

ATTACHMENT F
Technical Proposal
RFP 23-72042
for
Statewide Broadband Plan

Instructions: Please supply all requested information in the areas shaded yellow and indicate any attachments that have been included to support your responses. **The Technical Proposal must not exceed 250 pages including all attachments and appendices.**

2.4.1 2.4.1 General Requirements & Definitions

2.4.1.1 Please confirm your understanding and acceptance of all definitions and abbreviations listed in RFP Section 1.2.

Guidehouse confirms understanding and acceptance of all definitions and abbreviations listed in RFP Section 1.2.

2.4.1.2 Please list any additional terms and definitions used by your company or industry that you would like the State to consider incorporating in the contract. The State will not accept terms and definitions introduced after award during contract finalization and implementation.

Refer to the below screenshots of the proposed changes to the sample contract. Please also refer to Attachment B.

PROFESSIONAL SERVICES CONTRACT

Contract

This Contract ("Contract"), entered into by and between _____ (the "State") and _____ (the "Contractor"), is executed pursuant to the terms and conditions set forth herein. In consideration of those mutual undertakings and covenants, the parties agree as follows:

1. Duties of Contractor. The Contractor shall provide the following services relative to this Contract:

2. Consideration. The Contractor will be paid at the rate of _____ for performing the duties set forth above. Total remuneration under this Contract shall not exceed \$ _____.

3. Term. This Contract shall be effective for a period of _____. It shall commence on _____ and shall remain in effect through _____.

4. Access to Records. The Contractor and its subcontractors, if any, shall maintain all ~~books, documents, papers, accounting records, and other evidence~~ time sheets and expense reports pertaining to all costs incurred under this Contract. Upon thirty (30) days written notice, ~~they~~ shall make such materials available at their respective offices during normal business hours at all reasonable times during this Contract, and for three (3) years from the date of final payment under this Contract, for inspection by the State or its authorized designees. Copies shall be furnished at no cost to the State if requested.

5. Assignment; Successors.

A. The Contractor binds its successors and assignees to all the terms and conditions of this Contract. The Contractor may assign its right to receive payments to such third parties as the Contractor may desire without the prior written consent of the State, provided that the Contractor gives written notice (including evidence of such assignment) to the State thirty (30) days in advance of any payment so assigned. The assignment shall cover all unpaid amounts under this Contract and shall not be made to more than one party.

B. The Contractor shall not assign or subcontract the whole or any part of this Contract without the State's prior written consent. Additionally, the Contractor shall provide prompt written notice to the State of any change in the Contractor's legal name or legal status so that the changes may be documented and payments to the successor entity may be made.

6. Assignment of Antitrust Claims. As part of the consideration for the award of this Contract, the Contractor assigns to the State all right, title and interest in and to any claims the Contractor now has, or may acquire, under state or federal antitrust laws relating to the products or services which are the subject of this Contract.

7. Audits. The Contractor acknowledges that it may be required to submit to an audit of funds paid through this Contract. Any such audit shall be conducted in accordance with IC § 5-11-1, *et seq.*, and audit guidelines specified by the State.

The State considers the Contractor to be a "Contractor" under 2 C.F.R. 200.330 for purposes of this Contract. However, if it is determined that the Contractor is a "subrecipient" and if required by applicable provisions of 2 C.F.R. 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements), Contractor shall arrange for a financial and compliance audit, which complies with 2 C.F.R. 200.500 *et seq.*

8. Authority to Bind Contractor. The signatory for the Contractor represents that he/she has been duly authorized to execute this Contract on behalf of the Contractor and has obtained all necessary or applicable approvals to make this Contract fully binding upon the Contractor when his/her signature is affixed, and accepted by the State.

9. Changes in Work. The Contractor shall not commence any additional work or change the scope of the work until authorized in writing by the State. The Contractor shall make no claim for additional compensation in the absence of a prior written approval and amendment executed by all signatories hereto. This Contract may only be amended, supplemented or modified by a written document executed in the same manner as this Contract.

10. Compliance with Laws.

A. The Contractor shall comply with all applicable federal, state, and local laws, rules, regulations, and ordinances, and all provisions required thereby to be included herein are hereby incorporated by reference. The enactment or modification of any applicable state or federal statute or the promulgation of rules or regulations thereunder after execution of this Contract shall be reviewed by the State and the Contractor to determine whether the provisions of this Contract require formal modification.

B. The Contractor and its agents shall abide by all ethical requirements that apply to persons who have a business relationship with the State as set forth in IC § 4-2-6, *et seq.*, IC § 4-2-7, *et seq.* and the regulations promulgated thereunder. **If the Contractor has knowledge, or would have acquired knowledge with reasonable inquiry, that a state officer, employee, or special state appointee, as those terms are defined in IC § 4-2-6-1, has a financial interest in the Contract, the Contractor shall ensure compliance with the disclosure requirements in IC § 4-2-6-10.5 prior to the execution of this Contract.** If the Contractor is not familiar with these ethical requirements, the Contractor should refer any questions to the Indiana State Ethics Commission, or visit the Inspector General's website at <http://www.in.gov/ig/>. If the Contractor or its agents violate any applicable ethical standards, the State may, in its sole discretion, terminate this Contract immediately upon notice to the Contractor. In addition, the Contractor may be subject to penalties under IC §§ 4-2-6, 4-2-7, 35-44.1-1-4, and under any other applicable laws.

C. The Contractor certifies by entering into this Contract that neither it nor its principal(s) is presently in arrears in payment of taxes, permit fees or other statutory, regulatory or judicially required payments to the State of Indiana. The Contractor agrees that any payments currently due to the State of Indiana may be withheld from payments due to the Contractor. Additionally, further work or payments may be withheld, delayed, or denied and/or this Contract suspended until the Contractor is current in its payments and has submitted proof of such payment to the State.

D. The Contractor warrants that it has no current, pending or outstanding criminal, civil, or enforcement actions initiated by the State, and agrees that it will immediately notify the State of any such actions. During the term of such actions, the Contractor agrees that the State may delay, withhold, or deny work under any supplement, amendment, change order or other contractual device issued pursuant to this Contract.

E. If a valid dispute exists as to the Contractor's liability or guilt in any action initiated by the State or its agencies, and the State decides to delay, withhold, or deny work to the Contractor, the Contractor may request that it be allowed to continue, or receive work, without delay. The Contractor must submit, in writing, a request for review to the Indiana Department of Administration (IDOA) following the procedures for disputes outlined herein. A determination by IDOA shall be binding on the parties. Any

payments that the State may delay, withhold, deny, or apply under this section shall not be subject to penalty or interest, except as permitted by IC § 5-17-5.

F. The Contractor warrants that the Contractor and its subcontractors, if any, shall obtain and maintain all required permits, licenses, registrations, and approvals, and shall comply with all health, safety, and environmental statutes, rules, or regulations in the performance of work activities for the State. Failure to do so may be deemed a material breach of this Contract and grounds for immediate termination and denial of further work with the State.

G. The Contractor affirms that, if it is an entity described in IC Title 23, it is properly registered and owes no outstanding reports to the Indiana Secretary of State.

H. As required by IC § 5-22-3-7:

(1) The Contractor and any principals of the Contractor certify that:

(A) the Contractor, except for de minimis and nonsystematic violations, has not violated the terms of:

(i) IC §24-4.7 [Telephone Solicitation Of Consumers];

(ii) IC §24-5-12 [Telephone Solicitations]; or

(iii) IC §24-5-14 [Regulation of Automatic Dialing Machines];

in the previous three hundred sixty-five (365) days, even if IC § 24-4.7 is preempted by federal law; and

(B) the Contractor will not violate the terms of IC § 24-4.7 for the duration of the Contract, even if IC §24-4.7 is preempted by federal law.

(2) The Contractor and any principals of the Contractor certify that an affiliate or principal of the Contractor and any agent acting on behalf of the Contractor or on behalf of an affiliate or principal of the Contractor, except for de minimis and nonsystematic violations,

(A) has not violated the terms of IC § 24-4.7 in the previous three hundred sixty-five (365) days, even if IC §24-4.7 is preempted by federal law; and

(B) will not violate the terms of IC § 24-4.7 for the duration of the Contract, even if IC §24-4.7 is preempted by federal law.

11. Condition of Payment. All services provided by the Contractor under this Contract must be performed ~~to the State's reasonable satisfaction, as determined at the discretion of the undersigned State representative~~ and in accordance with all applicable federal, state, local laws, ordinances, rules and regulations. The State shall not be required to pay for work found to be ~~unsatisfactory~~, inconsistent with this Contract or performed in violation of any federal, ~~state~~ or local statute, ordinance, rule or regulation.

12. Confidentiality of State Information. The Contractor understands and agrees that data, materials, and information disclosed to the Contractor may contain confidential and protected information. The Contractor covenants that data, material, and information gathered, based ~~upon~~ or disclosed to the Contractor for the purpose of this Contract will not be disclosed to or discussed with third parties without the prior written consent of the State.

The parties acknowledge that the services to be performed by Contractor for the State under this Contract may require or allow access to data, materials, and information containing Social Security numbers maintained by the State in its computer system or other records. In addition to the covenant made above

in this section and pursuant to 10 IAC 5-3-1(4), the Contractor and the State agree to comply with the provisions of IC § 4-1-10 and IC § 4-1-11. ~~If any Social Security number(s) is/are disclosed by Contractor, Contractor agrees to pay the cost of the notice of disclosure of a breach of the security of the system in addition to any other claims and expenses for which it is liable under the terms of this contract.~~

13. Continuity of Services.

A. The Contractor recognizes that the service(s) to be performed under this Contract are vital to the State and must be continued without interruption and that, upon Contract expiration, a successor, either the State or another contractor, may continue them. The Contractor agrees to:

1. Furnish phase-in training; and
2. Exercise ~~commercially reasonable its best~~ efforts and cooperation to effect an orderly and efficient transition to a successor.

B. The Contractor shall, upon the State's written notice:

1. Furnish phase-in, phase-out services for up to sixty (60) days after this Contract expires; and
2. Negotiate in good faith a plan with a successor to determine the nature and extent of phase-in, phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan, and shall be subject to the State's approval. The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this Contract are maintained at the required level of proficiency.

C. The Contractor shall allow as many personnel as practicable to remain on the job to help the successor maintain the continuity and consistency of the services required by this Contract. The Contractor also shall disclose necessary personnel records and allow the successor to conduct on-site interviews with these employees. If selected employees are agreeable to the change, the Contractor shall release them at a mutually agreeable date and negotiate transfer of their earned fringe benefits to the successor.

D. The Contractor shall be reimbursed for all reasonable phase-in, phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations).

14. Debarment and Suspension.

A. The Contractor certifies by entering into this Contract that neither it nor its principals nor any of its subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from entering into this Contract by any federal agency or by any department, agency or political subdivision of the State of Indiana. The term "principal" for purposes of this Contract means an officer, director, owner, partner, key employee or other person with primary management or supervisory responsibilities, or a person who has a critical influence on or substantive control over the operations of the Contractor.

B. The Contractor certifies that it has verified the state and federal suspension and debarment status for all subcontractors receiving funds under this Contract and shall be solely responsible for any recoupment, penalties or costs that might arise from use of a suspended or debarred subcontractor. The Contractor shall immediately notify the State if any subcontractor becomes debarred or suspended, and shall, at the State's request, take all steps required by the State to terminate its contractual relationship with the subcontractor for work to be performed under this Contract.

15. **Default by State.** If the State, ~~thirty (30) sixty (60)~~ days after receipt of written notice, fails to correct or cure any material breach of this Contract, the Contractor may cancel and terminate this Contract and institute measures to collect monies due up to and including the date of termination.

16. Disputes.

A. Should any disputes arise with respect to this Contract, the Contractor and the State agree to act immediately to resolve such disputes. Time is of the essence in the resolution of disputes.

B. The Contractor agrees that, the existence of a dispute notwithstanding, it will continue without delay to carry out all of its responsibilities under this Contract that are not affected by the dispute. Should the Contractor fail to continue to perform its responsibilities regarding all non-disputed work, without delay, any additional costs incurred by the State or the Contractor as a result of such failure to proceed shall be borne by the Contractor, and the Contractor shall make no claim against the State for such costs.

C. If the parties are unable to resolve a contract dispute between them after good faith attempts to do so, a dissatisfied party shall submit the dispute to the Commissioner of the Indiana Department of Administration for resolution. The dissatisfied party shall give written notice to the Commissioner and the other party. The notice shall include: (1) a description of the disputed issues, (2) the efforts made to resolve the dispute, and (3) a proposed resolution. The Commissioner shall promptly issue a Notice setting out documents and materials to be submitted to the Commissioner in order to resolve the dispute; the Notice may also afford the parties the opportunity to make presentations and enter into further negotiations. Within thirty (30) business days of the conclusion of the final presentations, the Commissioner shall issue a written decision and furnish it to both parties. The Commissioner's decision shall be the final and conclusive administrative decision unless either party serves on the Commissioner and the other party, within ten (10) business days after receipt of the Commissioner's decision, a written request for reconsideration and modification of the written decision. If the Commissioner does not modify the written decision within thirty (30) business days, either party may take such other action helpful to resolving the dispute, including submitting the dispute to an Indiana court of competent jurisdiction. If the parties accept the Commissioner's decision, it may be memorialized as a written Amendment to this Contract if appropriate.

D. The State may withhold payments on disputed items pending resolution of the dispute. The unintentional nonpayment by the State to the Contractor of one or more invoices not in dispute in accordance with the terms of this Contract will not be cause for the Contractor to terminate this Contract, and the Contractor may bring suit to collect these amounts without following the disputes procedure contained herein.

E. With the written approval of the Commissioner of the Indiana Department of Administration, the parties may agree to forego the process described in subdivision C. relating to submission of the dispute to the Commissioner.

F. This paragraph shall not be construed to abrogate provisions of IC § 4-6-2-11 in situations where dispute resolution efforts lead to a compromise of claims in favor of the State as described in that statute. In particular, releases or settlement agreements involving releases of legal claims or potential legal claims of the state should be processed consistent with IC § 4-6-2-11, which requires approval of the Governor and Attorney General.

17. Drug-Free Workplace Certification. As required by Executive Order No. 90-5 dated April 12, 1990, issued by the Governor of Indiana, the Contractor hereby covenants and agrees to make a good faith effort to provide and maintain a drug-free workplace. The Contractor will give written notice to the State within ten (10) days after receiving actual notice that the Contractor, or an employee of the Contractor in the State of Indiana, has been convicted of a criminal drug violation occurring in the workplace. False certification or violation of this certification may result in sanctions including, but not

limited to, suspension of contract payments, termination of this Contract and/or debarment of contracting opportunities with the State for up to three (3) years.

In addition to the provisions of the above paragraph, if the total amount set forth in this Contract is in excess of \$25,000.00, the Contractor certifies and agrees that it will provide a drug-free workplace by:

- A. Publishing and providing to all of its employees a statement notifying them that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Contractor's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
- B. Establishing a drug-free awareness program to inform its employees of: (1) the dangers of drug abuse in the workplace; (2) the Contractor's policy of maintaining a drug-free workplace; (3) any available drug counseling, rehabilitation and employee assistance programs; and (4) the penalties that may be imposed upon an employee for drug abuse violations occurring in the workplace;
- C. Notifying all employees in the statement required by subparagraph (A) above that as a condition of continued employment, the employee will: (1) abide by the terms of the statement; and (2) notify the Contractor of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction;
- D. Notifying the State in writing within ten (10) days after receiving notice from an employee under subdivision (C)(2) above, or otherwise receiving actual notice of such conviction;
- E. Within thirty (30) days after receiving notice under subdivision (C)(2) above of a conviction, imposing the following sanctions or remedial measures on any employee who is convicted of drug abuse violations occurring in the workplace: (1) taking appropriate personnel action against the employee, up to and including termination; or (2) requiring such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement, or other appropriate agency; and
- F. Making a good faith effort to maintain a drug-free workplace through the implementation of subparagraphs (A) through (E) above.

18. Employment Eligibility Verification. As required by IC § 22-5-1.7, the Contractor swears or affirms under the penalties of perjury that the Contractor does not knowingly employ an unauthorized alien. The Contractor further agrees that:

- A. The Contractor shall enroll in and verify the work eligibility status of all his/her/its newly hired employees through the E-Verify program as defined in IC § 22-5-1.7-3. The Contractor is not required to participate should the E-Verify program cease to exist. Additionally, the Contractor is not required to participate if the Contractor is self-employed and does not employ any employees.
- B. The Contractor shall not knowingly employ or contract with an unauthorized alien. The Contractor shall not retain an employee or contract with a person that the Contractor subsequently learns is an unauthorized alien.
- C. The Contractor shall require his/her/its subcontractors, who perform work under this Contract, to certify to the Contractor that the subcontractor does not knowingly employ or contract with an unauthorized alien and that the subcontractor has enrolled and is participating in the E-Verify program.

The Contractor agrees to maintain this certification throughout the duration of the term of a contract with a subcontractor.

The State may terminate for default if the Contractor fails to cure a breach of this provision no later than thirty (30) days after being notified by the State.

19. Employment Option. If the State determines that it would be in the State's best interest to hire an employee of the Contractor, the Contractor will release the selected employee from any non-competition agreements that may be in effect. This release will be at no cost to the State or the employee.

20. Force Majeure. In the event that either party is unable to perform any of its obligations under this Contract or to enjoy any of its benefits because of natural disaster, epidemic, pandemic or decrees of governmental bodies not the fault of the affected party (hereinafter referred to as a "Force Majeure Event"), the party who has been so affected shall immediately or as soon as is reasonably possible under the circumstances give notice to the other party and shall do everything possible to resume performance. Upon receipt of such notice, all obligations under this Contract shall be immediately suspended. If the period of nonperformance exceeds thirty (30) days from the receipt of notice of the Force Majeure Event, the party whose ability to perform has not been so affected may, by giving written notice, terminate this Contract.

21. Funding Cancellation. As required by Financial Management Circular 2007-1 and IC § 5-22-17-5, when the Director of the State Budget Agency makes a written determination that funds are not appropriated or otherwise available to support continuation of performance of this Contract, this Contract shall be canceled. A determination by the Director of State Budget Agency that funds are not appropriated or otherwise available to support continuation of performance shall be final and conclusive.

22. Governing Law. This Contract shall be governed, construed, and enforced in accordance with the laws of the State of Indiana, without regard to its conflict of laws rules. Suit, if any, must be brought in the State of Indiana.

23. HIPAA Compliance. If this Contract involves services, activities or products subject to the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the Contractor covenants that it will appropriately safeguard Protected Health Information (defined in 45 CFR 160.103), and agrees that it is subject to, and shall comply with, the provisions of 45 CFR 164 Subpart E regarding use and disclosure of Protected Health Information.

24. Indemnification and Limitation on Liability. The Contractor agrees to indemnify, defend, and hold harmless the State, its agents, officials, and employees from all third party claims and suits including court costs, attorney's fees, and other expenses caused by any act or omission of the Contractor and/or its subcontractors, if any, in the performance of this Contract. The State will not provide indemnification to the Contractor.

Notwithstanding the terms of any other provision, the total liability of Contractor and its affiliates, directors, officers, employees, subcontractors, agents and representatives for all claims of any kind arising out of this Agreement, whether in contract, tort or otherwise, shall be limited to the total fees paid to Contractor under the applicable SOW in the preceding 12 months. Neither Contractor or the State of Indiana shall in any event be liable for any indirect, consequential or punitive damages, even if Contractor or State of Indiana have been advised of the possibility of such damages.

25. Independent Contractor; Workers' Compensation Insurance. The Contractor is performing as an independent entity under this Contract. No part of this Contract shall be construed to represent the

creation of an employment, agency, partnership or joint venture agreement between the parties. Neither party will assume liability for any injury (including death) to any persons, or damage to any property, arising out of the acts or omissions of the agents, employees or subcontractors of the other party. The Contractor shall provide all necessary unemployment and workers' compensation insurance for the Contractor's employees and Contractor shall provide the State with a Certificate of Insurance evidencing such coverage prior to starting work under this Contract.

26. Indiana Veteran Owned Small Business Enterprise Compliance. Award of this Contract was based, in part, on the Indiana Veteran Owned Small Business Enterprise ("IVOSB") participation plan, as detailed in the IVOSB Subcontractor Commitment Form, commonly referred to as "Attachment A-1" in the procurement documentation and incorporated by reference herein. Therefore, any changes to this information during the Contract term must be approved by IDOA's Division of Supplier Diversity and may require an amendment. It is the State's expectation that the Contractor will meet the subcontractor commitments during the Contract term. The following certified IVOSB subcontractor(s) will be participating in this Contract: [Add additional IVOSBs using the same format.]

IVOSB	COMPANY NAME	PHONE	EMAIL OF CONTACT PERSON	PERCENT
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Briefly describe the IVOSB service(s)/product(s) to be provided under this Contract and include the estimated date(s) for utilization during the Contract term:

A copy of each subcontractor agreement must be submitted to the Division of Supplier Diversity within thirty (30) days of the effective date of this Contract. The subcontractor agreements may be uploaded into Pay Audit (Indiana's subcontractor payment auditing system), emailed to IndianaVeteransPreference@idoa.IN.gov, or mailed to IDOA, 402 W. Washington Street, Room W-462, Indianapolis, IN 46204. Failure to provide a copy of any subcontractor agreement may be deemed a violation of the rules governing IVOSB procurement and may result in sanctions allowable under 25 IAC 9-5-2. Requests for changes must be submitted to IndianaVeteransPreference@idoa.IN.gov for review and approval before changing the participation plan submitted in connection with this Contract.

The Contractor shall report payments made to certified IVOSB subcontractors under this Contract on a monthly basis using Pay Audit. The Contractor shall notify subcontractors that they must confirm payments received from the Contractor in Pay Audit. The Pay Audit system can be accessed on the IDOA webpage at: www.in.gov/idoa/mwbe/payaudit.htm. The Contractor may also be required to report IVOSB certified subcontractor payments directly to the Division of Supplier Diversity, as reasonably requested and in the format required by the Division of Supplier Diversity.

The Contractor's failure to comply with the provisions in this clause may be considered a material breach of the Contract.

27. Information Technology Enterprise Architecture Requirements. If this Contract involves information technology-related products or services, the Contractor agrees that all such products or services are compatible with any of the technology standards found at <https://www.in.gov/iot/2394.htm> that are applicable, including the assistive technology standard. The State may terminate this Contract for default if the terms of this paragraph are breached.

28. Insurance.

A. The Contractor and its subcontractors (if any) shall secure and keep in force during the term of this Contract the following insurance coverages (if applicable) covering the Contractor for any and all claims of any nature which may in any manner arise out of or result from Contractor's performance under this Contract:

1. Commercial general liability, including contractual coverage, and products or completed operations coverage (if applicable), with minimum liability limits not less than \$700,000 per person and \$15,000,000 per occurrence unless additional coverage is required by the State. The State is to be named as an additional insured on a primary, non-contributory basis for any liability arising directly or indirectly under or in connection with this Contract.
2. Automobile liability for owned, non-owned and hired autos with minimum liability limits not less than \$700,000 per person and \$15,000,000 per occurrence and \$2,000,000 in the aggregate. The State is to be named as an additional insured on a primary, non-contributory basis.
3. Errors and Omissions liability with minimum liability limits of \$1,000,000 per claim and in the aggregate. Coverage for the benefit of the State shall continue for a period of two (2) years after the date of service provided under this Contract.
4. Fiduciary liability if the Contractor is responsible for the management and oversight of various employee benefit plans and programs such as pensions, profit-sharing and savings, among others with limits no less than \$700,000 per cause of action and \$15,000,000 in the aggregate.
5. Valuable Papers coverage, if applicable, with an Inland Marine Policy Insurance with limits sufficient to pay for the re-creation and reconstruction of such records.
6. Surety or Fidelity Bond(s) if required by statute or by the agency.
7. Cyber Liability addressing risks associated with electronic transmissions, the internet, networks and informational assets, and having limits of no less than \$700,000 per occurrence and \$35,000,000 in the aggregate.

Upon written request, The Contractor shall provide proof of such insurance coverage by tendering to the undersigned State representative a certificate of insurance prior to the commencement of this Contract and proof of workers' compensation coverage meeting all statutory requirements of IC § 22-3-2. In addition, proof of an "all states endorsement" covering claims occurring outside the State is required if any of the services provided under this Contract involve work outside of Indiana.

B. The Contractor's insurance coverage must meet the following additional requirements:

1. The insurer must have a certificate of authority or other appropriate authorization to operate in the state in which the policy was issued.
2. Any deductible or self-insured retention amount or other similar obligation under the insurance policies shall be the sole obligation of the Contractor.
3. ~~The State will be defended, indemnified and held harmless to the full extent of any coverage actually secured by the Contractor in excess of the minimum requirements set forth above. The duty to indemnify the State under this Contract shall not be limited by the insurance required in this Contract.~~

4. The insurance required in this Contract, through a policy or endorsement(s), shall include a provision that the Contractor shall endeavor to provide notice of the policy and endorsements that may not be canceled or modified without thirty (30) days' prior written notice to the undersigned State agency.
 5. The Contractor waives and agrees to require their insurer to waive their rights of subrogation against the State of Indiana except to claims directly caused by the State of Indiana's negligence or willful misconduct.
- C. Failure to provide insurance as required in this Contract may be deemed a material breach of contract entitling the State to immediately terminate this Contract. The Contractor shall furnish a certificate of insurance and all endorsements to the State before the commencement of this Contract.

29. Key Person(s).

- A. If both parties have designated that certain individual(s) are essential to the services offered, the parties agree that should such individual(s) leave their employment during the term of this Contract for whatever reason, the State shall have the right to terminate this Contract upon thirty (30) days' prior written notice.
- B. In the event that the Contractor is an individual, that individual shall be considered a key person and, as such, essential to this Contract. Substitution of another for the Contractor shall not be permitted without express written consent of the State.

Nothing in sections A and B, above shall be construed to prevent the Contractor from using the services of others to perform tasks ancillary to those tasks which directly require the expertise of the key person. Examples of such ancillary tasks include secretarial, clerical, and common labor duties. The Contractor shall, at all times, remain responsible for the performance of all necessary tasks, whether performed by a key person or others.

Key person(s) to this Contract is/are _____

30. Licensing Standards. The Contractor, its employees and subcontractors shall comply with all applicable licensing standards, certification standards, accrediting standards and any other laws, rules, or regulations governing services to be provided by the Contractor pursuant to this Contract. The State will not pay the Contractor for any services performed when the Contractor, its employees or subcontractors are not in compliance with such applicable standards, laws, rules, or regulations. If any license, certification or accreditation expires or is revoked, or any disciplinary action is taken against an applicable license, certification, or accreditation, the Contractor shall notify the State immediately and the State, at its option, may immediately terminate this Contract.

31. Merger & Modification. This Contract constitutes the entire agreement between the parties. No understandings, agreements, or representations, oral or written, not specified within this Contract will be valid provisions of this Contract. This Contract may not be modified, supplemented, or amended, except by written agreement signed by all necessary parties.

32. Minority and Women's Business Enterprises Compliance.

Award of this Contract was based, in part, on the Minority and/or Women's Business Enterprise ("MBE" and/or "WBE") participation plan as detailed in the Minority and Women's Business Enterprises

Subcontractor Commitment Form, commonly referred to as "Attachment A" in the procurement documentation and incorporated by reference herein. Therefore, any changes to this information during the Contract term must be approved by Division of Supplier Diversity and may require an amendment. It is the State's expectation that the Contractor will meet the subcontractor commitments during the Contract term.

The following Division of Supplier Diversity certified MBE and/or WBE subcontractors will be participating in this Contract: **[Add additional MBEs and WBEs using the same format.]**

MBE or WBE	COMPANY NAME	PHONE	EMAIL OF CONTACT PERSON	PERCENT
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Briefly describe the MBE and/or WBE service(s)/product(s) to be provided under this Contract and include the estimated date(s) for utilization during the Contract term:

A copy of each subcontractor agreement must be submitted to the Division of Supplier Diversity within thirty (30) days of the effective date of this Contract. The subcontractor agreements may be uploaded into Pay Audit (Indiana's subcontractor payment auditing system), emailed to MWBECompliance@idoa.IN.gov, or mailed to Division of Supplier Diversity, 402 W. Washington Street, Room W-462, Indianapolis IN 46204. Failure to provide a copy of any subcontractor agreement may be deemed a violation of the rules governing MBE/WBE procurement and may result in sanctions allowable under 25 IAC 5-7-8. Requests for changes must be submitted to MWBECompliance@idoa.IN.gov for review and approval before changing the participation plan submitted in connection with this Contract.

The Contractor shall report payments made to Division of Supplier Diversity certified subcontractors under this Contract on a monthly basis using Pay Audit. The Contractor shall notify subcontractors that they must confirm payments received from the Contractor in Pay Audit. The Pay Audit system can be accessed on the IDOA webpage at: www.in.gov/idoa/mwbe/payaudit.htm. The Contractor may also be required to report Division of Supplier Diversity certified subcontractor payments directly to the Division, as reasonably requested and in the format required by the Division of Supplier Diversity.

The Contractor's failure to comply with the provisions in this clause may be considered a material breach of the Contract.

33. Nondiscrimination. Pursuant to the Indiana Civil Rights Law, specifically IC § 22-9-1-10, and in keeping with the purposes of the federal Civil Rights Act of 1964, the Age Discrimination in Employment Act, and the Americans with Disabilities Act, the Contractor covenants that it shall not discriminate against any employee or applicant for employment relating to this Contract with respect to the hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment, because of the employee's or applicant's race, color, national origin, religion, sex, age, disability, ancestry, status as a veteran, or any other characteristic protected by federal, state, or local law ("Protected Characteristics"). The Contractor certifies compliance with applicable federal laws, regulations, and executive orders prohibiting discrimination based on the Protected Characteristics in the provision of services. Breach of this paragraph may be regarded as a material breach of this Contract, but nothing in this paragraph shall be construed to imply or establish an employment relationship between the State and any applicant or employee of the Contractor or any subcontractor.

The State is a recipient of federal funds, and therefore, where applicable, the Contractor and any subcontractors shall comply with requisite affirmative action requirements, including reporting, pursuant to 41 CFR Chapter 60, as amended, and Section 202 of Executive Order 11246 as amended by Executive Order 13672.

34. Notice to Parties. Whenever any notice, statement or other communication is required under this Contract, it will be sent by E-mail or first-class U.S. mail service to the following addresses, unless otherwise specifically advised.

A. Notices to the State shall be sent to:

E-mail: _____

B. Notices to the Contractor shall be sent to:

E-mail: _____

As required by IC § 4-13-2-14.8, payments to the Contractor shall be made via electronic funds transfer in accordance with instructions filed by the Contractor with the Indiana Auditor of State.

35. Order of Precedence; Incorporation by Reference. Any inconsistency or ambiguity in this Contract shall be resolved by giving precedence in the following order: (1) this Contract, (2) attachments prepared by the State, (3) RFP # _____, (4) Contractor's response to RFP # _____, and (5) attachments prepared by the Contractor. All attachments, and all documents referred to in this paragraph, are hereby incorporated fully by reference.

36. Ownership of Documents and Materials.

~~A. All documents, records, programs, applications, data, algorithms, film, tape, articles, memoranda, and other materials (the "Materials") not developed or licensed by the Contractor prior to execution of this Contract, but specifically developed under this Contract shall be considered "work-for-hire" and the Contractor hereby transfers and assigns any ownership claims to the State so that all Materials will be the property of the State. Upon full payment of all amounts due Contractor in connection with this Agreement, all rights, title and interest in any information and items, including summaries, documents, reports and portions thereof Contractor provides to the State of Indiana (the "Contractor Deliverables") will become the State of Indiana's sole and exclusive property for its internal business purposes and uses pursuant to the scope set forth in the applicable SOW, subject to the exceptions set forth below. Contractor shall retain sole and exclusive ownership of all rights, title and interest in its work papers, proprietary information, processes, methodologies, know-how and software, including such information as existed prior to the delivery of the Services and, to the extent such information is of general application, anything that it may discover, create or develop during provision of the Services ("Contractor Property"). To the extent the Contractor Deliverables contain Contractor Property, The State of Indiana is granted a non-exclusive, non-assignable, royalty-free license to use it in connection with the subject of this Agreement. If ownership interest in the Materials cannot be assigned to the State, the Contractor grants the State a non-exclusive, non-cancelable, perpetual, worldwide royalty-free license to use the Materials and to use, modify, copy and create derivative works of the Materials.~~

B. Use of the Materials, other than related to contract performance by the Contractor, without the prior written consent of the State, is prohibited. During the performance of this Contract, the Contractor shall be responsible for any loss of or damage to the Materials developed for or supplied by the State and used to develop or assist in the services provided while the Materials are in the possession of the Contractor. Any loss or damage thereto shall be restored at the Contractor's expense. The Contractor shall provide the State full, immediate, and unrestricted access to the Materials and to Contractor's work product during the term of this Contract.

37. Payments.

A. All payments shall be made thirty five (35) days in arrears in conformance with State fiscal policies and procedures and, as required by IC § 4-13-2-14.8, the direct deposit by electronic funds transfer to the financial institution designated by the Contractor in writing unless a specific waiver has been obtained from the Indiana Auditor of State. No payments will be made in advance of receipt of the goods or services that are the subject of this Contract except as permitted by IC § 4-13-2-20. If payment on invoices is past due more than sixty (60) days, Contractor reserves the right to terminate the Agreement or the applicable SOW or suspend the Services until payment is received.

B. If the Contractor is being paid in advance for the maintenance of equipment, software or a service as a subscription, then pursuant to IC § 4-13-2-20(b)(14), the Contractor agrees that if it fails to fully provide or perform under this Contract, upon receipt of written notice from the State, it shall promptly refund the consideration paid, pro-rated through the date of non-performance.

38. Penalties/Interest/Attorney's Fees. The State will in good faith perform its required obligations hereunder and does not agree to pay any penalties, liquidated damages, interest or attorney's fees, except as permitted by Indiana law, in part, IC § 5-17-5, IC § 34-54-8, IC § 34-13-1 and IC § 34-52-2.

Notwithstanding the provisions contained in IC § 5-17-5, any liability resulting from the State's failure to make prompt payment shall be based solely on the amount of funding originating from the State and shall not be based on funding from federal or other sources.

39. Progress Reports. The Contractor shall submit progress reports to the State upon request. The report shall be oral, unless the State, upon receipt of the oral report, should deem it necessary to have it in written form. The progress reports shall serve the purpose of assuring the State that work is progressing in line with the schedule, and that completion can be reasonably assured on the scheduled date.

40. Public Record. The Contractor acknowledges that the State will not treat this Contract as containing confidential information and the State will post this Contract on the transparency portal as required by Executive Order 05-07 and IC § 5-14-3.5-2. Use by the public of the information contained in this Contract shall not be considered an act of the State.

41. Renewal Option. This Contract may be renewed under the same terms and conditions, subject to the approval of the Commissioner of the Department of Administration and the State Budget Director in compliance with IC § 5-22-17-4. The term of the renewed contract may not be longer than the term of the original Contract.

42. Severability. The invalidity of any section, subsection, clause or provision of this Contract shall not affect the validity of the remaining sections, subsections, clauses or provisions of this Contract.

43. Substantial Performance. This Contract shall be deemed to be substantially performed only when fully performed according to its terms and conditions and any written amendments or supplements.

44. Taxes. The State is exempt from most state and local taxes and many federal taxes. The State will not be responsible for any taxes levied on the Contractor ~~as a result of this Contract.~~

45. Termination for Convenience. This Contract may be terminated, in whole or in part, by the State, which shall include and is not limited to IDOA and the State Budget Agency whenever, for any reason, the State determines that such termination is in its best interest. Termination of services shall be effected by delivery to the Contractor of a Termination Notice at least thirty (30) days prior to the termination effective date, specifying the extent to which performance of services under such termination becomes effective. The Contractor shall be compensated for services properly rendered prior to the effective date of termination. The State will not be liable for services performed after the effective date of termination. The Contractor shall be compensated for services herein provided but in no case shall total payment made to the Contractor exceed the original contract price or shall any price increase be allowed on individual line items if canceled only in part prior to the original termination date. For the purposes of this paragraph, the parties stipulate and agree that IDOA shall be deemed to be a party to this Contract with authority to terminate the same for convenience when such termination is determined by the Commissioner of IDOA to be in the best interests of the State.

46. Termination for Default.

A. With the provision of thirty (30) days' notice to the Contractor, the State may terminate this Contract in whole or in part if the Contractor fails to:

1. Correct or cure any breach of this Contract; the time to correct or cure the breach may be extended beyond thirty (30) days if the State determines progress is being made and the extension is agreed to by the parties;
2. Deliver the supplies or perform the services within the time specified in this Contract or any extension;
3. Make progress ~~so as to~~ endanger performance of this Contract; or
4. Perform any of the other provisions of this Contract.

B. If the State terminates this Contract in whole or in part, it may acquire, under the terms and in the manner the State considers appropriate, supplies or services similar to those terminated, ~~and the Contractor will be liable to the State for any excess costs for those supplies or services.~~ However, the Contractor shall continue the work not terminated.

C. The State shall pay the contract price for completed supplies delivered and services accepted. The Contractor and the State shall agree on the amount of payment for manufacturing materials delivered and accepted and for the protection and preservation of the property. Failure to agree will be a dispute under the Disputes clause. ~~The State may withhold from these amounts any sum the State determines to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders.~~

D. The rights and remedies of the State in this clause are in addition to any other rights and remedies provided by law or equity or under this Contract.

47. Travel. No expenses for travel will be reimbursed unless specifically authorized by this Contract. Permitted expenses will be reimbursed at the rate paid by the State and in accordance with the Budget Agency's *Financial Management Circular – Travel Policies and Procedures* in effect at the time the expenditure is made. Out-of-state travel requests must be reviewed by the State for availability of funds and for conformance with *Circular* guidelines.

48. Waiver of Rights. No right conferred on either party under this Contract shall be deemed waived, and no breach of this Contract excused, unless such waiver is in writing and signed by the party claimed

to have waived such right. Neither the State's review, approval or acceptance of, nor payment for, the services required under this Contract shall be construed to operate as a waiver of any rights under this Contract or of any cause of action arising out of the performance of this Contract, and the Contractor shall be and remain liable to the State in accordance with applicable law for all damages to the State caused by the Contractor's negligent performance of any of the services furnished under this Contract.

49. Work Standards. The Contractor shall execute its responsibilities by following and applying at all times the highest professional and technical guidelines and standards. If the State becomes dissatisfied with the work product of or the working relationship with those individuals assigned to work on this Contract, the State may request in writing the replacement of any or all such individuals, and the Contractor shall grant such request.

50. State Boilerplate Affirmation Clause. I swear or affirm under the penalties of perjury that I have not altered, modified, changed or deleted the State's standard contract clauses (as contained in the *2021 OAG/ IDOA Professional Services Contract Manual* or the *2021 SCM Template*) in any way except as follows: _____

Non-Collusion and Acceptance

The undersigned attests, subject to the penalties for perjury, that the undersigned is the Contractor, or that the undersigned is the properly authorized representative, agent, member or officer of the Contractor. Further, to the undersigned's knowledge, neither the undersigned nor any other member, employee, representative, agent or officer of the Contractor, directly or indirectly, has entered into or been offered any sum of money or other consideration for the execution of this Contract other than that which appears upon the face hereof. Furthermore, if the undersigned has knowledge that a state officer, employee, or special state appointee, as those terms are defined in IC § 4-2-6-1, has a financial interest in the Contract, the Contractor attests to compliance with the disclosure requirements in IC § 4-2-6-10.5.

Agreement to Use Electronic Signatures

I agree, and it is my intent, to sign this Contract by accessing State of Indiana Supplier Portal using the secure password assigned to me and by electronically submitting this Contract to the State of Indiana. I understand that my signing and submitting this Contract in this fashion is the legal equivalent of having placed my handwritten signature on the submitted Contract and this affirmation. I understand and agree that by electronically signing and submitting this Contract in this fashion I am affirming to the truth of the information contained therein. I understand that this Contract will not become binding on the State until it has been approved by the Department of Administration, the State Budget Agency, and the Office of the Attorney General, which approvals will be posted on the Active Contracts Database:

https://fs.gmis.in.gov/psp/guest/SUPPLIER/ERP/c/SOI_CUSTOM_APPS.SOI_PUBLIC_CNTRCTS.GBL?

In Witness Whereof, the Contractor and the State have, through their duly authorized representatives, entered into this Contract. The parties, having read and understood the foregoing terms of this Contract, do by their respective signatures dated below agree to the terms thereof.

[Contractor]

By: _____

Name and Title, Printed

Date: _____

Approved by:

Indiana Department of Administration

By: _____ (for)
Rebecca Holwerda, Commissioner

Date: _____

APPROVED as to Form and Legality:

Office of the Attorney General

Theodore E. Rokita, Attorney General

Date: _____

[Indiana Agency]

By: _____

Name and Title, Printed

Date: _____

Approved by:

State Budget Agency

By: _____ (for)
Zachary Q. Jackson, Director

Date: _____

Approved by:
Indiana Office of Technology

By: _____ (for)
Tracy E. Barnes, Chief Information Officer

Date: _____

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2.4.1.3 Please confirm you have carefully reviewed all requirements listed in RFP Section 1.4. Should your company have any exceptions, substitutions, or conditions for the State's consideration, please list them below. The State will not accept exceptions, substitutions, or conditions introduced after award, during contract finalization and implementation.

Guidehouse has carefully reviewed all requirements in RFP Section 1.4. We are confident that we would be able to fulfill all 4 deliverables and tasks associated with this

Statewide Broadband Plan solicitation.

2.4.2 Account Management

2.4.2.1 Please describe the proposed organizational structure of your State Account Management Team. Please include job titles and job descriptions where applicable.

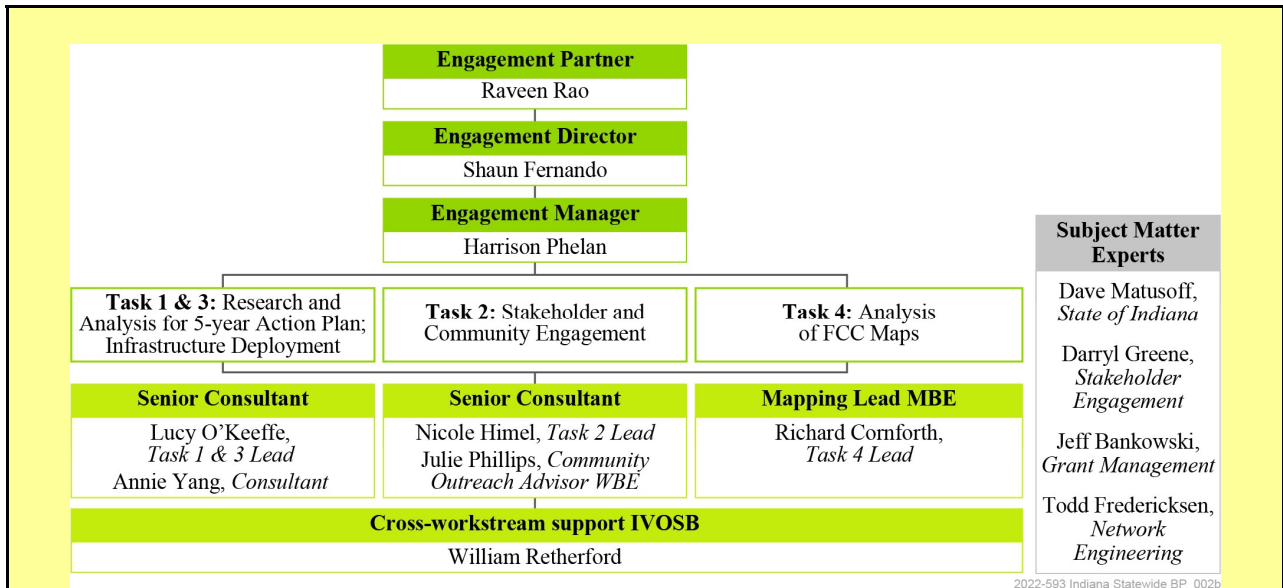


Figure 1: Organizational Chart

We recognize that the success of a wide-ranging and deeply impactful initiative like the Five-Year Action Plan often hinges on the availability and commitment of resources and subject matter specialists.

For this reason, Guidehouse is committed to providing the State of Indiana with experienced and knowledgeable professionals. Guidehouse's State and Local Government practice supports numerous projects across the country and is in constant communication with clients about future work and ways we can support their operations. From our over 15,000 Guidehouse employees, and the others among our four teaming partners, we have the scale and depth to provide the State with the best resources in this critical engagement.

This engagement will exhibit a clear reporting structure and leadership. This structure will flow down from the Engagement Partner and Director, Raveen Rao and Shaun Fernando respectively. They will provide oversight over the Engagement Manager, Harrison Phelan, and the team. Each member of the team will be primarily tasked with work in each of the 4 Tasks, though there will be overlap and assistance across tasks where necessary, with more staff specifically required for Tasks 1 and 2.

Each Task will have a lead Senior Consultant or teaming partner, and they will be expected to ensure that the work product is maintained at a high level of quality, with frequent collaboration across tasks and reporting up to Harrison Phelan.

This team will also be supported by several Subject Matter Experts. They have specialized and deep knowledge of their respective fields. For example, Dave Matusoff has served as the Executive Director of the State of Indiana Management and Performance Hub, bringing years of

experience running a statewide Indiana agency. Additionally, Todd Fredericksen has years of expertise in network engineering and evaluating what an action plan might look like for a governmental unit after assessing its current communication assets.

Guidehouse is confident that the proposed organizational structure will be able to deliver a robust and well-supported product in each of the 4 tasks associated with this engagement.

Raveen Rao, Engagement Partner

Name, Proposed Position	Raveen Rao, Engagement Partner
Degree/Education/Certifications	<ul style="list-style-type: none"> • MBA/Master of Public Policy, Carnegie Mellon University • BS Electrical Engineering, University of Illinois at Urbana-Champaign

Summary of Qualifications

Mr. Rao is a leader in Guidehouse's State and Local Government Advisory Practice in the US. He has more than 20 years of experience helping organizations improve their operations and drive growth. In addition to his extensive experience with State and Local government clients, he has worked with Fortune 100 clients in health care, financial services, and technology.

Relevant Experience

- **For several State and Local Governments**, Mr. Rao led engagements related to the operational, logistical, financial management, and grants management aspects of the recovery. Through the work of our teams, our clients were able to organize expenses and other costs, identify the most appropriate reimbursement channels, and drive reimbursements. This work also included a diversity and equity-based approach to the distribution of these funds to municipalities and subgrantees, as well as an approach to support economic development in these communities.
- **For the Chicago Transit Authority (CTA)**, Mr. Rao led a team to understand and improve upon the CTA's innovation strategy, including competitive posture (vs. ride share, etc.), customer engagement, data analytics, workforce development, technology innovation, and other related considerations. The team also advised on how best to re-align the organization with an eye towards innovation throughout the DNA of the CTA – at all levels of the organization. The team created a portfolio of pilot initiatives and set up a program management structure to drive its successful roll out.
- **For Chicago Public Schools**, Mr. Rao managed a cross-functional team to drive the development and execution of a multi-phase strategy to build performance management throughout the \$6B district of ~600 schools via a business intelligence and data warehouse rollout. The team drove the strategy, initial prototypes, RFP development/procurement process, vendor management, change management, and value management for the effort. The Performance Management Strategy, along with other district programs, has driven a significant improvement in attendance, test scores, grades, and behavior incidents across the district. Additionally, the team co-authored a paper with the district on data driven decision making in K-12 public education, which was subsequently presented at numerous conferences and councils.
- **For the State of Minnesota**, Mr. Rao led a project management, functional, and technical team to drive change from myriad systems to the Oracle Suite of Identity and Access Management Products. The team was responsible in building the strategy and roadmap for infrastructure build and application integrations. The team worked with various stakeholders to track activities and prioritize various efforts, coordinated with application owners, state executives and IAM leadership during these phases to plan for various release and go live activities. The program is now being rolled out with the team's support throughout other areas in the State.

Shaun Fernando, Engagement Director

Name, Proposed Position	Shaun Fernando, Engagement Director
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Degree/Education/Certifications	<ul style="list-style-type: none"> • MSc, Design Engineering, University College London • BSc, Physics, University College London
Summary of Qualifications	
<p>Mr. Fernando leads Guidehouse’s Strategy & Economics Consulting services within State & Local Government, working with governments, utilities, transportation agencies and the private sector on a range of strategic and public policy initiatives – specifically in the areas of economic development and industrial policy, climate change and net zero decarbonization, and broadband and connected communities. Prior to joining Guidehouse, Mr. Fernando was a Strategy Consultant with PwC in London and San Francisco, the Global Green Growth Institute (GGGI) in Abu Dhabi, and at IFC (part of the World Bank) working on sustainable energy financing in South Asia. In his early career, Mr. Fernando worked in engineering consultancy, focusing on renewables and integrated infrastructure.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the State of South Dakota, As part of a larger contract with the State for COVID-19 grants management and administration. Mr. Fernando provided critical oversight in the development of South Dakota’s Five-Year Broadband Action Plan, strategies around administration of broadband grant funding, and stakeholder outreach. • For the State of Oklahoma, Mr. Fernando is currently overseeing a consulting team providing a variety of broadband support services to stand up a state broadband office that will administer Broadband programs to meet broadband access goals including availability, affordability, and adoption. • For clients such as Guilford County, North Carolina and Harris County, Texas, Mr. Fernando was the Engagement Director in the effort to assist the county in bridging gaps in digital inclusion. Mr. Fernando led the development of an ARPA-funded Broadband Strategy which evaluated the availability, accessibility, and affordability of broadband and internet services across the dimensions of internet infrastructure, socioeconomic context, legislation and policy, and ISP market structure. The Strategy undertook deep stakeholder engagement to understand the ecosystem of actors – school districts, ISPs, non-profits, and other agencies – to create an ecosystem-wide Strategy. • For San Diego County, California, Mr. Fernando served as the Engagement Director to support the County in building broadband maps to help provide detail into the broadband status of unincorporated areas across indicators and guide recommendations and planning over implementing infrastructure. • For the City of Joplin, Missouri, Mr. Fernando served as a subject matter expert as part of Guidehouse’s support to the City of Joplin’s disaster recovery efforts. His focus included broadband and smart city applications, including the procurement of implementation vendors. • For the City of San Jose, California, Mr. Fernando worked as the Engagement Manager with the Civic Innovation Officer to define the city’s Smart City Vision. Mr. Fernando led the team in undertaking interviews with local Silicon Valley stakeholders as well as city leaders to understand their priorities and lead the development and iteration of a Smart City Vision statement. Faced with receiving multiple solicitations from private sector ‘smart city’ vendors, he helped the City develop an intentional framework for matching vendors to priorities including digital inclusion, cybersecurity, and privacy. 	
Harrison Phelan, Engagement Manager	
Name, Proposed Position	Harrison Phelan, Engagement Manager
Degree/Education/Certifications	<ul style="list-style-type: none"> • BSE, Magna Cum Laude, Systems Science and Engineering, University of Pennsylvania • MSE, Systems Engineering, University of Pennsylvania
Summary of Qualifications	

Mr. Phelan is an Associate Director in Guidehouse's State and Local Government Advisory Practice. He has led multiple engagements across the country assisting clients with their strategic planning, broadband, and Smart City technology needs. He also has experience in data analysis, benchmarking, climate action planning, disaster recovery, process mapping, and program and project management.

Relevant Experience

- **For the State of South Dakota**, Mr. Phelan oversaw a project to support the State in the administration of broadband grant funding. The work included building an approach for the State to develop a Five-Year Broadband Action Plan and outreach process. This is part of a larger contract with the State for COVID-19 grants management and administration.
- **For the Tennessee Valley Authority**, Mr. Phelan led a project to assess the broadband and digital equity needs in the valley. This work included geospatial mapping, research into the varying legislative environments across the different states in the valley, and the development of a white paper discussing broadband business models for local power companies.
- **For San Diego County, California**, Mr. Phelan served as the project manager in the development of a Comprehensive Broadband Plan to increase connectivity throughout the County's unincorporated areas. As the team lead, he directly managed and oversaw the plan's development, guiding the analysis, research, and community engagement that led his team to their final recommendations and deliverables. The final plan will set the foundations for a highly connected future that advances economic opportunity, environmental sustainability educational attainment, public safety and resilience, and telehealth.
- **For Harris County, Texas**, Mr. Phelan was the Engagement Manager in the effort to assist the county in bridging gaps in digital inclusion. Harrison helped to develop an ARPA-funded Broadband Strategy which evaluated the availability, accessibility, and affordability of broadband and internet services across the dimensions of internet infrastructure, socioeconomic context, legislation and policy, and ISP market structure. The Strategy undertook stakeholder engagement to understand the ecosystem of actors – school districts, ISPs, non-profits, and other agencies – to create an ecosystem-wide strategy.
- **For the City of Joplin, Missouri**, Mr. Phelan served as the Project Manager to lead the city through conducting a current state assessment of the relevant Smart City assets available to the City to leverage for future projects and programs, researching leading practices from peer and leading cities and developing and implementing public engagement. Additionally, he led the city through distilling the outreach findings, conducting feasibility studies, cost-benefit analyses and developing the roadmap.
- **For a major US city's Police Department**, Mr. Phelan developed a forward-looking IT strategy that aligned with the department's overall goals and vision. He conducted a current state assessment based on leading practices research, over 40 interviews, and multiple workshops. The assessment included a maturity model of various core capabilities and key enablers including governance, application development, vendor management, and project management among other things. Combined with several executive visioning sessions, the findings of the assessment were translated into a series of recommendations regarding clear decision making, aligned portfolio investments, a capable workforce, user-focused service delivery, data management, and data privacy and security.
- **For the City of Philadelphia, Pennsylvania**, Mr. Phelan created a Smart City roadmap that outlines strategies to implement, support, and use smart city technology and systems effectively. He conducted a current state assessment of Philadelphia's smart city approach and assets by doing desktop research and focus group interviews with various city stakeholders. Mr. Phelan then did a benchmark study of peer and leading domestic and international cities to gather leading practices on smart city visions, applications, governance models, and funding approaches, as well as various technology aspects including connectivity, data management, privacy, and cybersecurity. He combined this benchmarking and current state assessment to identify gaps and opportunities for the

city. He then socialized these findings with the city stakeholders and worked with them towards a future state roadmap that includes recommendations on Philadelphia’s future state governance model, project prioritization, and data management.

Dave Matusoff, State of Indiana Expert

Name, Proposed Position	Dave Matusoff, State of Indiana Expert
Degree/Education/Certifications	(1) BA, Political Science, University of Cincinnati
Summary of Qualifications	
Mr. Matusoff is a Director in Guidehouse’s State and Local Government Practice. Mr. Matusoff is an expert in managing large-scale government initiatives at the intersection of management and technology consulting and policy. He led the Indiana Management and Performance Hub and has managed technology, economic development, diversity, equity and inclusion and strategic planning efforts across multiple clients including the Federal government, states, counties, cities, higher education, K-12 districts, and economic development agencies.	
Relevant Experience	
<ul style="list-style-type: none"> • As the Executive Director of the State of Indiana Management and Performance Hub (MPH), Mr. Matusoff was appointed by the Governor to lead a team of forty to address challenges across multiple departments using data and analytics. In this role, he developed processes to incorporate State Agency Director’s needs and aspirations to create a strategic plan for data analysis and management that created the most dynamic state data capability in the country. He led numerous data management and optimization efforts including an interactive Crash Map that provides real-time analysis of likely automobile crash locations to assist the State police with resource allocation and the Indiana Transparency Portal to take transparency and performance data in Indiana to the next level. • For the State of South Dakota, Mr. Matusoff leads the State’s Coronavirus Relief Fund (CRF) and (ARPA) efforts to provide small business, healthcare organizations and childcare providers with assistance due to losses caused by the COVID-19 pandemic. He also provided critical oversight in the development of South Dakota’s Five-Year Broadband Action Plan, strategies around administration of broadband grant funding, and stakeholder outreach. • For Technology Led Economic Development Clients, Mr. Matusoff is a pioneer in helping municipalities, states, and regions leverage public sector investments in network infrastructure to use as an economic development incentive tool, map broadband availability and develop strategies to improve broadband access for households and businesses throughout the country. He has testified in the United States Senate Committee on Environment and Public Works about the need for broadband funding. • For the City of Columbus, Ohio, Mr. Matusoff advised the City on the inclusion of the City in Columbus FiberNet, a privately owned metropolitan duct system for broadband providers in Central Ohio. The strategy allowed the City to own/ lease several fibers in the system to improve the level of service and lower the cost of providing broadband to City facilities. Additionally, the City can use the asset as an economic development tool to create high bandwidth access to the network. • For the Ohio Board of Regents, Mr. Matusoff advised the State on OARNet, Ohio’s publicly owned fiber network connection Ohio’s colleges and universities for bandwidth and research capabilities. The strategy included connecting to local fiber rings and duct systems and using the network to connect bandwidth intensive research organizations directly with OARNet. • For the State of Arizona, Mr. Matusoff helped manage AZNet, the first of its kind managed service for all telecom and broadband/Internet services for State telecommunications. This program leveraged the State’s buying power across the enterprise, then managed the execution of this effort for all State agencies and employees to create economies of scale, save funds and create higher service levels. 	

Darryl Greene, Stakeholder Engagement Director

Name, Proposed Position	Darryl Greene, Stakeholder Engagement Director
Degree/Education/Certifications	<ul style="list-style-type: none">• MS Material Science & Engineering, Case Western Reserve• BS Chemical Engineering, New Mexico State University

Summary of Qualifications

Mr. Greene is a Director at Guidehouse and has 35 years of experience in manufacturing, financial, healthcare, and state and local government industries leading transformational change strategies and consistently achieving desired outcomes and sustained profitability. He has a strong background and expertise in implementing business management systems (strategy, operating plans alignment, and rhythmic operational reviews), process improvement, and change leadership. Mr. Greene enjoys collaborating with leaders, from C-Suite to Front-line levels, to engage employees throughout the plan to execute phases to yield better results with sustainability for customers, partners, and employees.

Relevant Experience

- **For the State of Oklahoma Transportation Finance Modernization**, Mr. Greene was awarded a 2-year commitment by Secretary of Transportation and Cabinet Leadership to continue modernization transformation in Finance and Accounting Areas to optimize processes and support migration to Peoplesoft as a standard technology platform of operations.
- **For the State of Oklahoma Transportation Modernization Phase 2**, Mr. Greene and the Guidehouse team of subject matter experts created a stand-up transformation platform for the Office of Innovation to support cross functional implementation of the Phase 1 recommendations and to pilot and solidify the platform through application with 2-3 recommendations comprised of Quick wins (e.g., created cabinet-wide Audit Department) and larger scale transformation of functions (e.g., created cabinet-wide HR Talent Management Department). The quality of this work led to an opportunity to bid and eventually win additional support for Finance Modernization.
- **For the State of Oklahoma Transportation Cabinet Modernization Phase 1**, Mr. Greene co-led a 1-year objective current state analysis of three Transportation Agencies' operating models and structures to include 7 front-office engineering and operations focus areas and 7 back-office administration focus areas. He facilitated the design and proposal of future state recommendations related to people and organization, process and performance, and technology to achieve purposeful change towards shared services and integration. The quality of this work led to Phase 2 support.

Jeff Bankowski, Federal Grants Management Expert

Name, Proposed Position	Jeff Bankowski, Federal Grants Management Expert
Degree/Education/Certifications	<ul style="list-style-type: none">• MBA, DePaul University• BBA, University of Michigan

Summary of Qualifications

Mr. Bankowski is Guidehouse's State and Local Government Transformation and Financial Effectiveness Leader and has more than 25 years of experience leading enterprise performance improvement and financial transformation in the public, private, and nonprofit sectors. Previously, he was the Chief Internal Auditor for the State of Michigan. In 2018, Mr. Bankowski was selected by the Association of Government Accountants (AGA) as the national award winner given in recognition of a state government professional who exemplifies and promotes excellence in government management. In 2019, he was appointed by the Government Finance Officers Association (GFOA) as an advisor to the Committee on Governmental Budgeting and Fiscal Policy.

Relevant Experience

- **For the State of South Dakota,** Mr. Bankowski is the engagement partner leading the firm's work providing financial consulting and grants management expertise for the public entities small business, nonprofit and healthcare grants as well as leading the respective entities PMO for COVID response.
- **For the City of Detroit, Oakland County & Wayne County, Michigan,** Mr. Bankowski serves as the engagement partner leading the firm's work supporting the City and Counties to identify authorized use of ARPA, CARES and CRF relief funds. His work includes verifying eligibility, creating financial projections of expenditures, and promoting transparent reporting of funding.
- **For the State of Michigan,** Mr. Bankowski is the engagement partner supporting the State's COVID-19 Office of Accountability and is responsible for leading compliance and grants management including ARPA, CRF and non-CRF funds.
- **For the Michigan Association of Counties cooperative,** Mr. Bankowski utilizes his grants management expertise to identify authorized use of ARPA, CARES and CRF relief funds including verifying eligibility, creating financial projections of expenditures, and promoting transparent reporting of funding.
- **For the City of Flint, Michigan,** Mr. Bankowski led the financial integrity and oversight monitoring for the Federal government and State's recovery operations in response to the contaminated drinking water crisis. After the declaration of a state of emergency for the City of Flint (7th largest in Michigan) and Genesee County, Mr. Bankowski provided financial auditing and compliance expertise to the City for all grant compliance and the related implementation of anti-fraud, waste, and abuse programs.

Lucy O'Keeffe, Senior Consultant

Name, Proposed Position	Lucy O'Keeffe, Senior Consultant
Degree/Education/Certifications	(2) MPP, Harvard Kennedy School (3) BA, Economics and Environmental Policy, Colby College
Summary of Qualifications	
Ms. O'Keeffe is a Senior Consultant in Guidehouse's State and Local Government Practice. She has five years of experience working on economic analysis and strategy projects on issues related to broadband, energy and environment, and public health. Ms. O'Keeffe leverages her interdisciplinary public policy background and technical analysis skillset to assist governments analyze and address public sector challenges.	
Relevant Experience	
<ul style="list-style-type: none"> • For the State of Oklahoma, Ms. O'Keeffe evaluated the current state of broadband and digital inclusion across the state and advised on the federal funding process. Ms. O'Keeffe led the development of the leading practices model, research and analysis of the legislation and policy section, and the application of a broadband index and typology development for the Oklahoma Broadband Current State deliverable. As part of the model development, Ms. O'Keeffe conducted a series of structured interviews with state broadband office directors to learn about the key challenges and lessons learned from standing up broadband grant programs. As a follow-up to this work, Ms. O'Keeffe supported Oklahoma develop submissions for federal broadband grant opportunities, including the Broadband Equity, Access, and Digital Equity (BEAD) application for Initial Planning funds and Capital Projects Fund application to create a statewide competitive broadband infrastructure grant program. 	

- **For the Tennessee Valley Authority**, Ms. O’Keeffe assessed the current state of broadband access in the Tennessee Valley Authority region. For this project, she is developing the leading practices model and is providing data and market analysis support on the market analysis workstream.
- **For Guilford County, North Carolina**, Ms. O’Keeffe assessed gaps and opportunities related to broadband access, adoption, and digital inclusion in the County and development a strategy that aligned with American Rescue Plan Act funding. Ms. O’Keeffe served as the data lead on this project and led the development of the broadband master maps and asset inventory deliverables.

Nicole Himel, Senior Consultant

Name, Proposed Position	Nicole Himel, Senior Consultant
Degree/Education/Certifications	(4) MPA, Columbia University (5) BSc. Finance, University of New Orleans
Summary of Qualifications	
Ms. Himel is a Senior Consultant in Guidehouse’s State and Local Government practice. She has experience designing and conducting large scale change management training, conducting program evaluations, coding qualitative data for quantitative analysis, financial modeling, and policy analysis.	
Relevant Experience	
<ul style="list-style-type: none"> • For San Diego County, California, Ms. Himel led multiple stakeholder and community engagement activities meant to identify gaps and opportunities in enhancing affordable and accessible broadband in rural areas of the county with unique geographical barriers to broadband access. These activities included interviews with county, state, and regional government personnel, developing a survey for the public, and coordinating and creating large in-person public workshops and stakeholder specific focus groups (including the business community, tribal organizations, labor organizations, and community development groups) on future implementation of the county’s final comprehensive broadband plan. • For the Tennessee Valley Authority (TVA), Nicole supported the Fleet Electrification project to appropriately forecast the electrification opportunity for commercial vehicle fleets in the Tennessee Valley. This required an estimation of energy, environmental, and economic impacts for commercial fleet electrification in select geographic segments. • For the West Harlem Development Corporation (WHDC) in New York City, Nicole served as a graduate consultant as a part of her membership with the Columbia University Impact Investing Initiative. On this project, she worked to ensure the efficient use of the WHDC’s \$76 million grant by analyzing both the existing landscape of investment and development projects, as well as the political barriers and stances of various stakeholders in the district regarding affordable housing through interviews. 	

Annie Yang, Consultant

Name, Proposed Position	Annie Yang, Consultant
Degree/Education/Certifications	(6) BA, Economics and Public Policy Studies, University of Chicago
Summary of Qualifications	
Ms. Yang is a Consultant in the State and Local Government Advisory Practice. Annie has a background in research and data analysis. With technical experience in economic analysis, policy research, data visualization, and program evaluation, Annie has worked effectively with her team to generate meaningful outcomes and lasting change for stakeholders in public, private, and social sector engagements.	

Relevant Experience

- **For San Diego County, California,** Ms. Yang supports the County's Land Use and Environment Group in the development of a comprehensive broadband plan for the unincorporated areas of the county. She collects, cleans, analyzes, and visualizes various forms of geospatial data to devise insights around broadband access and adoption.
- **For Wayne County, Michigan,** Ms. Yang is developing an economic development strategy that will be leveraged by the County in preparing the region's workforce for the future. She led the team's policy and economic trends analysis efforts to understand the policy landscape in which the County operates and determine how changes in technological adoption, demographics, and climate change will impact the County's workforce. Ms. Yang also assists with economic modelling for the project by conducting forecasting and scenario research.
- **For Cook County, Illinois,** Annie supported disaster recovery efforts and grants management services at Cook County. She assisted the County with project management, technical assistance, and data quality assurance. Ms. Yang coordinates with departmental finance directors to manage and track Covid-19 related payroll and non-payroll expenditures for reimbursement from multiple federal funding sources including CRF and FEMA-Public Assistance.

Todd Fredericksen, Network Engineering Expert

Name, Proposed Position	Todd Fredericksen, Network Engineering Expert
Degree/Education/Certifications	<ul style="list-style-type: none">• BSc, Civil Engineering, University of Nebraska-Lincoln

Summary of Qualifications

Mr. Fredericksen guides the growth and development of Olsson's Telecommunications program. He works closely with Olsson's technology staff to identify and expand telecom growth initiatives. He currently contributes to Olsson's work as a technology leader and vice president and has continually been a key player in Olsson's growth and success.

Mr. Fredericksen has experience in the areas of telecommunications and Intelligent Transportation Systems (ITS), specifically broadband development and communication systems planning and design and project management. Project work Todd has completed includes telecommunications design, planning and designing field devices for ITS deployments, traffic signal systems and communication designs.

Relevant Experience

- **For the City of Kansas City, Missouri,** Mr. Fredericksen served as the principal and quality lead for the Communications Master Plan. The plan included evaluating and making recommendations to use the City's existing communications system to connect to additional City facilities. The improvements prioritized in this project have led to significant savings on recurring leased fiber circuits.
- **For the City of Olathe, Kansas and the City of Lee's Summit, Missouri,** Mr. Fredericksen supported the City's project manager. Both projects evaluated existing communications assets and made recommendations for prioritization of communications systems expansion to connect to City facilities and infrastructure.

Julie Phillips, Community Outreach Advisor

Name, Proposed Position	Julie Phillips, Community Outreach Advisor
Degree/Education/Certifications	<ul style="list-style-type: none">• BS, Electrical Engineering, Purdue University

Summary of Qualifications

Ms. Phillips is the Owner and CEO of aFit. She has over 27 years of experience with public sector projects and over 13 years of experience with health and human services. Prior to founding aFit, Ms. Phillips spent 25 years at Accenture and was selected by Consulting Magazine in 2014 for the Top 25 Consultants award.

Relevant Experience

- **For the State of Indiana**, Ms. Phillips supported the Indiana Office of Community and Rural Affairs (OCRA) in implementing brand new broadband programs, NextLevel Connections, and the Indiana Connectivity Program. This included creation of new policy, new grant applications, and the development of processes to ensure full Salesforce implementation and go live on time. This program won the Best of Indiana Award for an Application Serving the Public at the 2022 Indiana Digital Summit.
- **For the State of Indiana**, Ms. Phillips served as the IT Strategy Director for the Lieutenant Governor's Office across the Family of Businesses, which is comprised of five agencies.
- Ms. Phillips has overseen Project Managers and Business Analysts **at the Lieutenant Governor's Office overseeing Grants Management system and the State of Indiana Department of Child Services.**
- **As the Managing Director (Partner) of Sales for the Midwest Region of Health and Public Service at Accenture**, she served in a leadership role, working with government agencies and healthcare systems across 13 states to help solve problems and identify solutions for Accenture's private and public sector Health practice and all the state and local public service practice.

Richard Cornforth, Mapping Lead

Name, Proposed Position	Richard Cornforth, Mapping Lead
Degree/Education/Certifications	<ul style="list-style-type: none"> • BS, Geographic Information Science, Indiana University • Graduate Certificate in Geographic Information Science, Indiana University
Summary of Qualifications	
Mr. Cornforth is an experienced professional in doing GIS work, primarily in updating and managing vector and raster data with ArcGIS and ESRI, but also with ERDAS Imagine and other applications. He has primarily done work with engineering electric utilities for new subdivisions and has also submitted INDOT's HPMS data to the US Federal Highway Department.	
Relevant Experience	
<ul style="list-style-type: none"> • For the State of Indiana, Mr. Cornforth has used GIS applications to maintain and update changes to roads and highways for the Indiana Department of Transportation. • For the State of Indiana, Mr. Cornforth has submitted Highway Performance Monitoring System (HPMS) data to the US Federal Highway Department, drawing upon his mapping expertise. 	

William Retherford, Cross-Workstream Support

Name, Proposed Position	William Retherford, Cross-Workstream Support
Degree/Education/Certifications	<ol style="list-style-type: none"> 1. JD, Indiana University 2. BA, Political Science, Wabash College
Summary of Qualifications	

Mr. Retherford is the Vice President of Operations at Professional Management Enterprises, Inc (PME). He has over a decade of professional experience in business development and strategy, with specialties in public sector and federal contract management and IT services.

Relevant Experience

- **As the VP of Operations at PME**, Mr. Retherford directs and supervises existing company operations and oversees staff management.
- **As the President of WellTrans, Inc.**, Mr. Retherford is responsible for ongoing communications with client executive management, reviewing all spend, program changes, and problem/resolution status.

2.4.2.2 Please describe the accessibility of the proposed Account Management Team, including location, hours, and methods of communication. Please also include any restrictions.

Guidehouse recognizes that the success of wide-ranging initiatives such as this often hinges on the availability and commitment of resources and subject matter experts. For this reason, Guidehouse is committed to providing the State of Indiana with experienced and knowledgeable professionals from within the firm and augmented by our teaming partners. All personnel staffed on this project will be committed to the level of hours as laid out in the contract, with a commitment to making sure that Indiana's Five-Year Broadband Action Plan is successfully rolled out.

Personnel will be staffed on a remote basis, with in-person availability where appropriate. Internal and external stakeholder engagement will likely require a higher level of in-person attention, which will be provided by the Guidehouse team. The Guidehouse team will also be available to communicate with State project leads over email, phone, or virtual meeting services.

2.4.2.3 Please describe the Account Management Team's process for issue management / escalation and resolution.

Issue management, escalation, and resolution are built into our quality assurance mechanisms. By establishing clear expectations, communication channels, reporting, roles and responsibilities, and risk management practices, we will proactively address issues as they arise.

- **Kick-off meeting to establish expectations:** At the start of this project, we will meet with the Indiana Office of Management & Budget (OMB) leadership team to make sure we properly understand the objectives and requirements, including timelines, for the project. All Guidehouse and teaming partner members would join this meeting (as appropriate) to make sure there is a consistent understanding across the team of project objectives and expectations for the Five-Year Broadband Action Plan helping make sure that everyone is on the same page before the project even begins.
- **Clear roles and governance structure:** We will have three individuals at the forefront of our communication with the State: Shaun, as the Engagement Director, Harrison, as the Engagement Manager, and Raveen, as the Engagement Partner. We will establish a clear governance structure to help guide our coordination, provide a framework for decision-making, remediation, and correction, and facilitate seamless cross-agency coordination with the State's stakeholders. This structure will establish a clear path for issues to be escalated quickly and communicated to the appropriate personnel. Harrison, as the Engagement Manager, will reach out to the client point of contact to discuss the issue and recommend

solutions to rectify issues and put the project back on course.

- **Frequent project processes and reporting:** We believe that regular and open communication is the best approach, with frequent touchpoints throughout the project to ensure our work products align with your objectives and address any changes in project direction. We will set up at a minimum a weekly call between our team, including our Engagement Director, Shaun, and our Engagement Manager, Harrison, with your team, including OMB's designated Project Manager. During this weekly call, we will discuss progress to date, current timelines, risk and issues, and other challenges that might arise. Our project team will monitor progress against objectives and budget closely and will work with you to ensure our work meets your high standards for quality.
- **Accessible and accountable project leaders:** Our senior leaders are invested in your success and will be involved from day one for this project. As such, all contractual deliverables are reviewed by Shaun, together with Harrison and Raveen, to ensure that Guidehouse is meeting the goals of the project. Rigorous internal review and signoff is a core part of our standard Guidehouse process to ensure the deliverables are of the highest standard for our clients.
- **Structured project management tools:** Guidehouse employs repeatable methods and tools to achieve task objectives, control costs, provide for consistency, and manage resources in an environment of concurrent task orders and competing demands. These include standard templates for response and execution, reporting status, burn reports / analyses, risk assessment, and staff modeling. During execution, Shaun and the rest of our leadership team will use these tools and provide oversight to the team, and will manage our project costs, schedule, performance, and reporting requirements; prepare deliverables for delivery; meet to provide status reports and manage/mitigate risks. During project closeout, Raveen, as the Engagement Partner, will obtain certification that all task deliverables have been satisfied and verify all invoicing has been completed.

2.4.2.4 Please describe your Account Management methodology including details such as meeting cadence, attendees, information provided during meetings, etc.

It is essential to set up and manage a project correctly from the outset. Without clear governance, escalation paths, stakeholder engagement, and project planning, an engagement will not succeed. Organization is key to an engagement such as this, and we are experienced in making sure that meetings with a government client go smoothly and are only present where necessary.

As discussed in our quality assurance methodology, meeting cadence and communication channels that suit your needs and promote transparency throughout the engagement shall be identified upfront. Whether a weekly project status update or ad-hoc meetings, communication between Guidehouse and the State of Indiana team shall be focused and only as long as they need to be. This way, work done by the Guidehouse team is communicated on a regular basis to OMB leadership, with a focus on getting State weigh-in on important decisions and checkpoints. The Guidehouse team is also committed to having a member of project leadership present at each meeting with the State barring any emergencies.

We will send out presentation materials or a detailed agenda ahead of each meeting, to make the most out of the regular check-ins that we have with the State of Indiana. Following each meeting, the Guidehouse leader of that workstream will also plan on

sending out a document with clear notes and action items that pertain to each member of the team.

By establishing good channels and clear account management practices, we can ensure that Guidehouse and State of Indiana staff work closely together and are in frequent contact throughout the project, share progress, and address any roadblocks quickly and early.

2.4.3 Create 5 Year Broadband Plan for BEAD

2.4.3.1 Please describe what research or knowledge you have on the 5-year BEAD Plan requirements. Additionally, please provide a detailed description of your approach to how you will create the plan.

Introduction

Indiana has demonstrated a clear objective for establishing itself as a national leader in broadband. Creating the Indiana Broadband Office (IBO) in 2018, the State laid the groundwork for coordinated broadband efforts between Federal, State, and local agencies. IBO's alignment to the Governor's Next Level Strategic Plan, as well as an initial \$100 million grant program administered through the Office of Community and Rural Affairs (OCRA), positioned Indiana to begin delivering on its strategic priorities around the economy, infrastructure, workforce and education, public health, and good government. This proactive effort to emphasize digital access and inclusion for all Hoosiers through a Statewide broadband strategy enabled Indiana to respond effectively to the impact the COVID-19 pandemic had on underserved and unserved communities.

Today, Indiana has invested over \$270 million in broadband efforts to engage its vibrant business community, bridge the State's digital divide, enhance community development and quality of place, and attract talent to the Crossroads of America. Public Wi-Fi is available throughout the region via public schools, libraries, institutions of higher education, and ISP-supported locations. Indiana understands the importance of connectivity—especially its potential to positively impact socioeconomic growth in underserved and unserved regions. Paving the way for growth has been a core tenant of the State's strategy, embodied by the creation of the Broadband Ready Communities Program and the establishment of the Indiana Connectivity Program to drive investment, reduce barriers to deployment, and fund access to areas in need. While much has been accomplished, there is still much to be done; there remains a significant gap in broadband coverage between urban and rural areas of Indiana based on FCC 477 data, a challenge the State has recognized and prioritized as part of its objectives.

To address these challenges, an effective framework for developing the Five-Year Action Plan must take into consideration existing legislation and policy, the structure of the market, current infrastructure available to support broadband activities, and the socioeconomic realities of communities and individuals across the State.

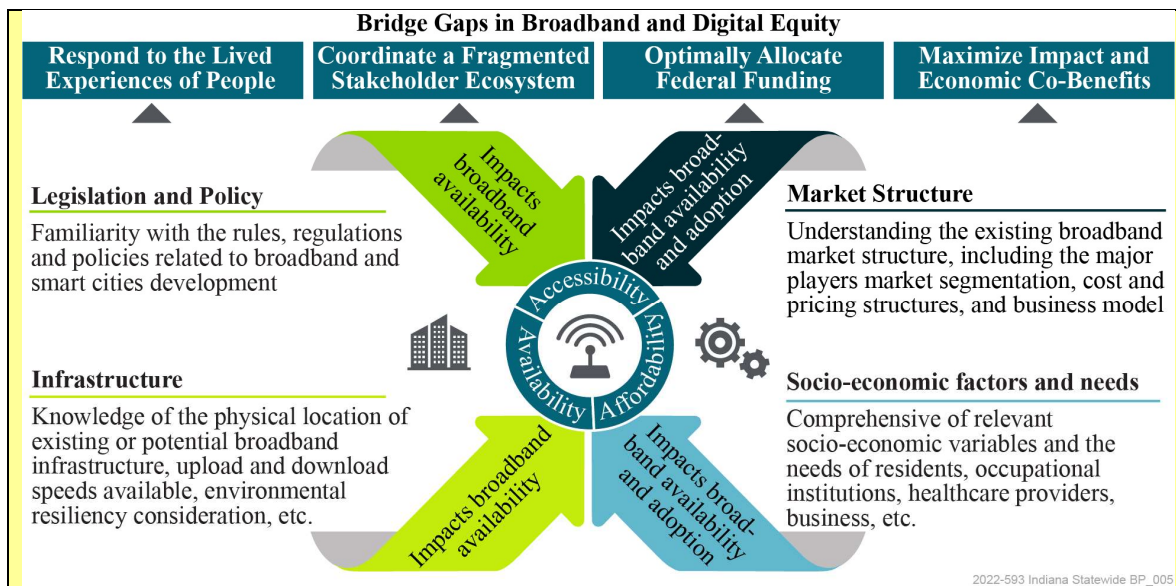


Figure 2: Broadband Strategy Framework

Guidehouse applauds Indiana for its work thus far to ensure all Hoosiers have access to fast, reliable, and affordable broadband where they live, work, and play. We understand your vision and have incorporated its tenets into our proposed approach for the Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan. aFit, a core member of the proposed Guidehouse Team, is proud to have supported the State in its development of the NextLevel Connections Broadband Grant Program and eagerly looks forward to the opportunity to serve Indiana once again. Below we describe our understanding of the BEAD Five-Year Action Plan requirements as well as our subsequent approach to supporting Indiana throughout the process.

Our Understanding of BEAD Five-Year Plan Requirements

The National Telecommunications and Information Administration's (NTIA) is clear on what must be thoroughly addressed in the final proposed plan. This includes:

- **Details of the existing broadband program and offices:** While IBO is the primary organization tasked with broadband efforts in the State, partner organizations such as OCRA, the Indiana Destination Development Corporation (IDDC) and Indiana State Department of Agriculture (ISDA) play key roles in supporting efforts, with the executive offices of the Governor and Lieutenant Governor shaping the State's strategic direction of broadband activities.
- **Past or ongoing broadband activities, plans, and grant award experience:** As mentioned, Indiana is a national leader in efforts such as setting up public Wi-Fi access points, providing broadband infrastructure grants, and developing a state-level broadband strategy.
- **Identify available funding for broadband deployment and other related activities:** Compliance with this requirement will involve coordination with OMB, IBO, OCRA and other relevant internal stakeholders to collect and validate data on existing programs and their funding sources.
- **Identify existing federal funded efforts:** This would include efforts such as those funded through federal grant programs such as ARPA – Capital Projects Fund (CPF). Indiana was recently awarded \$187 million in CPF funding toward its Next Level Connections Broadband Grant Program.

- **Identify staffing plan to implement and administer the BEAD Program and their roles:** As part of the current state mapping and plan development, understanding the capacity of current full time and part time staff, as well as any future hiring or contracted support needs is a key aspect of our approach.
- **Identify obstacles to implementation and plans to address them:** Whether known or potential, the plan must clearly articulate Indiana’s understanding of barriers to the successful execution of its BEAD Five-Year Action Plan – these obstacles will be identified iteratively throughout our approach, notably during stakeholder engagement.
- **Include a broadband asset inventory:** Whether existing programs or those run through partners, securing buy-in for the Five-Year Action Plan will require clear data on existing programs’ success in advancing broadband adoption, affordability, and accessibility – for example, deployment and usage data for public Wi-Fi locations and their local impact.
- **Include a description of the external engagement process:** In addition to outlining the existing engagement, the State of Indiana seeks to develop an inclusive Five-Year Action Plan. Our approach emphasizes the importance of an expanded stakeholder pool and efforts to ensure underrepresented voices are heard and incorporated into the plan.
- **Incorporate broadband availability and adoption data:** In our approach, we outline the need to holistically assess and interrogate all available federal, state, local, and third-party connectivity data to understand the current state of broadband in Indiana.
- **Identify broadband service needs and gaps:** Whether local or regional, understanding the nuanced nature of broadband gaps and need across the State is a key component of our current-state assessment methodology.
- **Provide a comprehensive, high-level plan for reliable, affordable, high-speed internet service:** Ultimately, this requirement shall be addressed with the development of the Five-Year Action Plan. To do so, we will work with the IBO and its partners to establish estimated costs, planned funding use, prioritization, potential for public-private partnerships (P3), address affordability / access issues, and strategies to mitigate risk of interruption to implementation and service.
- **Identify digital equity and inclusion needs, goals, and implementation strategies:** This requirement would also be addressed in the drafting of the Five-Year Action Plan. Specifically, this requirement will be met through the integration of the State’s ongoing Digital Equity Act (DEA) Digital Equity Plan being developed by the Purdue Center for Regional Development (PCRD) team into the final BEAD Five-Year Action Plan.
- **Alignment of the Five-Year Action Plan to other existing / planned initiatives:** Throughout our approach, continuous and expansive stakeholder engagement will identify any related statewide efforts that can impact or be impacted by the plan.
- **Describe technical assistance and additional capacity needed for implementation:** In parallel with staffing needs, these aspects of the proposed plan and its program would be addressed during the plan’s development.

Our Approach

To address these requirements and deliver an impactful BEAD Five-Year Action Plan, Guidehouse proposes a four-phased approach tailored to Indiana’s needs. This plan will emphasize deployment, adoption, affordability, access, and equity, and shall encapsulate the combined Guidehouse team’s expertise in Indiana’s current broadband programs and environment, leading broadband strategies, and grants management. We will work to ensure compliance with overall NTIA guidance, requirements for the Five-Year Action Plan provided in the BEAD Notice of Funding Opportunity (NOFO), and alignment to parallel efforts such as the Digital Equity Act’s (DEA) State Digital Equity Plan.

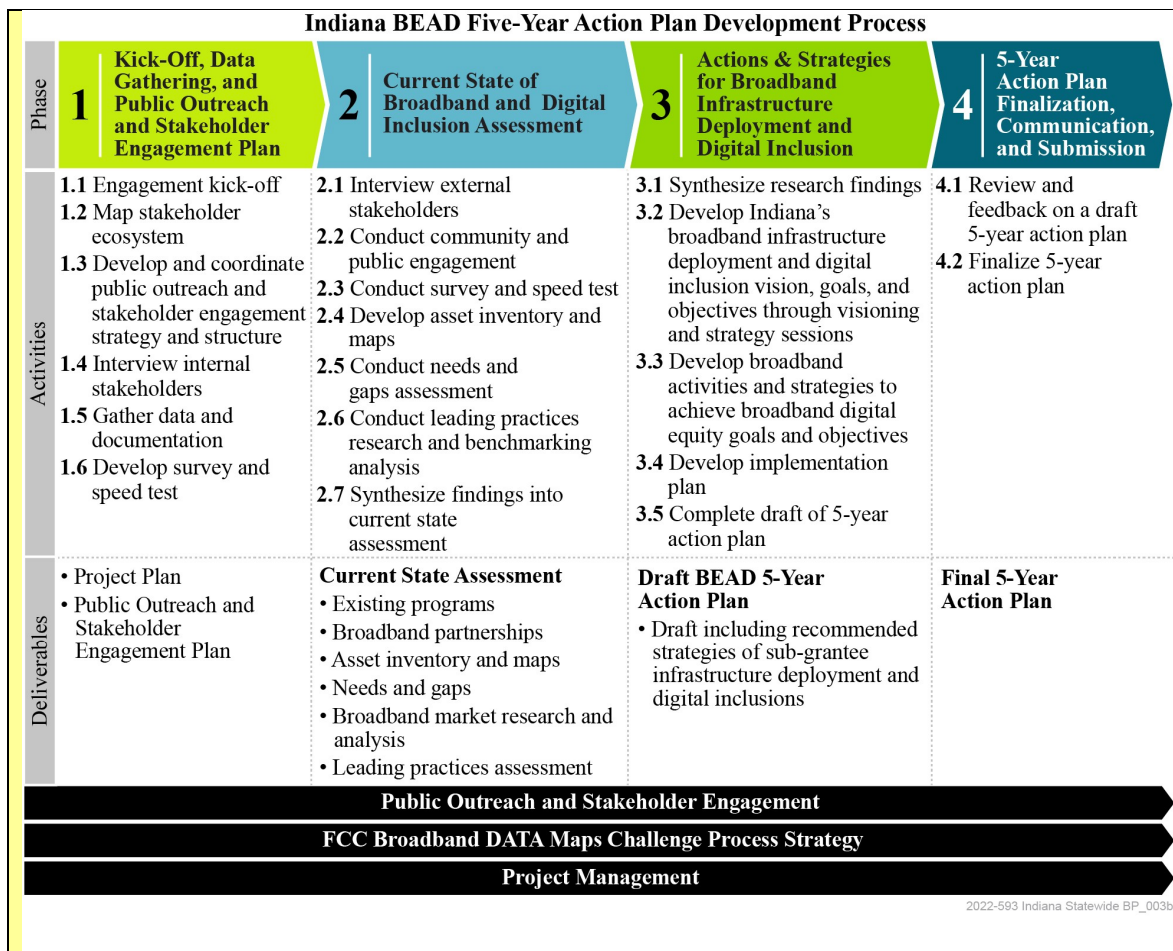


Figure 3: Four Phased Approach

We expect the bulk of the work to develop the Five-Year Action Plan to take five months, followed by two months of additional rounds of stakeholder communication and feedback. Having created countless documents and deliverables for the public sector, we know that stakeholder review and iteration of materials is a necessary part of the process for buy-in.

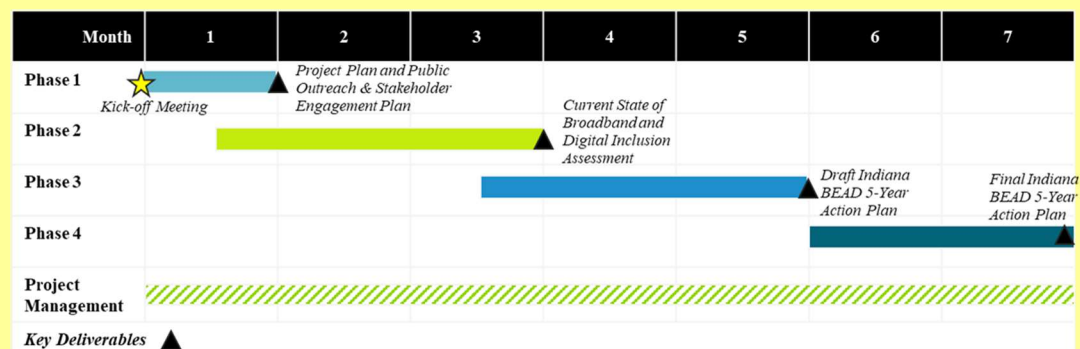


Figure 4: Proposed Project Timeline

Our approach shall serve as a clear benchmark for adopting strategies, goals, and initial measures to provide all Hoosiers with access to reliable broadband service.

- **Phase 1 – Kick-Off, Data Gathering, and Public Outreach and Stakeholder Engagement Plan (Month 1):** In this phase, the Guidehouse team shall establish the facts on the ground and initiate the planning aspects of public outreach and stakeholder engagement. Specifically, we will build upon the IBO’s existing research and relationships to assess the nature and extent of broadband needs in Indiana and identify a wider set of groups to inform the planning and data collection process. Our team will seek to further refine Indiana’s understanding of what relationships exist between statewide broadband needs, demographic patterns, and socioeconomic trends. The findings of this phase will directly inform the Current State of Broadband and Digital Inclusion Assessment and the entire BEAD Five-Year Action Plan development.
- **Phase 2 – Current State of Broadband and Digital Inclusion Assessment (Month 1-3):** Phase 2 will begin shortly after Phase 1 and build upon its groundwork. This phase will include the bulk of new and existing stakeholder and community engagement, current state research and analysis, and broadband mapping work. In particular, the Guidehouse team will focus on ascertaining and assessing the current state of broadband and digital inclusion by identifying gaps in access, affordability, adoption, and equity. During this phase, we will engage key stakeholders and partners identified in Phase One who will be integral to Indiana’s successful implementation of the BEAD Program.
- **Phase 3 – Actions and Strategies for Broadband Infrastructure Deployment and Digital Inclusion (Month 3-5):** In Phase 3, we will compile and synthesize research findings from Phase 2. Using these findings, we will develop materials for and conduct visioning sessions with internal and external stakeholder groups. These sessions will provide critical insights to design and implement a structured, data-driven approach to identifying broadband strategies and activities Indiana may consider to close the digital divide. These conversations will ultimately inform the implementation path for the Five-Year Action Plan to meet established broadband goals and objectives. By the end of Phase 3, our team will have a completed Draft Five-Year Action Plan to be communicated and socialized with stakeholder groups in in Phase 4.
- **Phase 4 – Five-Year Action Plan Finalization, Communication, and Submission (Month 5-7):** In the final phase of this engagement, our team will focus on working with the Indiana Broadband Office to communicate the Draft Five-Year Action Plan, provide mechanisms for gathering stakeholder feedback, and finalizing the plan for submission.

Details of each phase are provided below.

Phase 1 – Kick-Off, Data Gathering, and Public Outreach and Stakeholder Engagement Plan:

It is essential to set up a project correctly from the outset. Clear governance, escalation paths, stakeholder engagement, and project planning, are necessary for this engagement to succeed. We have organized this phase of our approach to start with planning and quickly pivot to interviews and data collection.

1.1 Engagement Kick-Off

We will launch our project with a workshop to align on objectives and refine our project plan. From this initial meeting and early engagement between the IBO team and Guidehouse project managers, the team will prepare a refined project plan. We will

establish a meeting cadence and identify communication preference upfront — such as weekly project status updates or other memos — that suit your needs and promote transparency throughout the engagement.



Figure 5: Example of Project Status Templates (top) and Project Plans (bottom)

By establishing these channels, we can ensure that Guidehouse and IBO staff work collaboratively, share progress, and address roadblocks quickly and early. This tailored plan will provide an updated approach and project overview that includes the scope, roles and responsibilities, timelines, potential risks and issues, assumptions, and dependencies for the project. Similarly, our team will engage the Purdue Center for Regional Development team to ensure our work is coordinated with the development of Indiana’s State Digital Equity Plan.

1.2 Map Stakeholder and Community Engagement Strategy

The importance of expanded stakeholder and public engagement in our approach cannot be understated. The BEAD Five-Year Action Plan Development process emphasizes community collaboration and establishing partnerships early on. The Guidehouse team will collaborate closely with the IBO and the PCRD teams to develop stakeholder lists, which may include the various levels of government (Federal, State, and local), anchor institutions, broadband industry stakeholders, electric utilities, and relevant community organizations.

From local ISPs to region-focused nonprofits, a thorough discussion with stakeholders and an inclusive posture towards the public is necessary to successfully implement Indiana’s Initial and Final BEAD Proposal. The value these stakeholders and community members bring is their insights into what broadband means for them, in establishing Statewide goals, and defining clear objectives that align with different interests.

This stakeholder list will then allow us to develop a comprehensive stakeholder mapping and analysis that will inform how we engage each one. By identifying key stakeholders from the beginning, we can conduct iterative impact analyses and allow time to increase buy-in for broadband efforts. We will collaboratively build upon the State’s existing and diverse broadband stakeholder network (e.g., OCRA, the Indiana Destination Development Corporation, Indiana Grown, etc.) as well as encourage further

participation and input from state-level entities such as Rural Electric Membership Cooperatives (REMCs) and Indiana Farmers Union, to community-level organizations such as the Terre Haute Redevelopment Commission and LISC Indianapolis.

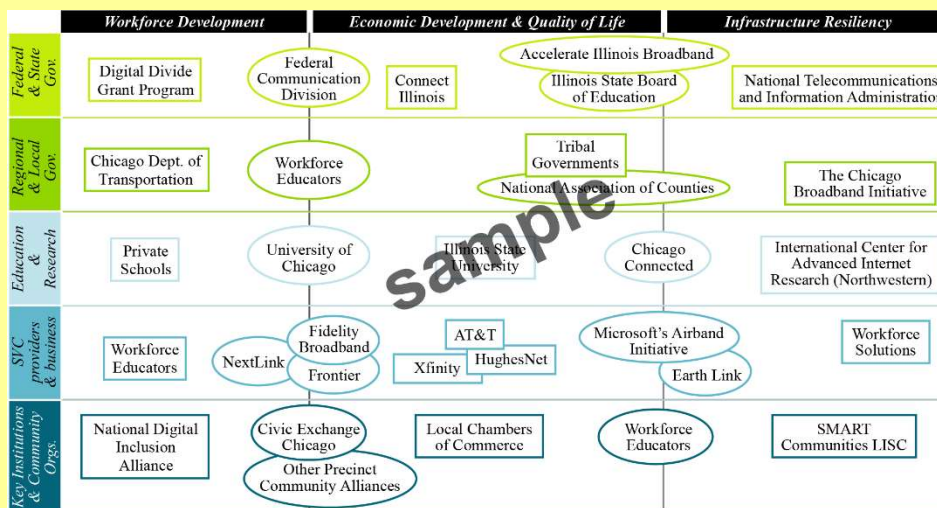


Figure 6: Stakeholder Map

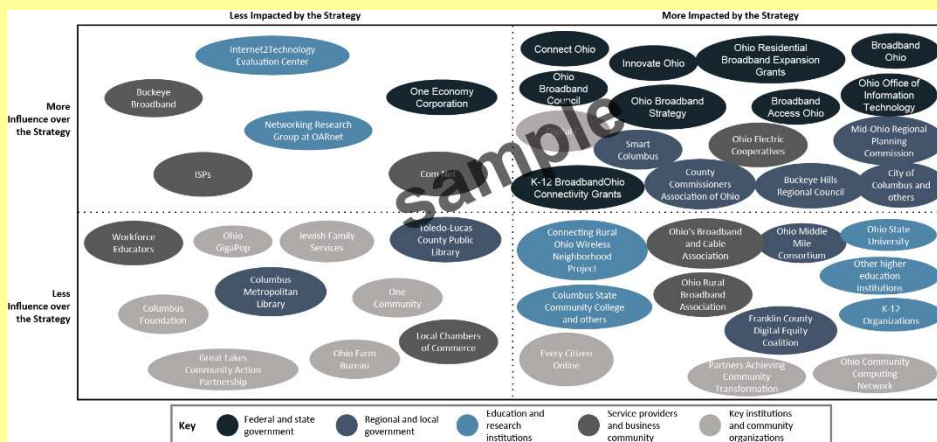


Figure 7: Illustrative depiction of stakeholder ecosystem mapping and classification

We recommend continuous stakeholder engagement throughout the project so that input and insights are included at each step. Please see Section 2.4.4.2 for a more detailed description of our broadband stakeholder ecosystem mapping and classification methodology.

1.3 Develop and Coordinate Public Outreach Stakeholder Engagement Strategy and Structure

Following identification, we will then move to stakeholder classification – the process of triaging a complex stakeholder ecosystem into a manageable and coherent set of voices. The purpose of this is to organize various diverse voices and effectively include them in Indiana's BEAD Five-Year Action Plan development process. This allows us to be organized in terms of who we speak to, when, what messaging points are important to strike, and the level of input we are inviting them to provide.

Our plan to build the stakeholder engagement strategy requires close collaboration with

the PCRD team to ensure both the DEA and BEAD strategies coordinate approaches, build cohesion, and avoid redundancies in stakeholder engagement. To mitigate repeated activities, we will identify opportunities to combine outreach, listening sessions, surveys, site visits, and related initiatives. Once the coordination structure is established, we will develop interview guides for each of the categorized stakeholder groups. These guides will be tailored to both address and better understand the stakeholder's relationship connection to Indiana's broadband current state.

In past projects with comparable objectives, we have found success in the development of a stakeholder working group, advisory group, and steering committee.

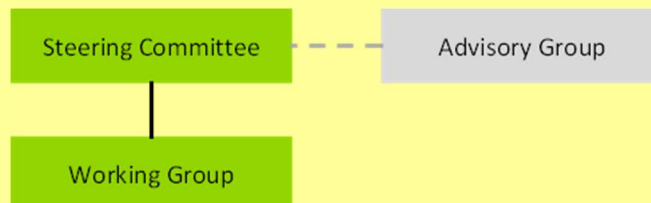


Figure 8: Stakeholder Group Structure

These forums can consist of internal and external stakeholders depending on the broadband ecosystem in Indiana and the role each stakeholder plays in furthering broadband deployment and digital inclusion in the State. We believe having recurring sessions of these stakeholder groups can hasten and facilitate the success of project recommendations that come later in the project. Potential groups that could support each committee include, but are not limited to:

Steering Committee: Senior staff from OCRA, Office of Technology (IOT), Office of Management & Budget (OMB), IDDC, other State of Indiana agencies, etc. to provide overall direction of the engagement.

Working Group: Staff from each of the organizations represented in the Steering Committee (e.g., OCRA, IBO, IOT, OMB) to provide resources that help the team move forward. These resources might look like data, documentation, contact information for stakeholders, etc.

Advisory Group: Representatives from the Governor's office, PCRD, Ball State University Center for Business and Economic Research, Indiana Broadband and Technology Association (IBTA), Indianapolis Public Library Foundation, academia, community-based organizations, local governments, etc. There can be more than one advisory group depending on the collection of stakeholders, but the purpose of these forums is for non-State decision making entities be able to weigh in on the process and provide inputs throughout the engagement. ISPs will be another important stakeholder group for this project; however, we find it is more productive to engage ISPs on a one-on-one basis given they may be apprehensive to share too much detail in group forums with potential competitors.

1.4 Interview Internal Stakeholders to Rapidly Understand the Lay of the Land

With an interview guide and stakeholder map in hand, we will then engage internal stakeholders through interviews and follow-up meetings. This includes stakeholders from the State entities identified in the RFP (e.g., IBO, OCRA, IOT, OMB) as well as others identified in earlier stages. Our team will facilitate each of these meetings and prepare materials in advance so that the IBO team has enough time to review. This will also be an opportunity to build relationships as the State explores potential public-private

partnerships to implement projects and strategies.

Interview topics may include:

- Current state of broadband needs and infrastructure, especially as it relates to broadband access, equity, affordability, and adoption
- Current broadband priorities goals, and objectives
- Current broadband policies, activities, programs, and plans
- Identify any potential barriers or obstacles to Five-Year Action Plan implementation and broadband expansion, in general
- Potential strategies to address project, community, and stakeholder needs
- Other stakeholders or organizations we should be sure to include in our outreach

1.5 Gather Available Data and Documentation to Confirm Initial Current State Understanding

In this first phase, we will also prepare a data and documentation request. Some sample data and documents will include past broadband planning materials, strategic plans, relevant assets or initiatives, community engagement surveys, and broadband infrastructure maps. This will help us better understand the status of the broadband infrastructure and digital inclusion in Indiana.

We want to do a thorough review of what you have put on paper over time about your goals, objectives, policies, and previous actions on broadband and digital equity. We will also gather GIS datasets and resources the State may have, and/or other public/private datasets from key stakeholders to further build out critical map layers. We will plan to use the example asset inventory provided in NTIA's BEAD Five-Year Action Plan as a starting point for developing our data and document request. Based on our experience conducting data and document requests for broadband projects, we will tailor requests for data based on level of priority and expected availability. All this data and documentation will come together to inform the Current State Assessment of the Five-Year Action Plan.

1.6 Develop Survey and Speed Test

Surveys can be a helpful tool to get a vast and diverse amount of data in a relatively short period of time. Surveys are invaluable data collection tool to collect lived experience data and assess broadband gaps and needs at a more granular level. We understand that PCRD recently conducted a household broadband survey and speed test, so, as a first step, we will review the PCRD's survey data and findings to determine what additional data collection is necessary both to inform the Five-Year Action Plan and support the FCC Broadband Data Challenge process. We will need the State's help in this. Our team will design a survey to be short and easy to complete, however it will rely on input from the Indiana Broadband Office team for distribution and marketing, whether distribution through IBO directly or an existing vendor. Given the short timeframe available for this survey, we will also be heavily leveraging the networks of the stakeholders we engage throughout the projects to notify their members of the survey. We have seen great success using already established government listservs as well as our stakeholder groups pushing out surveys to their constituents.

This step in Phase 1 serves to start the planning process of what questions are we going to ask, how are we going to ask them, and to whom we are going to ask them. It will help us collect lived experience data as well as assess market impacts in terms of supply and demand for broadband across geographic areas. Topics covered in the survey may

include:

- How many options of internet service do you have? How many high-speed broadband plan options are available at your location that reliably meet speeds of 100/100 Mbps?
- How and where do you access these services?
- What are the price points for each service?
- Are you satisfied with your service?

Key Deliverables: Project Plan; Public Outreach and Stakeholder Engagement Plan

Phase 2 – Current State of Broadband and Digital Inclusion Assessment

By the end of Phase 1, we will have already engaged many internal stakeholders and collected critical datasets. Phase 2 serves to collect more data from the public via the survey and speed test, public outreach, and external stakeholder engagement activities. During Phase 2, our team will carry out the bulk of the research, data analysis, and mapping working to develop a Current State of Broadband and Digital Inclusion Assessment that leverages all the provided and publicly available data, documents, and other resources. The final Current State Assessment will contain all required components and additional supplementary analysis to provide the necessary evidence based to inform recommendations and strategies development in Phase 3.

Key components of the Current State Assessment:

- Existing Programs
- Partnerships
- Asset Inventory and Maps
- Needs and Gaps Assessment
- Broadband Market Research and Analysis
- Leading Practices Assessment

2.1 Interview External Stakeholders, Many of Which Could Be Potential Partners for the State

Our interviews with external stakeholders will run very similarly to our internal stakeholders. We imagine these will be 30-minute sessions with roughly 15–30 relevant organizations. We will tailor questions depending on the entity. For example, community-based organizations may get more emphasis on the lived experience of residents, while telecom-related entities will be more focused on their broadband assets and plans for the region. The local government and anchor institution interviews tend to be strong candidates for partnerships as we are all trying to support our communities, albeit in slightly different roles.

We will be particularly reaching out to ISPs and similar entities, other local governments, utilities, and university systems to better understand the infrastructure and digital inclusion activities currently available today. We know that some stakeholders such as ISPs may be sensitive about sharing proprietary data, and we can assist the State in securing non-disclosure agreements between the State and these entities. These agreements may take time, but they can be helpful long term (if not already obtained) for the State order to attain this data and form partnerships with these providers. This data may also help to inform the State of Indiana’s approach to the FCC Broadband Data Collection and Challenge Process, which is discussed in Section 2.4.6.

2.2 Conduct Public Meetings to Hear About the Lived Experience from Indiana Residents and Businesses

Throughout the course of this approach, we have made clear our intent to engage stakeholders in Indiana. We will follow that same principle when it comes to facilitating public meetings. Our team will work closely with the IBO to determine whether these meetings would be most helpful as open forums for the community to broadly attend or be more targeted in invitation and attendance. Both instances have value and can lead to different outcomes. Either way, our team is experienced in leading the public or targeted stakeholders through these types of meetings. These meetings will define overall broadband objectives, lived experience needs, recommendations to address said gaps, barriers to success, and considerations in prioritizing deployment.

From our experience in conducting community outreach, we know that running these meetings is not simply a matter of booking a hotel conference room and hoping a few people show up. Rather, we will take a targeted approach—leveraging the insight we glean from our stakeholder ecosystem mapping—to identify the vector through which we can engage the community. These might include the municipal league (Accelerate Indiana Municipalities), community-based organizations (CBOs), faith groups, schools, 501(c)3s and non-profit organizations—organizations through which people are actively involved. Our typical approach then is to work our way into their existing schedule. We will prepare extensively beforehand, not just to handle the logistics (which will include virtual/remote options), but also the content and communications strategy—we want attendees to feel like they are being listened to and that this is an empowering process for them, rather than an extractive one.

We will accomplish this by developing a meeting outline with prompts to elicit a productive conversation. During the meeting itself, we often start by educating the audience on broadband, terminology, and the initiative—this allows a common language for us to hold more complex discussions. We then turn the microphone back to them and facilitate a series of brainstorming exercises. As we have done for many other organizations, we would facilitate these groups to identify how, from their unique perspectives, the State can prioritize and invest in the community in terms of various broadband projects.

Hearing from people on the ground and listening to their needs will illustrate experiences and ensure our resulting recommendations and overall Five-Year Action Plan are grounded in the needs of Indiana. We will work directly with the IBO to design an engagement experience for attendees that builds trust in the State's efforts in developing its plan. As we have conducted these focus groups, town halls and community meetings dozens of times before, both in the context of broadband/digital equity and outside of it, we can pre-empt the types of responses we expect to hear and tune our questions to laser in on the issue at heart. After the round of community meetings, we will create a summary of the feedback we have heard, highlighting key themes and takeaways in an easy-to-digest format suitable for executive audiences as well as the Five-Year Action Plan itself.

2.3 Conduct Survey and Speed Test to Expand Outreach Capabilities

Concurrent with standing up the public meetings, our team will prepare for the distribution of the survey and speed test. The purpose of conducting a survey and speed test is two-fold: (1) to understand at a more granular level the broadband access gaps and needs as reported by Indiana residents and businesses; and (2) to gather data in the right

format to verify and, if need be, challenge the Broadband DATA maps once they are released. We can support the Indiana Broadband Office in developing marketing materials including one-pagers, email distribution messages, media campaigns, etc. The survey will be active for at least one month to try and capture as much data as possible while still leaving time for us to analyze the resulting data.

Combined with the data from the FCC, Indiana's own analyses, and peer data from sources such as Microsoft AirBand, Ookla, M-Lab, Root Metric, and Broadband Now, we can refine the existing assessment of Indiana's broadband current state. Specifically, a better understanding of gaps of service, speed, and bandwidth, among other key metrics. This will also be an opportunity for the community to provide input regarding their needs, support, usage, satisfaction with speed and bandwidth, choice, and provider satisfaction. Obtaining a representative sample of responses via survey and speed tests will also ensure that market assessments are as accurate as possible, and we have a demonstrative understanding of supply and demand for broadband within the State.

2.4 Develop Asset Inventory and Maps

As described in the NTIA BEAD Five-Year Action Plan Guidance, this section will catalogue Indiana's existing broadband adoption, affordability, equity, access, and deployment activities. This section of the Five-Year Action Plan should capture both Indiana's hard assets (e.g., towers, buildings, and utility poles) and soft assets- or efforts (e.g., programs, activities, strategies, skills, technical assistance) that can be leveraged to close the digital divide. Although NTIA guidance only requires Indiana to focus on publicly owned hard assets, our team will work to capture available privately-owned assets as made available by ISPs and other entities that own and operate broadband infrastructure. NTIA guidance provides a list of example assets for each area: broadband deployment, adoption, affordability, access, and equity. The data, documents, and other resources that comprise the asset inventory will be managed through the data and document request process initiated in Phase 1.

In addition to the asset inventory, our team will also develop a series of maps to enable geospatial analysis of infrastructure, market structure, socioeconomic data, and other data types. Developing these maps is a complex exercise involving many overlaid datasets. We will start preparing for this from nearly the first day of the project and expect to continue refining it with you until the final BEAD Five-Year Action Plan is complete. Our goal is to generate simplicity from a large amount of data and to present it in a way that both educates you as well as your stakeholders and calls them to action. These maps will help provide detail into the broadband status of unserved and underserved areas across indicators and identify key routes within the region that connect anchor institutions, data centers, economic clusters, co-working hubs, etc.

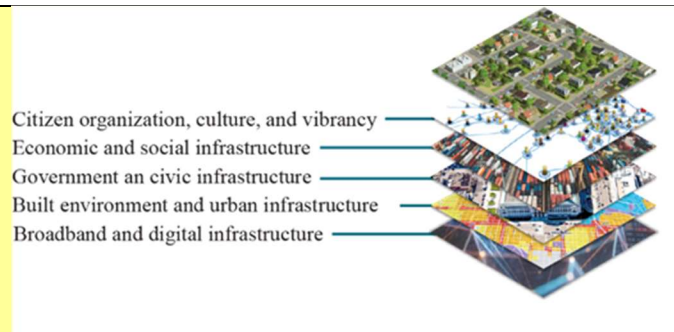


Figure 9: Layers of GIS Analysis

Based on our work creating maps of broadband access and digital inclusion for other clients, we anticipate using State-provided and publicly available datasets (e.g., FCC – Form 477, Microsoft AirBand, Ookla, M-Lab, Root Metric, and Broadband Now, U.S. Census - American Community Survey, CDC/ATSDR Social Vulnerability Index). For some projects we have also leveraged FiberLocator maps to identify locations of fiber networks relative to other infrastructure. We would work with the Indiana Broadband Office, Indiana’s broadband mapping staff, and the PCRD team to determine what mapping work would be most valuable for the State’s BEAD program and could potentially be leveraged to inform Indiana’s Initial and Final Proposal development.

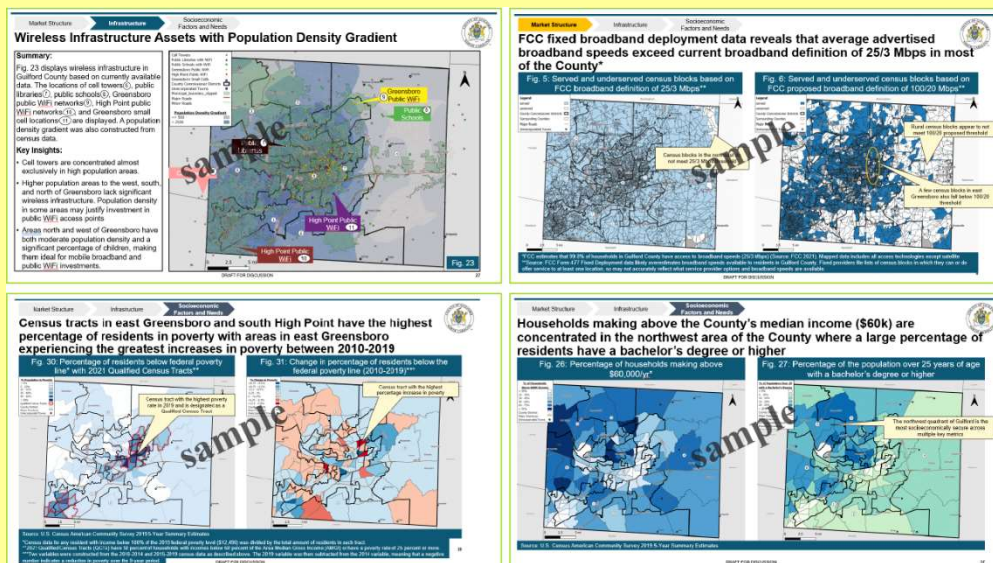


Figure 10: Illustrative Example of Current State Assessment Maps

2.5 Conduct Needs and Gaps Assessment

The purpose of this assessment is to identify the gaps between the current state and needs of broadband deployment and digital equity in Indiana. This assessment will require an in-depth analysis of current broadband needs in Indiana, as communicated through the various channels of public and stakeholder engagement and survey and speed test. The insights from this assessment will directly inform the short-term and long-term goals and objectives that will guide Indiana’s broadband activities over the next five years. It will also help to pinpoint where the greatest broadband availability, adoption, and affordability needs exist to inform a more targeted broadband investment strategy.

For other broadband projects, we have developed and applied a broadband index tool that combines various inputs related to broadband access to (1) identify geographic areas facing the greatest broadband access challenges and (2) classify the type of broadband access challenge (availability, adoption, and affordability) at the census tract and county level. Based on the need typology of a particular geographic area, we are then able to develop targeted strategies (e.g., last-mile broadband infrastructure investment, digital literacy program, ACP outreach campaign, etc.) that address the identified challenges.

2.6 Conduct leading practices and benchmarking analysis

For Indiana to be sure that it is taking the right steps to addressing broadband and digital inclusion, the State will want confirmation that it is in the right mix. To be careful stewards of public money, we will want to make sure that the State does not over-index on certain aspects of broadband deployment and strikes the right balance between public-sponsored and private-led initiatives. Therefore, we will conduct research on the attributes of leading practices related to statewide approaches to broadband from other leading states similar to Indiana, with particular focus on leading practice models for sub-grantee competitive broadband infrastructure grant programs. At this juncture, it is important for Indiana to evaluate its existing broadband grant programs – Next Level Connections and the Indiana Connectivity Program – to determine what modifications could be made to enhance their performance. Our approach to evaluating Indiana’s broadband grant programs and benchmarking them against other statewide competitive broadband infrastructure grant programs is provided in Section 2.4.5.

For this research to be used proactively as an input, we will synthesize our findings into what we call a leading practices model. This model is a method for sorting common attributes across peers and evaluating each other against their relative performance to one another. It will help the State understand where they are currently positioned relative to peers, what attributes high-performing peers exhibit, and which position the State might migrate to in the future.

	Considerations	Basic Practice	Standard Practice	Good Practice	Leading Practice
Broadband Organization, Mandate, and Governance Structure	1. Broadband organization and staffing	• State broadband coordinator with no formal broadband office	• State broadband office and director	• State broadband office includes a program and grants manager	• State broadband office includes technical staff (e.g., GIS, engineers) and a community outreach/ engagement coordinator
	2. Broadband office mandate	• State broadband coordinator is the primary point of contact for state broadband initiatives	• State broadband office manages federal grant funding, and facilitates inter-agency coordination and collaboration on broadband	• State broadband office administers broadband development programs, awards competitive grants, and leads inter-agency coordination and collaboration on broadband	• State broadband office regularly updates broadband plan, performs broadband mapping/asset inventories, tracks progress toward broadband access and adoption goals, builds partnerships with external stakeholders (e.g., ISPs, local and Tribal gov'ts, non-profits), and manages state digital equity programs and initiatives
	3. Governance and oversight	• No formal oversight mechanism • State broadband office activities and programs are adequately documented and reported to the public	• State broadband office reports to the executive and legislative branch	• State broadband office reports to a governing body comprised of selected representatives from state agencies engaged on broadband and/or members of the state legislature	• State broadband office reports to a governing body that is tasked with overseeing broadband activities and providing input on policy and funding priorities
Broadband Policy Framework	1. State broadband plan and strategic goals	• No broadband plan or strategic goals	• State has a broadband plan	• State broadband plan defines strategic goals and priorities	• State broadband plan includes an inventory of slated projects and implementation strategy
	2. State definition of broadband	• State broadband definition aligns with FCC (25/3 Mbps)	• State broadband definition is 25/3 Mbps • State broadband competitive grant programs require project achieve at least 25/3 Mbps	• State broadband competitive grant program(s) guidelines require projects achieve at least 100/20 Mbps or 100/100 Mbps	• State broadband definition is raised to meet higher speed threshold (100/20 Mbps; 100/100 Mbps)
	3. Laws and policies enabling broadband expansion (e.g., "Dig Once", infrastructure access, permitting)	• The state has no broadband-enabling policies	• State agencies have implemented broadband-enabling policy guidelines	• State has enacted broadband enabling policies and legislation	• State broadband office issues policy guidance (e.g., broadband toolkits, model ordinances) to assist localities to become "broadband ready"
Funding and Financing	1. Federal grant funding allocations for broadband	• State only allocates available federal funds earmarked for broadband (e.g., EBB, ECF, USF)	• State allocates less restricted federal funds to broadband (e.g., ARPA, CRF)	• State establishes a broadband development grant program to distribute available funds to areas identified as underserved • State publishes project eligibility guidelines for grant programs	• State establishes broadband development programs that include competitive grant awards • State publishes, reviews, and regularly updates project eligibility guidelines for grant programs
	2. State revenue allocations for broadband	• No state revenue allocations for broadband	• State appropriates general revenue funds for broadband	• State establishes a dedicated fund to finance its state broadband office	• State also allocates funds from additional revenue streams (e.g., right-of-way fees, civil penalties, toll fees, settlements, related policy areas, debt instruments)
	3. Alternative funding/financing (e.g., private sector, philanthropy) allocations for broadband	• No alternative funding allocations for broadband	• State grant programs adhere to federal matching fund requirements	• State tailors matching fund guidelines to achieve state funding objectives while complying with federal requirements	• State operates a broadband fund supported by broadband industry, philanthropies, and others • State broadband grant programs are structured to incentivize ISP partnership
Market Structure	1. Broadband availability Underserved = <25/3 Unserved = <10/1	• Majority of the state has 25/3 Mbps, but significant areas remain unserved	• Most of the state has 25/3 Mbps, some have 100/20, few areas remain unserved	• Most of the state has 100/20 Mbps, majority of the state has very few areas remain unserved	• Most of the state has access to speeds of 100/100 Mbps or higher
	2. Types of broadband providers represented in the market and operating models	• Major national providers and some regional broadband providers, no new entrants • Middle mile infrastructure is exclusively owned and operated by ISPs	• Major national providers, some regional and local, few new entrants • Middle mile infrastructure owned by ISPs is leased to other ISPs	• Major national providers, many regional and local providers, some new entrants • Municipal and state government entities also own some middle mile infrastructure which can be leased	• Major national providers, many regional and local providers, many new entrants • Additional players own middle mile infrastructure (e.g., IOUs and electric cooperatives)
	3. State policy or regulatory interventions to promote broadband deployment	• No state interventions	• Few state interventions focused on reducing anticompetitive practices	• Some state interventions to reduce barriers to broadband deployment in areas where insufficient market incentives exist (e.g., regulating pole replacement fees, authorizing IOUs or local gov'ts from leasing infrastructure assets)	• State evaluates interventions to ensure efficient outcomes • State takes actions to expand available infrastructure in areas where market incentives have not aligned (e.g., prioritizing unserved areas)
Partnerships and coordination with stakeholders	1. Coordination and collaboration among state government agencies	• No formal coordination with other state entities engaged on broadband	• Informal coordination among state entities through state broadband office	• Formal coordination through a designated inter-agency task force or council	• Formal coordination through a designated inter-agency task force or council that addresses potential synergies or redundancies in state broadband efforts
	2. Local community engagement (local gov'ts, Tribal entities, non-profits, residents)	• No stakeholder engagement efforts	• State broadband office has created an open channel (e.g., survey and speed test, public comment forums) to collect lived experience data from residents and businesses	• State additionally actively engages local community (e.g., focus groups, listening sessions) to provide input and feedback on broadband projects and programs • Broadband office analyzes the data collected through community surveys to inform priorities identified in broadband plan	• State broadband projects and programs center the needs identified by local communities and build on existing efforts to increase broadband access
	3. Partnerships with ISPs and industry stakeholders	• No existing partnerships with ISPs	• State has established strategic partnerships with ISPs (either initiated by the ISP or the Office) to coordinate projects slated for development	• Representatives from public and private sector are included in shaping broadband infrastructure projects and in tactical decision-making	• Broadband office helps facilitate the relationship among state, local, and Tribal gov't stakeholders and ISPs interested in expanding their broadband networks in the state • There are successful examples of public-private broadband development projects
Digital equity considerations	1. Awareness of digital equity issues	• State considers broadband access to be only an infrastructure issue	• State acknowledges that digital equity plays a role in broadband access	• State includes digital equity criteria in state broadband competitive grants programs	• State frames approach to broadband development through a digital equity lens
	2. Prioritization of digital equity in broadband planning	• No prioritization of digital equity in broadband planning	• State broadband plan establishes digital equity goals (e.g., internet subscription rates)	• State collects data to analyze digital equity issues (e.g., public data, community connectivity surveys)	• State evaluates programs and policies and reports progress toward digital equity goals
	3. Policies, programs, and resources to close digital divide	• No policies, programs, or resources	• Some policies, programs, and resources (e.g., broadband subsidies- Affordable Connectivity Program, digital devices programs)	• Broadband office staff dedicated to designing and delivering state digital equity policies and programs	• Broadband office includes staff dedicated to digital equity work • State builds on existing public and non-profit and digital equity programs

Figure 11: Example Leading Practice Model for Broadband

2.7 Synthesize findings into Current State Assessment

After completing this point, we will synthesize our research and analysis on each component of the Current State Assessment. The Current State Assessment will be directly inserted into the Draft Five-Year Action Plan developed in Phase 3. The primary components of this Current State Assessment include the following (bolded are required based on NTIA guidance):

- **Existing Programs**
- **Partnerships**
- **Asset Inventory**
- **Needs and gaps**
- Infrastructure, market structure, and socioeconomic maps
- Leading practices assessment

Once a draft of the Current State Assessment is completed, our team will work with the IBO to determine the best approach to present and elicit stakeholder feedback on this section of Indiana's BEAD Five-Year Action Plan. For previous broadband projects we have broken up the review and feedback on the Current State Assessment by component to make the process more manageable. This format for review allows for the IBO and relevant stakeholder groups to provide feedback on the Assessment as different sections are developed and finalized.

Key Deliverables: Current State Assessment

Phase 3 – Actions and Strategies of Broadband Infrastructure Deployment and Digital Inclusion

This phase of work serves to synthesize our research and findings into a comprehensive Five-Year Action Plan. We will continue to work closely with stakeholder groups to formulate potential actions and strategies that further the State's broadband access goals and promote digital inclusion. Our team will apply BEAD Five-Year Action Plan guidance and template provided by NTIA to structure the content of this document, the main components of which are outlined below:

- 2 **Executive Summary:** The Five-Year Action Plan should begin with a clear and concise executive summary. The Executive Summary should state the purpose and summarize the key points of the Five-Year Action Plan.
- 3 **Overview of the Five-Year Action Plan**
 - 3.1 **Vision:** This is Indiana's vision for broadband deployment and digital equity. This section describes what success looks like for Indiana, informs strategies, serves as a guide for the types of activities Indiana will choose to prioritize in the Five-Year Action Plan.
 - 3.2 **Goals and Objectives:** This section explicitly states Indiana's goals and objectives for broadband deployment and digital equity. The goals outlined in the Five-Year Action Plan will inform, and can meet later requirements, of the BEAD Initial Proposal as well as Final Proposal. Sample goals could be focused on achieving universal broadband access as defined by a certain speed and/or achieved by a certain date.
- 4 **Current State of Broadband and Digital Inclusion**
 - 4.1 **Existing Programs:** This section will document Indiana's broadband resources – including structural, programs, and personnel – available to the State. The importance

of this section is to identify existing resources and relationships, understanding gaps and barriers, and informing future planning and implementation of program or Indiana Broadband Office activities to effectively implement its goals and objectives.

- 4.2 **Partnerships:** The purpose of this section is to identify and assess new or existing partners that Indiana may engage for the development and implementation of the Five-Year Action Plan. This section will also consider the relative roles, skills and expertise provided by each potential partner.
- 4.3 **Asset Inventory:** This section will catalogue Indiana's broadband adoption, affordability, equity, access, and deployment activities. This section of the Five-Year Action Plan should capture both Indiana's hard assets (e.g., towers, buildings, and utility poles) and soft assets- or efforts (e.g., programs, activities, strategies, skills, technical assistance) that can be leveraged to close the digital divide.
- 4.4 **Needs and Gaps Assessment:** The purpose of this section is to identify the gaps between the current state and needs of broadband deployment and digital equity in Indiana.
- 5 **Obstacles or Barriers:** In this section, we will proactively identify the obstacles or barriers that Indiana faces or may encounter as it implements the BEAD program – and more generally, as it addresses issues related to broadband deployment and digital inclusion. This assessment may touch on several types of barriers, including, but not limited to, the following:
 - 5.1 Legislative / regulatory / policy barriers, labor shortages, supply chain issues, materials availability, industry participation, lack of local digital inclusion programs / expertise; topography; digital literacy; procurement or contracting issues.
 - 5.2 This section may include other relevant factors specific to the Indiana context including policy shifts, demographic trends, or key issues resulting from insufficient broadband access and resources.
- 6 **Implementation Plan**
 - 6.1 **Stakeholder Engagement Process:** The purpose of this section is to identify how Indiana will go about identifying key external stakeholders, develop an inclusive engagement model and associated mechanisms (e.g., feedback mechanisms), and facilitate the stakeholder engagement process. This will also include the processes included in the development of the Five-Year Action Plan itself. An important aspect will be coordinating with the State Digital Equity Planning Grant Program. To do so, we will develop a comprehensive list(s) of stakeholders, identify overlaps, and coordinate or combine outreach to those stakeholders through combined listening sessions, surveys, and site visits. This will include groups historically not engaged in public planning processes (unserved, underserved, and underrepresented communities).
 - 6.2 **Priorities:** Indiana's driving principles that it will consider as it develops and implements its 5-Year Action Plan aligned with the State's vision for broadband and digital inclusion. Existing priorities that broadband can support include, but are not limited to: Economy, Infrastructure, Workforce and Education, Public Health, and Good Government.
 - 6.3 **Planned Activities:** This section identifies activities that Indiana plans to implement to meet its goals and objectives, including the source of their funding. This section describes what those activities area, key players to implement the activities, funding sources, and expected outcomes.
 - 6.4 **Key Strategies:** Outlines strategies Indiana will undertake to meet its goals and objectives. These directly feed into the BEAD Initial and Final Proposals. This is where the development of a subgrantee process fits in.
 - 6.5 **Estimated Timeline for Universal Service:** We will establish timeframes based on

research and engagement with ISPs.

- 6.6 **Estimated Cost for Universal Service:** We will establish estimated costs based on leading practice research of peers and discussions with stakeholders.
- 6.7 **Alignment:** This section focuses on getting aligned with existing and planned efforts at the State or sub-State level.
- 6.8 **Technical Assistance:** This section will articulate the technical support Indiana may need from NTIA to ensure that the Initial and Final Proposals meet the statutory requirements and goals of the BEAD program.
- 7 **Conclusion:** The Conclusion section reiterates the purpose and key points and high-level plan for how Indiana plans to achieve its goals.

3.1 Synthesize Research and Analysis from Phases 1 and 2

To start Phase 3, we will collate and analyze all the public and stakeholder input and research and analysis gathered in Phases 1 and 2 and compile it into the Five-Year Action Plan. This process will be conducted through the subsequent tasks focused on honing Indiana's vision, goals, and strategy for how to optimize available BEAD funding that will then inform the Initial and Final Proposal development.

3.2 Develop Indiana's Broadband Infrastructure Deployment and Digital Inclusion Vision, Goals, and Objectives through Visioning and Strategy Sessions

We will facilitate a series visioning and strategy sessions to develop a clear vision for the future state of broadband and digital equity in Indiana and a set of goals and objectives to help realize that vision. To do this, we will organize all the information derived from the current state assessment, stakeholder input, and leading practices research to create a series of collaborative brainstorming and vision sessions. The outcome of these sessions will help to frame Indiana's Five-Year Action plan and set the stage for Indiana's Initial and Final Proposal.

Much like the earlier public meetings, these visioning sessions may be held either with key stakeholders or be a broader forum for the community. We will ultimately follow the State's lead on this, but we recommend limiting the visioning to the key stakeholders and players of the broadband environment in Indiana that have knowledge of the State's broadband infrastructure or needs. We will certainly be educating the attendees at the start of each session to ensure we are all speaking from the same place but coming in with a nuanced perspective will be important. Our approach to these visioning sessions will be broken into two stages:

- *Establish Indiana's vision for broadband deployment and digital equity:* In this stage, we would present and workshop vision statements based on the current state assessment and input from stakeholders. The vision statement captures what the State strives to become.
- *Brainstorm and develop list of goals and objectives:* In the second stage we would unpack the vision statement into actionable goals and objectives. We would continue to ideate, iterate, and define goals and objectives during this stage. Goals are the overarching actions that are needed to realize the vision. Objectives are the measurable steps Indiana can take to meet the State's goals.

3.3 Develop Broadband Strategies and Activities to achieve broadband digital equity goals and objectives

Taking the goals and objectives defined in Activity 3.1, we will generate a long list of potential strategies and activities to help Indiana achieve its goals and therefore its vision.

The initial long list of strategies and activities will be developed based on findings from the current state assessment, stakeholder input, and leading practices. We will first identify a wide range of possible strategies and activities from which we can winnow down to the most effective and most easily implementable actions. We will develop an initial list ourselves, and then work iteratively with the IBO to flesh out the list and categorize based on the goal areas defined in NTIA BEAD Five-Year Action Plan guidance: deployment, access, adoption, affordability, digital equity, economic growth and job creation.

The second focus of this step will be to develop and implement a prioritization methodology. There is a range of potential criteria from which to prioritize activities including number of stakeholders involved, potential costs, estimated impact, etc. Activities will be prioritized based on their relative contributions to achieving goals and objectives. Activities that do not help Indiana achieve its goals and objectives will be removed. Prioritizations will be based on estimated impact toward achieving a particular goal. We can additionally create an exercise by which stakeholders can rank or weight different strategies to inform prioritization.

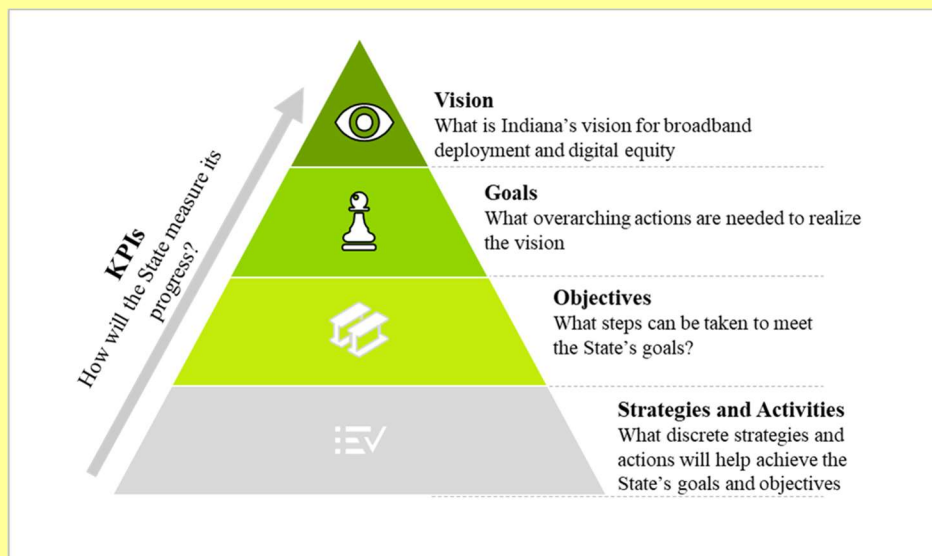


Figure 12: Foundational components of BEAD Five-Year Plan Vision and Strategy

3.4 Develop Implementation Plan

The Implementation Plan will address the estimated timeline and cost for universal service, obstacles/barriers, and technical/capacity considerations, outlined below:

- *Timeline and cost for universal service:* In this section, Indiana will outline a timeframe for when the State of Indiana plans to achieve universal service. This timeframe will depend on the current level broadband service availability and adoption and an evaluation of the time, cost, and other resources necessary to close the gap. For example, this may involve conducting an analysis of existing federally funded broadband infrastructure and digital equity programs in Indiana and peer states and evaluating their return on investment (e.g., average cost per

passing). Although not scoped for this project, our team can use IMPLAN economic impact modelling software and other analytic tools to build a comprehensive understanding of the expected impact of different implementation strategies.

- *Obstacles and barriers:* This section identifies any obstacles and barriers to implementing the Five-Year Action Plan. This may involve assessing any risks foreseen during this implementation stage.
- *Technical and capacity considerations:* This section will help inform what are the State's technical and capacity gaps to address as it moves into the Initial and Final Proposal stages of the BEAD process. As part of this section, Indiana can include discussion of any plans to improve coordination and build capacity to identify potential partners. We will plan to summarize here are our findings from relevant listening sessions, meetings and other engagements conducted with stakeholders and discuss plans and next steps for additional stakeholder engagement.

Importantly, the Implementation Plan will focus on aligning proposed strategies and projects with existing and planned activities at the regional, state, and sub-state level. Indiana has sub-state initiatives underway, many prompted by the Broadband Ready Communities Program, that promote community-based broadband planning.

It will also address Indiana's strategy for regularly evaluating and updating programs to maintain progress toward achieving its broadband deployment and digital equity goals and objectives.

3.5 Combine into Complete First Draft of Five-Year Action Plan

By the end of Month 5, our team expects to have a completed first draft of Indiana's Five-Year Action Plan for review. At this point in the Plan development process, we should have prepared a completed version of each section of the Plan and at least one round of review and feedback. We will leverage this time to draft any outstanding sections of the Plan.

Key Deliverables: Draft BEAD Five-Year Action Plan

Phase 4 – BEAD Five-Year Action Plan Finalization, Communication, and Submission

We have allocated an additional two months to conduct a final round of stakeholder communication, review, and feedback to make ensure the plan accurately represents Indiana and the collective input of all stakeholders who participated in the Five-Year Action Plan Development Process. During these final two months we will work collaboratively with the IBO to integrate final feedback and prepare the document for submission to NTIA.

4.1 Communicate, Socialize, and Elicit Feedback on Draft Five-Year Action Plan

At this stage, the Guidehouse team will coordinate with IBO to circulate the draft Action Plan, first among internal stakeholders and executive staff, followed by partner agencies. External stakeholders will then be solicited based on the earlier categorization exercise. Feedback will be incorporated iteratively, with critical stakeholders receiving multiple opportunities for review and approval before being presented to executive leadership for final review and approval.

4.2 Finalize Five-Year Action Plan

Once all feedback has been received, approved for incorporation, and addressed, the draft will be finalized, reviewed for compliance, and presented to IBO to be submitted to NTIA. At this stage, no additional information will be included in the plan.

Key Deliverables: Final BEAD Five-Year Action Plan

2.4.3.2 Please describe any market research, analysis, or other data/information sources you might use to help inform the 5 Year Plan and other broadband expansion activities?

The market research and analysis work our team plans to conduct as part of the development of Indiana's Five-Year Action plan will help the State better understand the existing broadband market structure, including the major players, market segmentation, cost and pricing structures, and business model. The types of market structure analyses we have completed for other broadband projects, and that we would plan to conduct as part of the Current State Assessment, include the following:

- **ISP segmentation:** Identifying and categorizing ISPs into market segments based on provider type and geographic scale (e.g., small local, major national, small national, electric cooperative, and municipal).
- **Speed and pricing analysis:** Analysis of prices by speed, technology, and provider type.
- **Affordable Connectivity Program (ACP) participation:** Analysis of the number of ISPs participating in ACP by segment including which providers are including devices and committing to offer eligible plans that fully covered by the ACP subsidy amount.
- **Review of ownership and operating models:** Analysis of types of broadband ownership/operating models that exist in Indiana.

Most of these analyses leverage publicly available data sources (e.g., FCC, M-Lab, Ookla, and BroadbandNow) which vary in accuracy and completeness. Additional data collected through the survey and speed test and stakeholder engagement will help provide a more granular perspective of the types of broadband providers operating in the state and the range of technologies, speeds and prices of broadband services offered and where they offered.

2.4.3.3 Explain any plans or ideas on how you will coordinate with FCC, NTIA, OCRA, IBO, IOT, OMB, PCRD, ISP's and other broadband stakeholders.

In Section 2.4.3 (Phase 1, Activities 1.2 and 1.3) we introduce our approach for planning internal and external stakeholder engagement. In other broadband projects we have found success in working closely with the client to develop different stakeholder groups or forums that organize stakeholders depending on the specific broadband environment and the role each serves. This format allows for continuous engagement and touchpoints to provide transparency and opportunities to gather input throughout the project. For this engagement, we would suggest forming an internal working group comprised of representatives from State entities such as OCRA, IBO, IOT, OMB, and others that directly relate to broadband and can provide a more tactical role in the Five-Year Action Plan development process.

Our team would work closely with IBO to determine the appropriate stakeholder groups, composition, and roles and responsibilities. For some stakeholders such as ISPs, it may make more sense to conduct individualized engagement rather than a focus group format, as ISPs may feel less comfortable sharing data or other proprietary information in a forum that includes competitors. To that end, it is important to consider how the type of forum might impact the level of participation and information sharing the State is able to generate.

As mentioned in Section 2.4.3, the Guidehouse team we will plan to work closely with the team at the PCRD, the DEA administering entity, on public outreach and stakeholder engagement, to ensure that both processes are aligned. This is critical to reduce any potential redundancies and confusion among stakeholders about the objectives behind the Digital Equity Plan and BEAD Five-Year Action Plan and how they interrelate.

2.4.3.4 Please describe what tactics you may take to analyze current service availability as well as areas that need infrastructure expansion or investment.

Guidehouse will leverage existing Federal, State, and other available broadband availability data and maps to assess current service availability in Indiana and identify potential areas that need infrastructure expansion or investment. We will also be gathering additional on-the-ground broadband service data through the survey and speed test planned in Phase 1 of this work. This data will help to validate our analysis of publicly available datasets such as FCC 477 data, which we have found in many cases does not accurately reflect actual broadband service offerings and speeds.

Before embarking on any additional data collection, as part of the Asset Inventory conducted for the Current State Assessment in Phase 2, we will be reviewing what existing mapping resources Indiana and the Purdue Center for Regional Development have that will help to inform our assessment of broadband availability.

Existing maps and datasets to be leveraged include but are not limited to:

- Next Level Connections and Indiana Connectivity Grant Program project data
- Broadband Ready Communities data
- Indiana Geographic Information Office broadband maps and data
- Purdue Center for Regional Development broadband maps and data

Once we have gathered broadband availability datasets, we will develop a series of maps to better understand both broadband service availability and the current landscape of broadband infrastructure. Some examples of the types of maps we would plan to create are described below:

- 2 Broadband speeds (100/100 Mbps, 100/20 Mbps, 25/3 Mbps)
- 3 Technology type (e.g., fiber, cable, DSL, fixed wireless)
- 4 Number of providers offering speeds that meet or exceed 100/20 Mbps

We plan to collaborate with the Indiana broadband mapping staff and PCRD to determine the format for these maps so that they can be readily shared and integrated with existing mapping efforts.

This initial broadband serviceable availability analysis will be updated once the new

maps from the FCC are released with updated and accurate data. The new maps will leverage location fabric data elements to get substantially more granular data than the oft-maligned FCC 477 data which could report a census block based on a single address. We will approach these new maps with a “trust but verify” approach. All throughout the project, we will be collecting data from stakeholders, including on-the-ground datapoints from the community, to assist with the challenge process. Speed tests from Ookla and M-lab (and data from Microsoft Airband) can assist the matter. We will consolidate all these potential data sources into a cohesive understanding of reality and use that as our fact base to check against the new FCC maps.

2.4.3.5 With the requirement of a workforce development plan, please explain what experience you have in workforce development and how you plan to include local, state, and federal entities in this plan.

Guidehouse recognizes that there is a great opportunity associated with the workforce development component of the BEAD Five-Year Action Plan. Our extensive experience in conducting workforce development spans entities of varying sizes and budgets, ranging from the Tennessee Valley Authority (TVA) to Harris County, Texas. Building upon the knowledge gained from our work in this area, we will collaboratively engage with the Indiana Department of Workforce Development to spearhead the process of creating good jobs for Hoosiers.

As discussed in our approach, Federal, State, and local entities will be engaged throughout the process as appropriate. While notional, Federal entities will primarily be included regarding funding and compliance guidance, with State entities primarily engaged to handle initiative strategy, selection, and fund disbursement, and Local entities primarily handling regional or community-based workforce development initiatives.

From our past work, we have a strong bench of workforce development data from peer states to draw upon, allowing Indiana to tap into best practices of how broadband as a tool can create lasting positive effects on the State’s workforce.

Some examples of our experience are highlighted below; for more detailed information, please reference the Appendix:

- **For the State of Missouri’s Department of Economic Development,** Guidehouse conducted an analysis of the State of Missouri’s workforce, which involved an assessment of what the statewide labor market, demand for employees in certain target industries, and whether the K-12 and college student pipelines was able to satisfy industry needs in the State.
- **At the Tennessee Valley Authority,** Guidehouse engaged external stakeholders (i.e., utilities, local governments, nongovernmental agencies, and national laboratories) to coordinate efforts, resources, and tools to support workforce development. This work emphasized the economic empowerment of residents of the TVA across multiple states, with pilot programs focused on providing good, sustainable employment opportunities.
- **For the State of New Jersey’s Economic Development Authority,** Guidehouse looked at how fast-changing statewide policies targeted at Electric Vehicles (EV) could be an opportunity to grow a new industry that could employ people and technologies. Our work helped the state promote EV adoption and had specific and deliberate positive downstream effects on the State’s workforce.

2.4.3.6 Describe in detail any concerns or issues you see in completing all the noted requirements for the BEAD Plan in the Notice of Funding Opportunity pages 26-28. <https://broadbandusa.ntia.doc.gov/sites/default/files/2022-05/BEAD%20NOFO.pdf>

Our team does not anticipate any significant issues with completing the requirements of the BEAD Five-Year Action Plan. There are 13 requirements outlined in NTIA's guidance. We have gone through each one of the requirements listed below and have indicated any potential challenges or contingencies that may impact our ability to fulfill a particular requirement. Most of the challenges we have identified are not exclusive to Indiana, and based on conversations with other states, many would likely be issues that could be resolved in continued consultation with NTIA.

The 13 NTIA Requirements for the BEAD Five-Year Action Plan

- ***Details of the existing broadband program and offices; Past or ongoing broadband activities, plans, and grant award experience***
No concerns identified at this time.
- ***Identify available funding for broadband deployment and other related activities***
No concerns identified at this time.
- ***Identify existing federal funded efforts***
No concerns identified at this time.
- ***Identify staffing plan to implement and administer the BEAD Program and their roles***
No concerns identified at this time.
- ***Identify obstacles to implementation and plans to address them***
No concerns identified at this time.
- ***Include a broadband asset inventory***
The comprehensiveness of asset inventory work will depend on the ability of State agencies to share relevant datasets to carry out this work. A more comprehensive asset inventory would also include assets from local governments, as well as the private and academic sector which may not be readily available.
- ***Include a description of the external engagement process***
As community and stakeholder engagement is integral to the Five-Year Action Plan, we want to make sure we are casting as wide of a net as possible. Given the limited timeframe to develop this plan, our team will work to maximize community and stakeholder engagement in the time available. This is a core component of our recommendations to categorize discrete stakeholder groups, frequently engage, emphasize transparency, and gather necessary input and feedback
- ***Incorporate broadband availability and adoption data***
No concerns identified at this time.
- ***Identify broadband service needs and gaps***
No concerns identified at this time.
- ***Provide a comprehensive, high-level plan for reliable, affordable, high-speed internet service***
At this stage, estimating timelines for the Five-Year Action Plan without a clear understanding of the current state, workforce capacity and capabilities, needs, or supply chain is not recommended.
- ***Identify digital equity and inclusion needs, goals, and implementation strategies***
No concerns identified at this time.
- ***Alignment of the Five-Year Action Plan to other existing / planned initiatives***

As part of digital equity plan alignment, identifying breadth and efficacy of digital literacy trainings.

- ***Describe technical assistance and additional capacity needed for implementation***

No concerns identified at this time.

2.4.4 Public Outreach & Stakeholder Engagement

2.4.4.1 Discuss your company's experience with and plans for planning, coordinating, and implementing a full-scale public and stakeholder engagement campaign.

Stakeholder engagement plays a core role in each of our projects and is a core component of our methodology for success. As discussed in Section 2.4.3, public outreach and stakeholder engagement will be prioritized through the entire BEAD Five-Year Action Plan development process.

The planning and coordination for public and stakeholder engagement will occur in Phase 1 of this project and involve the following steps:

- **Conduct Stakeholder Mapping:** Identify and map internal and external stakeholders (e.g., state officials, relevant departments, municipal governments, elected offices, public libraries, school districts, community organizations, economic development authorities, ISPs).
- **Develop Public Outreach and Stakeholder Engagement and Outreach Plan:** The plan for how our team, in collaboration with the IBO, will engage the public and stakeholder groups will include the following components: (1) Proposed stakeholder groups (Steering Committee, Advisory Group, Working Groups) and community events (e.g., town hall meetings, focus groups, community listening sessions), (2) strategies for engaging each identified stakeholder (e.g., focus groups, one-on-one interviews, workshops, weekly meetings), (2) detailed timelines for conducting stakeholder engagement activities aligned with schedule for Five-Year Action Plan Development.
- **Design and implement community engagement activities:** This will involve organizing and implementing the activities as outlined in the Public Outreach and Stakeholder Engagement Plan. As mentioned in our proposed approach, we will conduct email outreach and leveraging stakeholder networks and contacts to invite stakeholders to participate and schedule events. Leading up to these activities, we will be developing all community engagement materials including one-pagers, flyers, and media campaigns. For example, for the City of Joplin (Missouri), Guidehouse set up booths at key community events and created a social media campaign, all targeted at boosting engagement in the City's planned Smart City roadmap.

Given the limited timeframe to conduct comprehensive stakeholder engagement, Guidehouse will plan to take advantage of existing forums that the State and other stakeholders use. By conducting stakeholder mapping at the outset, we can quickly identify the key stakeholders that enable broadband access to the communities and stakeholders that the IBO seeks to engage. On the community outreach side, our team plans to leverage available state resources such as OCRA community liaisons, Indiana Broadband Office task forces, and Broadband Ready Communities.

We have implemented this approach for many jurisdictions and have highlighted some examples below; for more detailed information, please reference the Appendix:

- **In Guilford County, North Carolina,** our public outreach efforts involved a marketing and outreach campaign to collect necessary data for performing a gap analysis for the County. We engaged community organizations using a variety of

digital, physical, and collaboration mediums (i.e., multi-lingual surveys, focus groups) to ensure equitable opportunity and response.

- **For South Dakota's Department of Social Services**, the Guidehouse team designed and facilitated nine community listening sessions, virtual sessions, and a public survey to collect information on how childcare providers, advocates, parents, and more, wanted to see the State's \$38M allocation of discretionary childcare funding used. The three engagement mediums generated over 469 individual funding ideas, which we then synthesized to develop recommendations to improve funding implementation.
- **For the Tennessee Valley Authority (TVA)**, we were engaged to identify key internal (i.e., TVA) and external (e.g., utilities, state and local governments, nongovernmental organizations, and national laboratories) stakeholders to align on a common vision for the TVA Connected Communities initiative. This enabled TVA to launch a call for pilot program ideas on to equitable access to services (e.g., broadband), economic empowerment, and energy & environmental justice. To support this, Guidehouse is currently conducting data analysis and mapping exercises to quantify some of the challenges being faced in the region and help spur project ideas.
- **For County, Texas**, Guidehouse identified geographic areas in need of targeted connectivity interventions and worked with County stakeholders / school district representatives to develop a specific listing of site locations at which to deploy connectivity services. This led to the development of short and long-term interventions such as mobile wi-fi buses, publicly available mesh wi-fi networks, and publicly available LTE networks.
- **For the Los Angeles County's Metropolitan Transportation Authority**, we developed an outreach and engagement strategy for all nine sub-regions of LA county. Guidehouse conducted extensive outreach to establish baselines of public opinion, targeted outreach to community-based partners and creation of an interactive Story Map to disseminate findings.

Guidehouse brings the right expertise to lead planning, coordination and implementation of a robust public outreach and stakeholder engagement campaign.

2.4.4.2 Explain how you plan to communicate with internal and external stakeholders, including all the listed constituencies in the Notice of Funding Opportunity pages 53-54. How do you plan to ensure all listed constituencies are included?

<https://broadbandusa.ntia.doc.gov/sites/default/files/2022-05/BEAD%20NOFO.pdf>

Our team will follow the Public Outreach and Stakeholder Engagement Plan developed in Section 2.4.3.1. Below we have provided examples of the types of engagement we would conduct with all relevant constituencies listed in the BEAD NOFO. For each stakeholder group, we would work with the IBO to determine the format of the engagement (e.g., individual interview, group interview/focus group, or both) to ensure we are hitting all the right groups and gathering the input we need to carry out Five-Year Action Plan development.

As previously mentioned, we have found success in broadband projects involving significant stakeholder engagement to create stakeholder groups and recurring meetings with each group. Our team would work closely with the Indiana Broadband Office to determine the appropriate stakeholder groupings. These groups together

would make up our network that we can leverage to conduct outreach, gather data and documentation, and directly engage communities. The objective of our stakeholder engagement approach and communications plan is to take advantage of the entire Indiana broadband ecosystem to advance Indiana’s work on BEAD planning, the FCC DATA maps challenge process, and universal broadband service.

NTIA guidance requires Indiana to engage a diverse set of internal and external stakeholders. Below, we provide a breakdown of groups identified by NTIA, as well as our proposed approach to engagement. Our Team will work with the IBO to develop multiple strategies to ensure equitable and broad participation from all stakeholders. It should be noted that this is a notional understanding to be vetted, validated, and adjusted in coordination with Indiana’s broadband teams. Entities may fall into multiple categories:

Engage to Partner on Broadband Initiatives	Engage to Assess and Understand the Market	Engage to Understand Community Needs
<ul style="list-style-type: none"> • State Agencies • Political Sub-divisions • Tribal Governments* • Community Anchor Institutions • Non-profit and Community Based Organizations • ISPs of all types • Higher Education Institutions • PUCs and equivalents • Local Educational Agencies 	<ul style="list-style-type: none"> • ISPs of all types • PUCs and equivalents • Consumer advocates and advocacy groups • Labor Organizations and Unions • Higher Education Institutions • Local Educational Agencies • Economic Development Organizations 	<ul style="list-style-type: none"> • Civil Rights Organizations • Labor Organizations and Unions • Higher Education Institutions • Local Educational Agencies • Public Housing Authorities • Faith Based Organizations • Organizations that represent disadvantaged / underrepresented groups • Tribal Governments*

*Per Chapter 2 of the Indiana Code (IC 4-23-32), Indiana [does not have a State Recognized Tribe](#). Any engagement with federally recognized tribal governments would require prior approval by the appropriate parties.

Engagement efforts will be targeted to ensure participation by underrepresented communities in Indiana. Examples from NTIA on how to achieve this include:

- The creation of a statewide task force or advisory board with representatives from underrepresented communities
- Frequent engagement with state, county, tribal, and municipal associations that may have greater reach to these communities through their local elected members
- Engagement with other state departments or agencies that regularly serve these communities and can help identify and engage with them, such as departments of education, health and human services, workforce development, and / or public health

2.4.4.3 Describe how you developed communication materials and methods for public outreach for other programs and provide examples. What are the methods that will be recommended for this plan?

Our team will utilize multiple methods to convey information and perform public outreach as part of the development of the Five-Year Action Plan. As mentioned, we will work closely with the Purdue Center for Regional Development to ensure our public engagement strategy is

aligned with DEA stakeholder and community engagement work to avoid duplication of effort. Public outreach will be tailored to the targeted community or population and leverage the existing networks of stakeholders to enhance information distribution and participation in public engagement events. We will work with the IBO and stakeholder groups to develop the appropriate communications materials in both digital and paper-based format to be distributed through multiple channels.

Guidehouse has extensive experience developing communication materials, avenues, and methods to support their engagement with key stakeholders, communities, and their citizens. We have provided this service to states, cities, and counties through many engagements, including Los Angeles Metro, Seattle, Arizona, and others. We understand that communication methods and products must accommodate the populations they attempt to reach. In each of our engagements, Guidehouse has leveraged stakeholder mapping results to guide public outreach strategies and initiatives for defined groups, and developed multi-lingual, innovative, and accessible communication materials.

Some examples of our experience are highlighted below; for more detailed information, please reference the Appendix:

- **For the Los Angeles Metropolitan Transportation Authority**, Guidehouse helped develop understanding of equity considerations for businesses and commuters to inform and optimize design of a pilot. To do so, we conducted social media campaigns aimed at different communities and partnered with community / faith-based institutions to engage the public's support. Various mediums were utilized to perform outreach and collect input including public town halls, focus groups and interviews.
- **For the Seattle Central Puget Sound Regional Transit Authority (Sound Transit)**, Guidehouse led a public outreach campaign utilizing many mediums to receive input from Limited English Proficiency (LEP) and passengers with disabilities (PWD). We developed nine focus groups – six LEP groups and three PWD groups – covering five languages with facilitators leading each session in language, as well as a survey in nine languages. This survey was dispersed through multiple channels, including townhall type events, public forums, and the Sound Transit's "Sounding Board" of 440 community members.

2.4.4.4 Please describe previous marketing and communication efforts in the broadband or telecommunications sector. If none, please describe other activities or campaigns that are somewhat similar.

Additionally, the Guidehouse team has developed marketing and communication materials in support of broadband stakeholder and community engagement work throughout a variety of engagements. Some examples of our experience are highlighted below; for more detailed information, please reference the Appendix:

- **For San Diego County, California** we created digital and paper-based flyers in multiple languages. These were distributed at key locations throughout the county including libraries and post offices. In this effort we also utilized social media as a distribution channel and leveraged stakeholder networks to drive engagement.
- **For the City of Joplin, Missouri**, Guidehouse developed and implemented a communications strategy to promote open houses that included creating and sharing flyers, setting up booths at key events, designing a social media campaign and crafting content. Guidehouse also assisted the client in newspaper and television interviews to

boost attendance and participation in engagement mediums.

- For **Tennessee Valley Authority (TVA)**, Guidehouse created a Connected Communities Roadmap, which was cocreated with stakeholders and outlines local and national leading broadband and workforce development practices. This resource accompanies a website of other relevant materials.
- For **Riverside County, California** we are assisting the county plan for the marketing and rollout of the Affordable Connectivity Program (ACP) and will be ready to support them in developing marketing materials, surveys, and website content to support communication efforts for their broadband related services.

Our team recognizes the importance of effectively getting the word out, especially for broadband and telecommunication opportunities.

2.4.4.5 Please describe your company's success and/or challenges in coordinating public outreach via multiple mediums. These could include but are not limited to:

- **Public or specific communications**
- **Townhall type public events**
- **Virtual Town hall events**
- **Regional Visits/Events**
- **Public Hearings**

Our approach to engaging stakeholders is critical to the success of the entire engagement. Our stakeholder map will determine which stakeholders should be engaged and which mediums will be most effective. Our team will work closely with the State to determine whether the medium should be in an open townhall format for the community to broadly attend or be more targeted in invitation and attendance.

Both versions of public events have value and can lead to different outcomes. This is especially so since the COVID-19 pandemic has opened avenues like virtual sessions that previously had a higher barrier to entry. Regardless of the type of meeting we hold with the public, our team is experienced in leading the public or targeted stakeholders through these types of meetings and events. Some examples of our experience are highlighted below; for more detailed information, please reference the Appendix:

- **For Sound Transit**, Guidehouse was tasked with evaluating effects of replacing a pictogram-based systems on LEP and PWD. Guidehouse led a critically important public outreach campaign utilizing many mediums to receive robust input from LEP and PWD individuals. To recruit LEP participants, the project team partnered with a local community engagement consultant to help identify facilitators and recruit target populations. To recruit PWD participants, we partnered with the Sound Transit's Accessible Services team to conduct outreach through their Citizens Accessibility Advisory Committee (CAAC). Guidehouse developed and deployed a survey in nine languages to assess response time and comprehension related to different options.
- **For Guilford County, North Carolina** Guidehouse was tasked with conducting a broadband infrastructure gap and needs analysis which required coordinated public outreach through a variety of engagement mediums. We partnered with a local community engagement company to assist in outreach, creation of materials and coordination of events (e.g., social media content, physical advertisements on public transportation, a press kit, etc.) In person, hybrid and virtual community meetings and

virtual focus groups were carried out to collect community input, with print and digital bilingual surveys made available. A project webpage, accessible in multiple languages, was also created to collect feedback from the community and disseminate information.

- **For the City of Joplin, Missouri** Guidehouse developed and implemented a communications strategy to support the city's tornado recovery efforts through administration of \$158 million in federal funding. Engagement included open houses, flyers, booths at key events (i.e., town halls and public hearings) social media posts, and newspaper / television interviews. We engaged the public through in-person and streamed sessions, and community leaders through one-on-one sessions to determine their goals and challenges within Joplin. These inputs were used to determine priorities, key opportunities, and led to development of a public-facing roadmap illustrating City's community outreach, future goals, initiatives, and timelines.

2.4.4.6 Please discuss your company's experience and ability to develop communication materials including but not limited to:

- **Surveys**
- **Flyers**
- **Mailers**
- **Email Content**
- **Social media content**
- **Public Notices**
- **Website development**
- **Marketing materials**

What other methods or materials may be suggested? Provide examples of previous communication materials.

Guidehouse's ability to carry out successful community and stakeholder engagement campaigns is driven by our understanding of the local context and best practices for outreach. Guidehouse can work with the State of Indiana to develop the communications materials necessary to gather community input and disseminate information and analysis back to the community and stakeholders. We have a breadth of experience developing communication materials for state and local governments across the country. Some examples of our experience are highlighted below; for more detailed information, please reference the Appendix:

- **For Sound Transit**, Guidehouse tested station codes to replace the pictogram-based system among LEP and PWD. Communication included LEP focus groups held in five languages, PWD focus groups, and online surveys deployed in nine languages.
- **For the City of Joplin (Missouri)**, our team developed a stakeholder-driven Smart City Roadmap guided by a communication strategy that included creating and sharing flyers, setting up booths at key events, designing a social media campaign, and assisting the client in newspaper and television interviews.
- **For the Los Angeles County Metro**, Guidehouse, in ongoing efforts beginning in 2019, is developing an outreach and engagement strategy for all nine sub-regions of LA County. Guidehouse established what the baseline public opinion was towards the transit system and conducted a follow-up survey to capture public sentiment over time, leveraging a social media campaign and marketing for public outreach. In addition, our team designed an interactive Story Map on LA Metro's website to disseminate the analysis and results of stakeholder and community engagement campaign to the public.

2.4.4.7 Please discuss any other outreach efforts that will supplement our efforts on broadband landscape, needs and challenges.

We have found community anchor institutions, particularly public schools, libraries, and housing authorities, to be important sources of information and input on community broadband needs and challenges. The stakeholders work closely with covered populations identified in the BEAD NOFO including individuals who live in covered households; aging individuals; incarcerated individuals; veterans; individuals with disabilities; individuals with a language barrier and/or low literacy; individuals who are members of a racial or ethnic minority; and individuals who primarily reside in a rural area.

We make sure our community and stakeholder outreach efforts prioritize and measure participation covered population groups to make sure the Five-Year Action Plan development process is inclusive of individuals that face significant broadband access barriers in Indiana. We will work with internal and external stakeholders to determine the best method(s) to reach these groups. Outreach efforts to these groups will be conducted in tandem with the PCRD developing the State Digital Equity Plan.

2.4.4.8 Please describe previous efforts to provide a comprehensive plan to communicate state planning efforts, goals and timelines to residents, providers and state and local leadership officials. Provide examples if available.

Guidehouse has engaged in large and small public communication efforts for state and local government clients, to generate public engagement and buy-in for new programs and long-term strategic plans. These efforts include statewide communication campaigns, large-scale marketing campaigns, and stakeholder outreach and engagement. Examples of Guidehouse's work includes:

- **For the State of South Dakota**, Guidehouse led a statewide communication campaign to facilitate stakeholder input for the Department of Social Services, on how to utilize \$38 million received via the Child Care Development Funds Discretionary Funds. This work included nine community listening sessions, 18 hours of in-person public meeting facilitation throughout the State, additional virtual listening sessions, and a public survey which, all combined, generated over 460 individual funding ideas.
- **Guidehouse supports the State of Oklahoma**, as part of larger American Rescue Plan Act program management efforts, in establishing communications processes for decision-makers and governance stakeholders. To facilitate the sharing of ideas and requests for uses of funds from the public, Guidehouse implemented a Salesforce solution to enable project submission intake.
- **For the City of San Jose, California**, Guidehouse developed the City's Sustainability Strategy through a marketing campaign and community and stakeholder outreach. This included message testing with residents and local leaders at City County sessions, Town Halls, and focus groups of residents, businesses, and the financial and innovation sectors.

Please see Appendix A and B for additional details and examples.

2.4.5 Sub-grantee Infrastructure Deployment, Policy, and Standards Development

2.4.5.1 Provide suggestions and examples of sub-grantee infrastructure deployment competitive funding programs used across the industry.

As part of our broadband project work, we have conducted leading practices research on statewide competitive broadband infrastructure grant programs with the purpose of designing new grant programs and supporting the development of standards to guide the project evaluation and selection process. Most recently, for the State of Oklahoma we conducted leading practices research of broadband infrastructure grant programs that successfully received funding through ARPA-CPF. We reviewed all CPF-compliant broadband infrastructure grant programs to identify common attributes. For attributes that vary across programs, we conducted a leading practices assessment to develop program recommendations that align with the State's guiding principles for establishing a broadband grant program. Through this effort, we develop a detailed database of existing programs. The key information we collected on each program is summarized in the table below:

Research Area	Topic	Definition
Program Summary	Broadband Grant Program Name	Name of Program
	CPF-Funded	Did this broadband program receive CPF funding?
	New or Existing Program	New Program Existing Program: Pre-dates CPF
	Program Objectives	High-level summary of program objectives
	Program Timeline	Program key dates (e.g., applicant release, application review window, protest period, etc)
	Program Milestones	Any milestones tracked by program (e.g., number of new broadband connections)
	Community Engagement Strategy	Any information on how communities are involved in program development or implementation
	Equity Considerations	How state broadband programs address digital equity
Project Eligibility	Project Type	Indicate if project types eligible for funding include middle mile
	Access Technology	Indicate if program is technology agnostic or list eligible technologies
	Eligible Applicants	List eligible applicant types (e.g., ISPs, political sub-divisions, Tribal Entities, electric co-ops, community anchor institutions, etc.)
	Targeted Communities	Characteristics of communities program intends to target (e.g., rural, socioeconomically disadvantaged, etc.)
	Data Sources	Indicate any data sources or data collection efforts leveraged to identify targeted geographic areas and communities
	Other Eligibility Requirements	Other project eligibility requirements unique to this program
Project Evaluation	Evaluation Methodology	(1) Evaluated internally and criteria driven (2) Evaluated by third-party and criteria driven (3) Other
	Scoring/Evaluation Rubric	Add link to rubric
	Challenge Process	Indicate whether an applicant challenge process exists
Grant Matching	Matching Methodology	(1) Average Cost Percentage: Total project cost is divided by total locations served to generate an average cost of serviced location. Cost amounts are pre-paired to a given matching percentage, displayed on a sliding scale (2) Requested Percentage: Applicants request a specified matching amount in their application. The amount requested impacts the scoring of the application
	Matching Description	Full description of program's funding matching procedure
	Matching	Requested Percentage: Applicants request a specified matching amount in their application. The amount requested impacts the scoring of the application
	Maximum Amount Awarded	Indicate absolute dollar value or "no specified limit"
	Match Range	Indicate match percentage or match percentage range

Figure 13: Broadband Infrastructure Grant Program Leading Practices Research Example

We then transformed this information to help guide decisions on the design of key program parameters such as matching methodology. An example of the decision process is provided in **Figure 14** below, which analyzes the specific matching requirements for Kansas's Broadband Acceleration Grant Program and Minnesota's Border-to-Border Broadband Grant Program. These two competitive broadband

infrastructure grants progress represented the two predominant funding matching approaches identified on our review.

Grant matching: Setting project funding using requested percentage matching provides Oklahoma with the greatest flexibility

Grant Matching refers to the amount of funding an applicant may receive and how much an applicant must provide. There are several methodologies to determine this number based on the needs and preferences of each state, but the two most common are below

Matching Methodology	Average Cost Percentage	Requested Percentage
Definition	Total project cost is divided by total locations served to generate an average cost of serviced location. Cost amounts are pre-paired to a given matching percentage, displayed on a sliding scale	Applicants request a specified matching amount in their application. The amount requested impacts the scoring of the application
Example	Kansas: Kansas' Broadband Acceleration Grant Program determines matching percentage based on a formula that represents the inverse relationship between average cost per passing and match percentage. Projects with a higher cost-per-passing receive a lower matching percentage (5%-87%). For projects with an average-cost per passing exceeding \$20,000, the matching percentage is fixed at 5%. This incentivizes higher costs buildouts to unserved rural areas, for example	Minnesota: Minnesota's Border-to-Border grant program requests applicants to specify a matching amount. The applicant must supply financial validation documentation (e.g., a letter of credit, letter confirming funds from a bank, board resolution committing funding, or loan documentation) to support request. Project applications with a higher proposed matching percentage have a competitive advantage in scoring process. Applicants may request matching funds up to but not exceeding 50% of the total project cost
Pros	<ul style="list-style-type: none"> Objective Straightforward to apply 	<ul style="list-style-type: none"> Applicant specifies exact amount needed Reduces risk of overfunding Captures applicant's willingness-to-pay for project
Cons	<ul style="list-style-type: none"> Potentially oversimplifies funding matching decisions for more complex projects resulting in inefficient funding allocations Requires expert input to develop formula 	<ul style="list-style-type: none"> May result in fewer high-cost project proposals Requires evaluators to be able to accurately compare proposed project matching percentage against applicant's financials

Recommendation: Requested percentage allows for the greatest flexibility in distributing matching funds

Figure 14: Example Analysis of Types of Broadband Infrastructure Grant Programs

As mentioned in the leading practice section of the Current State Assessment, we would work with the IBO and OMB to determine the list of peer entities and specific broadband infrastructure grant program considerations for Indiana to develop a tailored leading practices model.

2.4.5.2 Please describe your experience on assisting entities with developing policies, standards, and process development.

Guidehouse State and Local Government is focused on helping government clients and communities embrace the rapid transformation of broadband initiatives on the federal, state, and local levels. We have years of experience doing exactly this work with entities of varying sizes and budgets, as is evidenced by our digital inclusion experience with the State of Oklahoma, San Diego County (California), and New York City, NY.

However, broadband work is not something that happens in isolation, and requires engaging with a wide variety of stakeholders, each with a vested interest in the way that a transformative project such as a Five-Year Broadband Action Plan is implemented.

Based on our experience, the Guidehouse team realizes that the success of broadband work hinges on thoughtful policymaking and the establishment of leading standards that receives buy-in from internal and external stakeholders and leaders, as is laid out in Task 3 of this solicitation.

The range of policies that need to be established includes top-in-class grant management processes and procedures. The Guidehouse team will be able to take lessons learned from our work developing policies, standards, processes elsewhere in

the country and apply them to the State of Indiana's Broadband plan. We will also leverage our expertise in conducting best practices research for this task.

We have been specializing in assisting states and localities with grants management in disaster response and recovery since long before the recent COVID-19 crisis. Our subject matter specialists bring deep experience and knowledge through our work with FEMA and several other grant funding sources. This is especially evident in American Rescue Plan State and Local Fiscal Recovery Fund work done in **South Carolina, Oklahoma, South Dakota**, and numerous other states and localities, which is paired with a deep knowledge of other federal grants in places like **Harris County (Texas), San Diego County (California)**, and the **City of Joplin (Missouri)**.

Our team is well versed in the governing regulations and policies associated with federal funding programs such as the Bipartisan Infrastructure Law and can provide recommendations for best practices in all phases of the grant management lifecycles. We will not only advise the State on best practices for existing regulations and policies, but also keep the State aware of changes and updates to relevant regulations that are issued at federal, state, and county levels.

This advisory work will be powered by our dedicated team of professionals nationwide who comprise our Center of Excellence (COE) who have been closely monitoring each discrete federal funding stream from its infancy through ultimate passage, and who are now engaged in tracking and analyzing each subsequent release of guidance and how it affects our state and local government partners across the country. This was true with the American Rescue Plan (ARPA), and it will remain true for this federal broadband infrastructure funding as well.

Our work on mitigating the effects of climate threats is well evidenced by our work in the **City of San Jose (California)**, where we were commissioned to lead the development of their Sustainability strategy. This was groundbreaking work that led their ability to fulfill the goals of the Paris Agreement and required us to understand how 55 different climate actions impacted the lives of varied stakeholders throughout the City. In this work, we paired Silicon Valley cutting-edge innovations with concrete action in clean energy and transport, supported by a 3-year City of San Jose Action plan.

Our engagements demonstrate Guidehouse's experience in conducting broadband analyses, developing implementation roadmaps; creating creative and thoughtful policy; deploying technical resources and solutions; and developing more sustainable cities. In sum, we were able to assist governments with developing priorities, processes, and standards to approaching Broadband and digital equity.

2.4.5.3 Please explain your process or methodology with defining, in coordination with the service providers and the state, affordability qualifiers and low-cost options.

Our team would combine multiple methods to define, in coordination with service providers and the state, affordability qualifiers and low-cost options. We would use FCC's Affordable Connectivity Program (ACP) guidance as the basis to determine who may be eligible to participate in low-cost broadband plan options. We would

supplement the identification of eligible groups, with additional data from ACS, the survey and speed test, and input from stakeholders. In addition to ISP input, we also want to incorporate input from state entities involved in administering assistance programs such as SNAP, public housing, and Free and Reduced-Price School Lunch that have a direct connection to the households impacted by ACP. With this data we would assess the geographic distribution of eligible households and current participation levels. Since ACP data is collected at the county level, we will need to request more granular data as available from State or providers on uptake.

As part of our analysis of low-cost options and impact of programs like ACP on broadband affordability, we will measure the impact of the current subsidy (\$30 for eligible households; \$75 for households on qualifying Tribal lands) on the cost of high-speed broadband plan. Broadband plans and prices vary across the State, so we will want to understand the relative impact of the subsidy on a typical eligible household based on their location. This is important to understand to determine what additional outreach work the State can perform to improve ACP uptake and identify potential affordability measures required to close the adoption gap. For example, some states have prioritized affordability in broadband infrastructure grant programs to ensure the funds are going to projects that will provide at least one low-cost option to consumers that effectively reduces the cost of a high-speed plan to \$0 with the ACP subsidy.

To inform this analysis we will need to collaborate with providers to collect all available data on ACP outreach, participation, plan prices, and other documentation about how this program is implemented and the challenges to improving uptake. This information would be collected through the initial data and document request as part of the current state assessment. In the absence of provide plan data, we will leverage our survey and speed test and BroadbandNow data, to analyze the impact of the subsidy on affordability and adoption.

2.4.5.4 Please explain your experience or strategy to assist the state with including and considering plans and requirements for the following: (this list is not exhaustive, see RFP main document Section 1.4 task 3 for additional areas to consider)

- **Climate threats and resilience plans**
- **Workforce Development**
- **Labor Relations**
- **Environmental/Permitting**
- **Determining operational, managerial, and financial capacity**

Throughout our approach to delivering the BEAD Five-Year Action Plan, we will work closely with the State to determine priorities that it considers to be in alignment with Indiana's vision for broadband and digital inclusion. From this determined future state and our synthesized research, we will design, evaluate, and prioritize strategies and actions working iteratively with the Indiana Broadband Office.

Team Guidehouse has years of experience assisting state and local governments with the process of assessing current state, recommending future state design based upon determined goals and priorities, and program implementation and evaluation. Our work with the **Tennessee Valley Authority (TVA)** is a good example of our deep capacity in incorporating

Workforce Development, Environment and Sustainability, and Equitable Access with low cost and affordability consideration. Team Guidehouse facilitated the end-to-end process from stakeholder engagement and research to program implementation.

Our team has deep, pragmatic subject knowledge on leading practices to mitigate climate threats and promote environmental and resiliency goals. We have experience conducting analysis, developing plans, and generating concrete change on environmental including transportation, clean energy and energy efficiency, electrification efforts and sustainability supply change.

Our work in mitigating the effects of climate threats is well evidenced by our work in the **City of San Jose (California)**, where we were commissioned to lead the development of their Sustainability strategy. This was groundbreaking work that led to their ability to fulfill the goals of the Paris Agreement and required us to understand how 55 different climate actions impacted the lives of varied stakeholders throughout the City.

The expertise of our subject matter experts in the ability to perform in-depth and technical analysis that informs comprehensive plans, and the design of programs is well evidenced by our work with the **New Jersey Economic Development Authority (NJEDA)**. Team Guidehouse mapped current electrification programs, sources of funding, and development areas; researched ongoing electrification or EV incentive programs to determine best practices; and developed an array of program opportunities of varying timescales. As a result, NJEDA had a comprehensive strategy and program architecture to achieve climate and energy goals.

Our team is well versed in subject matter knowledge and expertise in workforce and economic development with entities of varying sizes and budgets, ranging from the **Tennessee Valley Authority (TVA)** to the **State of Missouri**. Through a structured and collaborative approach, Guidehouse brings together public, non-profit, and private sector entities to mobilize and align key industry networks and develop a comprehensive and actionable roadmap for workforce and economic development that can be incorporated into the State of Indiana's BEAD Five-Year Plan.

For the **State of Missouri's Department of Economic Development**, Guidehouse produced analysis that covered a wide span of the state of Missouri's workforce at the time. This included an assessment of what the statewide labor market was like, and what the demand for employees was like in certain target industries. Our recommendations led the State to reform their economic development strategy and restructure state agencies to improve economic and workforce development.

Team Guidehouse has years of experience in determining operational, managerial, and financial capacity of sub-grantees and deployment of services and programs. Our extensive portfolio of grants management experiences highlights assisting in assessing eligibility and risk during application and procurement processes. Please refer to section 2.4.5.5 for more detail on this subject area.

2.4.5.5 Please describe your experience developing grant programs and your existing knowledge of the current Indiana Next Level Connections Broadband Grant Program. This could include, but not limited to, experience developing procedures, grant amount thresholds, scoring matrix, timelines, and deployment strategies.

Indiana's Office of Community and Rural Affairs (OCRA) manages and operates the Indiana Next Level Connection Grant Program, a statewide competitive broadband infrastructure grant program designed to incentivize last-mile broadband infrastructure projects in currently unserved areas of the State, defined as areas with actual speeds less than 25/3 Mbps. This grant program is open to ISPs and electric utilities that have been in business for at least three years and have had a customer base of at least 100 subscribers. OCRA competitively evaluates applications and selects projects based on those with the lowest cost per passing (In the most recent funding year, the cost per passing limit was set at \$4,800). The maximum amount a project can be awarded is \$5 million and all grant requests require a minimum 20% match. Projects are prioritized to achieve 100/100 Mbps to as many locations as possible (projects that include schools and/or rural health facilities must achieve 1Gbps).

Indiana has invested \$280 million through Indiana's appropriation from ARPA's Coronavirus Capital Projects Fund and state appropriated funding through the Rural Broadband Fund. The Next Level Connections Grant Program recently completed its third round of implementation and has so far awarded \$268 million across 83 counties to provide broadband access to more than 74,800 homes and commercial locations. OCRA maintains a robust mapping platform that tracks funding recipients and project information to date.

Some of the initial challenges identified in early implementation of this program include shortage of materials for the buildouts and sharp increases in raw materials making the project cost calculations for providers challenging. Another issue identified is that current guidelines effectively exclude small electric cooperatives from applying for grant funding.

OCRA also operates the Indiana Connectivity Program, a simple line extension that allows currently unserved and underserved residents and businesses to submit their location for consideration for Next Level Connections Grant funding. This program essentially bundles demands for extension of last mile connection out for bid. ISPs can review the list of unserved locations posted by OCRA and submit a project bid.

As part of our stakeholder engagement process, we will include questions related to the Next Level Connections Program to better understand how the program administration, guidelines, and project evaluation and selection process. This will help us to evaluate the current state of the program and develop recommendations for how this program could be modified to achieve Indiana's broadband deployment goals more effectively.

Team Guidehouse brings subject matter expertise in Broadband grants management. Our team has conducted current state assessments to identify gaps and opportunities in broadband access as it relates to physical infrastructure, socioeconomic factors, legislative and policy context, and market structure. Our recommendations are utilized to identify areas for ARPA funding, and our assessment and analysis inform the development of end-to-end grants management processes from design to deployment.

Beyond Broadband, for State agencies and local governments, Team Guidehouse has overseen everything from funding strategy and document collection through audit-ready submission. We have deep capacity expertise managing ARPA, CRF, CDC, CDBG, HUD, and FEMA PA, as well as numerous other Federal and State funding opportunities from grant award through final compliance and monitoring.

Team Guidehouse is currently supporting states, counties, and cities across the country in project management for projects utilizing federal funds from the American Rescue Plan Act. Across these engagements, our team provides assists in 1) program and project management, wherein we organize and engage resources to capture, allocate, distribute, and report ARPA funding; and 2) monitoring and compliance, utilizing risk-based approaches to monitor compliance through design and performance monitoring.

Additionally, Team Guidehouse has a dedicated team of professionals nationwide who comprise our **COVID-19 Center of Excellence (COE)** who have been closely monitoring the ARPA legislation from its infancy through ultimate passage, and who are now engaged in tracking and analyzing each subsequent release of guidance and how it affects our state and local government partners across the country. The COE disseminates the most up-to-date federal and state requirements. This team has enabled us to act upon the American Rescue Plan and The Coronavirus Aid, Relief, and Economic Security Act and create tools ready for deployment such as funding and policy tracking, coordination of benefits mapping, cost capture and projections, application guides, risk assessments and scoring matrices.

We have supported many state and local agencies in grants management. The State of Indiana will be able to leverage our expertise and experiences, to develop and modify grants management processes to achieve broadband deployment goals.

Some examples of our work are detailed below, as well as in the Appendix:

For the **State of Oklahoma**, Guidehouse is managing several workstreams related to establishing a State Broadband Office and funding strategies for Broadband. Our team conducted a current state assessment to identify gaps and opportunities in broadband access as it relates to physical infrastructure, socioeconomic factors, legislative and policy context, and market structure. For the planning and development of the BEAD fund application, our team worked closely with Oklahoma to determine what State Broadband Office activities and resources it intends to fund to support the creation of its Five-Year Action Plan. For the development of the Grant Plan and Program Plan for submission to the Capital Projects Fund Grant Program, our team reviewed all CPF guidelines and application materials provided by U.S. Treasury, researched leading practices, and developed materials to educate internal and external stakeholders.

For the **State of South Carolina**, Guidehouse identified funding and eligibility requirements and developed strategies for the State's response using a current state assessment and prioritization evaluation based on funding. Our team then established processes, policies, and procedures for the end-to-end grants management process that then became business requirements for a tech-enabled grants management platform that will lead to countless efficiencies for years to come. Guidehouse concurrently supported the State with grant administration, including instituting compliance and

audit-readiness practices.

For the **State of South Dakota**, Guidehouse is supporting the management of five separate CARES funded programs that total over \$550 million dollars of federal funding. Guidehouse has developed an online technology platform to receive, review, and analyse applications for financial support. In addition to the development of this platform, our team has established corresponding processes, policies, and procedures to accurately track and report on the review of 5,000+ submissions. We have staffed a team of compliance experts that are actively reviewing requests and monitoring for risk (including fraud), accuracy, and fidelity to the State's resolution. We are working with various offices within State government to manage a coordinated communication plan to disseminate information about the availability of funds. Additionally, as part of its broader work with Guidehouse on the Coronavirus Relief Fund and American Rescue Plan, Guidehouse coordinated with the ConnectSD Broadband Development Program team to write an application for the State's BEAD planning funds.

2.4.5.6 Please describe how you plan to coordinate with the state team on reviewing, evaluating, and enhancing the current grant program.

We will be working with the IBO and OCRA team that manages the Next Level Connections Program to coordinate the review and evaluation process of the current grant program. As mentioned previously, our program evaluation process will likely involve input from relevant internal (e.g., IBO, OCRA, OMB, etc.) and external stakeholders (local governments, ISPs, utilities, etc.), leading practices and benchmarking analysis, and recommendations development. We imagine the review process to be collaborative, and we will work with relevant staff members on supporting modifications of existing grant program documentation (e.g., program guidelines, application materials, administrative rules, etc.) as needed.

2.4.6 Federal Communications Commission Mapping

2.4.6.1 Please provide a detailed description of your process and methodology for reviewing and comparing broadband availability maps with the goal of assisting the state in identifying areas in need of service per BEAD speed requirements.

As discussed in Section 2.4.4.2, we will be leveraging all existing Federal, State, and other available broadband availability data and mapping resources to assess current service availability in Indiana and identify areas that are underserved or served based on BEAD requirements. The forthcoming FCC DATA maps once available and finalized will provide the most granular and accurate depiction of areas that do not meet the current threshold for unserved threshold of 25/3 Mbps.

In the meantime, our team will work with Indiana Broadband Office and Indiana's GIS team to compare state broadband availability and location data against the location and availability data made available by FCC through the broadband data collection and challenge process. We will also leverage additional speed test data collected during the survey and speed test launched in Phase 1 along with publicly available speed test data from Microsoft AirBand, Ookla, M-Lab, Root Metric, and Broadband Now. Mapping multiple broadband availability datasets will provide a baseline understanding of where there are clear gaps in broadband service based on number of providers available, technologies, speeds, and other key metrics.

From our broadband mapping work conducted for other projects, we have come to understand that there is not one single, comprehensive data source that accurately describes service available at the level necessary to determine whether a particular location is served or underserved. Applying a layered approach will help ameliorate the gaps and inconsistencies across available datasets.

2.4.6.2 Understanding the state has GIS staff and existing mapping related data sets, please describe how your team could assist the state in the challenge process of the FCC availability and service location maps. Please include any tools or strategies that could be of use.

The FCC is updating its current broadband maps to provide more detailed and precise information on the availability of fixed and mobile broadband services. This process is intended to help both the Federal government and states effectively target broadband investment. As part of this process, the FCC is inviting states, local governments, tribal entities, service providers, and other entities to review map data and submit challenges to improve the accuracy of the final availability maps in two stages:

- FCC Broadband Serviceable Location (BSL) Fabric Bulk Challenge Process: Process to challenge the Fabric, the common dataset of all locations in the U.S. where fixed broadband service can be installed and will serve as the foundation on which fixed broadband providers availability data will be overlaid. This process is currently underway.
- FCC Broadband Availability Maps Challenge: Process to challenge location-level broadband coverage data. This process will start once the first Draft of the map is released in November.

Our understanding is the Indiana Broadband office is currently working with the Indiana Office of Technology to develop a registry of serviceable locations to compare

against the recently released BSL data from FCC and CostQuest. As a first step of this task, we'll get up to speed on whether the State plans to submit a BSL challenge and its interest and capacity to prepare and submit a challenge to the FCC Broadband Availability Maps and Data once they are available.

We will collaborate with the Indiana Broadband Office to determine Indiana's approach to the FCC challenge process given available state mapping resources, capacity, and time constraints. As part of brainstorming the approach, we will evaluate potential options for how Indiana can best engage in this process. For example, one potential option may be to focus efforts on making sure the public, communities, and stakeholders are ready to participate in the challenge process come November. The concern with focusing entirely on a State-led challenge is that it relies on the willingness of ISPs to share data other pertinent information with the State. We have seen states engage their ISPs to gather the necessary availability and speed data to varying degrees of success.

Before we decide on the right approach for Indiana, we will first want to determine what data stakeholders (e.g., state entities, PCRD, municipalities) have that can be leveraged for this process. We will also make sure that broadband availability and speed data that is collected as part of the survey and speed test work for this project aligns with the FCC challenge submission format.

Appendix A: Qualifications Mapping to Each Question

Client & Project Title	Prompts									
	2.4.3.5 Workforce Development	2.4.4.1 Public & Stakeholder Engagement	2.4.4.4 Broadband Marketing / Comms Efforts	2.4.4.5 Engagement via Multiple Mediums	2.4.4.3 / 2.4.4.6 Comms Materials	2.4.4.8 Comms for State Planning	2.4.5.1 Subgrantee Infrastructure Deployment	2.4.5.2 Developing Policies & Standards	2.4.5.3 Task 3 Plans / Requirements	2.4.5.5 Develop Grant Programs
Key Experiences										
State-Level Experience										
State of Arizona – CDBG-CV Program Design / Implementation		✓			✓	✓	✓	✓		✓
Indiana Office of Community and Rural Affairs (OCRA) – [aFit] NextLevel Connections		✓	✓	✓	✓	✓		✓	✓	
State of Massachusetts – COVID-19 Response Services		✓			✓	✓	✓	✓		✓
State of Michigan – COVID-19 ARPA Program Compliance and Monitoring		✓				✓	✓	✓		✓
Missouri Department of Economic Development – Economic Development Strategy	✓	✓			✓	✓		✓		
Missouri Department of Economic Development - Statewide Workforce Assessment	✓	✓			✓	✓		✓		
State of New Hampshire – COVID-19 Response Services – CRF / ARPA		✓			✓	✓		✓	✓	
New Jersey Economic Development Authority – Zero Emission Medium & Heavy-Duty Vehicle Electrification & Economic Development Strategy	✓	✓			✓	✓		✓		
State of Oklahoma – Broadband Strategy		✓	✓		✓	✓		✓	✓	✓
State of Oklahoma - ARPA Program Management Office		✓	✓		✓	✓	✓	✓	✓	✓
State of South Carolina – Coronavirus Relief Fund Grant Work		✓			✓	✓	✓	✓	✓	✓
State of South Dakota – COVID-19 Grants Management		✓	✓	✓	✓	✓	✓	✓	✓	✓
Tennessee Valley Authority – Connected Communities Roadmap	✓	✓	✓	✓	✓	✓		✓		
State of Vermont – COVID-19 Response and Recovery		✓			✓	✓	✓	✓	✓	✓
Sound Transit, State of Washington – User-Centered Design and Research Consulting Services: TO2 Station Code Testing		✓		✓	✓	✓		✓		✓
Local Government Experience										
Clinton County, Michigan – SLFRF Administration, Oversight, and Reporting		✓	✓	✓	✓	✓		✓	✓	

Client & Project Title	Prompts									
	2.4.3.5 Workforce Development	2.4.4.1 Public & Stakeholder Engagement	2.4.4.4 Broadband Marketing / Comms Efforts	2.4.4.5 Engagement via Multiple Mediums	2.4.4.3 / 2.4.4.6 Comms Materials	2.4.4.8 Comms for State Planning	2.4.5.1 Subgrantee Infrastructure Deployment	2.4.5.2 Developing Policies & Standards	2.4.5.3 Task 3 Plans / Requirements	2.4.5.5 Develop Grant Programs
Guilford County, North Carolina – Broadband Fiber Optics Gap Analysis	✓	✓	✓	✓	✓	✓		✓	✓	✓
Harris County, Texas – Broadband Roadmap		✓	✓	✓	✓	✓		✓	✓	✓
City of Joplin, Missouri – Smart City Roadmap		✓		✓	✓	✓	✓		✓	✓
Kansas City, Missouri – [Olsson] Fiber Master Plan		✓	✓	✓	✓	✓		✓	✓	
Los Angeles County, California – LA Metro Traffic Reduction Study		✓		✓	✓	✓				
New York City, New York – Economic Development Corporation, Broadband Study		✓	✓	✓	✓	✓		✓	✓	
New York City, New York– Department of Homeless Services, DHS Process Review / Improvement		✓		✓	✓	✓		✓		
City of Philadelphia, Pennsylvania – Smart Cities Roadmap		✓			✓	✓		✓		
Riverside County, California – Broadband Support Services		✓	✓	✓	✓	✓	✓	✓	✓	✓
San Diego County, California – Comprehensive Broadband Plan		✓	✓	✓	✓	✓	✓	✓	✓	✓
City of San Jose, California – Sustainable San Jose		✓			✓	✓		✓		
City of San Jose, California – Office of Civic Innovation, Broadband and Digital Inclusion Strategy		✓			✓	✓		✓		

Appendix B: Detailed Qualifications

Client Name	State of Arizona
Contract/Project Title	CDBG-CV Program Design and Implementation
Period of Performance	February 2020 – Present
Overview of Project and Services Provided	
<p>Challenge: The Governor’s Office of Strategic Planning and Budgeting (OSPB) received federal funding to address COVID-19 impacts to the community. OSPB sought to understand which activities are eligible for Community Development Block Grants - Coronavirus (CDBG-CV) and quickly distribute these desperately needed funds.</p> <p>Approach: OSPB engaged with Guidehouse to design and implement programs to allocate CDBG-CV funds to much needed community entities throughout the State. Guidehouse worked closely with state agencies to understand where their needs lie and determine which activities would be eligible for CDBG-CV funding. Once identified, Guidehouse collaborated with OSPB to develop programs, discern eligibility criteria, and facilitate training and the public comment period. Following the development of the programs, Guidehouse worked closely with the grant awardees to implement the programs, provide technical assistance, training, and oversight to help ensure federal compliance.</p> <p>Outcome: Guidehouse provided detailed recommendations to address community needs that met CDBG-CV eligibility. Guidehouse developed procedures, training, and supporting documentation to assist grant awardees navigate the grants process, distributing and monitoring approximately \$10M in Federal funds to AZ communities.</p>	

Client Name	Indiana Office of Community and Rural Affairs (aFit)
Contract/Project Title	Next Level Connections and Indiana Connectivity Program
Period of Performance	June 2021 – Present
Overview of Project and Services Provided	
<p>Challenge: The Indiana Office of Community and Rural Affairs (OCRA), in collaboration with Indiana Office of Technology (IOT), planned to stand up new broadband programs. They engaged aFit and their partners to implement two new broadband programs. These programs were to be created through a \$350 million appropriation that is managed by OCRA to provide opportunities for broadband expansion to rural communities – to businesses, schools, clinics, and homes.</p> <p>Approach: The team supported the Indiana OCRA in implementing two new broadband programs, NextLevel Connections, and the Indiana Connectivity Program. Work on this project includes:</p> <ul style="list-style-type: none">• Designing policies to implement these two new programs made possible through a \$350 million appropriation, with the aim to provide opportunities for broadband expansion to rural communities – to businesses, schools, clinics, and homes.• Creating a grant application and full Salesforce implementation with a timely go live, requiring public engagement and communication. <p>Outcome: New policies and grant applications were created alongside processes to support full Salesforce implementation launched on time. This resulted in the program winning the Best of Indiana Award for an Application Serving the Public at the 2022 Indiana Digital Summit.</p>	

Client Name	State of Massachusetts
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Contract/Project Title	COVID-19 Response Services
Period of Performance	April 2020 - Present
Overview of Project and Services Provided	
<p>Challenge: Massachusetts's State Emergency Management Agency needed more detailed reporting and documentation procedures and resources to ensure funds were being used appropriately and measure results of funded programs.</p> <p>Approach: Guidehouse designed and stood up a reimbursement and documentation unit to provide technical assistance to over 70 FEMA Public Assistance applicants in Massachusetts. The Guidehouse team developed detailed guidance and instructions for Massachusetts state agencies, cities, towns, hospitals, and private non-profits in assembling their FEMA public assistance application for COVID-19 eligible expenses. Specifically, the team developed a FEMA project application strategy for each applicant, outlined FEMA documentation requirements, collected applicant documentation utilizing an online document management tool, reviewed all applicant documentation including contracts, invoices, and other FEMA PA required documents for completeness and compliance with FEMA regulations, returned documentation to applicants with comments for revision if necessary, packaged all approved applicant documentation into FEMA project worksheets (PWs), uploaded project information and documentation into the FEMA Grants Portal system on the applicants' behalf, and facilitated responses to requests for information from FEMA and the State.</p> <p>Outcome: Guidehouse developed a reporting dashboard for visibility into applicant costs at an applicant, project, and group level (i.e., state agencies, cities, hospitals) to provide state leadership visibility into COVID-19 expenses, potential FEMA reimbursement, and actual obligated costs following review by FEMA. This dashboard within the team's secure online tool tracks both project and applicant progress as well as costs incurred from data entered by the project team as well as data pulls from the Grants Portal for accuracy.</p>	

Client Name	State of Michigan
Contract/Project Title	COVID-19 ARPA Program Compliance and Monitoring
Period of Performance	October 2020 - Present
Overview of Project and Services Provided	
<p>Challenge: The State of Michigan retained Guidehouse to provide the State with service resources associated with Compliance Management Strategy and Planning and Compliance Administration and Monitoring Activities.</p> <p>Approach: The State currently has resource capacity limitations with federal compliance and grant management and other matters necessary to implement programs associated with COVID-19 Pandemic Funded Programs, H.R. 133, ARPA or any additional COVID related programs ("Funded Programs"). The scope of work was split between the Department of Treasury and all other departments and agencies within the State for their Funded Programs. Specifically, Guidehouse was asked to perform the following:</p> <ul style="list-style-type: none"> • Provide federal compliance and grant management expertise for Funded Programs, including but not limited to CRF, CRF/FEMA, Consolidated Appropriations Act of 2021/H.R.133, ARPA and any additional stimulus funding related to the Funded Programs. This includes leading, advising, and supporting the State in developing compliance management, reporting methods, and procedures to ensure appropriate internal controls and subrecipient monitoring procedures. • Provide staff augmentation to review grant/subrecipient applications for the associated Funded Programs. This involves ensuring the submitted grant applications are complete, accurate, and address all federal and state requirements associated with the grant programs. 	

- Provide staff augmentation to perform subrecipient monitoring procedures for associated Funded Programs, including integration with existing staff assigned to grant application processing and subrecipient monitoring, and including supervision of contractor staff and some level of supervision of SOM staff.

Outcome: Our team's centralized approach ensures that the State has the tools and resources it needs to manage its CRF efficiently and effectively and ARPA funded programs, while helping ensure program compliance and accurate reporting.

Client Name	Missouri Department of Economic Development
Contract/Project Title	Best in Midwest – Economic Development Strategy
Period of Performance	April 2018 – November 2018
Overview of Project and Services Provided	
<p>Challenge: Missouri's Department of Economic Development (DED) engaged Guidehouse to assess the organization's effectiveness and efficiency and recommend leading practices to help DED become the "Best in Midwest". The goal of the engagement is to provide strong, evidence-based recommendations on how DED can improve its effectiveness and efficiency, identify the resources that are necessary to do so, and support the organization as it begins its transformation.</p> <p>Approach: Guidehouse delivered the following resources to support DED's objective:</p> <ul style="list-style-type: none"> • An Economic Analysis that used various techniques to identify the key tradeable growth industries for Missouri's economy • A Benchmark Report that compared Missouri to thirteen Midwestern peer states on dozens of metrics, and identified leading practices • An Organizational Assessment that analyzed the effectiveness and impacts of DED's programs, department structure, policies, and other characteristics • A Recommendations Report that identified improvement opportunities across a wide range of topics • A Talent Strategy that assessed the match of supply and demand for skilled workers in the key growth industries previously identified • Performance Management Tools to help Missouri DED track its progress toward becoming "Best in Midwest" <p>Outcome: Guidehouse's recommendations resulted in an overhaul of Missouri's current economic development strategy and resulted in a realignment of the department's agencies that is more customer centric. Governor Mike Parson in early 2019 issued multiple executive orders restructuring four state agencies to improve economic and workforce development in Missouri and the creation of a new Regional Engagement Division that will open regional offices in charge of connecting with businesses and communities looking to interact with state government on economic development needs.</p>	

Client Name	Missouri Department of Economic Development
Contract/Project Title	Talent for Tomorrow – Statewide Workforce Assessment
Period of Performance	May 2018 - September 2018
Overview of Project and Services Provided	
<p>Challenge: Missouri's Department of Economic Development and Department of Higher Education needed analysis to inform its workforce development strategy.</p> <p>Approach: Guidehouse produced analysis, which included an assessment of statewide labor market, supply, demand, and trends in target industries. This analysis also included</p>	

performance of the state K-12 and post-secondary systems and the impact of the state Workforce Innovation and Opportunity Act (WIOA) programs.

Outcome: The workforce development strategy was developed with defensible data for its decisions.

Name of Organization	State of New Hampshire
Project Name	COVID-19 Response Services – CRF and ARPA
Period of Performance	June 2021 - Present
Overview of Project and Services Provided	
<p>Challenge: The State of New Hampshire received COVID-19 Relief Funds and State and Local Fiscal Recovery Funds to address the impact of COVID-19 in the State. Guidehouse utilizes its expertise to provide guidance on strategic planning, process development and implementation, and project management associated with COVID-19 response and recovery grants.</p> <p>Approach:</p> <ul style="list-style-type: none"> The Guidehouse team’s SLFRF work includes supporting strategic use of federal funds based on the allowable uses of ARPA funding streams, collaborating on program design for the State’s broad range of project priorities, and assisting in data quality management and transparency. Guidehouse also identified both immediate and long-term priorities for use of CARES Act funds, including the use of funds in accordance with US Treasury Department guidelines to address the secondary impacts of the pandemic on the State economy. We helped lead an extensive stakeholder process that elicited input from all sectors of the New Hampshire economy, including health care, small business, tourism and hospitality, manufacturing, education, and philanthropy. A critical component of the New Hampshire relief effort is to leverage the capacity of governmental and leading non-profit organizations to timely distribute funding locally while ensuring compliance with all transparency and recordkeeping requirements. Funding allocations were also informed by the need to coordinate benefits, avoid duplication of funding, and distribute funds for their highest and best use. Additionally, our team assists in Capital Projects Fund program management through procurement and process development, and supported strategy and planning in anticipation of the Bipartisan Infrastructure Law implementation. This work has included policy analysis, best-practice research, outlining program design recommendations, and building project management processes to meet state priorities. <p>Outcome: Our team’s centralized approach ensures that the State has a cohesive strategy for maximizing federal reimbursement across funding streams, while helping ensure program compliance and accurate reporting.</p>	

Client Name	New Jersey Economic Development Authority
Contract/Project Title	Zero Emission Medium and Heavy-Duty Vehicle Electrification and Economic Development Strategy
Period of Performance	September 2020 - February 2021
Overview of Project and Services Provided	
<p>Challenge: With ambitious policy goals for greenhouse gas (GHG) emissions and zero emission vehicle (ZEV) adoption, the New Jersey Economic Development Authority (NJEDA) sought help in understanding the current economic disruption within the electric vehicle (EV)</p>	

marketplace and opportunity to become an EV industry hub. NJEDA engaged Guidehouse to understand pathways for electric vehicle (EV) adoption, ways to support environmental justice and economic equity, and the various ways to capture more economic activity of the future of EV value chain in the state.

Approach: In addition to working closely with NJEDA staff, Guidehouse worked with other state agencies and stakeholders, including the Governor’s office, the New Jersey Board of Public Utilities, and the New Jersey Department of Environmental Protection, to identify ongoing electrification efforts, to understand nuanced interdependencies or barriers to adoption, and to craft a cohesive, statewide plan.

- **DHV Fleet Characterization and Adoption Forecast:** Guidehouse determined the current MDHV fleet composition and analyzed market forces that EV adoption. The team modeled various adoption scenarios, including a baseline and policy target scenarios, to map the level of sales and stock through 2050. Additionally, the team provided extensive data on GHG and other pollutants by grid and tailpipe emissions, vehicle sales and stock information by MHDV class, charging port infrastructure, and grid capacity.
- **Market and Supply Chain Analysis and Economic Strategy:** Guidehouse mapped the current internal combustion engine and the future EV value chain to identify points of disruption, market forces, emerging business models, and economic opportunities. They analyzed economic data, including input-output linkages, location quotients, gross state product by sector, and other policy and business information, to conduct SWOT analysis. Utilizing the analysis, the team developed key insights on EV industry cluster development to develop holistic economic to strategy to develop EV industrial hub and ecosystem within the state.
- **Program Development:** Guidehouse mapped current electrification programs, sources of funding, and development areas; researched ongoing electrification or EV incentive programs to determine best practices; and developed an array or program opportunities of varying timescales to promote EV adoption, workforce development support, and supply chain development.

Outcome: As a result of these efforts, we developed key deliverables, including 1) a fully developed pilot-program and implementation strategy for a voucher program that provides cost parity to purchase MDHEV using existing available funding; 2) current state deliverable and mapping of future EV value chain; 3) comprehensive statewide strategy, which focuses on NJEDA efforts, but includes ongoing and suggested future efforts by all agencies; 4) program architecture that provides array of necessary programs, independencies, and timeframe for various activities that promote EV adoption and ecosystem development.

Client Name	State of Oklahoma
Contract/Project Title	Oklahoma ARPA – Broadband Strategy
Period of Performance	March 2022 – Present
Overview of Project and Services Provided	
<ul style="list-style-type: none"> • Challenge: The State of Oklahoma is in the early stages of establishing a State Broadband Office. In the interim, they wanted to get started with preparing material for the upcoming Five-Year Action Plan and to help staff get oriented quickly with the current state as they are hired. • Approach: Guidehouse is supporting the state of Oklahoma with several tasks related to preparing to establish a State Broadband Office which include: <ul style="list-style-type: none"> • Developing an in-depth current state assessment including research related to four thematic areas—legislation and policy, infrastructure, market structure, and socioeconomic factors. For legislation and policy both state and federal legislation and 	

policy is being considered. The infrastructure assessment includes mapping at a county-level of current broadband-related infrastructure assets including publicly owned fiber network, vertical assets (poles, towers), community anchor institution locations, and coverage areas for selected providers. For the market structure assessment, segment profiles have been developed highlighting specific trends across different segments and plans provided with different technologies including a pricing analysis. For socioeconomic factors, numerous variables that can affect broadband availability and adoption including household income, educational attainment, living in an urban/rural area, etc. A review of leading practices from peer states is also being included to help Oklahoma with benchmarking and identifying lessons that could be applied in Oklahoma.

- Supporting initial **planning and development for BEAD fund application**, includes developing a Project Summary as part the State’s application for BEAD Initial Planning Funds. To do this, we worked closely with Oklahoma to determine what State Broadband Office activities and resources it intends to fund to support the creation of its Five-Year Action Plan to improve equitable access to broadband. We provided additional support to address feedback received from NTIA on the state’s submission.
- Conducting a comprehensive review of **NTIA’s Middle Mile Grant Program** guidance and application materials and developed a business case to help Oklahoma determine whether it should lead an application to this grant program. As part of the development of the business case, we considered the level of technical expertise, resources available, and other factors to inform the state’s decision. Additionally, we provided recommendations on what alternative actions the state could pursue to encourage eligible applicants such as ISPs to lead an application with the support of the state.
- Developing the State of Oklahoma’s Grant Plan and Program Plan for submission to the **Capital Projects Fund Grant Program**. The State intends to use its full CPF allocation to fund a competitive broadband grant program, in adherence with U.S. Treasury CPF Guidance, to bring broadband infrastructure investment to areas of Oklahoma currently unserved or underserved. Activities included:
 - Reviewing all CPF guidelines and application materials provided by U.S. Treasury for Broadband Projects to ensure Oklahoma’s proposed Program Plan is compliant
 - Researching leading practices of state competitive broadband programs that have successfully received CPF funding to date to help information Oklahoma decision-makers on broadband program design and key attributes
 - Developing presentation decks and briefing as required to educate the internal stakeholder and external stakeholder groups.
- **Anticipated Outcome:** The State of Oklahoma will be in a strong position to establish a State Broadband Office that can effectively administer broadband programs to meet broadband access goals including multiple dimensions—availability, affordability, and adoption.

Client Name	State of Oklahoma
Contract/Project Title	ARPA Program Management Office
Period of Performance	August 2021 - Present
Overview of Project and Services Provided	
<ul style="list-style-type: none"> • Challenge: The State of Oklahoma engaged Guidehouse to provide strategic planning, development, and program management to aid the use of Oklahoma's American Rescue Plan Act 	

(ARPA) funds with the intent of a big picture-focused comprehensive recovery plan and compliant grants management.

Approach: To support the State in managing, overseeing, and distributing pandemic recovery funds, Guidehouse established a Program Management Office to lay the foundation for the effective use and expenditure of funds.

- The Guidehouse team is providing guidance in identifying high-level priorities for the state, developing governance and decision-making frameworks for project prioritization, providing guidance on the eligibility of project proposals, and establishing communications processes for decision-makers and governance stakeholders. To facilitate the public's sharing of ideas and requests for uses of funds, Guidehouse implemented a Salesforce solution to enable submission intake and a workflow to support the tracking and review of project proposals.
- Our team is analyzing funding sources to assist with the process of selecting the most favorable programmatic solution(s) and leveraging Guidehouse Center of Excellence information to identify existing and future funding sources and benchmark projects, processes, and procedures. Technical expertise and research, including written and oral testimony, is provided regularly to legislative subcommittees developing plans for infrastructure and broadband, public safety, public education, public health, human services, and economic development.
- In addition, Guidehouse provides program administration, management, and oversight and regulatory compliance to support the state with efficient management of grants. The team is formulating processes and supporting the development of compliance and monitoring program plans, policies, and procedures to confirm federal funds are expended and accounted for in compliance with grant requirements. For projects under consideration for funding, Guidehouse develops and assists with the implementation of administrative and management action plans, as well as program and project benchmarks, timelines, and metrics.

Outcomes: The Guidehouse team has provided program support, technical expertise, and deliverables to aid the State in executing strategic investments that will benefit future generations while improving services for all Oklahomans today.

Client Name	State of South Carolina
Contract/Project Title	Coronavirus Relief Fund Grant Management
Period of Performance	May 2020 - Present
Overview of Project and Services Provided	
<p>Challenge: Guidehouse was engaged by the State of South Carolina's Department of Administration to support its COVID-19 response and recovery efforts and maximize the State's allocation of CARES Act funding.</p> <p>Approach: Guidehouse identified funding and eligibility requirements and developed strategies for the State's response using a current state assessment and prioritization evaluation based on funding. Our team then established processes, policies, and procedures for the end-to-end grants management process that then became business requirements for a tech-enabled grants management platform that will lead to countless efficiencies for years to come. Guidehouse concurrently supported the State with grant administration, including instituting compliance and audit-readiness practices. Guidehouse staffed a large team (over 300) that actively reviewed thousands of reimbursement requests and monitoring for risk (including fraud), accuracy, and fidelity to the State's interpretation of requirements for disbursement of CARES Act funds. Our team assessed eligibility of expenses, answering questions about eligibility and requirements, and confirming duplication-of-benefits issues between CARES</p>	

Act and FEMA PA funding for hundreds of millions of dollars of funds. Guidehouse also monitored the grant management process alongside the Department of Administration, helping to determine allocations among subrecipients, ensuring auditability of processes, and supporting coordination between the Department of Administration and other arms of the South Carolina state government.

Outcome: Rollout of a Salesforce platform to manage requests for reimbursement, track funding amounts, and to manage Subrecipient/client accounts. After reviewing thousands of requests for reimbursement submitted to the program, Guidehouse allocated over \$1.98 billion to Subrecipients throughout South Carolina. These subrecipients included state agencies, hospitals, universities, and local government at the county, town, and municipality levels. Funds were distributed across a wide breadth of activities, including reimbursements for payroll, goods/services, paid sick and medical leave, and activities performed to prevent the spread of COVID-19.

Client Name	State of South Dakota
Contract/Project Title	COVID-19 Grants Management
Period of Performance	October 2020 - Present
Broadband Equity, Access, and Deployment Planning Funds Application	
<p>Challenge: The State of South Dakota, as part of its broader work with Guidehouse on the Coronavirus Relief Fund and American Rescue Plan, needed to develop an application for the initial planning funds of the Broadband Equity, Access, and Deployment (BEAD) Program.</p> <p>Approach: Guidehouse coordinated with the ConnectSD Broadband Development Program team to write an application for state's BEAD planning funds. This application involved laying out the State's process for developing a Five-year Broadband action plan and creating an outreach plan for external stakeholder engagement.</p> <p>Outcome: With the support of the Guidehouse team, the South Dakota Broadband Office was able to submit the BEAD planning fund application under a tight deadline. The State will use the process developed here to build out its Five-year Broadband action plan and outreach.</p>	
Department of Social Services – Statewide Communications Campaign	
<p>Challenge: South Dakota's Department of Social Services (DSS) received \$38 million in one-time supplemental Child Care Development Funds (CCDF) Discretionary Funds under the American Rescue Plan Act (ARPA). The primary objective of this funding was to help enhance the state's childcare system to become more accessible, equitable, and affordable for families. Given the many eligible uses for these funds and the various needs of childcare providers, families, and communities across the state, DSS engaged with Guidehouse to conduct a listening tour to gather stakeholder input on the State's potential funding plan.</p> <p>Approach: To do this, the Guidehouse team partnered with DSS's Child Care Services team to perform a stakeholder analysis and mapping exercise that informed the facilitation and implementation strategies. Guidehouse designed & facilitated nine (9) community listening sessions to collect information on how childcare providers, advocates, parents, and more, wanted to see the State's \$38M allocation of discretionary childcare funding used. Following a statewide communications campaign to educate and inform residents about the ARPA – CCDF Discretionary funds, the Guidehouse team travelled throughout the State to gather information, resulting in 18 hours of in-person public meeting facilitation. Concurrently, virtual listening sessions were facilitated to ensure access and participation from rural and geographically isolated regions of the state. Additionally, a public survey was developed to complement the primary listening sessions. The three engagement mediums generated over 469 individual funding ideas.</p>	

Outcome: Guidehouse synthesized and analyzed the input collected from stakeholders and community residents into recommendations on how to improve the implementation of funding. Guidehouse delivered a final report that DSS utilized to report out to stakeholders and community residents across the state.

COVID-19 Grants Management

Challenge: Guidehouse is currently engaged by the State of South Dakota's Bureau of Finance & Management to implement and manage five separate CARES funded programs outlined by the state legislature.

Approach: These programs total over \$550 million dollars of federal funding that require eligibility review, accounting, and compliance monitoring. Guidehouse has developed an online technology platform to receive, review, and analyse applications for financial support from small businesses, non-profits, start-ups, community-based healthcare providers, and hospitals. As a foundation for these programs, Guidehouse conducted an analysis of the State's resolution and developed corresponding technical requirements for a custom online portal. Utilizing a government certified Salesforce platform, the South Dakota Grants Portal allows business owners and healthcare organizations to request funding to compensate for the fiscal impact of COVID-19. In addition to the development of this platform, our team has established corresponding processes, policies, and procedures to accurately track and report on the review of 5,000+ submissions. We have staffed a team of compliance experts that are actively reviewing requests and monitoring for risk (including fraud), accuracy, and fidelity to the State's resolution. Finally, in addition to the execution and management of the programs, Guidehouse is working with various offices within State's government to manage a coordinated communication plan to disseminate information about the availability of funds.

Outcome: Our team's centralized approach ensures that the State has the tools and resources it needs to efficiently and effectively manage its CARES funded programs, while helping ensure program compliance and accurate reporting.

Name of Organization	Tennessee Valley Authority
Project Name	Connected Communities Roadmap
Period of Performance	November 2020 – Present
Overview of Project and Services Provided	
<ul style="list-style-type: none"> • Challenge: The Tennessee Valley Authority (TVA) serves 10 million people across seven southeastern states. TVA sought to align their diverse stakeholders with a common vision to improve digital infrastructure and improve overall quality of life by understanding and leveraging the power of data and technology and facilitating smart cities. Specifically, TVA was looking to improve their access to broadband, sustainability initiatives, and workforce development opportunities. Guidehouse was engaged to develop a vision for this Connected Communities Initiative and facilitate the pilot process. • Approach: Guidehouse is leading four (4) primary workstreams for this engagement: stakeholder engagement, tools and resources, internal TVA strategy, and facilitating pilot programs. <ul style="list-style-type: none"> • Concerning stakeholder engagement, Guidehouse identified key internal TVA stakeholders related to connected communities, smart cities, or broadband and worked in tandem with them to align on a common vision for this initiative. Guidehouse then worked with TVA to identify and engage with external stakeholders, including utilities, state and local governments, nongovernmental organizations, and national laboratories. • Regarding tools and resources, the team created a connected communities roadmap, which was cocreated with stakeholders and outlines local and national leading broadband, sustainability, and workforce development practices. Further, Guidehouse 	

worked with stakeholders to develop a guidebook to serve as a connected communities implementation manual and to produce a resources database outlining similar projects and relevant funding data.

- Guidehouse has been instrumental in supporting TVA in launching a call for pilots from applicants in the region. This call for pilots makes millions of dollars available in funding for ideas related to the three focus areas of equitable access to services (e.g., broadband), economic empowerment, and energy & environmental justice. To help support the pilots, Guidehouse is currently conducting data analysis and mapping exercises to quantify some of the challenges being faced in the region and help spur project ideas.
- **Projected Outcome:** The Connected Communities Initiative will support the communities in the Tennessee Valley in embracing digital technologies and broadband infrastructure.

Client Name	State of Vermont
Contract/Project Title	COVID-19 Response and Recovery
Period of Performance	June 2020 - Present
Overview of Project and Services Provided	
<ul style="list-style-type: none"> • Challenge: The state of Vermont needed assistance with the disbursement of COVID-19 assistance funding and management of corresponding programs, including \$1.3B in Coronavirus Relief Funds (CRF), \$1B in State and Local Fiscal Recovery Funds (SLFRF) and Capital Projects Funds (CPF). • Approach: Guidehouse provided federal funding strategy, program design, grants management and reporting support. We developed a framework for prioritizing COVID-19 fundings sources to maximize utilization of federal funding and identify state COVID-19 expenditures eligible for CRF, SLFRF and CPF. Guidehouse established guidance for recipients regarding program design, accountability and integrity, document management standards. We created tools for tracking state legislation that appropriates funds, assessed eligibility of funded programs by reviewing program design and developed risk mediation plans. Additionally, we supported The Department of Finance and Management in reconciling or recapturing what has already been spent in response to emergency. We also advised state agencies on adherence to Uniform Guidance requirements and designed a standard review process for SLFRF and CRF programs. • Outcome: Vermont continues to effectively utilize and track its federal funding using Guidehouse's eligibility/risk assessments, program design assistance, and reporting procedures. 	

Client Name	Central Puget Sound Regional Transit Authority (Sound Transit), State of Washington
Contract/Project Title	User-Centered Design and Research Consulting Services: TO2 Station Code Testing
Period of Performance	April 13, 2022 – June 12, 2022
Overview of Project and Services Provided	
<p>Challenge: The goal of this Task Order was to support the Passenger Experience group in testing potential station codes that would replace the current pictogram-based system among Limited English Proficiency (LEP) and passengers with disabilities (PWD). Guidehouse tested potential station codes using a series of tools and methods to help determine that changing the secondary station code identifiers from pictograms to a station/stop code system would not have harmful effects on specific groups required by state legislation. The objective for</p>	

meeting the requirement being that at worst the changes would have no impact, and at best could have a positive impact. An additional objective of the research was to identify if there was a preferred option.

Approach: Focus groups and a survey were the primary data collection methods employed to provide complementary datasets where focus groups could provide more nuanced responses, while the survey could reach a broader number of respondents and provide more pointed quantitative data such as response time and comprehension related to different designs. Financial incentives (gift cards) were also used to help encourage participation and to compensate LEP populations and passengers with disabilities for their time spent on focus groups. A survey was deployed to help supplement the focus group data for LEP groups (in nine languages, including English).

Table 1. LEP Focus Groups: There were six LEP focus groups covering five languages with facilitators leading each session in language—Chinese (Mandarin and Cantonese), Somali, Spanish, Vietnamese. To recruit LEP focus group participants the project team partnered with a local community engagement consultant, Contacto Consulting, to help identify facilitators for each language group who could deliver the sessions in language, and to work with the facilitators to recruit the targeted populations in Chinese (Mandarin and Cantonese), Somali, Spanish, and Vietnamese.

Table 2. PWD Focus Groups: There were three focus groups with passengers with disabilities, which included a mixture of visual and tactile signage testing. For the PWD focus groups, the project team partnered with Sound Transit’s Accessible Services team to conduct outreach through their Citizens Accessibility Advisory Committee (CAAC) and two local community-based organizations who work with individuals who have vision and/or hearing impairment, The Lighthouse for the Blind and the Deaf-Blind Service Center.

Table 3. Online Survey: The survey was deployed in 9 different languages—Amharic, Chinese (Simplified and Traditional), English, Korean, Russian, Spanish, Vietnamese, and Tagalog. Additionally, the English-language survey was shared with Sound Transit’s Sounding Board, which currently includes 440 community members who participate in monthly survey activities to provide Sound Transit with information that helps the organization better understand passengers’ experience.

Outcome: The final analysis was used to identify key themes emerging from the LEP and PWD research, which helped Sound Transit verify that station codes would not be harmful to these populations as a wayfinding tool and highlighted priorities and concerns from passengers in these groups. Additionally, the preferred station code design option (out of three options) was identified through the focus group / survey feedback. There were also important lessons learned and insights relating to improving the translation of visual signage into tactile signage, which includes braille and raised line print, which can hopefully help increase overall accessibility at light rail stations. Lessons learned from community engagement with these often hard to reach populations will also be shared across Sound Transit and more broadly with the public through a planned white paper.

Client Name	Clinton County, Michigan
Contract/Project Title	SLFRF Administration, Oversight, and Reporting
Period of Performance	August 2021- Present
Overview of Project and Services Provided	
Challenge: Clinton County engaged Guidehouse to provide financial consulting services as required for the financial administration, oversight, and reporting of Federal and State grant monies as related to ARPA. As part of the County’s ARPA efforts, Guidehouse supports the	

County's broadband expansion work through broadband mapping and assisting in future funding applications to support the project.

Approach: Guidehouse helps design projects and internal controls to maintain compliance, develop project budgets, and assist with the day-to-day operations as needed. In addition, Guidehouse is in the process of providing a Broadband Roadmap for Clinton County. This includes:

- Creating connections with the premier area internet service providers to gather and present the most thorough, informed perspective to the client on how to proceed to serve every township, including those previously left out due to location and/or lack of access
- Finding and evaluating experts, vetting research firms, creating a survey (using Qualtrics) and working with a selected team to find the perspectives and successfully serve those historically left out due to obstacles thought too complex.
- Presenting findings to the collective NEU's that make up Clinton County, increasing interest in broadband.

Outcome: Guidehouse's Broadband Roadmap will help inform Clinton County's broadband work going forward, including identifying those areas most in need and assisting in future funding applications to support the project going forward.

Client Name	Guilford County, North Carolina
Project Name	Broadband Fiber Optics Gap Analysis
Period of Performance	October 2021 – March 2022
Description of Services	
<p>Challenge: Guilford County has rural areas not served by infrastructure providers as well as urban areas struggling with affordability and digital literacy challenges. Guilford County engaged Guidehouse to develop a Gaps and Needs Infrastructure Analysis Report to help identify broadband infrastructure gaps for future development and investment in expanding broadband through ARPA funding. The final deliverable was a comprehensive report, including the access and adoption landscape across the nation, what residents need to access and adopt broadband, and what the county should do to address those barriers and needs.</p> <p>Approach: The project included three phases of work:</p> <ul style="list-style-type: none"> • Phase 1 consisted of gathering data through a community engagement campaign and preparing for stakeholder management. Research covered legislation and policy, market structure, infrastructure, and socio-economic factors and needs in addition to stakeholder mapping. An internet and digital device access survey was developed to help collect data from individuals across the county and was deployed online through the project webpage and distributed to community anchor institutions in paper format. Three stakeholder groups were established—the working group, steering committee, and advisory group—to help with providing information, contacts, and providing feedback. • Phase 2 consisted of conducting a gaps and needs assessment: Using data and research from the first phase, analysis across the different research areas was conducted to identify gaps in broadband access related to infrastructure and potential socioeconomic barriers to adoption and affordability of internet services. An overview of the market including costs from different internet service providers and the number of service providers across different geographic areas was completed. A broadband index and mapping using QGIS were utilized to help quantify and identify geographically specific needs primarily using American Community Survey Data and data provided by working group and steering committee members. A framework based on availability, adoption, and affordability to broadband was used to create a broadband index that evaluated 	

census tracts across all three dimensions with different weightings for variables based on how much they were perceived to undermine or contribute towards each dimension and relative scores were assigned. The results of the index analyses were used to develop need typologies, e.g., High Need for areas with Low Availability + Low Adoption.

- Phase 3 consisted of developing, drafting, and iterating on the Broadband Strategy. After the typologies were identified, recommendations were developed to help address specific geotargeted needs in addition to overarching strategic recommendations. The overarching strategic recommendations were linked to targeted recommendations with additional special considerations for public safety needs and public housing authorities.

Outcome: As a result of this project, Guilford County has laid the groundwork for identifying potential investment areas for ARPA funding and other future funding sources through various grants. Guidehouse created tailored content for each of seven (7) County Commissioner districts to focus on areas of the strategy most relevant to each district and provided evidence to support a business case for hiring a dedicated broadband resource.

Guidehouse also provided tools to help setup a Broadband and Digital Inclusion taskforce and built relationships with a wide array of stakeholders across local government, educational institutions, healthcare, workforce, and economic development-related organizations that can serve as a springboard for establishing a Broadband and Digital Inclusion.

Client Name	Harris County, Texas
Contract/Project Title	Broadband Roadmap and Digital Inclusion Strategy
Period of Performance	November 2020 – Present

Overview of Project and Services Provided

Challenge: COVID-19 exacerbated the digital divide in Harris County, especially for Harris County Schools. The County was mandated to improve digital access for students. Guidehouse was engaged to provide strategy, implementation assistance, and program management to support broadband and digital inclusion. The Guidehouse team was brought back to develop a long-term Broadband Strategic Plan.

Approach:

- Guidehouse performed analysis to determine the geographic areas of Harris County in need of targeted connectivity interventions based on various factors such as average household income, lowest performing schools, current availability of broadband, etc. The team worked with County stakeholders and school district representatives to confirm the viability of identified areas and develop a specific listing of site locations at which to deploy services. The team also identified short and long-term interventions such as the deployment of mobile wi-fi buses, expansion of publicly available mesh wi-fi networks at County owned facilities, and the establishment of publicly available LTE networks.
- They assisted the County in the overall procurement and vendor selection process, from development of an RFP to contract review. Guidehouse developed a reporting dashboard to monitor the review and execution of vendor purchase orders, overall spend against budget, and status of equipment installations. The team coordinated with local school districts to identify economically disadvantaged students in need of connectivity and facilitated the deployment of wi-fi hotspots and offering of subsidized in-home fixed line internet solutions through partnerships with ISPs. Guidehouse facilitated weekly status reporting meetings with the school districts and service providers to identify challenges in program execution and develop recommendations for improvements.
- The team also coordinated with over 40 Local Education Agencies (i.e., school districts), Harris County, the Texas Education Agency, and private partners to facilitate the procurement of over 225,000 laptop devices and over 100,000 internet hotspots with a

cumulative value of over \$32M for economically disadvantaged students to assist with remote learning during the pandemic. The team actively monitored the status of these shipments and subsequent deployment, provided regular status reporting to the County, and has been performing independent verification of deliveries and deployments.

Outcome: Following this short-term support, Guidehouse was re-engaged to develop the County's Broadband Strategic Plan. This Plan will recommend ways in which the County can sustainably support broadband access past the pandemic. Hundreds of thousands of the County's most marginalized students have been connected to remote learning and support through the process, with larger impacts likely from the long-term broadband strategic plan.

Client Name	City of Joplin, Missouri
Contract/Project Title	Smart City Roadmap
Period of Performance	September 2018 – May 2019
Overview of Project and Services Provided	
<p>Challenge: The City of Joplin, Missouri was devastated by a tornado in 2011. Since 2013, Guidehouse has been a proud partner of the City and has helped them administer \$158 million in Federal funding for the recovery effort. As Joplin neared the end of its recovery phase, the City engaged Guidehouse to help them develop a stakeholder-driven Smart City Roadmap.</p> <p>Approach: Guidehouse conducted a current state assessment and benchmarked leading practices. Throughout this process, Guidehouse engaged the community and stakeholders across mediums including:</p> <ul style="list-style-type: none"> • Developing and implementing a communications strategy to promote the open houses that included creating and sharing flyers, setting up booths at key events, designing a social media campaign, and assisting the client in newspaper and television interviews to boost attendance and participation in engagement mediums. • Guidehouse engaged community leaders (including City Council, business leaders, non-profits) in sessions to determine their goals and challenges in the City. Additionally, focus groups were conducted with specific audiences/demographics often excluded such as senior citizens and high school students. Guidehouse hosted open houses where the public had the opportunity to learn and provide feedback on projects in-person or virtually via a live stream. • The Guidehouse team distilled the results of the current state assessment, benchmarking, and engagement campaign to identify the priorities and key opportunities for the City. Guidehouse presented these results through a public-facing roadmap illustrating the City's community outreach, future goals, initiatives, and timelines. <p>Outcome: The Smart City Roadmap lays out projects and guiding principles to assist Joplin's economic development and resiliency efforts in the short, medium, and long term.</p>	

Client Name	City of Kansas City, Missouri (Olsson)
Contract/Project Title	Citywide Fiber Master Plan
Period of Performance	2017 – 2021
Overview of Project and Services Provided	
<p>Challenge: The City of Kansas City aimed to integrate and expand its fiber network footprint to provide robust infrastructure for the city's services at a reduced cost. Olsson designed a Citywide Fiber Master Plan to identify cost-reduction strategies including finding partnership agreements for the City to install its own fiber.</p> <p>Approach: Olsson partnered with the City to create a five- to ten-year strategic plan for implementing a roadmap to guide network infrastructure deployment, service offerings, and</p>	

maintenance of infrastructure assets. The first steps in the strategic planning process included a comprehensive communication plan to understand the existing conditions, assessing the needs of the involved stakeholders, and identifying barriers to success and responses. Once needs and current conditions were assessed and the high-level approach was approved through the feasibility study, the strategic plan and implementation strategy outlined the specific steps needed to implement the changes.

Outcome: This plan provides guidance in program administration, funding approach, maximizing the use of existing infrastructure, new infrastructure, and ongoing maintenance. It required public engagement and buy-in to develop and deploy a comprehensive plan.

Client Name	Los Angeles County, California
Contract/Project Title	Metropolitan Transportation Authority (Metro) Traffic Reduction Study
Period of Performance	October 2019 – Present
Overview of Project and Services Provided	
<p>Challenge: For the Los Angeles County Metropolitan Transportation Authority (Metro), Guidehouse is conducted a stakeholder and community engagement campaign for a Congestion Pricing Feasibility Study, as part of a wider Metro effort to reduce congestion, improve mobility and air quality, and improve equity. Objectives included understanding the equity considerations for businesses and commuters to inform and optimize the design of a final pilot. Guidehouse helped develop widespread support for a pilot program and supported a body of willing partners on the identification of a viable pilot location.</p> <p>Approach: Develop an outreach and engagement strategy for all nine sub-regions of LA County reflecting the diverse communication needs of the region.</p> <ul style="list-style-type: none"> Established a baseline public opinion and iteratively monitored and conducted a follow-up survey to capture public sentiment over time. A social media campaign and marketing were leveraged for public outreach prior and during the surveys. Implemented targeted outreach through partnering with community-based organizations, faith-based organizations, and other relevant groups in addition to extensive outreach to expert advisory groups and partners to ensure buy-in and understanding of opportunities with key decision makers. Various mediums were utilized to perform outreach and collect input including public town halls, focus groups and interviews. Designed an interactive Story Map on LA Metro’s website to disseminate the analysis and results of stakeholder and community engagement campaign to the public. <p>• Anticipated Outcome: Develop an outreach and engagement strategy for all nine sub-regions of LA County reflecting the diverse communication needs of the region.</p>	

Name of Organization	New York City, New York
Project Name	Economic Development Corporation, Broadband Study
Period of Performance	March 2016 – July 2016
Overview of Project and Services Provided	
<ul style="list-style-type: none"> Challenge: The City of New York, including the Mayor's Office of Operations, New York City Economic Development Corporation (NYCEDC), and the Department of Information Technology & Telecommunications, engaged Guidehouse to develop a strategy to realize its increasingly important OneNYC broadband objective: for every resident and business to have access to affordable, reliable, high-speed broadband service everywhere by 2025. The City also sought help identifying potential municipal intervention strategies to further the OneNYC initiative. 	

- **Approach:** The team conducted a variety of quantitative and qualitative analyses to bring the City new insight about its current broadband market and recommended solutions, including: assessing the current landscape of residential, commercial, and public Wi-Fi service – creating the most accurate maps of broadband to date; developing measurable broadband indicators based on leading practices; surveying existing and emerging trends to understand how cities best leverage broadband assets; projecting the impact of current and planned New York City broadband initiatives; and developing a complex cost and benefit model and neighborhood intervention tool to help the City identify the most appropriate and impactful approaches to remedy the current broadband market.
- **Outcome:** Guidehouse recommended for the City to leverage its institutions to expand fiber penetration and broadband access through three approaches: centralizing and strengthening broadband governance, expanding fiber deployment, and using City assets as broadband platforms. As a result of Guidehouse's analysis, the City now has a clear, actionable capital strategy for its current \$70 million budget and has the data and research to support its case to advocate for additional funds. With Guidehouse's support, OneNYC has already made progress toward increasing access to affordable, high-speed broadband service for hundreds of residents and businesses and stimulating economic development.

Client Name	New York City, New York
Contract/Project Title	Department of Homeless Services Process Review and Improvement
Period of Performance	January 2016 – April 2016
Overview of Project and Services Provided	
<p>Challenge: With over 60,000 people living in Department of Homeless Services' shelters and more living on the streets, DHS had seen its resources and abilities to shelter the City's most vulnerable population stretched to their limit. To create a more efficient and sustainable agency able to confront the growing challenges of meeting its critical mission, DHS engaged Guidehouse to assess and improve its core back-end functions. Additionally, the City sought to improve processes to provide services to those experiencing or at risk of experiencing homelessness, which were often cumbersome and duplicative.</p> <p>Approach: Guidehouse visited shelter intake centers and homeless shelters. The team surveyed 725 DHS staff members and over 630 clients to determine recommendations to improve homeless services. Guidehouse also conducted over 70 interviews with service providers, City staff, and other key stakeholders to receive feedback on areas of opportunity for homeless services and specifically DHS. Data collected from the stakeholder surveys and interviews informed the development of process maps to highlight pain points in the process from the client perspective.</p> <p>Outcome: Guidehouse worked with the City to develop recommendations centered around four key elements – prevention, rehousing, street homelessness outreach and improving shelter conditions. The team developed a total of 46 individual systemic reforms, many of which, including the HomeSTAT program, were implemented. Recommendations also included an agency reorganization, with the Department of Homeless Services and Human Resources Administration now reporting to one Commissioner and sharing a consolidated service center. Reforms were estimated to cost \$66 million but lead to \$38 million in savings when back-office functions of the two agencies were combined.</p>	

Client Name	City of Philadelphia, Pennsylvania
Contract/Project Title	Smart City Roadmap
Period of Performance	November 2017 – March 2018

Overview of Project and Services Provided

- **Challenge:** Philadelphia was named one of five U.S. cities to win the Smart Cities Council Readiness Challenge Grant as Philadelphia looks to integrate its existing information and communication technologies to improve city services. Guidehouse was engaged to develop a Smart City roadmap that outlines strategies to implement, support, and use technology and systems effectively.
- **Approach:** Guidehouse conducted a gaps and opportunities assessment through a benchmarking analysis, current state interviews, and multiple workshops. This involved working closely with many regional stakeholders, such as SEPTA and Philadelphia City agencies. Using these inputs, the team developed a forward-looking roadmap that includes recommendations on Philadelphia's future state governance and collaboration model, prioritization process, and funding sources.
- **Outcome:** The resulting Smart City Roadmap enables the City to progress with their technology transformation ambitions to promote prosperity in the region.

Client Name	Riverside County, California
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Contract/Project Title	Broadband Support Services
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Period of Performance	September 2022 – June 2025
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Overview of Project and Services Provided

Approach: Guidehouse is supporting the County of Riverside with several tasks related to broadband related services, identified below:

- **Conducting community engagement** such as creating materials and developing events to raise awareness for partner outreach efforts and support strategic planning activities.
- **Developing complimentary funding strategy** to create a catalog of federal and non-federal funding sources for each prospective program or project opportunity. This will result in creation of a Funding Strategy Report to document possible funding structures, sources, and recommendations for next steps alongside a budget model to sustain the program and initiate new investments with forecasts considering a variety of funding scenarios.
- **Assisting development of funding applications** through grant writing and tailoring of materials for key stakeholders

Projected Outcome: Riverside County will be in a strong position to effectively administer broadband programs with complementary funding identified and in alignment with key community and stakeholder objectives. Guidehouse will incorporate all findings and recommendations into an updated Riverside County Broadband and Digital Equity Plan.

Client Name	San Diego County, California
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Contract/Project Title	Comprehensive Broadband Plan
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Period of Performance	January 2022 – Present
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Overview of Project and Services Provided

Challenge: Existing infrastructure in the unincorporated region of San Diego County was impacted due to increased demands for broadband services during the COVID-19 pandemic, and federal funding through the American Rescue Plan Act needed to be used to assist in developing a comprehensive broadband infrastructure plan that will be robust and resilient enough to serve the needs of all unincorporated residents now and into the future.

Approach: The Guidehouse team started by building a “broadband master map” to help provide detail into the broadband status of unincorporated areas across indicators and guide recommendations and planning over implementing strategic infrastructure, potential methods for installation, areas requiring Right of Way (ROW) permits or lease agreements, private areas,

culturally sensitive areas, and geographic sections requiring special permits. The team is working on the development of a Countywide Broadband Strategy to identify gaps and opportunities in broadband access as it relates to physical infrastructure, socioeconomic factors, legislative and policy context, and market structure.

Projected Outcome: The San Diego Broadband Plan is supporting communities in the San Diego area with embracing digital technologies and broadband infrastructure. This engagement, when brought to scale, could assist communities in obtaining economic prosperity and a higher quality of life.

Client Name	City of San Jose, California
Contract/Project Title	Sustainable San Jose Strategy
Period of Performance	November 2016 – February 2018
Overview of Project and Services Provided	
<p>Challenge: Guidehouse was commissioned to develop San Jose's Sustainability Strategy, the first climate action plan of a US city to chart the pathway for sustained year-on-year progress to the goals of the Paris Agreement.</p> <p>Approach: The team developed San Jose's Sustainability Strategy through a marketing campaign, community and stakeholder outreach, and an operational research model. This work included:</p> <ul style="list-style-type: none"> • Reframing the narrative into an aspiration for the 'Good Life', to portray a vision for improving quality of life and wellbeing, which had climate co-benefits. Guidehouse engaged with San Jose's City Hall as well as regional energy, mobility, and water stakeholders and community groups to test this Good Life concept. The team presented at City Council sessions, Town Halls, and various groups to understand the role of residents, business, finance, and the innovation sector in achieving the Good Life. • Supporting the community and stakeholder outreach with quantitative modelling to develop the business case for climate action in support of the Paris Agreement. • Developing an operational research model to understand dynamic and compounding effects of 55 climate actions (from electric vehicles to renewable energy, public transit improvement, city densification and autonomous vehicles), working in concert to drive down carbon emissions and estimate benefits against indicators such as VMT reduction, renewable energy targets, and building retrofit programs. We applied an extended Cost Benefit Analysis (eCBA) technique to understand the aggregated effects of capital and operating costs as well as avoided fossil fuel expenditures on a citywide basis and interpreted this through an impact analysis of sectoral impact changes and direct, indirect, and induced economic impacts. <p>Outcome: The result was a Paris-compliant strategy out to 2050 focused on achieving GHG mitigation through Silicon Valley-led innovations in clean energy and transport, city densification and local job creation, supported by a 3-year City Action Plan and tailored read-outs for key audiences framed around a Good Life narrative.</p>	

Client Name	City of San Jose, California
Contract/Project Title	Office of Civic Innovation Broadband and Digital Inclusion Strategy
Period of Performance	February 2017 – June 2017
Overview of Project and Services Provided	
<p>Challenge: As the Capital of Silicon Valley, San Jose is at the "center of the universe" for disruptions and opportunities stemming from technology. Despite being the Capital of Silicon</p>	

Valley, however, more than 40% of San Jose's poorest residents have no broadband access at home, and fewer than 3% of all households had a high-quality fiber broadband connection. To remedy these and related issues, the City of San Jose retained Guidehouse to develop a broadband strategy that would identify the City's negotiating stance on carrier infrastructure buildout; improve broadband access to students, seniors, and low-income citizens; and prepare the City to build out Smart City technologies and IoT platforms.

Approach: Our team conducted a current state assessment of San Jose's infrastructure and identified that the City has a very low availability of high-quality fiber and that its fiber availability is increasing at an extremely slow pace. Guidehouse completed an assessment of San Jose's current assets to identify opportunities the City can leverage and completed a benchmarking study against peer and model cities to identify applicable best practices for broadband finance, governance, and digital inclusion expansion. Additionally, the team identified City's governance model that encourages more centralized ownership of the strategy and a financial model that focuses on increasing meaningful public-private partnerships. We guided the City with its infrastructure buildouts and initiative resources, including funding and personnel expansion.

Outcome: Guidehouse was reengaged to support the City of San Jose with developing their Internet of Things (IoT) Strategy.