

ATTACHMENT A

Precertification Checklist

A community must answer each of these items, in the format below, to be certified for the planning grant process. A “no” answer is perfectly acceptable; this is stakeholder and information gathering process. Once certified, a community will be eligible to participate in the competitive process to receive funds from the ConnectME Authority for a broadband planning grant.

1. Create a Community Broadband Team

- Provide list of members, including name and title:
 - Must include at least one representative from municipal government for each community seeking certification
 - If it is known that a non-profit or economic development entity will ultimately be seeking a grant using this precertification, should include one member of that non-profit
 - Members could include residents and representatives with experience in health care, business, and education.

Christopher	Winstead	Executive Director	Piscataquis County Economic Development Council
Tom	Lizotte	County Manager	Piscataquis County
Jack	Clukey	Town Manager	Town of Dover-Foxcroft
John	Simko	Town Manager	Town of Greenville
Tom	Goulette	Town Manager	Town of Guilford
Damien	Pickel	Interim Town Manager	Town of Milo
Tom	Cardone	Select Board Member	Town of Sangerville
Denise	Buzzelli	Executive Director	Piscataquis Chamber of Commerce
Angela	Arno	Executive Director	Moosehead Lake Region Chamber of Commerce
William	Welsh	Community Member	Sebec Resident
Geoff	Surette	Director, Information Technology	Mayo Regional Hospital
Thelma	Regan	Director	PVEAC

- Must designate single point person for communications with ConnectME for certification process, provide email address to ConnectME.
Christopher Winstead, Executive Director, PCEDC. Christopher.winstead@pcedc.org or mobile at 207.307.9779

2. Hold at least one Community Broadband Meeting

- Send emails to broadband providers currently serving your community and invite them to the community meeting. *In addition to an email invite, we setup the ability for the representatives to call-in. See attached*

- Share results of ConnectME Mapping for this community. ***County wide map enlarged and shared with participant's.***
- Questions for attendees:
 - Which providers are currently serving your community?
 - Which providers attended your meeting?
 - How do the mapping results compare with members' actual experiences?
 - Does existing broadband access meet your needs?
 - If it is inadequate in what ways does it fall short?
 - If you have broadband, how do you use it now?
- Provide documentation showing meeting dates, notes, agenda and number of attendees, emails to providers and responses to the questions above. ***See Attached- Notification of meeting (sent to PCEDC Members, posted on the Moosehead Lake Region Chamber of Commerce FB Page, the Piscataquis County Chamber FB Page, PCEDC's FB Page, and the MidMaine Broadband Group's FB Page. Additionally, there is a copy of the Agenda, Meeting Minutes, Attendee List, and a copy of the emails used to coordinate with the ISP. The minutes contain the answers to the above questions.***
- [ConnectME may need to provide guidance/suggestions on how address areas of this section]

3. Identify Key Documents/Existing Efforts

- Does the municipality use broadband to deliver municipal services? Describe the services, and how broadband is used to deliver these services. (e.g., town office has a broadband connection it uses to submit information to state government, police department uses broadband to communicate with state or federal databases or assessors' office make access to property records and maps available to the general public). ***Many of our municipalities have access to broadband, while some maintain lower download and upload speeds. These town offices use their internet connection to transmit required documentation to and from the state, including the registration of voters, vehicle registration, tax payments, the sale of hunting and fishing licenses, and other required state and local documents. The County further uses their broadband connection to file the necessary documents regarding tax payments to and from the municipalities to the state. In addition, the Registry of Deeds maintains an online presence. The County Court and Jail use broadband to file court documents and prepare the necessary DOC paperwork on their prisoners. The District Attorney's office use broadband to communicate with their main office in Bangor. The County's EMA uses broadband to communicate with necessary rescue personnel and the backup bunker located in the Eastern Portion of the county. All county offices are transitioning to VOIP phone systems and have an active level of communication and collaboration with Penobscot County, especially where technology is concerned. In addition, we have two airports within the county (Dover-Foxcroft and Greenville) which utilize internet connections to file the necessary paperwork with the FAA. Several of our municipalities have local Police Stations which utilize an internet connection to file***

their reports, access State and Federal Database, and to transmit information to the DA as well as the County and State Jail system.

- *Is there local or regional economic development plans in which broadband could play a role? If so, provide a list of these documents. Piscataquis County is part of the Economic Development District (EDD) operating under Eastern Maine Development Corporation (EMDC), as such Piscataquis County is included within the Comprehensive Economic Developments Strategy (CEDS) through EMDC. EMDC is in the process of updating their CEDS to include a major component in expanding broadband access. EMDC and PCEDC work collaboratively on economic development initiatives, and Christopher Winstead and Thomas Lizotte both serves as board members for EMDC. Several of communities within Piscataquis County are in the midst of reviewing and updating their comprehensive plans, and PCEDC has started the conversation of a county-wide economic strategic plan.*
 - *Does the town have a cable franchise agreement? Dover-Foxcroft has a cable franchise agreement with Time Warner Cable, they are in the midst of re-negotiation. Greenville, Sangerville, and Guilford all work with a local cable provider.*
 - *Are there any on-going community projects focusing on the digital divide or information technology (public access through schools or libraries, training, improving access to broadband, etc.?) EMDC and PVEAC are working on work-force development and afford their students and clients the ability to access computers at PVEAC and utilize training opportunities. Students in K-12 education have access to computers and tablets, but many lack the ability to connect from home. We are seeking to expand digital inclusion with our application to ConnectME.*
 - *Is there a TIFF or other economic development grant for all or part of the area to be served? Part-currently Dover-Foxcroft has a TIFF and Greenville is in the process of creating a TIFF. The County holds the ability to bond, which is why we have gone down the path of a count-wide solution.*
 - *Does the town have a municipal electric company? If not, what electric utilities serve the area? We are served by Central Maine Power and Emera.*
4. **Identify potential Community Anchor Institutions**
- *Provide a list of potential community anchor institutions. Mayo Regional Hospital, CA Dean Hospital, Katahdin Valley Health Center, Piscataquis County Sherriff's Department, Dover-Foxcroft Police Department, Greenville Police Department, Milo Police Department, Guilford Police Department, Brownville Police Department, Piscataquis County EMA, Piscataquis Valley Adult Education Collaborative (PVEAC), Foxcroft Academy, K-12 schools in MSAD 68 and SAD 4 (encompassing all of Piscataquis County), Thompson Free Library (Dover-Foxcroft), Shaw Public Library (Greenville), Guilford Memorial Library, Sangerville Public Library, Abbott Memorial Library, Brownville Free Public Library, Milo Free Public Library, Atkins Memorial*

Library, the Charlotte White Center, Penquis Cap, Eastern Maine Development Corporation Workforce Development, Community Health and Counseling Services.

- Community anchor institutions are entities such as schools, libraries, hospitals and other medical providers, public safety entities, institutions of higher education. Anchor institutions can also be community support organizations that facilitate greater use of broadband by vulnerable populations, including low-income, the unemployed, and the aged.
- Provide a list of commercial institutions that could benefit from lower cost, higher bandwidth, and/or improved reliability of broadband. *Pleasant River Lumber, Central Maine Quebec Railway, JSI Fixtures, Lumbra Hardwood Products, True Textiles, Camden National Bank, Bangor Savings Bank, Charlotte White Center, AE Robinson Oil Company, Hibbard Skilled Nursing Center, Indian Hill Trading Post, Dave's World, Will's Shop N Save, Shaw's Supermarkets.*

5. Create a Vision Statement

- A Vision Statement is created by Community Broadband Team with input from public at the Community Broadband Meeting, with the goal to take a first step toward being able to set a direction for the community's future broadband efforts. *See below.*
- The statement should describe the role broadband would play in this community's future, using input from the other steps in the precertification process.
 - Identify specific priority areas (e.g., connecting community anchor institutions, ensuring older citizens can age in place, closing the "homework gap", providing affordable high speed connections to a business park).

Community Broadband Vision Statement

Piscataquis County will expand access to broadband through diverse solutions unique to each of our communities. Our goal is connecting community anchor institutions, our business parks, helping close the "homework gap", ensuring our aging citizens can age in place, and in creating a level of connectedness that spurs economic growth, opportunity, and access for our year round and seasonal residents, our local business, and the tourists who visit our county.

- Explain how this effort conforms to other planning documents/published visioning efforts on other issues in your community. *PCEDC is the primary organization concerned with economic development throughout Piscataquis County. In our Strategic Plan (see attached), we have identified that access to broadband within our county is critically important to attracting new businesses and assisting existing businesses, attracting new residents (year round or seasonal), and for providing required access to broadband by our tourists. PCEDC has started the efforts towards a conversation centered on Economic Development Strategic Planning on a County-wide basis. Access to broadband and digital inclusion will be two critical components which not only support our communities, but also help to grow our workforce through educational opportunities and the ability to better telecommute. PCEDC continues to*

be part of the conversation with EMDC as they craft their next CED's, we will advocate for an inclusion of broadband expansion throughout the county.

Piscataquis County Economic Development Council

Published by [Christopher Winstead](#) · April 12 at 10:03pm ·

On Tuesday, April 5th, PCEDC received approval from the Piscataquis County Commissioner's to apply for a Community Broadband Planning Grant, through the ConnectME Authority.

One of our Pre-Certification requirements is to hold a Community Broadband Meeting.

Please join PCEDC, the Community Broadband Team, and some of our Service Providers as we hold a Community Broadband Meeting on Thursday, April 14th. We will be meeting in the Commissioner's Chambers from 5:30pm-7pm.

PCEDC will be asking the following questions and soliciting your feedback:

1. Which providers are currently serving your community?
2. How do the mapping results (provided by ConnectME Authority) compare with members' and actual experiences?
3. Does existing broadband access meet your needs?
4. If is inadequate, in what ways does it fall short?
5. If you have broadband, how do you use it now?

In addition, we will be creating a vision statement for the County and our application to the ConnectME Authority. If you are unable to join and would like your comments considered, please submit them to Christopher.winstead@pcedc.org by Thursday, April 15th at 5pm (so that they can be included in the minutes of the meeting).

Should you have any questions, please feel free to contact Christopher Winstead, Executive Director at (207) 564-3638.

Christopher Winstead

From: Christopher Winstead
Sent: Tuesday, April 12, 2016 5:34 PM
To: 'don@pioneerbroadband.net'; Mike Edgecomb (Michael.edgecomb@twcable.com); Jeff Nevins (jnevins@fairpoint.com); 'Andy.Hinkley@ccmaine.net'
Subject: Piscataquis County Community Broadband Meeting

Don, Mike, Jeff, and Andy;

I hope this email finds you doing well. I wanted to reach out on behalf of Piscataquis County.

The Piscataquis County Economic Development Council (PCEDC) handles economic development for Piscataquis County. In January, I began the conversation with our County Commissioner's regarding Broadband service throughout the county and the cry from communities at expanding our access. After that initial conversation, I met with each of the Select Boards throughout the County and asked for their consideration of a County-Wide Assessment and Planning process. Each community signed on, and last Tuesday (April 5th) I was given the ok by the Commissioner's to submit an application to the ConnectME Authority.

PCEDC will be applying for a Community Broadband Planning Grant. As part of our Pre-certification process, we are required to hold a Public Meeting. I would like to extend an invitation for you or your surrogate to join us on Thursday, April 14th from 5:30-7:00 pm in the County Commissioner's Chambers, located at 163 E. Main Street, Dover-Foxcroft, ME 04426. Please let me know if you will be able to join us or who may be attending in your place.

Please feel to reach out with any questions.

Chris

Christopher R. Winstead

Executive Director



50 Mayo Street
Dover-Foxcroft, Maine 04426

<http://www.pcedc.org/>

Mobile: [207.307.9779](tel:207.307.9779)

Office: [207.564.3638](tel:207.564.3638)

A business-government partnership for economic development in Piscataquis County, Maine

Christopher Winstead

From: Christopher Winstead
Sent: Thursday, April 14, 2016 12:38 PM
To: 'Andy.Hinkley@ccmaine.net'; Mike Edgecomb (Michael.edgecomb@twcable.com); 'don@pioneerbroadband.net'; Jeff Nevins (jnevins@fairpoint.com)
Subject: Community Broadband Meeting- Call-in Information

Andy, Mike, Don and Jeff,

We have been able to secure telephone service in the chamber this evening (the county is currently updating their telephone services). Please use the login information below to access the call. I will take time at the beginning of the meeting to acknowledge those in attendance via conference call.

Thank you for engaging in the conversation as we look towards expanding broadband access throughout Piscataquis County.

Dial-in Number: (712) 775-7031

Meeting ID: 947-550-205

Chris

Christopher R. Winstead
Executive Director



50 Mayo Street
Dover-Foxcroft, Maine 04426
<http://www.pcedc.org/>
Mobile: [207.307.9779](tel:207.307.9779)
Office: [207.564.3638](tel:207.564.3638)

A business-government partnership for economic development in Piscataquis County, Maine



Piscataquis County Economic Development Council

Piscataquis County Community Broadband Meeting Thursday, April 14, 2016

Agenda

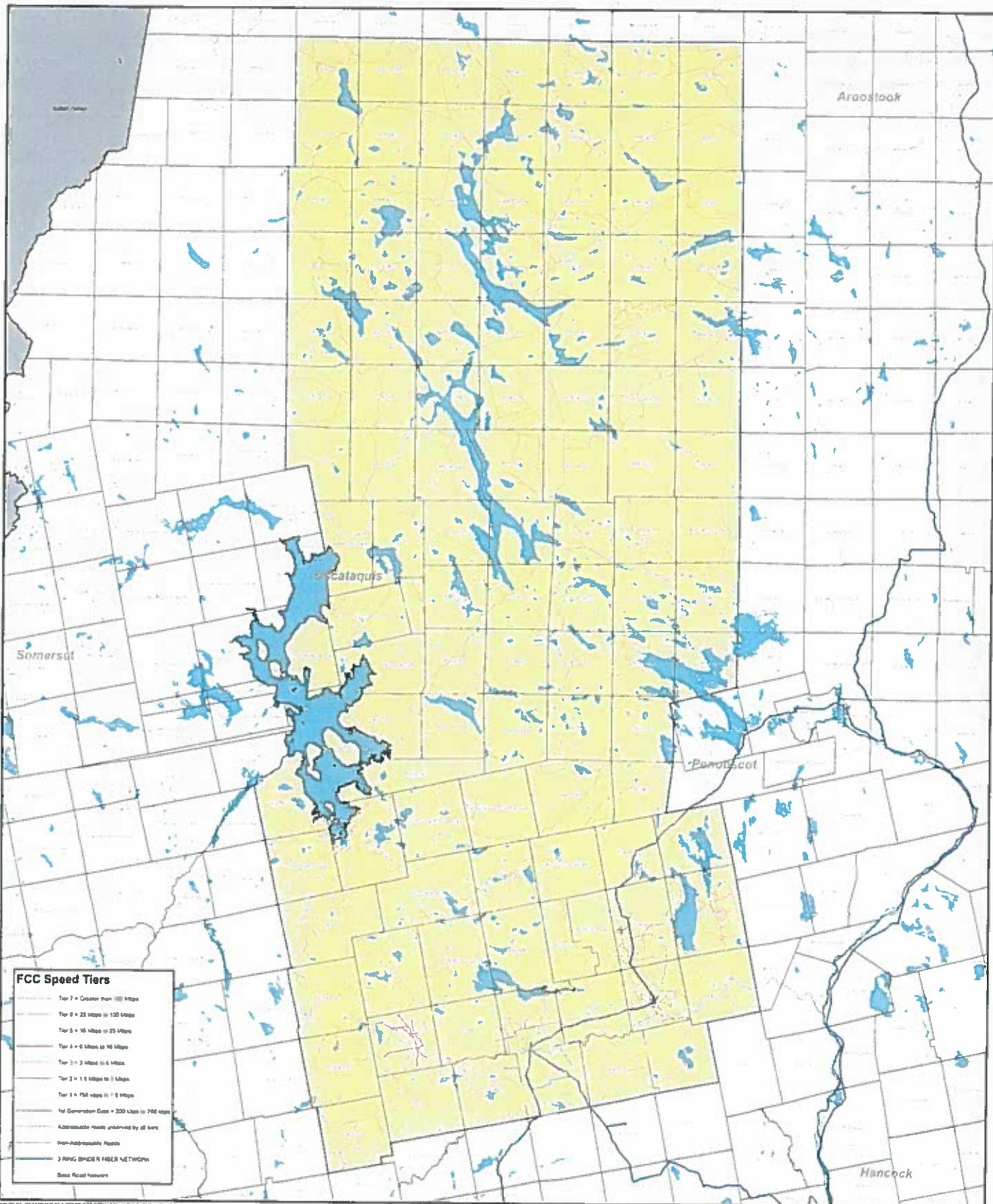
1. Introduction and Welcome:
2. Open discussion regarding:
 - a. Which providers are currently serving your community?
 - b. Which providers are in attendance?
 - c. How do the mapping results compare with your actual experience?
 - d. Does existing broadband access meet your needs?
 - e. If it is inadequate in what ways does it fall short?
 - f. If you have broadband, how do you use it now?
3. Community Broadband Vision Statement:
4. Next Steps: ConnectME Authority Community Broadband Planning Grant
5. Questions/Discussion

Community Broadband Team

Christopher	Winstead	Executive Director	PCEDC	Non-profit
Tom	Lizotte	County Manager	Piscataquis County	Govt
Jack	Clukey	Town Manager	Dover-Foxcroft	Govt
John	Simko	Town Manager	Greenville	Govt
Tom	Goulette	Town Manager	Guilford	Govt
Damien	Pickel	Interim Town Manager	Milo	Govt
Tom	Cardone	Select Board Member	Sangerville	Govt
Denise	Buzzelli	Executive Director	Dover-Foxcroft	Chamber
Angela	Arno	Executive Director	Greenville	Chamber
William	Welsh	Community Member	Sebec	
Thelma	Reagan	Director	Wellington	PVEAC
Geoff	Surette	Director, Information Technology	Dover-Foxcroft	Health Care

BROADBAND AVAILABILITY - PISCATAQUIS COUNTY

FCC SPEED TIERS
CURRENT AS OF 10/01/2014



FCC Speed Tiers

- Tier 7 = Greater than 100 Mbps
- Tier 6 = 25 Mbps to 100 Mbps
- Tier 5 = 16 Mbps to 25 Mbps
- Tier 4 = 6 Mbps to 16 Mbps
- Tier 3 = 3 Mbps to 6 Mbps
- Tier 2 = 1.5 Mbps to 3 Mbps
- Tier 1 = Less than 1.5 Mbps
- Tel. Generation Data = 200 Mbps to 700 Mbps
- Addressable roads unserved by all tiers
- Non-Addressable Roads
- 3 RING SPINDE R FIBER NETWORK
- Base Road Features

SOURCE: BROADBAND MAP GROUP'S 2014 DATA FROM COMBINE THE AUTHORITY
BROADBAND AVAILABILITY DATA BASED ON PROVIDER SUBMISSIONS THROUGH 10/01/14
3 RING SPINDE R FIBER NETWORK. BASED FROM COMBINE



COMMUNITY BROADBAND MEETING
PCEDC ON BEHALF OF PISCATAQUIS COUNTY

APRIL 14, 2016, 5:30 P.M.
COMMISSIONER'S CHAMBERS
163 E. MAIN STREET, DOVER-FOXCROFT, ME 04426
ATTENDANCE

NAME	ADDRESS
1. BILL WELSH	427 DOWNS RD SEBEL 04481
2. Tom Lizotte	Piscataquis Commissioner 163 E. Main St. Dover-Foxcroft
3. Graft Shedd	660 East Dover Rd Dover-Foxcroft 04426
4. THOMAS F. GARRE	174 KAROLTON WILLS RD SAFFORDVILLE ME 1-860-573-1167
5. Thelma Regan	9 Reed Road Wellington 04942
6. Wayne Meserzo	306 School RD Charleston ME 04422
7. Tom Goulette	Town of Guilford - P.O. Box 355 Guilford ME 04441
8. Georgia Underwood	3 Danforth St Dover Foxcroft ME 04426
9.	
10.	
11.	
12.	
13.	
14.	
15.	

Piscataquis County is an Equal Opportunity Employer.



Broadband Community Meeting
Thursday, April 14, 2016
Commissioner's Chambers

Community Members: Tom Lizotte (Dover-Foxcroft), Geoff Shorette (Dover-Foxcroft), William Welsh (Sebec), Thelma Regan (Wellington), Tom Goulette (Guilford), Georgia Underwood (Dover-Foxcroft), Tom Carone (Sangerville), Christopher Winstead (PCEDC)

Internet Service Providers: Andy Hinckley (Corner Stone/Maine Stream) via phone, Wayne Meserve (Corner Stone/Maine Stream).

1. Introduction and Welcome: Explained that Piscataquis County was applying for a ConnectME Authority Broadband Planning Grant. Since February, Chris has met with the different Select Boards and asked them to sign on to a joint application as a County seeking assistance with Planning and Assessment. Have the blessing of the County Commissioner's to apply. We are here to complete the requirement of the Pre-Certification and start a conversation on Broadband in Piscataquis County. This is the 1st Community Broad Band meeting and there will be others, as we walk through the process.

Comments upon opening:

William Welsh: (Sebec) Fixed wireless with PC marginal success 3/1. Varied greatly They put in their own private network cable connect to Brownville, then Milo to Sebec 20/2 (use antenna's), original feed comes off the wireless in Milo and then passed through two towers using wireless repeaters in Brownville and Sebec.

Thelma Regan: Wellington has poor service, constantly getting the "spinning wheel of death."

2. Open discussion covering the Pre-Certification Topics:

QA: Which Providers are currently servicing your community?

Tom Lizotte (TL): Fairpoint and Time Warner service Dover-Foxcroft.

Tom Goulette (TG): Moosehead Cable partners with Premium Choice in Guilford.

Tom Carone (TC): Sangerville has the same service options as Guilford.

William Welsh (WW): Fairpoint, Corner Stone/Mainstream, and Premium Choice.

Thelma Regan (TR): Dial up through TDS is the only option in Wellington.

Wayne Meserve (WM): Main Stream/Cornerstone Serves: Brownville, Lakeview, Abbott, Sebec Village Atkinson

Geoff Shorette (GS): TWC Net C runs off FP background cornerstone connection as well at Mayo Regional.

QB: Which providers are in attendance?

Corner Stone/Maine Stream is represented by Andy Hinkley on the phone and Wayne Meserve in attendance. Andy shared that Corner Stone/Maine Stream is more than willing to partner with communities.

We heard from Jeffrey Nevins who was unable to join but sent a statement from FairPoint. "My apologies, as I have a conflict and I am not able to attend the meeting tonight. Please convey to the group that FairPoint is more than willing to work collaboratively to explore broadband deployment in Piscataquis County. As you now, we have network infrastructure mapping tool we use to work with groups looking at broadband in their area. The mapping tool, combined with statistical analysis we provide, gives local organizations a good view into how their area is served by FairPoint. We also will

partner with local government to explore ConnectME Authority Infrastructure grants as we are willing to partner in exploring other funding sources to support broadband upgrades and expansion in the county.”

The group reviewed the County map as printed from the ConnectME Authority.

QC: How do mapping results compare with your actual experience?

There was a conversation regarding back haul and the fact that FairPoint has fiber running through a portion of the county, without the ability for communities to access their services.

Thelma Regan: can't even load a you tube video, even though they show access in parts of Wellington.

Tom Goulette: Cannot connect to broadband from office its right outside town office window.

William Welsh: The map is inaccurate, especially when looking at coverage in Sebec.

Wayne Meserve: Corner Stone/Maine Stream is serving towns and community all over Sebec village east & west as well as in Bower Bank.

QD: Does Existing broadband access meet your needs?

TR:NO

TG: No

TR: Telehealth port system was not always reliable, her husband had been battling cancer and they were not able to access the systems which would have helped with his treatments.

Geoff: Big initiative of Mayo to meet the needs and expand tele-health, the hospital currently uses three different providers. Their patients could have tele-health offered, but most can't access it due to a lack of connection.

QE: If it is inadequate in what ways does it fall short?

Unreliable, Pricing, Speed, Accessibility

WW: Medford is willfully underserved a few connections with PC the rest was using alternative methods

TL: Anticipation of the future enhancements of teleporting it effects tourism, combine business w/pleasure (this will expand in time)

WW: Running a fiber optic cable into the unorganized territory is not the answer.

QF: If you have broadband, how do you use it now?

TG: The Guilford uses internet in town office 15/3 (connection speed, which they had to fight for), they use for most municipal functions (vote, fish, hunting, internet email) Everyone would like to go paperless you need to download most muni info. Office does not have credit card machine either. At home service is partial not great at all, and dependent on the cell connection.

TL: What do larger companies in Guilford use? TG: The center of town is on FairPoint.

TL Dover- County office everything is online. Deeds criminal records etc..all communication is done by email. Service is good Higher Speeds FP network, voice over internet connect to EMS. At home, uses FairPoint for email and general online usage.

TR: PVAEC (30)- Uses for colleges UMA EMMC and Adult Education. Everything is online they have voice over telephone. (Grants need to written). At home, uses TDS and would use for Netflix, but the service is too slow.

Geoff- Hospital Mayo- redundant system Fiber Optic cable 100mg soon to be 200. Uses internet for every aspect of the environment. For examples the pull XRAYS from Bangor Hospital. Currently working on getting telehealth video chart to patients Tele Health conference into patient rooms with specialists. He lives near the hospital about 3 miles uses Verizon and data plan. Very expensive

WW: Sebec town office connect=premium choice/mainstream goes directly to town of Sebec they need to run a line to the street. They cannot do online things in office. Also when the state does the work the town it takes away from the clerk's hours. Sebec uses VOIP, amateur radio, online banking, shopping, and research. Every contemporary application runs good.

Wayne: People do not know what is available to them (in case of Sebec)

Vision Statement (CHRIS)

TL: Break down into separate sentences, include tourism, People need connection when on vacation to be in contact with office. This will be the key to spending longer time.

*we have 2nd largest population in the nation for 2nd homes.

Wayne: Running the last mile is the most expensive for example wellington, Parkman-it costs so much to invest to run those extra lines. A lot of communities are coming together and helping out (ex. Camden) Muni's are getting agreements with companies.

TR: Agrees on Tourism

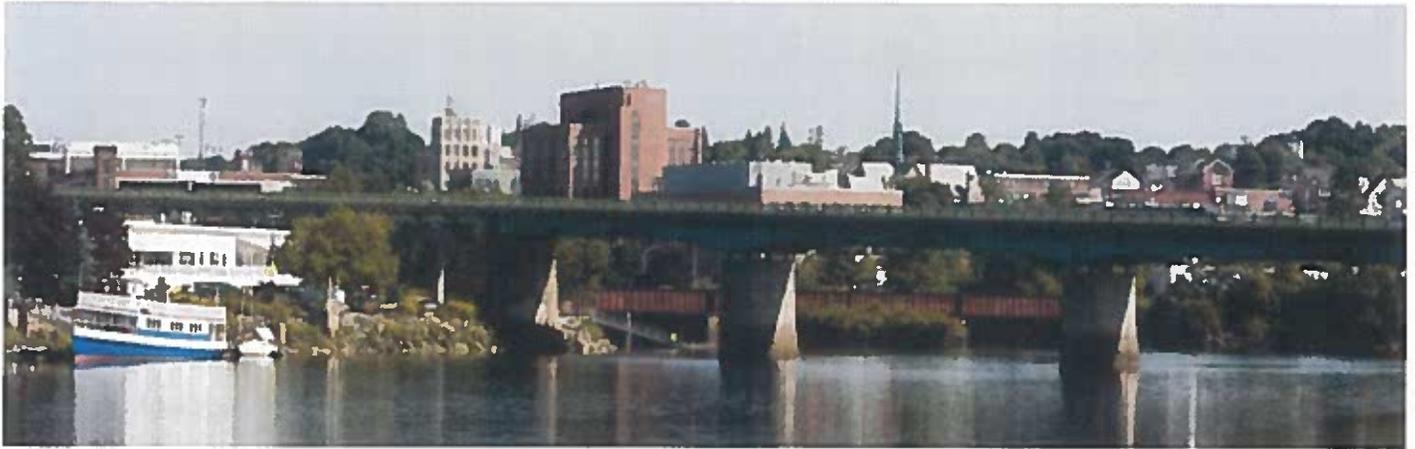
TL: Its hard to achieve High School when you don't have internet at home.

W: Great that schools and libraries have Wi Fi so what do they do when they go home?

Community Broadband Vision Statement

Piscataquis County will expand access to broadband through diverse solutions unique to each of our communities. Our goal is connecting community anchor institutions, helping close the "homework gap", ensuring our aging citizens can age in place, and in creating a level of connectedness that spurs economic growth, opportunity, and access for our year round and seasonal residents, our local business, and the tourists who visit our county.


Christopher R. Winslow 4/15/16



Eastern Maine's COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

It's Our Region!

The development of our region's Comprehensive Economic Development Strategy (CEDS) relies on the hard work, input and support of a wide variety of regional partners from both the public and private sectors through Mobilize Eastern Maine and the Tri County Workforce Investment Board. Members of these two organizations include public officials, community leaders, economic development professionals, institutions of higher education, labor groups and private sector business leaders.

Over the last year, EMDC has convened monthly meetings to discuss our regional assets and how to build a comprehensive economic development strategy that best supports these assets with the Mobilize Eastern Maine Leadership Team.

The list of strategies and projects outlined are by no means exhaustive. The list reflects the region's current efforts and it is expected to be continually updated as new projects emerge and existing projects are completed. The CEDS is meant to be a dynamic and emergent process. EMDC sees the CEDS as a major component of its strategic plan and, through partnerships; we expect to achieve many of the key goals and projects.



2020 VISION

By 2020, we will ensure the region's economy grows so that the people who live here enjoy a median household income equal to or greater than the national average.

We will transform the region's economy by building on our strengths in forest products, tourism, education and small business innovation and by capturing new opportunities in bioscience, business conferencing, and advanced manufacturing.

Among the many ways we will support these efforts is to invest in high quality data transmission, transportation, education and workforce development.

By working with one another, our region's economy will be innovative, vibrant and sustainable, fostering a diverse and collaborative community where people young and old, choose to live, work and play.

REGIONAL GOALS

	Baseline	Progress		GOAL	
	2008	2010	2010 Change	2015	Change
Population	148,651	153,849	3.50%	159,057 ↑	7.00%
Employable Population, 18 + yrs	118,553	123,283	3.99%	124,481 ↑	5.00%
Labor Participation Rate	66.40%	64.20%	-3.31%	69.05% ↑	1.04%
Total Employed	76,710	74,367	-3.05%	83,921 ↑	9.40%
Average Wage	\$34,700	\$35,860	3.34%	\$48,198 ↑	38.90%
Total Region Wages	\$2,673,843,000	\$2,647,221,000	-1.00%	4,085,632,104 ↑	52.80%
Per Capita Income	\$21,947	\$22,262	1.44%	\$34,018 ↑	55.00%
Regional GDP	\$5,322,000,000	\$5,518,000,000	3.68%	8,089,440,000 ↑	52.00%
Internet Subscriptions	65.11%	70.47%	8.23%	97.60% ↑	50.00%
Bachelors Degrees 25 and Older	22,012	24,936	13.28%	29,716 ↑	35.00%
Regional Specific Goals					
17-24 year old w/o HS Diploma	8.50%	10.50%	43.02%	6.37% ↓	25.00%
20-44 population	49,777	50,846	2.15%	57,244 ↑	15.00%
Associates Degrees 25 and Older	9,332	10,347	10.87%	13,620 ↑	46.00%

In spite of an overall economy that was experiencing the worst recession in recent history, some regions in Eastern Maine have made significant strides in economic development in recent years. Unfortunately, in our most rural regions, we continue to see the decline of manufacturing jobs and are now presented with significant unemployment .

At a time when numerous indicators showed a future of decline in various areas, when the region’s historically dominant industries were closing locations and leaving long-time employees out of work and buildings vacant, the region’s leaders joining together to summon a culture of re-invention based on existing assets, but focused on the roles those assets can play in creating our future is crucial.

By identifying and growing our existing assets we knew we would save the critical time and resources necessary to forge new paths to success. Our focus is on maximizing what we have and developing methods and paths to increase those areas.

This region recognizes the importance of a unified vision and of the partnerships and collaboration necessary to achieve success for our businesses, our communities, and our residents. It is through these relationships and shared vision that each of our identified growth strategies will be successful. No single strategy outweighs another in terms of importance and they each will contribute to a region that continues to experience growth.

Things are happening in our region! Despite a dismal economy, our region has seen progress and growth in many aspects over the past few years.

- ◆ The eight economic development focused organizations in our region: A collaborative network has formed in order to move economic development forward and avoid duplication of efforts. This group is ready to launch a new marketing campaign for the region that will help attract business, attract visitors, and attract workforce to our region! The regional marketing strategy creates a “brand” for the Bangor region that businesses and other organizations can use when promoting and recruiting for their own purposes. It is a powerful message when an entire region speaks with the same voice.
- ◆ In 2011, a private and public sector collaboration in the Bangor Region led to the approval and subsequent construction of the new Cross Insurance Center—a \$65 million facility that has provided jobs during the construction phase and created additional long-term positions. The Cross Insurance Center is soon to be celebrating a year in operation!
- ◆ From Pre-K to doctoral degrees, our region has quality high education opportunities for every person. And, we have a commitment from each institution to build and support our future workforce. Monthly meetings are held to discuss how to better collaborate and support students at every level.

Instead of focusing on our region's needs and deficiencies, we are focused on our assets, in eight sectors/clusters: Advanced Manufacturing, Bioscience/Healthcare, Education, Forestry, Innovation and Entrepreneurship, Nonprofits, Tourism, and Transportation.

Because of this and much more, now is the time for this region to work collaboratively and collectively towards our goals. After careful research and much discussion, it was determined that, as a regional community, the focus would be on these key components: a regional marketing strategy; the development of the existing, but under-supported, transportation corridor between Millinocket, Searsport and Eastport; a regional focus on attracting and collaborating with international markets; support for entrepreneurship and innovation at the University and small business levels; the connection and collaboration between education and the business community to foster strong workforce development at all levels.

Asset Based Cluster Development: In 2009, the Eastern Maine region launched the Mobilize Eastern Maine initiative focused on asset based development. Instead of focusing on our community's needs, deficiencies and problems, we focused on our assets, helping our region become stronger and more self-reliant by discovering, mapping and mobilizing all their local assets. After engaging literally hundreds of residents in the mapping asset exercise, our region determined that we had eight sectors/clusters that we should support: Advanced Manufacturing, Bioscience/Healthcare, Education, Forestry, Innovation, Entrepreneurship and Technology, Nonprofits, Tourism, and Transportation.

Entrepreneurship and Innovation: Regions that foster entrepreneurship and innovation grow at a much faster rate. To continue to develop and attract a well-educated workforce and compete on a global scale, the region must support entrepreneurship and encourage innovation at all levels of the economy. Through our education partner, University of Maine at Orono, two programs that support entrepreneurs, Top Gun and Blackstone Accelerated Growth, are making huge strides in the development of a culture in which entrepreneurs are supported.

Education and Workforce Development: Research has shown that regions with a highly educated workforce also experience economic growth in terms of business attraction and development, as well as higher income levels for people in the region. Attaining a college degree or returning to school to receive advanced education and training is important to assure that skills match the needs of desired employers. To ensure workers don't leave the area it is crucial that there are jobs to support a well-educated, highly skilled workforce.

Eastern Maine Development Corporation's CEDS Committee is comprised of the membership of the Tri County Workforce Investment Board (TCWIB). As such, the CEDS Committee is keenly aware of the need to have a strong workforce development strategy in place that supports the region's economy. Released in December 2011, Maine's Industry Partnership/Sector Strategy focuses on the development of a skilled workforce and creation of a career development ladder for the industry's workforce. As new workforce strategies are developed they will be incorporated into the Comprehensive Economic Development Strategy for the region.

Economic Drivers: Asset Based Development, Entrepreneurship and Innovation, Education and Workforce, Access to Capital, Infrastructure and Environment, and Leadership

Access to Capital: Over the last five years, small businesses have been responsible for the majority of new private sector jobs. In fact, in Maine, businesses with 20 or fewer employees were the only business sector that saw a net new increase in jobs in 2010. Given this data, it's vital that we ensure that capital is available to businesses in our region who are poised to grow.

Currently, access to capital remains limited at early stages of conceptualization through to product development, which adversely affects the success rate for viable technologies.

Additionally, though the tightening of private sector lending standards has somewhat moderated, we still experience a number of business concerns unable to obtain traditional financing for both start up and growth/expansion efforts.

In the Eastern Maine region, we are seeing much success with the creation of the SBA Community Advantage 7a program. This product has provided millions of dollars to small businesses in our region in a very short period of time.

Additionally, we are working collaboratively on an effort to capitalize an angel fund/venture capital fund to support business ventures in our region.

Infrastructure and Environment: The ability to efficiently and safely move people, goods, and information is a crucial element to the economic health of any region. Our region cannot thrive without a strong and reliable transportation and communication infrastructure. Eastern Mainers from all walks of life cherish what is often referred to as our "Unique Quality of Place". People live and stay in Eastern Maine for a host of reasons other than economic ones. However, for people to stay and the region to continue to prosper the economy must perform at a higher level.

Key points to consider for long term sustainability of our Quality of Place in the region:

- Eastern Maine's rural downtowns are a critical component to the region's unique character and quality of place, therefore their upkeep and revitalization is essential.
- There is a need for value-added product development opportunities encouraging people to "buy local".
- It is crucial to our quality of place that affordable housing is available for workers in the communities in which they wish to work and live.
- Community character is being threatened by changing development patterns, such as big box development, condominium development, and suburban residential development.

Leadership: Promoting regional leadership and collaboration can help lower costs and provide a more efficient way to deliver services. Major economic development issues facing our region need to be addressed at the regional level such as allocation of scarce financial resources, the location of critical infrastructure, and business retention and attraction efforts. Limited municipal resources require better collaboration and coordination such as model zoning, cooperative purchasing, etc. among counties and municipalities in the region. The EMDC region is poised with strong public and private sector leadership.

Mobilize Eastern Maine is a platform that provides our region's leaders an opportunity to develop the strategies and create a vision based on the assets in our region. This effort fosters growth and economic prosperity.

Asset Based Cluster Development:

Strategy: Support and encourage public-private partnerships and projects focused on workforce investment in the region's top sectors.

To attract and retain highly qualified employees, the region needs to support expansion in business opportunities in growth sectors of the economy.

Implementation:

Develop and support programs that ensure the workforce is available to sustain the businesses' needs. The region's business leaders will work in concert with our education partners and the Tri County Workforce Investment Board (TCWIB) and others to develop programs that meet the training needs of our region's businesses.

Strategy: Support and foster growth in identified clusters in our region.

Implementation:

Utilizing information gained from a study conducted by Charles Colgan of the Muskie School of Public Policy at the University of Southern Maine on behalf of Mobilize Maine, Mobilize Maine partners will identify businesses clusters with potential to support growth and job creation. Mobilize Maine will work with identified businesses to more fully understand needs and look at ways to support.

Strategy: Provide regular opportunities for industry representation and business leaders from sectors to discuss needs and opportunities within their sector.

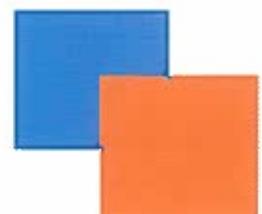
Without input from sector leadership, the region will be unable to address needs and opportunities to develop the cluster.

Implementation:

Mobilize Eastern Maine will include sector leadership reports at its meetings in order to gain knowledge from those directly involved in the industry.

Mobilize Eastern Maine and its partner organizations in the region will develop and implement regular survey tools in order to gauge potential growth in key sectors and determine skill needs for workforce to meet the needs of the business.

Bangor Region Development Alliance (BRDA), a public-private partnership aimed at attracting business to our region, will utilize industry representatives to gain knowledge regarding opportunities and assets that are sector specific.



Entrepreneurship and Innovation:

Strategy: Leverage Maine's natural resources and assets for the benefit of increasing energy independence and economic growth.

The Maine Development Foundation's 2014 Measures of Growth in Focus report tracks the cost of energy as a significant element of the business climate in Maine. Maine has an abundance of assets (natural resources, innovation, and technology) that can be utilized in order to safely and responsibly develop more energy and be a leader in the global energy economy.(www.mdf.org)

Implementation:

Focus investment in natural resources to include biomass, tidal, and wind energy for all scales of energy production, such as wind farms, wood pellet manufacturing, and off shore wind power.

Strategy: Foster the regional assets surrounding entrepreneurship and innovation, supporting collaboration around resource providers, and cultivating the region's support of small business

Regions that foster entrepreneurship and innovation grow at a much faster rate. In order to continue to develop and attract a well-educated and diverse workforce and compete on a global scale, the region must support entrepreneurship and encourage innovation at all levels of the economy.

Implementation:

- Coordinate business assistance programs that provide support, education, and technical assistance to entrepreneurs and scalable business enterprises in the region.

- Increase connectivity (i.e. broadband) that is critical to attracting entrepreneurs who introduce innovations that spur economic growth in the new economy.

- Increase access to capital for funding for early stages of conceptualization through to product development.

- Develop targeted market research to identify innovation opportunities that correspond to the assets of Eastern Maine, creating a clear emphasis on the region's competitive advantages.

- Encourage expansion and provide support for sub-regional/county-based leadership and entrepreneurial training programs.

- Support the University of Maine's Foster Innovation Center's efforts to support entrepreneurship and innovation within the business community.



Education and Workforce Development for a 21st century workforce:

Strategy: Encourage use of formal curriculum and informal educational opportunities to enhance skill sets particularly in areas of science, technology, engineering, and mathematics and career preparedness of the region's workforce.

Georgetown University Center on Education and Workforce's Help Wanted report found that employers are increasingly demanding proof of competency of workers not only in formal degrees but also through industry-based certification programs and credentials. Of the 196,000 new jobs projected in Maine from 2008 to 2018, more than 115,000 jobs will require some type of post-secondary training or education.

Implementation:

Enhance Career Development Education in Grades K-12 throughout the Region: Through school based forums, develop locally relevant place-based curriculum, and create internships with a strong connection to business and the development of entrepreneurial skills.

Leverage partnerships to conduct skills assessments in preparation for programs to assure that employer's needs are understood and that potential employees have the training and skills necessary to meet those needs.

Apprenticeships/Internships: Encourage educational programs using the apprenticeship/internship model to provide "real life" experience as part of curriculum.

Expand the use of nontraditional financing options in our region to support start up or expansion of small business.

Strategy: Develop and implement a strong connection between our school systems (pre-k through post-secondary) and the business community in order to identify ways to connect incoming workforce to jobs

Research has shown that regions with a highly educated workforce also experience economic growth in terms of business attraction and development, as well as higher income levels for people in the region. Attaining a college degree or returning to school to receive advanced education and training is important to assure that skills match the needs of desired employers. Despite increased opportunity for educators to partner with businesses in workforce training and development, there remains a disconnection between education provided and employment opportunities.

Implementation:

Better integrate the business sector with the education sector whereby the education system can be responsive to meet the current and future workforce needs.

Encourage lifelong learning and the methods to address this through transferability of courses, encouragement by business to advance skills, access to courses, and affordability.



Develop programs that assist with the retention/creation/attraction of business opportunities in the identified growth sectors in order to retain/attract/develop highly qualified employees.

Develop a regional focus on ensuring students have knowledge of identified career pathways and are “work-ready” upon graduation.

Strategy: Support partnerships between school systems in order to utilize shared resources and best practices.

Encourage the use of platforms such as the Penobscot River Education Partnership (PREP) and partnerships such as Bridge Year with Eastern Maine Community College, Hermon High School, and the University of Maine

Access to Capital:

Strategy: Increase the availability of capital to businesses in all stages of growth from start up to expansion.

Access to capital for business formation and expansion has historically been important for both entrepreneurs and businesses. Maine lags behind other New England states and the nation in average annual venture capital investment per capita, with only one-third the average annual investment per capita of Vermont and about one-ninth the annual investment in neighboring New Hampshire.

Implementation:

Support collaboration and leverage the capacity of local private sector financial institutions, non-profit community development corporations, and revolving loan fund intermediaries serving this region to increase access to capital for business expansion and job creation.

Support deployment of the Bangor Area Angel Fund to provide easy stage venture capital for technology based businesses in our region..

Expand the use of public sector direct and guaranteed loan programs including those offered by the U.S. Small Business Administration, USDA Rural Development, and the Finance Authority of Maine in our region to support start up and expansion of small businesses.



Infrastructure and Environment:

Strategy: Strengthen and support the concept of the transportation corridor of Millinocket, Searsport, and Eastport.

The logistics assets of the corridor can be developed to facilitate a prosperous, competitive Eastern and Northern Maine economic region.

Implementation:

Based on a report from Maine Maritime Academy's Logistics Students, the region should focus on:

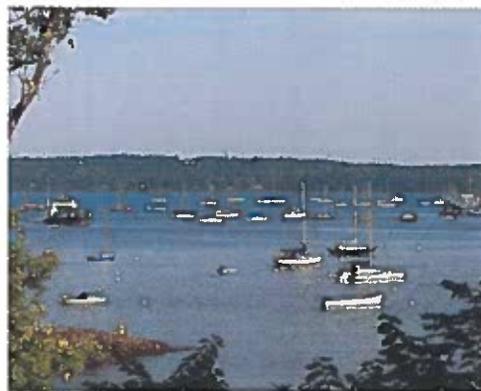
The future utilization of the seaport for forestry biomass export provided the necessary bulk handling equipment is available;

The potential capture of European-US East coast marine traffic because of other more frequently utilized seaport congestion issues resulting from larger vessels transiting the expanded Panama Canal;

The capture of Caribbean marine traffic (i.e., larger Post Panama Canal Expansion vessels transiting the canal that require transshipment to smaller vessels more easily accommodated by the US East Coast);

Strategy: Strengthen and support eastern Maine's ability to have sustainable, high quality growth in the region.

According to GrowSmart Maine's, "Charting Maine's Future: An Action Plan for Promoting Sustainable Prosperity and Quality Places" (2006) and the updated "Charting Maine's Future: Making Headway" (2012), Maine has the ability to foster long term sustainable growth by investing in the state's Quality of Place. GrowSmart Maine defines Maine's Quality of Place as "our majestic mountains, unbroken forests, open fields, wild rivers, pristine lakes, widely-celebrated coast, picturesque downtowns, lively arts and culture, authentic historic buildings, and exceptional recreational opportunities. It is our principal advantage in today's global economic competition. Quality of place will help us keep and attract skilled workers and entrepreneurs to fill Maine's declining workforce population." www.growsmartmaine.org



Implementation:

Support initiatives that protect and/or enhance the "brand," and those items associated with the Quality of Place in our communities such as the natural resources, historic buildings, and arts and culture.

Invest in new research and development and commercialization to grow the emergent innovation economy and preserve economic opportunity for all Mainers.

Leadership:

Strategy: Develop and implement a Regional Marketing Strategy.

In order to be effective in business attraction, employee attraction, and tourism attraction, this region needs to have a strong regional marketing strategy that can be utilized by economic development professionals, municipal leadership, and businesses.



Implementation:

The region will develop a multi-platform tool that provides for economic development professionals, tourism organizations, and businesses to market the region. These tools will be focused on the unique assets of our region.

Strategy: Develop and implement a regional focus on international markets.

The Saint John, New Brunswick to Bangor, Maine region is at the core of the emerging 'Atlantica' International Northeast Economic Region. We need to focus on the economic assets in the corridor and raise awareness of potential opportunities for growth.

Implementation:

Re-establish trade relations with Maritime Canada by developing connections between businesses and the public sector.

Support the mission of Access Atlantica, encouraging the business to business networks.

Strategy: Utilize our region's business leaders "of today" to foster growth and development of our leaders of tomorrow.

Support the mentor programs developed by business assistance programs such as SCORE, TOP GUN, and Blackstone. These programs provide much needed advice and support of our emerging businesses and entrepreneurs.

Priority Projects

EMERGING

The City of Ellsworth has a unique opportunity to capitalize on recent developments that, if leveraged appropriately, could have a transformative impact on the economy of the region. These developments include a multi-million dollar investment from The Jackson Laboratory in a new mouse production facility in a former home improvement store building, bringing approximately 30 jobs to the area initially, with many more projected in 5-10 years. In addition,



the Laboratory's increasing focus on commercialization has led to new spin-off businesses that need space to incubate and grow and would prefer Ellsworth because of its proximity to the Laboratory as well as to Bangor's infrastructure and to students and research at the University of Maine. At the same time, the University of Maine's enhanced assets for entrepreneurial support in the Eastern Maine region have already helped innovative start-up companies in the region advance their development. Finally, a growing community of "encore" entrepreneurs and others who seek a high quality of life while engaging in business is emerging. Business incubation programs are uniquely poised to help entrepreneurs access resources through local schools,

colleges, universities and research institutions to help them develop the skills they need to grow successful firms. By working with partners and utilizing existing resources, HII proposes a model that is able to flex in scope and size with the demand for incubation services and space in the region. This model would include a flexible building and lease structure that allows the portion set aside for incubating companies to vary with demand as well as a shared management and incubation services model that would keep operational costs low.

A key component of this project will be the extension of high-speed Internet from the fiber backbone that is located along the City's main thoroughfare. Growing technology companies, including the ones identified in the proposal, have indicated that this infrastructure is a critical need for growth and expansion.

ONGOING

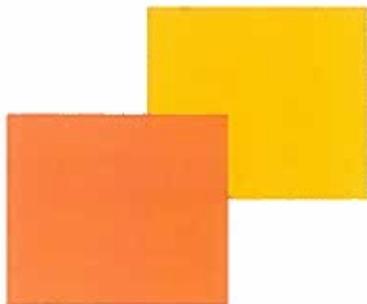
C&L Aerospace is an Australian-owned company with offices in the United States and Europe. They provide service to the commercial and military aviation sectors including aircraft heavy maintenance, component repair structural modifications, avionics modifications, parking and storage, aircraft teardowns, field service teams, aircraft management and lease returns, and complete interior refurbishment. C&L took over for Telford Aviation in 2010, creating C&L Aviation in Bangor.



They have since grown the company from 22 employees to 80 employees. Continuing their growth, they are embarking on a significant expansion project that will diversify their offerings in Bangor and allow them to be significantly more competitive in the maintenance business by offering aircraft paint services. This project is to fund renovations to the hangar, owned by the Bangor International Airport, to create a paint booth. This will allow C&L to be more competitive in attracting business by offering a critical service that is in high demand in the US and internationally. With its unique position close to Europe, Bangor International Airport and leased by C&L offers the perfect location for this service and it will complement existing aviation-related business at the complex.

Belfast - Infrastructure improvements to Front Street, the only east-west street providing public access to Belfast's authentic working waterfront. This project expects to create 25 construction jobs and 30 FTE upon completion, particularly focused in the boat building industry. The total cost of the project is estimated at \$3.5 million with funding from EDA, the Belfast Water District, and the City of Belfast. Estimated start of construction is May 2013 with a completion in the Fall of 2013.

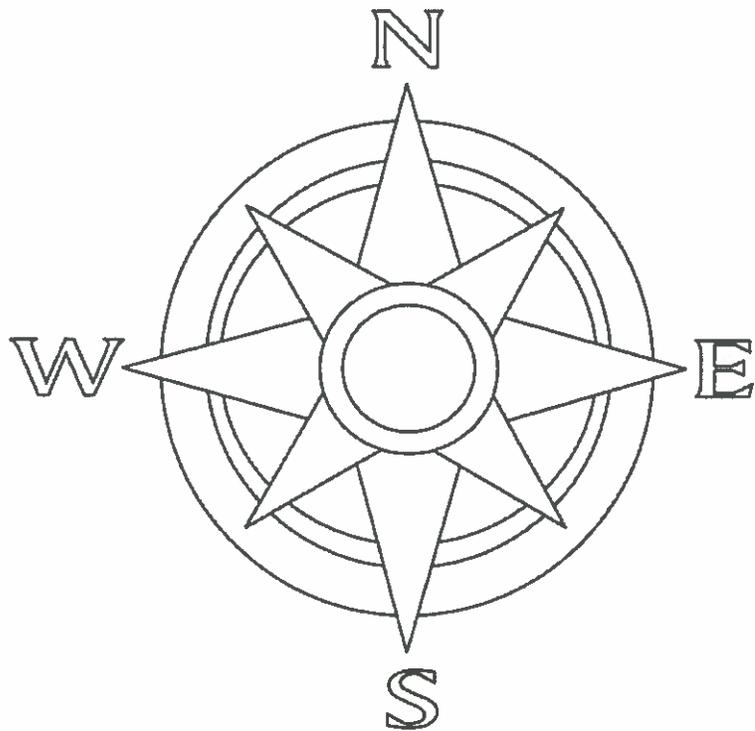
A 60,000 square foot \$10,000,000 LEED-certified mixed use redevelopment project of the former Moosehead Manufacturing/Mayo Mill in downtown Dover-Foxcroft. Phase I includes environmental clean up and is underway with the build out of the IT data center and business incubator. Upon completion, the project estimates a total of 160 full time (FTE) jobs, not including ancillary jobs created in the community as a result.





PISCATAQUIS
COUNTY
ECONOMIC
DEVELOPMENT
COUNCIL

ORGANIZATIONAL GUIDE



50 Mayo Street, Dover-Foxcroft, Maine 04426 Phone (207) 564-3638

Table of Contents

WHO WE ARE	1
OUR MISSION	1
VISION	1
VALUES	1
PCEDC LONG TERM GOALS AND OBJECTIVES WITH SUPPORTING STRATEGIES.....	2
PCEDC Goals for 2014-2017:	2
PCEDC Initiatives:	2
INITIATIVES, OBJECTIVES, AND SUPPORTING STRATEGIES	2
INITIATIVE # 1: PCEDC will promote a diverse economy	2
INITIATIVE # 2: PCEDC will support Entrepreneurs	4
INITIATIVE # 3: PCEDC will work to retain and strengthen the County’s existing businesses and organizations	4
INITIATIVE # 4: PCEDC will attract new businesses	5
INITIATIVE # 5: PCEDC will provide leadership for creating a county-wide economic development plan	6
2014-2017 PCEDC INITIATIVE AREAS.....	7

WHO WE ARE

PCEDC is a collaborative grass roots effort created in 1997 by county residents interested in promoting economic development in Piscataquis County. Our Board of Directors membership is diverse and has members from both the public and private sectors. Town Managers, small business owners, corporate executives, non-profit organizers, educators, and bankers are all represented. The Council Membership then elects an Executive Committee that oversees the staff and PCEDC's daily operations.

OUR MISSION

The Piscataquis County Economic Development Council (PCEDC) seeks to leverage local, county, state and federal resources to promote and encourage private and public investment within Piscataquis County, Maine.

The goal is to stimulate long-term sustainable economic development and job growth in the region.

VISION

Piscataquis County will have a strong, diverse, and vibrant economy that offers higher quality jobs to support strong, diverse, and vibrant families and communities.

A strong economy is one that is wealth generating, able to survive national economic downturns, productive, and efficient. It's also diverse, containing a numerous, healthy combination of manufacturing, service, and retail businesses. Such an economy must be a vibrant one that values creativity, supports leadership, and is knowledge based. The resulting higher quality jobs will be able to financially sustain individuals, families, and communities.

PCEDC will continue to build a prosperous future of Piscataquis County for everyone by growing our population, ensuring a viable future for our youth, providing opportunities for lifelong learning and employment, promoting tourism and recreation promotion and advocating for this county at multiple levels in order to ensure a quality of life for all of our residents.

VALUES

We value preserving the past, growing the present, enhancing the future.

- *Preserve past history, small town atmosphere of the county
- *Protect and preserve our natural resources
- *We value entrepreneurial efforts both small and large
- *Expand opportunities building upon our present values and resources

PCEDC LONG TERM GOALS AND OBJECTIVES WITH SUPPORTING STRATEGIES

PCEDC Goals for 2014-2017:

1. Develop and promote a creative and diverse economy;
2. Encourage entrepreneurs while strengthening existing businesses;
3. Modernize our infrastructure, both civic and tourism, including the expansion of broadband;
4. Increase lifelong educational and cultural opportunities ; and
5. PCEDC will provide leadership for creating a county-wide economic development plan

PCEDC Initiatives:

- Expand our diverse economy
- Support Start-up Entrepreneurs
- Retain and strengthen its existing businesses
- Attract new businesses
- Develop a county-wide plan for economic development
- Expand and support the creative economy

INITIATIVES, OBJECTIVES, AND SUPPORTING STRATEGIES

INITIATIVE # 1: PCEDC will promote a diverse economy

- **Objective 1: Piscataquis County will improve business opportunities through the enhancement of our natural resources emphasizing forestry and agriculture.** (Approx. seven Project Canopy grants have been completed to date and finishing up Sangerville)
 - **Strategy a:**
 - Project Canopy: Annually, towns are asked annually if they want to participate
 - Tree City (Dover-Foxcroft)
 - Bio-based initiative in participation with the Great Region
 - GloEco Maine LLC - production of cleaning cloth from wood fiber (Dover-Foxcroft/Business Park) in partnership with Passamaquoddy Tribe (100 jobs anticipated)
 - Maine Woods Initiative (November) with in partnership with Kennebec County
 - **Strategy b:**
 - BS Farms (Dover-Foxcroft) application (beef producer)
 - Farmer's Market continued growth and development (Dover-Foxcroft and Milo)
 - Food Systems Identification (county wide) - in anticipation of working with Aroostook and Washington counties through the Great Region effort for funding
 - Development of Food Hub (aggregating producers for marketing, distribution)
 - **Strategy c:**
 - Great Region initiatives related to food promotion, cultivation
 - Slow Money Maine interest in investing in Maine farming
 - Storage needed for products

- Partner with Soil and Water to track the old potato barns in creating new storage opportunities
 - Reach out to Penobscot large farm in Corinth to see if they are amenable to work with local farmers related to storage and distribution
- **Objective 2: The County's three industrial/commercial/business parks will have advanced digital infrastructure, access to transportation, cost-efficient power, etc.**
 - **Strategy a:** The County's three industrial/commercial/business parks will have advanced telecommunication infrastructure.
 - **Strategy b:** FCC Initiative in the works through letter of intent with Cornerstone to equip the entire county with fiber to the home
 - **Strategy c:** Support the development of local businesses providing transportation services to local communities
- **Objective 3: To enhance the opportunities for people to work in small home offices or office clusters with advanced digital infrastructure, access to transportation, cost-efficient power, etc.**
 - **Strategy a:** FCC Initiative in the works through letter of intent with Cornerstone to equip the entire county with fiber to the home
 - **Strategy b:** Data storage facility at the will be offered at the Riverfront Redevelopment Project to local businesses, municipalities
 - **Strategy c:** Hydro-electro and photo-voltaic and geo-thermal HVAC at the Riverfront Redevelopment Project will power the tenants and residents
- **Objective 4: Piscataquis County will offer residents, visitors, artists, businesses and communities across the county an interesting and attractive base of sustainable tourism opportunities connected to nature and ecotourism, outdoor recreation, cultural and forest heritage, rural community life and the creative economy.**
 - **Strategy a:** Initiatives include:
 - Maine Woods Tourism website
 - Brochure on Waterfalls of Piscataquis County
 - Facebook for Maine Woods Tourism
 - USDA R-BEG
 - USDA Recreational Trail Program (RTPs) – snowmobile, ATV trails, mountain bike trails and walking trails throughout the county
 - Administer the RTP for Beaver Cove
 - Participate in the Maine Woods Consortium Steering Committee
 - 16 trainings for hospitality workers/tourism (small businesses in the region)
 - Appalachian Trail Information Center in development (Monson) opening July 17, 2014
 - Art installation by a local artist attached to Appalachian Trail Information Center
 - Participation in the Governor's Conference on Tourism
 - Scenic by-way – Moosehead fiscal agent
 - Multiple grants for trail heads and trailways
 - ATV Snowmobile trail in Greenville (USDA RBEG and MOTC)
 - Administer the recreational signs for the county (Quimby, Communities for Maine's Future)
- Objective 5: Piscataquis County will have a vibrant, strong artisan commercial sector.**
 - **Strategy a:** Imagine Tour Initiative to develop retail opportunities locally
 - **Strategy b:** Partnership with Charlotte White Center to find gallery space for their artists

- **Strategy c:** Piscataquis County Heritage (Balloon Festival) promotes local artists (moving a major part to the Fair Grounds)
- **Strategy d:** Riverfest Planning and Promotion Committee (Guilford)
- **Strategy e:** Monson Summerfest promotion
- **Objective 6: Piscataquis County residents will support vibrant village centers offering a variety of commercial and cultural opportunities**
 - **Strategy a:** Piscataquis County village centers will become Main Street Communities, either separately or jointly.
 - **Strategy b:** Milo Safe Streets initiative
 - **Strategy c:** Monson CDBG community enterprise
 - **Strategy d:** Time for shine-up Shiretown (downtown clean-up)
 - **Strategy e:** Resurrected the Villages of Piscataquis County (signs and audio, etc.) as part of the Maine Woods Tourism effort

INITIATIVE # 2: PCEDC will support Entrepreneurs

- **Objective 1: PCEDC will support partnerships that provide networking and guidance leadership, access and advice on capital to start-up businesses and new businesses moving to the County and existing businesses wishing to expand.**
 - **Strategy a: Includes:**
 - Implementing USDA RLF
 - Implement EPA Brownfields RLF
 - Applied for a Brownfields Assessment Grant
 - Planning to apply for supplemental funding for the Brownfields RLF
 - Continue support for small businesses (ex: Moc's PowerSports) through MicroEnterprises and EDP
 - Partner with CEI through the SBA on the Riverfront Redevelopment Project
 - Pursue Slow Money Maine (private investment for agriculture)
- **Objective 2: PCEDC supports efforts to assist people in Piscataquis County to have a strong background in entrepreneurship.**
 - **Strategy a: Includes:**
 - Partner more with Penquis/Jim Macomber re: entrepreneurial efforts
 - Collaboration with the Chambers of Commerce to support small businesses
 - Partner with MaineStream Finance and SBDC

INITIATIVE # 3: PCEDC will work to retain and strengthen the County's existing businesses and organizations

- **Objective 1: Work to ensure that there is high-speed and affordable Internet access available throughout the County.**
 - **Strategy a:** FCC Fiber to the Home and explore if a county bond is an option here for the middle mile completion (DF to Greenville)
- **Objective 2: Promote renewable and lower-cost energy options.**
 - **Strategy a:** Renewable energy project at the Mill

- **Objective 3: Advocate for improving our rail and road access and ensure proper maintenance and upkeep.**
 - **Strategy a:** Explore the opportunities for Railheads in Greenville and Milo
- **Objective 4: Business and industry will have access to a workforce that is well trained and qualified.**
 - **Strategy a:** PHEC will be able to offer associates, bachelors, and graduate degree programs at the Center.
 - **Strategy b:** PHEC educational opportunities will be provided to graduating high school seniors.
 - Restore and retain PHEC
 - TCTC
 - Adult Ed
 - Leads to ensure a variety of career preparation options that are not college related
 - Career education, higher and remedial education
 - Restart PLI/MCF – explore foundations
 - Address challenges of out-migration/gently build the population/stem the outmigration of youth by providing them with the necessary skills for industry, entrepreneurial efforts
 - Downtown development efforts designed to promote interest of youth in this region
 - Imagine Tour, downtown networks
 - **Strategy c:** Maine Woods Consortium – standards for tourism (6 county-level) Strategy: Tourism stakeholders, information providers, businesses and communities will adopt and implement industry certified standards for hospitality and customer service (Maine Discovery)
- **Objective 6 - Nonprofits**
 - **Strategy a:** Support board, leadership development within non-profits
 - **Strategy b:** Develop grants for non-profits as they request (American Legion, libraries)

INITIATIVE # 4: PCEDC will attract new businesses

- **Objective 1: PCEDC will support businesses in the area through Facebook, advertising, websites, etc.**
 - **Strategy a:** Partner with the Chambers to promote and support businesses
 - **Strategy b:** PCEDC develops local assets and writes grants that supports local businesses
- **Objective 2: Develop strategies to promote the three business parks and work with them on enhancing their attractiveness.**
 - **Strategy a:** Support business development through the municipalities by responding to the Town Manager requests
- **Objective 3: Piscataquis County will be able to offer competitive incentives to attract businesses.**
 - **Strategy a:** Available to assist in the acquisition of TIFs
 - **Strategy b:** High speed internet cultivation

INITIATIVE # 5: PCEDC will provide leadership for creating a county-wide economic development plan

- **Objective 1: Support the local initiatives that build upon community assets and strengths**

ORGANIZATION STRUCTURE

Council Membership

- Minimum of 21 members
- Represent a diversity of communities within Piscataquis County as well as private, non-profit, and public organizations from across the region.
- Three year terms

Executive Committee

- Consists of a minimum of 9 and a maximum of 15 members elected from the Council.
- Representative appointed by the Boards of Directors for each of the two Chambers of Commerce;
- Up to 5 positions representing municipal interests, either town managers or selectpersons;
- One member appointed by the County Commissioners to serve in an ex officio capacity

Standing Committees

- Finance & Administration
- Human Resources/Personnel

Ad-hoc Committees

- Transportation /Infrastructure
- Business Expansion & Retention
- Business Attraction & Expansion
- Tourism Development & Creative Economy
- Workforce Leadership and Capacity Development (PLI)
- Marketing & Promotion
- Fundraising & Public Relations
- Event Planning

2014-2017 PCEDC INITIATIVE AREAS

Complete infrastructure work within organization

Creation of feedback loops from area businesses and organizations

Continued advocacy across the state and federal government for our county

Leverage resources through grant writing and collaboration

Continued support and promotion of tourism and recreation opportunities

Continued work on community development

Continued support of business expansion - big and small



Community Broadband Planning Grant Program

ConnectME Authority
145 SHS
Augusta, ME 04333-0145
<http://maine.gov/connectme>

Grant Opportunity Issued: Feb. 26, 2016
Contact Person: Lisa Leahy
lisa.leahy@maine.gov
Application Due: April 15, 2016
Grants Awarded: April 22, 2016

Community Broadband Planning Grant Application

Round One Community Planning Grant Application

Due Date: April 15, 2016

1. **Date:** *April 15, 2016*
2. **Submitting Community:** *Piscataquis County Economic Development Council on behalf of Piscataquis County*
3. **Grant Amount Requested:** **\$120,000.00**
4. **Community Project Point of Contact:** *Christopher Winstead, Executive Director, PCEDC, 50 Mayo Street, Dover-Foxcroft, ME 04426. 207.307.9779 christopher.winstead@pcedc.org*
(Please include: Name, Title, Address, Telephone Number, and E-mail Address.)
5. **Party Who Prepared Application:** *Christopher Winstead, Executive Director, 50 Mayo Street, Dover-Foxcroft, ME 04426. 207-307-9779 christopher.winstead@pcedc.org*
(Please include: Name, Title, Address, Telephone Number, and E-mail address).
6. **Executive Summary of the Project:** *Working with Axiom Technologies, Piscataquis County Economic Development Council on behalf of Piscataquis County looks to complete a Community Technology Plan, built on a strategy creating a more robust internet and telecommunications offerings for Piscataquis County Residents, businesses, and tourists. The plan will have the ability to be built into PCEDC's Regional Plan and adopted by town by town by layering out a multi-year, multi-tier approach that can be staged over time and executed as funds are available.*

ATTACHMENT A

Precertification Checklist

A community must answer each of these items, in the format below, to be certified for the planning grant process. A “no” answer is perfectly acceptable; this is stakeholder and information gathering process. Once certified, a community will be eligible to participate in the competitive process to receive funds from the ConnectME Authority for a broadband planning grant.

1. Create a Community Broadband Team

- Provide list of members, including name and title:
 - Must include at least one representative from municipal government for each community seeking certification
 - If it is known that a non-profit or economic development entity will ultimately be seeking a grant using this precertification, should include one member of that non-profit
 - Members could include residents and representatives with experience in health care, business, and education.

Christopher	Winstead	Executive Director	Piscataquis County Economic Development Council
Tom	Lizotte	County Manager	Piscataquis County
Jack	Clukey	Town Manager	Town of Dover-Foxcroft
John	Simko	Town Manager	Town of Greenville
Tom	Goulette	Town Manager	Town of Guilford
Damien	Pickel	Interim Town Manager	Town of Milo
Tom	Cardone	Select Board Member	Town of Sangerville
Denise	Buzzelli	Executive Director	Piscataquis Chamber of Commerce
Angela	Arno	Executive Director	Moosehead Lake Region Chamber of Commerce
William	Welsh	Community Member	Sebec Resident
Geoff	Surette	Director, Information Technology	Mayo Regional Hospital
Thelma	Regan	Director	PVEAC

- Must designate single point person for communications with ConnectME for certification process, provide email address to ConnectME.

Christopher Winstead, Executive Director, PCEDC. Christopher.winstead@pcedc.org or mobile at 207.307.9779

2. Hold at least one Community Broadband Meeting

- Send emails to broadband providers currently serving your community and invite them to the community meeting. *In addition to an email invite, we setup the ability for the representatives to call-in. See attached*

- Share results of ConnectME Mapping for this community. ***County wide map enlarged and shared with participant's.***
- Questions for attendees:
 - Which providers are currently serving your community?
 - Which providers attended your meeting?
 - How do the mapping results compare with members' actual experiences?
 - Does existing broadband access meet your needs?
 - If it is inadequate in what ways does it fall short?
 - If you have broadband, how do you use it now?
- Provide documentation showing meeting dates, notes, agenda and number of attendees, emails to providers and responses to the questions above. ***See Attached-Notification of meeting (sent to PCEDC Members, posted on the Moosehead Lake Region Chamber of Commerce FB Page, the Piscataquis County Chamber FB Page, PCEDC's FB Page, and the MidMaine Broadband Group's FB Page. Additionally, there is a copy of the Agenda, Meeting Minutes, Attendee List, and a copy of the emails used to coordinate with the ISP. The minutes contain the answers to the above questions.***
- [ConnectME may need to provide guidance/suggestions on how address areas of this section]

3. Identify Key Documents/Existing Efforts

- Does the municipality use broadband to deliver municipal services? Describe the services, and how broadband is used to deliver these services. (e.g., town office has a broadband connection it uses to submit information to state government, police department uses broadband to communicate with state or federal databases or assessors' office make access to property records and maps available to the general public). ***Many of our municipalities have access to broadband, while some maintain lower download and upload speeds. These town offices use their internet connection to transmit required documentation to and from the state, including the registration of voters, vehicle registration, tax payments, the sale of hunting and fishing licenses, and other required state and local documents. The County further uses their broadband connection to file the necessary documents regarding tax payments to and from the municipalities to the state. In addition, the Registry of Deeds maintains an online presence. The County Court and Jail use broadband to file court documents and prepare the necessary DOC paperwork on their prisoners. The District Attorney's office use broadband to communicate with their main office in Bangor. The County's EMA uses broadband to communicate with necessary rescue personnel and the backup bunker located in the Eastern Portion of the county. All county offices are transitioning to VOIP phone systems and have an active level of communication and collaboration with Penobscot County, especially where technology is concerned. In addition, we have two airports within the county (Dover-Foxcroft and Greenville) which utilize internet connections to file the necessary paperwork with the FAA. Several of our municipalities have local Police Stations which utilize an internet connection to file***

their reports, access State and Federal Database, and to transmit information to the DA as well as the County and State Jail system.

- *Is there local or regional economic development plans in which broadband could play a role? If so, provide a list of these documents. Piscataquis County is part of the Economic Development District (EDD) operating under Eastern Maine Development Corporation (EMDC), as such Piscataquis County is included within the Comprehensive Economic Developments Strategy (CEDs) through EMDC. EMDC is in the process of updating their CEDs to include a major component in expanding broadband access. EMDC and PCEDC work collaboratively on economic development initiatives, and Christopher Winstead and Thomas Lizotte both serves as board members for EMDC. Several of communities within Piscataquis County are in the midst of reviewing and updating their comprehensive plans, and PCEDC has started the conversation of a county-wide economic strategic plan.*
- *Does the town have a cable franchise agreement? Dover-Foxcroft has a cable franchise agreement with Time Warner Cable, they are in the midst of re-negotiation. Greenville, Sangerville, and Guilford all work with a local cable provider.*
- *Are there any on-going community projects focusing on the digital divide or information technology (public access through schools or libraries, training, improving access to broadband, etc.?) EMDC and PVEAC are working on work-force development and afford their students and clients the ability to access computers at PVEAC and utilize training opportunities. Students in K-12 education have access to computers and tablets, but many lack the ability to connect from home. We are seeking to expand digital inclusion with our application to ConnectME.*
- *Is there a TIFF or other economic development grant for all or part of the area to be served? Part-currently Dover-Foxcroft has a TIFF and Greenville is in the process of creating a TIFF. The County holds the ability to bond, which is why we have gone down the path of a count-wide solution.*
- *Does the town have a municipal electric company? If not, what electric utilities serve the area? We are served by Central Maine Power and Emera.*

4. Identify potential Community Anchor Institutions

- *Provide a list of potential community anchor institutions. Mayo Regional Hospital, CA Dean Hospital, Katahdin Valley Health Center, Piscataquis County Sherriff's Department, Dover-Foxcroft Police Department, Greenville Police Department, Milo Police Department, Guilford Police Department, Brownville Police Department, Piscataquis County EMA, Piscataquis Valley Adult Education Collaborative (PVEAC), Foxcroft Academy, K-12 schools in MSAD 68 and SAD 4 (encompassing all of Piscataquis County), Thompson Free Library (Dover-Foxcroft), Shaw Public Library (Greenville), Guilford Memorial Library, Sangerville Public Library, Abbott Memorial Library, Brownville Free Public Library, Milo Free Public Library, Atkins Memorial*

Library, the Charlotte White Center, Penquis Cap, Eastern Maine Development Corporation Workforce Development, Community Health and Counseling Services.

- Community anchor institutions are entities such as schools, libraries, hospitals and other medical providers, public safety entities, institutions of higher education. Anchor institutions can also be community support organizations that facilitate greater use of broadband by vulnerable populations, including low-income, the unemployed, and the aged.
- Provide a list of commercial institutions that could benefit from lower cost, higher bandwidth, and/or improved reliability of broadband. *Pleasant River Lumber, Central Maine Quebec Railway, JSI Fixtures, Lumbra Hardwood Products, True Textiles, Camden National Bank, Bangor Savings Bank, Charlotte White Center, AE Robinson Oil Company, Hibbard Skilled Nursing Center, Indian Hill Trading Post, Dave's World, Will's Shop N Save, Shaw's Supermarkets.*

5. **Create a Vision Statement**

- A Vision Statement is created by Community Broadband Team with input from public at the Community Broadband Meeting, with the goal to take a first step toward being able to set a direction for the community's future broadband efforts. *See below.*
- The statement should describe the role broadband would play in this community's future, using input from the other steps in the precertification process.
 - Identify specific priority areas (e.g., connecting community anchor institutions, ensuring older citizens can age in place, closing the "homework gap", providing affordable high speed connections to a business park).

Community Broadband Vision Statement

Piscataquis County will expand access to broadband through diverse solutions unique to each of our communities. Our goal is connecting community anchor institutions, our business parks, helping close the "homework gap", ensuring our aging citizens can age in place, and in creating a level of connectedness that spurs economic growth, opportunity, and access for our year round and seasonal residents, our local business, and the tourists who visit our county.

- Explain how this effort conforms to other planning documents/published visioning efforts on other issues in your community. ***PCEDC is the primary organization concerned with economic development throughout Piscataquis County. In our Strategic Plan (see attached), we have identified that access to broadband within our county is critically important to attracting new businesses and assisting existing businesses, attracting new residents (year round or seasonal), and for providing required access to broadband by our tourists. PCEDC has started the efforts towards a conversation centered on Economic Development Strategic Planning on a County-wide basis. Access to broadband and digital inclusion will be two critical components which not only support our communities, but also help to grow our workforce through educational opportunities and the ability to better telecommute. PCEDC continues to***

be part of the conversation with EMDC as they craft their next CED's, we will advocate for an inclusion of broadband expansion throughout the county.

Piscataquis County Economic Development Council

Published by [Christopher Winstead](#) · April 12 at 10:03pm ·

On Tuesday, April 5th, PCEDC received approval from the Piscataquis County Commissioner's to apply for a Community Broadband Planning Grant, through the ConnectME Authority.

One of our Pre-Certification requirements is to hold a Community Broadband Meeting.

Please join PCEDC, the Community Broadband Team, and some of our Service Providers as we hold a Community Broadband Meeting on Thursday, April 14th. We will be meeting in the Commissioner's Chambers from 5:30pm-7pm.

PCEDC will be asking the following questions and soliciting your feedback:

1. Which providers are currently serving your community?
2. How do the mapping results (provided by ConnectME Authority) compare with members' and actual experiences?
3. Does existing broadband access meet your needs?
4. If is inadequate, in what ways does it fall short?
5. If you have broadband, how do you use it now?

In addition, we will be creating a vision statement for the County and our application to the ConnectME Authority. If you are unable to join and would like your comments considered, please submit them to Christopher.winstead@pcedc.org by Thursday, April 15th at 5pm (so that they can be included in the minutes of the meeting).

Should you have any questions, please feel free to contact Christopher Winstead, Executive Director at (207) 564-3638.

Christopher Winstead

From: Christopher Winstead
Sent: Tuesday, April 12, 2016 5:34 PM
To: 'don@pioneerbroadband.net'; Mike Edgecomb (Michael.edgecomb@twcable.com); Jeff Nevins (jnevins@fairpoint.com); 'Andy.Hinkley@ccmaine.net'
Subject: Piscataquis County Community Broadband Meeting

Don, Mike, Jeff, and Andy;

I hope this email finds you doing well. I wanted to reach out on behalf of Piscataquis County.

The Piscataquis County Economic Development Council (PCEDC) handles economic development for Piscataquis County. In January, I began the conversation with our County Commissioner's regarding Broadband service throughout the county and the cry from communities at expanding our access. After that initial conversation, I met with each of the Select Boards throughout the County and asked for their consideration of a County-Wide Assessment and Planning process. Each community signed on, and last Tuesday (April 5th) I was given the ok by the Commissioner's to submit an application to the ConnectME Authority.

PCEDC will be applying for a Community Broadband Planning Grant. As part of our Pre-certification process, we are required to hold a Public Meeting. I would like to extend an invitation for you or your surrogate to join us on Thursday, April 14th from 5:30-7:00 pm in the County Commissioner's Chambers, located at 163 E. Main Street, Dover-Foxcroft, ME 04426. Please let me know if you will be able to join us or who may be attending in your place.

Please feel to reach out with any questions.

Chris

Christopher R. Winstead
Executive Director



50 Mayo Street
Dover-Foxcroft, Maine 04426
<http://www.pcedc.org/>
Mobile: [207.307.9779](tel:207.307.9779)
Office: [207.564.3638](tel:207.564.3638)

A business-government partnership for economic development in Piscataquis County, Maine

Christopher Winstead

From: Christopher Winstead
Sent: Thursday, April 14, 2016 12:38 PM
To: 'Andy.Hinkley@ccmaine.net'; Mike Edgecomb (Michael.edgecomb@twcable.com); 'don@pioneerbroadband.net'; Jeff Nevins (jnevins@fairpoint.com)
Subject: Community Broadband Meeting- Call-in Information

Andy, Mike, Don and Jeff,

We have been able to secure telephone service in the chamber this evening (the county is currently updating their telephone services). Please use the login information below to access the call. I will take time at the beginning of the meeting to acknowledge those in attendance via conference call.

Thank you for engaging in the conversation as we look towards expanding broadband access throughout Piscataquis County.

Dial-in Number: (712) 775-7031

Meeting ID: 947-550-205

Chris

Christopher R. Winstead
Executive Director



50 Mayo Street
Dover-Foxcroft, Maine 04426
<http://www.pcedc.org/>
Mobile: [207.307.9779](tel:207.307.9779)
Office: [207.564.3638](tel:207.564.3638)

A business-government partnership for economic development in Piscataquis County, Maine



Piscataquis County Economic Development Council

Piscataquis County Community Broadband Meeting Thursday, April 14, 2016

Agenda

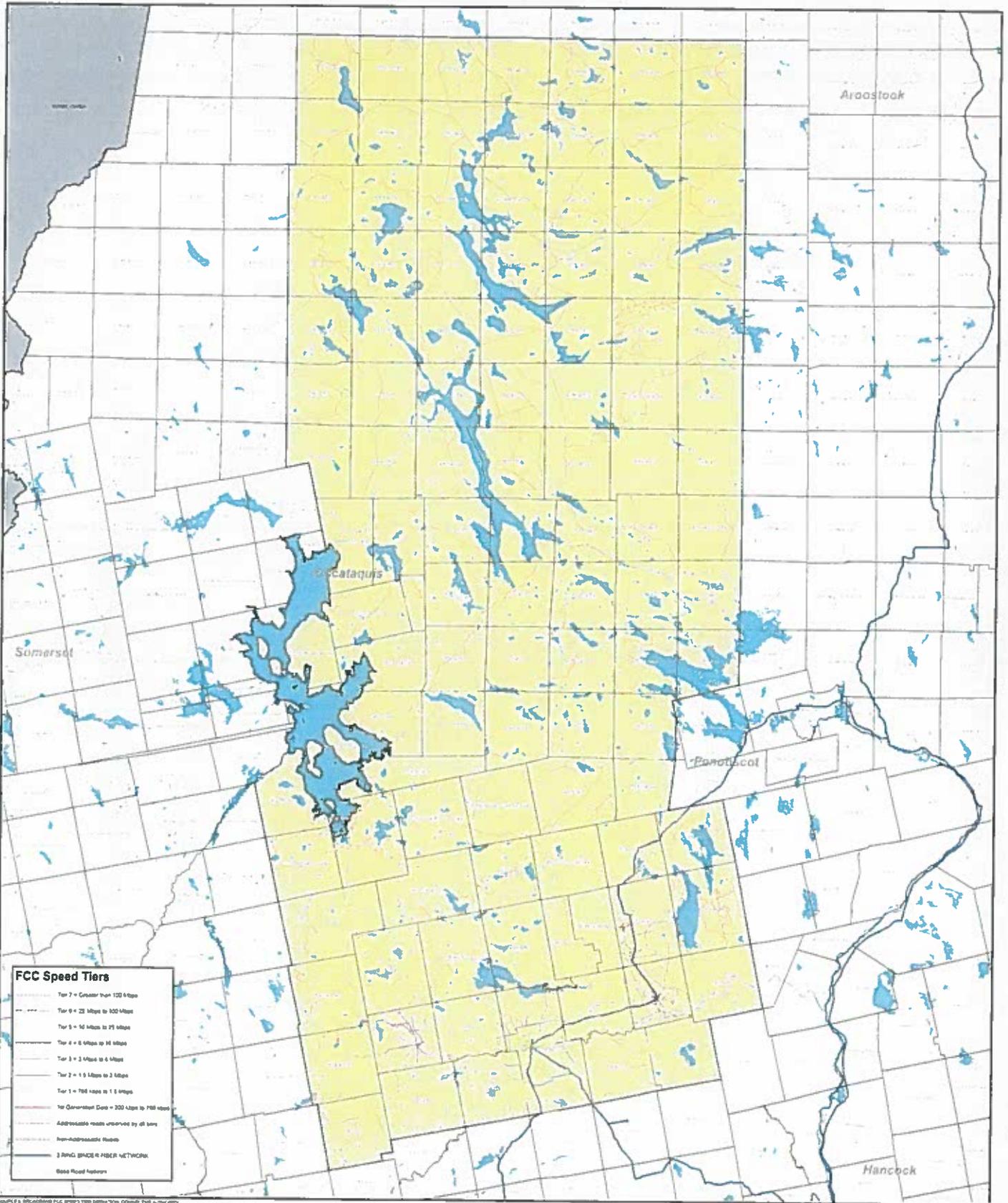
1. Introduction and Welcome:
2. Open discussion regarding:
 - a. Which providers are currently serving your community?
 - b. Which providers are in attendance?
 - c. How do the mapping results compare with your actual experience?
 - d. Does existing broadband access meet your needs?
 - e. If it is inadequate in what ways does it fall short?
 - f. If you have broadband, how do you use it now?
3. Community Broadband Vision Statement:
4. Next Steps: ConnectME Authority Community Broadband Planning Grant
5. Questions/Discussion

Community Broadband Team

Christopher	Winstead	Executive Director	PCEDC	Non-profit
Tom	Lizotte	County Manager	Piscataquis County	Govt
Jack	Clukey	Town Manager	Dover-Foxcroft	Govt
John	Simko	Town Manager	Greenville	Govt
Tom	Goulette	Town Manager	Guilford	Govt
Damien	Pickel	Interim Town Manager	Milo	Govt
Tom	Cardone	Select Board Member	Sangerville	Govt
Denise	Buzzelli	Executive Director	Dover-Foxcroft	Chamber
Angela	Arno	Executive Director	Greenville	Chamber
William	Welsh	Community Member	Sebec	
Thelma	Reagan	Director	Wellington	PVEAC
Geoff	Surette	Director, Information Technology	Dover-Foxcroft	Health Care

BROADBAND AVAILABILITY - PISCATAQUIS COUNTY

FCC SPEED TIERS
CURRENT AS OF 10/01/2014



Source: BroadbandUSA, FCC, and other data from the Broadband Data Service. Data is based on FCC Form 477 submissions through 10/01/14. A road is shown as unserved if it is not served by any tier.

CONNECTME



SEWALL

COMMUNITY BROADBAND MEETING
PCEDC ON BEHALF OF PISCATAQUIS COUNTY

APRIL 14, 2016, 5:30 P.M.
COMMISSIONER'S CHAMBERS
163 E. MAIN STREET, DOVER-FOXCROFT, ME 04426
ATTENDANCE

NAME	ADDRESS
1. BILL WELSH	427 DOWNS RD SEBEL 04481
2. Tom Lizotte	Piscataquis Commissioner 163 E. Main St. Dover-Foxcroft
3. Geoff Sharotte	660 East Dover Rd Dover-Foxcroft 04426
4. THOMAS F. CAREY	174 KNOXTON MILLS RD STAFFORDVILLE ME 1-860-573-1167
5. Thelma Regan	9 Reed Road Wellington 04942
6. Wayne Mesny	306 School RD Charleston ME 04422
7. Tom Goulette	town of Guilford - P.O. Box 355 Guilford ME 0
8. Georgia Underwood	3 Danforth St DOVER FOXCROFT ME 04426
9.	
10.	
11.	
12.	
13.	
14.	
15.	

Piscataquis County is an Equal Opportunity Employer.



Broadband Community Meeting
Thursday, April 14, 2016
Commissioner's Chambers

Community Members: Tom Lizotte (Dover-Foxcroft), Geoff Shorette (Dover-Foxcroft), William Welsh (Sebec), Thelma Regan (Wellington), Tom Goulette (Guilford), Georgia Underwood (Dover-Foxcroft), Tom Carone (Sangerville), Christopher Winstead (PCEDC)

Internet Service Providers: Andy Hinckley (Corner Stone/Maine Stream) via phone, Wayne Meserve (Corner Stone/Maine Stream).

1. Introduction and Welcome: Explained that Piscataquis County was applying for a ConnectME Authority Broadband Planning Grant. Since February, Chris has met with the different Select Boards and asked them to sign on to a joint application as a County seeking assistance with Planning and Assessment. Have the blessing of the County Commissioner's to apply. We are here to complete the requirement of the Pre-Certification and start a conversation on Broadband in Piscataquis County. This is the 1st Community Broad Band meeting and there will be others, as we walk through the process.

Comments upon opening:

William Welsh: (Sebec) Fixed wireless with PC marginal success 3/1. Varied greatly They put in their own private network cable connect to Brownville, then Milo to Sebec 20/2 (use antenna's), original feed comes off the wireless in Milo and then passed through two towers using wireless repeaters in Brownville and Sebec.

Thelma Regan: Wellington has poor service, constantly getting the "spinning wheel of death."

2. Open discussion covering the Pre-Certification Topics:

QA: Which Providers are currently servicing your community?

Tom Lizotte (TL): Fairpoint and Time Warner service Dover-Foxcroft.

Tom Goulette (TG): Moosehead Cable partners with Premium Choice in Guilford.

Tom Carone (TC): Sangerville has the same service options as Guilford.

William Welsh (WW): Fairpoint, Corner Stone/Mainstream, and Premium Choice.

Thelma Regan (TR): Dial up through TDS is the only option in Wellington.

Wayne Meserve (WM): Main Stream/Cornerstone Serves: Brownville, Lakeview, Abbott, Sebec Village Atkinson

Geoff Shorette (GS): TWC Net C runs off FP background cornerstone connection as well at Mayo Regional.

QB: Which providers are in attendance?

Corner Stone/Maine Stream is represented by Andy Hinkley on the phone and Wayne Meserve in attendance. Andy shared that Corner Stone/Maine Stream is more than willing to partner with communities.

We heard from Jeffrey Nevins who was unable to join but sent a statement from FairPoint. "My apologies, as I have a conflict and I am not able to attend the meeting tonight. Please convey to the group that FairPoint is more than willing to work collaboratively to explore broadband deployment in Piscataquis County. As you now, we have network infrastructure mapping tool we use to work with groups looking at broadband in their area. The mapping tool, combined with statistical analysis we provide, gives local organizations a good view into how their area is served by FairPoint. We also will

partner with local government to explore ConnectME Authority Infrastructure grants as we are willing to partner in exploring other funding sources to support broadband upgrades and expansion in the county.”

The group reviewed the County map as printed from the ConnectME Authority.

QC: How do mapping results compare with your actual experience?

There was a conversation regarding back haul and the fact that FairPoint has fiber running through a portion of the county, without the ability for communities to access their services.

Thelma Regan: can't even load a you tube video, even though they show access in parts of Wellington.

Tom Goulette: Cannot connect to broadband from office its right outside town office window.

William Welsh: The map is inaccurate, especially when looking at coverage in Sebec.

Wayne Meserve: Corner Stone/Maine Stream is serving towns and community all over Sebec village east & west as well as in Bower Bank.

QD: Does Existing broadband access meet your needs?

TR:NO

TG: No

TR: Telehealth port system was not always reliable, her husband had been battling cancer and they were not able to access the systems which would have helped with his treatments.

Geoff: Big initiative of Mayo to meet the needs and expand tele-health, the hospital currently uses three different providers. Their patients could have tele-health offered, but most can't access it due to a lack of connection.

QE: If it is inadequate in what ways does it fall short?

Unreliable, Pricing, Speed, Accessibility

WW: Medford is willfully underserved a few connections with PC the rest was using alternative methods

TL: Anticipation of the future enhancements of teleporting it effects tourism, combine business w/pleasure (this will expand in time)

WW: Running a fiber optic cable into the unorganized territory is not the answer.

QF: If you have broadband, how do you use it now?

TG: The Guilford uses internet in town office 15/3 (connection speed, which they had to fight for), they use for most municipal functions (vote, fish, hunting, internet email) Everyone would like to go paperless you need to download most muni info. Office does not have credit card machine either. At home service is partial not great at all, and dependent on the cell connection.

TL: What do larger companies in Guilford use? TG: The center of town is on FairPoint.

TL Dover- County office everything is online. Deeds criminal records etc..all communication is done by email. Service is good Higher Speeds FP network, voice over internet connect to EMS. At home, uses FairPoint for email and general online usage.

TR: PVAEC (30)- Uses for colleges UMA EMMC and Adult Education. Everything is online they have voice over telephone. (Grants need to written). At home, uses TDS and would use for Netflix, but the service is too slow.

Geoff- Hospital Mayo- redundant system Fiber Optic cable 100mg soon to be 200. Uses internet for every aspect of the environment. For examples the pull XRAYs from Bangor Hospital. Currently working on getting telehealth video chart to patients Tele Health conference into patient rooms with specialists. He lives near the hospital about 3 miles uses Verizon and data plan. Very expensive

WW: Sebec town office connect=premium choice/mainstream goes directly to town of Sebec they need to run a line to the street. They cannot do online things in office. Also when the state does the work the town it takes away from the clerk's hours. Sebec uses VOIP, amateur radio, online banking, shopping, and research. Every contemporary application runs good.

Wayne: People do not know what is available to them (in case of Sebec)

Vision Statement (CHRIS)

TL: Break down into separate sentences, include tourism, People need connection when on vacation to be in contact with office. This will be the key to spending longer time.

*we have 2nd largest population in the nation for 2nd homes.

Wayne: Running the last mile is the most expensive for example wellington, Parkman-it costs so much to invest to run those extra lines. A lot of communities are coming together and helping out (ex. Camden) Muni's are getting agreements with companies.

TR: Agrees on Tourism

TL: Its hard to achieve High School when you don't have internet at home.

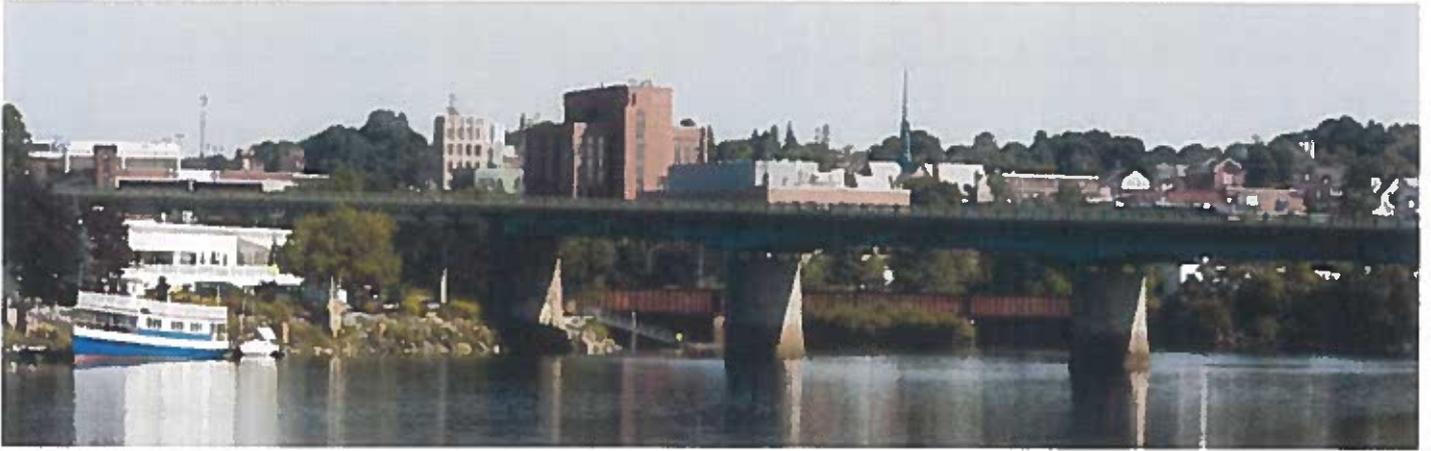
W: Great that schools and libraries have Wi Fi so what do they do when they go home?

Community Broadband Vision Statement

Piscataquis County will expand access to broadband through diverse solutions unique to each of our communities. Our goal is connecting community anchor institutions, helping close the "homework gap", ensuring our aging citizens can age in place, and in creating a level of connectedness that spurs economic growth, opportunity, and access for our year round and seasonal residents, our local business, and the tourists who visit our county.



Christopher R. Winslow 4/15/16



Eastern Maine's COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

It's Our Region!

The development of our region's Comprehensive Economic Development Strategy (CEDS) relies on the hard work, input and support of a wide variety of regional partners from both the public and private sectors through Mobilize Eastern Maine and the Tri County Workforce Investment Board. Members of these two organizations include public officials, community leaders, economic development professionals, institutions of higher education, labor groups and private sector business leaders.

Over the last year, EMDC has convened monthly meetings to discuss our regional assets and how to build a comprehensive economic development strategy that best supports these assets with the Mobilize Eastern Maine Leadership Team.

The list of strategies and projects outlined are by no means exhaustive. The list reflects the region's current efforts and it is expected to be continually updated as new projects emerge and existing projects are completed. The CEDS is meant to be a dynamic and emergent process. EMDC sees the CEDS as a major component of its strategic plan and, through partnerships; we expect to achieve many of the key goals and projects.



2020 VISION

By 2020, we will ensure the region's economy grows so that the people who live here enjoy a median household income equal to or greater than the national average.

We will transform the region's economy by building on our strengths in forest products, tourism, education and small business innovation and by capturing new opportunities in bioscience, business conferencing, and advanced manufacturing.

Among the many ways we will support these efforts is to invest in high quality data transmission, transportation, education and workforce development.

By working with one another, our region's economy will be innovative, vibrant and sustainable, fostering a diverse and collaborative community where people young and old, choose to live, work and play.

REGIONAL GOALS

	Baseline	Progress		GOAL	
	2008	2010 Change		2015	Change
Population	148,651	153,849	3.50%	159,057 ↑	7.00%
Employable Population, 18 + yrs	118,553	123,283	3.99%	124,481 ↑	5.00%
Labor Participation Rate	66.40%	64.20%	-3.31%	69.05% ↑	1.04%
Total Employed	76,710	74,367	-3.05%	83,921 ↑	9.40%
Average Wage	\$34,700	\$35,860	3.34%	\$48,198 ↑	38.90%
Total Region Wages	\$2,673,843,000	\$2,647,221,000	-1.00%	4,085,632,104 ↑	52.80%
Per Capita Income	\$21,947	\$22,262	1.44%	\$34,018 ↑	55.00%
Regional GDP	\$5,322,000,000	\$5,518,000,000	3.68%	8,089,440,000 ↑	52.00%
Internet Subscriptions	65.11%	70.47%	8.23%	97.60% ↑	50.00%
Bachelors Degrees 25 and Older	22,012	24,936	13.28%	29,716 ↑	35.00%
Regional Specific Goals					
17-24 year old w/o HS Diploma	8.50%	10.50%	43.02%	6.37% ↓	25.00%
20-44 population	49,777	50,846	2.15%	57,244 ↑	15.00%
Associates Degrees 25 and Older	9,332	10,347	10.87%	13,620 ↑	46.00%

In spite of an overall economy that was experiencing the worst recession in recent history, some regions in Eastern Maine have made significant strides in economic development in recent years. Unfortunately, in our most rural regions, we continue to see the decline of manufacturing jobs and are now presented with significant unemployment .

At a time when numerous indicators showed a future of decline in various areas, when the region's historically dominant industries were closing locations and leaving long-time employees out of work and buildings vacant, the region's leaders joining together to summon a culture of re-invention based on existing assets, but focused on the roles those assets can play in creating our future is crucial.

By identifying and growing our existing assets we knew we would save the critical time and resources necessary to forge new paths to success. Our focus is on maximizing what we have and developing methods and paths to increase those areas.

This region recognizes the importance of a unified vision and of the partnerships and collaboration necessary to achieve success for our businesses, our communities, and our residents. It is through these relationships and shared vision that each of our identified growth strategies will be successful. No single strategy outweighs another in terms of importance and they each will contribute to a region that continues to experience growth.

Things are happening in our region! Despite a dismal economy, our region has seen progress and growth in many aspects over the past few years.

- ◆ The eight economic development focused organizations in our region: A collaborative network has formed in order to move economic development forward and avoid duplication of efforts. This group is ready to launch a new marketing campaign for the region that will help attract business, attract visitors, and attract workforce to our region! The regional marketing strategy creates a “brand” for the Bangor region that businesses and other organizations can use when promoting and recruiting for their own purposes. It is a powerful message when an entire region speaks with the same voice.
- ◆ In 2011, a private and public sector collaboration in the Bangor Region led to the approval and subsequent construction of the new Cross Insurance Center—a \$65 million facility that has provided jobs during the construction phase and created additional long-term positions. The Cross Insurance Center is soon to be celebrating a year in operation!
- ◆ From Pre-K to doctoral degrees, our region has quality high education opportunities for every person. And, we have a commitment from each institution to build and support our future workforce. Monthly meetings are held to discuss how to better collaborate and support students at every level.

Instead of focusing on our region's needs and deficiencies, we are focused on our assets, in eight sectors/clusters: Advanced Manufacturing, Bioscience/Healthcare, Education, Forestry, Innovation and Entrepreneurship, Nonprofits, Tourism, and Transportation.

Because of this and much more, now is the time for this region to work collaboratively and collectively towards our goals. After careful research and much discussion, it was determined that, as a regional community, the focus would be on these key components: a regional marketing strategy; the development of the existing, but under-supported, transportation corridor between Millinocket, Searsport and Eastport; a regional focus on attracting and collaborating with international markets; support for entrepreneurship and innovation at the University and small business levels; the connection and collaboration between education and the business community to foster strong workforce development at all levels.

Asset Based Cluster Development: In 2009, the Eastern Maine region launched the Mobilize Eastern Maine initiative focused on asset based development. Instead of focusing on our community's needs, deficiencies and problems, we focused on our assets, helping our region become stronger and more self-reliant by discovering, mapping and mobilizing all their local assets. After engaging literally hundreds of residents in the mapping asset exercise, our region determined that we had eight sectors/clusters that we should support: Advanced Manufacturing, Bioscience/Healthcare, Education, Forestry, Innovation, Entrepreneurship and Technology, Nonprofits, Tourism, and Transportation.

Entrepreneurship and Innovation: Regions that foster entrepreneurship and innovation grow at a much faster rate. To continue to develop and attract a well-educated workforce and compete on a global scale, the region must support entrepreneurship and encourage innovation at all levels of the economy. Through our education partner, University of Maine at Orono, two programs that support entrepreneurs, Top Gun and Blackstone Accelerated Growth, are making huge strides in the development of a culture in which entrepreneurs are supported.

Education and Workforce Development: Research has shown that regions with a highly educated workforce also experience economic growth in terms of business attraction and development, as well as higher income levels for people in the region. Attaining a college degree or returning to school to receive advanced education and training is important to assure that skills match the needs of desired employers. To ensure workers don't leave the area it is crucial that there are jobs to support a well-educated, highly skilled workforce.

Eastern Maine Development Corporation's CEDS Committee is comprised of the membership of the Tri County Workforce Investment Board (TCWIB). As such, the CEDS Committee is keenly aware of the need to have a strong workforce development strategy in place that supports the region's economy. Released in December 2011, Maine's Industry Partnership/Sector Strategy focuses on the development of a skilled workforce and creation of a career development ladder for the industry's workforce. As new workforce strategies are developed they will be incorporated into the Comprehensive Economic Development Strategy for the region.

Economic Drivers: Asset Based Development, Entrepreneurship and Innovation, Education and Workforce, Access to Capital, Infrastructure and Environment, and Leadership

Access to Capital: Over the last five years, small businesses have been responsible for the majority of new private sector jobs. In fact, in Maine, businesses with 20 or fewer employees were the only business sector that saw a net new increase in jobs in 2010. Given this data, it's vital that we ensure that capital is available to businesses in our region who are poised to grow.

Currently, access to capital remains limited at early stages of conceptualization through to product development, which adversely affects the success rate for viable technologies.

Additionally, though the tightening of private sector lending standards has somewhat moderated, we still experience a number of business concerns unable to obtain traditional financing for both start up and growth/expansion efforts.

In the Eastern Maine region, we are seeing much success with the creation of the SBA Community Advantage 7a program. This product has provided millions of dollars to small businesses in our region in a very short period of time.

Additionally, we are working collaboratively on an effort to capitalize an angel fund/venture capital fund to support business ventures in our region.

Infrastructure and Environment: The ability to efficiently and safely move people, goods, and information is a crucial element to the economic health of any region. Our region cannot thrive without a strong and reliable transportation and communication infrastructure. Eastern Mainers from all walks of life cherish what is often referred to as our "Unique Quality of Place". People live and stay in Eastern Maine for a host of reasons other than economic ones. However, for people to stay and the region to continue to prosper the economy must perform at a higher level.

Key points to consider for long term sustainability of our Quality of Place in the region:

- Eastern Maine's rural downtowns are a critical component to the region's unique character and quality of place, therefore their upkeep and revitalization is essential.
- There is a need for value-added product development opportunities encouraging people to "buy local".
- It is crucial to our quality of place that affordable housing is available for workers in the communities in which they wish to work and live.
- Community character is being threatened by changing development patterns, such as big box development, condominium development, and suburban residential development.

Leadership: Promoting regional leadership and collaboration can help lower costs and provide a more efficient way to deliver services. Major economic development issues facing our region need to be addressed at the regional level such as allocation of scarce financial resources, the location of critical infrastructure, and business retention and attraction efforts. Limited municipal resources require better collaboration and coordination such as model zoning, cooperative purchasing, etc. among counties and municipalities in the region. The EMDC region is poised with strong public and private sector leadership.

Mobilize Eastern Maine is a platform that provides our region's leaders an opportunity to develop the strategies and create a vision based on the assets in our region. This effort fosters growth and economic prosperity.

Asset Based Cluster Development:

Strategy: Support and encourage public-private partnerships and projects focused on workforce investment in the region's top sectors.

To attract and retain highly qualified employees, the region needs to support expansion in business opportunities in growth sectors of the economy.

Implementation:

Develop and support programs that ensure the workforce is available to sustain the businesses' needs. The region's business leaders will work in concert with our education partners and the Tri County Workforce Investment Board (TCWIB) and others to develop programs that meet the training needs of our region's businesses.

Strategy: Support and foster growth in identified clusters in our region.

Implementation:

Utilizing information gained from a study conducted by Charles Colgan of the Muskie School of Public Policy at the University of Southern Maine on behalf of Mobilize Maine, Mobilize Maine partners will identify businesses clusters with potential to support growth and job creation. Mobilize Maine will work with identified businesses to more fully understand needs and look at ways to support.

Strategy: Provide regular opportunities for industry representation and business leaders from sectors to discuss needs and opportunities within their sector.

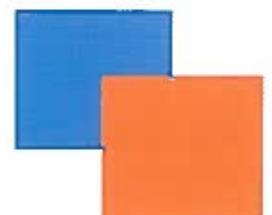
Without input from sector leadership, the region will be unable to address needs and opportunities to develop the cluster.

Implementation:

Mobilize Eastern Maine will include sector leadership reports at its meetings in order to gain knowledge from those directly involved in the industry.

Mobilize Eastern Maine and its partner organizations in the region will develop and implement regular survey tools in order to gauge potential growth in key sectors and determine skill needs for workforce to meet the needs of the business.

Bangor Region Development Alliance (BRDA), a public-private partnership aimed at attracting business to our region, will utilize industry representatives to gain knowledge regarding opportunities and assets that are sector specific.



Entrepreneurship and Innovation:

Strategy: Leverage Maine's natural resources and assets for the benefit of increasing energy independence and economic growth.

The Maine Development Foundation's 2014 Measures of Growth in Focus report tracks the cost of energy as a significant element of the business climate in Maine. Maine has an abundance of assets (natural resources, innovation, and technology) that can be utilized in order to safely and responsibly develop more energy and be a leader in the global energy economy.(www.mdf.org)

Implementation:

Focus investment in natural resources to include biomass, tidal, and wind energy for all scales of energy production, such as wind farms, wood pellet manufacturing, and off shore wind power.

Strategy: Foster the regional assets surrounding entrepreneurship and innovation, supporting collaboration around resource providers, and cultivating the region's support of small business

Regions that foster entrepreneurship and innovation grow at a much faster rate. In order to continue to develop and attract a well-educated and diverse workforce and compete on a global scale, the region must support entrepreneurship and encourage innovation at all levels of the economy.

Implementation:

- Coordinate business assistance programs that provide support, education, and technical assistance to entrepreneurs and scalable business enterprises in the region.

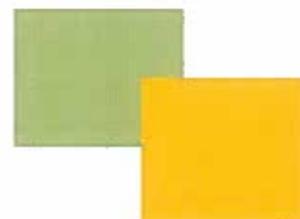
- Increase connectivity (i.e. broadband) that is critical to attracting entrepreneurs who introduce innovations that spur economic growth in the new economy.

- Increase access to capital for funding for early stages of conceptualization through to product development.

- Develop targeted market research to identify innovation opportunities that correspond to the assets of Eastern Maine, creating a clear emphasis on the region's competitive advantages.

- Encourage expansion and provide support for sub-regional/county-based leadership and entrepreneurial training programs.

- Support the University of Maine's Foster Innovation Center's efforts to support entrepreneurship and innovation within the business community.



Education and Workforce Development for a 21st century workforce:

Strategy: Encourage use of formal curriculum and informal educational opportunities to enhance skill sets particularly in areas of science, technology, engineering, and mathematics and career preparedness of the region's workforce.

Georgetown University Center on Education and Workforce's Help Wanted report found that employers are increasingly demanding proof of competency of workers not only in formal degrees but also through industry-based certification programs and credentials. Of the 196,000 new jobs projected in Maine from 2008 to 2018, more than 115,000 jobs will require some type of post-secondary training or education.

Implementation:

Enhance Career Development Education in Grades K-12 throughout the Region: Through school based forums, develop locally relevant place-based curriculum, and create internships with a strong connection to business and the development of entrepreneurial skills.

Leverage partnerships to conduct skills assessments in preparation for programs to assure that employer's needs are understood and that potential employees have the training and skills necessary to meet those needs.

Apprenticeships/Internships: Encourage educational programs using the apprenticeship/internship model to provide "real life" experience as part of curriculum.

Expand the use of nontraditional financing options in our region to support start up or expansion of small business.

Strategy: Develop and implement a strong connection between our school systems (pre-k through post-secondary) and the business community in order to identify ways to connect incoming workforce to jobs

Research has shown that regions with a highly educated workforce also experience economic growth in terms of business attraction and development, as well as higher income levels for people in the region. Attaining a college degree or returning to school to receive advanced education and training is important to assure that skills match the needs of desired employers. Despite increased opportunity for educators to partner with businesses in workforce training and development, there remains a disconnection between education provided and employment opportunities.

Implementation:

Better integrate the business sector with the education sector whereby the education system can be responsive to meet the current and future workforce needs.

Encourage lifelong learning and the methods to address this through transferability of courses, encouragement by business to advance skills, access to courses, and affordability.



Develop programs that assist with the retention/creation/attraction of business opportunities in the identified growth sectors in order to retain/attract/develop highly qualified employees.

Develop a regional focus on ensuring students have knowledge of identified career pathways and are “work-ready” upon graduation.

Strategy: Support partnerships between school systems in order to utilize shared resources and best practices.

Encourage the use of platforms such as the Penobscot River Education Partnership (PREP) and partnerships such as Bridge Year with Eastern Maine Community College, Hermon High School, and the University of Maine

Access to Capital:

Strategy: Increase the availability of capital to businesses in all stages of growth from start up to expansion.

Access to capital for business formation and expansion has historically been important for both entrepreneurs and businesses. Maine lags behind other New England states and the nation in average annual venture capital investment per capita, with only one-third the average annual investment per capita of Vermont and about one-ninth the annual investment in neighboring New Hampshire.

Implementation:

Support collaboration and leverage the capacity of local private sector financial institutions, non-profit community development corporations, and revolving loan fund intermediaries serving this region to increase access to capital for business expansion and job creation.

Support deployment of the Bangor Area Angel Fund to provide easy stage venture capital for technology based businesses in our region..

Expand the use of public sector direct and guaranteed loan programs including those offered by the U.S. Small Business Administration, USDA Rural Development, and the Finance Authority of Maine in our region to support start up and expansion of small businesses.



Infrastructure and Environment:

Strategy: Strengthen and support the concept of the transportation corridor of Millinocket, Searsport, and Eastport.

The logistics assets of the corridor can be developed to facilitate a prosperous, competitive Eastern and Northern Maine economic region.

Implementation:

Based on a report from Maine Maritime Academy's Logistics Students, the region should focus on:

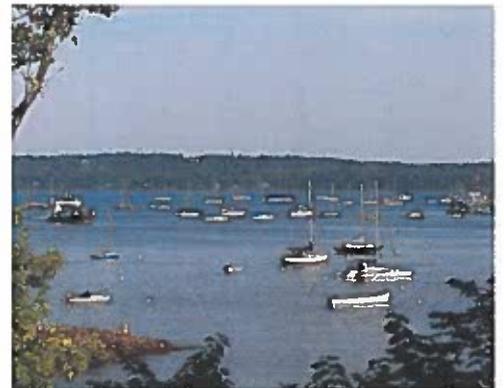
The future utilization of the seaport for forestry biomass export provided the necessary bulk handling equipment is available;

The potential capture of European-US East coast marine traffic because of other more frequently utilized seaport congestion issues resulting from larger vessels transiting the expanded Panama Canal;

The capture of Caribbean marine traffic (i.e., larger Post Panama Canal Expansion vessels transiting the canal that require transshipment to smaller vessels more easily accommodated by the US East Coast);

Strategy: Strengthen and support eastern Maine's ability to have sustainable, high quality growth in the region.

According to GrowSmart Maine's, "Charting Maine's Future: An Action Plan for Promoting Sustainable Prosperity and Quality Places" (2006) and the updated "Charting Maine's Future: Making Headway" (2012), Maine has the ability to foster long term sustainable growth by investing in the state's Quality of Place. GrowSmart Maine defines Maine's Quality of Place as "our majestic mountains, unbroken forests, open fields, wild rivers, pristine lakes, widely-celebrated coast, picturesque downtowns, lively arts and culture, authentic historic buildings, and exceptional recreational opportunities. It is our principal advantage in today's global economic competition. Quality of place will help us keep and attract skilled workers and entrepreneurs to fill Maine's declining workforce population." www.growsmartmaine.org



Implementation:

Support initiatives that protect and/or enhance the "brand," and those items associated with the Quality of Place in our communities such as the natural resources, historic buildings, and arts and culture.

Invest in new research and development and commercialization to grow the emergent innovation economy and preserve economic opportunity for all Mainers.

Leadership:

Strategy: Develop and implement a Regional Marketing Strategy.

In order to be effective in business attraction, employee attraction, and tourism attraction, this region needs to have a strong regional marketing strategy that can be utilized by economic development professionals, municipal leadership, and businesses.



Implementation:

The region will develop a multi-platform tool that provides for economic development professionals, tourism organizations, and businesses to market the region. These tools will be focused on the unique assets of our region.

Strategy: Develop and implement a regional focus on international markets.

The Saint John, New Brunswick to Bangor, Maine region is at the core of the emerging 'Atlantica' International Northeast Economic Region. We need to focus on the economic assets in the corridor and raise awareness of potential opportunities for growth.

Implementation:

Re-establish trade relations with Maritime Canada by developing connections between businesses and the public sector.

Support the mission of Access Atlantica, encouraging the business to business networks.

Strategy: Utilize our region's business leaders "of today" to foster growth and development of our leaders of tomorrow.

Support the mentor programs developed by business assistance programs such as SCORE, TOP GUN, and Blackstone. These programs provide much needed advice and support of our emerging businesses and entrepreneurs.

Priority Projects

EMERGING

The City of Ellsworth has a unique opportunity to capitalize on recent developments that, if leveraged appropriately, could have a transformative impact on the economy of the region. These developments include a multi-million dollar investment from The Jackson Laboratory in a new mouse production facility in a former home improvement store building, bringing approximately 30 jobs to the area initially, with many more projected in 5-10 years. In addition,



the Laboratory's increasing focus on commercialization has led to new spin-off businesses that need space to incubate and grow and would prefer Ellsworth because of its proximity to the Laboratory as well as to Bangor's infrastructure and to students and research at the University of Maine. At the same time, the University of Maine's enhanced assets for entrepreneurial support in the Eastern Maine region have already helped innovative start-up companies in the region advance their development. Finally, a growing community of "encore" entrepreneurs and others who seek a high quality of life while engaging in business is emerging. Business incubation programs are uniquely poised to help entrepreneurs access resources through local schools,

colleges, universities and research institutions to help them develop the skills they need to grow successful firms. By working with partners and utilizing existing resources, HII proposes a model that is able to flex in scope and size with the demand for incubation services and space in the region. This model would include a flexible building and lease structure that allows the portion set aside for incubating companies to vary with demand as well as a shared management and incubation services model that would keep operational costs low.

A key component of this project will be the extension of high-speed Internet from the fiber backbone that is located along the City's main thoroughfare. Growing technology companies, including the ones identified in the proposal, have indicated that this infrastructure is a critical need for growth and expansion.

ONGOING

C&L Aerospace is an Australian-owned company with offices in the United States and Europe. They provide service to the commercial and military aviation sectors including aircraft heavy maintenance, component repair structural modifications, avionics modifications, parking and storage, aircraft teardowns, field service teams, aircraft management and lease returns, and complete interior refurbishment. C&L took over for Telford Aviation in 2010, creating C&L Aviation in Bangor.



They have since grown the company from 22 employees to 80 employees. Continuing their growth, they are embarking on a significant expansion project that will diversify their offerings in Bangor and allow them to be significantly more competitive in the maintenance business by offering aircraft paint services. This project is to fund renovations to the hangar, owned by the Bangor International Airport, to create a paint booth. This will allow C&L to be more competitive in attracting business by offering a critical service that is in high demand in the US and internationally. With its unique position close to Europe, Bangor International Airport and leased by C&L offers the perfect location for this service and it will complement existing aviation-related business at the complex.

Belfast - Infrastructure improvements to Front Street, the only east-west street providing public access to Belfast's authentic working waterfront. This project expects to create 25 construction jobs and 30 FTE upon completion, particularly focused in the boat building industry. The total cost of the project is estimated at \$3.5 million with funding from EDA, the Belfast Water District, and the City of Belfast. Estimated start of construction is May 2013 with a completion in the Fall of 2013.

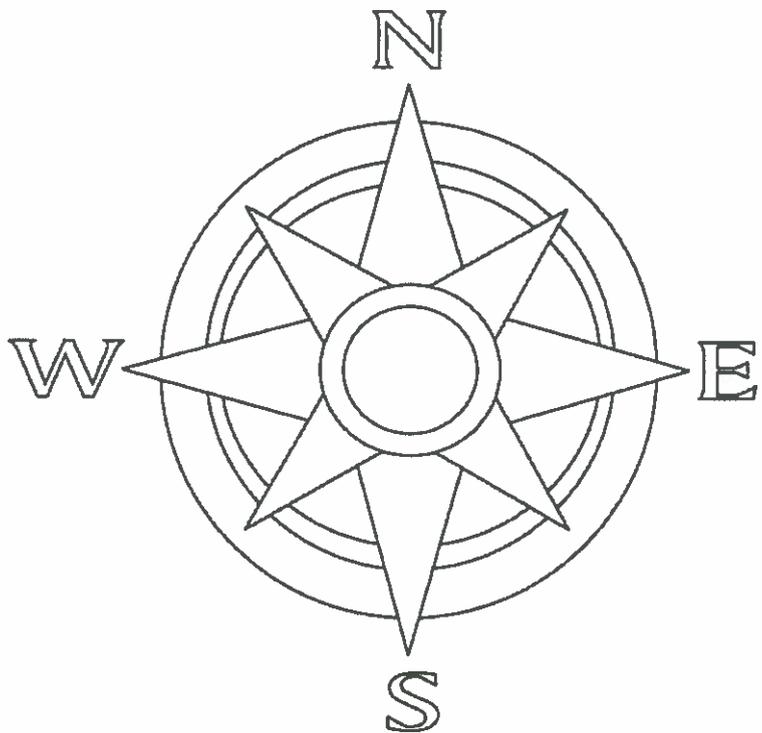
A 60,000 square foot \$10,000,000 LEED-certified mixed use redevelopment project of the former Moosehead Manufacturing/Mayo Mill in downtown Dover-Foxcroft. Phase I includes environmental clean up and is underway with the build out of the IT data center and business incubator. Upon completion, the project estimates a total of 160 full time (FTE) jobs, not including ancillary jobs created in the community as a result.





PISCATAQUIS
COUNTY
ECONOMIC
DEVELOPMENT
COUNCIL

ORGANIZATIONAL GUIDE



50 Mayo Street, Dover-Foxcroft, Maine 04426 Phone (207) 564-3638

Table of Contents

WHO WE ARE	1
OUR MISSION	1
VISION	1
VALUES	1
PCEDC LONG TERM GOALS AND OBJECTIVES WITH SUPPORTING STRATEGIES.....	2
PCEDC Goals for 2014-2017:	2
PCEDC Initiatives:	2
INITIATIVES, OBJECTIVES, AND SUPPORTING STRATEGIES	2
INITIATIVE # 1: PCEDC will promote a diverse economy	2
INITIATIVE # 2: PCEDC will support Entrepreneurs	4
INITIATIVE # 3: PCEDC will work to retain and strengthen the County’s existing businesses and organizations	4
INITIATIVE # 4: PCEDC will attract new businesses	5
INITIATIVE # 5: PCEDC will provide leadership for creating a county-wide economic development plan	6
2014-2017 PCEDC INITIATIVE AREAS	7

WHO WE ARE

PCEDC is a collaborative grass roots effort created in 1997 by county residents interested in promoting economic development in Piscataquis County. Our Board of Directors membership is diverse and has members from both the public and private sectors. Town Managers, small business owners, corporate executives, non-profit organizers, educators, and bankers are all represented. The Council Membership then elects an Executive Committee that oversees the staff and PCEDC's daily operations.

OUR MISSION

The Piscataquis County Economic Development Council (PCEDC) seeks to leverage local, county, state and federal resources to promote and encourage private and public investment within Piscataquis County, Maine.

The goal is to stimulate long-term sustainable economic development and job growth in the region.

VISION

Piscataquis County will have a strong, diverse, and vibrant economy that offers higher quality jobs to support strong, diverse, and vibrant families and communities.

A strong economy is one that is wealth generating, able to survive national economic downturns, productive, and efficient. It's also diverse, containing a numerous, healthy combination of manufacturing, service, and retail businesses. Such an economy must be a vibrant one that values creativity, supports leadership, and is knowledge based. The resulting higher quality jobs will be able to financially sustain individuals, families, and communities.

PCEDC will continue to build a prosperous future of Piscataquis County for everyone by growing our population, ensuring a viable future for our youth, providing opportunities for lifelong learning and employment, promoting tourism and recreation promotion and advocating for this county at multiple levels in order to ensure a quality of life for all of our residents.

VALUES

We value preserving the past, growing the present, enhancing the future.

- *Preserve past history, small town atmosphere of the county
- *Protect and preserve our natural resources
- *We value entrepreneurial efforts both small and large
- *Expand opportunities building upon our present values and resources

PCEDC LONG TERM GOALS AND OBJECTIVES WITH SUPPORTING STRATEGIES

PCEDC Goals for 2014-2017:

1. Develop and promote a creative and diverse economy;
2. Encourage entrepreneurs while strengthening existing businesses;
3. Modernize our infrastructure, both civic and tourism, including the expansion of broadband;
4. Increase lifelong educational and cultural opportunities ; and
5. PCEDC will provide leadership for creating a county-wide economic development plan

PCEDC Initiatives:

- Expand our diverse economy
- Support Start-up Entrepreneurs
- Retain and strengthen its existing businesses
- Attract new businesses
- Develop a county-wide plan for economic development
- Expand and support the creative economy

INITIATIVES, OBJECTIVES, AND SUPPORTING STRATEGIES

INITIATIVE # 1: PCEDC will promote a diverse economy

- **Objective 1: Piscataquis County will improve business opportunities through the enhancement of our natural resources emphasizing forestry and agriculture.** (Approx. seven Project Canopy grants have been completed to date and finishing up Sangerville)
 - **Strategy a:**
 - Project Canopy: Annually, towns are asked annually if they want to participate
 - Tree City (Dover-Foxcroft)
 - Bio-based initiative in participation with the Great Region
 - GloEco Maine LLC - production of cleaning cloth from wood fiber (Dover-Foxcroft/ Business Park) in partnership with Passamaquoddy Tribe (100 jobs anticipated)
 - Maine Woods Initiative (November) with in partnership with Kennebec County
 - **Strategy b:**
 - BS Farms (Dover-Foxcroft) application (beef producer)
 - Farmer's Market continued growth and development (Dover-Foxcroft and Milo)
 - Food Systems Identification (county wide) - in anticipation of working with Aroostook and Washington counties through the Great Region effort for funding
 - Development of Food Hub (aggregating producers for marketing, distribution)
 - **Strategy c:**
 - Great Region initiatives related to food promotion, cultivation
 - Slow Money Maine interest in investing in Maine farming
 - Storage needed for products

- Partner with Soil and Water to track the old potato barns in creating new storage opportunities
 - Reach out to Penobscot large farm in Corinth to see if they are amenable to work with local farmers related to storage and distribution
- **Objective 2: The County's three industrial/commercial/business parks will have advanced digital infrastructure, access to transportation, cost-efficient power, etc.**
 - **Strategy a:** The County's three industrial/commercial/business parks will have advanced telecommunication infrastructure.
 - **Strategy b:** FCC Initiative in the works through letter of intent with Cornerstone to equip the entire county with fiber to the home
 - **Strategy c:** Support the development of local businesses providing transportation services to local communities
- **Objective 3: To enhance the opportunities for people to work in small home offices or office clusters with advanced digital infrastructure, access to transportation, cost-efficient power, etc.**
 - **Strategy a:** FCC Initiative in the works through letter of intent with Cornerstone to equip the entire county with fiber to the home
 - **Strategy b:** Data storage facility at the will be offered at the Riverfront Redevelopment Project to local businesses, municipalities
 - **Strategy c:** Hydro-electro and photo-voltaic and geo-thermal HVAC at the Riverfront Redevelopment Project will power the tenants and residents
- **Objective 4: Piscataquis County will offer residents, visitors, artists, businesses and communities across the county an interesting and attractive base of sustainable tourism opportunities connected to nature and ecotourism, outdoor recreation, cultural and forest heritage, rural community life and the creative economy.**
 - **Strategy a: Initiatives include:**
 - Maine Woods Tourism website
 - Brochure on Waterfalls of Piscataquis County
 - Facebook for Maine Woods Tourism
 - USDA R-BEG
 - USDA Recreational Trail Program (RTPs) - snowmobile, ATV trails, mountain bike trails and walking trails throughout the county
 - Administer the RTP for Beaver Cove
 - Participate in the Maine Woods Consortium Steering Committee
 - 16 trainings for hospitality workers/tourism (small businesses in the region)
 - Appalachian Trail Information Center in development (Monson) opening July 17, 2014
 - Art installation by a local artist attached to Appalachian Trail Information Center
 - Participation in the Governor's Conference on Tourism
 - Scenic by-way - Moosehead fiscal agent
 - Multiple grants for trail heads and trailways
 - ATV Snowmobile trail in Greenville (USDA RBEG and MOTC)
 - Administer the recreational signs for the county (Quimby, Communities for Maine's Future)
- **Objective 5: Piscataquis County will have a vibrant, strong artisan commercial sector.**
 - **Strategy a:** Imagine Tour Initiative to develop retail opportunities locally
 - **Strategy b:** Partnership with Charlotte White Center to find gallery space for their artists

- Strategy c: Piscataquis County Heritage (Balloon Festival) promotes local artists (moving a major part to the Fair Grounds)
- Strategy d: Riverfest Planning and Promotion Committee (Guilford)
- Strategy e: Monson Summerfest promotion
- **Objective 6: Piscataquis County residents will support vibrant village centers offering a variety of commercial and cultural opportunities**
 - Strategy a: Piscataquis County village centers will become Main Street Communities, either separately or jointly.
 - Strategy b: Milo Safe Streets initiative
 - Strategy c: Monson CDBG community enterprise
 - Strategy d: Time for shine-up Shiretown (downtown clean-up)
 - Strategy e: Resurrected the Villages of Piscataquis County (signs and audio, etc.) as part of the Maine Woods Tourism effort

INITIATIVE # 2: PCEDC will support Entrepreneurs

- **Objective 1: PCEDC will support partnerships that provide networking and guidance leadership, access and advice on capital to start-up businesses and new businesses moving to the County and existing businesses wishing to expand.**
 - Strategy a: Includes:
 - Implementing USDA RLF
 - Implement EPA Brownfields RLF
 - Applied for a Brownfields Assessment Grant
 - Planning to apply for supplemental funding for the Brownfields RLF
 - Continue support for small businesses (ex: Moc's PowerSports) through MicroEnterprises and EDP
 - Partner with CEI through the SBA on the Riverfront Redevelopment Project
 - Pursue Slow Money Maine (private investment for agriculture)
- **Objective 2: PCEDC supports efforts to assist people in Piscataquis County to have a strong background in entrepreneurship.**
 - Strategy a: Includes:
 - Partner more with Penquis/Jim Macomber re: entrepreneurial efforts
 - Collaboration with the Chambers of Commerce to support small businesses
 - Partner with MaineStream Finance and SBDC

INITIATIVE # 3: PCEDC will work to retain and strengthen the County's existing businesses and organizations

- **Objective 1: Work to ensure that there is high-speed and affordable Internet access available throughout the County.**
 - Strategy a: FCC Fiber to the Home and explore if a county bond is an option here for the middle mile completion (DF to Greenville)
- **Objective 2: Promote renewable and lower-cost energy options.**
 - Strategy a: Renewable energy project at the Mill

- **Objective 3: Advocate for improving our rail and road access and ensure proper maintenance and upkeep.**
 - **Strategy a:** Explore the opportunities for Railheads in Greenville and Milo
- **Objective 4: Business and industry will have access to a workforce that is well trained and qualified.**
 - **Strategy a:** PHEC will be able to offer associates, bachelors, and graduate degree programs at the Center.
 - **Strategy b:** PHEC educational opportunities will be provided to graduating high school seniors.
 - Restore and retain PHEC
 - TCTC
 - Adult Ed
 - Leads to ensure a variety of career preparation options that are not college related
 - Career education, higher and remedial education
 - Restart PLI/MCF - explore foundations
 - Address challenges of out-migration/gently build the population/stem the outmigration of youth by providing them with the necessary skills for industry, entrepreneurial efforts
 - Downtown development efforts designed to promote interest of youth in this region
 - Imagine Tour, downtown networks
 - **Strategy c:** Maine Woods Consortium - standards for tourism (6 county-level) Strategy: Tourism stakeholders, information providers, businesses and communities will adopt and implement industry certified standards for hospitality and customer service (Maine Discovery)
- **Objective 6 - Nonprofits**
 - **Strategy a:** Support board, leadership development within non-profits
 - **Strategy b:** Develop grants for non-profits as they request (American Legion, libraries)

INITIATIVE # 4: PCEDC will attract new businesses

- **Objective 1: PCEDC will support businesses in the area through Facebook, advertising, websites, etc.**
 - **Strategy a:** Partner with the Chambers to promote and support businesses
 - **Strategy b:** PCEDC develops local assets and writes grants that supports local businesses
- **Objective 2: Develop strategies to promote the three business parks and work with them on enhancing their attractiveness.**
 - **Strategy a:** Support business development through the municipalities by responding to the Town Manager requests
- **Objective 3: Piscataquis County will be able to offer competitive incentives to attract businesses.**
 - **Strategy a:** Available to assist in the acquisition of TIFs
 - **Strategy b:** High speed internet cultivation

INITIATIVE # 5: PCEDC will provide leadership for creating a county-wide economic development plan

- **Objective 1: Support the local initiatives that build upon community assets and strengths**

ORGANIZATION STRUCTURE

Council Membership

- Minimum of 21 members
- Represent a diversity of communities within Piscataquis County as well as private, non-profit, and public organizations from across the region.
- Three year terms

Executive Committee

- Consists of a minimum of 9 and a maximum of 15 members elected from the Council.
- Representative appointed by the Boards of Directors for each of the two Chambers of Commerce;
- Up to 5 positions representing municipal interests, either town managers or selectpersons;
- One member appointed by the County Commissioners to serve in an ex officio capacity

Standing Committees

- Finance & Administration
- Human Resources/Personnel

Ad-hoc Committees

- Transportation /Infrastructure
- Business Expansion & Retention
- Business Attraction & Expansion
- Tourism Development & Creative Economy
- Workforce Leadership and Capacity Development (PLI)
- Marketing & Promotion
- Fundraising & Public Relations
- Event Planning

2014-2017 PCEDC INITIATIVE AREAS

Complete infrastructure work within organization

Creation of feedback loops from area businesses and organizations

Continued advocacy across the state and federal government for our county

Leverage resources through grant writing and collaboration

Continued support and promotion of tourism and recreation opportunities

Continued work on community development

Continued support of business expansion - big and small

ATTACHMENT B

Scoring Criteria

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

1. Project Plan – 25 points

1.1. Provide documentation of project management plan.

See attached Piscataquis County Economic Development Council (PCEDC) Planning Grant Project Management Plan. PCEDC will contract with Axiom Technologies to provide consulting services for the Planning Grant project.

1.2. Provide the timeline to complete the proposed community plan deliverable.

PCEDC Planning Grant Timeline Technology Kit Phase I	
June-16 to Aug-16	Inventory, Needs Assessment and Mapping of existing infrastructure
June-16 to Aug-16	Meetings with municipal officials to discuss public infrastructure needs
Jun-16 to Aug-16	Identify 10-15 key businesses and community anchor institutions for interviews in the county
Jun-16 to Aug-16	Community meetings for input
Sep-16 to Oct-16	Work with PCEDC on a series of small business meetings throughout the county Create Facebook page and survey for input from communities in Piscataquis County
Oct-16 to Nov-16	Mapping of key public and private infrastructure (as available) Includes Gap Analysis defining additional broadband infrastructure needed, included unserved and underserved homes and businesses Define local broadband needs and goals
Oct-16 to Nov-16	Create Digital Literacy and Inclusion roadmap that can be included in PCEDC's County Technology Plan
Ongoing	Assist with identification of key federal and state resources for potential funding

Nov-16 to
Dec-16

Produce final County Technology report with key findings and recommendations, including broadband infrastructure recommendations with separate sections for each town.

Includes one or more potential network designs (including a FTTH option) with cost estimates, operating models and potential business models based on input from broadband providers operating within PCEDC's region

Technology Kit Phase II
Digital Inclusion

Jun-16 to
Oct-16

Affordable Internet - Axiom will inventory digital inclusion and adoption efforts currently in place in the PCEDC region. Axiom will inventory the low-cost broadband plans offered by current broadband providers serving the community. Axiom is working with state and federal officials to implement the FCC Lifeline program, subsidized low-cost broadband, for low-income residents in Maine.

Jun-16 to
Nov-16

Affordable Equipment - Axiom will inventory the low-cost computers/laptops offered by local and regional companies that are located across Piscataquis County. Axiom will collaborate with its industry partner, PC's for Maine www.pcsformaine.org and the local companies, to set up a program for low-income residents and non-profit organizations to purchase equipment at a free to reduced cost.

Jun-16 to
Nov-16

Digital Literacy Training - Axiom will meet with businesses, community and municipal leaders, as well as residents in the county to discuss Computer Skills/Digital Literacy Training. Meetings will be as follows:

- **Business** - For the business community, this often takes a grass-roots approach by working with a business owner to understand the company's plan for sustainable growth and development. Once the business owner understands the technology tools available, and Axiom understands the skill level of the employee, a learning plan can be created for a specific business.
- **Community & Municipal Leaders** – A series of meetings will be held to gauge the interest, as well as the skill level of the participants. During these meetings, discussions are facilitated to ensure that the participant is aware of what is technologically possible to do when you have a broadband connection. Demonstrating distance learning education, telehealth, telecommuting, cloud-based services and software available begins the process of developing Digital Literacy plans for a community.
- **Residential** – As with Business, Community & Municipal leaders, a series of meetings for the residential community will be scheduled. It is the goal of the meetings that residents become engaged and excited about learning new skills, a pathway to lifelong learning.

	<ul style="list-style-type: none"> ▪ The outcome using the planning phase is a Digital Literacy Plan and recommended schedule, as well as suggested locations that classes will be held. In rural communities, times, distance, travel is a barrier to educational attainment; holding classes that are geographically spread out the designated service footprint will ensure participation.
Jun-16 to Nov-16	<p>Public Computer Access - During the planning phase, Axiom will inventory the available Public Computer Access locations throughout the county, including the number of available computers for public use. If a business or resident cannot afford equipment or an Internet subscription, and if broadband is not available at their location, Public Computer Access is essential.</p> <ul style="list-style-type: none"> ▪ Axiom will meet with Community and Municipal leaders across the county to discuss "Community HotSpots". Community HotSpots are open access networks that allow citizens in a downtown or other public spaces access to the Internet. This is a simple, straightforward way to help a town or region get more connected. It is an affordable, convenient way to help visitors and residents easy, seamless connectivity.
Nov-16 to Dec-16	Preparation of Digital Literacy Program includes administration/coordination of 2 Facebook for Business courses (total 4 classes. Includes surveys to provide feed-back from students.

2. Plan Deliverables –20 points

2.1. Provide narrative addressing how the items A. – F. below will be addressed in the final plan delivered to the community.

A. Define local broadband needs and goals.

• **Community Input**

- Facilitate a series of community meetings to determine what the community wants and needs
- Municipal meeting for officials to talk about public infrastructure connectivity needs
- Leverage social media and PCEDC's online presence to help inform goals
- Utilize mail, social media, the municipal website and outreach meetings to obtain deep understanding of community, in areas where surveys were not completed or are incomplete

• **Business Input**

- Facilitate business visitations to have strong business input into plan
- Axiom has developed a best practices solution for business engagement around education and technology and will meet with business owners/managers/employees
- Axiom will meet with community leaders throughout the planning grant process
- Local key businesses help drive the economy and are often overlooked:
 - We believe businesses are a crucial voice in articulating their needs for Broadband connectivity. Axiom has had extensive experience with business

visits that unlock action plans for the businesses to leverage resources available to them and ensure their voices are heard.

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

- Inventory of existing fiber and other assets in region
- Work with providers to help provide non-confidential asset locations
- Inventory current providers in community
 - What providers deliver for service, cost and bandwidth
- Map communication infrastructure, if available
- Determine PCEDC's interests and goals

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

Gap analysis involves the comparison of actual performance with potential or desired performance. Axiom's approach will be to begin by soliciting input through a series of meetings with local officials and stakeholders coupled with an electronic survey to help define what the community is specifically looking to achieve.

Questions will include:

- Are there businesses that need a level of connectivity that current providers are not able to provide?
- Are there high-impact growth areas that could benefit from increased service?
- Are there households or parts of the community that are underserved or unserved?
- Are home-based telecommuters able to work efficiently?

In addition to defining what the goals are, it is important that we understand what the baseline is for achieving those goals and the assets in the community that can be leveraged. That begins with a thorough survey of what providers are in the community, what level of service they are currently offering, do they have current service level plans that are unknown and ultimately, are they willing to participate in achieving the goals that community defines.

In addition, we will look at other assets that have potential to be leveraged:

- Towers that could provide wireless coverage in parts or all of town
- Municipal buildings or assets that could host a Point of Presence for service
- County owned assets
- Libraries or other key locations for downtown Community HotSpots

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

Piscataquis County is the size of Connecticut. With only 17,000 people in its borders it has a very low density of 6 homes per square mile. Much of Piscataquis remains heavily wooded and undeveloped. However, the 3 Ring Binder does intersect in Dover-Foxcroft and should be leveraged to bring fiber connections to financially feasible parts of the county. A network design might contemplate a significant lateral off of the 3 Ring Binder that potentially could bring high speed, high capacity Internet service to other parts of the county. Given the expense of fiber buildout, we recommend that the asset inventory of incumbent providers could be a critical component of any build out plan. By engaging the regional providers in the area early in the process, we suspect they could get excited about assisting Piscataquis reach its goals. It is very likely that it will be much less expensive to increase capacity with existing equipment and infrastructure than to build new. However, several network designs will need to be contemplated:

- The willingness of incumbent providers to work with communities to assist with increased capacity
- A good understanding of potential CAF II spending in the region by FairPoint Communications
- Build out of existing fiber in the region
- Wireless solutions that can help serve the unserved/underserved in remote areas

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

Our planning partner, Axiom Technologies, is well versed in low density; geographically disperse regions and how to tackle network issues in the environment that Piscataquis County presents.

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

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

F. Digital Inclusion

• **Affordable Internet**

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

• **Affordable Equipment**

During the planning phase, Axiom will inventory the low-cost computers/laptops offered by local and regional companies that are located within the community. Axiom will collaborate with its industry partner, PC's for Maine www.pcsformaine.org and the local companies, to set up a program for low-income residents and non-profit organizations to purchase equipment at a free to reduced cost.

• **Digital Literacy Training**

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

- **Business** - For the business community, this often takes a grass-roots approach by working with a business owner to understand the company's plan for sustainable growth and development. Once the business owner understands the technology tools available, and Axiom understands the skill level of the employee, a learning plan can be created for a specific business.
- **Community & Municipal Leaders** – A series of meetings will be held to gauge the interest, as well as the skill level of the participants. During these meetings, discussions are facilitated to ensure that the participant is aware of what is technologically possible to do when you have a broadband connection. Demonstrating distance learning education, telehealth, telecommuting, cloud-based services and software available begins the process of developing Digital Literacy plans for a community.
- **Residential** – As with Business, Community & Municipal leaders, a series of meetings for the residential community will be scheduled. It is the goal of the meetings that residents become engaged and excited about learning new skills, a pathway to lifelong learning.
- The outcome during the planning phase is a Digital Literacy Plan and recommended schedule, as well as suggested locations that classes will be held. In rural communities, time, distance, travel is a barrier to educational attainment; holding

classes that are geographically spread out throughout the designated service footprint will ensure participation.

- **Public Computer Access**

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

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

- Axiom is a national leader in Community Technology Plans that drive digital literacy and broadband adoption for citizens and businesses. This work has been funded and recognized as a national model for improving the skills of a regional workforce using on-line technology and hands-on instruction. We also believe, and antidotal evidence supports the idea, that Digital Literacy drives take rate for Broadband services.

3. Value Added Collaborations– 20 points

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

Piscataquis County is one of the most rural counties in Maine and encompasses 4,377 sq. miles, making Piscataquis County the largest county east of the Mississippi. According to the 2010 Census, Piscataquis County had a total population of 17,535 individuals, with 25.5% of those individuals 19 years of age or younger (our future for the county) and 22.5% of our population are 60 years of age or older. When you compare Maine Counties based on median income, Piscataquis County is one of the poorest counties in Maine. All of these factors equal devastation in terms of outside investment in broadband expansion, the distance and population size in individual communities means we are not able to hit the normal take rates and the math doesn't make sense for the larger companies. A County-wide approach affords us the opportunity to band together, create a critical mass, and leverage resources.

A Broadband Community Planning Grant is the first step in advancing broadband within our borders, and fully connecting Piscataquis County to a level of opportunity. Before we can roll out limited resources and figure out how to best capitalize on Bonding efforts, corporate donations, and community investment we need to have a pathway towards success. The Broadband Community Planning Grant will help us create a unified vision (although the solutions may differ for each community) allowing us to collaborate towards increasing the prosperity of our businesses, providing year-round and seasonal residents with access to a solid and sound broadband connection, allowing our aging citizens to fully access tele-health and age gracefully in their homes, close the “homework gap” for our students and afford them equal opportunities to access technology in advancing their studies, and provide a higher level of connection for out tourists who require continued access to home and work while abroad.

The collaborative effort has already begun, with conversations spear-headed by the Piscataquis County Economic Development Council. The goal is to take this plan and roll it into a County-Wide Strategic Plan for Economic Development and the future of Piscataquis County. Slowly, we have built a connection between the people in Piscataquis County towards one common goal, expanding broadband within our county.

Educators, health care professionals, business owners, residents, and representatives from local and State Government have been working towards increasing the prosperity and future of Piscataquis County. Broadband is our path towards success, without it we will see this county hold “its poorest” designation. Much like the discussions that happened in the beginning of last century around the “powering” of our communities; the future is greater than simply power, the future is a fully connected community.

4. Budget – 15 points

4.1. Submit budget aligned to significant Project Plan milestones, costs and tasks.

Total Budget - \$120,000

Includes:

- Inventory, Assessment and Mapping of existing infrastructure
- Meetings with municipal officials to discuss public infrastructure needs
- Work with PCEDC to identify 10-15 high impact businesses and regionally impactful community anchor institutions for interviews in the county
 - Work with PCEDC on a series of small business meetings throughout the county
- Create Facebook page and survey for input from the county
- Mapping of key public and private infrastructure (as available)
- Includes Gap Analysis defining additional broadband infrastructure needed
- Define county and local broadband needs and goals
- Create Digital Literacy and Inclusion roadmap
- Assist with identification of key federal and state resources for potential funding
- Produce final county-wide Community Technology Plan report with key findings and recommendations, including broadband infrastructure recommendations.
- Includes one or more network designs with cost estimates, operating models and potential business models that include input from current Internet providers in the county.

5. Overall Financial Feasibility – 15 points

5.1. Describe the applicant’s experience relevant to proposed project.

Axiom is a telecommunications company headquartered in Machias, Maine that has been creating and developing solutions for rural broadband deployment since 2005. The recipient of twelve State of Maine ConnectME grant awards, Axiom has installed over 90 Wireless Access Points in Washington County, delivers DSL service and has built over 50 miles of fiber, including 30 miles of fiber capable of delivering up to 10 GB.

Axiom’s goal is “To provide broadband to the unserved homes and businesses in Washington County and throughout Maine. We will not stop until this is accomplished.” Axiom is also an Information Technology company working with businesses in Washington County and throughout the State, offering

a variety of services; network design and implementation, managed service agreements, equipment upgrades and repair, web hosting and design, email and technology consultation.

In July 2014, Axiom established the Axiom Education & Training Center (AETC), non-profit a 501 (c)(3) corporation. Since its establishment in 2014, AETC has trained over 3,500 residents and over 350 businesses and has established itself as a nationally recognized Digital Literacy and Digital Inclusion expert, as well as expanding Adult Education throughout all of Washington County. AETC advises numerous groups and regions in Maine on establishing a Digital Inclusion program in their Broadband and Community Technology Plans. Axiom's CEO, Susan Corbett speaks at several national conferences around the county on the importance of Digital Inclusion to help close the "homework gap" and create low-cost products to serve the disadvantaged and helping them participate in the economy through digital connectivity.

Through technology and digital literary education, the economic status of the region known as Washington County will improve. Axiom Technologies is committed to this mission.

5.2. Provide a description of financial viability by submitting pro-forma financial statements for the project and applicant financial statements. Confidential financial information may be submitted and should be so marked and submitted in a separate file.

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

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

5.3.1. Principal point of contact.

Chris Winstead, Executive Director, Piscataquis County Economic Development Council
christopher.winstead@pcedc.org

5.3.2. Team member bios and role in planning project.

Christopher Winstead, Executive Director, Piscataquis County Economic Development Council, Project Manager

Mr. Winstead will be the Point of Contact and Project Manager for PCEDC's Planning Grant project.

Mr. Winstead serves as the Executive Director for the Piscataquis County Economic Development Council (PCEDC).

Prior to joining PCEDC, Mr. Winstead served as a Senior District Representative for former Congressman Michael H. Michaud, with a concentration on business and economic development. He worked to connect our Maine communities, businesses, and non-profits with federal, state, and private sector resources.

Mr. Winstead has a diverse background beyond the political arena; he started his career in the Banking industry and worked for two local community banks in Branch Administration and Lending. He understood the importance of lending in expanding growth and opportunities for our local businesses.

Mr. Winstead is a Bangor resident. Chris is dedicated to his community and has volunteered on numerous boards; he currently serves as Vice Chair and Board Member for Penobscot Community Healthcare (PCHC), as a Board Member for Eastern Maine Development Corporation (EMDC), and as an Equity Fund Advisor for the Maine Community Foundation. Chris has been involved with Fusion: Bangor and served as a board member for the Bangor Region Chamber of Commerce. In addition, Chris has served on the boards of the Penobscot Theatre Company, the Orono Land Trust, and the Greater Old Town Communities that Care.

Susan Corbett, CEO, Axiom Technologies and Axiom Education & Training Center

Ms. Corbett will oversee the Digital Inclusion component of the Planning Grant.

Ms. Corbett is the Chief Executive Officer of Axiom Technologies. She is responsible for the fiscal management of Axiom, has written numerous grants for broadband development, and works closely with economic development organizations and rural organizations. Ms. Corbett has over 30 years' experience in business and financial management, managed \$5 million dollars in grant funding and oversaw the fiduciary and reporting responsibilities for Axiom's Dept. of Commerce \$1.4 million NTIA grant award for the "Washington County Employment & Education through Sustainable Broadband Adoption" project.

Under Ms. Corbett's direction, Axiom Technologies has received the 2010 Maine Development Foundation "Champion of Economic Development Award"; in 2010 was the Recipient of a Senate Congressional Record and in 2011 received Coastal Enterprises, Inc. "Founders Award" and the 2011 and 2014 Machias Bay Area Chamber of Commerce's "Business of the Year" award. Axiom's CEO Susan Corbett received the 2010 MaineBiz "Woman to Watch Award" and was recognized by Bangor Daily News in 2011 as "1 of 11 People to Watch in 2011" and in 2011 was awarded Women Impacting Public Policy's "Technology Innovator of the Year" for the State of Maine.

In 2014, Ms. Corbett formed a non-profit, the Axiom Education & Training Center answering the call for more digital literacy, adult education, work force development, and STEM education for our youth in Washington County and throughout Maine.

Mark Ouellette, President & COO, Axiom Technologies

Mr. Ouellette will oversee the broadband assessment, needs, goals and infrastructure component.

Mr. Ouellette is the President and Chief Operating Officer of Axiom Technologies. Mark was hired to increase the capability at the senior management level. The vision was to put Axiom on a growth path to a statewide presence and to handle the day-to-day operations. This has allowed Susan to take a true CEO role, setting the overall agenda and becoming a true ambassador for Axiom both in Maine and nationally. Both Susan and Mark have the same vision and passion for the company.

Prior to joining Axiom, Mr. Ouellette was the Executive Director of Mobilize Maine; a statewide asset based economic development initiative. In this role he facilitated regional activities to create economic strategies and opportunities to grow Maine's economy. Previously, he also served as Director of the Office of Business Development for the Maine Department of Economic and Community Development where he oversaw the state's business attraction and retention activities. Mark also has an extensive federal background, having worked for over 12 years as a Congressional Aide and Chief of Staff to 1st District Congressman Tom Allen.

Kim Emerson, MTCRE, MTCWE, MTCTCE, Senior Network Engineer, Axiom Technologies

Mr. Emerson will be assessing, analyzing and designing broadband infrastructure.

Mr. Emerson is a Network Systems Engineer, has over 18 years of IT experience, and is experienced in a multitude of operating systems. He attended University of Maine at Machias, and continued his education and training to best serve Axiom's network. Mr. Emerson oversees advanced projects involving Axiom's current wireless technologies, DSL and fiberoptic build-outs. He also has extensive experience in designing, implementing and managing business networks. He is experienced in Microsoft Office products, Microsoft Adobe Photoshop, Adobe Professional, Microsoft FrontPage, Dreamweaver CS3, Windows 95 –Windows 7 Professional, Windows Server OS from NT -2008 Unix/Linux, Active Directory, Microsoft Exchange, Ubiquiti OS and Mikrotik RouterOS. Mr. Emerson is also proficient in the following programming Languages: Perl/CGI, HTML, JavaScript, SQL, CSS and ASP. Mr. Emerson has completed training and received certification to administer and deploy the Mikrotik RouterOS platform.

Ian Sawyer, MTCRE, MTCWE, MTCTCE, Senior Network Engineer, Axiom Technologies

Mr. Sawyer will be assessing, analyzing and designing broadband infrastructure.

Mr. Sawyer has 15 years of experience in Customer Support and the IT industry. He is a “jack of all trades” and is utilized throughout Axiom's entire operation. He has a strong Customer Support background, Network Management, Wireless, DSL and Fiberoptic Installations and Computer Repair. He is a graduate of Washington County Community College and is a CompTIA A+ Certified Technician. He is experienced in all Windows Operating Systems, Networking, including routers, hubs, switches and cabling, and Firewalls, Malware, and Anti-Virus Software.

Jane Blackwood, M.Ed., Director Educational Services, Axiom Education & Training Center

Ms. Blackwood will be overseeing the digital educational plan for the community.

Ms. Blackwood is the Director Educational Services and the Adult Education Director at the Axiom Education & Training Center (AETC). Prior to the creation of AETC, Ms. Blackwood provided educational services for Axiom Technologies,

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

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

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

See attached Letter of Support and Endorsement from Piscataquis County Economic Development Council's Board of Directors, as well as support letters from the Moosehead Lake Region Chamber of Commerce and the Piscataquis County Commissioners. In addition, attached

is a copy of an article that ran in the Piscataquis Observer on April 13, 2016, along with a copy of the County Commissioners Meeting Minutes from Tuesday, April 5, 2016 where there was unanimous support to apply to the ConnectME Authority.

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

Christopher Winstead, Executive Director
Piscataquis County Economic Development Council

Tom Lizzotte, County Manager
Piscataquis County

John Simko, Town Manager
Town of Greenville

Tom Goulette, Town Manager
Town of Milo

Damien Pickel, Interim Town Manager
Town of Milo

Tom Cardone, Select Board Member
Town of Sangerville

Denise Buzzelli, Executive Director
Dover-Foxcroft Chamber of Commerce

Angela Arno, Executive Director
Greenville Chamber of Commerce

William Welch, Community Member
Town of Sebec

Goeff Surrette, Information Technology

Thelma Regan, Director
Penquis Valley Adult Education Cooperative

6. Past Performance – 5 points

6.1. Provide documentation demonstrating past performance in executing grant funded programs.

Below is a list of grants applied for and administered since May 2014. If you require a larger sample, we are willing to share a longer grant history. In addition, PCEDC administers and operates a Revolving Loan Fund, awarded through the EPA in 2012. The award was \$400,000 and we have operated the fund since inception. We are fully capitalized and expecting an additional \$400,000 of supplemental funding this May to be used for additional Brownfield Efforts.

CDBG-Economic Dev Program	Dover-Foxcroft	May-14	\$240,000	approved	\$240,000	GLOBEco LLC
CDBG-Economic Dev Program	Dover-Foxcroft	May-14	\$90,000	approved	\$90,000	BS Farms
CDBG-Micro-Enterprise	Greenville	Jul-14	\$50,000	approved	\$50,000	Northwood Gourmet Grill
Recreational Trail Grant	Moosehead CC	Nov-14	\$5,000	approved	\$5,000	100 Mile Wilderness brochure/map
CDBG-Economic Dev Program	Brownville	Dec-14	\$120,000	withdrawn	\$0	Seal 1
CDBG-Micro-Enterprise	Greenville	Dec-14	\$28,000	approved	\$28,000	Jamieson's Market
CDBG-Micro-Enterprise	Greenville	Dec-14	\$30,000	approved	\$30,000	Northwood's Camps
CDBG-Micro-Enterprise	Greenville	Dec-14	\$42,000	approved	\$42,000	Katahdin Cookies
CDBG-Micro-Enterprise	Greenville	Dec-14	\$50,000	approved	\$50,000	Leisure Life
EPA Assessment	PCEDC	Dec-14	\$400,000	denied	\$0	Brownfields
Project Canopy	Milo	Dec-14	\$7,938	approved	\$7,938	Tree Tubs
Project Canopy	Greenville	Dec-14	\$6,149	approved	\$6,149	Tree Tubs
Project Canopy	Dover-Foxcroft	Dec-14	\$7,999	approved	\$7,999	Tree Tubs & trees
S&T King Foundation	Brownville	Dec-14	\$11,900	pending	0.	Library
S&T King Foundation	Dover-Foxcroft	Dec-14	\$50,000	denied	0.	Central Hall
CDBG-Economic Dev Program	Greenville	Dec-14	\$600,000	denied	\$0	Puckerbrush Restaurant (Eagles Lndg, Inc.)
CDBG-Economic Dev Program	Shirley	Mar-15	\$90,000	approved	\$75,000	Dove Tail Bats
CDBG-Economic Dev Program	Piscataquis County Comm	Mar-15	\$120,000	approved	\$120,000	Abol, LLC
CDBG-Micro-Enterprise	Piscataquis County Comm	May-15	\$50,000	approved	\$50,000	Maine Highlands Sugar Works, Williamsburg
STK Foundation	Brownville	Apr-15	\$30,000.00	approved	\$30,000.00	Brownville FD- New Fire Truck Body
Plum Creek Foundation	Greenville	Oct-15	\$10,000	Approved	\$2,000	Greenville Depot- Building project on Depot
Amherst Rail	Greenville	Oct-15	\$10,000	Denied	\$0	Greenville Depot- Building project on Depot
EPA Assessment	PCEDC	Dec-15	\$400,000	Pending	\$0	Brownfields Assessment Grant
EPA-AFG	Dover-Foxcroft	Jan-16	\$65,050	Pending	\$0	New Washer and Dryer and Equipment for DFFD
EPA AFG	Milo	Jan-16	\$476,191	Pending	\$0	New Fire Truck- Milo Fire Department
CDBG Micro-Enterprise	Greenville	Mar-16	\$50,000	Pending	\$0	Porter's Garage- Building modification
CDBG Micro-Enterprise	Greenville	Mar-16	\$50,000	Pending	\$0	Maine Mountain Soap & Candle- New Van and Business Equipment
			\$3,090,227		\$834,086	

6.2. Provide three client references (for Axiom).

- Betsy Fitzgerald, County Manager, Washington County
manager@washingtoncountymaine.com
207-255-3127
- Larry Sterrs, Chairman & COO, Unity Foundation
lsterrs@uninets.net
207-948-9988
Laurie Osgood, CEO, Unitel Telephone
losgood@uninets.net
207-948-3900
- Charles Rudelitch, Executive Director, Sunrise County Economic Council
crudelitch@sunrisecounty.org
207-255-0983



Piscataquis County Economic Development Council

**Broadband Planning Grant
Project Management Plan**

April 2016

**Axiom Technologies
3 Water Street
Machias, Maine 04654**

(207) 255-0679

Project Scope

Axiom Technologies has developed a multi-step, multi-tiered approach to helping municipalities and regions understand their Broadband assets. Most communities are exploring how to leverage those assets more fully to the benefit of their citizens. There are an increasing number of communities and regions across the country that has taken Broadband/Internet connectivity into their own hands. In Maine, Rockport, South Portland, Islesboro and Sanford - all have taken different approaches to how to either own or control high-speed fiber networks in their communities.

As a provider of Fixed Wireless, DSL and Fiber to the home and business and a not for profit Education and Training Center, Axiom is well versed in all technologies and has provided multiple layered solutions at a number of price points to customers and communities. Axiom will help a community understand what they have, what they need, and where they want to go, by creating a "Community Technology Plan". It will be customized specifically for Piscataquis County Economic Development Council (PCEDC) and will create a pathway forward to reach PCEDC's goals for technology and connectivity.

Project Purpose, Objectives and Goals:

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

During the Planning Grant process, Axiom will craft a strategy on how to create more robust Internet and telecommunications service offerings for the families and businesses in the community and to create a template of options for rural broadband development.

Problem/Opportunity Statement:

Piscataquis County is a place of unparalleled, breathtaking beauty and a real jewel to our state. For those who make their home in Piscataquis or are visitors, it is a special place. It appears the opportunity to help the recreational, tourism and other parts of the economy grow can be developed. Greater, more robust connectivity will be essential for Piscataquis County to create a thriving economy for its citizens. Whether for educational opportunities, telemedicine, small business growth or the ability to transact and retain business, building on the spirit and ingenuity of county residents who already call Piscataquis home is a sound, economically viable strategy for growth. It begins with a plan for better connectivity.

Project Constraints:

- **Inclusions:**

What is especially exciting is that the plan, as envisioned, will be actionable immediately. Axiom Technologies will help PCEDC in create a planning process that will deliver a Community Technology Plan that includes:

 - Steps to address Internet to underserved and unserved areas of the community
 - A concrete plan to address Digital Inclusion / Digital Literacy
 - Out of the box thinking that includes downtown Community HotSpots and other key locations
 - Clear cost and pricing for all parts of the recommended plan
- **Exclusions:**
 - What will not be included will be a build out plan with exact costs. The plan will be formed enough to go out to RFP, and will typically be within 10% of our estimated cost for each project. Axiom does its work this way, in order to allow for unexpected costs and for potential vendors to have some creativity around the build.
 - An Economic Impact Study and Analysis is not included in this proposal. Axiom would be happy to work with PCEDC's economist on an economic impact study. This work is not included in the proposed budget.
- **Key Assumptions:**
 - Because of cost restraints, a full broadband solution will likely require a step by step approach that allows for progress, as and when funds become available
 - PCEDC's remoteness and relative lack of density will require a significant amount of high-capacity wireless to be used
 - Digital Inclusion will be an important part of the plan in year 1 and 2

Project Approach:

The approach will be to not just create a Community Technology Plan, but to create a community movement around Broadband connectivity in PDED's region (Attachment "A" – List of Towns). By engaging the citizens of the PCEDC region throughout the process, we expect to build momentum for investments over the next few years, while creating yearly milestones that the region's officials can benchmark their progress against.

In addition, we believe that engaging the businesses and key stakeholders can bring a sense of urgency to the process and help drive early strategy and deliverables, which is why we have proposed business/stakeholder meetings, community meetings, and a series of small business meetings throughout the region. These meetings will undoubtedly help with a deeper understanding of the needs in the community.

Project Organization:

Project Sponsor Piscataquis County Economic Development Council	
Axiom Project Team	PCEDC Broadband Team
Susan Corbett Digital Inclusion Consultant	Christopher Winstead, Executive Director Piscataquis County Economic Development Council
Mark Ouellette Broadband Consultant	Tom Lizzotte, County Manager Piscataquis County Commissioners
Kim Emerson Network Engineer	Jack Clukey, Town Manager Town of Dover-Foxcroft
Ian Sawyer Network Engineer	John Simko, Town Manager Town of Greenville
Jane Blackwood Educational Consultant	Tom Goulette, Town Manager Town of Guilford
	Damien Pickel, Interim Town Manager Town of Milo
	Tom Cardone, Select Board Member Town of Sangerville
	Denise Buzzelli, Executive Director Piscataquis Chamber of Commerce
	Angela Arno, Executive Director Moosehead Lake Region Chamber of Commerce
	William Welch, Community Member Town of Sebec
	Goeff Surette, Director, Information Technology Mayo Regional Hospital
	Thelma Reagan, Director Piscataquis Valley Adult Education Cooperative

Key Roles and Responsibilities:

Project Sponsor:

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

Axiom Project Team:

- Accountable for overall execution, management and delivery of the project (scope, budget and schedule)
- Provides leadership of the project team
- Plans and manages project activities
- Manages project schedule and costs
- Tracks and reports project progress
- Manages and resolves issues and risks
- Performs tasks as assigned in the Project Plan
- Actively participates in regular assessment of overall project discussions and meetings to ensure:
 - Project vision is on track
 - Approval of Change Requests
 - On track with budget allocation

Schedule of Deliverables:

PCEDC Planning Grant Timeline Technology Kit Phase I	
June-16 to Aug-16	Inventory, Needs Assessment and Mapping of existing infrastructure
June-16 to Aug-16	Meetings with municipal officials to discuss public infrastructure needs
Jun-16 to Aug-16	Identify 10-15 key businesses and community anchor institutions for interviews in the county

Jun-16 to Aug-16	Community meetings for input
Sep-16 to Oct-16	Work with PCEDC on a series of small business meetings throughout the county Create Facebook page and survey for input from communities in Piscataquis County
Oct-16 to Nov-16	Mapping of key public and private infrastructure (as available) Includes Gap Analysis defining additional broadband infrastructure needed, included unserved and underserved homes and businesses Define local broadband needs and goals
Oct-16 to Nov-16	Create Digital Literacy and Inclusion roadmap that can be included in PCEDC's County Technology Plan
Ongoing	Assist with identification of key federal and state resources for potential funding
Nov-16 to Dec-16	Produce final County Technology report with key findings and recommendations, including broadband infrastructure recommendations with separate sections for each town. Includes one or more potential network designs (including a FTTH option) with cost estimates, operating models and potential business models based on input from broadband providers operating within PCEDC's region

Technology Kit Phase II Digital Inclusion	
Jun-16 to Oct-16	<p>Affordable Internet - Axiom will inventory digital inclusion and adoption efforts currently in place in the PCEDC region. Axiom will inventory the low-cost broadband plans offered by current broadband providers serving the community. Axiom is working with state and federal officials to implement the FCC Lifeline program, subsidized low-cost broadband, for low-income residents in Maine.</p>
Jun-16 to Nov-16	<p>Affordable Equipment - Axiom will inventory the low-cost computers/laptops offered by local and regional companies that are located across Piscataquis County. Axiom will collaborate with its industry partner, PC's for Maine www.pcsformaine.org and the local companies, to set up a program for low-income residents and non-profit organizations to purchase equipment at a free to reduced cost.</p>
Jun-16 to Nov-16	<p>Digital Literacy Training - Axiom will meet with businesses, community and municipal leaders, as well as residents in the county to discuss Computer Skills/Digital Literacy Training. Meetings will be as follows:</p> <ul style="list-style-type: none"> ▪ Business - For the business community, this often takes a grass-roots approach by working with a business owner to understand the company's plan for sustainable growth and development. Once the business owner understands the technology tools available, and Axiom understands the skill level of the employee, a learning plan can be created for a specific business. ▪ Community & Municipal Leaders – A series of meetings will be held to gauge the interest, as well as the skill level of the participants. During these meetings, discussions are facilitated to ensure that the participant is aware of what is technologically possible to do when you have a broadband connection. Demonstrating distance learning education, telehealth, telecommuting, cloud-based services and software available begins the process of developing Digital Literacy plans for a community. ▪ Residential – As with Business, Community & Municipal leaders, a series of meetings for the residential community will be scheduled. It is the goal of the meetings that residents become engaged and excited about learning new skills, a pathway to lifelong learning. ▪ The outcome using the planning phase is a Digital Literacy Plan and recommended schedule, as well as suggested locations that classes will be held. In rural communities, times, distance, travel is a barrier to educational attainment; holding classes that are geographically spread out the designated service footprint will ensure participation.

<p>Jun-16 to Nov-16</p>	<p>Public Computer Access - During the planning phase, Axiom will inventory the available Public Computer Access locations throughout the county, including the number of available computers for public use. If a business or resident cannot afford equipment or an Internet subscription, and if broadband is not available at their location, Public Computer Access is essential.</p> <ul style="list-style-type: none"> ▪ Axiom will meet with Community and Municipal leaders across the county to discuss "Community HotSpots". Community HotSpots are open access networks that allow citizens in a downtown or other public spaces access to the Internet. This is a simple, straightforward way to help a town or region get more connected. It is an affordable, convenient way to help visitors and residents easy, seamless connectivity.
<p>Nov-16 to Dec-16</p>	<p>Preparation of Digital Literacy Program includes administration/coordination of 2 Facebook for Business courses (total 4 classes. Includes surveys to provide feed-back from students.</p>

Project Financials:
Community Technology Plan: \$120,000

Technology Kit Phase I & II Budget	\$120,000
Payment Schedule:	
Upon Commencement of Agreement	\$ 30,000
Aug-16	\$ 30,000
Oct-16	\$ 30,000
Dec-16	\$ 30,000

Project Communication:

- **Project Document Storage:** All project documents will be stored on a shared Dropbox folder.
- **Project Events:** The Project Sponsor and the Axiom Project Team will coordinate the community events, including notifying the public.
- **Project Tracking:** Critical project milestones, resources, change requests, etc. will be tracked on a document in the shared Dropbox folder.

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

Change Management:

Each positive change needs to be controlled, if the project is to meet its objectives on time and within budget. Change Management helps a project team ensure successful delivery of the business case.

Different aspects of the project will be subject to change control during different phases:

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

The following signatures are required for the following aspects of this project:

Scope Changes:

- Christopher Winstead, Executive Director, Piscataquis County Economic Development Council
- Mark Ouellette, COO, Axiom Technologies

Financial Changes:

- Christopher Winstead, Executive Director, Piscataquis County Economic Development Council
- Mark Ouellette, COO, Axiom Technologies

Timeline Changes:

- Christopher Winstead, Executive Director, Piscataquis County Economic Development Council
- Mark Ouellette, COO, Axiom Technologies

Risk and Issue Management:

The information below is static. How Risks are managed on the project is indicated in Risk Management document below. Issues are documented and reviewed on a regular basis by the Project Sponsor and Project Team, and others as appropriate.

Risk	A potential undesirable and unplanned event or circumstance, anticipated in advance, which could prevent the project from meeting one or more of its objectives.
Issue	An event or circumstance that has occurred with project impact that needs to be managed and resolved, with escalation if appropriate.

Attachment "A"
Piscataquis County Economic Development Council
List of Towns

- Abbot
- Atkinson
- Beaver Cove
- Bowerbank
- Brownville
- Dover-Foxcroft
- Greenville
- Guilford
- Kingsbury Plt.
- Lake View Plt.
- Medford
- Milo
- Monson
- Parkman
- Sangerville
- Sebec
- Shirley
- Wellington
- Willimantic



Piscataquis County Economic Development Council

April 15, 2016

Phillip Lindley
ConnectME Authority
78 State House Station
Augusta, ME 04333-0078

Dear Mr. Lindley;

We are writing on behalf of the Piscataquis County Economic Development Council, regarding our application to the ConnectME Authority for a Community Broadband Planning Grant.

Piscataquis County Economic Development Council (PCEDC) is a quasi-governmental entity that handles economic development within Piscataquis County. For quite some time we have been concerned with increased accessibility to Broadband throughout the county.

As such, on January 19th, 2016, our Executive Director, Christopher Winstead attended a County Commissioner's meeting looking to request the support of the Commissioner's on starting the conversation with our communities regarding a County-wide broadband planning and assessment. Mr. Winstead received the support of the Commissioner's; February and March were spent meeting with Select Boards to gain support.

On Tuesday, April 5th, Mr. Winstead reported back to the County Commissioner's regarding buy-in from all the communities and requested that PCEDC apply on behalf of the County for a ConnectME Authority Community Broadband Grant. PCEDC was provided unanimous support of the Commissioner's.

The Executive Committee for PCEDC is in full support of this application, and continues their commitment towards expanding broadband access throughout Piscataquis County.

Sincerely,


Thomas Goulette
President




Christopher R. Winstead
Executive Director



PISCATAQUIS COUNTY COMMISSIONERS

163 EAST MAIN STREET
DOVER-FOXCROFT, ME 04426
(207) 564-6500
(207) 564-3022 (Fax)

James White, District 1

James Annis, District 2

Frederick Y. Trask, District 3

Thomas Lizotte, Interim County Manager
Aima M. Ryan, Administrative Assistant

April 15, 2016

Phillip Lindley
ConnectME Authority
78 State House Station
Augusta, ME 04333-0078

Dear Mr. Lindley;

By this letter the County of Piscataquis expresses its support to the Piscataquis County Economic Development Council (PCEDC) goal of assessing broadband throughout Piscataquis County. Our hope is expanding our residents access to broadband, a critical infrastructure asset in the digital age.

In 1997, concerned residents of Piscataquis County banded together to form PCEDC. Their mission was in expanding economic development activities throughout the county, with a goal of stimulating long-term sustainable economic development and growth. PCEDC continues to be a collaborative effort. In January of this year, the County Commissioners approved PCEDC's request to speak with Select Boards throughout the County on a joint County-Wide Broadband Assessment. Unanimously, all communities supported PCEDC in their request.

One of the greatest challenges facing Piscataquis County, is our ability to access broadband throughout the region. The County represents 4,377 sq. miles with a population size of 17, 535 (according to the 2010 US Census); forty-eight percent of our residents are either in school or of retirement age. Broadband is more than just a connection to the web, for us it creates an opportunity to close the "homework gap" and to afford our seniors the ability to stay in their homes through utilizing Tele-health. In addition, tourism represents the greatest financial opportunity for our county. The 21st Century has created a need for individuals to stay connected; this is seen by the lights of laptops in vehicles parked in our library parking lots, while our tourists (and residents) attempt to remotely access their work email.

Expanding broadband throughout Piscataquis County is critically important, without it we will surely be left behind. This is our path towards success, prosperity, and connectivity.

Sincerely,

Thomas Lizotte
Piscataquis County Manager



Moosehead Lake Region Chamber of Commerce

480 Moosehead Lake Rd PO Box 581 Greenville, ME 04441 (207) 695-2702
info@mooseheadlake.org www.mooseheadlake.org

April 15, 2016

Phillip Lindley, Executive Director
ConnectME Authority
78 State House Station
August, ME 04333

Dear Mr. Lindley;

I am writing to express the support of the Moosehead Lake Region Chamber of Commerce for ConnectME Authority Community Broadband Planning grant submitted by the Piscataquis County Economic Development Council (PCEDC).

The Moosehead Lake Region Chamber of Commerce represents the business' and tourism industry throughout the Moosehead Lake Region. We are located in the North West portion of the county and see the largest numbers of visitors for the region. One of the comments we here from our visitors is a need for high quality broadband to access their places of employment, while on vacation. Our membership realizes the value in their every-day business operations, but also realize that broadband is a requirement of their guests.

Piscataquis County has identified tourism as having "lead sector: potential in our economy. If we can bring the visitors to our region, they can fall in love with our offerings and will hopefully choose to make the Moosehead Lake Region their home. As a community, we have invested heavily in a Branding Effort for the Moosehead Lake Region. The Chamber realizes the importance in investing in infrastructure, of which broadband would have the greatest return on investment.

We fully support the application by PCEDC towards a county-wide broadband planning and assessment.

Through a collaborative approach, we stand a better chance of being successful. Please accept our support and encouragement with this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Angela Arno".

Angela Arno
Executive Director

Serving

Beaver Cove - Greenville - Kokadjo - Monson - Northeast Carry - Rockwood - Seboomook - Shirley

PISCATAQUIS COUNTY COMMISSIONERS MEETING
April 5, 2016
DOVER-FOXCROFT
Minutes
8:30 a.m.

PLEDGE OF ALLEGIANCE

- 1. Piscataquis County Commissioners reviewed and approved the minutes of their March 15, 2016 meeting. M: James Annis S: Fred Trask V: 2-0**
- 2. Piscataquis County Commissioners reviewed and approved the County expenditures in the amount of \$41,439.88. M: James Annis S: Fred Trask V: 2-0**
- 3. Piscataquis County Commissioners reviewed and approved the Jail expenditures in the amount of \$28,508.89. M: James White S: James Annis V: 3-0**
- 4. Piscataquis County Commissioners reviewed and approved the Unorganized Territory expenditures in the amount of \$91,658.85. M: James Annis S: James White V: 3-0**
- 5. Piscataquis County Commissioners reviewed and approved the Payroll Warrant for March 24, 2016 in the amount of \$110,166.54. M: James Annis S: James White V: 3-0**
- 6. Piscataquis County Commissioners reviewed and approved the Employee Benefit Warrant in the amount of \$60,169.10. M: James Annis S: James White V: 3-0**
- 7. Piscataquis County Commissioners reviewed and signed the contract with Pavement Management Services, LLC to oversee paving in the Unorganized Territories of Barnard, Ebeeme and Orneville for the 2016 season. This will complete the paving projects for the Eastern part of the Unorganized Territories in Piscataquis County. M: James White S: James Annis V: 3-0**

8. Piscataquis County Commissioners held a public hearing pertaining to the Crow Hill Road in Parkman. After hearing testimonies from residents that live on Crow Hill Road, Selectwoman, Pat Johnson and Road Commissioner Seth Elderkin, the County Commissioners voted to table their decision until the April 19th Commissioner's meeting to allow them to have more time to review all the information that was provided to them.
M: James White S: James Annis V: 3-0

Town of Parkman

It is not the intent of the town to make anyone's life more complicated than it already is. We try very hard to please the people but you always have someone unhappy with the way things work out.

To begin with:

We have a Road Committee, open to anyone and we meet every year after town meeting to hear their concerns on certain roads or roads in general and usually take their advice on what roads to work on that year.

Last year they thought the Harlow Pond Rd. and McPhetres Rd. needed work.

Our Road Commissioner started work on the McPhetres Rd. when we got hit with a flood on the Pease Bridge Rd, Crow Hill Rd. and Lander Rd. We had 20 ft wide and deep sections of roads completely washed away, culverts washed 50 ft. into the woods. We got them fixed and another flood hit the Crow Hill Rd., same spot, same results. We expended about \$38000.00 on these roads plus flood damage to every dirt road in Parkman.

There was no help from FEMA or MEMA because there was not enough money damage in the county.

The McPhetres Rd. got a band aid fix and will need to be finished this year.

We combined our Road Construction and Road Maintenance accounts a few years ago so the account shows \$110,000.00 but it's divided by two. We have tried to work on a three year building plan, saving money for three years and then build up a section of road from base to hot top, which is what has happened on the No. Dexter Rd and Crow Hill Rd. but due to all the damage and repairs we're not having much luck sticking to it.

We had our annual town meeting Saturday March 19th. Mr. and Mrs. Corson were there and if ever there was a perfect time to discuss their road and needs it was at the meeting when we had a full house. They left as soon as election of Officers was over.

We are very concerned about borrowing money to fix one road because if we do it for one we need to do it for everyone on a dirt road, we just do not have that kind of money. We feel the town residents could not afford to support that kind of mill rate. In 2015 the town foreclosed on seven properties, six of which are homes. These foreclosures were due to non payment of 2013 taxes. The Board of Selectmen do not want to see that number increase. We have 18 dirt roads here and every one of them could stand a good build up.

As for it being three months of not being able to travel the Crow Hill Rd. a year, that's just not true, I admit they needed a 4x4 for a few days but they could travel it. All local traffic could make it home. We did close it to buses, but we do every year.

When we give an answer they decide to publish their thoughts on Facebook or the local businesses because they didn't like our answers and that's their right but it's beginning to sound like a bunch of

school kids. We feel we treated them respectfully and listened to their complaint but because we didn't have an immediate answer we are now the bad guy.

Piscataquis County Commissioners
163 East Main Street
Dover-Foxcroft, ME. 04426

March 14, 2016

Dear Sirs,

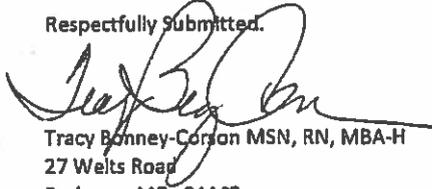
This petition is signed by residents of the town of Parkman who reside directly on or off side roads from the Crow Hill Road in Parkman, Maine. The road condition of this town owned and maintained road from the end of the hot patched section of The Crow Hill Road to the Abbott town line is impassable due to the lack maintenance and Improvements by the town.

The problem has been exacerbated this year as a result of a relatively mild winter and the failure to post the roads timely during the December "thaw" allowing heavy equipment to traverse the roads which caused extensive damage. The resulting "frozen chocolate pudding" is now once again unthawing over the traditional "mud season". This has caused the road to be completely impassable to automobiles for three months annually with exacerbated conditions this year.

The town has not provided any short term or long term plans to remedy this situation despite having our attempts to resolve this amicably. Paved roads, including the paved portion of the Crow Hill Road have been re-paved several times over in the last twenty years without any meaningful improvement to the dirt section of the road. For a minimum of three months each year, residents with automobiles are not able to traverse this road and are forced to stage vehicles at several locations in Abbot or Parkman and request four wheel drive rides in and out from friends or neighbors. Should emergency vehicles be required they would not be able to pass. Additionally, there are four local businesses negatively impacted by the road situation due to the failure to town to meet its legal obligation. The most recent correspondence from the Town of Parkman indicates the town has no plans to repair this road or perform any preventable maintenance during summer months and acts as an admission from the Town of Parkman officials that they are demonstrating a flagrant disregard for their legal obligations under 23 MRSA, section 3652.

Under 23 MRSA, section 3652 if the town fails to meet its obligation to keep the road open and in repair to be safe and convenient for travelers with motor vehicles, three or more responsible persons may petition the County Commissioners to order the municipality to repair the town way. This is a formal petition to request intervention by the County Commissioners on this matter.

Respectfully Submitted.



Tracy Bonney-Corson MSN, RN, MBA-H
27 Welts Road
Parkman, ME. 04443
876-3678

Signature on page 2.

and/or the Residents of the Crow Hill Road in Parkman, Maine.

Tracy Bonney-Corson
Tracy Bonney-Corson, MSN, RN, MBA-H

Tracy EW
Tracy Beckwith Wing RN

Riley Gagnon
Riley Gagnon RN

Cynthia Carr
Cynthia Carr RN

Joseph Zamparini
Joseph Zamparini

James Lane
James Lane

Preston Crockett 986 Crow Hill Rd.

Hennrich M. Sampson
Hennrich M. Sampson

Crystal Bennett
Crystal Bennett

Donald C. Hampden
DONALD C. HAMPDEN, RN

Jean-Louise
Jean-Louise

Russell H. Corson
Russell H. Corson - J & N Towing

Nathaniel Wing
Nathaniel Wing - J & N Automotive

Jonathan Wing
Jonathan Wing RN - J & N Automotive

Rick Carr
Rick Carr - Carr's Plumbing Service

Richard Carr
Richard Carr

9. Christopher Winstead, Executive Director of the Piscataquis County Economic Development Council, addressed the broadband internet planning grant and received approval from the Commissioners to apply for the ConnectME / Community Broad Band Grant. This program helps fund broadband deployment into rural communities where it is not yet economically viable for private sector providers to deliver service. The dead line to apply for this grant is April 15, 2016. M: James Annis S: James White V: 3-0
10. Head of Maintenance, David Ronco presented 2 bids for up grading the existing light fixtures in Probate, District Attorney's Office, District Attorney's Administrative Assistant Office and Victim Witness Advocate Room. After reviewing the options, the County Commissioners voted to accept the bid from B. Washburn Electric, Inc. M: James Annis S: James White V: 3-0

B Washburn Electric, Inc.

24 Daves Road
Dover-Foxcroft, ME 04426

Phone # 207-564-2922 / 207-717-4792
bwashburnelectric@yahoo.com

QUOTE

Date	Quote#
8/27/2015	15-3PCC

Name / Address
Piscataquis County Court House Dover-Foxcroft, ME 04426

Description	Total
<p>This is a quotation for the installation of 22 florescent light fixtures. All fixtures will be 4 feet long, have 3 bulbs and have an acrylic wrap around lens. Light quantities will be installed as follows:</p> <p>8 in Probate 4 In the District Attorney 6 in the District Attorney Secretary's Area 4 in the Victim Witness Advocate Room</p> <p>*All quotes good for 30 days*</p>	3.511.20



C C Electric

112 Freedom Park • Hermon, Maine 04401
207-848-2922 • Fax 207-848-2902

Piscataquis County Court House
Attn: Dave Ronco
159 East Main Street
Dover Foxcroft, ME 04426

July 22, 2015

Re: Add New Light Fixtures

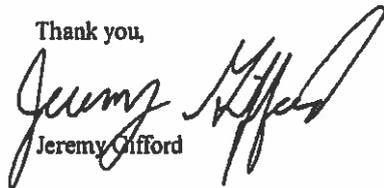
Dave,

To replace existing ceiling fixtures with (22) 3Lamp T5 surface wrap light fixtures in the offices on the first floor the budget for this scope of work that includes Materials and Labor is \$6,750.00.

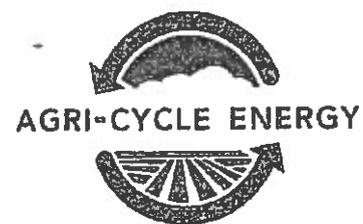
Please note that this is a budget price, if the materials are not ordered within 60 days of this proposal we would need to confirm the factory has not had any cost increases.

Please let me know if you have any questions or concerns.

Thank you,


Jeremy Cliford

11. Piscataquis County Commissioners reviewed and approval a liquor license renewal for Raymond's Country Store located in the unorganized township of North East Carry and owned by Shirley and Edward Raymond. Sheriff John Goggin reviewed the application and stated there has never been a problem and recommended the renewal. M: James White S: James Annis V: 3-0
12. Greg Williams from Exeter Agri-Energy presented information to the Piscataquis County Commissioners on the company's ability to meet organics recycling goals via anaerobic digestion technology.



Agri-Cycle Energy (ACE) is a reliable, cost-effective food waste collection company dedicated to helping you meet your organics recycling goals via anaerobic digestion. We operate six days a week and have a fleet of trucks dedicated to solid and liquid food waste collection in Maine.

Exeter Agri-Energy (EAE) is a Maine-based renewable energy company using proven anaerobic digestion technology to convert animal and food waste into heat and electricity, as well as other environmentally responsible products.

Pricing for Organics Collection and Processing via Anaerobic Digestion

1. **Tip fee for processing at Exeter Agri-Energy**
 - o \$40 - \$55 per ton depending on contract term, materials, etc.
2. **ACE transportation fee from local transfer site**
 - o \$5 - \$30 per ton, depending on frequency, volume, and distance from EAE
3. **Residential curbside service**
 - o Co-collection or dedicated service upon further analysis of municipal data

Exeter Agri-Energy Facts:

The EAE facility is one of a handful in the United States equipped for large-scale co-digestion:

- Dual vessel, one-megawatt system with a total daily treatment volume of approximately 32,000 gallons, or approximately 150 wet tons
- A 16-cylinder, 1,500 horsepower engine that burns biogas comprised of approximately 60% methane (CH₄) and 40% carbon dioxide (CO₂)
- Replaces 700 gallons of heating oil daily, enough to heat 300 New England homes a year
- Produces 23,500-kilowatt hours of electricity every day, enough electricity to power as many as 1,000 households annually
- Holds a lifetime solid waste permit to include all forms of clean organic waste

Agri-Cycle Energy Facts:

- Collects & processes nearly 25,000 tons annually with ability to scale up exponentially
- Strategic partnerships with AD facilities throughout New England
- Service area throughout Maine, with trucking capabilities of up to six days per week

Agri-Cycle Energy PO Box 17676, Portland, ME 04112 207.671.3642 or 207.669.2457
www.agricycleenergy.com

13. **Piscataquis County Commissioners discussed the ongoing de-organization efforts by the Town of Atkinson with Marcia McInnis, State Fiscal Administrator of the Unorganized Territories. McInnis informed Commissioners that the deorganization procedure for Atkinson is essentially complete, and that Commissioners may hold an advisory referendum with Unorganized Territory voters to determine whether they support Atkinson's deorganization and absorption into the Piscataquis UT. Although the procedure for an advisory referendum in the Unorganized Territory is laid out in state law under Title 30-A, Chapter 302, such a referendum has never been held since the law was passed in 2003, and the law itself seems to contradict procedures set out in state election law. McInnis said that Assistant Secretary of State Julie Flynn is checking with the state's legal counsel for advice on how best to have the advisory referendum comply with election laws. She said a hybrid process in which UT voters are mailed absentee ballots with the question "Do you support the deorganization of the Town of Atkinson" might work. Those absentee ballots would then be mailed to the Piscataquis County Office, counted by the County Manager, and the results reported to the Secretary of State.**

14. Department Head:

a. Interim County Manager, Thomas Lizotte:

- Installation of the County's new telephone system began March 23 and should be completed this month, after which FairPoint Communications will connect to its network. Penobscot IT director Cliff Warren has been personally leading this complex project.
- A building inspection has been completed on the Dover-Foxcroft Police station property, although a property appraisal has been postponed in light of Sheriff's Goggin's change of mind over the potential purchase.
- Muddy road complaints have increased in volume in the Unorganized Territory, from Orneville to Harfords Point. The Philpot Ridge Road in Orneville was temporarily closed to school bus travel, but contractor Bill London has filled in a large mud hole and the road is again passable

b. County Treasurer, Johanna Greenfield – did not attend

c. Jail Administrator Maria Landry – no comment

d. Sheriff, John Goggin –

- informed the County Commissioners he was no longer interested in buying the Dover-Foxcroft Police building. He stated he wants to continue with moving forward with the original plan of building a new office for his department on the Smith's property.
- Darling's Chrysler Dodge did a blanket e-mailed to several sheriff's department informing them they have two 2014 Dodge Chargers Police RWD for sale. Sheriff Goggin stated it was a wonderful opportunity and he asked the Commissioners approval to buy the V-6 Charger. Goggin stated there was enough money in the capital account to cover the funding for the car. After a brief discussion, the Commissioners took a vote. M: James White S: James Annis V: 2-1 with County Commissioner Fred Trask opposing.

CHRYSLER GROUP LLC INVOICE

7450-A				INVOICE NO.	INVOICE DT.
PLANT	ZONE	DEALER	VEHICLE ID NUMBER	E-LDD-31947264	11/25/14
BRAMPTON	32	60322	2C3CDXAT4EH367199	SHP DLR 32 60322	
SHIP DARLING'S CHRYSLER DODGE AUGUSTA				IGN KEY	M1130
TO: 439 WESTERN AVE				TRK KEY	2014
AUGUSTA				ACC KEY	9126-01-BE25
MR 04330-					
SOLD DARLING'S CHRYSLER DODGE AUGUSTA					
TO: 439 WESTERN AVE				SHIPPING WT.	4155
AUGUSTA				SAE HP	49.1
PAID FOR BY: KEYBANK NA				000-125000-30	
CREDIT SALE XX CASH SALE					

BODY & EQUIP.	DESCRIPTION	FACTORY WHOLESALE PRICE
		29,163.00
LDDE48	DODGE CHARGER POLICE RWD	
PX8	Pitch Black Paint	107.00
X5X9	HD Cloth Bucket Seats w/Vinyl Rear	441.00
AAJ	Connectivity Group	2,270.00
AYP	Slick Top Police Package #2	22.00
CW6	Deactivate Rear Doors/Windows	NO CHARGE
DGJ	5-Speed Automatic Transmission	1,985.00
EZH	5.7L V8 HEMI MDS VVT Engine	53.00
GUK	Power Heated Mirrors w/Man Fold-Away	45.00
LBG	Front Reading/Map Lamps	178.00
LNH	Black-Left-Spot Lamp	134.00
LNK	LED Spot Lamps	107.00
TBH	Full Spare Tire Relocation Bracket	27.00
W8A	18" Wheel Covers	
KFX	Equipment Mounting Bracket	
YGF	8 Additional Gallons of Gas	30.00
2DA	Customer Preferred Package 2DA	
29A	Customer Preferred Package 29A	
3AH	Price Protection - Code H	
4DH	Prepaid Holdback	
4EA	Sold Vehicle	305.00-
4ES	Delivery Allowance Credit	
4FA	Special Bid-Ineligible For Incentive	
4FM	Fleet Option Editor	
4PT	Fleet Sales Order	
4KA	Special Bid Handling	
	TB4045 SPECIAL EQUIPMENT PKG	1,095.00-
	ADV PAYMENT OF YEAREND ALLOWANCE	835.00-
D01	FLEET PURCHASE INCENTIVE	995.00
001	DESTINATION CHARGE	
	PO NUMBER	
	MDH # 100707	

605617

MSRP RETAIL TOTAL	37,495.00	TOTAL	33,322.00
		ORIGINAL INVOICE	

THIS VEHICLE IS MANUFACTURED TO MEET SPECIFIC UNITED STATES REQUIREMENTS. THIS VEHICLE IS NOT MANUFACTURED FOR SALE OR REGISTRATION OUTSIDE THE UNITED STATES.

- 7200
 - 2500
23,602

CHRYSLER GROUP LLC INVOICE

7449-A					
PLANT	ZONE	DEALER	VEHICLE ID NUMBER	INVOICE NO.	INVOICE DT.
BRAMPTON	32	60322	2C3CDXAG9BH367198	E-LDD-31947263	11/25/14
SHIP DARLING'S CHRYSLER DODGE AUGUSTA			SHP DLR 32 60322		
TO: 439 WESTERN AVE			IGN KEY M1126		
AUGUSTA			TRK KEY		
			ACC KEY 2014		
SOLD DARLING'S CHRYSLER DODGE AUGUSTA			9126-01-BE25		
TO: 439 WESTERN AVE					
AUGUSTA			ME 04330-		
PAID FOR BY: KEYBANK NA..			SHIPPING WT. 3931		
CREDIT SALE XX CASH SALE			SAS HP 34.3		
			000-125000-30		
BODY & EQUIP.	DESCRIPTION			FACTORY WHOLESALE PRICE	

LDD248	DODGE CHARGER POLICE RWD	29,163.00
PX8	Pitch Black Paint	
X5X9	HD Cloth Bucket Seats w/Vinyl Rear	107.00
AAJ	Connectivity Group	441.00
AYP	Slick Top Police Package #2	2,270.00
CW6	Deactivate Rear Doors/Windows	22.00
DGJ	5-Speed Automatic Transmission	NO CHARGE
ERB	3.6L V6 24-Valve VVT Engine	NO CHARGE
GUK	Power Heated Mirrors w/Man Fold-Away	53.00
LBC	Front-Reading/Map Lamps	45.00
LNF	Black Left Spot Lamp	178.00
LNK	LED Spot Lamps	134.00
TBH	Full Spare Tire Relocation Bracket	107.00
WBA	18" Wheel Covers	27.00
XFX	Equipment Mounting Bracket	
YGF	8 Additional Gallons of Gas	30.00
2DA	Customer Preferred Package 2DA	
27A	Customer Preferred Package 27A	
3AH	Price Protection - Code H	
4DH	Prepaid Holdback	
4EA	Sold Vehicle	
4ES	Delivery Allowance Credit	305.00-
4FA	Special Bid-Ineligible For Incentive	
4FM	Fleet Option Editor	
4FT	Fleet Sales Order	
4KA	Special Bid Handling	
	TB4045 SPECIAL EQUIPMENT PKG	
	ADV PAYMENT OF YEAREND ALLOWANCE	1,028.00-
D01	FLEET PURCHASE INCENTIVE	835.00-
001	DESTINATION CHARGE	995.00
	PO NUMBER MDH # 101512	

73
4020

405146

MSRP RETAIL TOTAL	35,265.00	TOTAL	31,404.00
		ORIGINAL INVOICE	
THIS VEHICLE IS MANUFACTURED TO MEET SPECIFIC UNITED STATES REQUIREMENTS. THIS VEHICLE IS NOT MANUFACTURED FOR SALE OR REGISTRATION OUTSIDE THE UNITED STATES.			

- 6200
- 2509
SELL \$ 22,704

- e. EMA Director, Tom Capraro
 - Continuing with training
 - Will be working at the canoe race that will be held on April 23rd
 - Provided 4 generators for Maple Sunday
 - Explained the process for the individual towns to receive aid for damages related to storms. The individual towns' dollar amount is submitted to MEMA, once it is determined that MEMA's goal has been reached then it is submitted to the State. The State has a dollar amount of \$1.9 million and if that goal is not met, then the individual towns will not receive any financial aid even if they met the required amount for MEMA.
- f. Probate Register Donna Peterson – did not attend
- g. Deeds Register, Linda Smith – did not attend
- h. DA Administrative, Chris Almy – did not attend
- i. Head of Maintenance David Ronco – did not stay for the department head

OTHER BUSINESS:

Meeting adjourned

from the current fiscal year.
The board had a special meet-

...with Bolen to work
out details for renegotiating the
contract between the town and

uled to meet on April 12, with
Simko then reporting back to the
selectmen.

Spruce Run-Womancare Alliance holds annual meeting

BANGOR — The Spruce Run-Womancare Alliance, the domestic violence resource center serving Penobscot and Piscataquis counties, hosted its annual meeting on March 24 at the Richard E. Dyke Center at Husson University. Approximately 100 supporters attended, including community partners, volunteers, staff and steering committee members.

Attendees heard from keynote speaker Francine Stark,

executive director of the Maine Coalition to End Domestic Violence. Awards were given to two of the organization's long-standing volunteers Debbie Sommers and Bob Alle, and a valued community partner — the Corinth United Methodist Church.

Foxcroft Academy student Angelina Buzzelli showed her teen dating violence awareness PSA. The PSA, pictures from the event and a copy of

the annual report are available at <http://www.sprucerun.net/alliance-annual-meeting-brings-advocates-volunteers-supporters-together/>.

Domestic abuse and violence affects everyone in some way during their lifetime. Spruce Run-Womancare Alliance's 24-hour hotline (1-800-863-9909) is available to anyone affected by domestic abuse to talk about their situation and explore their options.



STUDENTS OF THE MONTH of the Month were recently recognized for engaged learning. Kneeling Middle, Cameron Blakley, Jade Wintle, Grace Wallace, Jade Wintle, Grace Wallace, Labonte, Robbie Dorman, Val

Library receives grant

SANGERVILLE — The Sangerville Public Library has been awarded \$500 from the Rose and Samuel Rudman Library Trust Fund for new books to enhance the summer reading program.

Sheriff

Continued from Page 1

said.

In other business, county officials met with Piscataquis County Economic Development Council Executive Director Christopher Winstead for an update on efforts to improve broadband Internet capabilities in the region.

Winstead said he has now spoken with all of the select boards in Piscataquis County "and all communities have agreed to support a county-wide grant application." He said the biggest concern raised was the costs for towns, and "as I have stated, my goal is to get it to zero."

The ConnectME Authority has a potential broadband grant opportunity, and Winstead mentioned holding a meeting to help develop a vision statement for the county's needs while also identifying that communities have individual circumstances.

"I am asking for your permission to apply for this grant on behalf of the county," Winstead asked the commissioners, with the application due to the ConnectMe Authority by April 15. "It will really help us identify

what the possible solutions are for each community."

Winstead said he will plan to seek up to \$150,000. When asked, he said the only cost to the county is his time preparing the documents.

Lizotte said even if the application is not approved, an immense amount of work has been done to bring the county together.

"It may not provide us with broadband within the next few years, but it does lay out a plan," Winstead said.

The county and the over 180 other members of the Municipal Review Committee (MRC) have either made a decision or will be selecting a plan soon on solid waste disposal for beyond 2018 when the MRC contract with the Penobscot Energy Recovery Company (PERC) ends. About a third of the MRC members have opted to stay with the organization and its plans for solid waste to go to a future facility in Hampden, operated by the Maryland-based Fiberight.

The town of Greenville has been looking into another partial option, as the community's organic waste could go to Exeter Agri-Energy (EAE). The EAE facility, located at

the Stonyvale Farm, uses food scraps and cow manure to make methane to run an electrical turbine for power generation which is old on the grid as green energy.

To learn more, the commissioners met with Greg Williams of EAE. He said the company began five years ago and "part of that was to help subsidize the dairy operation," which today has 2,000 head of cow and produces 8,000 gallons of milk a day.

"We have also created a collection agency for this food waste," Williams said about Agri-Cycle Energy (ACE). He said ACE collects food waste from schools, businesses such as 40 Hannaford stores and hospitals. "Basically if it's been alive we can take it," Williams said.

When asked, Williams said EAE does not really fit in with the Fiberight plan as the company wants all organic waste but communities may be able to set up an organic recycling program with the Exeter company prior to 2018 that could potentially continue beyond that year.

"We are an independent operation, we are not tied to MRC

or PERC," Williams said.

Lizotte said the commissioners are scheduled to discuss the county's solid waste disposal during the April 19 meeting. He said there is a May 1 deadline for making a decision on Fiberight in order to have the lowest tipping fee, but he said the rate may not be a deep enough discount to drive the commissioner's final decision by the timeframe.

The April 5 meeting featured a 45-minute public hearing on the Crow Hill Road in Parkman. Residents and town officials spoke on the condition of about a mile of the dirt travelway to the Abbot line — 17 residents signed a petition submitted to the county — which has seen heavy equipment traffic front vehicles that are part of a wind power project/being constructed in nearby Somerset County.

"Well we have a challenge that's for sure," Trask said after the hearing, mentioning the county is in a similar situation with some of its roads after the unusually warm winter.

"I will put this on the agenda for the 19th and we will discuss it more then and hopefully have a decision," Lizotte said.