

# QLife Network

## QualityLife Intergovernmental Agency

### QLIFE STRATEGIC PLANNING WORK SESSION

Tuesday, December 8, 2015, Noon  
The Dalles City Hall, 313 Court Street  
City Council Chambers

A meeting held with QLife Board and partners to work on a Strategic Plan, creating a mission statement, goals and objectives for the future of the QualityLife Intergovernmental Agency.

The partners include the City of The Dalles Mayor and City Council and the Wasco County Commissioners.

#### MINUTES

##### Call to order

The meeting was called to order by President Erick Larson at 12:10 pm

##### Roll Call

In attendance: Facilitator Chris Espy

Board: Erick Larson, Dan Spatz, Brian Ahier

City representation: Councilor Russ Brown, Interim City Manager Julie Krueger

County representation: Commissioner Steve Kramer

Staff: Administrator Nolan Young, Technical Manager John Amery, Engineering Consultant Erik Orton; Secretary Izetta Grossman, Attorney Keith Mobley

Young introduced Facilitator Chris Espy. Chris lead the group through the planning process establishing

Strategic Planning summary (attached provided by Chris Espy)

Meeting was adjourned at 3:15 pm

Respectfully submitted:

Izetta Grossman, Recording Secretary

Signed: \_\_\_\_\_

  
Brian Ahier, Sec/Tres.

# Q-Life Strategic Planning Summary

December 8, 2015

# Considerations

- Q-Life Infrastructure should be included in all infrastructure changes and considerations
  - Partner with County and the City
  - Will not consider creating environment that attracts tech companies at this time
- Economic development is a piece of the mission statement – already doing it.
  - Promote economic development by providing high speed broadband service

# Funding Opportunities

- Maintain reserves for future replacement of system.
  - Explore where additional capacity can be created.
  - Give return to partners
  - Create operational goals to address:
    - Maintain reserves for future replacement of system
    - Lower monthly rates and start up costs to increase usage of system
    - Increase system capacity through a robust capital improvement plan
    - Consider Co-location space out of the City Hall basement

# SWOT Analysis - Strengths

- Short easy to remember mission – peering model with providers
- Dark fiber capacity
- Low operating costs
- Established revenue stream
- Debt free
- Ownership – local control
- 3.2 million in assets
- Existing relationship with ISP
- We have not competed with partners
- We have experts in the field
- Point of presence
- Support local government & the communities largest employers

# SWOT Analysis - Opportunities

- Collaboration effort with 600K offered by Century Link over next three years
- Collaboration with industry competitors
- Wind Wave (Big Eddy) – Fiber optic initiative
- Multiple partners – interconnectivity with long haul location (tie in to back up systems.
- Maupin state funding
- New collocation space
- Working Capital
- 3 years - \$12,000 free public Wi-Fi - Google
- Consider multiple service providers –one access public utility
- Consider acquisitions/partnerships

# SWOT Analysis - Threats

- Wind Wave (No) – May be competitor –
- Security – Big Eddy Complex (Terrorism)
- Competitors – Charter, Century Link, other providers
- No adequately aligned rate structure – need to address gaps
- Level 2 – Competitive local exchange carriers
- Take over/acquisition
- Loss of current contracts (customer; staff ; operational; contracts)

# SWOT Analysis - Weaknesses

- Lack of cohesiveness with SME's.
- No local contract presence in emergency situation
- High NRC – no supporting staff – not as efficient.
- Customer requirements - higher operating costs
- Fiber capacity choke points – can address it
  - Identify and augment them early on
- Administration in a state of flux – what back-up for John?
- Potential lost of institutional knowledge
- Unknown what future infrastructure will look like
- No true tracking of operational costs – real value of the work is hard to track



# Vision & Mission Statements

## **Vision:**

- We will leverage technology planning efforts and our investment in middle-mile infrastructure to enhance Wasco County's economic vitality and quality of life.

## **Mission:**

- Quality of life through connectivity

# Strategic Goals

- 1) Over the next 12 months analyze Q-Life's Economic health
- 2) Maintain and enhance infrastructure
- 3) Explore opportunities to expand services in Wasco County
- 4) Identify and decide on options for operating Q-Life.
- 5) Collaborate and support Economic Development efforts in the area that are in alignment with Q-Life's vision, mission and objectives.

# Strategic Goal

- 1) Over the next 12 months analyze Q-Life's Economic health.

## Operational Goal

Review rate structure with following considerations

- Meet obligation to maintain reasonable rate structure
- Look at front ends costs and get NRC's down.
- Define purpose (dollars vs. helping community by maintaining coverage)
- Sustain pricing structure for existing customers.
- Provide entry level cost for new customers.
- Explore expansion options without competing with existing customers.
- Maintain professional relationships of other providers

# Strategic Goals

- 1) Maintain and enhance infrastructure
  - Co-location
  - New customers and partnerships
  - Review physical plant
  - Identify capital improvements

# Strategic Goals

## 3) Explore opportunities to expand services in Wasco County

- Operational Goals
  - Create a plan to investigate opportunities
    - Include feasibility to provide broadband to underserved communities (et al Maupin; Tygh Valley, Dufur, rest of county)
  - Conduct cost/benefit analysis when plan is completed.

# Strategic Goals

- 4) Identify and decide on options for operating Q-Life.
  - Administrative services
  - Storage
  - Contractors
- 5) Collaborate and support Economic Development efforts in the area that are within the scope and alignment with Q-Life's vision, mission and goals.

# Accountability

- Determine how goals and progress will be measured
- Strategic plan progress to be standard board agenda item
- Q-Life Board has accountability for outcomes of the strategic plan
  - Administrator
  - Tax Payers