

PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

**Communications Division
Broadband, Video and Market Branch**

**RESOLUTION T-17550
January 19, 2017**

R E S O L U T I O N

RESOLUTION T-17550: Approval of funding for the Rural and Regional Consortia grant applications of the Eastern Sierra Connect Regional Broadband Consortium, the Broadband Consortium of the Pacific Coast, the Northeast California Connects Consortium, and the Upstate California Connect Consortium in the amount of \$933,488.

I. SUMMARY

This Resolution approves grant funding in the amount of \$933,488 from the California Advanced Services Fund (CASF) Rural and Regional Urban Consortia Account (Consortia Account) for the grant applications of the Eastern Sierra Connect Regional Broadband Consortium (ESCRBC), the Broadband Consortium of the Pacific Coast (BCPC), the Northeast California Connects Consortium (NECC), and the Upstate California Connect Consortium (UCCC). These four projects will further broadband deployment, access and/or adoption in their regions.

By furthering broadband deployment, access and adoption, these projects are expected to enhance public safety in the Eastern Sierra, the Pacific Coast Tri-County Area and the Northeastern regions of California in the event of fire, flooding, and earthquakes.

II. BACKGROUND

On June 23, 2011, the Commission adopted Decision (D.) 11-06-038, which implemented the provisions of Senate Bill (SB) 1040 (Padilla, Stats 2010, Chapter 317) relating to the CASF consortia program and outlined the application and filing process for the program. On September 2, 2015, the Governor signed Assembly Bill (AB) 1262 (Wood, Chapter 242, Statutes of 2015) that reallocated \$5 million from the CASF Broadband Infrastructure Revolving Loan Account to the CASF Consortia Account, thus making additional funds available for consortia activities. Prospective applicants were invited to submit new proposals on January 29, 2016. The recent application process is

consistent with Decision (D.) 11-06-038, with the addition of a performance review for applicants with prior Consortia grant experience.

III. APPLICANT REQUEST

On January 29, 2016, ESCRBC, BCPC and Northstate Regional Broadband Consortium (which consisted of NECC and UCCC)¹ submitted grant applications for CASF Consortia funding.²

Applicants:

ESCRBC represents Inyo, Mono and eastern Kern counties.³ In February 2012, ESCRBC received a \$450,000 three-year grant from the Consortia Account to collect data on broadband infrastructure; generate solutions to fill critical gaps in service and to increase customer adoption; and establish a list of high priority projects that encourage service providers and communities to take action.⁴ After a one-year extension, the grant ended in February 2016.⁵

BCPC represents the Pacific Coast Tri-County Area comprising of San Luis Obispo, Santa Barbara and Ventura counties. In June 2014, BCPC received a \$300,000 two-year grant from the Consortia Account to collect data and develop a database of existing and planned infrastructure; to identify existing and potential gaps in broadband Internet Services; and to seek public and private funds to establish and upgrade the infrastructure.⁶ BCPC's grant ended in July 2016.⁷

NECC represents Siskiyou, Modoc, Shasta, Lassen, Tehema, Butte, and Plumas counties. In December 2011, NECC was approved for a \$449,991 Consortia Account Grant⁸ to engage decision makers with area leadership in prioritizing broadband adoption, establishing a central source for broadband demand, supply, and access information, and evaluating installed fiber to assess potential to be expanded for a more

¹ Northstate initially submitted one application that combined both the NECC and UCCC.

² Fifteen applications were submitted by January 29, 2016.

³ ESCRBC maintains a three-county region even though the responsibility for the broadband development in Inyo and Mono counties is currently being managed by a sub-regional consortium, the Inyo Mono Broadband Consortium which received a 2-year grant of \$105,216 from the Consortia Account in October 2016 (Resolution T-17537).

⁴ See Resolution T-17355.

⁵ Approximately \$450,000 in total expenditures has been requested/paid apart from summit expenses.

⁶ See Resolution T-17445.

⁷ Approximately \$262,000 in total expenditures has been requested/paid apart from summit expenses

⁸ See Resolution T-17349.

robust middle-mile infrastructure.⁹ After a fourth year extension, the grant ended in September 2015.¹⁰

UCCC represents Glenn, Colusa, and Lake Counties. UCCC was approved for a \$448,184 Consortia Account Grant in December 2011.¹¹ After a 4th year extension, the grant ended in September 2015. UCCC's prior consortia grant-funded activities included: engaging decision makers within area leadership, establishing a central source for broadband demand, supply, and access information, evaluating installed fiber to assess potential to be expanded for more robust middle mile infrastructure.

Proposals

ESCRBC requested a budget of \$132,200, which was overstated by \$5,500 due to a mathematical error in its calculation. After CD staff follow up, ESCRBC revised its proposal requesting \$126,700 for a two-year program focusing on policy collaboration, applications, broadband assessment, and adoption. Specifically, ESCRBC proposes to collaborate with local government to establish and implement policies to promote deployment and adoption; provide services and online tools that will demonstrate how the Internet can be maximized as an effective tool for businesses, anchor institutions and governmental agencies; continue the data-gather projects updating the demographics and demand in the region; and conduct webinars and digital literacy classes assisting disadvantaged residents and businesses to bridge the digital divide.

BCPC requested a budget of \$300,000. After CD staff follow up, BCPC submitted a revised proposal requesting \$250,000¹² for a two-year program to secure private and public funding for broadband deployment; to promote and assist in the development of smart communities in unserved and underserved areas; and to initiate projects for broadband adoption by partnering with education, technology and healthcare sectors.

NECC and UCCC initially submitted an application as a single consortium called Northstate Regional Broadband Consortium requesting \$560,000 for a two-year program. Their application states that NECC and UCCC are under the same

⁹ See Resolution T-17349.

¹⁰ NECC and UCCC filed for payment requests jointly, as both used the same fiscal agent. Approximately \$814,000 in total expenditures has been requested/paid apart from summit expenses for both NECC and UCCC.

¹¹ See Resolution T-17349.

¹² BCPC agreed to remove the entire budget of \$42,000 to insure sustainability of the Consortium, and to reduce the budget for the promotion and assistance in the development of smart communities by \$8,000 for activities that are not consistent with the "core responsibilities" outlined in D.11-06-038.

management and Fiscal Agent. Northstate Regional Broadband Consortium and CD staff worked together to separate the two entities in order to distinguish the two areas as having different regional issues that make adoption a challenge.

NECC's revised request includes \$289,343 for a two year program. Specifically, NECC proposes to focus on developing geodatabases to inform consortium members and collaborators of broadband needs in the region. NECC plans to work with service providers, government agencies and anchor institutions to encourage CASF Infrastructure Grant/Revolving Loan Account applications. In addition, NECC proposes to provide information on each of the tasks described above to consortium members through its website, e-newsletters, webinars, and annual in person meetings.¹³

UCCC's revised request includes \$276,765 for a two year program. However, after CD staff review, the consortium has agreed to lower the requested amount to \$267,445¹⁴ to reflect the smaller scale of the area. Similar to NECC, UCCC proposes to focus on developing geodatabases to inform consortium members and collaborators of broadband needs in the region. UCCC plans to work with service providers, government agencies and anchor institutions to encourage CASF Infrastructure Grant/Revolving Loan Account applications. In addition, UCCC proposes to provide information on each of the tasks described above to consortium members through its website, e-newsletters, webinars, and annual in person meetings. Because NECC involves a larger area consisting of seven counties, it has been recommended for a larger requested amount than UCCC.

IV. NOTICES

On February 18, 2016, CD posted a list of applications received on the Commission's CASF Consortia Account webpage,¹⁵ and sent email notices regarding the proposed projects to its CASF Distribution List.

V. PROJECT REVIEW

A. Project Eligibility

ESCRBC, BCPC, NECC, and UCCC applications are eligible because they meet the minimum criteria established by D.11-06-038 and CD's review of how efficiently and

¹³ NECC requests funding of \$149,993 for Year 1 and \$149,993 for Year 2.

¹⁴ UCCC requests funding of \$139,575 for Year 1 and \$127,870 for Year 2.

¹⁵ <http://www.cpuc.ca.gov/General.aspx?id=908>.

cost-effectively previously granted Consortia funds were spent as a basis for awarding any new and/or additional funding.

B. Project Criteria Evaluation

Proposals from previously funded Regional Consortia were considered in the context of past performance in implementing their Action Plan and Work Plan. Additionally, CD evaluated all proposals with respect to the criteria defined in D.11-06-038, Attachment G, Scoring Criteria. The criteria includes: (1) Work Plan, (2) Action Plan, (3) Budget, (4) Regional Consortium's/Members Experience, and (5) Regional Consortium Representation and Endorsements. CD's evaluation of these four projects is summarized below.

Past Performance

ESCRBC's accomplishments in the past 4 years include, but are not limited to, facilitating the filing of several CASF infrastructure grant applications;¹⁶ identifying unserved and underserved priority communities; collecting broadband demand data; providing equipment and Internet training in anchor institutions; introducing Internet tools and training to businesses, seniors, and the general public. ESCRBC has also assisted a local agency in establishing public wifi in the town of Bishop, promoted broadband adoption, and met with public agency and commercial broadband stakeholders.

BCPC has established a website capable of conducting surveys, storing results, and collecting data to identify existing and potential gaps in broadband Internet services. BCPC has published a quarterly newsletter and hosted forums to raise awareness of broadband benefits and understanding challenges to closing the digital divide; and assisted with preparation and submission of CASF Public Housing Account applications.

NECC and **UCCC's** accomplishments in the last four years include: completion of planning activities that identified key opportunities for expanding broadband infrastructure in its region, developing backbone conceptual designs and reviewing them with consortium members and county stakeholders to produce priority areas for expansion, and developing an assessment on the status of adoption programs for its regions.

¹⁶ They include Race Telecommunications Inc's Gigafy North 395 Underserved Project and Inyo Networks Inc's Digital 395 Project.

Work Plan

ESCRBC's Work Plan contains discrete, clear tasks and deliverables, with acceptable timelines for completion (see Appendix A). Activities itemized in the Work Plan are consistent with the Action Plan. For example, for the education program, ESCRBC will conduct 10-12 webinars on a variety of business topics; 2-3 sessions of digital literacy classes throughout the region focusing on seniors and low-income communities; and 2 digital marketing classes assisting business owners to develop tools and strategies that will best benefit their business.

BCPC's Work Plan contains discrete, clear tasks and deliverables with acceptable timelines for completion (see Appendix B). Activities itemized in the Work Plan are consistent with the Action Plan. For example, to secure investment for broadband deployment, BCPC will develop a broadband opportunity list; connect and recruit Internet Service Providers to partner with in the broadband deployment; provide assistance in the drafting of project proposals and submittal of funding requests; and establish an online infrastructure project resource center.

NECC's Work Plan contains discrete, clear tasks and deliverables, with acceptable timelines for completion (see Appendix C). The Work Plan is directly related to the Action Plan and its goals. For example, NECC plans to update GIS databases for county priority areas based on most current data, assist in new infrastructure grant applications, and coordinate with California Telehealth Network to provide outreach on expansion of network and documentation of benefits.

UCCC's Work Plan contains discrete, clear tasks and deliverables, with acceptable timelines for completion (see Appendix D). The Work Plan is directly related to the Action Plan and its goals. For example, UCCC plans to update GIS databases for county priority areas based on latest data gathered, assist in new infrastructure grant applications, and coordinate with California Telehealth Network to provide outreach on expansion of network and documentation of benefits.

Action Plan

ESCRBC provided a clear Action Plan consistent with program requirements defined in D.11-06-038. ESCRBC's Action Plan engaging officials and providers to establish policies to promote deployment and adoption, and providing services and online tools bridging the digital divide are consistent with the "core responsibilities" outlined in D.11-06-038.

BCPC provided a clear Action Plan consistent with program requirements defined in D.11-06-038. BCPC's Action Plan to secure investment for broadband deployment, promote broadband policies and procedures to improve access, and initiate projects with anchored institutions for broadband adoption are consistent with the "core responsibilities" outlined in D.11-06-038.

NECC provided a clear Action Plan consistent with program requirements defined in D.11-06-038. NECC proposes to provide technical assistance to ISP's and communities currently developing plans to resolve specific unserved and underserved situations, and continue their mapping project. These are consistent with the "core responsibilities" outlined in D.11-06-038.

UCCC provided a clear Action Plan consistent with program requirements defined in D.11-06-038. NECC proposes to provide technical assistance to ISP's and communities currently developing plans to resolve specific unserved and underserved situations, and continue their mapping project. These are consistent with the "core responsibilities" outlined in D.11-06-038.

Budget

ESCRBC's budget request of \$126,700 covers a two-year period. Based on CD staff's review of the Action Plan and Work Plan, CD staff determined that the budget is reasonable for the tasks proposed and should be adopted.

BCPC's budget request of \$250,000 covers a two-year period. Based on CD staff's review of the Action Plan and Work Plan, CD staff determined that the budget is reasonable for the tasks proposed and should be adopted.

NECC's budget request of \$289,343 covers a two-year period. Based on CD staff's review of the Action Plan and Work Plan, CD staff determined that the budget is reasonable for the tasks proposed and should be adopted.

UCCC's budget request of \$267,445 covers a two-year period. Based on CD staff's review of the Action Plan and Work Plan, CD staff determined that the budget is reasonable for the tasks proposed and should be adopted.

Regional Consortium's/Members Experience

ESCRBC's members have direct experience with broadband deployment and adoption efforts. As government officials, health-care providers, educators, etc., they have direct experience working with culturally and linguistically diverse communities.

BCPC's members have direct experience with broadband deployment and adoption efforts. As government officials, educators, business owners/developers, they have direct experience working with culturally and linguistically diverse communities.

NECC's and UCCC's members have experience with community groups and have had past success in helping to achieve broadband deployment in the region. They have also had success in building regional, collaborative broadband related efforts. Members have direct experience with managing broadband services at worksites. Members have worked with a culturally and linguistically diverse community.

Regional Consortium Representation and Endorsements

ESCRBC representation includes local government, health care organization, education, as well as non-profit and for-profit businesses. CD received five endorsements from the Board of Supervisors of Kern County, city governments, an academic institution, and a health-care organization.

BCPC representation includes local government, education, chambers of commerce, economic development agency, and businesses. CD received fourteen endorsements from city governments, local businesses, anchor institutions, economic development agencies, and a non-profit charitable organization.

NECC representation includes local city and counties, elected officials from Tehema County, and Butte County, a City Council member from Dunsmuir, a County Supervisor from Shasta County, and 3 telecommunications companies. CD received two endorsements from telecommunications companies, one endorsement from a retired Chief Operations Officer of a telecommunication company, one endorsement from a city council member, and one endorsement from a private citizen.

UCCC representation includes a director from Lake County's library and a Colusa School District Superintendent. UCCC is seeking to establish relationships with more local government officials as the previously participating County Supervisors were replaced in the last election. CD received the same endorsements for NECC as for UCCC from two telecommunications companies, one endorsement from a retired Chief Operations Officer of a telecommunication company, one endorsement from a city council member, and one endorsement from a private citizen.

VI. STAFF RECOMMENDATIONS FOR FUNDING

CD staff has determined that ESCRBC, BCPC, NECC, and UCCC applications qualify for funding. They all scored at least 70 of 100 points with clear and detailed proposals. CD staff's evaluation of these proposals finds that they meet the requirements of D.11-06-038, and support broadband deployment, access, and adoption. CD staff recommends approval of these proposals.

VII. COMPLIANCE REQUIREMENTS

ESCRBC, BCPC, NECC, and UCCC are required to comply with all the guidelines, requirements, and conditions associated with the grant of CASF funds as specified in D.11-06-038 and this Resolution. Such compliance includes, but is not limited to the following:

A. Execution and Performance

CD staff will coordinate start dates with each consortium grantee. The estimated start date is February 1, 2017. By receiving a CASF grant from the Commission, ESCRBC, BCPC, NECC, and UCCC agree to comply with the terms, conditions, and requirements of the grant and thus submit to the jurisdiction of the Commission with regard to disbursement and administration of the grant.

Should ESCRBC, BCPC, NECC or UCCC fail to complete the project in accordance with the terms of the CPUC approval as set forth in this resolution, ESCRBC, BCPC, NECC or UCCC must reimburse some or all of the CASF funds it has received. If ESCRBC, BCPC, NECC or UCCC fails to perform in good faith, or in accordance with the expectations set forth in its Action Plan, Work Plan and Consent Form,¹⁷ as affirmed in the affidavit, the Commission may withhold subsequent grant disbursement or suspend or terminate the Consortium grant, as warranted.

Any changes to the substantive terms and conditions underlying the Commission approval of the Consortium grant must be communicated in writing to the Communications Director at least 30 days before the anticipated change, and may be subject to approval by either the Director or by Commission resolution before becoming effective.

¹⁷ D.11-06-038, Attachment H.

B. Summit Requirement

D.11-06-038 directed CD staff to schedule and host on at least an annual basis a Regional Consortia Learning Community Summit, and required all consortia receiving California Advanced Services Fund grants to attend the Summit. D.11-06-038 allocated up to \$10,000 per consortium for summit attendance. In Resolution T-17529, the Commission modified this requirement so that at least one summit during the grant implementation period will be organized.¹⁸

C. Fiscal Agent

D.11-036-038 requires:

Each regional Consortium must retain at least one Fiscal Agent with lead responsibility and legal authority to represent the Consortium for purposes of sponsoring the application, and for administration of Consortium activities, including receipt and disbursement of Consortium grant funds. In any event, the Fiscal Agent must affirmatively agree, on behalf of the Consortium, to comply with the Commission's directives and conditions relating to the review, approval, and administration of any Consortia application grants. This requirement is to provide assurance that Consortium members or contractors retained by the Consortium are capable and committed to delivering on the commitments to be funded.¹⁹

CD staff reviewed the applications and determined that all four applications meet this requirement. Specifically, for each application, the Fiscal Agent signed an affidavit, under penalty of perjury, that to the best of his or her knowledge, all statements and representations made in Consortium application are true and correct, and affirmed to fulfill the requirements of the CPUC with respect to grant administration.²⁰

The Fiscal Agent shall comply with all rules and requirements set forth in D.11-06-038, including but not limited to ensuring implementation of the approved Work Plan within the allocated budget (in conjunction with the consortium program manager),

¹⁸ Resolution T-17529, dated August 18, 2016.

¹⁹ D.11-06-038, p. 25.

²⁰ Desert Mountain Resource Conservation and Development Council, Fiscal Agent for ESCRBC; Economic Development Collaborative – Ventura County, Fiscal Agent for BCPC; and Chico Research Foundation, Fiscal Agent for NECC and UCCC have agreed to comply with the CPUC's grant administration requirements.

and shall be responsible for notifying CD of any proposed changes to Work Plan or budget during the course of the grant cycle.

D.11-036-038 further requires each Consortia grantee to:

...maintain books, records, documents and other evidence sufficient to substantiate expenditures covered by the grant, according to generally accepted accounting practices. Each Consortia grantee shall make these records available to the Commission upon request and agrees that these records are subject to a financial audit by the Commission at any time within three years after the Grantee incurred the expense being audited. A Consortia grantee shall provide access to the Commission upon 24 hours' notice to evaluate work completed or being performed pursuant to the grant.²¹

Lastly, D.11-06-038 requires that the Fiscal Agent must submit a letter stating the Fiscal Agent's commitment to act as a Fiscal Agent for the Consortium. The letter must include:²²

- The name and contact information of the responsible party within the agency, including the person responsible for the administrative tasks, if different.
- Affirmation that the work outlined in the Consortium Work Plan will be completed and verification by an Attestation Report prepared by an independent, licensed Certified Public Accountant will be submitted annually to the Communications Division. The letter must also state the Consortium's acceptance of the Fiscal Agent's rights, duties, and responsibilities.

D. Distinguishing CASF from other Financial Resources

D.11-06-038 requires that the consortium take steps to ensure that that CASF grant budget does not duplicate funding from other non-Consortia Account funding.²³ All grantees must ensure that *only* CASF-approved activities will be billed to the Consortia

²¹ D.11-06-038, p. 29.

²² D.11-06-038, pp., 25-26.

²³ D.11-06-038, Ordering Paragraph 11, p. 40, "Any proposed consortium budget must expressly exclude any costs for activities or programs within the consortia region that are separately funded from any other sources in order to ensure that California Advanced Services Fund."

Account, and activities obligated to other funding resources will not be billed to the CASF Consortia Account.

Prior to initiation of Work Plan activities, the Fiscal Agents for ESCRBC, BCPC, NECC, and UCCC must communicate to CD staff how they will ensure that billing to discrete funding sources does not overlap.

E. Payments

D.11-06-038 requires that submission of invoices from and payments to the grantees shall be made at quarterly intervals. Specifically, D.11-06-038 states:

In order to receive a progress payment, the Consortium must first submit the Quarterly Progress Report to the Communications Division, together with all requests for payment and reimbursement supported by relevant invoices receipts, etc. ... Further, the Quarterly Progress Report shall indicate the actual date of completion of each task/milestone as well as problems/issues encountered and the actions taken to resolve these problems/issues. The Quarterly Progress Report will be submitted and certified under penalty of perjury.²⁴

Furthermore, documentation should substantiate the consortium's progress in following its proposed Action Plan, Work Plan, with the approved budget. Billing should only be for activities related to broadband deployment, access, and adoption.

F. Project Audit

The Commission's Communications Division has delegated authority to initiate and enforce any necessary audit, verification, and discovery of consortium members relating to grant funding activities to ensure that CASF funds are spent in accordance with Commission adopted rules and standards.²⁵

ESCRBC, BCPC, NECC, and UCCC invoices and other relevant records will be subject to a financial audit by the Commission or its designee at any time within three years after ESCRBC, BCPC, NECC, and UCCC incurred the expense being audited.

²⁴ D.11-06-038, p. 30.

²⁵ D.11-06-038, p. 29; see also P.U. Code § 270.

G. Lobbying and Advocacy Efforts

ESCRBC, BCPC, NECC, and UCCC are free to advocate on any legislation of their choosing. However, no work on proposed state legislation including meetings, travel, or lobbying may be billed to or reimbursed by the CASF Consortia Grant program.

H. Reporting

ESCRBC, BCPC, NECC, and UCCC must submit quarterly progress reports on the status of the project irrespective of whether grantees request reimbursement or payment.²⁶ Quarterly progress reports must begin the first quarter after the Commission approval of the grant proposal. Quarterly reports are due May 1, 2017, August 1, 2017, November 1, 2017, and so on for the remainder of the grant period, irrespective of payment requests.

VIII. SAFETY IMPACT

By furthering broadband deployment, access and adoption, these projects are expected to enhance public safety in the Eastern Sierra, the Pacific Coast Tri-County Area, and the Northeastern region of California in the event of fire, flooding, or earthquakes.

IX. COMMENTS

In compliance with P.U. Code Section 311(g)(1), a Notice of Availability was e-mailed on December 19, 2016 informing all parties on the CASF Distribution List of the availability of the draft of this Resolution for public comments at the Commission's website at <http://www.cpuc.ca.gov/>. This letter also served to inform parties that the final conformed Resolution the Commission adopts will be posted and available at this same website.

X. FINDINGS

1. On September 2, 2015, the Governor signed legislation (AB1262) that reallocated \$5 million from the CASF Broadband Infrastructure Revolving Loan Account to the CASF Consortia Grant Account.

²⁶ Id at p. 30.

2. Fifteen prospective grantees filed applications on January 29, 2016. CD posted each applicant's name, contact information, and coverage area by county on the CPUC Consortia Account webpage on February 18. ESCRBC, BCPC, and Northstate (now NECC and UCCC) appear on this list.
3. CD reviewed ESCRBC, BCPC, NECC, and UCCC applications according to the guidelines, requirements, and evaluation criteria adopted in D.11-06-038, which include regional consortium representation and endorsements, regional consortium's/members' experience, action plans, work plans, and budgets. CD also evaluated the applications based on the merits of each proposal, past performance including achievements, fiscal responsibility and cost effectiveness.
4. Based on its review, CD determined that projects proposed by ESCRBC, BCPC, NECC, and UCCC meet eligibility requirements and qualify for funding under D.11-06-038.
5. CD recommends CASF consortia grant approval of total funding of \$933,488 for ESCRBC, BCPC, NECC, and UCCC. The Commission finds CD's recommendation reasonable and consistent with Commission orders and, therefore, adopts such recommendation.
6. ESCRBC, BCPC, NECC and USCC are required to retain at least one Fiscal Agent with lead responsibility and legal authority to represent the Consortium for purposes of sponsoring the application, administration of Consortium activities, including receipt and disbursement of Consortium grant funds. The Fiscal Agent must also affirmatively agree on behalf of the Consortium to comply with the Commissions directives and conditions relating to review, approval and administration of any Consortia application grants.
7. The Fiscal Agent for ESCRBC, BCPC, NECC, and UCCC must each submit a letter stating the fiscal agent's commitment to act as a Fiscal Agent for the Consortium. The letter must include: the name and contact information of the responsible party within the agency, including the person responsible for the administrative tasks, if different; and affirmation that the work outlined in the Consortium Work Plan will be completed and verification by an Attestation Report prepared by an independent, licensed Certified Public Accountant will be submitted annually to the Communications Division. The letter must also state the Consortium's acceptance of the Fiscal Agent's rights, duties, and responsibilities.

8. ESCRBC, BCPC, NECC, and UCCC are required to comply with all guidelines, requirements, and conditions associated with the granting of CASF funds as specified in D.11-06-038 and this Resolution, including only billing for activities related to broadband deployment, access, and adoption in approved Action and Work Plans.
9. ESCRBC, BCPC, NECC, and UCCC are required to expressly exclude any costs for activities or programs from the proposed consortium budget that are separately funded from any other sources in order to ensure that CASF grants do not duplicate funding from any other sources.
10. D.11-06-038 directs CD to schedule and host a Regional Consortia Learning Community Summit, and authorizes \$2,000 per person for up to five delegates annually for each approved consortium. Resolution T-17529, adopted on August 18, 2016 modified this requirement so that at least one summit during the grant implementation period will be organized.
11. A notice was emailed on December 19, 2016, informing the parties of record in Decision 11-06-038 of the availability of the draft of this Resolution for public comments at the Commission's website <http://www.cpuc.ca.gov/PUC/documents/>. This letter also informed parties that the final conformed Resolution adopted by the Commission will be posted and available at this same website.

THEREFORE, IT IS ORDERED THAT:

1. The Commission shall award \$126,700 to Eastern Sierra Connect Regional Broadband Consortium (ESCRBC), \$250,000 to Broadband Consortium of the Pacific Coast (BCPC), \$289,343 to Northeast California Connects Consortium (NECCC), and \$267,445 to Upstate California Connect Consortium (UCCC). All awards are based on the descriptions of the projects as described herein. Approved Work plans of ESCRBC, BCPC NECC, and UCCC are in the attached Appendix.
2. Payments to ESCRBC, BCPC, NECC, and UCCC shall be in accordance with guidelines adopted in D.11-06-038 and in accordance with the process defined in the "Payments" section of this Resolution.
3. The Fiscal Agent for ESCRBC, BCPC, NECC, and UCCC must each submit a letter stating the fiscal agent's commitment to act as a Fiscal Agent for the

Consortium. The letter must include: the name and contact information of the responsible party within the agency, including the person responsible for the administrative tasks, if different; and affirmation that the work outlined in the Consortium Work Plan will be completed and verification by an Attestation Report prepared by an independent, licensed Certified Public Accountant will be submitted annually to the Communications Division. The letter must also state the Consortium's acceptance of the Fiscal Agent's rights, duties, and responsibilities.

4. Prior to commencement of ESCRBC, BCPC, NECC, and UCCC projects, each Fiscal Agent must provide CD with the method chosen to distinguish funding sources and billing practices, to ensure that CASF payments are not duplicated by other sources.
5. The disbursement of funds shall be subject to the requirements set forth in D.11-06-038 and this Resolution including the submission of quarterly progress reports and supporting documentation for payment reimbursement, yearly status reports for informing the legislature, and a completion report to be submitted with the final payment request.
6. By receiving a CASF grant from the Commission, ESCRBC, BCPC, NECC, and UCCC agree to comply with the terms, conditions, and requirements of the grant and thus submit to the jurisdiction of the Commission with regard to disbursement and administration of the grant.
7. ESCRBC, BCPC, NECC, and UCCC must use the grant funds solely for the approved project as described in the Consortia Commission-approved Action Plan and Work Plan, (or approved revisions to such Plans and budgets).
8. Any changes to the substantive terms and conditions underlying Commission approval of the grant (e.g., changes to Action Plan, Work Plan, budget or designated Fiscal Agent, etc.) must be communicated in writing to the Communications Division Director at least 30 days before the anticipated change, and may be subject to approval by either the Director or by Commission resolution before becoming effective.
9. The Commission may withhold or terminate grant payments to ESCRBC, BCPC, NECC or UCCC if the consortium does not comply with any of the requirements set forth in Decision 11-06-038 and this Resolution.
10. In the event that ESCRBC, BCPC, NECC or UCCC fails to complete the project in accordance with the terms of approval granted by the Commission and this

Resolution, the consortium, represented by the Fiscal Agent, will be required to reimburse some or all of the CASF funds that it has received.

11. The commencement of the grant cycle will be February 1, 1017.

I hereby certify that this Resolution was adopted by the Public Utilities Commission at its regular meeting on January 19, 2017. The following Commissioners approved it:

TIMOTHY J. SULLIVAN
Executive Director

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CD/AYY

APPENDIX

APPENDIX A Eastern Sierra Connect Regional Broadband Consortium Work Plan

Eastern Sierra Connect Consortium - Work Plan

	Activity	Task(s)	Performance Measure	Estimated Completion Date	Responsible Party	Planned Deliverables	Y1-Q1	Y1-Q2	Y1-Q3	Y1-Q4	Y2-Q1	Y2-Q2	Y2-Q3	Y2-Q4	2-Year Funding Request	
Collaboration	1.1	Solicit support from local government to establish and implement policies to promote deployment and adoption	Annual Policy Review	Annual Review	Y1 2.0	EDC personnel and Board members	Common set of broadband policies adopted by all local agencies in the region in order to support broadband legislation		X						\$30,012	
	1.2	Create process and provide tools for investigating funding options	Create/participate with collaborative groups and stakeholders within each community	Engage public assets that can be leveraged to make improvements and/or expand their networks	Y1 2.0	EDC personnel and Board members	Established database of available funding programs		X							
	1.3	On-going collaboration and educational opportunities	Participation at Annual State Summit	Successful forum and team satisfaction	Y2 2.0	EDC	Assist with developing and maintaining strong strategic partnerships with all key stakeholders					X				
Applications	2.1	Advance Broadband adoption levels that are beneficial by working with Anchor Institutions throughout the region	Demonstrate/adopt tools for anchor institutions; hospitals & healthcare districts (Kem Valley & Tehachapi HD, Ridgecrest Regional Hospital, Mojave Medical Ctr, education (Cerro Coso Community College, schools) & libraries, businesses (especially tourism related), county government, tribal government, state agencies (California Telehealth Network), and other federal agencies (USDA-Forest Service, & USD-FBLM)	Successful Broadband presentations with participation from these sectors	Y1 2.0	EDC personnel and Board members	Education/Planning & Implementation through community meetings; Contact information		X						\$30,763	
	2.2	Demonstrate the applications of broadband tools on a practical and visible level to increase public demand and adoption	Complete a Digital Community Marketing Strategy for Kern River businesses/communities	Opportunity matrix tailored to a specific community to help them make informed decisions. Responsive participation	Y1 2.0	Consultant	Business Model with increased efficiency, productivity of services, and future opportunities		X							
	2.3	Create and facilitate Online Presence Case Studies with 4-5 select businesses, and update existing EDC website	Develop basic "brochure style" websites along with basic online marketing tools, i.e., sales, booking, inventory, etc.	Follow up with existing business to update results and produce outcome paper	Y2 2.0	Consultant	Prepare document detailing aggregated results/findings and use as education tool for local business community					X				
	2.4	Facilitate use of Public Wi-Fi Case Studies to support tourism and economic development for local businesses	Encourage and support 8-10 "Free" public Wi-Fi locations	Produce white paper on process detailing barriers, successes and results	Y2 2.0	EDC & Consultant	Increased tourism sales and revenue					X				
Assessment	3.1	Recommend prioritization of broadband infrastructure projects	Conduct broadband needs assessment to identify opportunities, gaps, & geographic opportunities	Review of infrastructure gaps & update publication of priority community list	Y1 2.0	EDC personnel and Board members	Public support & adoption for high-capacity network		X						\$20,112	
	3.2	Facilitate outreach to develop and promote public support for a high-capacity network for residential adoption	Conduct residential surveys and gather reliable data on internet use and customer satisfaction within EDC region	Measurement of activity, connectivity, demand, projected demand, and level of importance	Y2 2.0	EDC personnel and Board members	Strategic decisions on deployment and enhancement of broadband use and					X				
Education	4.1	Business & Economic Development Demand & Adoption	Conduct 10 - 12 webinars throughout the county on a variety of business topics	Completion and participation from new business owners	Y2 2.0	EDC personnel and Board members	Work stream focus areas with successful business class participation					X			\$45,813	
	4.2	Demonstrate the applications of broadband tools for community & business members	Conduct 2-3 digital literacy sessions within the region	Participant satisfaction	Y2 2.0	Consultant	Potential to assist in the expansion of public locations to help disadvantaged residents and businesses to bridge the digital divide					X				
	4.3	Facilitate and encourage broadband/internet use for expansion & growth of business opportunities.	Conduct 2 digital marketing classes within EDC area	Responsiveness of participants	Y2 2.0	Consultant	Successful participation, increased receptivity & adoption					X				

APPENDIX B Broadband Consortium Pacific Coast Work Plan

Key - Task and Project Responsibilities																			
CD - Collaborative Developer																			
CC - County Coordinators																			
SME - Infrastructure SMEs																			
CA - Communications Analyst																			
IT – IT Consultant																			
		Year 1				Year 2				Deliverables and Performance Metrics									
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1 Secure Investment for Broadband Deployment (Projects)										\$48,000 / Year									
1.1 Complete and coordinate results of the broadband analysis.										Broadband Assessment Report									
1.2 Develop and publish a broadband opportunity list										Tri County Broadband Needs Summary									
1.3 Connect and recruit broadband providers to partner										Broadband Provider List									
1.4 Identify and remove obstacles to grant submittal										Broadband Provider Issue Papers									
1.5 Provide assistance drafting project proposals										Broadband Infrastructure Proposals									
1.6 Insure project submittal & provide status reporting										Quarterly Status Reports									
1.7 Establish an online infrastructure project resource center										Revised Website									
Outcomes:		<ul style="list-style-type: none"> • Tri County Broadband Needs Report / Strategy Approach Strategy • A Broadband Provider Partnership Network / Specific Project Proposals • New Project Awards / Increased Infrastructure Capability / Increase in Broadband Connection and Use 																	

2. Promote and Recognize Model Broadband Policies and Procedures								\$39,000 / Year
2.1 Identify criteria for designating Model communities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Model Community Criteria
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
2.2 Create a Model community briefing packet to provide city managers and civic leaders	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Model Community Presentation
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
2.3 Identify communities where strong interest in Model community recognition exists* DELETE	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Model Community Status Report
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
2.4 Identify and connect with community leaders for advocacy	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Model Community Advocates
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
2.5 Provide coaching and assistance to model community posturing	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Unique Model Community Prescriptions
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
2.6 Assess and recognize community successes	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Newsletters & Forums
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
2.7 Establish an online Model Community resource center	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Revised Website
	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
Outcomes: <ul style="list-style-type: none"> • Implementation of a Model Recognition Program • Identification and Incentive for Communities to Accelerate Outcomes • Recognition of Model Communities 								

3 Initiate Projects for Broadband Adoption (Purpose)								\$38,000 / Year
3.1 Partner with education sector in the identification of adoption opportunities								Education Sector Broadband Concept Report
3.2 Contact technology and healthcare business leaders and collect feedback related to adoption needs								Technology & Healthcare Assessment
3.3 In recognition of the Internet of Things, conduct a cross sector survey to identify additional adoption opportunities								Adoption Survey
3.4 Publish and provide local economic development organizations a summary of adoption opportunities.								Broadband Adoption Recommendations
3.5 Continue efforts to promote adoption in communities where low adoption rates exist.								Adoption Proposals
3.6 Identify quick wins and pursue development of partnering relationships.								Adoption Pilot Projects
3.7 Establish an online Broadband Adoption resource center								Revised Website
Outcomes: <ul style="list-style-type: none"> • Adoption Strategies Assessments & Recommendations • Adoption Pilot Projects • Increases in Broadband Adoption 								

**APPENDIX C
 Northeast California Connects Consortium
 Work Plan**

Performance Goals	Measure Description	Work Plan FY 2017				Performance or Key Milestones	FY17 Budget Request
		Start Date	Completion Date	ED	ED		
• All participants, regardless of language proficiency, will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program.	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
• All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program.	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
• All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program.	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
• All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program.	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
• All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program. • All participants will be able to understand and use the services provided by the program.	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000
	Community Health Worker	3/1/17	3/31/17	75%	75%	75%	1,200,000

Resolution T- 17550
CD/AYY

Northeast California Connect Consortium									
Work Plan Year 2									
Activities/Tasks	Who Manages	Start Date	Completion Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	CASF Grant funds
1. GIS analysis, update & support	Consortium Mgr								\$23,040
Broadband asset inventory		1-Apr-18	31-Dec-18		50%		50%	GIS database updates per tracking system	
Update funding data		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Updated funding availability and awards	
Provide project/initiative-specific support		1-Jan-18	31-Dec-18	25%	25%	25%	25%	3 projects/initiatives per year	
Implement broadband performance monitoring		1-Jan-18	31-Dec-18	25%	25%	25%	25%	GIS shapefile of measured performance Tabular dataset	
Update county priority areas based on most current data		30-Sep-18	31-Dec-18				100%	Report on results Updated GIS database	
2. CASF Grant facilitation and development	Consortium Mgr/consultant								\$52,440
Identify telecom companies with interest and capacity		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Informal agreement to move forward	
Provide model grant applications and guidance through monthly meetings		1-Jan-18	31-Dec-18	25%	25%	25%	25%	One to two new infrastructure grant applications (if CASF is funded)	
Post grant approval permit assistance with data, maps, local gov liaison		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Assistance for 1 or 2 permit processes.	
3. Policy development & adoption	Consortium Mgr/Loc Govt Members								\$15,840
Coordinate info flow/dialogue with electeds officials and agencies		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Policy approval by 3 counties, 3 cities	
4. Telehealth collaboration	Consortium Mgr/consultant								\$5,760
Coordinate with California Telehealth Network to provide outreach on expansion of network and documentation of benefits		30-Sep-18	31-Dec-18				100%	Workshops (2) for health providers, senior support groups, others	
5. Outreach & project/initiative support	Consortium Mgr/consultant								\$14,400
Consortium Conference calls, meetings		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Monthly conference calls, 1 meeting/yr for program admin and member update. Minutes recorded, including action items	
Public events, media updates		1-Jul-18	31-Dec-18		50%		50%	1 or 2 events for community re progress on new infrastructure projects, literacy and adoption opps, providers invited. Newsletters and/or web updates 2X/year.	
Update and maintain website		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Continue to provide website updates	
Coordination of support for regional projects		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Permit & review coord, support letters	
6. Fiscal agent support & oversight	Fiscal Agent	1-Jan-18	31-Dec-18	25%	25%	25%	25%	Billing, audit, administration	\$27,870
TOTAL									\$139,350

APPENDIX D Upstate California Connects Consortium Work Plan

Upstate California Connect Consortium Work Plan Year 1									
Activities/Tasks	Who Manages	Start Date	Completion Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	CASF Grant funds
1. GIS analysis, update & support	Consortium Mgr								\$23,260
Broadband asset inventory		1-Jan-17	30-Sep-17	25%	50%	25%		GIS database and tracking system	
Gather & analyze CAF2, other data		1-Jan-17	1-Jul-17	75%	25%			Summary of data	
Provide project/initiative-specific support		1-Jan-17	31-Dec-17	25%	25%	25%	25%	Tracking process for updates	
Implement broadband performance monitoring		1-Mar-17	31-Dec-17		33%	33%	33%	3 projects/initiatives per year	
Update county priority areas based on most current data		1-Jul-17	31-Dec-17		33%	33%	33%	GIS shapefile of measured performance	
								Tabular dataset	
								Updated GIS database and maps	
								Presentation to consortia stakeholders	
								Presentation to neighboring consortia	
2. CASF Grant facilitation and development	Consortium Mgr/consultant								\$43,120
Identify telecom companies with interest and capacity		1-Jan-17	31-Dec-17	25%	25%	25%	25%	Informal agreement to move forward	
Provide model grant applications and guidance through monthly meetings		1-Jul-17	31-Dec-17			50%	50%	One to two new infrastructure grant applications (if CASF is funded)	
Post grant approval permit assistance with data, maps, local gov liaison		1-Oct-17	31-Dec-17				100%	Assistance for 1 or 2 permit processes.	
	Mgr/consultant, Loc Govt Members								
3. Policy development & adoption									\$21,520
Identify obstacles in permit processes for broadband and propose solutions								Best practices for permitting	
Develop model policies and ordinances for counties/cities		1-Jan-17	30-Sep-17	50%	30%	20%		Policies/ordinances for issues such as dig one, asset mapping, etc.	
Coordinate info flow/dialogue with elected officials and agencies		1-Jan-17	31-Dec-17	10%	10%	40%	40%	Policy approval by 2 counties, 3 cities	
4. Telehealth collaboration	Consortium Mgr								\$9,360
Coordinate with California Telehealth Network to provide outreach on expansion of network and documentation of benefits		1-Apr-17	31-Dec-17		50%		50%	Survey of healthcare providers	
								Workshops (2) for health providers, senior support groups, others	
5. Outreach & project/initiative support	Consortium Mgr								\$14,400
Consortium Conference calls, meetings		1-Jan-17	31-Dec-17	25%	25%	25%	25%	Bi-monthly conference calls, 1 meeting/yr for program admin and member update. Minutes recorded, including action items	
Public events, media updates		1-Apr-17	31-Dec-17		50%		50%	1 or 2 events for community re progress on new infrastructure projects, literacy and adoption opps, providers invited. E-newsletters and/or web updates 2X/year.	
Update and maintain website		1-Jan-17	31-Dec-17	25%	25%	25%	25%	Update website for new phase and maintain	
Coordination of support for regional projects		1-Jan-17	31-Dec-17	25%	25%	25%	25%	Permit & review coord, support letters	
6. Fiscal agent support & oversight	Fiscal Agent	1-Jan-17	31-Dec-17	25%	25%	25%	25%	Billing, audit, administration	\$27,915
								TOTAL	\$139,575

Resolution T- 17550
CD/AYY

Upstate California Connect Consortium									
Work Plan Year 2									
Activities/Tasks	Who Manages	Start Date	Completion Date	Q1	Q2	Q3	Q4	Outcome or Deliverable	CASF Grant funds
1. GIS analysis, update & support	Consortium Mgr								\$21,312
Broadband asset inventory		1-Apr-18	31-Dec-18		50%		50%	GIS database updates per tracking system	
Update funding data		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Updated funding availability and awards	
Provide project/initiative-specific support		1-Jan-18	31-Dec-18	25%	25%	25%	25%	3 projects/initiatives per year	
Implement broadband performance monitoring		1-Jan-18	31-Dec-18	25%	25%	25%	25%	GIS shapefile of measured performance Tabular dataset Report on results	
Update county priority areas based on most current data		30-Sep-18	31-Dec-18				100%	Updated GIS database	
2. CASF Grant facilitation and development	Consortium Mgr/consultant								\$52,440
Identify telecom companies with interest and capacity		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Informal agreement to move forward	
Provide model grant applications and guidance through monthly meetings		1-Jan-18	31-Dec-18	25%	25%	25%	25%	One to two new infrastructure grant applications (if CASF is funded)	
Post grant approval permit assistance with data, maps, local gov liaison		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Assistance for 1 or 2 permit processes.	
3. Policy development & adoption	Consortium Mgr/Loc Govt Members								\$15,840
Coordinate info flow/dialogue with electeds officials and agencies		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Policy approval by 1 county, 3 cities	
4. Telehealth collaboration	Consortium Mgr/consultant								\$5,760
Coordinate with California Telehealth Network to provide outreach on expansion of network and documentation of benefits		30-Sep-18	31-Dec-18				100%	Workshops (2) for health providers, senior support groups, others	
5. Outreach & project/initiative support	Consortium Mgr/consultant								\$14,400
Consortium Conference calls, meetings		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Monthly conference calls, 1 meeting/yr for program admin and member update. Minutes recorded, including action items	
Public events, media updates		1-Jul-18	31-Dec-18		50%		50%	1 or 2 events for community re progress on new infrastructure projects, literacy and adoption opps, providers invited. Newsletters and/or web updates 2X/year.	
Update and maintain website		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Continue to provide website updates	
Coordination of support for regional projects		1-Jan-18	31-Dec-18	25%	25%	25%	25%	Permit & review coord, support letters	
6. Fiscal agent support & oversight	Fiscal Agent	1-Jan-18	31-Dec-18	25%	25%	25%	25%	Billing, audit, administration	\$27,438
TOTAL									\$137,190
									\$127,870.00