Pilot “loop technology” in public buildings and churches for hearing assistance.

Goal Four: Increase availability of high quality broadband service in ALL Wasco County communities by driving demand through education.

As a result of the presence of Q-Life in The Dalles Google constructed a major data center here, bringing new employment opportunities to a community that had suffered the loss of well-paying jobs in the aluminum industry. Q-Life now has a revenue stream that could create a portion of the funding to promote broadband to other parts of our community. There is strategic value in revisiting the Q-Life strategy to build additional partnerships that focus on rural connectivity, rural broadband education, provider partnerships and awareness of the potential of broadband for communities and individuals.

Our Priority Action Agenda:

- 1. Drive demand for service through education and marketing the impacts and benefits of broadband.** Education is key to “unlocking” latent demand for service, that would help make the business case for extending more capacity and services in rural areas.
- 2. Explore partnerships to focus on demand activation and last mile accessibility.** Leverage other infrastructure, such as fiber assets owned by local power companies, telecommunications carriers, and state and federal government, to reduce cost of deployment through smart partnering and incentives.
- 3. Explore all possibilities for leveraging existing public and private infrastructure to bridge rural last mile gaps.** The rural access problem is not limited to Wasco County, but exists in all rural areas of Oregon and in many rural areas across the nation.

Our Implementation Strategy:

- Develop a statewide policy to address rural broadband equity, and engage with the Oregon Broadband Advisory Council, Oregon Public Broadcasting and Oregon Business Development Department to formulate a statewide strategy to overcome rural broadband disparities.
- Drive “high capacity utilization” by businesses through education about web conferencing, video sharing, use of social media and other “power” uses of the Internet for marketing and business development.
- Market “lifeline” services, such as the \$9.95 low income options offered by carriers through meals-on-wheels or other in-home service delivery organizations.

- Form a cooperative effort between carriers to drive marketing and education on a public-private partnership basis to encourage adoption of broadband throughout the region.

Long-Term Strategies:

- Advocate for state or federal level policies or programs which extend rural broadband service. Participate in policy reform efforts focused on incentivizing rural accessibility.
- Partnership or pilot project with OPB, OBAC and OBDD to demonstrate a rural broadband project.

STRATEGIC OBJECTIVE

Leverage current technology planning efforts in our region, the region's broadband infrastructure and our investment in middle-mile fiber plant to enhance our region's economic vitality and quality of life.

STRATEGIC PRIORITIES

Economic Development	Community Development	Education and Health	Utilization of Resources
<p>GOALS</p> <p>1. Increase the number of new businesses entering the county and existing business retention and expansion by creating a technically fluent workforce.</p>	<p>2. Through digital literacy campaigns, increase adoption and utilization rates of broadband.</p>	<p>3. Improve health and education outcomes by leveraging tele-health and on-line learning modalities throughout the county.</p>	<p>4. Increase availability of high quality broadband service in ALL Wasco County communities by driving demand through education.</p>
<p>Strategies & Tactics (strategies in bold are highest priority)</p>			
<p>a. Provider collaboration on increasing adoption rates by establishing access 'hubs'.</p> <p>b. Recruit and support local entrepreneurs in technology fields to start or expand businesses in the county.</p> <p>c. Expand bi-state collaboration within Mid-Columbia Region on broadband training, adoption and rural access initiatives.</p> <p>d. Assist fruit growers and other local businesses to adopt broadband-enabled strategies to compete in global markets.</p> <p>e. Market the business and quality-of-life benefits of The Dalles and Wasco County as a "connected community" to large employers with a telecommuting workforce.</p>	<p>a. Develop and promote policy for access equity in the County.</p> <p>b. Deploy an effective public awareness and outreach campaign that articulates broadband benefits and value.</p> <p>c. Establish partnerships to provide digital literacy training. Develop a community-based Technology Users Group with the mission of helping others, "neighbor-to-neighbor", with broadband/ technology utilization skills.</p> <p>d. Establish means of increasing service and device affordability, e.g. neighborhood hot-spots, equipment recycle program and grants or subsidies.</p>	<p>a. Establish a policy to get broadband access to every address to support healthcare and education service delivery.</p> <p>b. Establish a public/private consortium for collaboration and sharing best practices across the education and healthcare sectors.</p> <p>c. Initiate a pilot program to test assumptions and develop best practices for using broadband to improve healthcare and/or educational outcomes.</p>	<p>a. Drive demand for service through education and marketing the impacts and benefits of broadband.</p> <p>b. Explore partnerships to focus on demand activation and last mile accessibility.</p> <p>c. Explore all possibilities for leveraging existing public and private infrastructure to bridge rural last mile gaps.</p> <p>d. Advocate for state or federal level policies or programs which extend rural broadband service. Participate in policy reform efforts focused on incentivizing rural accessibility.</p> <p>e. Partnership or pilot project with OPB, OBAC and OBDD to demonstrate a rural broadband project.</p>