ATTACHMENT B
Scope of Work and Services

Greater Salt Lake MSD Digital Infrastructure Study
Wasatch Front Regional Council - EDA CARES Act Grant
Scope of Work

Introduction/Background

Organizational Roles

It is critical that the consultant understands organizational roles, so that the implementation program identified in this study contains recommendations that reflect the missions and responsibilities of involved parties.

The Greater Salt Lake Municipal Services District ("MSD"): The MSD was created in late 2015 under the authorization of the Utah State Legislature. It is an independent "local district" and began operating in January 2016. The MSD is the primary municipal service provider for its member communities, which include:

- The five metro townships, which are a new type of municipality with all municipal authority, excluding some powers of taxation. Each of the metro townships has its own planning commission and council, one of whom is selected to serve as Mayor, with land use authority. The metro townships include:

  - **Copperton**
  - **Emigration Canyon**
  - **Kearns**
  - **Magna**
  - **White City**
- **Town of Brighton**, including the Town of Brighton Planning Commission and Council.

- **Unincorporated Communities of Salt Lake County**: these communities are served either by Salt Lake County Planning Commission or Mountainous Planning Commission. The Salt Lake County Council is the legislative body for all unincorporated communities.

The MSD directly provides all planning and development services (current planning, long-range planning, business licensing, building inspections, stormwater inspections, code enforcement, and GIS services) to its member communities. MSD's current and long-range planning teams lead implementation of adopted plans and studies forward, at the direction of the independent municipal and county councils. All developed plans, studies, and databases will be shared with the consultant for the purposes of carrying out this project. For more overview on the MSD, visit: https://msd.utah.gov/history-slide-show/
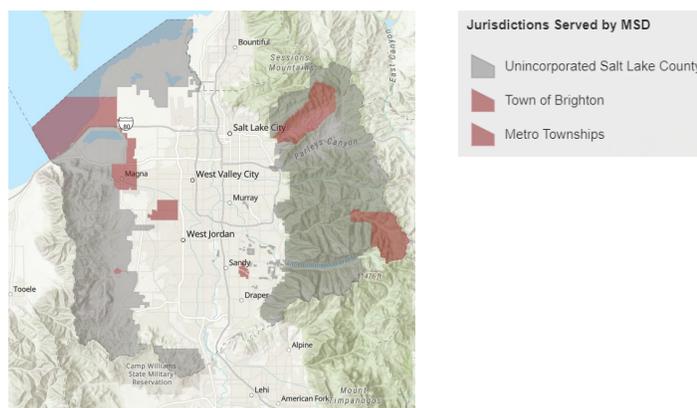

Figure 1: Municipal Services District Map
https://gslmsd.maps.arcgis.com/apps/View/index.html?appid=94c429dbc2c740708d5d7818ff6f6f80

Salt Lake County: For other municipal services, such as engineering, public works, and animal control services, the MSD currently contracts with Salt Lake County. These contracts are renewed on an annual basis. Like other municipalities across Salt Lake County, MSD-member communities receive other amenities from the County such as parks and recreation, Salt Lake County Libraries, and adult and ageing services. MSD planners work closely with Salt Lake County Libraries and Salt Lake County Economic Development on shared initiatives pertaining to community and economic development, including digital infrastructure and broadband access. MSD-member communities are also eligible for funding that is administered through the County, such as annual Community Development Block Grants (CDBG).

Community Organizations: It is important that this study utilize the existing network of community organizations available across the Metro Townships, Unincorporated Areas, and Town of Brighton. This network includes Chambers of Commerce, Community Councils, evidence-based intervention programs, charitable organizations, and more. MSD staff will work to share contacts and resources with the consultant so that these organizations can be engaged and empowered to play a role in this digital infrastructure work.

Utah State University ("USU"): The MSD has an on-going partnership with USU's Department of Landscape Architecture and Environmental Planning. In the past two years, the MSD and USU have co-produced a technical assessment of the Salt Lake Valley, a geodesign conceptual plan for the Salt Lake Valley, and an urban design conceptual plan for Magna Metro Township. Where applicable and to aid in implementation, opportunities for additional plans or student projects should be identified within this Digital Infrastructure Study. Existing products from this partnership will be shared with the consultant.

What is the purpose of this study?

Over the last two years, MSD-member communities have worked on the preparation and adoption of their General Plans. Through the planning process, residents in several areas placed high priority on the improvement of broadband access and reliability. The global COVID-19 pandemic, which has largely coincided with the preparation of these municipal plans, has only intensified the need for reliable, high-quality Internet access. Residents rely on the Internet for remote learning, telecommuting, virtual medical visits, commerce, and social time with friends and family. The pandemic has also put even more of a burden on low-income populations who struggle to afford and access high-speed Internet or the devices that connect to it. In addition to physical infrastructure needs, the pandemic has revealed gaps in technical skills between residents of various ages and socio-demographic backgrounds. How can we ensure that all residents have the tools and skill sets to compete in an increasingly digital world?

Figure 2: MSD Community Demographics (2019)

MSD Community	Population	Median Age	Median Household Income:	Other Notable Data:
Copperton	904	34.1	$57,825	*13% Hispanic*
Emigration Canyon	1,806	47.7	$174,625	
Kearns	36,867	30.3	$62,370	*36% Hispanic*
Magna	28,257	29.2	$58,137	*27% Hispanic*
Town of Brighton	272	N/A	$124,848	
Unincorporated County	12,262	34.6	$89,704	
White City	5,835	36.1	$59,871	

What previous work has been done?

Broadband Access Framework: During the year 2021, the MSD participated in discussions with the County, which resulted in the creation of a *Broadband Access Framework* for Salt Lake County communities. This framework was meant to serve as a roadmap to address digital connectivity for all community members, ensuring an inclusive recovery to the COVID-19 pandemic. The framework shown in Figure 3 (next page) should be the guiding structure of this study. Robust and reliable broadband infrastructure is the most *basic* need for a community to provide reliable

Internet access, but each of the subsequent benchmarks also play a key role in ensuring that all members of the community enjoy equitable access to Internet and can take full advantage of its benefits.

Community General Plans: In 2020 and 2021, General Plans were adopted for Copperton, Kearns, and Magna Metro Townships. Other General Plans are underway for Emigration Canyon, White City, Town of Brighton, and Sandy Hills Unincorporated Areas. Although these plans typically do not include in-depth studies of the communities' digital infrastructure access, they do include important information about resident desires, future land use centers, and planned infrastructure projects. These plans should be reviewed by the consultant to ensure that the study builds off of previous work and reflects the vision of the communities it serves. Links to available General Plans are included in the appendix of this scope.

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Figure 3: Digital Connectivity Benchmarks

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- **Ensure Robust and Reliable Broadband Infrastructure:** Provide sufficient physical infrastructure and internet service provider (ISP) offerings to ensure reliable, high-speed home internet options for all members of the Salt Lake County community.

- **Increase Broadband Affordability:** Expand affordable, reliable high-speed home internet options for Salt Lake County residents at all income levels.

- **Expand Device Access**: Create a sustainable and affordable stream of digital devices that are available to all Salt Lake County residents.

- **Improve Digital Literacy:** Implement and support an integrated digital literacy skills/technical support network to assist individuals with tailored programming for communities with unique needs.

- **Establish Long-Term Coordination:** Develop a cross-agency coordinating body to develop an action plan, coordinate with programming and funding partners, and work towards shared goals that advance digital access across Salt Lake County.

Study Objectives

This study has five main objectives:

1. Collect critical data related to the MSD's existing digital infrastructure network, including physical infrastructure, service affordability, device access and technical literacy.

2. Assess how each MSD-member community performs on the digital connectivity benchmarks identified in Figure 3.

3. Provide recommendations for equitable, cost-effective, and sustainable interventions to close identified digital gaps in MSD communities.

4. Bring stakeholders together through the planning process to build relationships and establish a network of partners that can help implement recommendations after the study is completed.

5. Identify projects, programs, or policies needed for improving digital equity and access, with enough clarity that MSD staff can use identified information to pursue additional partnerships and grant funding.

Scope of Work

1. **Initial data collection (~4 weeks):** during this phase, the consultant should gather relevant data on physical infrastructure, Internet speeds, device access, desired Internet uses, and digital literacy across the MSD. The consultant should also initiate conversations with key stakeholders, such as elected officials and community leaders. Some of these groups have been identified in the appendix.

    a. During this phase, a Kick-Off Workshop should be hosted to introduce elected officials and key stakeholders to the project and project team. MSD staff are available to help organize this event, although the conversation should be facilitated by the consultant.

2. **Community Assessments (~6 weeks):** in this phase, each MSD-member community should be assessed on its digital connectivity performance according to the benchmarks identified in Figure 3. Major gaps should be identified, as well as strengths that the community could leverage moving forward. The following questions should be answered:

    a. **Does the community have robust and reliable broadband infrastructure?** Who are the current Internet Service Providers (ISPs) that operate there? How much coverage does each provide, including fiber? Is there excess bandwidth capacity that could be utilized from providers? Are speeds sufficient for residential use? What about for commercial use? Helpful resources include:

        i. **Utah Residential Broadband Map**

        ii. **UDOT Fiber Map**

    b. **Does the community have affordable broadband options?** What Provider plans are available to residents in each community? Some places, like apartment complexes, have locked agreements with certain providers, so residents would have limited choice of a provider plan. As feasible within this scope and timeline, the consultant should identify such caveats and areas where ISP options are limited.

    c. **Does the community have ample access to digital devices?** What organizations throughout the study area provide access to free, leased, or affordable digital devices for underserved or low-income households? What barriers exist, if any, for residents attempting to access digital devices? What devices does the average household have access to?

    d. **Does the community enjoy access to digital literacy programming?** What is the current inventory of digital literacy skill workshops and technical support services being offered by various providers throughout the study area? What barriers exist for residents attempting to access digital literacy programming? Is programming available in multiple languages? And does the programming equip residents with the skills they need to use digital platforms for their desired purposes, whether educational, economic, or social?

    e. **Equitable Access:** The assessment should also consider whether certain sub-sets of the community or geographic area are experiencing greater digital gaps than others, and what disadvantages that may result in for those populations. Helpful resources include:

        i. Salt Lake County's Digital Divide Index Map.

        ii. Salt Lake County and Utah Communities Connect's Broadband Access Framework.

3. **Drafting of Recommendations (~8 to 10 weeks):** during this phase, the consultant will work with stakeholders to draft actionable recommendations for policies, programs, and projects that can help MSD-member communities to close the digital gap. *A workshop should be held where initial findings of the community assessments are shared, and stakeholders engage in brainstorming of possible interventions.*

MSD staff will help organize this event, but the conversation should be facilitated by the consultant. Final recommendations should be equitable, cost-effective, and sustainable in nature. The following should be considered:

   a. Are there best-practice policies that MSD-member communities could adopt regarding municipal construction contracts and permitting? (such as a 'dig once' policy)

   b. Are there public/private partnerships that should be leveraged for the installation or upgrade of digital infrastructure?

   c. Are there other funding sources that could be used for digital infrastructure projects, such as the Infrastructure Investment and Jobs Act, American Rescue Plan, or available County RDA funds? Which projects should be funded using these mechanisms?

   d. What programs could be established with identified partners to improve device access and digital literacy programming?

   e. The recommendations phase should closely consider the last benchmark of Figure 3, "establishing long-term coordination". What should MSD communities do to maintain interest and work toward implementation after the study is completed?

4. **Project Wrap-Up (~2 weeks):** during this phase, final deliverables, as identified in the next section, should be delivered to MSD staff. MSD staff will work closely with the consultant to determine the best method for disseminating results to elected officials and key partners. During this stage, the following should also occur:

   a. Collected and/or produced geospatial data should be shared with the MSD GIS team.

   b. Any online maps or project sites should be shared with the MSD for ongoing use with their communities. This content may be worked on jointly by MSD staff and the consultant, as feasible given time constraints.

   c. Any stakeholder / partner contact information collected by the consultant should be shared with MSD staff, so they may continue to facilitate digital equity work after the completion of the study.

   d. Final invoices are submitted and approved. The grant is officially closed out by involved parties.

   e. As time allows, MSD staff and the consultant should write a brief memo to WFRC detailing the challenges and successes of the project. The content should be used to inform future projects and improve digital infrastructure studies across the region.
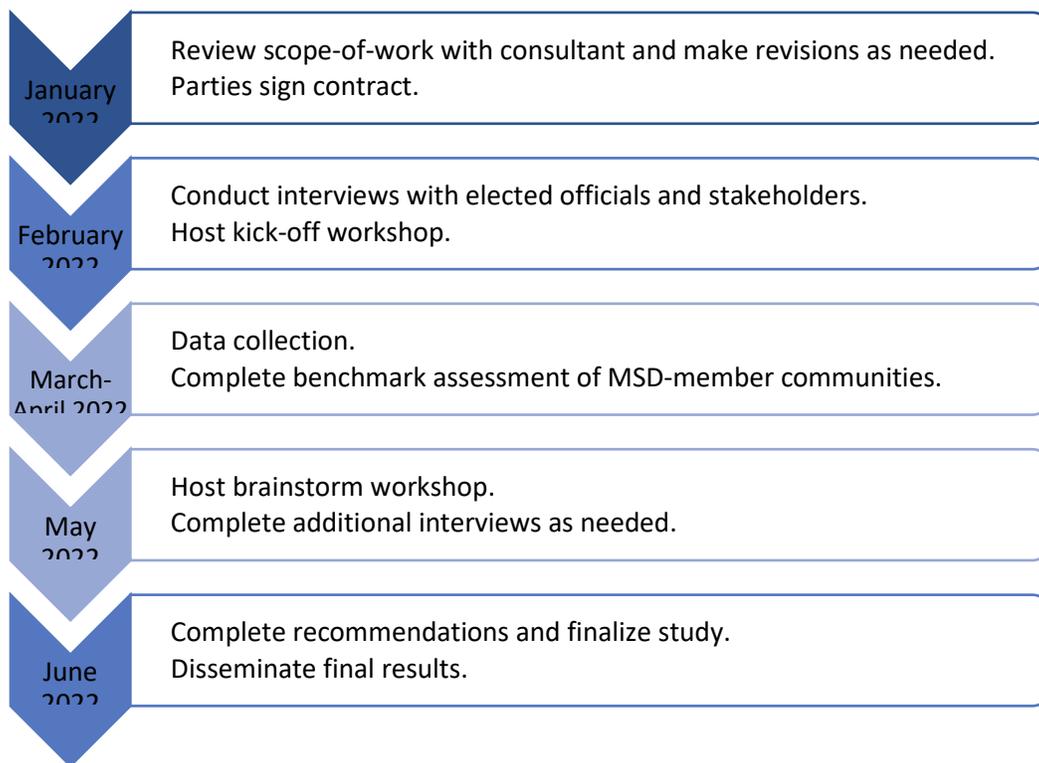
Project Deliverables

The consultant shall deliver the following products:

1. **MSD Digital Infrastructure Assessment and Implementation Plan:** the results of the study should be delivered as a PDF report. A word document or packaged InDesign document should also be included so that staff may make slight modifications as needed. This report should include the following:

   a. **Executive Summary:** one page explaining the key findings and recommendations of the study.

   b. **Introduction:** study purpose, study process and involved parties, overview of key terms and ideas.

   c. **Existing Conditions:** summary of data collected regarding MSD physical broadband infrastructure, device access, programming, and equity indicators.

   d. **Community Assessments:** detailed look at each community the MSD serves and performance according to benchmarks identified in Figure 3. This section should highlight major gaps in each community as well as community-specific recommendations.

e. **MSD-Wide Recommendations**: best practices and recommendations for improving digital access that are applicable across the study area. This section should highlight any key partnerships needed to move the recommendations forward.

f. **Appendix**: references, public engagement results (as applicable), data reports, or other resources crucial to the understanding of the report.

2. **Community Assessment and Recommendation Summary Sheets:** each MSD-member community should receive a summary sheet detailing their performance on digital access benchmarks as well as a checklist of key recommendations. These should be visually attractive and easily accessible to elected officials. PDF format is preferred.

3. **Digital Content:** any digital content produced for this study, including project websites, online mapping tools, GIS and Google Earth files, should be packaged and shared with MSD staff.

Project Timeline

The proposed project timeline is as follows. This timeline may be modified with the consent of the consultant and MSD staff. The project must be completed by the end of June 2022.

January 2022	Review scope-of-work with consultant and make revisions as needed. Parties sign contract.
February 2022	Conduct interviews with elected officials and stakeholders. Host kick-off workshop.
March-April 2022	Data collection. Complete benchmark assessment of MSD-member communities.
May 2022	Host brainstorm workshop. Complete additional interviews as needed.
June 2022	Complete recommendations and finalize study. Disseminate final results.

ATTACHMENT C
Budget and Responsibilities

Budget (Not to Exceed Grant Fund Amount):

Fees for the above services are a lump sum of $50,000 from the EDA CARE Grants Act

The contributions for the project to the CONTRACTOR are as follows, but funds will be distributed through WFRC/WFEDD:

EDA CARES Act Grant: $50,000.

Combined Local Governments: $0.00

(1) Completion: All work shall begin within seven (7) days of the notice to proceed and shall be completed by May 31, 2022.

(2) Project / Contract Period: The project / contract will terminate on May 31, 2022 unless otherwise extended or canceled in accordance with the terms and conditions of this contract. If additional time is required beyond the project completion date, the WASATCH FRONT REGIONAL COUNCIL/WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT will prepare a "Contract Modification" at their reasonable discretion that will include remaining schedule and deliverables to completion for approval by the CONTRACTOR.

(3) Should additional services be required beyond this scope, CONTRACTOR will provide them on a time and materials basis as approved and funded by the requesting local government. This will all be requested and agreed to outside the scope of this contract.

Responsibilities

(1) Consultant will update the MSD on a regular basis regarding the completion and timeline of the project.
(2) MSD will track completion timelines and project benchmarks.
(3) MSD will be required to present a report to WFRC/WFEDD, Mayor and City Council.