Community Broadband Planning Grant Program

City of Belfast

Round Two Community Planning Grant Application

Due Date: May 12, 2017

1. **Date: May 12th, 2017**

2. **Submitting Community - the Applicant: City of Belfast**

3. **Vendor Partner: Axiom Technologies**

4. **Grant Amount Requested: $15,000**

5. **Community Project Point of Contact:**
   Thomas Kittredge, Economic Development Director
   City of Belfast
   131 Church Street
   Belfast, Maine 04915
   207-338-3370, extension 16
   economicdevelopment@cityofbelfast.org

6. **Party Who Prepared Application:**
   Thomas Kittredge, Economic Development Director
   City of Belfast
   131 Church Street
   Belfast, Maine 04915
   207-338-3370, extension 16
   economicdevelopment@cityofbelfast.org

7. **Executive Summary of the Project:**

   The City of Belfast is requesting $15,000 so that it may hire a consultant to implement a strategic study of current and future broadband needs. While it appears that Belfast is well served, many of the providers are focused on business customers in the downtown with parts of the City not as robustly connected as you might think, given the number of providers that serve Belfast.

   The City has identified and met with providers including Charter, FairPoint Communications, GWI, LCI, and UniTel, and the results of those meetings have left the City with three overarching goals:

   - ✓ To ensure that all small, home-based businesses and residents in areas "outside the bypass" are given broadband connectivity that is available in other parts of the community;
   - ✓ That current provider plans, including fiber build-outs, are expanded to reach more areas of the City and allow both residents and businesses the opportunity to hook up to fiber; and
   - ✓ The broadband plan is connected to the economic development plans for the City

   The City has met over a dozen times and has assembled a Broadband Committee that includes a strong blend of local business representatives, community leaders, and City officials.

   The Broadband Committee has been tasked with gathering information regarding the availability of broadband internet within the City of Belfast and identifying deficiencies in coverage and/or speeds; providing residents with that information; and providing guidance to the Belfast City Council regarding

what role the City should take regarding investment in broadband infrastructure. The Broadband Committee sees increased access to broadband internet service not only as a way to support economic development (through attracting new businesses, but also assisting in the growth of existing local businesses, small businesses, and home-based businesses), but also to support community development (with parity of access leading to a better-educated community and fostering civic and political engagement).   The City of Belfast is excited to partner with Axiom to move the Broadband Committee's work to the next stage.

ATTACHMENT A

Precertification Checklist

The City of Belfast has completed its precertification checklist and has received approval from the ConnectME Authority to submit a Community Broadband Planning Grant application.

ATTACHMENT B

Scoring Criteria

A community should provide a response to each of the items below, in the format outlined.

1. **Project Plan – 25 points**
1.1. **Provide documentation of project management plan.**
      See attached City of Belfast Broadband Planning Grant Project Management Plan.

   1.2. **Provide the timeline to complete the proposed community plan deliverable.**
      The timeline for the City of Belfast Broadband Planning Grant is below. The estimated time to complete the project is **4-6 months.**

Phase 1   Sign contract
            ConnectME commencement report
            Send invoice #1
            Set up Dropbox
            Create surveys
            Schedule meeting with Broadband Committee and municipal officials:
                Explain broadband planning process
                Survey review, schedule, and distribution
                Need list of 10-15 businesses
                Need logo
                Explain carrier/provider meetings
                Press Release
                Facebook page/City website
                Dropbox participants
                Discuss business and community survey plan/distribution

Phase 2   Inventory of existing broadband
            Axiom engineers spend time in community (possibly with someone
            from Broadband Team)
            Mapping of key infrastructure and private infrastructure
            Carrier/provider Meetings
            Gap analysis
            Downtown hotspot Analysis (with maps)
            Introduction to digital inclusion
            Meeting with Broadband Committee to review phase 2 completion
            ConnectME progress report (if applicable)
            Send invoice #2

Phase 3   Refine engineering plans/change to meet community goals
Cost analysis
Digital inclusion:
  Business survey distribution (Note: may occur during phase 2) (if applicable)
  Business survey results
  Business interviews
  Community survey distribution (Note: may occur during phase 2) (if applicable)
  Community survey results
  Assessment of public computer access (free WiFi) (computers)
  Assessment affordable equipment
  Assessment of affordable broadband options
  Assessment of available digital literacy classes
Presentation to Broadband Committee/community to discuss phase 3 completion
ConnectME progress report (if applicable)
Send invoice #3

Phase 4   Final engineering plan/cost analysis
Final digital inclusion plan
Final business and community survey results
Presentation to Broadband Committee/community to discuss final report (phase 4)
ConnectME final report (if applicable)
Send invoice #4

*All tasks can be taken out of sequence based on need and funding opportunities.

2. **Plan Deliverables –20 points**
2.1. **Provide narrative addressing how the items A. – F. below will be addressed in the final plan delivered to the community.**
A.   **Define local broadband needs and goals.**

As we begin to understand the assets already in the community and gaps in coverage by the providers, we want to start to build toward goals that the community might have around connectivity. This step brings together the impressive consortium of entities that the City of Belfast has put together to define a set of concrete goals for connectivity in the community. Through a series of meetings with community, business, and civic organization leaders, which will obtain strong community input, we can define what Belfast specifically wants to accomplish and begin to define a roadmap to achieve those goals.

- Engage the Broadband Committee which is made up of diverse group of City officials and community leaders
- Reach out to the community with a survey to understand the community's concerns, cost of current service and where service gaps are present
- Business surveys and meetings- work with the Broadband Committee to identify key businesses for interviews, and work with other organizations such as the Belfast Area

Chamber of Commerce and Our Town Belfast to identify a larger list of businesses, and to have them also assist with the distribution of a business-specific survey

Axiom has developed both a business and community survey that can be tailored to the City's specific needs. The Broadband Committee will help distribute the surveys to help provide insight and direction for Axiom's recommendations. These surveys also act as an important barometer to what community and businesses needs are regarding future connectivity.

B.   Inventory existing broadband infrastructure assets within the municipality, municipalities or regions.

The Broadband Committee and Axiom will conduct public interviews with all existing carriers in the region to:

- Determine what service area they cover
- Determine what level of service they provide and at what price points
- Identify any plans for deployment to help fill gaps or enhance service
- Map all assets and determine gaps in current coverage
- Assess any barriers to deployment, such as right-of-way access, tower construction moratoriums, height restrictions, etc.

The Broadband Committee and Axiom will have discussions with the carriers about the potential to partner with our community to expand service in areas that have poor or no coverage.

The Broadband Committee and Axiom will look at other assets that can be mapped, to help understand the locations of all assets that have the potential to be leveraged:

- Mapping of towers across the City
- Municipal buildings or community assets that could host a Point of Presence for service
- City-owned assets
- Includes assessing all municipal procedures, policies, rules, and ordinances
- Key locations for community hotspots

C.   Include a gap analysis defining the additional broadband infrastructure necessary to meet identified needs and goals.

Axiom will work closely with the providers and the community to create a gap analysis of existing coverage, overlaid with the Broadband Committee's goals for connectivity.

Axiom will provide mapping and cost estimates for solutions for the City. The plan will include a high-level design, pricing, and network design(s) pros and cons regarding meeting goals for speed, reliability, and cost. The plan will compare reliability, cost, and speed capabilities between solutions and can provide a cost comparison between fiber-to-the-home solutions and other types of solutions, to better help the Broadband Committee weigh options.

The plan may include blended solutions to meet connectivity goals. Fiber, DSL, and wireless solutions may all be needed to change the status of connectivity in the planning region. A series of options will be developed to help the City of Belfast understand cost tradeoffs for different technologies.

D. **Include one or more potential network designs, cost estimates, operating models and potential business models based on input from broadband providers operating within the municipality, municipalities or region and any other parties that submit a network design solution in the course of developing the plan to address any broadband gaps identified in paragraph C.**

From a network design standpoint, the City of Belfast is in an enviable position for several reasons. There are a number of providers, giving portions of the community several choices to get connected. It also appears that fiber expansion is proposed or underway. And Belfast currently has a robust business climate that can be capitalized on.

Axiom typically doesn't want to exclude any single technology (fiber, DSL , or wireless) to meet community goals. However, Axiom's initial thought (without meeting with the Broadband Committee) would be to focus on fiber expansion. This would leap Belfast ahead of 95% of Maine, and keep them extremely competitive regarding attracting the types of businesses that require this type of connectivity and can also draw on the educated workforce of the region. And to reinforce the types of families that Belfast can attract, it's important to have good paying jobs and the ability to work from home remotely, either as a sole entrepreneur or for companies that allow an individual to work from anywhere. Fiber optics will allow Belfast to meet their vision of the community for the next 20 years or more. There is already a foothold of fiber in the community, and it should be leveraged.

Initial thoughts include:

- Working closely with providers to expand fiber optic connections is already underway or planned
- Mapping assets to assist Belfast to get better connectivity to parts of Belfast "outside of the bypass"
- Create a fiber-to-the-home cost estimate to determine the feasibility of long-term investment pros versus cons

E. **Include an assessment of all municipal procedures, policies, rules and ordinances that have the effect of delaying or increasing the cost of broadband infrastructure deployment.**

The City of Belfast does not have any procedures, policies, rules, or ordinances that delay or increase the cost of broadband infrastructure deployment.

F. **Digital Inclusion**

The City of Belfast's Broadband Planning Consultant, Axiom, is a state and national leader in Digital Inclusion that drives Digital Literacy and Broadband Adoption for citizens and businesses. Axiom's work has been funded and recognized as a national model for improving the skills of a regional workforce using online technology and hands-on instruction. Axiom believes, and anecdotal evidence supports the idea, that digital inclusion drives the take rate for broadband services.

Axiom works closely with National Telecommunications and Information Administration's (NTIA's) Broadband USA team (https://www2.ntia.doc.gov) and its CEO is a member of the

Community Broadband Planning Grant Application Round Two

National Digital Inclusion Alliance's (NDIA's) Directing Council (https://digitalinclusion.org/). Both agencies advocate and provide support and assistance to communities that want to expand their broadband capacity and promote adoption. Axiom has adopted and promotes Broadband USA's "Best Practices for Rural Broadband Adoption."

Broadband access and the skills to use it are necessary to fully engage in today's connected world. This is particularly true in rural communities, where access to telemedicine, distance learning and e-commerce keep residents and local economies healthy, competitive, and engaged. According to NTIA's latest computer and internet use report, rural internet adoption rates are five to seven percentage points lower than those of urban communities. As more daily activities move online, it is increasingly important for all Americans to access and use the internet in a meaningful way regardless of where they live.

While no one-size-fits-all solution exists for increasing broadband adoption, the Axiom Digital Inclusion Plan will work closely with the City of Belfast to include the following strategies:

- **Evaluate the various needs for broadband adoption and digital skills.** Each community has its own characteristics, opportunities, and challenges. Axiom will encourage input from local businesses and residents to meet broadband needs and to develop solutions.

- **Integrate digital inclusion into the economic development strategy.** Although much of the attention in rural areas is focused on broadband access, broadband adoption and digital skills are also important. Research shows that rural regions with high adoption rates display improved economic indicators and that the adoption of broadband, not just the availability of broadband, matters for rural economies.

- **Build local, regional and statewide partnerships.** Organizations with ties to the community, such as libraries, community health centers, and county and city/town governments, should look to regional and state partnerships. Institutions such as economic development agencies, adult education programs, and the Maine Department of Labor's CareerCenters will play a critical role in providing resources and sharing best practices in the community.

- **Meet people where they are.** Libraries, schools, and other trusted community institutions play a pivotal role in promoting broadband adoption. Offering classes where residents live and work and scheduling classes at times that work best for the adult learner decreases the barrier to educational attainment, and will increase class participation.

- **Connect residents to training.** Even when residents own computers or have access to the internet, they may not be comfortable, confident users. Residents, as well as businesses and their employees, need skills beyond basic digital literacy to fully benefit from opportunities in distance learning, telework, telehealth, e-commerce, online government services, and workplace technology proficiency.

The Axiom Digital Inclusion Program addresses the following:

- **Affordable Internet:**
  During the planning phase, Axiom will inventory the low-cost broadband plans offered by current broadband providers serving the community. Axiom is working with state and federal officials to assist broadband providers in implementing the Federal Communications

Commission (FCC) Lifeline program (www.cnet.com/news/fcc-broadband-high-speed-internet-lifeline-subsidy) which subsidizes broadband for low-income residents in Maine.

- **Affordable Equipment:**
  During the planning phase, Axiom will inventory the low-cost computers/laptops offered by local and regional companies that are located within the community. Axiom will collaborate with its industry partners, PC's for Maine (www.pcsformaine.org) and Goodwill's "Good Tech" program (https://goodwillnne.org/stores/goodtech), as well as with local companies, to set up a program for low-income residents and non-profit organizations to obtain equipment at a reduced cost or for free.

- **Digital Literacy Training:**
  During the planning phase, Axiom will meet with businesses, community and municipal leaders, and residents to discuss computer skills/digital literacy training.

  - Business - For the business community, this often takes a grassroots approach by working with a business owner to understand the company's plan for sustainable growth and development. Once the business owner understands the technology tools available, and Axiom understands the skill level of the employee, a learning plan can be created for a specific business.

  - Community and Municipal Leaders – A series of meetings will be held to gauge the interest as well as the skill level of the participants. During these meetings, discussions are facilitated to ensure that the participant is aware of what is technologically possible to do when you have a broadband connection. Demonstrating distance learning education, telehealth, telecommuting, cloud-based services, and available software begins the process of developing digital literacy plans for a community.

  - Residential – As with business, community, and municipal leaders, a series of meetings for the residential community will be scheduled. It is the goal of these meetings that residents become engaged and excited about learning new skills and a pathway to lifelong learning.

The outcomes during the planning phase are a Digital Literacy Plan, a recommended schedule, and suggested locations where classes will be held. In rural communities, long travel time/distance is a barrier to educational attainment; holding classes that are geographically spread out throughout the designated service footprint will best ensure participation.

- **Public Computer Access:**
  - During the planning phase, Axiom will inventory the available public computer access locations throughout the community, including the number of available computers for public use. If a business or resident cannot afford equipment or an internet subscription, and if broadband is not available at their location, public computer access is essential.

  - Axiom will meet with community and municipal leaders to discuss *community hotspots*. Community hotspots are open access networks that allow citizens in a downtown or in other public spaces access to the internet. This is a simple, straightforward way to help a city/town or region get more connected. It is an affordable, convenient way to provide visitors and residents easy, seamless connectivity.

Final Thoughts:
Axiom believes rural broadband deployment is about much more than a fast connection - it is about people's livelihoods, education, and well-being. That is why Axiom believes creating a Digital Inclusion Plan for the citizens of Belfast is so important. All of this work will come together in a customized, actionable roadmap to implementation that will show a clear idea of what kinds of effort and resources will be necessary to implement the plan.

2.2 Value Added Collaborations– 20 points
Describe how the broadband community planning grant may generate improvements to community strength through collaborating in such areas as economic development, education, employment, governmental services, health care, public safety or other regional community oriented activities.

Economic Development: Belfast is a hub of activity for the region; it possesses a vibrant downtown, strong business anchors such as athenahealth and Bank of America, and a skilled and educated workforce. These are the building blocks that will bring future economic vitality to the City and its citizens. The City Council and the Office of Economic Development believe that high-capacity internet connectivity will be the next investment necessary to attract other high-paying employers who in turn will attract families and individuals to the community who have the skills and education to fill these types of positions. In addition, giving small business owners, telecommuters, and entrepreneurs the tools they need to succeed in Belfast will also bring new economic activity.

E-Government services/Public Safety: The City of Belfast does utilize broadband to deliver a significant number of municipal services, including online cloud-based services and debit and credit card payment systems. However, this plan will help to understand the connection issues between various City facilities and the need to communicate efficiently between departments that are not all located in the same facility, including emergency services.

Health care: Aging in place is a huge issue for many of Belfast's citizens and is a top priority for the City. Telemedicine requires a robust network that allows for the seamless monitoring of vital signs, oxygen levels, and the performance of medical devices, whether it is done by a family member who does not live close by, or by a healthcare professional. Understanding new network expansion and connectivity pros and cons will help the Broadband Committee make good decisions that will help people remain in their homes, if they so choose.

Education: Ensuring that students have strong connectivity at home ensures that the "homework gap" is not something that citizens of Belfast need to contend with. The goal of speedy, reliable internet service helps bring online educational opportunities to all family members, whether it's taking online classes, watching streaming classroom activity that allows kids or adults to participate remotely, or it's online streaming tools that allows you to virtually tour great works of art at the Louvre. Strong connectivity allows you to do things that lower speeds and reliability prohibit.

3.   Budget – 15 points
3.1. Submit budget aligned to significant Project Plan milestones, costs and tasks.

Total ConnectME Grant Request: $15,000.

City of Belfast Community Broadband Planning Grant Budget

Budget Line Item	Budget	Description
Identify Current Landscape, Needs, and Gaps:		
Survey - outreach	$ 750	Business and community survey distribution, meeting with municipal officials, community leaders, businesses, and community members
Assess municipal procedures, policies, ordinances	$ 600	Research with Broadband Committee and municipal officials
Professional Services - report writing	$ 1,500	Data recording and writing during planning grant process
Travel	$ 300	Travel to meetings
Meetings	$ -	As needed
Network Designs - Gap Analysis:		
Inventory existing assets	$ 1,425	Meetings with vendors/providers to determine existing assets, Axiom engineers spend time in community reviewing assets
Network designs	$ 6,000	Mapping of key infrastructure, private infrastructure, define community's goals, final engineering designs to address gap analysis
Financial modeling of solutions	$ 750	Engineering plan/cost analysis
Meetings	$ -	As needed
Digital Inclusion Plan:		
Literacy, affordable access, equipment plan	$ 3,000	Assessment of affordable broadband, affordable equipment, digital literacy classes, and public computer access, and creating a plan to address these components
Meetings	$ -	As needed
Presentation of Findings		
Meetings	$ -	Final meeting presentation
Travel	$ 300	Travel to meetings
Final Report	$ 375	Final report preparation
Total	**$ 15,000**	

4. Overall Financial Feasibility – 15 points

4.1. Describe the vendor experience relevant to proposed project.

Axiom is a pioneer in rural broadband deployment and is headquartered in Machias, Maine, who has been creating and developing solutions for rural broadband deployment since 2005. From its roots, from the first wireless broadband connection in Washington County in 2005, Axiom has grown to be a full-service engineering, planning and deployment, management, and professional services team that assists communities in getting connected or upgrading their connectivity, while maintaining a network both in Washington County and on Chebeague Island. Many of Axiom's team has been with them between 5 and 10 years, with some from the company's very beginning 12 years ago.

The recipient of 18 State of Maine ConnectME grant awards, including 4 Broadband Planning Grants, Axiom has installed over 100 wireless access points in Washington County, delivers DSL service, and has built and manages over 50 miles of fiber, including a 30-mile high-capacity fiber-optic link capable of transporting or delivering 10 Gigabytes. In addition, Axiom has deployed a number of cutting edge technologies including TV White Space, 3.6GHz licensed LTE, and a high-capacity link utilizing 11 GHz.

In July of 2014, Axiom established the Axiom Education & Training Center (AETC), a nonprofit 501(c)(3) corporation. Since its creation, AETC has trained over 6,000 residents and over 600 businesses in Maine, and has established itself as a nationally-recognized digital inclusion expert. AETC advises numerous groups and regions in Maine regarding establishing digital inclusion programs in their broadband and community technology plans. Axiom's CEO, Susan Corbett, often speaks at national conferences regarding the importance of digital inclusion in helping to close the "homework gap" and creating low-cost products to serve the disadvantaged and help them participate in the economy through digital connectivity.

Axiom's mission is "to deliver strategic and customized rural broadband deployment solutions to remote communities everywhere," a mission that closely aligns with the City of Belfast's own broadband goals.

4.2. Provide a description of the vendor's financial viability by submitting balance sheet and income statements and applicant financial statements. Confidential financial information should be so marked and submitted under separate cover to the ConnectME Authority directly, marked confidential, indicating which community they are partnering with. This information is due at the time of application deadline, emailed to connect.me@maine.gov.

Financial documents will be sent to the ConnectME Authority directly from Axiom Technologies.

4.3. Provide a brief description of team member's background and roles.

4.3.1. Principal point of contact.

- The principal point of contact will be Thomas Kittredge, Economic Development Director for the City of Belfast.

4.3.2. Team member bios and role in planning project, to include vendor information.

THOMAS KITTREDGE
Economic Development Director, City of Belfast
Since June of 2010, Thomas Kittredge has served as the Economic Development Director for the City of Belfast. In this role, Thomas focuses on assisting existing businesses survive and expand, attracting new businesses to Belfast, and developing the City's infrastructure, not only to stimulate future business development, but to also attract people to come and visit Belfast.

Prior to this position, Thomas had served as the Executive Director for the Piscataquis County Economic Development Council, where he functioned as the economic development director for all of Piscataquis County, and had also interned in the City of Brewer's Economic Development Department.

Thomas currently serves on the Maine Economic Growth Council, a group which develops a long-range economic plan for the State of Maine and measures the State's progress in achieving the plan's benchmarks and goals, accomplished through the annual release of the *Measures of Growth* report on the Maine economy. Thomas also serves as the Vice President of the Belfast Creative Coalition, and he is also a graduate of both the Midcoast Leadership Academy and Leadership Maine.

SUSAN CORBETT
Chief Executive Officer
Susan Corbett is the Chief Executive Officer at Axiom Technologies. She is a provider and advocate of fast, affordable, and reliable broadband services for rural communities. In 2005, Ms. Corbett joined Axiom Technologies as Chief Financial Officer. Under her leadership, the telecommunications company has designed and constructed more than 100 access points connecting more than 2,500 square miles in one of America's roughest terrains - rural Maine.

Ms. Corbett is a preeminent authority on rural broadband deployment and works closely with economic development and rural organizations to advance internet and wireless technologies and their adoption.

Ms. Corbett's clear company-wide direction has garnered Axiom tremendous recognition in the form of awards, media coverage, and grants. Most recently, Axiom was awarded a Microsoft grant to provide internet access to homes in Washington County, Maine, using TV white space.

Before joining Axiom, Ms. Corbett was the owner of a medical billing and consulting firm in Boston, Massachusetts. Ms. Corbett migrated and trained staff at medical practices to transfer paper systems into digital solutions, as well as helping them use technology to advance care. Helping people is at the heart of everything she does.

Ms. Corbett is a public speaker, educator, and advocate who is dedicated to providing broadband access and digital literacy to rural communities everywhere.

MARK OUELLETTE
President
Mark Ouellette is the President of Axiom with responsibility for overseeing and growing Axiom's internet and wireless businesses. Mr. Ouellette has held a number of senior leadership positions in the State of Maine. Previously, Mr. Ouellette was the Executive Director of Mobilize Maine, where he worked with regions across the state to help develop and implement measurable, private sector economic

development strategies. Before that, Mr. Ouellette served as Director of Business Development for the State of Maine. Earlier, he served as Chief of Staff to United States Representative Tom Allen.

Mr. Ouellette has 20 years of economic and community development experience. He has a strong track record of successfully writing and securing federal, state, and foundation grants. Most recently, he was pivotal to securing Axiom's premiere Microsoft grant award to provide internet access to homes in Washington County, Maine, using TV white space.

Mr. Ouellette is an active speaker and participant in panel discussions on a wide range of economic development topics and strategies, including providing broadband access to rural communities.

KIM EMERSON
Director of Special Projects
Kim Emerson serves as Director of Special Projects for Axiom, where he oversees wireless technologies, DSL, and fiber optic build-outs. His role includes network and technology planning, development of architecture and roadmaps, and the continued evolution of broadband deployment methodologies.

Mr. Emerson is proficient in a multitude of programming scripts and languages including Perl/CGI, Javascript, SQL, and ASP. He completed training and received certifications to administer and deploy the Mikrotik RouterOS platform including MTCRE, MTCWE and MTCTCE, as well as an A+ Certification, which he obtained to teach a certification course to high school and adult education students.

IAN SAWYER
Director of Network Services
Ian Sawyer serves Axiom's entire organization across many disciplines including network management, network installations, as well as computer repair, for its neighbors in Washington County, Maine.

Mr. Sawyer is a CompTIA A+ Certified Technician with over ten years of hands-on experience with hardware and software technologies. He has the proven skills necessary to support complex IT infrastructures across rural communities. Mr. Sawyer has extensive experience in Windows operating systems, networking, and firewalls, as well as identifying and preventing malware.

JANE BLACKWOOD, M.ED.
Director of Educational Services, Axiom Education & Training Center
Ms. Blackwood will be overseeing the digital educational plan for the community and is the Director of Educational Services and the Adult Education Director at the Axiom Education & Training Center (AETC). Prior to the creation of AETC, Ms. Blackwood provided educational services for Axiom Technologies.

Ms. Blackwood earned her Master's Degree in Education from University of New England, holds a Teaching Certificate in the State of Maine, and is currently working on a Master's Degree in Education Leadership. She oversees AETC's Adult & Community Education program, which includes Adult Basic Education, College Transitions, and High School Completion (HiSET). AETC also provides WorkReady and Workforce Development training, CompTIA for high school and college students, Credit Recovery, Alternative High School classes, as well as Enrichment classes for adult learners. AETC recently became a STEM Hub for students aged 10-18 in Washington County.

Ms. Blackwood created AETC's flagship program, Digital Literacy. The program is nationally recognized and is included in the United States Department of Commerce's National Broadband Adoption Kit. To date, over 3,500 adult learners and over 350 businesses have participated in digital literacy classes under Ms. Blackwood's direction.

4.3.3. Provide proof of support and endorsement from the participating local municipalities.

See attached minutes showing the vote (see highlighted section) from the May 2nd, 2017 meeting of the Belfast City Council, where they voted unanimously to support the submission of an application to the ConnectME Authority for a Community Broadband Planning Grant, and to partner with Axiom Technologies on this project.

4.3.4. Provide the names of local officials and community representatives that will be directly involved as members of the team.

- Thomas Kittredge, Economic Development Director, City of Belfast
- John Arrison, City Councilor, City of Belfast
- Roger Lee, Senior Principal, Fish & Richardson, P.C.
- Will Martell, User Support Manager, Maine Maritime Academy
- Declan O'Connor, Estimator/Project Manager, Whitecap Builders
- Bryant Richardson, Enterprise Technology Analyst, athenahealth

5. Past Performance – 5 points

5.1. Provide documentation demonstrating past performance in executing grant funded programs, to include community and vendor.

Belfast Grant Funded Projects:
- United States Department of Housing and Urban Development; Community Development Block Grant Program, Downtown Revitalization Grant; $500,000; 2012
- United States Department of Housing and Urban Development; Community Development Block Grant Program, Economic Development Grant; $200,000; 2012
- United States Environmental Protection Agency; Brownfields Assessment Grant; $200,000; 2013
- United States Department of Housing and Urban Development; Community Development Block Grant Program, Micro-Enterprise Assistance Grant; $150,000; 2013
- United States Department of Commerce, Economic Development Administration; Public Works Grant; $1,900,000; 2014
- United States Department of Housing and Urban Development; Community Development Block Grant Program, Economic Development Grant; $800,000; 2014
- United States Department of Housing and Urban Development; Community Development Block Grant Program, Housing Assistance Grant; $300,000; 2014
- United States Environmental Protection Agency; Brownfields Cleanup Grant; $200,000; 2014
- Maine Department of Environmental Protection and Maine Department of Economic and Community Development; Brownfields Revolving Loan Fund Grant; $50,000; 2015
- Maine Department of Agriculture, Conservation, and Forestry, Maine Conservation Corps, Maine Trails Advisory Committee; Recreational Trail Program Grant; $35,000; 2015
- United States Environmental Protection Agency; Brownfields Assessment Grant; $400,000; 2016

Axiom Grant Funded Projects:
- ConnectME Authority – 15 Infrastructure and Planning Grants totaling: $1,821,748
- NTIA BTOP Sustainable Broadband Adoption Grant: $1,429,596

- John T. Gorman Foundation: $300,000
- DECD CDBG Grant: $50,000
- Microsoft Affordable Access Initiative: $79,920

5.2. Provide three client references (for Axiom).

Bill Cohen, Brooklin Select Board
23 Bay Road
Brooklin, Maine 04616
207-557-9190
brooklinselectboard@myfairpoint.net

Brianna Warner, Island Institute
386 Main Street
PO Box 648
Rockland, Maine 04841
bwarner@islandinstitute.org

Mike Faloon, Our Katahdin
111 Canyon Drive
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617-777-2107
faloon@ourkatahdin.com

City of Belfast

Project Management Plan

Submitted by:

Mark Ouellette & Susan Corbett

May 12, 2017
207.255.0679

mark@connectwithaxiom.com
susan@connectwithaxiom.com

Table of Contents

Axiom
every connection counts

Project Purpose, Objectives and Goals

Axiom will assist the City of Belfast in creating a Community Technology Plan that can be incorporated into the City of Belfast's Comprehensive Plan and adopted by laying out a multi-year, multi-tier approach that can be staged over time and built as funds are available. The plan will specifically address the goals that are developed during the planning process.

Axiom will craft a strategy on how to create more robust Internet and telecommunications service offerings for the families and businesses in the city and create a variety of options for rural broadband development in the region.

Problem/Opportunity Statement

The City has met over a dozen times and assembled a strong blend of local business representatives, community leaders and City officials and are excited to partner with Axiom to move the Broadband Committee's work to the next stage:

- ✓ To ensure that all small, home-based businesses and residents in areas "outside the bypass" are given Broadband connectivity that is available to other parts of the community
- ✓ Current provider plans, including fiber-build outs are expanded to reach more areas of the city and allow both residents and businesses the opportunity to hook up to fiber
- ✓ The Broadband Plan is connected to the economic development plans for the City

The Belfast Opportunity Statement:

In order for Belfast to thrive in the 21st Century Digital economy, realize exceptional economic growth and attract educated and entrepreneurial citizens that can add to the fabric of the community, world-class Broadband connectivity must be a top priority to ensure our community's future.

Project Constraints

- Inclusions:
  What is especially exciting is that the plan, as envisioned, will be actionable immediately. Axiom will help the City of Belfast in creating a planning process that will deliver a Community Technology Plan that includes:

  - Steps to address Internet to underserved and unserved areas of the City
  - A concrete plan to address Digital Inclusion / Digital Literacy
  - Out of the box thinking that includes downtown Community Hotspots and innovative funding strategies
  - Clear cost and pricing for all parts of the recommended plan

- Exclusions:
  - What will not be included will be a build out plan with exact costs. The plan will be formed enough to go out to RFP, and will typically be within 10% of our estimated cost for each project. Axiom does its work this way, in order to allow for unexpected costs and for potential vendors have the opportunity to be creative with network build out solutions.

- An Economic Impact Study and Analysis is not included in this proposal. Axiom would be happy to work with regional economic and community leaders to develop this, but this work is not included in the proposed budget.

Scope of Work

Axiom is an experienced planning partner and is currently planning in a number of communities, regions and counties across Maine. We have done all of the work you described in the ConnectME Grant Application in other locations and have the personnel, mapping and other expertise for us to work with you.

Scope of Services: (Blue Steps are associated with Axiom's Rural Broadband Deployment Kit)
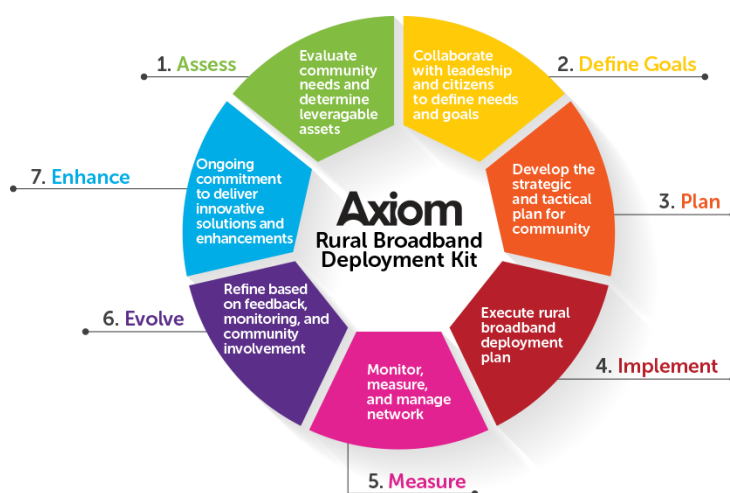
- Inventory and Capabilities Assessment- Step 1
- Assess All Municipal Procedures, Policies, Rules and Ordinances- Step 1
- Define Broadband Needs and Goals- Step 2
- Public Outreach- Begins in Step 2, ends in Final Report presentation- Step 3
- Network Planning and Financial Analysis- Step 3
- Digital Inclusion and Adoption- Step 3
- Economic Impact- Step 3
- Final Report- Step 3

From a network design standpoint, the City of Belfast is in an enviable position in many ways. There is a number of providers, giving portions of the community several choices to get connected. It appears that fiber expansion is proposed or underway. And Belfast has a robust business climate that can be capitalized on.

While we typically don't want to exclude any technology (fiber, DSL and wireless) to meet community goals. However, our initial thought (without meeting with the committee) would be to focus on fiber expansion. This would leap Belfast ahead of 95% of Maine, keep them extremely competitive to

attract businesses that need this type of connectivity and can draw on an educated workforce in the region. And to reinforce the types of families that Belfast can attract, it's important to have good paying jobs and the ability to work from home remotely either as a sole entrepreneur or for companies that allow an individual to work from anywhere. Fiber optics will allow Belfast to meet their vision of the community for the next 20 years or more. There is already a foothold of fiber in the community, it should be leveraged.

Initial thoughts include:

- ✓ Working closely with providers to expand fiber optic connections already underway or planned
- ✓ Mapping assets to assist Belfast to get better connectivity to parts of Belfast "outside of the bypass"
- ✓ Create a fiber to the home cost estimate to determine feasibility of long-term investment pros vs cons

Step 1: Assess

Conduct public interviews with all existing carriers in the region to determine:

- ➤ What service area they cover
- ➤ What level of service is provided and price points
- ➤ Any plans for deployment to help fill gaps or enhance service
- ➤ Map all assets and determine gaps in current coverage
- ➤ Assess any barriers to deployment: right of way access, tower construction moratoriums or height restrictions, etc.

We also have discussions with the carriers about the potential to partner with communities to expand service in areas that have poor or no coverage.
We will look at other assets that can be mapped to help understand locations of all assets that have potential to be leveraged:

- ➤ Mapping of towers across the city
- ➤ Municipal buildings or community assets that could host a Point of Presence for service
- ➤ City owned assets
    - o Includes assessing all municipal procedures, policies, rules and ordinances
- ➤ Key locations for Community HotSpots

Step 2: Define Goals

As we begin to understand the assets already in the community and gaps in coverage by the providers, we want to start to build toward goals that the community might have around connectivity. This step brings together the impressive consortium of entities that the City of Belfast has put together to define a set of concrete goals for connectivity in the region. Through a series of meetings with community, business and civic organization leaders as well as strong community input, define what the communities specifically want to accomplish and begin to define roadmap to achieve goals.

- ➤ Engage the Broadband committee made up of diverse group of city officials and community leaders

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➢ Reach out to community with a survey to understand community concerns, cost of current service and where service gaps are present
➢ Business surveys and meetings- work with Broadband group to identify key businesses for interviews and identify larger list of businesses through a local chamber or other organizations that might be able to distribute a business specific survey

Axiom has developed both a business and community survey that can be tailored to the region's specific needs. We look to the Broadband Committee to help distribute the surveys throughout the planning communities to help provide insight and direction to Axiom's recommendations. These surveys also act as an important barometer to what community and businesses needs are for future connectivity.

Public Outreach:

Axiom will work cooperatively with the City of Belfast's Broadband Team to inform community members (and surveying the residential and business community, as needed) about the Broadband Planning process, educating them about existing broadband infrastructure, as well as updating the team throughout the Broadband Planning process.

Public outreach begins with the surveys and one or two meetings with the Broadband Committee to start to define connectivity goals. As the process continues, we incorporate four milestones in our management that create opportunities for us to engage a larger community audience.   Of course, ongoing communication and information exchange is encouraged throughout the process to refine the final plan and will culminate in a final presentation of findings.

Step 3: Plan

Our plan would overlay solutions for existing gaps in coverage or to meet the Broadband Committee goals of service levels in each community, based on the first two steps. In order to do that, we will provide mapping and cost estimates for solutions across the city, or however the Committee would like us to approach the planning. You can expect a high level design; pricing and network design(s) pros and cons to meeting speed, reliability and cost goals. We often compare reliability, cost and speed capabilities between solutions and can do a cost comparison between Fiber to the Home solutions and other types of solutions to help the committee weigh options. A good understanding of potential CAF II spending in the region by FairPoint Communications will also be important, so that resources are spent wisely.

➢ Build out or leverage existing fiber in the region
➢ Wireless solutions that can help serve the unserved/underserved in remote areas or provide a lower cost alternative
➢ Be mindful of existing assets to avoid duplication
➢ Use information gathering through goal setting process to inform potential solutions

An initial look at the city should include blended solutions to meet connectivity goals. Fiber, DSL and wireless solutions will all be needed to change the status of connectivity in the planning region. A series of options will be developed to help the City of Belfast understand cost tradeoffs for different technologies.

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Axiom is well versed in low density; geographically disperse regions and how to tackle network issues in the environment that the City of Belfast presents.

Plan for Digital Inclusion and Adoption:

At Axiom, we believe that a strong Digital Inclusion programs is an investment in community members, enhances a larger community connectivity effort and increases adoption rates and usage. Broadband Access and Adoption has been identified by the City of Belfast as a critical strategy for improving overall quality of life in rural communities by:

- Creating more opportunities for people to work where they live,
- Providing young people with expanded educational and employment opportunities,
- Improving access to adult education, healthcare and telehealth,
- Supporting improved municipal and emergency services,
- Increasing the quality of tourism experiences and related business benefits, and
- Attracting young families to live and work in the Belfast community.

Axiom is a state and national leader in Digital Inclusion that drives Digital Literacy and Broadband Adoption for citizens and businesses. Axiom's work has been funded and recognized as a national model for improving the skills of a regional workforce using on-line technology and hands-on instruction. Axiom believes, and antidotal evidence supports the idea, that Digital Inclusion drives take rate for Broadband services.

Axiom works closely with NTIA's Broadband USA team, https://www2.ntia.doc.gov and our CEO is a member of the NDIA Directing Council with the National Digital Inclusion Alliance, https://digitalinclusion.org/. Both agencies advocate and provide support and assistance to communities that want to expand their broadband capacity and promote adoption. Axiom has adopted and promotes Broadband USA's **"Best Practices for Rural Broadband Adoption".**

Broadband access and the skills to use it are necessary to fully engage in today's connected world. This is particularly true in rural communities, where access to telemedicine, distance learning and e-commerce keep residents and local economies healthy, competitive and engaged. According to NTIA's latest computer and Internet use report, rural Internet adoption rates are five to seven percentage points lower than those in urban communities. As more daily activities move online, it is increasingly important for all Americans to access and use the Internet in a meaningful way regardless of where they live.

While no one-size-fits-all solution exists for increasing broadband adoption, the Axiom Digital Inclusion Plan will work closely with the City of Belfast to include the following strategies:

- **Evaluate the various needs for broadband adoption and digital skills.** Each community has its own characteristics, opportunities and challenges. Axiom will encourage input from local businesses and residents to meet broadband needs and develop solutions.

- **Integrate digital inclusion into the economic development strategy.** Although much of the attention in rural areas is focused on broadband access, broadband adoption and digital skills are also important. Research shows that rural regions with high adoption rates display improved economic indicators and that adoption of broadband, not just availability, matters for rural economies.

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- **Build local, regional and statewide partnerships.** Organizations with ties to the community, such as libraries, community health centers and county and city governments, should look to regional and state partnerships. Institutions such as Economic Development agencies, Adult Education programs and the Dept. of Labor's Career Centers will play a critical role in providing resources and sharing best practices in the community.

- **Meet people where they are.** Libraries, schools and other trusted community institutions play a pivotal role in promoting broadband adoption. Offering classes where residents live and work and scheduling classes at times that work best for the adult learner decreases the barrier to educational attainment, and will increase class participation.

- **Connect residents to training.** Even when residents own computers or have access to the Internet, they may not be comfortable, confident users. Residents, as well as businesses and their employees, need skills beyond basic digital literacy to fully benefit from opportunities in distance learning, telework, telehealth, e-commerce and online government services and workplace technology proficiency.

The Axiom Digital Inclusion Program addresses the following:

Digital Inclusion:
- **Affordable Internet:**
  During the planning phase, Axiom will inventory the low-cost broadband plans offered by current broadband providers serving the community. Axiom is working with state and federal officials to assist broadband providers in implementing the FCC Lifeline program, subsidized low-cost broadband, for low-income residents in Maine. www.cnet.com/news/fcc-broadband-high-speed-internet-lifeline-subsidy

- **Affordable Equipment:**
  During the planning phase, Axiom will inventory the low-cost computers/laptops offered by local and regional companies that are located within the community. Axiom will collaborate with its industry partner, PC's for Maine www.pcsformaine.org and Goodwill's "Good Tech" program https://goodwillnne.org/stores/goodtech as well as local companies, to set up a program for low-income residents and non-profit organizations to purchase equipment at a free to reduced cost.

- **Digital Literacy Training:**
  During the planning phase, Axiom will meet with businesses, community and municipal leaders, and residents to discuss Computer Skills/Digital Literacy Training.

  - Business - For the business community, this often takes a grass-roots approach by working with a business owner to understand the company's plan for sustainable growth and development. Once the business owner understands the technology tools available, and Axiom understands the skill level of the employee, a learning plan can be created for a specific business.

  - Community & Municipal Leaders – A series of meetings will be held to gauge the interest, as well as the skill level of the participants. During these meetings, discussions are facilitated to ensure that the participant is aware of what is

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technologically possible to do when you have a broadband connection. Demonstrating distance learning education, telehealth, telecommuting, cloud-based services and software available begins the process of developing Digital Literacy plans for a community.

- ▪ Residential – As with Business, Community & Municipal leaders, a series of meetings for the residential community will be scheduled. It is the goal of the meetings that residents become engaged and excited about learning new skills, a pathway to lifelong learning.

The outcome during the planning phase is a Digital Literacy Plan and recommended schedule, as well as suggested locations that classes will be held. In rural communities, time, distance, travel is a barrier to educational attainment; holding classes that are geographically spread out throughout the designated service footprint will ensure participation.

- **Public Computer Access:**
  - ▪ During the planning phase, Axiom will inventory the available Public Computer Access locations throughout the community, including the number of available computers for public use. If a business or resident cannot afford equipment or an Internet subscription, and if broadband is not available at their location, Public Computer Access is essential.

  - ▪ Axiom will meet with Community and Municipal leaders to discuss "Community HotSpots". Community HotSpots are open access networks that allow citizens in a downtown or other public spaces access to the Internet. This is a simple, straightforward way to help a city or region get more connected. It is an affordable, convenient way to help visitors and residents easy, seamless connectivity.

Final Thoughts:

At Axiom, we believe rural broadband deployment is about much more than a fast connection — it is about people's livelihoods, education, and well-being. That is why we believe creating a Digital Inclusion Plan for the citizens of Belfast is so important. All of this work will come together in a customized, actionable roadmap to implementation and a clear idea of what kinds of effort and resources will be necessary to bring the plan to life.

Economic Impact:

An Economic Impact Study and Analysis is not included in this proposal. Axiom would be happy to work with regional economic and community leaders to develop this, but this work is not included in the proposed budget.

However, Axiom believes that through better connectivity and education you can change the economic status of a region and give individual citizens the tools they need to help improve their lives. When we think about the economic impact of our work, it is hard to quantify. We know from several national studies that reducing barriers to adoption, helping citizens with telehealth, educational and business services as well as e commerce and other on-line applications help improve lives. We will want to work very closely with the City of Belfast to deliver information that can help the region measure what improved connectivity and educational experiences geared to bridge the Digital Divide does to move the city forward.

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Feasibility Study:

Axiom will prepare a Final Report that will serve as a guide for the City of Belfast to help determine solutions and funding required to expand broadband availability, increase capabilities and increase adoption rates and usage. The report will include cost-savings initiatives and suggestions.

Tasks needed to implement the recommendations:

Step 4: Implementation

Axiom has a very specific and achievable path forward for implementing projects and it starts with a public-private partnership agreement where both the community or region and the carrier share both responsibility and rewards of new network build. Axiom is well versed in a variety of ways to develop and implement public-private strategies.

We also believe that it is important that we provide our experience in helping communities and regions take back control of their own destiny and help give them a strong voice though Axiom's innovative approach to public-private partnerships in our network deployments. As the Broadband Committee engages providers, we can provide or help you understand current and potential issues that providers are concerned with and how to overcome barriers to deployment.

- Revenue Sharing models
- Building a technology Fund for future needs
- Clearing obstacles to deployment
- Measure Progress and User Experience
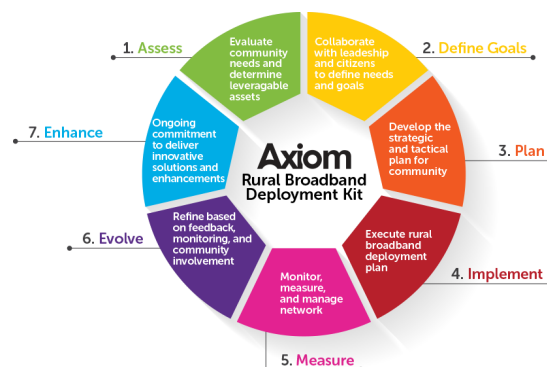
As part of our final report, we will provide a list of both state and federal resources that might be leveraged. Susan Corbett, Axiom's CEO and Mark Ouellette, Axiom's President have written and attracted millions of federal, state, local and foundation dollars for projects and are committed to assisting with grant proposal strategy, advice and project development.

Axiom also has experience with local investors and business sponsors to provide match for community Broadband expansion or Community Hotspots. In the end, it's going to take regional leadership, community partners, current and potential Broadband providers, a variety of funding sources and new agreement possibilities, all working in harmony to develop and implement a regional Broadband Initiative.

Project Organization

Broadband Planning Team	
Axiom Project Team	**City of Belfast Team**
Susan Corbett Digital Inclusion Consultant	**Thomas Kittredge** Economic Development Director
Mark Ouellette Broadband Consultant	**John Arrison, Councilor** City of Belfast
Kim Emerson Network Engineer	**Roger Lee, Senior Principal** Fish & Richardson, P.C.
Ian Sawyer Network Engineer	**Will Martell, User Support Manager** Maine Maritime Academy
Jane Blackwood Educational Consultant	**Declan O'Connor, Project Manager** Whitecap Builders
	Bryant Richardson, Technology Analyst Athena Health

Key Roles & Responsibilities

Project Sponsor:
- Secures organizational support and funding for the project
- Defines strategic objective of the project
- Participates in project level governance
- Makes final, critical project decisions, when needed
- Represents the City of Belfast's interest in the project
- Provides strategic advice to the Project Team
- Actively participates in regular assessment of overall project discussions and meetings to ensure:
  - Project vision is on track
  - Approval of Change Requests
  - On track with budget allocation

Axiom Project Team:
- Accountable for overall execution, management and delivery of the project (scope, budget and schedule)
- Provides leadership of the project team

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- Plans and manages project activities
- Manages project schedule and costs
- Tracks and reports project progress
- Manages and resolves issues and risks
- Performs tasks as assigned in the Project Plan and Scope of Work
- Actively participates in regular assessment of overall project discussions and meetings to ensure:
  - Project vision is on track
  - Approval of Change Requests
  - On track with budget allocation

Broadband Planning Process Timeline

Phase 1 Sign Contract

ConnectME Commencement Report

Send Invoice #1

Set-up Dropbox

Create Surveys

Schedule meeting with Broadband Team & Municipal Officials:

Explain Broadband Planning process

Survey Review & Schedule & determine how it will be distributed

Need list of 10-15 businesses

Need logo

Explain Carrier/Provider Meetings

Press Release

FaceBook Page/City Website

Dropbox Participants

Discuss Business & Community Survey Plan/Distribution

Phase 2 Inventory of existing broadband

Axiom Engineers spend time in community (possibly with someone from Broadband Team)

Mapping of key infrastructure and private infrastructure

Carrier/Provider Meetings

Gap Analysis

Downtown HotSpot Analysis (with maps)

Introduction to Digital Inclusion

Meeting with Broadband Team to review Phase 2 completion

ConnectME Progress Report (if applicable)

Send Invoice #2

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Phase 3   Refine Engineering plans/change to meet community goals
Cost Analysis
Digital Inclusion:
  Business Survey Distribution (Note: May occur during Phase 2) (if applicable)
  Business Survey Results
  Business Interviews
  Community Survey Distribution (Note: May occur during Phase 2) (if applicable)
  Community Survey Results
  Assessment of public computer access (free WiFi) (computers)
  Assessment affordable equipment
  Assessment of affordable broadband options
  Assessment of available digital literacy classes
Presentation to Broadband Team/Community to discuss Phase 3 completion
ConnectME Progress Report (if applicable)
Send Invoice #3

Phase 4   Final Engineering Plan/Cost Analysis
Final Digital Inclusion Plan
Final Business & Community Survey Results
Presentation to Broadband Team/Community to discuss Final Report (Phase 4)
ConnectME Final Report (if applicable)
Send Invoice #4

*All tasks can be taken out of sequence based on need and funding opportunities

Project Financials

Budget:	$15,000
Payment Schedule:	
Phase 1/Upon Signing of Agreement	$ 3,750
Phase 2/Upon Completion	$ 3,750
Phase 3/Upon Completion	$ 3,750
Phase 4/Final	$ 3,750

Budget Line Item	Budget	Description
Identify Current Landscape, Needs and Gaps:		
Survey - Outreach	$ 750	Business & Community Survey Distribution, Meeting with Municipal Officials, Community Leaders, Businesses & Community Members
Assess municipal procedures, policies, ordinances	$ 600	Research with Broadband Committee & Municipal Officials
Professional Services - report writing	$ 1,500	Data recording and writing during Planning Grant process
Travel	$ 300	Travel to meetings
Meetings	$ -	As needed
Network Designs - Gap Analysis:		
Inventory existing assets	$ 1,425	Meetings with vendors/providers to determine existing assets, Axiom Engineers spend time in community reviewing assets
Network designs	$ 6,000	Mapping of Key Infrastructure, Private Infrastructure, Define Community's Goals, Final Engineering Designs to address Gap Analysis
Financial modeling of solutions	$ 750	Engineering Plan/Cost Analysis
Meetings	$ -	As needed
Digital Inclusion Plan:		
Literacy, affordable access, equipment plan	$ 3,000	Assessment of Affordable Broadband, Affordable Equipment, Digital Literacy Classes & Public Computer Assess and creating a plan to address these components

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| Meetings | $ | - | As needed |

Presentation of Findings

Meetings	$	-	Final Meeting Presentation
Travel	$	300	Travel to meetings
Final Report	$	375	Final Report Preparation
Total	$	15,000	

Project Communication

- **Project Document Storage:** All project documents will be stored on a shared Dropbox folder.

- **Project Events:** The Project Sponsor and the Axiom Project Team will coordinate the community events, including notifying the public.

- **Project Tracking:** Critical project milestones, resources, change requests, etc. will be tracked on a document in the shared Dropbox folder.

Meeting/Report	Audience	Timing/Frequency	Method/Channel	Responsible
Name and purpose of the meeting or report	Audience for this meeting or report	Day, time and occurrence of this meeting or report	Method being used for this communication (e.g. Conference Room or Conference Bridge	Person Responsible for the Communication

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Change Management

Type	Planning	Execution
Benefits	N/A	Expected benefits as baselined in the Planning Grant Agreement Approved Change Requests
Financials	N/A	Total cost of project as baselined in the Planning Grant Agreement Approved Change Requests
Scope	N/A	Scope and Features as baselined in the Planning Grant Agreement Approved Change Requests
Timeline	N/A	Timeline to complete Execution: As baselined in the Planning Grant Agreement Approved Change Requests

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These are "Action Only" minutes. Video of comments may be found on recorded discs at City Hall or at www.cityofbelfast.org.

City of Belfast
Council Chambers-Belfast City Hall
Tuesday, May 2, 2017
7:00 p.m.

Public Hearing #1

Pursuant to Belfast Victualer License ordinance a public hearing will held on May 2, 2017 at 7:00 p.m. or as soon as possible thereafter in the Council Chambers at Belfast City Hall on the following applications for a Victualer License renewal, due to expire May 31, 2018.

Nathaniel Clifford	dba	Alden House Inn
Theadore Rakis	dba	Alexia's Pizza
Donald Benson	dba	AllPlay Family Entertainment Center
Wayne Cookson	dba	American Legion Post #43
Anne Bartels	dba	Belhaven Inn
Ronald Goldstein	dba	Belfast Co-op
Douglas Coffin	dba	Belfast Curling Club
Ronald Benjamin	dba	Belfast Variey, Inc.
Jojo Oliphant	dba	Bell The Cat, Inc.
Brian Borman	dba	B & F Footlong, LLC
Joseph Benjamin	dba	BV52 LLC
C.N Brown	dba	Big Apple Belfast #1037
Michael Bowen	dba	Bowen's Tavern LLC
Pennelle Chase	dba	Chase's Daily
Mac's Convenience	dba	Circle K #7011
Mac's Convenience	dba	Circle K #7104
Victor Flick Corp	dba	Colonial Theatre
Courtney Sanders	dba	Daily Soup
Cory & Lisa Chase	dba	Darby's Restaurant
Anthony Jacovino	dba	Delvino's Grill and Pasta House
Sandra Moses	dba	Dockside Family Restaurant
Crusty Crab LLC	dba	Front Street Pub
Hannaford Bros	dba	Hannaford Supermarket & Pharmacy #8241
Kevin Barrett	dba	Jack's Grocery
Robert Hogan	dba	McDonald's
Alessandro Scelsi	dba	Meanwhile In Belfast
Ming's Inc.	dba	Ming's Restaurant
Seth Whited	dba	Neighborhood
Barry Asalone	dba	Ocean's Edge Restaurant
Joshua Gray	dba	Off The Hook Shuckin Shack
Arcadio Climatr	dba	Oriental Cuisine
Mary Sargent	dba	Penobscot Shores
George Darling	dba	Perry's Nut House
Paul Brown	dba	Pizza Hut
Ryan Otis	dba	Rollie's Bar & Grill

Aumeduen Rogers	dba	Seng Thai Restaurant
Douglas Frost	dba	Tarratine Tribe #13 1ORM
Alexia Clifford	dba	The Alden House
Cathy Heffentrager	dba	The Jeweled Turret Inn
Michael Casby	dba	Trillium Events, INC
Randall Collins	dba	VFW Post 3108
David Bowen	dba	Waldo County Shrine Club
Denise Fuller	dba	Wasses Hot Dogs
Melissa Steele	dba	Wentworth Family Qwik Stop
Ryan Cowan	dba	Wild Cow Creamery
Raymond Young	dba	Young's Lobster Pound

Mayor Ash asked for proponents and opponents and hearing none declared the hearing closed.

Public Hearing #2

Pursuant to Belfast Bed & Breakfast License Ordinance a public hearing will be held on May 2, 2017 at 7:00 p.m. or as soon as possible thereafter in the Council Chambers at Belfast City Hall on the following applications for a B&B Class 1 or 2 licenses to expire May 31, 2018.

1. Alexa & Nathaniel Clifford	dba	The Alden House Inn: Class 2
2. Anne Bartels	dba	Belhaven Inn B&B: Class 1
3. Cathy Heffentrager	dba	The Jeweled Turret Inn: Class 1

Mayor Ash asked for proponents and opponents and hearing none declared the hearing closed.

Regular Council Meeting No. 21

1) Call to order

2) Present: Mayor Walter Ash, Jr., Councilors Mary Mortier, Neal Harkness, Eric Sanders, Michael Hurley and John Arrison; City Manager Joseph Slocum and Admin. Assistant to the City Manager Manda Cushman.

3) Pledge of Allegiance

4) Adoption of the agenda

City Manager Joseph Slocum requested to remove the following items from the agenda:
- **10) F** Request from City Planner, Wayne Marshall to select a contractor to finish the Belfast Commons entry wall.
- **10) I** Request from the City Manager to go into Executive Session to discuss an Economic Development matter pursuant to 1 M.R.S.A. 405 (6) C.

Councilor Hurley requested to move item **9) A** Request to approve the following applications for a Victualer License renewal, due to expire May 31, 2018, to agenda item **10) A #1**.

Councilor Hurley requested to add to the agenda, item **10) E #1** Update on foreclosures.

> Councilor Sanders, seconded by Councilor Arrison, made a motion to adopt the agenda, as amended. This motion was approved, 5-0.

5) Acceptance of the minutes

Regular Council Meeting of April 18, 2017.

> Councilor Harkness, seconded by Councilor Mortier, made a motion to accept the minutes from Regular Council Meeting of April 18, 2017. This was approved, 4-0 (Councilor Sanders abstained).

6) Open to the public

1. Captain Lance Meadows gave an update on Maine Day Sail schedules and their new program, "Stembership".

2. Jessica Faulkner of Belfast spoke about a recent petition she conducted regarding pedestrian improvements and safety concerns along Swan Lake Ave.

3. Marianne McKinney of Belfast gave a brief update of the Ban the Bag group and offered support to the Council if needed as they consider their proposal.

4. Councilor Arrison requested that the Ban the Bag group look at alternative plastic bags and their impact on the environment.

5. Bob Erickson of Horch Roofing informed the Council that he would be available for questions during agenda item 10) B.

7) Communications

Councilor Harkness informed Council of Literacy Volunteers 30th Anniversary Celebration, May 4th at 5:30 p.m. at the Waldo County Tech Center and briefly discussed the 'Year End Report' from the Belfast Police Department.

Councilor Arrison informed the public that Belfast citizen Margret Cunningham turned ninety-nine on April 19th, wishing her all the best and thanking her for all she does for the community.

Councilor Hurley discussed the following:

- Requested to add to the May 16th Council Meeting a discussion on the petition brought forward by citizens of Swan Lake Ave.
- Informed Council that Coastal Mountain Land Trust will be conducting a 5K race on the Rail Trail on June 3rd and that the Rail Trail Construction Committee is planning on having the official ribbon cutting of the Trail on the same day.
- Requested that discussion on Ban the Bag be placed on the agenda for May 16th.

City Manager Joseph Slocum discussed the following:

- Reminded the public that Spring Clean-up inside the Bypass is on May 8, 2017.
- The Council has received a tree removal request at 163 Northport Ave.
- RSU #71 Budget Meeting is on May 22nd at 6:30 p.m. at Troy Howard Middle School and the RSU #71 Budget Referendum is on June 13, 2017 from 7:00 a.m. to 8:00 p.m. at the Boathouse and Methodist Church.
- The Post Office will be repointing their roof, and will be bringing their request to block off parking at the next Council Meeting.
- Informed Council that he will provide an update on handicap parking at the May 16th Council Meeting.

Mayor Ash inquired about enforcement of handicap parking at Hannaford.

Councilor Sanders reminded everyone that bicycles are out on the road again and to be mindful.

8) Old Business and Council Committee Reports

No comments.

9) Permits, Petitions and Licenses - Consent Agenda
A. *Item moved to **10) A #1** on the agenda.

B. Request to approve the following applications for a B&B Class 1 or 2 licenses to expire May 31, 2018.

1. Alexa & Nathaniel Clifford	dba	The Alden House Inn: Class 2
2. Anne Bartels	dba	Belhaven Inn B&B: Class 1
3. Cathy Heffentrager	dba	The Jeweled Turret Inn: Class 1

C. Request to approve a Facility Use application by Our Town Belfast for use of the Armistice Bridge for their annual "Dinner on the Bridge" event on Thursday, June 15, 2017 from 5:00 – 10:00 p.m. with a rain date of Friday, June 16, 2017.

D. Request to approve a Facility Use application by the Belfast Rotary Club for the Annual 5K Kilted Canter Road Race in conjunction with the 2017 Celtic Celebration on Saturday, July 15, 2017 from 8:30 a.m. to 10:00 a.m.

> Councilor Arrison, seconded by Councilor Mortier, made a motion to accept the consent agenda, as amended. This motion was approved, 5-0.

10) Business

A) #1 Request to approve the following applications for a Victualer License renewal, due to expire May 31, 2018.

Nathaniel Clifford	dba	Alden House Inn
Theadore Rakis	dba	Alexia's Pizza
Donald Benson	dba	AllPlay Family Entertainment Center
Wayne Cookson	dba	American Legion Post #43
Anne Bartels	dba	Belhaven Inn
Ronald Goldstein	dba	Belfast Co-op
Douglas Coffin	dba	Belfast Curling Club
Ronald Benjamin	dba	Belfast Variey, Inc.
Jojo Oliphant	dba	Bell The Cat, Inc.
Brian Borman	dba	B & F Footlong, LLC
Joseph Benjamin	dba	BV52 LLC
C.N Brown	dba	Big Apple Belfast #1037
Michael Bowen	dba	Bowen's Tavern LLC
Pennelle Chase	dba	Chase's Daily
Mac's Convenience	dba	Circle K #7011
Mac's Convenience	dba	Circle K #7104
Victor Flick Corp	dba	Colonial Theatre
Courtney Sanders	dba	Daily Soup
Cory & Lisa Chase	dba	Darby's Restaurant
Anthony Jacovino	dba	Delvino's Grill and Pasta House
Sandra Moses	dba	Dockside Family Restaurant
Crusty Crab LLC	dba	Front Street Pub
Hannaford Bros	dba	Hannaford Supermarket & Pharmacy #8241
Kevin Barrett	dba	Jack's Grocery
Robert Hogan	dba	McDonald's
Alessandro Scelsi	dba	Meanwhile In Belfast
Ming's Inc.	dba	Ming's Restaurant
Seth Whited	dba	Neighborhood
Barry Asalone	dba	Ocean's Edge Restaurant
Joshua Gray	dba	Off The Hook Shuckin Shack
Arcadio Climatr	dba	Oriental Cuisine
Mary Sargent	dba	Penobscot Shores

George Darling	dba	Perry's Nut House
Paul Brown	dba	Pizza Hut
Ryan Otis	dba	Rollie's Bar & Grill
Aumeduen Rogers	dba	Seng Thai Restaurant
Douglas Frost	dba	Tarratine Tribe #13 1ORM
Alexia Clifford	dba	The Alden House
Cathy Heffentrager	dba	The Jeweled Turret Inn
Michael Casby	dba	Trillium Events, INC
Randall Collins	dba	VFW Post 3108
David Bowen	dba	Waldo County Shrine Club
Denise Fuller	dba	Wasses Hot Dogs
Melissa Steele	dba	Wentworth Family Qwik Stop
Ryan Cowan	dba	Wild Cow Creamery
Raymond Young	dba	Young's Lobster Pound

Councilor Hurley discussed concerns regarding garbage along the road side that is generated by convenience and fast food stores and discussed the idea of charging these stores a clean-up fee.

Councilors discussed how to approach the issue and raise public awareness.

> Councilor Hurley, seconded by Councilor Harkness, made a motion to approve a request for the following applications for a Victualer License renewal, due to expire May 31, 2018. This motion was approved, 5-0.

Nathaniel Clifford	dba	Alden House Inn
Theadore Rakis	dba	Alexia's Pizza
Donald Benson	dba	AllPlay Family Entertainment Center
Wayne Cookson	dba	American Legion Post #43
Anne Bartels	dba	Belhaven Inn
Ronald Goldstein	dba	Belfast Co-op
Douglas Coffin	dba	Belfast Curling Club
Ronald Benjamin	dba	Belfast Variey, Inc.
Jojo Oliphant	dba	Bell The Cat, Inc.
Brian Borman	dba	B & F Footlong, LLC
Joseph Benjamin	dba	BV52 LLC
C.N Brown	dba	Big Apple Belfast #1037
Michael Bowen	dba	Bowen's Tavern LLC
Pennelle Chase	dba	Chase's Daily
Mac's Convenience	dba	Circle K #7011
Mac's Convenience	dba	Circle K #7104
Victor Flick Corp	dba	Colonial Theatre
Courtney Sanders	dba	Daily Soup
Cory & Lisa Chase	dba	Darby's Restaurant
Anthony Jacovino	dba	Delvino's Grill and Pasta House
Sandra Moses	dba	Dockside Family Restaurant
Crusty Crab LLC	dba	Front Street Pub

Hannaford Bros	dba	Hannaford Supermarket & Pharmacy #8241
Kevin Barrett	dba	Jack's Grocery
Robert Hogan	dba	McDonald's
Alessandro Scelsi	dba	Meanwhile In Belfast
Ming's Inc.	dba	Ming's Restaurant
Seth Whited	dba	Neighborhood
Barry Asalone	dba	Ocean's Edge Restaurant
Joshua Gray	dba	Off The Hook Shuckin Shack
Arcadio Climatr	dba	Oriental Cuisine
Mary Sargent	dba	Penobscot Shores
George Darling	dba	Perry's Nut House
Paul Brown	dba	Pizza Hut
Ryan Otis	dba	Rollie's Bar & Grill
Aumeduen Rogers	dba	Seng Thai Restaurant
Douglas Frost	dba	Tarratine Tribe #13 1ORM
Alexia Clifford	dba	The Alden House
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Michael Casby	dba	Trillium Events, INC
Randall Collins	dba	VFW Post 3108
David Bowen	dba	Waldo County Shrine Club
Denise Fuller	dba	Wasses Hot Dogs
Melissa Steele	dba	Wentworth Family Qwik Stop
Ryan Cowan	dba	Wild Cow Creamery
Raymond Young	dba	Young's Lobster Pound

A) Proclamation encouraging and promoting "civility".

City Manager Joseph Slocum explained the request and read the proposed proclamation.

Mayor Ash briefly discussed where the idea of this proclamation came from and what other communities throughout Maine are doing it.

Councilor Hurley explained that he would be abstaining from the vote.

      Councilor Sanders, seconded by Councilor Arrison, made a motion to accept the proclamation encouraging and promoting "civility". This motion was approved, 4-0 (Councilor Hurley abstained).

B) Request from the owners of the Masonic Temple to temporarily interfere with public access to sidewalks and parking spaces in order to do repair work on their building.

City Planner, Wayne Marshall provided a brief introduction to the request.

Bob Erickson of Horch Roofing discussed with the Council the timeline of the request and the details of the project.

Councilor Hurley, seconded by Councilor Sanders, made a motion to accept the request from the owners of the Masonic Temple to temporarily interfere with public access to sidewalks and parking spaces in order to do repair work on their building. This motion was approved, 5-0.

C) Request to approve an application for a grant to provide seating opportunities in the downtown area.

Director of Parks & Recreation, Norm Poirier briefly explained the grant and requested authorization to apply.

Councilor Arrison provided a few suggestions on what to include in the application.

Councilor Mortier, seconded by Councilor Sanders, made a motion to accept the request to approve an application for a grant to provide seating opportunities in the downtown area. This motion was approved, 5-0.

D) Request from Norm Poirier, Director of Parks and Recreation, for approval of the private use of the Pavilion at City Park on July 28th from 11:00 a.m. to 2:00 p.m.

Director of Parks & Recreation, Norm Poirier briefly explained the request and that there should be no conflicts.

Councilor Arrison suggested the Parks Department revisit the fees for this type of use.

Councilor Hurley, seconded by Councilor Arrison, made a motion to accept the Facility Use application by Life Share LLC for private use of the Pavilion at City Park on July 28th from 11:00 a.m. to 2:00 p.m. This motion was approved, 5-0.

E) Request to provide approval to the Harbor Festival's annual use of Steamboat Landing that will include an additional evening event on Thursday night as a charity event.

City Manager Joseph Slocum explained that this request is on the regular agenda to bring to the Council's attention that they are adding an additional event and day to the request this year.

Councilor Mortier noted that since the application was submitted changes are still occurring.

Director of Parks & Recreation, Norm Poirier informed the Council that he will update them as soon as all changes are confirmed.

Councilor Hurley, seconded by Councilor Arrison, made a motion to accept the Facility Use application for the annual Harbor Festival. This motion was approved, 5-0.

F) Request from City Planner, Wayne Marshall to select a contractor to finish the Belfast Commons entry wall.

*Item removed from the agenda.

G) Request from Economic Development Director, Thomas Kittredge to approve an application for a Planning Grant for enhanced broadband access in Belfast.

Economic Development Director, Thomas Kittredge updated the Council on efforts by the Broadband Committee and requested authorization to apply for this Planning Grant, identifying Axiom Technologies as the consultant within the grant application.

Councilor Arrison, seconded by Councilor Sanders, made a motion to accept the request to apply for a Planning Grant for enhanced broadband access in Belfast, identifying within the grant application that the City will work with Axiom Technologies. This motion was approved, 5-0.

H) Update on the need to provide a temporary occupancy permit to the new developer of the Crosby High School.

City Planner, Wayne Marshall explained the request for a temporary occupancy permit and discussed the timeline of the First Reading and Public Hearing on the Contract Rezoning Agreement for the redevelopment of the Crosby School.

Councilors discussed the request.

Councilor Hurley, seconded by Councilor Sanders, made a motion that the applicant, Kiril Lozanov owner of the Crosby School, be permitted to use all or any of the units on the third floor as temporary lodging facilities from May 26, 2017 until November 1, 2017 to satisfy a stated contractual agreement with the Front Street Shipyard, subject to the provision that this temporary use cease no later than November 1, 2017, and that the applicant then use said units for longer term leased housing, which is the main use requested by the applicant. This motion was approved, 5-0.

H) #1 Update on foreclosures.

City Manager Joseph Slocum discussed current foreclosures and the City's process moving forward.

Councilors discussed how the City could work with organizations to help reduce the amount of foreclosures in Belfast in the future.

I) Request from the City Manager to go into Executive Session to discuss an Economic Development matter pursuant to 1 M.R.S.A. 405 (6) C.

*Item removed from agenda.

J) Signing of Council Orders and housekeeping items.

Council Order #49 Signed by Councilor Sanders, Ordered That:
The City Manager and the City Treasurer are authorized to expend up to $14,372.00 to Wellman Paving to construct a new Pickle Ball court at Belfast City Park. Funds are to come from the Pickle Ball Reserve Account (730-848). (Approved on April 4, 2017)

Council Order #53 Signed by Councilor Mortier, Ordered That:
The City Manager and the City Treasurer are authorized to close 11 project accounts identified on the City Expense Summary Report for Capital Projects. All work on these projects has been completed and there is a zero balance in each of the respective accounts. Reference list attached. (Approved April 18, 2017)

Council Order #54 Signed by Councilor Harkness, Ordered That:
The City Manager and the City Treasurer are authorized to close 12 project accounts identified on the City Expense Summary Report for Capital Projects. All work on these projects has been completed; however, there is a negative account balance for each of the accounts. The Council authorizes paying the respective negative account balances by making the fund transfers identified on the attached list. (Approved April 18, 2017)

Council Order #55 Signed by Councilor Mortier, Ordered That:
The City Manager and the City Treasurer are authorized to close 15 project accounts identified on the City Expense Summary Report for Capital Projects. Work has been completed on 13 of the 15 accounts; the two exceptions are 730-769, CDBG Downtown Revitalization, and 730-770 Harbor Walk account. All work on the other 13 project accounts has been completed; however, there is a positive account balance for each of these accounts. The Council authorizes transferring funds from the respective accounts by making the transfers identified on the attached list and then closing these accounts when the transfers have been made. Similarly, when all remaining work has been completed on accounts 730-769 and 730-770, the remaining funds in

these accounts should be transferred in accordance with the action on the attached list and these two accounts also should be closed. In addition, the Council authorized establishing two new accounts, 730-849, Belfast Yards Planning & Redevelopment Project, and 730-850, Downtown & Waterfront Capital Project account, to receive some of the funds being transferred from the now active accounts and to use the funds in the two new accounts to accomplish work identified by the Council. (Approved April 18, 2017)

11) Open to the Public

1. Captain Lance Meadows thanked the Council for all they do and informed the Council that Maine Day Sail is always available to assist the City with things like outreach if needed.

12) Communications

Councilor Harkness requested the Council consider a proclamation for the goats that helped make the City of Belfast national news. Councilors discussed the request and decided on bringing this forward at the May 16th Council Meeting.

Councilor Arrison informed the public that US Postal Service will be assisting with a Food Drive on May 13th.

13) Adjourn

Councilor Sanders, seconded by Councilor Mortier, made a motion to adjourn the meeting at 9:34 p.m. This motion was approved, 5-0.

HEREBY CERTIFY THAT THE ABOVE
IS A TRUE COPY OF INFORMATION
ON THE RECORD WHICH IS IN MY
OFFICIAL CUSTODY

ATTEST _____

AMANDA CUSHMAN, BELFAST MAINE