

11/20/09

**Travel:**

***Request: We are unable to accept the current budget item for the Broadmap/One Economy Quarterly Meeting.***

***Broadmap is headquartered in Richmond, VA. In general, we would not find an overnight trip from Richmond to DC. As I understand from your conversation, there are 5 people travelling from Broadmap. Please confirm this. Under this expectation, we will fund the transportation and food costs for 5 people for 4 meetings per year. The transportation cost should not exceed \$60/pp. The per diem for food is \$71/pp. For five people, this is a total cost of \$2,620/year. 1/7<sup>th</sup> of that cost (assuming the cost is divided among 5 people) is \$374. Accordingly, we will reduce your budget by the current requested amount for that line item (\$1286) to (\$374), a difference of \$912. The current travel budget in Yr 1 is \$12,686. We will reduce that by \$912 to \$11,774. The current travel budget in Yr 2 is \$14,586. We will reduce that by \$912 to \$13,674. The total two year approved travel is now \$25,448.***

Response:

The travel was a shared expense for representatives from Broadmap to provide quarterly updates over a five day period. The layout of the expense may have caused some confusion. Nonetheless, we find the change in the budget acceptable.

**Planning:**

***Request: The Regional Staffer will be travelling from a home base of Portland, OR to town meetings around the state. This is estimated to cost \$1,000 per month for eight months for a total of \$8,000 for Year 1.***

***For the \$1,000 in planning. Please provide a calculation showing how you reached the \$1,000 estimate per month. Please provide this by tomorrow COB.***

Response:

One Economy local staff will be running the townhall meetings. They will be visiting 2 quadrants of the state per month—sometimes by car sometimes by plane—to conduct townhall meetings. These trips will last three days. \$5000 will go toward townhall meetings to support the local staff and Digital Connectors to run townhall meeting. \$3000 will go to a local Digital Connector trainer who will be travelling to plan for the camps. One Economy will make 10 trips in 8 months at \$500 per trip. Any additional travel needed will be a match by One Economy.

**Mapping:**

***Request: BroadMap has detailed its travel budget in the accompany spreadsheet. Expenses, shown below, are broken down into airfare/rail, hotel, transportation and meal per diem. BroadMap plans a minimum of six trips to Oregon. Current airfare/rail and hotel rates were utilized to determine costs for this section. Where possible, BroadMap has incorporated trips to multiple partners to decrease the overall expense of the flights/rail.***

***For the Broadmap trips to Oregon, please provide a description of who will attend and what will be accomplished during each trip. For example, many contractors take trips to a state to do on-the-ground verification of infrastructure and to work directly with providers. Additionally, please explain why the same number of trips are required in the second year as in the first year.***

***Please provide this by tomorrow COB.***

Response:

1. Project Planning Meetings
  - a. Attendees: Director of Program Management, Sr. Director of Product Design and Development, Director, Partner Marketing and Communications.
  - b. Frequency: Every six months at the beginning of a development / update cycle prior to the required NTIA deliverable of broadband mapping for that 6 month period
  - c. Purpose: This is the final face-to-face project planning meeting that will drive the development and updates for that particular NTIA deliverable (NTIA requires updates to be delivered every 6 months) so that all work can be agreed to and specified in the Statement of Work. On going project planning meetings will be conducted via phone and webinar prior to the face-to-face project planning meeting.
  
2. Carrier Meeting
  - a. Attendees: Data Sourcing Specialist
  - b. Frequency: Once per year at the beginning of a development / update cycle of that contract year.
  - c. Purpose: This is the face-to-face project planning meeting with selected major or regional carriers (service providers) to ensure that they understand our requirements in terms of what content they will deliver to support broadband mapping. The initial face-to-face is important to cement relationship and build trust for on going relationship. The 2<sup>nd</sup> year meeting to discuss any potential requirements, specification changes, and changes in SLA.

3. In field verification
  - a. Attendees: Quality Control Manager, Mapping and Support Technician
  - b. Frequency: Every six months towards the end of a development / update cycle prior to the required NTIA deliverable of broadband mapping for that 6 month period
  - c. Purpose: This is the in-field verification process which is a part of the overall quality assurance program built in for each deliverable.
  
4. Deployment Meetings
  - a. Attendees: Senior Web Application Engineer, Senior Director, GIS Mapping and Support
  - b. Frequency: Once per year associated with the initial deliverable for that contract year.
  - c. Purpose: This is a deployment and engineering support meeting per request of the state. Engineers will be on site to provide support and Q&A with regards to product deliverables and all necessary tools and applications that the state will need to deploy and or install in their environment. The Initial deployment meeting is critical to ensure smooth transition of products and tools to the state. The subsequent annual meeting is to provide similar onsite support should there be specification changes and/or updates of tools and applications that will need to be upgraded at the state facility.

### **Planning**

Thank you for the email clarifying the role of Chris Tamarin. At this point, we are comfortable with the general plan for the planning funds, but still require additional details on the specifics. We will place a Special Award Condition on this grant stating that we will need additional information before releasing these funds. Here is a list of questions that we, at a minimum, required to be answered before we will be able to release funds.

Request: Digital Connector Program:

- Please discuss why each Digital Connector will receive an iPod Touch. What is the specific use for this product? What is the specific data aggregation software that will be utilized? If Digital Connectors are aggregating data from town hall meetings, how will the iPod Touch be useful?
- Please provide a discussion about the role of the Digital Connectors in collecting and aggregating data. Will they be supervised? What type of collection and analysis will they do? How many expected hours of time will

they work on this project between May and August 2010 (the time allocated to training and data aggregation in the timeline)?

- How will Digital Connectors attend camp if travel is not included for them. Will they be expected to pay for this cost themselves?
- Has One Economy had experiences creating a one-week camp of this sort before?
- Will all Digital Connectors be trained at the same time?
- Will there be any follow-up with these youth after August 2010? If so, where is this allocated for in the budget.
- How will Digital Connectors be selected?
- How many local meetings will be held? Where will local meetings be held? What type of outreach will be conducted in the local community?
- Please provide additional budget narrative for the training camp costs. Please provide additional information about the curriculum line item. Why is the curriculum \$50/youth? Will youth take home any material? (etc.)
- Barring lack of interest, please confirm that you will select at least several Digital Connectors who live on tribal lands.

Final Report to the Oregon PUC:

- In addition to the contractual report writer, which One Economy Staff will, under Chris' direction, be responsible for the report writing and production?
- How will production of the report be paid for?
- How will the report be publicized?

Response: We will respond to these questions plus any additional questions required to be answered before release funds in a timely fashion.

***Request: As we discussed today, we also require information about InfoUSA. Are they providing their services free of charge or is there a subcontract to use them? If so, what is the cost? Please provide this information by COB Friday.***

Response:

infoUSA is a \$600 million public company with more than 4,000 employees and 75 offices worldwide. infoUSA is the leading compiler of several proprietary databases. These databases capture detailed information on a majority of the businesses in the US, Canada, and the UK. The processes to build these databases are performed by infoUSA and not outsourced to third parties. The sourcing, compiling, verification, updating and custom delivery technologies for these databases are leading edge. infoUSA invests \$50 million annually to compile and maintain its databases. infoUSA is dedicated to delivering the highest quality information resources.

infoUSA is the leading source of data to Internet Search, 411 and Mapping/Navigation Solutions. Companies including Google, Verizon, Denso and ESRI rely on the infoUSA database to power their solutions. Billions of transactions occur on the infoUSA database every month.

infoUSA's US business database includes data from 6,400 phone directories as well as 340 continuous feeds of proprietary and public sources including secretary of state filings, county records, trade directories, annual reports, SEC filings and daily utility transactions.

Businesses are constantly changing. As a result, the database must be continually maintained to keep the information up-to-date. Proprietary data compilation software allows data entry clerks to access the database and update, change or verify each record at a rate of two million records per month. infoUSA added 2 million brand new businesses and deleted 1.6 million confirmed "out-of-business" deletes. Almost 50% of existing records were enhanced in some way (added a suite number, updated employee size or a new URL, etc.).

The business records are telephone verified to confirm the information and gather additional levels of information. In 2008, infoUSA made 24 million verification calls to update and collect business information. infoUSA is the only data compiler that telephone verifies each business. The records are also processed through National Change of Address (from US Postal Service) and Delivery Sequence File to standardize addresses and assure maximum accuracy of the business address.

The business database contains more than 14 million records in the US. Business data elements include: anchor institutions, business size (Small, medium and large sized businesses), business name, street address, city, state,

zip codes, phone number, primary business activity (yellow page heading, SIC, NAICS codes), product brands sold, franchise and professional specialties, web address, broadband availability and usage and more.

The cost of the InfoUSA data is listed in the Oregon NTIA response spreadsheet, under the Data Sources tab. It is listed as "Anchor Institution and Business Listing Data & Survey Data. The cost for Oregon is \$19,500.00

***Request: Additionally, we require a revision to the process delineated for CAI outreach such that you will include collaboration with state-level agencies who will be able to direct you to the correct person to answer the CAI required reporting elements. This should alleviate the problem of both trust (3<sup>rd</sup> party calling and asking for potentially sensitive information without forewarning) and efficiency (ensure that any state databases that exist can be utilized or ensure that there is not a more efficient way of contacting schools, libraries, fire stations etc for this information,). Please provide this updated information by COB Monday.***

Response:

The newly formed Oregon Broadband Council (OBC) will take on many of the duties of the former Oregon Telecommunications Coordinating Council (ORTCC). The ORTCC staff person was Chris Tamarin who is the new staff person to the (OBC). The ORTCC had connections to most of the anchor institutions in Oregon. Leveraging these connections, Oregon team members from OPUC, Oregon Business Development Department, and DAS/ESPDD will make initial contact with the anchor institutions either directly or through contacts with the former ORTCC to assist One Economy/Broadmap in selecting the appropriate contact person. Additionally, this initial contact from the State of Oregon should alleviate confusion or concerns regarding One Economy/BroadMaps contact with these institutions. Additionally, a letter will be crafted from the State team which will provide State contact information should an institution have follow-up questions or concerns.

Current Budget	Combined			
	In-Kind	Fed	Total	
Personnel	331789	1363270	1695059	
Hardware	0	75700	75700	>161,400.00 Subcontract.
Software	43200	42500	85700	
Fringe	17806	31000	48806	
Travel	0	35272	35272	NOTE: Travel has been decreased by \$1824, per the program office.
Material & Supplies	0	135000	135000	The travel budget here is \$1,824 less than that shown in Applicant's
Construction	0	0	0	budget.
Other	71241	333100	404341	"Other" is the same the "data sources" line that is in the Applicant's budget. This line has been reduced from
Total Direct	464036	2015842	2479878	1,111,650 in in-kind to \$71,241, in order to reduce the match.
Total Indirect	63040	92460	155500	
<b>Total</b>	<b>527076</b>	<b>2108302</b>	<b>2635378</b>	<b>2635378</b>
	20.00%	80.00%		
		498610	Planning	
		1609692	Mapping	
		2108302	sum	

Applicant only needs a match of 527,076, but currently shows a match of 1,567,485. Of this, 1,111,650 is in in-kind data and 455,835 is in personnel, software, fringe and indirect. For the purposes of meeting the 20% match, we will only currently value the data sets at 71,241, which is the amount required to meet the 20% match requirement.

	Year One			Year Two			Combined		
	In-Kind	Grant	Total	In-Kind	Grant	Total	In-Kind	Grant	Total
<b>Personnel</b>	\$ 238,073	\$ 1,174,560	\$ 1,412,632	\$ 93,716	\$ 188,710	\$ 282,426	\$ 331,788	\$ 1,363,270	\$ 1,695,058
<b>Hardware</b>	\$ 0	\$ 75,700	\$ 75,700	\$ 0	\$ 0	\$ -	\$ -	\$ 75,700	\$ 75,700
<b>Software</b>	\$ 21,600	\$ 42,500	\$ 64,100	\$ 21,600	\$ 0	\$ 21,600	\$ 43,200	\$ 42,500	\$ 85,700
<b>Data Sources</b>	\$ 555,825	\$ 166,550	\$ 722,375	\$ 555,825	\$ 166,550	\$ 722,375	\$ 1,111,650	\$ 333,100	\$ 1,444,750
<b>Fringe</b>	\$ 0	\$ 31,000	\$ 31,000	\$ 17,806	\$ 0	\$ 17,806	\$ 17,806	\$ 31,000	\$ 48,806
<b>Travel</b>	\$ 0	\$ 20,686	\$ 20,686	\$ 0	\$ 14,586	\$ 14,586	\$ -	\$ 35,272	\$ 35,272
<b>Material &amp; Supplies</b>	\$ 0	\$ 135,000	\$ 135,000	\$ 0	\$ 0	\$ -	\$ -	\$ 135,000	\$ 135,000
<b>Construction</b>	\$ 0	\$ 0	\$ -	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -
<b>Total Direct</b>	\$ 815,498	\$ 1,645,996	\$ 2,461,493	\$ 688,947	\$ 369,846	\$ 1,058,793	\$ 1,504,444	\$ 2,015,842	\$ 3,520,286
<b>Total Indirect</b>	\$ 45,234	\$ 92,460	\$ 137,694	\$ 17,806	\$ 0	\$ 17,806	\$ 63,040	\$ 92,460	\$ 155,500
<b>Total</b>	\$ 860,732	\$ 1,738,456	\$ 2,599,187	\$ 706,753	\$ 369,846	\$ 1,076,599	\$ 1,567,484	\$ 2,108,302	\$ 3,675,786

71%

29%

43%

57%

\$ 498,610 Planning

\$ 1,609,692 Mapping



**Contractor One Economy**

	Year One	Year Two	Year Three	Year Four	Year Five	Total	FTE
<b>Fringe</b>	\$ 31,000	\$0	\$0	\$0	\$0	\$31,000	
Sr. Project Manager (25%)	\$ 15,000	\$0	\$0	\$0	\$0		
Regional Staff (25%)	\$ 12,000	\$0	\$0	\$0	\$0		
Digital Connector Director (8%)	\$ 1,600	\$0	\$0	\$0	\$0		
Digital Connector Trainers (8%)	\$ 2,400	\$0	\$0	\$0	\$0		
<b>Travel</b>	\$ 8,000	\$0	\$0	\$0	\$0	\$8,000	
<b>Equipment</b>	\$ 50,000	\$0	\$0	\$0	\$0	\$50,000	
<b>Personnel</b>	\$ 195,000	\$0	\$0	\$0	\$0	\$195,000	
Sr. Project Manager	\$ 60,000	\$0	\$0	\$0	\$0		0.5
Regional Staff	\$ 45,000	\$0	\$0	\$0	\$0		0.75
Digital Connector Director	\$ 20,000	\$0	\$0	\$0	\$0		0.5
5 Digital Connector Trainers	\$ 30,000	\$0	\$0	\$0	\$0		
Sr. Data Analyst	\$ 32,500	\$0	\$0	\$0	\$0		
Contractual Report Writer	\$ 7,500	\$0	\$0	\$0	\$0		
<b>Material and Supplies</b>	\$ 135,000	\$0	\$0	\$0	\$0	\$135,000	
Digital Connector Uniforms	\$ 10,000	\$0	\$0	\$0	\$0		
Curriculum	\$ 10,000	\$0	\$0	\$0	\$0		
Training Camps	\$ 115,000	\$0	\$0	\$0	\$0		
<b>Indirect Costs (19%)</b>	\$ 79,610	\$0	\$0	\$0	\$0	\$79,610	
<b>Planning Project Total</b>	\$ 498,610	\$0	\$0	\$0	\$0	\$498,610	

Subcontractors BroadMap and Sanborn

Personnel	Hourly Rate	Estimated Hours		Year One Costs			Estimated		Estimated
		Initial	Update	Initial	Update	Year One	Hours	Year Two	Total
<b>Project Management &amp; Collaboration (Collaboration)</b>									
Program Manager	\$	163	111				93		
Technical Project Manager	\$	397	301				235		
<b>Quality and Sourcing (Data Gathering, Accuracy and Verification)</b>									
Database & Requirements Engineer	\$	412	331				0		
Database Administrator	\$	505	412				0		
Data Sourcing Manager	\$	472	319				0		
<b>GIS Mapping &amp; Customer Support (Data Gathering, Application &amp; Tools Development, Security &amp; Confidentiality, Repeated Data Delivery)</b>									
GIS Systems and Mapping Engineer	\$	419	313				188		
Applications and Tools Engineer	\$	372	293				179		
Geo-coding and Compilation Engineer	\$	339	279				169		
Sr. Quality Control Manager	\$	99	65				77		
Data Analyst	\$	266	212				134		
Database & Requirements Engineer	\$	0	0				347		
Database Administrator	\$	0	0				439		
Data Sourcing Manager	\$	0	0				210		
<b>Product Design and Development (Accessibility, Architectural Design, Data Sharing, Hardware and 3rd Party software Support)</b>									
Senior Web Designer(s)	\$	805	548				312		
Cartographic Specialist	\$	849	857				168		
Data Analyst(s)	\$	615	501				239		
<b>Address Point Creation</b>									
Program Manager		154					0		
Project Manager		392					0		
Senior Analyst		495					0		
Junior Analyst		1660					0		
<b>Contract Personnel Total</b>									
<b>Other Costs</b>									
Operating Expense									
Data Sources									
Hardware									
Software									
Travel									
Total									
<b>Mapping Project Total</b>									

Task	1.0 Program Management	2.0 Data Collection	3.0 Data Creation	4.0 Data Management	
Description	Responsible for Oregon-contributed basemap data, projection system; and access to state; and Contract holder, responsible for all aspects of contract/project/program mgmthardware/software systems	Responsible for accumulation and compilation of statewide spatial data layers, management of address point data collection; provider outreach and engagement.	Broadband service area data may be delivered to the PUC as the coordination agency within Oregon for the NTIA grant; specific spatial data that would need to be compiled would be broadband service areas	Significant involvement during the initial delineation of database logical and physical models; coordination of data holdings over duration of mapping project	
FTE	0.2	0.5	0.05	0.15	0.9
Task	5.0 Data Manipulation	6.0 Reporting	7.0 Application development	8.0 Quality control	
Description	Expertise and relationship management services; assist in connecting with local address point and broadband data providers	Reporting and mapping output design and generation are key to satisfying NTIA grant requirements and planning support	Mapping application will require expertise relative to existing server and software environments; input on design and public applications	Review/oversight for all project deliverables including address/broadband data developed and public reporting	
FTE	0.2	0.1	0.25	0.25	0.8
Task	9.0 Security	10.0 Procurement	11.0 Coordination	12.0 Relationship	
Description	Ensure that vendors deploy and manage secure environment for Broadband Service Area data	Review/oversight for acquisition of vendor and data services	Interface with broadband service providers; contact for statewide reporting activities; Primary interface between project and local data providers; contact for statewide dataset development and reporting activities	Primary interface between project and executive stakeholders; contact for statewide reporting activities; interaction with Executive sponsors (Governor's Office, Supplemental interface with executive stakeholders	
FTE	0.1	0.15	0.35	0.25	0.85
Task	13.0 Risk management	14.0 Outreach			
Description	Owner of risk management for project and identification and mitigation of project difficulties	Assist in outreach and communication activities especially directed toward broadband service data providers			

FTE

0.1

0.2

0.3

2.85

	<u>Year 1</u>	<u>Year 2</u>	Blended Annual Rate	
1.0 Program Management	0.1	0.1		\$ 116,417
2.0 Data Collection	0.4	0.1		\$ 331,788
3.0 Data Creation	0.05	0		
4.0 Data Management	0.15	0		
5.0 Data Manipulation	0.15	0.05		
6.0 Reporting	0.07	0.03		
7.0 Application development	0.2	0.05		
8.0 Quality control	0.15	0.1		
9.0 Security	0.05	0.05		
10.0 Procurement	0.15			
11.0 Coordination	0.2	0.15		
12.0 Relationship	0.125	0.125		
13.0 Risk management	0.05	0.05		
14.0 Outreach	0.2	0		
	2.045	0.805		
	\$ 238,073	\$ 93,716	\$ 331,788	
		Indirect %	19%	
		Indirect Expense	\$ 63,040	
		Total Annual In-Kind Personnel Match	\$ 394,828	

	Year One			Year Two			Combined		
	In-Kind	Grant	Total	In-Kind	Grant	Total	In-Kind	Grant	Total
<b>Personnel</b>	\$ 238,073	\$ 1,259,560	\$ 1,497,632	\$ 93,716	\$ 285,546	\$ 379,262	\$ 331,788	\$ 1,545,106	\$ 1,876,894
<b>Hardware</b>	\$ 0	\$ 25,700	\$ 25,700	\$ 0	\$ 0	\$ -	\$ -	\$ 25,700	\$ 25,700
<b>Software</b>	\$ 21,600	\$ 42,500	\$ 64,100	\$ 21,600	\$ 0	\$ 21,600	\$ 43,200	\$ 42,500	\$ 85,700
<b>Data Sources</b>	\$ 555,825	\$ 166,550	\$ 722,375	\$ 555,825	\$ 166,550	\$ 722,375	\$ 1,111,650	\$ 333,100	\$ 1,444,750
<b>Fringe</b>	\$ 0	\$ 24,750	\$ 24,750	\$ 17,806	\$ 4,914	\$ 22,720	\$ 17,806	\$ 29,664	\$ 47,470
<b>Travel</b>	\$ 0	\$ 25,186	\$ 25,186	\$ 0	\$ 14,586	\$ 14,586	\$ -	\$ 39,772	\$ 39,772
<b>Material &amp; Supplies</b>	\$ 0	\$ 0	\$ -	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -
<b>Construction</b>	\$ 0	\$ 0	\$ -	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -
<b>Total Direct</b>	\$ 815,498	\$ 1,544,246	\$ 2,359,743	\$ 688,947	\$ 471,596	\$ 1,160,543	\$ 1,504,444	\$ 2,015,842	\$ 3,520,286
<b>Total Indirect</b>	\$ 45,234	\$ 73,128	\$ 118,362	\$ 17,806	\$ 19,332	\$ 37,138	\$ 63,040	\$ 92,460	\$ 155,500
<b>Total</b>	<b>\$ 860,732</b>	<b>\$ 1,617,374</b>	<b>\$ 2,478,105</b>	<b>\$ 706,753</b>	<b>\$ 490,928</b>	<b>\$ 1,197,681</b>	<b>\$ 1,567,484</b>	<b>\$ 2,108,302</b>	<b>\$ 3,675,786</b>

67%

33%

43%

57%

\$ 498,610 Planning

\$ 1,609,692 Mapping

**Contractor One Economy**

	Year One	Year Two	Year Three	Year Four	Year Five	Total	FTE
<b>Fringe</b>	\$ 31,000	\$0	\$0	\$0	\$0	\$31,000	
Sr. Project Manager (25%)	\$ 15,000	\$0	\$0	\$0	\$0		
Regional Staff (25%)	\$ 12,000	\$0	\$0	\$0	\$0		
Digital Connector Director (8%)	\$ 1,600	\$0	\$0	\$0	\$0		
Digital Connector Trainers (8%)	\$ 2,400	\$0	\$0	\$0	\$0		
<b>Travel</b>	\$ 8,000	\$0	\$0	\$0	\$0	\$8,000	
<b>Equipment</b>	\$ 50,000	\$0	\$0	\$0	\$0	\$50,000	
<b>Personnel</b>	\$ 195,000	\$0	\$0	\$0	\$0	\$195,000	
Sr. Project Manager	\$ 60,000	\$0	\$0	\$0	\$0		0.5
Regional Staff	\$ 45,000	\$0	\$0	\$0	\$0		0.75
Digital Connector Director	\$ 20,000	\$0	\$0	\$0	\$0		0.5
5 Digital Connector Trainers	\$ 30,000	\$0	\$0	\$0	\$0		
Sr. Data Analyst	\$ 32,500	\$0	\$0	\$0	\$0		
Contractual Report Writer	\$ 7,500	\$0	\$0	\$0	\$0		
<b>Material and Supplies</b>	\$ 135,000	\$0	\$0	\$0	\$0	\$135,000	
Digital Connector Uniforms	\$ 10,000	\$0	\$0	\$0	\$0		
Curriculum	\$ 10,000	\$0	\$0	\$0	\$0		
Training Camps	\$ 115,000	\$0	\$0	\$0	\$0		
<b>Indirect Costs (19%)</b>	\$ 79,610	\$0	\$0	\$0	\$0	\$79,610	
<b>Planning Project Total</b>	\$ 498,610	\$0	\$0	\$0	\$0	\$498,610	

Subcontractors BroadMap and Sanborn

Personnel	Hourly Rate	Estimated Hours		Year One Costs		Year One	Estimated		Estimated Total
		Initial	Update	Initial	Update		Hours	Year Two	
<b>Project Management &amp; Collaboration (Collaboration)</b>									
Program Manager	\$	163	111				93		
Technical Project Manager	\$	397	301				235		
<b>Quality and Sourcing (Data Gathering, Accuracy and Verification)</b>									
Database & Requirements Engineer	\$	412	331				0		
Database Administrator	\$	505	412				0		
Data Sourcing Manager	\$	472	319				0		
<b>GIS Mapping &amp; Customer Support (Data Gathering, Application &amp; Tool Quality, Repeat Delivery)</b>									
GIS Systems and Mapping Engineer	\$	419	313				188		
Applications and Tools Engineer	\$	372	293				179		
Geo-coding and Correlation Engineer	\$	339	279				169		
Sr. Quality Control Manager	\$	99	65				77		
Data Analyst	\$	266	212				134		
Database & Requirements Engineer	\$	0	0				347		
Database Administrator	\$	0	0				439		
Data Sourcing Manager	\$	0	0				210		
<b>Product Design and Development (Accessibility, Architectural Design, Software Support)</b>									
Senior Web Designer(s)	\$	805	548				312		
Cartographic Specialist	\$	849	857				168		
Data Analyst(s)	\$	615	501				239		
<b>Address Point Creation</b>									
Program Manager		154					0		
Project Manager		392					0		
Senior Analyst		495					0		
Junior Analyst		1660					0		
<b>Contract Personnel Total</b>									

Other Costs Operating Expense

Data Sources		
Hardware		
Software		
Travel		
Total		

Mapping Project Total

Task	<b>1.0 Program Management      2.0 Data Collection      3.0 Data Creation      4.0 Data Management</b>				
Description	Responsible for Oregon-contributed basemap data, projection system; and access to state; and Contract holder, responsible for all aspects of contract/project/program mgmthardware/software systems	Responsible for accumulation and compilation of statewide spatial data layers, management of address point data collection; provider outreach and engagement.	Broadband service area data may be delivered to the PUC as the coordination agency within Oregon for the NTIA grant; specific spatial data that would need to be compiled would be broadband service areas	Significant involvement during the initial delineation of database logical and physical models; coordination of data holdings over duration of mapping project	
FTE	0.2	0.5	0.05	0.15	
Task	<b>5.0 Data Manipulation      6.0 Reporting      7.0 Application development      8.0 Quality control</b>				0.9
Description	Expertise and relationship management services; assist in connecting with local address point and broadband data providers	Reporting and mapping output design and generation are key to satisfying NTIA grant requirements and planning support	Mapping application will require expertise relative to existing server and software environments; input on design and public applications	Review/oversight for all project deliverables including address/broadband data developed and public reporting	
FTE	0.2	0.1	0.25	0.25	
Task	<b>9.0 Security      10.0 Procurement      11.0 Coordination      12.0 Relationship</b>				0.8
Description	Ensure that vendors deploy and manage secure environment for Broadband Service Area data	Review/oversight for acquisition of vendor and data services	Interface with broadband service providers; contact for statewide reporting activities; Primary interface between project and local data providers; contact for statewide data-set development and reporting activities	Primary interface between project and executive stakeholders; contact for statewide reporting activities; interaction with Executive sponsors (Governor's Office, Supplemental interface with executive stakeholders	
FTE	0.1	0.15	0.35	0.25	
Task	<b>13.0 Risk management      14.0 Outreach</b>				0.85
Description	Owner of risk management for project and identification and mitigation of project difficulties	Assist in outreach and communication activities especially directed toward broadband service data providers			



FTE

0.1

0.2

0.3

2.85

	<u>Year 1</u>	<u>Year 2</u>	Blended Annual Rate	
1.0 Program Management	0.1	0.1		\$ 116,417
2.0 Data Collection	0.4	0.1		\$ 331,788
3.0 Data Creation	0.05	0		
4.0 Data Management	0.15	0		
5.0 Data Manipulation	0.15	0.05		
6.0 Reporting	0.07	0.03		
7.0 Application development	0.2	0.05		
8.0 Quality control	0.15	0.1		
9.0 Security	0.05	0.05		
10.0 Procurement	0.15			
11.0 Coordination	0.2	0.15		
12.0 Relationship	0.125	0.125		
13.0 Risk management	0.05	0.05		
14.0 Outreach	0.2	0		
	2.045	0.805		
	\$	238,073 \$	93,716 \$	331,788
		Indirect %		19%
		Indirect Expense	\$	63,040
		Total Annual In-Kind Personnel Match	\$	394,828

**Contractor One Economy**

	Year One	Year Two	Year Three	Year Four	Year Five	Total	FTE
<b>Fringe</b>	\$ 24,750	\$ 4,914	\$ 0	\$ 0	\$ 0	\$29,664	
Sr. Project Manager (22%)	\$ 14,850	\$ 4,914	\$ 0	\$ 0	\$ 0		
Regional Staff (22%)	\$ 9,900	\$ 0	\$ 0	\$ 0	\$ 0		
<b>Travel</b>	\$ 12,500	\$ 0	\$ 0	\$ 0	\$ 0	\$12,500	
<b>Equipment</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>Personnel</b>	\$ 112,500	\$ 22,336	\$ 0	\$ 0	\$ 0	\$134,836	
Sr. Project Manager	\$ 67,500	\$22,336	\$ 0	\$ 0	\$ 0		
Regional Staff	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0		yr one 0.75; yr two .25 yr one 0.75
<b>Material and Supplies</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>Subcontractors</b>	\$167,500	\$74,500	\$ 0	\$ 0	\$ 0	\$242,000	
Survey Development	\$20,000	\$10,000					
Survey Collection	\$120,000	\$52,000					
Data Analysis	\$20,000	\$5,000					
Report / Blueprint Creation	\$7,500	\$7,500					
<b>Indirect Costs (19%)</b>	\$ 60,273	\$ 19,332	\$ 0	\$ 0	\$ 0	\$79,610	
<b>Planning Project Total</b>	\$ 377,528	\$ 121,082	\$ -	\$ -	\$ -	\$498,610	

December 9, 2009  
Oregon Planning Budget

## **SUMMARY**

Broadband is an engine of economic growth. The telecommunications infrastructure of a state, county, city or town determines its attractiveness to businesses, institutions and residents and the type of industrial and commercial economic activity it can support. Competitive high-speed access to the Internet and broadband telecommunications networks is essential for Oregon's institutions, businesses and individuals.

The Public Utility Commission of Oregon (PUC) has contracted with One Economy to implement a comprehensive discovery process on the adoption and utilization of broadband service within Oregon. While it is known that a digital divide exists in Oregon, that divide cannot be successfully addressed without understanding the underlying conditions that prevent or deter Oregonians from accessing broadband service and utilizing the array of applications it offers from which they can benefit. Oregon has a broadband infrastructure and service availability that reflects prior economic factors and current market dynamics; this means broadband exists where high demand is concentrated or subsidies have been available. It is critical for the State to understand those conditions or options that will enable or encourage more institutions, businesses and individuals to access and use broadband, and that will support the expansion of broadband providers' serving areas.

In order to enable or encourage the availability and use of broadband the Planning Project must first identify the constraints that prevent its wider coverage and use. This insight will be accomplished through community and stakeholder engagement, structured surveys, and utilization of data collection and mapping results. Once the constraints that prevent or deter access to or the use of broadband are known and understood strategic methods to overcome or remove these constraints will be developed and may include aggregation of user demand, engagement of providers, coordination of state, county and municipal policies, and providing actionable information to entrepreneurs. These objectives align with the purposes described in the Broadband Data Improvement Act.

## **NARRATIVE**

The Oregon Broadband Planning Project is comprised of several activities that when combine will provide a baseline assessment of key statistics regarding the adoption and use of broadband state-wide and those of subgroups, and a comprehensive Broadband Plan to increase broadband adoption and resolve conflicting priorities in underserved and unserved communities.

One Economy through its subcontractor, Opinion Research Corporation (ORC), will develop a survey appropriate to the task of identifying the underlying reasons or conditions that affect the use of broadband services. The review of other surveys designed to assess broadband use, such as the FCC's and the City of Portland's recent surveys will assist in this development. ORC will conduct the state-wide telephone survey using sample sizes that are large enough to provide adequate reliability at both the statewide and sub-geographic level and provide over-sampling of populations that underutilize broadband and are underserved by broadband carriers.

## OREGON BROADBAND PLANNING PROJECT

One Economy will work with key community stakeholders utilizing a town hall format across the state to gather anecdotal information that can be used to directly inform the Project and to assist with survey design. The newly formed Oregon Broadband Advisory Council (OBAC) will also provide One Economy with input. It is important that the survey accurately capture the responses from low-income, minority, and rural populations. One Economy, in drawing upon 10 years of broadband adoption and community engagement work, has found that local engagement is critical to the effective creation and implementation of surveys to ensure full representation of the various populations of the State. Additionally, One Economy will be able to obtain valuable, in-person anecdotal information from meetings with community stakeholders. Lastly, engaging communities—particularly Indian tribes, rural, and low-income communities early will likely encourage participation in the survey.

One Economy will combine the survey results with the supply-side view of broadband deployment and service availability and augment the results with stakeholder input solicited at town hall meetings.

These stakeholders include but are not limited to:

- Community Anchor Institutions
- Community-Based Organizations
- Seniors
- Business Sectors
- Underserved populations, i.e., minorities, persons with disabilities, low income, seniors
- Telecommunications service providers (telephony and broadband)
- Potential investors for broadband infrastructure/services and economic development

One Economy will use this combined information to create a Broadband Planning Report that details the Oregon broadband environment in terms of access, adoption, and use including certain demographic and economic factors that could play an important role in solution creation. The Report will include an evaluation section which draws out conclusions and a recommendation section that discusses options to address each area concluded to be of concern. One Economy, the PUC and the OBAC will develop a coordinated Broadband Plan for Oregon using these conclusions and recommendations. The survey results and the Broadband Planning Report will also help inform the OBAC who will prepare a broadband report for the Oregon Legislature.

One Economy will also perform additional functions in specific areas under the Planning Project as follows:

- *Demand Stimulation:* Identify the level of interest in access to broadband in unserved areas and assess the different approaches that may be employed to stimulate demand to a level that would economically support some form of broadband deployment in those areas;
- *Computer ownership and access programs:* Establish an affordable hardware acquisition program for those that have access to broadband but do not have the equipment

to utilize it and form a partnership with its computer affiliates to assist those stakeholders interested in building community outreach programs for pc ownership and pc training;

- *Small Business Adoption:* Collect demand-side data on the adoption and utilization of broadband by small businesses to assess barriers to adoption and identify unmet needs;
- *Local Community Engagement:* Engage local governments, tribes, educators, economic development organizations, health care, library and public safety entities to evaluate the recommendations from the Broadband Plan and assist with any issues identified with implementing a recommendation;
- *Broadband Opportunities Coalition which consists of the National Association for the Advancement of Colored People, League of United Latin American Citizens, National Urban League, National Council of La Raza, and the Asian American Justice Center:* Request volunteer resources and access to underserved communities to ensure that all are engaged and;
- *Service Provider Engagement:* Engage public and private sector broadband providers in identifying broadband issues and formulated solutions.

An additional survey will be designed and generated to answer research questions developed from the initial survey. One Economy will work directly with the stakeholder point of contacts provided by the state, including the OBAC, to determine the focus of this second survey. Additional community outreach through town-hall meetings may be required in communities identified with significant broadband challenges. One Economy will prepare a secondary Broadband Planning Report of the findings from the follow-up survey.

## BUDGET NARRATIVE

### 1. Contractors: One Economy

#### a. Personnel Salaries: \$134,836

The One Economy Senior Project Manager will manage the data analysis and the generation of the reports at \$67,500 from three-quarters of full time employment (.75FTE) of \$90,000 for the first year and at \$22,336 at .25 FTE for the second year.

The One Economy Regional Staff person will lead the community outreach at \$45,000 from three-quarters of full time employment (.75FTE) of \$60,000 for the first year.

#### b. Fringe Benefits: \$29, 664

The Senior Project Manager and the Regional Staffer are each allotted 22% of their salary as fringe pay, \$14,850 and \$9,900 respectively for the first year and \$4,914 for the Senior Project Manager for the second year.

These two combined equal fringe benefits of \$29,664.

ONE EOGN BROADBAND PLANNING PROJECT

c. Travel: \$12,500  
The Regional Staff person and, to a lesser extent, the Senior PM (based in Portland, OR) will be traveling to town hall meetings around the state to engage community stakeholders. Travel costs are estimated with more travel occurring in the first, second and fourth quarters of the first year. No travel is planned for year two.

d. Broadband Planning Reports: \$12,000  
\$7,500 in year one  
\$4,500 in year two

e. Construction or Materials: – None

f. Indirect: \$79,610  
\$60,278 year one  
\$19,332 year two  
The direct One Economy costs above and those below for ORC total \$419,000. One Economy's indirect rate is 19%. This is the calculation of the overhead costs associated with this project, which includes the time of One Economy's senior management team, rent, financial reporting and administrative costs, basic office supplies, and general work expenses.

Adding the Direct costs of One Economy and ORC and One Economy's Indirect costs totals \$498,610.

2. Subcontractor: Opinion Research Corporation

a. Survey development: \$30,635  
\$20,635 in year one for the initial survey  
\$10,000 for the follow-up survey in year two

b. Data Collection: \$162,000  
\$110,000 in year one for the initial survey  
\$52,000 in year two for the follow-up survey

c. Data Analysis: \$29,865  
\$24,865 in year one for initial survey  
\$5,000 in year two for follow-up survey

d. Key Findings: \$7,500  
\$4,500 in year one for initial survey  
\$3,000 in year two for follow-up survey

3. In-Kind Match

a. Personnel: \$125,730

\$90,526 in year one  
\$35,204 in year two

## **APPLICANT CAPACITY, KNOWLEDGE AND EXPERIENCE**

### **1. Opinion Research Corporation**

Founded in 1938, ORC is a pioneer in market research science and a leader in cutting-edge research solutions. ORC conducts full-service custom research studies for its client companies and organizations, using the results to guide leadership teams in making informed business decisions based on in-depth insights into customer's attitudes about their organization's product and service offerings. ORC advises senior level executives in both public and private sectors in the areas of corporate reputation and branding, customer strategies, market development, employee research and public policy. ORC is a founding member of the Council of American Survey Research Organizations (CASRO) and is the CNN Polling Partner.

**EXPERIENCE:** ORC has extensive experience conducting large-scale telephone surveys. In addition, ORC has extensive experience in designing surveys, writing questionnaires, analysis, and reporting. The sample projects below represent studies where ORC was heavily involved as a consultant for all aspects of survey design, implementation, analysis, and reporting. Some unique capabilities ORC brings to the table that are relevant to this specific project include:

**CONDUCTING AND MANAGING LARGE SCALE TELEPHONE SURVEYS:** ORC maintains two call centers (in Reno, NV and Papillion, NE). ORC is an industry leader in designing and conducting telephone surveys and conducts more than 750,000 telephone surveys each year. Telephone surveys continue to represent more than 60 percent of the interviews we do annually. We have completed surveys with samples as small as 100 completed surveys to more than 12,000.

**EXPERIENCE SURVEYING DIVERSE COMMUNITIES:** ORC has extensive experience surveying diverse populations and communities. We have worked with several community health centers including CHC of Snohomish County, CHAS, YVFWC and CBHA, and with Community Health Plan in Washington, conducting surveys in several languages. Between 2000 and 2008, ORC conducted Community Health Plan's member survey, working with the Plan to survey the under-insured including low-income families, diverse ethnic groups, recent immigrants, and people with disabilities in the state of Washington. For this study, we conducted more than 6,000 surveys each year – of which nearly 2,000 are completed with members who are Hispanic, Chinese, Vietnamese, and Russian. Note this study is not being conducted in 2009 due to budget cutbacks and lack of funding.

**Federal Highway Administration Traveler Opinion & Perception Survey:** ORC worked with the FHWA to design and conduct a nationwide survey measuring travelers' opinions and perceptions of the performance of the nation's highway transportation system. The 2005 TOP Survey examines traveler opinions and perceptions of the transportation system and built on previous efforts in 1995 and 2000.

A total of 2,500 surveys were completed nationwide. The sampling plan used a complex, stratified sampling plan, based on census defined regions. An approximately equal number of interviews (n = 600) was completed within each of the four census regions. Moreover, within each region, a minimum number of interviews (n = 25) were completed within each state.

The questionnaire was extremely comprehensive and examined attitudes toward and perceptions of the transportation system, key programs, and perceived value of a quality transportation system. Exploratory research was conducted including an environmental scan and focus groups to assist in the questionnaire design process. The survey averaged 35 minutes in length.

**Oregon Progress Board – Oregon Population Survey 2002 – 2008:** The OPS is a biennial survey conducted by the Oregon Progress Board to measure the socioeconomic characteristics of Oregonians and collect their opinions on a variety of policy issues. The main objective of this research is to compile a base of current demographic and socio-economic information to assist the Demographic Task Force in accurately assessing the social and economic population characteristics of Oregonians. Funding for the survey is provided by several Oregon government agencies.

For each biennial survey, ORC interviews more than 4,500 Oregonians 18 and older and gathers data on more than 10,000 household members. Supplemental interviews are conducted among key ethnic and racial subgroups to allow for reliable analysis and special reporting. Interviews are conducted in English and Spanish.

## **Personnel: Opinion Research**

### **A. Project Supervisor**

Rebecca Elmore-Yalch – Senior Vice President

Each project is assigned an Officer-in-Charge who acts as the overall Relationship Manager. Rebecca Elmore-Yalch has worked in marketing research and strategic planning for more than 25 years. Before establishing Northwest Research Group in 1985, Rebecca worked on the client side in strategic planning and advertising management and on the supplier side in marketing research and consulting. At that time, she developed one of the first marketing plans for mobile (soon-to-be wireless) telecommunications services in the nation. She has broad-based experience providing action-oriented, strategic marketing research to a diverse cross-section of clients in the public and private sectors. Rebecca is an innovator, developing ORC's proprietary methods, CSMPactor™, CityMARKS™, IDetailing™, and SoundStats™.

Ms. Elmore-Yalch is a respected leader in public policy research, notably in the transportation field. She literally wrote the book on research for the public transportation industry, serving as Principal Investigator on two Transportation Research Board (TRB) projects: Integrating Market Research into Transit Decision-Making and Using Market Segmentation to Increase Transit Ridership. Rebecca has developed and implemented strategic research and public policy studies for transportation agencies nationwide, including the Chicago Transit Authority's ongoing program for customer satisfaction measurement, Oregon Department of Transportation's Mobility Survey, and the Federal Highway Administration's 2005 Traveler



Opinion and Perception (TOP) Survey. She has also worked extensively with other government agencies and serves as the lead consultant on large, complex studies.

Over the years, Rebecca's work has run the gamut of complex quantitative and qualitative research. Most of Rebecca's work has entailed the application of large-scale telephone surveys and focus groups. More recently, she has begun advancing Internet use for specific applications, notably in the area of conjoint analysis and data warehousing. She remains in the forefront of new methods and technologies and actively seeks out new ways to conduct research. She constantly challenges assumptions and strives to get her clients to think out of the box when it comes to research design and implementation. Rebecca is a trained focus group moderator and specializes in public policy groups.

In addition to her research expertise, Rebecca has been a successful company leader and entrepreneur, mapping the company's strategic direction for 20 years. She has ensured that NWRG and now ORC has been and continues to be an innovator in the industry while ensuring that at all times the company adheres to strict quality and business standards. She is an active member of the Council for American Survey Research Organizations (CASRO), the American Public Transportation Association (APTA), and the Transportation Research Board (TRB). She is one of the founding members of the Puget Sound Research Forum, now one of the largest marketing organizations in the Seattle area. Most recently Rebecca was honored with the 2006 Woman Business Owner of the Year for the Boise Area and Southern Idaho Chapter of the National Association of Women Business Owners (NAWBO).

Rebecca serves as the Officer-in-Charge for most of the company's transportation projects, notably large-scale projects involving telephone survey research, advanced data analysis, and/or mixed method studies involving both qualitative and quantitative research. *For this project, Rebecca will provide executive supervision of all project aspects, from design to the final report and presentation.*

Rebecca holds a BA in Journalism and Mass Communications with a concentration in advertising management from the University of Minnesota and an MBA with an emphasis in marketing and statistics from the University of Washington. Rebecca also holds a PRC Expert Level Certification from the Marketing Research Association.

## 2. One Economy Corporation:

One Economy was founded in 2000 in Washington DC and currently has 90 full-time employees at 10 offices worldwide: Washington, DC; Atlanta, GA; Chicago, IL; Kansas City, KS; Los Angeles, CA; Winston-Salem, NC; Portland, OR; San Francisco, CA; Amman, Jordan; and Durban, South Africa.

The Oregon office, located in Portland, has served as the west coast operations hub for 7 years. Our Access Services, Digital Content, and Community Outreach programs all emanate from our Portland office. One Economy's mission is to maximize the potential of technology to help underserved people improve their lives and enter the economic mainstream. Aside from having been involved in broadband access and adoption programs

in the state of Oregon since 2002, One Economy has a track record of delivering programs that result in broadband adoption.

Sony Murray is Senior Vice President, Chief Program Officer and *will provide her expertise to the Broadband Planning Project as need.*

**One Economy Corporation, Washington, DC**

- Manage 40 full time and part time staff that execute and deliver One Economy's field programs in the United States.
- Manage the execution of \$72 million in grants which provide computers, internet and training for low income families nationwide.
- Oversee a national volunteer program which includes 1000+ youth and young adults who bring technology into underserved communities.
- Manage and support 35 Americorps\*VISTA members.
- Responsible for expanding the company's work nationally through creation of business development opportunities and partnership development.
- Assist in the creation of the marketing plans for new products and campaigns.

**Habitat for Humanity Forsyth County**

**Chief Operating Officer and Director of Development**

- Managed ten staff members.
- Raised more than \$7.5 million to support the building of more than 100 houses.
- Managed federal and state grants, including reporting.
- Created community partnerships that generated more than 5,000 volunteers annually.
- Responsible for the organization's public relations.
- Responsible for the organization's marketing and communications including the quarterly newsletters.

**Wake Forest University**

**Director of Annual Support**

- Managed five staff members
- Raised funding for the College, Law and Business Schools totaling \$3.5 million annually.
- Responsible for the directing the university's major gift clubs. Negotiated the university's first affinity program with a national company generating more than \$1.0 million annually in additional resources for university.

**EDUCATION: MS in Business Administration – Wake Forest University**

**BS in Arts – Wake Forest University**

**Personnel: One Economy**

A. Senior Project Manager

Colby Smith Jackson

**PROFESSIONAL EXPERIENCE**

**Engagement Officer, One Economy Corporation, Portland, OR, 2010-present**

## ONE EGN BROADBAND PLANNING PROJECT

- Work with One Economy's Chief Communication and Strategy Officer and external public relations support to plan, execute and coordinate communications strategy and One Economy programs and campaigns.
- Build and maintain relationships with key government officials, funders and key stakeholders in key areas of interest to the company.
- Pursue funding opportunities to help further the work of One Economy in all program areas.
- Communicate with and assist in yearly strategic planning with Department heads.
- Create sustainability plans for all communities and program areas.
- Assist in finding partners, funding, and synergy for key initiatives derived from planning processes.
- Responsible for exploring new strategic partnerships on the national level.
- Communicate and/or train Community Impact staff about key initiatives or new areas of interest.
- Quality Assurance with staff, projects, contractors in relation to strategic goals and initiatives.
- Engagement with OE Ventures and the pursuit of substantial national partnerships.

**Program Director, Western Regional, One Economy Corporation, Portland, OR, 2007-2010**  
Responsible for the daily operational management of activities and functions in a designated program area or city.

- Includes all duties of Program Officer, previously listed.
- Manages and supports the development, implementation and evaluation of all regional program activities.
- Works with the executive staff to successfully monitor and achieve program and grant deliverables.
- Determines program service levels and identifies needed regional improvements.
- Plans and manages the participatory planning processes in the development of new media tools.
- Assists the Vice Presidents with developing, monitoring, and management of program budgets.
- Management of regional grantees and program partners.
- Provides technical advice related to regional community projects to team members and other One Economy teams.
- Strategic planning of all regional technology initiatives
- Works as the communications lead regionally, as well as leading in formation of best practice models for programmatic efforts.
- Task team lead on Forms, Measurement and Evaluation, Community Impact.
- Manages the RFP cross functional process, intake and output for all regional programming
- Stimulus grant program design and partnership creation.
- Manages relationships with local community partners to accomplish goals and objectives.
- Perform complex administrative duties requiring oversight, attention to detail and analysis to achieve set regional goals and objectives.
- Supervises junior-level, volunteers, contractors and interns regionally.

**EDUCATION**

**B.A., English and Journalism**, concentration in **Public Relations**, Communications Minor, University of Oregon, Eugene, OR, June 2001

**CERTIFICATIONS**

Neighborworks® Training Institute, Fall 2007-present

Teaching Financial Management

Building Powerful Community Partnerships

Management Leadership and Non-Profit Development

**COMMUNITY ORGANIZATIONS & BOARD MEMBERSHIPS: present**

North/Northeast Portland Business Association: Technology, Marketing and Communications Chair

Portland Housing Center, Vice Chair and President Elect

Bethel Economic Development Commission, Vice Chair

Portland Development Commission: Business district liason, MLK Urban Renewal and OCCURAC

Washington County 10- Year Plan to End Homelessness: Technology & Community Content Advisor

**B. Regional Staffer**

Kacie Tate

**Summary of Qualifications:**

A results-oriented professional with a diversity of skills and proven experience in:

- Project Management
- Interpersonal Communication
- Cultural Competency Facilitation
- Skill Assessment
- Motivational Speaking
- Program Implementation
- Fundraising
- Supervising

**PROFESSIONAL EXPERIENCE:**

**Youth Development Specialist (Project Manager): YMCA, Seattle WA. June 2008 -**

**Present**

- Supervise five programs and entry level staff to support education and employment services for 100+ high school aged youth and young adults. The programs include High School Credit Retrieval and GED, Career Mentorship, Employment Services, Summer Youth Employment.
- Provide crisis intervention, employment, and academic counseling to our students experiencing hardships.
- Develop and maintaining private sector employer contacts to create employment opportunities to match our students with internships that fit their career goals. Supervise youth during placement.
- Participate as lead staff in annual fundraising campaign.

## ONEOGN BROADBAND PLANNING PROJECT

- Designed and am maintaining our curriculum for our Cultural Competence class to guide all staff on how to clearly communicate with students from a variety of ethnic backgrounds.
- Provide in class instruction to our students in Independent Living, Behavior Modification, Digital Arts, Career and Community Development.

### **Area Manager: One Economy Corporation, Seattle, WA. November 2007- January 2009**

- Planned and implemented national initiatives in order to bridge the digital divide.
- Recruited and trained 10+ community technology centers, 50+ youth, and 100+ volunteers to capacity build in the Greater Seattle Area.
- Ascertained 30+ sustainable community partnerships and secured ongoing financial support.
- Assisted low income communities with literacy opportunities and resources while providing on going support for capacity building.

### **EDUCATION:**

Bachelor of Arts in Communication, Seattle Pacific University, Seattle, WA.

Associate of Arts, Seattle Central Community College, Seattle, WA

ONEOGN BROADBAND PLANNING PROJECT

**Activity Timeline**

<b>Project Phase</b>	<b>Deliverable</b>	<b>Due Date</b>
Phase 1 – Local Engagement with Community	Preliminary inventory of undeserved markets	April 2010
Phase 1 – Local Engagement with Community	Summary data from first round of engagement	May 2010
Phase 2 – Survey Development	Survey development	June 2010
Phase 3 – Initial Survey/Data Collection	Survey completion/delivery of data to OBAC	August 2010
Phase 4 – Data Analysis and Preliminary Report	Survey data analysis	September 2010
Phase 4 – Data Analysis and Preliminary Report	Data layer added to map	February 2011
Phase 4 – Data Analysis and Preliminary Report	Report and final policy recommendations	March 2011
Phase 5 – Local Anchor Institution and Government Engagement and Dissemination	Local anchor institutions and government engagement dissemination	April 2011
Phase 6 – Data Analysis and Broadband Planning Follow up report	Presentation of Broadband Planning Report	June 2011
Phase 7 – Follow-Up Survey	Creation of follow up survey	July 2011
Phase 7 – Follow-Up Survey	Survey conducted and data delivered to OBAC	September 2011
Phase 7 – Follow-Up Survey	Survey analysis and report generation	November 2011
Phase 8 – Launch of an Affordable Hardware Acquisition Program	Launch of affordable hardware access program	December 2011