



Mt. Hood Cable Regulatory Commission

Serving Multnomah County and the Cities of Fairview, Gresham, Portland, Troutdale & Wood Village

MEETING AGENDA

September 3, 2025

8:10 p.m.

In-Person: Wood Village City Hall – Council Chambers

24200 NE Halsey

Wood Village, OR 97060

- Or -

Virtually: Join Zoom Meeting

<https://us06web.zoom.us/j/87834338523?pwd=sDitckO5N5OHJKijkixWkBhfvvENdS.1>

Meeting ID: 878 3433 8523

Passcode: 448906

One tap mobile

+17193594580,,87834338523# US

+12532050468,,87834338523# US

- Roll Call
- Agenda Review
- Appreciation for Commissioner Moyer
- Committee Assignments
- Disclosures
- Public Comment (non-agenda items)

*CONSENT AGENDA – NO DISCUSSION

All items listed below may be enacted by one motion and approved as consent agenda items. Any item may be removed from the consent agenda and considered separately if a member of the Commission so requests.

C1. June 16, 2025 Meeting Minutes

REGULAR AGENDA

- | | | |
|------|---|-------|
| *R1. | Launch 2025-26 Grant Cycle | 5 min |
| *R2. | Off Cycle Grant Request –
PCC: PCCTV Channel Media Asset Storage Solution (\$62,689) | 5 min |



MHCRC 1810 SW 5th Ave. Suite 710 Portland, Oregon 97201
503.823.5385 info@mhcr.org www.mhcr.org

*R3. NEX Strategies Contract Amendment

5 min

- New Business; Commissioner Open Comment
- Meeting Schedule:
 - MHCRC Regular Meeting – Monday, October 13, 6:30pm, MetroEast/Hybrid
 - MHCRC Regular Meeting – Monday, December 15, 6:30pm, Open Signal/Hybrid
 - MHCRC Regular Meeting – Monday, January 26, 6:30pm, MetroEast/Hybrid
 - MHCRC Regular Meeting – Monday, March 16, 6:30pm, Open Signal/Hybrid
 - MHCRC Regular Meeting – Monday, May 18, 6:30pm, MetroEast/Hybrid
 - MHCRC Regular Meeting – Monday, June 15, 6:30pm, Open Signal/Hybrid
- Public Comment
- Adjourn

*Denotes possible action item

Please notify the MHCRC no less than five (5) business days prior to our event for ADA accommodations at 503-823-5385, by the City of Portland's TTY at 503-823-6868, or by the Oregon Relay Service at 1-800-735-2900.

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MT. HOOD CABLE REGULATORY COMMISSION

Hybrid – Zoom and MetroEast, Gresham, Oregon

June 16, 2025 Meeting Minutes --**DRAFT**

SUMMARY MINUTES

Call to Order 6:30 PM

Roll Call:

Present: Chair DeGraw, Vice Chair Harden; Commissioner Goodlow; Commissioner Thomas; Commissioner Wagner

Absent: Commissioner Dennerline and Commissioner Moyer (excused)

Staff: Seema Kumar, BPS Chief of Community Technology; Rana DeBey, MHCRC Community Grants Manager; Laura Dyer, MHCRC Compliance Analyst; Douglas Imaralu, MHCRC Financial Analyst; Kevin Block, Policy Coordinator; Kathleen Lefebvre, MHCRC Administrative Specialist

Chair DeGraw welcomes Asad Butt and Soren Underdahl to the meeting. Asad Butt's MHCRC Portland Commissioner appointment was approved through Portland City Council and will be effective July 1, 2025. Soren Underdahl's MHCRC Multnomah County Representative appointment is on the Consent Agenda next week at the Multnomah County Board meeting and will also be effective July 1, 2025.

Chair DeGraw also welcomes Mark Wolf, MHCRC contracted legal counsel. Mark is with the firm Local Government Law Group, P.C. and is present and available during this meeting for any questions or concerns around Oregon Public Meeting laws or other aspects of the Commission's legal counsel.

- Agenda Review: Chair DeGraw adds agenda item *R3a which is a request to vote on a contingency budget request before the Commission votes on *R3 Community Technology Grant Agreements 2025 Cycle. The documents associated with this request are posted to www.mhcr.org/about-the-mhcr/meeting-agenda/
- Disclosures: Vice Chair Harden discloses that he has been working with Tim Goodman on obtaining a new account manager at Gresham Senior Center, his place of employment, and will have a meeting with Tim on 6/17/25 to discuss a new LiftZone location at the Gresham Senior Center.
- Public Comment (non-agenda items):
 - Cathy Keathley, Gresham City Councilor, and elected official liaison to MHCRC, shares the following public comment:
 - Gresham will be diving further into their role within the Commission over the next few of months and will be sharing updates as they go along. Chair DeGraw strongly encourages and invites Gresham leadership and staff to reach out to her and/or MetroEast Community Media Center to discuss the future of the Commission, and with any questions or concerns.





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- Community Media Center Updates
 - MetroEast – John Lugton noted the following updates: MetroEast’s roofing project is in process and contractors will be finishing that work in the coming months and expressed appreciation for MHCRC’s support of this project. Wood Village City Hall install has been finalized and expressed appreciation for David Elkin-Bram for his work on this project. John shares that MetroEast just finished broadcasting programming for 18 budget work sessions and public hearings, resulting in a very busy past few months for MetroEast. John shares many exciting additional MetroEast updates and Vice Chair Harden highlights that MetroEast won a Telly Award for the video Food Foray.
 - Open Signal – Courtney Rae shares the following staffing updates: Katmeow Garcia, Open Signal’s Director of Community Media, will be returning to work next week after some time away on FMLA. Jim Bruce has transitioned out of his role as Director of Information Technology. Jim made significant contributions to Open Signal’s team, and Courtney expresses gratitude for the many ways he supported Open Signal over the years. Courtney shares that Open Signal has been working with Laura Dyer, MHCRC Compliance Analyst, to draft an amendment to Open Signal’s general operating grant agreement with the City of Portland. Courtney highlights this amendment is important as it will formally acknowledge the expanded scope of work Open Signal provides to the City Council under the new form of government, with expanded council members and many new committees. Courtney shares exciting financial support for programming including a multi-year grant from the National Endowment for Arts, and a new grant award in the amount of \$10,000 from the Henry Lea Hillman Foundation. Courtney express appreciation to the MHCRC for their support and guidance.
 - Franchisee Activity Report
 - Ziplly – not in attendance.
 - Comcast – Tim Goodman shares Comcast is working to finalize the agreements with community partners using the I-Net end funds.

***CONSENT AGENDA – NO DISCUSSION**

All items listed below may be enacted by one motion and approved as consent agenda items. Any item may be removed from the consent agenda and considered separately if a member of the Commission so requests.

C1. May 19, 2025 Meeting Minutes

MOTION: Vice Chair Harden moved to approve the consent agenda. Commissioner Goodlow seconded.
VOTE: 5-0 passed

REGULAR AGENDA

***R1. Election of MHCRC Chair and Vice Chair**



MHCRC 1810 SW 5th Ave. Suite 710 Portland, Oregon 97201
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Laura Dyer provided an overview of the elections process and said nominations were made for Commissioner Julia DeGraw for Chair and Commissioner Scott Harden for Vice Chair via email.

Commissioner Thomas expresses his appreciation to Chair DeGraw and Vice Chair Harden for their effort and commitment to MHCRC, and shares they have both done outstanding jobs in their roles over this past year and looks forward to working with both in the coming year.

MOTION: Commissioner Wagner moved to appoint Commissioner DeGraw as the Chair for FY 2025-26 and Commissioner Harden as the Vice Chair for FY 2025-26. Commissioner Goodlow seconded.

VOTE: 5-0 passed

R2. NEX Strategies Strategic Plan Presentation (Information and Questions)

Chair DeGraw invites Autumn Carter and Reed Wagner from NEX Strategies to present. Autumn highlights NEX Strategies will present recommendations to the Commission and then invite Commissioner's comments, questions and discussion. Autumn emphasizes these recommendations come from NEX Strategies as MHCRC's contracted consultants on strategic planning for the future of the Commission. NEX Strategies was informed of these decisions by Commissioners, jurisdictions, media centers and well as analysis of documents and financial projects that were approved and provided by the Commission to NEX Strategies. NEX Strategies organized their presentation using the following outline: Key Dynamics, Strategy Overview, Core Recommendations and an Implementation Roadmap, details of each component were included in the packet of materials. Autumn pointed out that during the analysis process NEX Strategies took a third-party independent role to analyze the financials and finalize their recommendations. Autumn shares three scenarios, these concepts are included in the packet materials. Concluding, NEX Strategies notes that MHCRC has been a very successful joint effort to serve the community and moving forward NEX Strategies recommends that the Commission's funding source is aligned with their activities which means narrowing MHCRC's focus back to cable and facilitating a managed 2-year transition. This 2-year timeline would provide a level of stability while aligning today's fiscal and regulatory realities.

DISCUSSION: Vice Chair Harden notes that our community technology grants are multi-year and staffing needs to be maintained to ensure contract compliance, and requests City of Portland leadership assure that MHCRC staff would be retained. Chair DeGraw agrees in that those are exactly the kinds of decisions the Commission is facing as we move forward from planning into change management. Chair DeGraw requests that Commissioners get in touch with their respective jurisdiction because the authority for any change ultimately lies with the jurisdictions.

Vice Chair Harden highlights that our Community Technology Grants support small but burgeoning organizations, and our funding can have great impact on these smaller organizations and suggests a 4- to 6-year sunset as MHCRC is often a critical source of funding for smaller organizations. Vice Chair Harden also highlights that our Community Technology Grants program supports those in the community by educating and training community members, and especially in the East County jurisdictions, which also inter-connects with the Community Media Centers by providing content to broadcast.





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Reed Wagner, NEX Strategies, expects that these scenarios can and will be shaped and changed with input, as they are flexible options and not delineated options.

Chair DeGraw agrees that we need to work together get creative with our diminishing resources so we can have the greatest impact in our community. Chair DeGraw emphasizes that MHCRC's current positive impact across all jurisdictions lends to the importance of a new intergovernmental agreement to wholistically support our organizations and programs as multi-jurisdictional.

Commissioner Goodlow notes that she appreciates all the work that has gone into this strategic planning and the team that has worked on it, and she doesn't believe any of these scenarios outlined are the perfect answer but will support the majority on how to move forward. Commissioner Goodlow requests clear expectations on what jurisdictions expect for MHCRC.

Commissioner Wagner notes that she looks forward to a larger discussion soon and supports Commissioner Goodlow's comments on clear expectations and intentions.

Commissioner Thomas notes that NEX Strategies has given a great presentation and report and believes we need to highlight to the jurisdictions the value of what MHCRC provides, not so much the functions of the Commission, but rather the value to the communities that our services provide.

***R3a. Contingency Request: Community Technology Grants**

Rana DeBey, MHCRC Community Grants Manager, notes that Staff is recommending that the Commission allocate \$539,205 from the FY24-25 budgeted community grants contingency line item (\$800,000) so that the Commission can award grants to the remaining nine applicants who were invited to move forward this cycle. DeBey notes the MHCRC annually budgets \$800,000 in Community Grants Contingency in anticipation of this type of scenario that crosses fiscal years.

Douglas Imaralu, MHCRC Finance Manager, highlights that the concept of this discrepancy was brought to the Finance Committee in March 2025. This request from Staff is accounting for every outstanding advance in our budget, so that grants in a current year are not impacted by the recoveries. Ideally budgets from a previous year do not impact a current year budget, but this is why we have this contingency budget line item this year, because it is currently the case that the prior year advances are impacting this year's grant requests. Imaralu structured the FY26 MHCRC fund budget so Staff will not be requesting this contingency transfer in the coming years.

Vice Chair Harden requests more information on the Staff Cover sheet around the phrase "and award additional grants in the coming year:". Staff clarify that this is an error, and not a necessary component of this request, as this request does not impact next fiscal year's grant awards.

Commissioner Thomas requests more communication to the Finance Committee on issues coming to the Commission. Imaralu confirms that MHCRC Staff will respond with better communication to the Finance Committee going forward.

MOTION: Vice Chair Harden moved to approve a one-time budgetary allocation from the Community Grants Contingency of \$539,205; Commissioner Thomas seconded.





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VOTE: 5-0 passed

***R3. 2025 Community Technology Grant**

Rana DeBey, MHCRC Community Grants Manager, notes there were two applicants who withdrew from the application process, those being Sabin, CDC, and Southern Ocean Studios and therefore upon recommendation from the Equity Committee, has moved forward two other applicants: CETI and Peer Tribe Foundation. Staff is recommending that the Commission approve the Community Technology grant agreements included in the packet materials, with a total amount for all 9 applicants as \$539,205 and if the Commission approves all the grants this evening, then will have made investments totaling \$994,416 for the fiscal year. DeBey gave an overview of the following grant applicants up for approval:

African Youth and Community Organization	\$101,238.00
CETI	\$75,630.00
Friends of Saturday Academy	\$4,510.00
Peer Tribe Foundation	\$99,842.00
Portland Community College	\$81,252.00
Project Ledo	\$11,324.00
Roots & Beats Project (JUNTOSpdx)	\$56,100.00
Slavic Community Center of NW	\$47,800.00
Self Enhancement, Inc (SEI)	\$61,509.00
TOTAL	\$539,205.00

DISCUSSION: Vice Chair Harden notes that CETI’s newsletter is a valuable resource and suggests everyone subscribe to it via their website.

MOTION: Commissioner Thomas moved to approve the following 2025 Community Technology Grant Cycle agreements: African Youth and Community Organization for the total amount of \$101,238.00; CETI for the total amount of \$75,630.00; Friends of Saturday Academy for the total amount of \$4,510.00; Peer Tribe Foundation for the total of amount of \$99,842.00; Portland Community College for the total amount of \$81,252.00; Project Ledo for the total amount of \$11,324.00; Roots & Beats Project (JUNTOSpdx) for the total amount of \$56,100.00; Slavic Community Center of NW for the total amount of \$47,800.00; Self Enhancement, Inc (SEI) for the total amount of \$61,509.00 for a total amount of \$539,205.00. Vice Chair Harden seconded.

VOTE: 5-0 passed

R4. Proposed Meeting Dates and Retreat Options

Kathleen Lefebvre presents proposed meeting and retreat dates for the upcoming year, to be finalized and appointments sent on or around July 1, 2025.

Staff Activity





Mt. Hood Cable Regulatory Commission

Serving Multnomah County and the Cities of Fairview, Gresham, Portland, Troutdale & Wood Village

- Legislative Activity Report – Kevin Block gives an updated legislative activity report, included in the packet materials. He shares that Olivia Trustee is a current FCC nominee and will send a bio to Commissioners.
- Consumer Protection Report – Laura Dyer gives an updated consumer protection report, included in the packet materials.
- **Committee Reports**
 - Finance Committee – none
 - Equity Committee – none
 - Policy Committee - none
 - City of Portland Charter Liaison - none
 - Open Signal Board Appointee – none
 - MetroEast Board Appointee – none
- **New Business; Commissioner Open Comment** – Chair DeGraw requests that Commissioners need to reach out to their respective jurisdictions as we move forward in the strategic planning process and highlighted that particularly with the public comment from Gresham City Councilor, Cathy Keathley, Chair DeGraw wants to make sure the Commissioner Wagner feels supported to set up a meeting with Gresham sooner than later, and she is available to assist in any way necessary to open up those communication channels for all Commissioners.
- **Public Comment (non-agenda items)-** none

Next MHCRC Meetings:

- MHCRC FY26 Budget Presentation – ongoing throughout June
- Portland City Council MHCRC Appointments for Commissioners Goodlow and Butt - **approved**
- Multnomah County Board MHCRC Appointment for Commissioner Underdahl – on consent agenda
- MHCRC Regular Meeting – Calendar appointments will be sent on July 1 for the coming year.
- MHCRC Retreat – Staff are currently working on calendaring with the aim of 100% participation.

***Denotes a voting item**

Adjourned: 9:02 pm

Respectfully submitted,
Kathleen Lefebvre



REGULAR AGENDA



Mt. Hood Cable Regulatory Commission

Serving Multnomah County and the Cities of Fairview, Gresham, Portland, Troutdale & Wood Village

COVER SHEET – AGENDA ITEM #R1

For Commission Meeting: September 03, 2025

“Launch the 2026 Community Technology Grant Cycle”

Recommendation

Staff recommends that the Commission allocate \$1,000,000 for Community Technology grants in the FY2025-26 competitive process, and in support of the Off-Cycle grants program.

Staff recommends that the Commission establish a Pre-Application deadline of December 3, 2025.

Background

Annually the Commission allocates funds and establishes an application deadline for the Community Technology Grant cycle.

2025 competitive process summary:

- Pre-application opens online on October 16, 2025; announcement of grant cycle made.
- Informational meetings held in October and November 2025 for interested applicants.
- Organizations apply through an online Pre-Application process by December 05.
- At its January 2026 meeting, the MHCRC decides which Pre-Applications it would like staff to pursue within the approximate funding available.
- Staff works with each chosen organization to finalize a full application and grant contract.
- The MHCRC approves final contracts at a future MHCRC meeting.
- Off-Cycle grants are reviewed on a case-by-case basis following the protocol previously approved by the Commission.

Submitted by: Rana DeBey
August 13, 2025





Mt. Hood Cable Regulatory Commission

Serving Multnomah County and the Cities of Fairview, Gresham, Portland, Troutdale & Wood Village

COVER SHEET – AGENDA ITEM #R2

For Commission Meeting: September 3, 2025

“Off-Cycle Grant Request: Portland Community College”

Background

The MHCRC acknowledges that opportunities can rise unexpectedly, particularly in the current economic climate, and that community organizations, governments, and educational institutions need to act fast to secure funding for projects that meet ever-changing communication needs. Incorporating intentional responsive grantmaking opportunities outside of the MHCRC’s annual competitive cycle increases the MHCRC’s equity-centered practices by allowing applicants to request funds at the time of their greatest need, rather than on a funder’s timeline.

The MHCRC updated the “Special Funding Request” (aka Off-Cycle) grant program by streamlining the process and updating materials in May 2021 and has awarded six grants through this program since that time.

In accordance with the Off-Cycle grant process, PCC submitted a Letter of Interest (LOI) to MHCRC staff in early August. Staff deemed that the proposed request met the Off-Cycle grant eligibility criteria and was time-sensitive in nature. The LOI was sent to the MHCRC Equity Committee for consideration. Committee members agreed that staff should move forward with presenting the application to the full MHCRC for funding.

Budget Note: The MHCRC Off-Cycle grant program was originally approved by Commissioners to utilize the Community Grants Contingency Funds (annually allocated at \$800,000/fiscal year) in order to make grant awards or ending-balance funds unspent by Community Technology Grants requests.



Project Summary:

Portland Community College

Grant Request: \$62,689

Total Project Budget: \$191,515.48

Public Benefit Area: Reducing the Cost of a Service or Function

Recommendation:

Staff recommends that the Commission approve an Off-Cycle grant with Portland Community College for the “PCCTV Channel Media Asset Storage Solution” project for a total of \$62,689.

Project Description:

PCC is requesting \$62,689 to replace the content server and hardware backup system used to store content for the Comcast PEG Channel, PCCTV CH 27. The current content server's capacity leaves PCC deadlocked with the amount, variety, and quality of content being produced and broadcast on Channel 27. PCC seeks to archive historical content and streamline the process for producing/distribution new content. A new server with expanded storage capacity will allow PCC to scale up operations for Channel 27 and produce more diverse content for years to come. In addition, the editing stations are out of date and no longer supported in software or hardware. With content more safely housed as a result of this project and modern editing workstations, PCC aims to broadcast at least 50 hours of new content during the grant period.

The request is time-sensitive in nature because they have received funding (\$50,000) from the Metropolitan Area Communications Commission toward the project that is contingent upon PCC obtaining additional funding for the project. PCC is contributing \$72,827 in matching resources but still needs added funds for the project in hand by the end of 2025. In addition, current workflows being so outdated, is making it so that PCC must spend thousands of dollars each year on the service contracts and engineers required to maintain the current system set up.

PCC is a designated access provider under the terms of the franchise agreement with Comcast.

Prepared by: Rana DeBey
August 13, 2025

As a normal part of the grantmaking process, Comcast staff are provided the opportunity to review the draft grant contracts in advance of the MHCRC meetings.

Attachments:

Draft Grant Agreement: Portland Community College





Mt. Hood Cable Regulatory Commission

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Troutdale & Wood Village*

COVER SHEET – AGENDA ITEM #R3

For Commission Meeting: September 3, 2025

NEX Strategies Contract Amendment

Recommendation

Approve amending the NEX Strategies Contract to change the scope of work from strategic planning services to change management facilitation, helping MHCRC and its jurisdictional partners navigate decisions about the organization's future direction.

Background

Over the past 18 months, NEX Strategies has led the MHCRC in a strategic planning process to assess its long-term sustainability. The process included interviews and briefings with MHCRC staff, commissioners, jurisdiction staff and elected officials, legal experts, and community media centers. The goal was to evaluate future options, understand stakeholder needs, and identify a realistic path forward.

The original contract with NEX Strategies was established for strategic planning consultation services. After successfully identifying different scenarios for the MHCRC and offering its recommendations to the MHCRC regarding next steps, the scope of the current contract has been exhausted. If MHCRC would like to continue engaging with NEX Strategies on the deliberation and implementation of these recommendations and scenarios, then MHCRC needs to amend the existing contract to expand the scope of their consultation into a change management facilitation role.

Attachments

NEX Strategies – Strategic Planning Contract Amendment – January 2025

NEX Strategies – Strategic Planning Scope of Work – January 2025

Prepared By: Seema Gadh Kumar
27 August 2025



MHCRC 1810 SW 5th Ave. Suite 710 Portland, Oregon 97201
503.823.5385 info@mhcr.org www.mhcr.org

**AMENDMENT No. 1 to
AGREEMENT No. 2024MHCRC_01NEX
FOR**



Strategic Planning Amid Technology and Sector Developments

This Amendment No. 1 amends Agreement No. 2024MHCRC_01NEX dated 15 of January, 2024, by and between NEX Strategies LLC ("Contractor") a corporation of the State of Oregon, and the Mt. Hood Cable Regulatory Commission, an intergovernmental entity formed under Oregon Revised Statutes Chapter 190 by the cities of Fairview, Wood Village, Troutdale, Gresham and Portland, and Multnomah County ("MHCRC") by and through their duly authorized representatives. This Amendment may refer to Contractor and MHCRC individually as a "Party" or collectively as the "Parties."

The Effective Date of this Amendment is February 1, 2025. The purpose of this Amendment is to revise the scope of work as presented in Attachment A, increase the amount of compensation by \$105,000 for a new not to exceed total of \$220,000, and extend the term of the contract through December 31, 2025.

The Parties agree to Amend the Agreement as follows:


1. The Agreement not-to-exceed amount of \$115,000 is increased by \$105,000 for a new total not-to-exceed amount of \$220,000.
2. The Term is extended from January 31, 2025 to December 31, 2025, unless terminated sooner under the provisions of the Agreement.
3. The Statement of Work is amended to include the additional activities outline in Attachment A to this Amendment.

All other terms and conditions of the Agreement remain unchanged by this Amendment and in full force and effect.

This Amendment may be signed in two (2) or more counterparts, each of which shall be deemed an original, and which, when taken together, shall constitute one and the same instrument. The Parties agree that they may execute this Amendment by electronic means, including the use of electronic signatures.

IN WITNESS WHEREOF, the Parties hereby cause this Amendment to be executed.

CONTRACTOR



Authorized Signature Date

Printed Name and Title

Address: _____

Phone: _____

Email: _____

Prepared By: Rebecca Gibbons, MHCRC Operations Manager

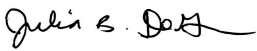
Sent to: autumn@nexstrategies.com

Contract Number: 2024MHCRC 01NEX


Amendment Number: 1

Contract Title: Strategic Planning Amid Technology and Sector Developments

CITY OF PORTLAND SIGNATURES

By:  Date: 01/31/2025
Julia DeGraw, MHCRC Chair

Approved as to Form:

By:  Date: 02/04/2025
MHCRC Legal Counsel

MHCRC Strategic Roadmap Development Plan

January 17, 2025

Overview

This plan outlines the recommendation development and decision preparation phase of the Mt. Hood Cable Regulatory Commission's (MHCRC) strategic planning process, focusing on evaluating and recommending viable options for the future structure, role, and funding. It will build upon extensive feedback gathered during prior facilitated sessions with the MHCRC commission, jurisdiction representatives, community media centers, and other stakeholders. It will also consider the financial and operational realities of the commission and its member jurisdictions.

The primary objective of this phase is to provide a detailed, independent evaluation of the remaining scenarios under consideration, present actionable recommendations to decision-makers, and guide jurisdictions toward alignment on a shared path forward.

Anticipated Timeline

Time Frame	Activities
January 2025	Present the project plan to the commission.
	Engage external financial consultants and finalize the scope of analysis.
February and Early March 2025	Conduct a financial analysis of the scenarios.
	Review organizational governance structures and detailed roles and responsibilities within each of the scenarios.
March and April 2025	Facilitate discussions with individual jurisdictions and respective commissioners to discuss financial impact and inform jurisdictional discussions.
	Develop a draft proposed strategic plan and recommendations based on financial analysis and jurisdiction feedback.
	Engage jurisdictions to finalize recommendations.
May 2025	Deliver final strategic plan and recommendations to the commission.
	Define next steps and identify any items for future consideration.





Remaining Scenarios

1. **Status Quo (Adjusted).** Retain the commission structure and roles, but identify budget adjustments to address declining cable revenues, such as potentially reallocating resources from community technology grants to media center operations and reducing meeting frequency.
2. **Sunset Current Commission Structure.** Manage a phase-out of the current commission structure, establishing an IGA for jurisdictions to coordinate shared responsibilities (e.g., franchise negotiations) under agreed-upon terms, seeking reduced administrative overhead and potentially discontinuing community technology grants.
3. **Form an Independent Organization.** Create a new, autonomous entity not tied to jurisdictional appointments, approvals, or jurisdiction staffing. Seeks flexibility to manage funding and operations independently. Potentially discontinues community technology grants. Variants may include nonprofit or regional governance models.

Analysis Questions

To support informed decision-making, a third-party financial analysis will help assess each remaining scenario's financial impact and feasibility. The following are sample questions that may be presented to inform the analysis.

Area	Sample Questions
Funding Requirements	What are the expected annual costs of each scenario, including administration/operations, franchise negotiations, PEG oversight, communications, engagement, legal/compliance, finance support, and audits?
Cost-Sharing Models	How can costs be equitably distributed among jurisdictions?
	What factors should be considered when determining the appropriate level of ongoing financial support from jurisdictions to media centers?
Potential Savings	What operational savings could be achieved by eliminating or restructuring the commission?
	How might reallocating funding from community technology grants impact the financial sustainability of the commission and media centers?
Media Center Impact	What financial support is required to sustain core services like public meeting broadcasts?



	How might media centers adjust to reduced or redirected funding?
--	--

Engagement Plan

This phase will prioritize engagement with jurisdictional representatives and decision-makers, focusing on:

- Providing detailed financial analysis to ensure informed discussions.
- Conducting individual jurisdiction meetings to workshop options and gather targeted feedback.
- Iteratively refining recommendations to align with jurisdictional priorities.

Engagement opportunities will include:

- Meeting with jurisdictional representatives and their commissioners to:
 - Review financial analysis and discuss implications.
 - Workshop draft recommendations to refine alignment.
- Commission presentations in January and May to provide updates and finalize decisions.
- Supporting the development of the commission's proposal for future changes.

Key Assumptions

- The strategic plan will focus on an approximately 5-year horizon, potentially considering implications up to 10 years.
- Resources to sustain community media center operations should take precedence over resources currently allocated to the community grants program.
- While scenarios will be used to explore possibilities, the final recommendations may not strictly adhere to any single scenario but could instead be a hybrid solution drawing from multiple scenarios and other factors.

Next Steps

1. Finalize and present this plan to the commission by the end of January.
2. Engage financial consultants to begin analysis in February.
3. Schedule initial jurisdictional meetings to present financial findings.
4. Begin drafting the strategic plan in March, integrating financial and jurisdictional input.



Estimated Costs

Based on our current understanding of the objectives and our proposed approach, we estimate the true cost of this work will be approximately \$80,000 for work completed between January 1 and June 30, 2025. If additional follow-up engagement, facilitation, or advising support is required following the completion of the strategic planning process, we would budget \$35,000 for work between July 1 and December 31, 2025. This table summarizes the total breakdown anticipated for January to December:

Tasks	Deliverables	Est. NTE Cost
Project Planning & Strategy	Project Setup, Kickoff Planning, Strategy Development, Ongoing Project Management	\$35,000
Research, Writing, & Reviewing	Independent Analysis, Strategic Plan Development, Structural Revision Proposal Development Support	\$35,000
Client Calls & Meetings	Planning and Check-in Meetings, Dedicated Planning Meetings, Presentations; Meetings with Jurisdictions and Commission	\$20,000
External Analysis Services	Technical Financial Analysis	\$23,000
Miscellaneous Expenses	Materials, Supplies, and Travel as Needed	\$2,000
Projected Remaining on February 1, 2025		-\$10,000
Proposed Budget Amendment	<i>January - June: \$70,000; July - December: \$35,000 (if needed)</i>	\$105,000

