

**JEFFERSON COUNTY  
BOARD OF COUNTY COMMISSIONERS**

**CONSENT REQUEST**

**TO:** Board of Commissioners  
Philip Morley, County Administrator

**FROM:** David Shambley, Information Services Manager

**DATE:** December 24, 2012

**SUBJECT:** Jefferson County Broadband Project – Contract for Professional Services

**Attached:** Contract for Professional Services  
Scope of Work & Schedule; - Exhibit A

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**STATEMENT OF ISSUE:**

Information Services (JCIS) request the Board's approval of a Contract for Professional Services with Southwick Enterprises; Southwick Enterprises will provide consulting services to further support the NoaNet Broadband Project.

**BACKGROUND/STRATEGIC GOALS:**

The Jefferson County Broadband Project is for the management, installation, operation and maintenance of a fiber optic cable and wireless network throughout eastern Jefferson County for the purpose of providing high speed broadband service to un-served and under-served areas. Jefferson County Public Utility District No. 1 (JPUD) is the owner of record and Northwest Open Access Network, Inc. (NoaNet) is managing the project and will operate and maintain the system. The project is being funded by a Broadband Technology Opportunities Program (BTOP) grant from the federal government.

The immediate project will provide broadband service primarily to the governmental public agencies including the City, County, County Library, Jefferson Healthcare, Port of Port Townsend, U.S. Navy, WSDOT, and all of the schools, fire districts and the JPUD. Those agencies are termed Anchor Institutions (AIs) in this and similar projects. The premise being that this core fiber network can then be affordably expanded to serve the public sector, both commercial/businesses and residential areas.

JPUD has not been in the telecommunications business and is currently underway in acquiring the private electric utility service in eastern Jefferson County and, as such, does not have staff resources to manage this project. NoaNet is a statewide corporation created by the PUDs around the state, has a limited local staff and many projects to manage. For this reason, the AIs have been involved in the project from the beginning on an organized but relatively informal basis. The collective effort has been/is led by EDC Team Jefferson.

The Anchor Institutions felt that additional resources needed to be brought in to assist the group to evaluate the current and future 'organization' relative to the project. Southwick Enterprises was hired by Jefferson County to provide this assistance. The Scope of Work for this effort includes gathering available information, interviewing the key AIs, interviewing NoaNet, interviewing two selected PUDs that currently operate successful telecom organizations and writing a report containing a 'best case scenario' for the future organization and options for the AIs to consider for the interim period.

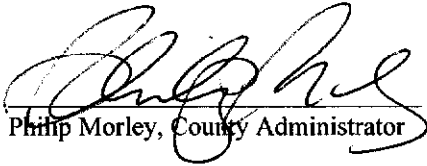
**RECOMMENDATION:**

Approve the Contract for Professional Services with Southwick Enterprises.

**DEPARTMENT CONTACT:**

David Shambley: 360-385-9130

**REVIEWED BY:**

  
Philip Morley, County Administrator

12/19/12  
\_\_\_\_\_  
Date

**JEFFERSON COUNTY BROADBAND PROJECT  
CONTRACT FOR PROFESSIONAL SERVICES**

**RECITALS**

**WHEREAS**, through the federal government's Broadband Technology Opportunities Program (BTOP), NoaNet (Northwest Open Access Network) is expanding Washington state's high-speed broadband infrastructure; and,

**WHEREAS**, the BTOP project is being built by NoaNet providing an open-access broadband network for reliable high-speed connectivity in rural areas such as Jefferson County; and,

**WHEREAS**, the project is initially being built on behalf of the local public agencies known as Anchor Institutions, the first and primary connections to the physical network being built by NoaNet; and,

**WHEREAS**, Jefferson County considers it in the best public interest to develop a plan that will allow Anchor Institutions to work together for the next five years until JPUD is in a position to take over ownership, operation and maintenance of the common network.

***NOW, THEREFORE BE IT RESOLVED that:***

This Contract for Professional Services (the Contract) is entered into by Jefferson County, a political subdivision and municipal corporation of the State of Washington, having its principal offices at P.O. Box 1220, Port Townsend, Washington 98368 (hereinafter "County") and Southwick Enterprises, 64 Queets Place, Port Townsend, Washington 98368 (hereinafter "Contractor") for professional services provided in behalf of Jefferson County Broadband Anchor Institutions including but not limited to: Jefferson County including the Sheriff's office; City of Port Townsend; Jefferson County Public Utility District #1; Port of Port Townsend; Port Townsend School district; Chimacum School District; Quilcene School District; Brinnon School District; Washington State University Cooperative Extension; Jefferson Healthcare; JeffCom 911; five fire and rescue districts; three state parks; several community centers around the County; several non-profit schools; the U.S. Navy; and EDC Team Jefferson.

**SECTION 1. EFFECTIVE DATE OF CONTRACT**

The Contract will become effective on August 9, 2012, and terminate on December 31, 2012. Work performed from August 9, 2012 through execution of this AGREEMENT is hereby ratified. Each subsequent contract term shall require a new contract. In no event will any extension of the Contract become effective unless and until it is approved and executed by the Jefferson County Board of Commissioners.

## **SECTION 2. SERVICES TO BE PROVIDED**

- 2.1 A description of the services to be performed by the Contractor is set forth in Exhibit A: Scope of Work & Schedule, which is attached to the Contract and incorporated by this reference.
- 2.2 The Contractor agrees to provide its own labor and materials. Unless otherwise provided for in the Contract, no material, or labor will furnished by the County.
- 2.3 The Contractor will perform the work specified in the Contract according to standard industry practices and in conformity with state law.
- 2.4 The Contractor will complete its work in a timely manner and in accordance with the schedule agreed to by the parties.

## **SECTION 3. CONTRACT REPRESENTATIVES**

- 3.1 The County and the Contractor will each have a contract representative. A party may change its representative upon providing written notice to the other party. The parties' representatives are as follows:

### County's Contract Supervisor

David Shambley, Information Services Manager  
Central Services Department / Information Services Division  
PO Box 1220  
Port Townsend, WA 98368  
Email: [dshambley@co.jefferson.wa.us](mailto:dshambley@co.jefferson.wa.us)  
Phone: (360) 385-9130

### Contractor's Contract Representative

Larry Southwick  
d.b.a., Southwick Enterprises  
64 Queets Place  
Port Townsend, WA 98368  
Email: [larrysouth@cablespeed.com](mailto:larrysouth@cablespeed.com)  
Phone: (360) 379-2878

## **SECTION 4. COMPENSATION**

- 4.1 Contractor will invoice Jefferson County Information Services at Contractor's standard hourly billing rate of \$90 per hour plus external printing expenses for an amount not to exceed Five Thousand One Hundred Six Dollars and Sixty Nine Cents (\$5,106.69).
- 4.2 The hourly billing rate includes direct labor costs, overhead costs, and direct expense costs including materials, supplies, equipment, costs for travel, telephone and

computer use incurred during the billing period. External expenses, such as outside printing, will be charged at actual expense.

- 4.3 The Contractor will be paid only for the work expressly authorized in the Contract. The Contractor is expected to submit one invoice at the completion of all tasks listed in the Description of Services; Exhibit A. The Central Services Department will process the invoice in the standard Jefferson County accounts payable process.
- 4.4 The Contractor will not be entitled to payment for any services that were performed prior to the effective date of the Contract or after its termination, unless a provision of the Contract expressly provides otherwise.
- 4.1 If the Contractor fails to perform any substantial obligation and the failure has not been cured within 10 business days following notice from the County, the County may, in its sole discretion and upon written notice to the Contractor, withhold all monies due the Contractor, without penalty, until such failure to perform is cured.

## **SECTION 5. AMENDMENTS AND CHANGES IN WORK**

- 5.1 In the event of any errors or omissions by the Contractor in the performance of any work required under the Contract, the Contractor will make all necessary corrections without additional compensation. All work submitted by the Contractor will be certified by the Contractor and checked by the Contractor for errors and omissions. The Contractor will continue to be responsible for the accuracy of work even after the work is accepted by the County.
- 5.1 In order to be effective, any Contract renewal, amendment or modification must be in writing, be signed by both parties and be attached to the Contract. Work under a renewal, an amendment or modification may not commence until the renewal, amendment or modification has been approved by the County Commissioners and has become effective.

## **SECTION 6. HOLD HARMLESS AND INDEMNIFICATION**

- 6.1 The Contractor will hold harmless, indemnify and defend the County, its officers, officials, employees and agents, from and against any and all claims, actions, suits, liability, loss, expenses, damages and judgments of any nature, whatsoever, including reasonable costs and attorneys' fees in defense thereof, for injury, sickness, disability or death to persons or damage to property or business, caused by or arising out of the Contractor's acts, errors or omissions in the performance of the Contract. Provided, however, that the Contractor's obligation under this provision will not extend to injury, sickness, disability, death or damage caused by or arising out of the sole negligence of the County, its officers, officials, employees or agents.
- 6.1 The Contractor's obligations under these provisions include, but are not limited to, investigating, adjusting and defending all claims alleging loss from action, error or

omission, or breach of any common law, statutory or other delegated duty by the Contractor, the Contractor's employees, agents or subcontractors.

## **SECTION 7. INSURANCE**

- 7.1 **Workers' Compensation and Employer Liability.** The Contractor will maintain workers' compensation insurance as required by Title 51, Revised Code of Washington, and will provide evidence of coverage to the Jefferson County Risk Management Division.
- 7.2 **Commercial General Liability.** The Contractor will maintain commercial general liability for bodily injury, personal injury and property damage, subject to a limit of not less than \$1 million per occurrence. The general aggregate limit will apply separately to the Contract and be no less than \$2 million. The Contractor will provide commercial liability coverage that does not exclude any activity to be performed in fulfillment of the Contract. Specialized forms specific to the industry of the Contractor will be deemed equivalent provided coverage is no more restrictive than would be provided under a standard commercial general liability policy, including contractual liability coverage.
- 7.3 **Automobile Liability.** The Contractor will maintain automobile liability insurance as follows:
- The Contractor will maintain automobile liability insurance or equivalent form with a limit not less than \$100,000 each accident combined bodily injury and property damage. The aggregate limit will be at least \$300,000. If a personal lines automobile liability policy is used to meet this requirement, it must include a business rider and must cover each vehicle to be used in the performance of the Contract and certificates of insurance must evidence that these conditions have been met. If the Contractor will use non-owned vehicles in performance of the Contract, the coverage will include owned, hired and non-owned automobiles.
- 7.4 **Miscellaneous Insurance Provisions.**
- A. The Contractor's liability insurance provisions will be primary with respect to any insurance or self-insurance programs covering the County, its elected and appointed officers, officials, employees and agents.
  - B. When such coverage is required, the Contractor's commercial general liability insurance and automobile liability insurance will include the County, its officers, officials, employees and agents with respect to performance of services.
  - C. When such coverage is required, the Contractor's commercial general liability insurance and automobile liability insurance will contain no specific limitations on the scope of protection afforded to the County as an additional insured.

- D. Any failure to comply with reporting provisions of the policies will not affect coverage provided to the County, its officers, officials, employees and agents.
- E. The Contractor's insurance will apply separately to each insured against whom claim is made or suit is brought, subject to the limits of the insurer's liability.
- F. The Contractor will include all subcontractors as insureds under its policies or will furnish separate certificates and endorsements for each subcontractor. All coverage for subcontractors will be subject to all the requirements stated in these provisions.
- G. The insurance limits mandated for any insurance coverage required by the Contract are not intended to be an indication of exposure, nor are they limitations on indemnification.
- H. The Contractor will maintain all required policies in force from the time services commence until services are completed. Certificates, policies and endorsements scheduled to expire before completion of services will be renewed before expiration. If the Contractor's liability coverage is written as a claims-made policy, then the Contractor must evidence the purchase of an extended-reporting period or "tail" coverage for a three-year period after completion of the services.

**7.5 Verification of Coverage and Acceptability of Insurers.**

- A. The Contractor will place insurance with insurers licensed to do business in the State of Washington and having A.M. Best Company ratings of no less than A-VII, with the exception that excess and umbrella coverage used to meet the requirements for limits of liability or gaps in coverage need not be placed with insurers or reinsurers licensed in the State of Washington.
- B. The Contractor will furnish the County with properly executed certificates of insurance or a signed policy endorsement which will clearly evidence all insurance required in this Section within 10 days after the effective date of the Contract. The certificate(s) will, at a minimum, list limits of liability and coverage. The certificate(s) will provide that the underlying insurance contract may not be canceled, or allowed to expire, except on 30-days' prior written notice to the County. Any certificate or endorsement limiting or negating the insurer's obligation to notify the County of cancellation or changes must be amended so as not to negate the intent of this provision.
- C. The Contractor will furnish the County with evidence that the additional-insured provision required above has been met. Acceptable forms of evidence are the endorsement pages of the policy showing the County as an additional insured.

- D. Certificates of insurance will show the certificate holder as Jefferson County and indicate "care of" the appropriate County's contract representative. The address of the certificate holder will be shown as the current address of the appropriate County office or department.
- E. If applicable, the Contractor will request that the Washington State Department of Labor and Industries, Workers Compensation Representative, send written verification to Jefferson County that the Contractor is currently paying workers' compensation.
- F. Written notice of cancellation or change will be made to the County Risk Manager at the following address:  
  
Jefferson County Risk Management  
County Administrator's Office  
PO Box 1220  
Port Townsend, WA 98368
- G. The Contractor or its broker will provide a copy of all insurance policies specified in the Contract upon request of the Jefferson County Risk Manager.
- H. It is agreed by the parties that insurers shall have no right of recovery or subrogation against the County (including its employees and other agents and agencies), it being the intention of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses covered by the above described insurance. It is further agreed by the parties that insurance companies issuing the policy or policies shall have no recourse against the County (including its employees and other agents and agencies) for payment of any premiums or for assessments under any form of policy. It is further agreed by the parties that any and all deductibles in the above described insurance policies shall be assumed by and be at the sole risk of the Contractor.

## **SECTION 8. TERMINATION**

- 8.1 The County may terminate the Contract in whole or in part whenever the County determines, in its sole discretion, that such termination is in the best interests of the County. The County may terminate the Contract upon giving the Contractor 10 business days' written notice. In that event, the County will pay the Contractor for all costs incurred by the Contractor in performing the Contract up to the date of such notice, subject to the other provisions of the Contract.
- 8.2 If funding for the underlying project or matter is withdrawn, reduced or limited in any way after the Contract is signed or becomes effective, the County may immediately terminate the Contract notwithstanding any other termination provision in the Contract. Termination under this provision will be effective upon the date specified in the written



notice of termination sent by County to the Contractor. No costs incurred after the effective date of the termination will be paid.

- 8.3 If the Contractor breaches any of its obligations under the Contract, and fails to cure the breach within 10 business days of written notice to do so by the County, the County may terminate the Contract. In that event, the County will pay the Contractor only for the costs of services accepted by the County. Upon such termination, the County, at its discretion, may obtain performance of the work elsewhere, and the Contractor will bear all costs and expenses incurred by the County in completing the work and all damages sustained by the County by reason of the Contractor's breach.

#### **SECTION 9. ASSIGNMENT, DELEGATION AND SUBCONTRACTING**

- 9.1 The Contractor will perform under the Contract using only its bona fide employees or agents, and the obligations and duties of the Contractor under the Contract will not be assigned, delegated or subcontracted to any other person or firm without the prior express written consent of the County.
- 9.2 The Contractor warrants that it has not paid, nor has it agreed to pay, any company, person, partnership or firm, other than a bona fide employee working exclusively for Contractor, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of the Contract.

#### **SECTION 10. INDEPENDENT CONTRACTOR**

- 10.1 The Contractor's services will be furnished by the Contractor as an independent contractor and not as an agent, an employee or a servant of the County. The Contractor specifically has the right to direct and control Contractor's own activities in providing the agreed services in accordance with the specifications set out in the Contract. The Contractor shall perform the contracted work. Any designee shall have prior County approval to substitute for the contracted representative.
- 10.2 The Contractor acknowledges that the entire compensation for the Contract is set forth in the compensation provisions of the Contract and the Contractor is not entitled to any County benefits, including, but not limited to: vacation pay; holiday pay; sick leave pay; medical, dental or other insurance benefits; fringe benefits; or any other rights or privileges afforded to Jefferson County employees.
- 10.3 The Contractor will have and maintain complete responsibility and control over all of its subcontractors, employees, agents and representatives. No subcontractor, employee, agent or representative of the Contractor will be or be deemed to be, or act or purport to act, as an employee, agent or representative of the County.

#### **SECTION 11. NONDISCRIMINATION**

The Contractor, its assignees, delegates or subcontractors will not discriminate against any person in performance of any of its obligations under the Contract on the basis of race, color,

creed, religion, national origin, age, sex, marital status, veteran status or the presence of any disability.

**SECTION 12. OWNERSHIP OF MATERIALS/WORKS PRODUCED**

- 12.1 All reports, drawings, plans, specifications, all forms of electronic media, and data and documents produced in the performance of the work under the Contract will be "works for hire" as defined by the U.S. Copyright Act of 1976 and will be owned by the County. Ownership includes the right to copyright, patent, and register, and the ability to transfer these rights.
- 12.2 An electronic copy of all word processing documents will be submitted to the County upon request or at the end of the job using the word processing program and version specified by the County.

**SECTION 13. PATENT/COPYRIGHT INFRINGEMENT**

- 13.1 The Contractor will hold harmless, indemnify and defend the County, its officers, officials, employees and agents, from and against any claimed action, cause or demand brought against the County, where such action is based on the claim that information supplied by the Contractor or subcontractor infringes any patent or copyright. The Contractor will be notified promptly in writing by the County of any notice of such claim.

**SECTION 14. DISPUTES**

- 14.1 Differences, disputes and disagreements between the Contractor and the County arising under or out of the Contract will be brought to the attention of the County at the earliest possible time so that the matter may be settled or other appropriate action promptly taken. Any dispute relating to the quality or acceptability of performance or compensation due the Contractor will be decided by the County Administrator. All rulings, orders, instructions and decisions of the County Administrator will be final and conclusive.

**SECTION 15. CONFIDENTIALITY**

- 15.1 The Contractor, its employees, subcontractors and their employees will maintain the confidentiality of all information provided by the County or acquired by the Contractor in performance of the Contract, except upon the prior express written consent of the County or upon an order entered by a court of competent jurisdiction. The Contractor will promptly give the County Administrator written notice of any judicial proceeding seeking disclosure of such information, as well as any contacts by citizens, proponents or interested parties as to matters before the contractor.

- 15.2 The County is a political subdivision of the State of Washington and as such is subject to Ch. 42.56 RCW, the Public Records Act, which requires disclosure of non-exempt documents and records to a person or entity that requests such documents or records.

#### **SECTION 16. CHOICE OF LAW, JURISDICTION AND VENUE**

- 16.1 The Contract will be construed as having been made and delivered within the State of Washington, and it is agreed by each party that the Contract will be governed by the laws of the State of Washington, both as to its interpretation and performance.
- 16.2 Any action of law, suit in equity or other judicial proceeding arising under or out of the Contract may be instituted and maintained only in Superior Court for Jefferson County.

#### **SECTION 17. MISCELLANEOUS**

- 17.1 **No Waiver.** The parties agree that the excuse or forgiveness of performance, or waiver of any provisions of the Contract, does not constitute a waiver of such provision or future performance, or prejudice the right of the waiving party to enforce any of the provisions of the Contract at a later time.
- 17.2 **Tax Payments.** The Contractor will pay all applicable federal, state and local taxes, fees (including licensing fees) and other amounts including, but not limited to, the employer's portion of any taxes that arise from compensation owed or paid to employees, agents or representatives of the Contractor or are otherwise mandated by Title 26 U.S.C.
- 17.3 **Personnel Removal.** The Contractor agrees to remove immediately any of its subcontractors, employees, agents or representatives from assignment to perform services under the Contract upon receipt of a written request to do so from the County Administrator.
- 17.4 **Legal Compliance.** The Contractor and its subcontractors, employees, agents and representatives will comply with all applicable federal, state and local laws, rules and regulations in their performance under the Contract. The Contractor shall be entitled to seek legal advice from the Jefferson County Prosecuting Attorney or his or her designee to the extent that the Prosecuting Attorney or his or her designee can provide such legal advice in a manner consistent with the applicable rules governing a lawyer's conduct.
- 17.5 **Records Inspection and Retention.** The County may, at reasonable times, inspect the books and records of the Contractor relating to the performance of the Contract. The Contractor will retain for audit purposes all Contract-related records for at least six years after termination of the Contract.
- 17.6 **Successors and Assigns.** The County, to the extent permitted by law, and the Contractor each bind themselves, their partners, successors, executors, administrators

and assigns to the other party to the Contract and to the partners, successors, administrators and assigns of such other party in respect to all covenants to the Contract.

- 17.7 **Severability.** If a court of competent jurisdiction holds any provision of the Contract to be illegal, invalid or unenforceable, in whole or in part, the validity of the remaining provisions will not be affected, and the parties' rights and obligations will be construed and enforced as if the Contract did not contain the particular provision held to be invalid. If any provision of the Contract conflicts with any statutory provision of the State of Washington, the provision will be deemed inoperative to the extent of the conflict or modified to conform to statutory requirements.
- 17.8 **Entire Agreement.** The parties acknowledge that the Contract is the complete expression of their agreement regarding the subject matter of the contract. Any oral or written representations or understandings not incorporated in the Contract are specifically excluded.
- 17.9 **Notices.** Any notices will be effective if personally served upon the other party or if mailed by registered or certified mail, return receipt requested, to the addresses set out in the contract representatives provision of the Contract. Notice may also be given by facsimile with the original to follow by regular mail. Notice will be deemed to be given three days following the date of mailing, or immediately if personally served. For service by facsimile, service will be effective at the beginning of the next working day.

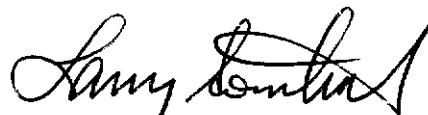
IN WITNESS WHEREOF:

Jefferson County and the Contractor have signed this contract on the date noted:

JEFFERSON COUNTY

CONTRACT SERVICE PROVIDER

John Austin, Chair  
Board of County Commissioners



Larry Southwick, Consultant  
Southwick Enterprises

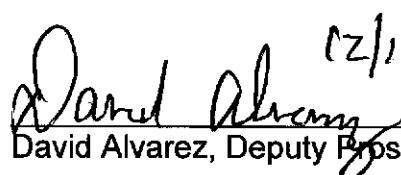
Date: \_\_\_\_\_

Date: DEC 19, 2012

Attest/Authenticated:

Approved as to Form Only:

\_\_\_\_\_  
Raina Randall  
Deputy Clerk of the Board

12/19/12  
  
David Alvarez, Deputy Prosecuting Attorney

**JEFFERSON COUNTY BROADBAND PROJECT  
SCOPE OF WORK & SCHEDULE**

➤ **Scope Overview, (see detailed scope below)**

**TASK LIST AND SCHEDULE**

Task 1 Gather, organize and summarize background information

By August 17

Task 2 Interview key players and summarize project status, direction, process options from their perspective

By August 24

Task 3 Summarize NoaNet project status and direction, what needs to be done short term

By August 24

Task 4 Summarize JPUD's project status and intentions, what they can and can't do in short and long term

By August 24

Task 5 Interview two successful telecommunications programs and draft 'best case scenario' plan

By August 31

Task 6 Develop a plan for implementation and support of AI broadband services in Jefferson County for interim five years

By August 17

Task 7 Organize and lead Anchor Institutions meeting including presentation and recording

By September 28

Task 8 Solicit feedback, finalize project plan and implementation task list

By September 28

Task 9 Distribute final project plan to Anchor Institutions = no time charged

By September 28

Printing expense - \$156.69

Total time = 55 hours @ \$90 per hour = \$4,950.

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## DETAILED SCOPE OF WORK AND TASKS

1. Gather, organize and summarize background information
  - List of Anchor Institutions with contacts,
    - Identify Strategic – Stakeholder and Tactical – Technical Engineer
  - List of project sites for Tiers 1, 2 and 3
  - Available background information on NoaNet, JPUD, Team Jefferson status to date
  
2. Interview key players and summarize project status, direction, process options from their perspective
  - Prepare a list of interview questions for all and provide prior to sit down, specific and open-ended
  - David Shambley, Jefferson County
  - Mike Henson, NoaNet
  - Barney Burke and Bill Graham, JPUD
  - David Timmons and/or Deborah Stinson, City of Port Townsend
  - Peter Quinn and Katherine Baril, Team Jefferson
  - PTSD 50 – K20 Fiber network w/ Brinnon 46, Chimacum 49, Queets-Clearwater 20, Quilcene 48
  - Jefferson County Library
  - Jefferson Healthcare
  - JeffCom 911, Janet Silvus
  
3. Summarize NoaNet project status and direction, what needs to be done by locals to meet their needs
  - More detail than the checklist, what resources do locals need to bring to the table
  - Now and over the next 12 months to complete successful installation
  
4. Summarize JPUD's project status and intentions, what they can and can't do in short and long term
  - Organizationally, resources, funds
  - Role they take for the next five years
  - What they see they need in place before they take over in five years
  
5. Draft a 'best case scenario' for successful project that can be used for the model and presentation to AIs
  - Interview two successful telecommunications programs from NoaNet and JPUD recommendations
  - Generic description, what are the fundamental needs for success
  - Investigate Sustainability and Breakeven snapshot vs. existing WAVE Broadband, CenturyLink
  - Long term plan then back off to what's needed from now to five years out when JPUD takes over
  - What else needs to be in place along with JPUD to make it a complete success after five years
  
6. Develop a plan for implementing and to support AI broadband services in Jefferson County for next five years
  - Prepare task list and cost estimate to implement and support after AI Go-Live
    - Example: Provide model for Service Level Agreement(SLA) expectation for service providers
      - Include service support model discussion.
      - Who, What, Where to call for service related issues and new service
      - Define support escalation levels; include group responsible for escalating and group responsible for resolution.
      - Anchor Institution resources where available discuss: Consultant(s), contractor(s), other resources as needed

7. Organize and lead a meeting of all Anchor Institutions to review:
  - Summary of key player interviews
  - JPUD status and future intentions, resources that can be made available if any
  - NoaNet needs from local Anchor Institutions to complete the install and implement over next 12 months
  - Present 'best scenario' for successful project for discussion and input
  - Present implementation and AI support plan for broadband service for up to five years
  - Scope of work and cost estimate to implement or expand plan
8. Solicit feedback at meeting and then
  - Finalize the proposed project plan including feedback -
  - Firm up an implementation plan for next phase – task list with time and costs
9. Distribute plan report to Anchor Institutions