

Facesheet for Realizing Opportunities with Broadband Infrastructure Networks Grant - 2023
Agency: Spectrum
Application: Charter_LeelanauCo

Yes No Unsure

Have you provided broadband availability data to the Federal Communications Commission within the last two years?

Yes No Unsure

Applicant Identification Numbers: Please provide the following identification numbers for the applicant (if available):

Michigan Tax Identification Number: 801875061

Michigan Vendor Identification Number (SIGMA ID): VS0274507

Federal Communications Commission Registration Number (FRN): 40021519962

Service Provider Identification Number (SPIN): 143050436

Project Information

- a. Project Name Charter_LeelanauCo
- b. Is implementing agency same As Applicant Yes No
- c. Implementing Agency Name
- d. Project Start Date Jan-01-2024 End Date Dec-31-2026
- e. Amount of Funds Requested \$1,333,884.00 Project Cost \$2,226,851.00

Facesheet for Realizing Opportunities with Broadband Infrastructure Networks Grant - 2023
 Agency: Spectrum
 Application: Charter_LeelanauCo

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APP # 230033

Contacts

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Project Overview

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APP # 230033

Project Overview

Please provide a Project Summary not exceeding 250 words

Spectrum Mid-America, LLC ("Charter"), requests a ROBIN Broadband grant to construct a last-mile fiber-to-the-premises ("FTTP") via Ethernet passive optical network ("FTTP EPON" or "EPON") network ("Project") to provide service to unserved / underserved addresses in Leelanau County, ("the "Project"). The proposed Project Area consists of 288 unserved/underserved locations in Leelanau County as identified in the attached map. The Project includes building approximately 37 miles of fiber optic network to connect these unserved/underserved homes and businesses.

The Project will use Charter's FTTP EPON architecture, a standardized and mature model that is operated by Charter across the country, engineered and managed to meet 1 Gbps downstream speeds, 1 Gbps upstream speeds, and typical median latency of 26 milliseconds or better. Charter's FTTP EPON deployment is relevant and suitable for remote learning and remote working, offering very high bandwidth and low latency service attributes that accommodate numerous members of a household or small business simultaneously using bandwidth-intensive applications, such as video conferencing, telemedicine, video streaming, gaming, virtual or augmented reality sessions, and numerous other applications. New customers in the Project Area will have access to several Internet speed options, including Charter's "Spectrum Internet" with a standard starting speed of up to 300/10 Mbps and Charter's Internet Gig service at up to 1000/1000 Mbps. Additional services that will be available to customers include antivirus security protection, in-home WiFi, and competitive video and voice services.

Please briefly describe why this project needs funding from the ROBIN Grant Program and why the project could not proceed without this funding. (250 words max.):

The Project Area, consisting of locations that currently lack access to broadband service, has both low population density and high costs per passing, making it unlikely that private investment alone will result in the extension of a comparable fiber network to the Project Area. A ROBIN Broadband grant award will make it serviceable by Charter with a combination of private investment from the company and a public funding grant from the State.

Broadband deployment is a priority for this area. As evidenced by the letters of support from the community, there is strong local support for this proposed Project to bring much needed high-speed broadband from Charter.

Is the proposed project a last-mile or middle-mile infrastructure proposal as defined in the ROBIN Grant Program Guidance?

- Last-Mile
 Middle-Mile

Project Service Delivery

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Proposed Service Area Information

PLEASE READ THE FOLLOWING CAREFULLY

ENTER INFORMATION IN THIS SECTION ONLY IF YOU SELECTED 'LAST-MILE' AS A PROJECT TYPE

Please provide a brief description of the proposed service area (250 words max.):

The proposed Project Area consists of 288 unserved/underserved locations in Leelanau County as identified in the attached map. The Project includes building approximately 37 miles of fiber optic network to connect these unserved/underserved homes and businesses.

Please upload a PDF overview map of proposed service area

[436_Charter_LeelanauCo_Map.pdf](#)

Proposed infrastructure to be deployed including route locations

Please upload a GIS-compatible file(s) of the proposed infrastructure to be deployed including route locations and other supportive infrastructure to be deployed as a result of the grant. This file(s) should contain the actual proposed locations of infrastructure to be deployed including, but not limited to: fiber transport, fiber to the premise, coaxial, or other similar network routes, cabinets, nodes, pedestals, splice enclosures, towers, huts, etc.

Acceptable file types: ESRI Geodatabase (.gdb), ESRI Shapefile (.shp, .shx, .dbf, .sbn or .sbx, .fbn or .fbx, .ain or .aih, .atx, .ixs, .mxd, .prj, and .xml), Google Earth files (.kml or .kmz).

Please refer to the Application guidance to view an example of the output from such a GIS-compatible file

Name	Attachment
Charter_LeelanauCo_Infrastructure.kmz	437_0_Charter_LeelanauCo_Infrastructure.kmz

Spreadsheet of street addresses

Please upload a spreadsheet of street addresses/locations within the proposed service area. Spreadsheet should include full address string (number, street, city, state, zip), location type (residential, business, institution, other), latitude and longitude (if available), and whether the address is currently unserved at 25/3 Mbps or 100/20 Mbps or unknown.

[278_Charter_LeelanauCo_Location.xlsx](#)

Locations by Type

Locations Passed: Please indicate the total number of locations by type that will be able to receive improved broadband services as a result of the proposed project:

Type	Locations
Households	285
Businesses	3
Community Anchor Institutions	0
Total Locations Passed	288

Please list the jurisdictions impacted by the proposed service area:

- City(ies)/Village(s):** No Villages
- Township(s):** Cleveland, Empire, Glen Arbor, Kasson
- County(ies):**
- Leelanau
- State House District(s):**
- State House District 103
- State Senate District(s):**
- State Senate District 37

Description of the broadband service to be provided

Does the proposed service area include (wholly or partially) a Qualified Opportunity Zone? Yes No

If yes, please list the Census Tract numbers for the impacted Qualified Opportunity Zones

Please provide a brief description of the broadband service to be provided including, but not limited to, the technology to be used, will bandwidth be dedicated or shared, etc. (250 words max.):

Charter will provide wireline broadband Internet services to the Project Area using FTTP EPON architecture engineered and managed to offer up to 1 Gbps symmetrical speeds. Charter's FTTP EPON network offers the highest customer quality in last mile solutions. In addition to very low levels of signal loss of a propagating light signal, fiber networks are immune to ingress noise. Additionally, fiber networks have very few active (*i.e.*, powered) components in the network, lowering expected maintenance and increasing reliability. Charter's FTTP EPON facilities in the Project Area will be connected to pre-existing upstream Charter hub locations, which, in turn, are connected to Charter's national backbone through a tiered network structure. Our FTTP EPON last mile connects an Optical Network Unit (ONU) at the customer's location to an Optical Line Terminal (OLT), an enclosed device located in network, attached to a pole, inside of a hardened outdoor cabinet, or inside of a hub site (an aggregation site in Charter's network). Charter will deploy additional OLTs in the field as needed and construct additional fiber connections to between those OLTs and any addresses in the Project Area and (in the upstream direction) to existing Charter hub facilities. Charter expects to meet the needs of our customers by continuing to upgrade our network. Our national uniform infrastructure scales to ensure consistency and quality throughout our network, whether in rural or urban areas.

Minimum Mbps

Are you able to provide the minimum 100/100 Mbps required service speed to all locations identified in the proposed service area? Yes No

If No, the ROBIN Program allows for a minimum service speed of 100/20 Mbps in cases of extreme geographical, topographical, or financial impracticability of delivering 100/100 Mbps. Such connections must be scalable to 100/100 Mbps. Applicants must provide substantial evidence as to the impracticability of delivering 100/100 Mbps and the justification for providing a connection speed of 100/20 Mbps instead.

Affordability and Service Limitations

Using the table, please indicate the download and upload speeds of the services to be offered in the proposed service area, the non-discounted or rack rate monthly pricing of unbundled internet-only service should be included for each service offered, as well as the monthly data allowance for customers (if applicable). Applicants must certify their commitment to providing the proposed level of service and cost for at least one (1) year after grant closeout. After this period, grantees are expected to maintain pricing and speed levels for the ROBIN project area consistent with those found in the grantee's non-ROBIN service areas elsewhere in the state.

Download Speed (Mbps)	Upload Speed (Mbps)	Monthly Cost \$	Monthly Data Allowance (GB)
30	4	19.99	Currently Unlimited
300	10	79.99	Currently Unlimited
500	20	99.99	Currently Unlimited
1,000	1,000	119.99	Currently Unlimited

Affidavit of commitment

[442_Charter_LeelanauCo_Affidavit_of_Commitment.pdf](#)

FCC's Affordable Connectivity Program (ACP)

Do you participate in the FCC's Affordable Connectivity Program (ACP)? Yes No

If No, applicant must participate in ACP within 6 months of receiving a ROBIN grant award. Please attach evidence that they are pursuing ACP participation.

Do you provide a low-cost service offering in conjunction with the ACP that provides ACP eligible households with a net \$0 monthly cost of service? Yes No

If yes, please describe the low-cost service offering.

Affordable Connectivity Program: To further assist in closing the Digital Divide, Charter is participating in the \$14.2 billion federal Affordable Connectivity Program ("ACP") to help connect eligible households with high-speed internet. Broadband internet access is more important than ever and the ACP offers a tremendous opportunity to help low-income families stay connected, providing eligible households a discount of up to \$30 per month and up to \$75 per month for households on Tribal lands. The ACP credit is currently available to offset the cost of any of our broadband products for qualifying customers. Charter also offers Spectrum Internet 100, a high-speed, low-cost broadband service with 100 Mbps download speeds available to households qualifying for ACP. Eligible new households can get Spectrum Internet 100 for just \$29.99 per month, which includes a modem, in-home WiFi and self-installation at no additional charge. Because ACP provides qualifying households up to a \$30 monthly credit (\$75 on qualifying Tribal lands) toward broadband service, eligible customers can receive Spectrum Internet 100 at no monthly cost. ACP offer details and additional information can be found at: <https://www.spectrum.com/cp/broadband-get-qualified>

Spectrum Internet Assist: Charter also offers a low-cost broadband service to low-income students and seniors through our Spectrum Internet Assist ("SIA") program. SIA provides high-speed broadband (30Mbps/4Mbps) at a rate of \$19.99 per month (plus \$5 per month for Wi-Fi service) to qualifying households. SIA is available to qualifying households of which at least one member is a recipient of (1) the National School Lunch Program (NSLP), (2) the Community Eligibility Provision (CEP) of the NSLP, or (3) Supplemental Security Income (for applicants age 65+ only). Students or seniors in need of discounted service can apply online through this link <https://www.spectrum.com/cp/broadband-get-qualified> or contact us for assistance.

Project Costs and Budget

Project Costs and Budget

Please complete the following table with project cost information.

Total Project Cost:

Total Grant Request:

Total Match Amount:

Total Match Percentage:

Total matching funds: Please complete the table below summarizing the source, amount, and type of matching funds contributed to the project. Applicants should also indicate if the match is secured or not.

Source	Amount	Type	Secure
Charter Investment			

Match commitment letters or evidence

Name of Attachment	Match commitment letters or evidence
Charter_LeelanauCo_Affidavit_of_MatchCommitment.pdf	319_0_Charter_LeelanauCo_Affidavit_of_MatchCommitment.pdf

If matching funds or in-kind contributions listed above are not yet secured, please describe the process remaining to secure the funds and the anticipated timeline to do so. (250 words max.):

Budget Summary for Realizing Opportunities with Broadband Infrastructure Networks Grant - 2023
 Agency: Spectrum
 Application: Charter_LeelanauCo

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	Category	Total	Requested	Cash	Inkind	Narrative
1	Building and Labor					
2	Last Mile Construction Labor					
3	Middle Mile Construction Labor					
4	Last Mile Construction Material					
5	Middle Mile Construction Material					
6	Customer Premise Equipment					
7	Customer Premise Installation					
8	Electronics					
9	Permits					
10	Professional Services and Engineering					
11	Other					
TOTAL EXPENDITURES						

Budget Additional Information

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Budget Narrative

Please provide a brief narrative to accompany your project budget (max 400 words).

From 2018-2021, Charter extended our network to provide broadband to more than 3.6 million homes and small businesses, about a third in rural areas, and has worked with numerous state and local governments on broadband expansion projects around the country. As stated above, in 2022 alone, Charter extended its network to reach an additional 21,000 homes and businesses in Michigan. As a result of this experience, Charter has extensive knowledge regarding the costs of deploying our network, including into unserved and rural areas.

Charter’s proposed budget for the Project is based upon Charter’s experience with the cost components of similar construction projects. Its cost estimates for the Project are based on geospatial desktop survey software to ascertain locations and optimal fiber network routing within the Project Area, which is used to estimate the miles of additional fiber that will need to be deployed, as well as the likely ratio between aerial and underground deployment. Charter’s model then applies costs to those inputs, using Charter’s contracts and rate card data, which include applicable permitting and licensing fees, negotiated rates with Charter’s existing construction and make-ready contractors, as well as the expected pricing for the necessary materials. This is the same construction cost estimation technique that Charter uses for our projects that are funded with private capital, in the absence of public support. Charter’s construction cost estimation techniques are performed at massive scale with hundreds of thousands of new passings designed and constructed annually, and Charter has a high degree of confidence in the reliability of those projections to estimate the costs of new Projects.

Charter notes that our Project budget includes only the direct labor, material, and licensing and permitting costs necessary to design and construct the last mile FTTH EPON network. It does not include labor costs of Charter’s internal employees to supervise and manage the Project. It also does not include indirect or overhead costs that are not specifically measurable and cost-coded to the Project in Charter’s project management and accounting systems. Charter is proposing to absorb these costs itself as part of our voluntary commitment. To the extent quantification of these costs is necessary to evaluate Charter’s Proposal, Charter is willing to supplement our application upon request.

Attach additional information as necessary

Five-year stand-alone project financial plan/forecast.

Please use the table to complete a five-year stand-alone project financial plan/forecast.

Five-Year Stand-Alone Project Financial Plan

Project Name	Year 1	Year 2	Year 3	Year 4	Year 5
Anticipated Revenue					
Anticipated Expenses					
Anticipated Grant Funds					

Budget Additional Information for Realizing Opportunities with Broadband Infrastructure Networks Grant - 2023

Agency: Spectrum

Application: Charter_LeelanauCo

Cash Flow					
Cummulative Cash Flow					

Please provide a brief narrative to accompany your five-year stand-alone project financial plan/forecast (400 words max.):

Additional forecast information

Project Readiness

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Engineering designs, diagrams, and maps

Budgetary engineering designs, diagrams, and maps that show the proposed project. Design documents must clearly demonstrate the applicant’s complete understanding of the project and ability to provide the proposed solution. This information must be certified by a professional engineer.

Name of Attachment:	Budgetary engineering designs
Charter_LeelanauCo_Design.pdf	353_0_Charter_LeelanauCo_Design.pdf

Please provide a brief statement to accompany your attached engineering designs, diagrams, and maps indicating your readiness to build, manage, and operate the proposed network.

Charter has demonstrated readiness to successfully build, manage, and operate the proposed network. As stated above, we currently serve more than 32 million customers nationwide and 947,000 in Michigan. We invested \$222 million in our network in Michigan alone in 2022, and reached an additional 21,000 homes and small businesses. We are ready to add the Project Area to our many efforts to reach new and unserved customers across the country.

Charter already holds a valid Michigan Uniform Video Franchise with communities in or adjacent to the proposed Project Area. Charter will obtain all necessary right-of-way agreements (franchises), permits, and approvals necessary for the Project.

Evidence of network scalability

Evidence of network scalability

Name of Attachment	Evidence of network scalability
Charter_LeelanauCo_Scalability.pdf	357_0_Charter_LeelanauCo_Scalability.pdf

Please provide a description and evidence that the proposed infrastructure is scalable to meet the anticipated future connectivity demands of the proposed service area. Please indicate the end-user connection speed to which the proposed network is designed to scale. This information must be certified by the equipment manufacturer or a professional engineer. (250 words max.):

Charter’s network supports customer usage, demands for increasing quality, and demands for low latency. The Charter network is highly scalable. Scalable elements include routers and switches that support higher speeds and services. The FTTP EPON architecture proposed for the Project will scale to support customer growth and data usage growth for (a) ever increasing application requirements; (b) increasing quality demand; and (c) lower response/latency demands forever increasing usage of highly interactive applications.

FTTP EPON technologies leverage fiber optic cables that provide vast amounts of bandwidth over a very low loss transmission medium. Fiber backbones operated by the largest communications companies in the world, such as Charter, rely on fiber optic cables to carry Terabits per second of traffic in a single fiber strand. This same technology concept is applied in the last mile FTTP EPON architecture, providing growth support for decades to come.

As Charter adds customers over time and as customers consume more bandwidth, Charter’s

scalable model and proven capacity management processes will accommodate this growth. Our new last mile FTTP EPON network in the Project Area, will be connected to Charter’s existing robust and scalable network tiers, which are already in place and ready for growth. Charter augments capacity through normal operating procedures, and these procedures will extend to the proposed Project Area seamlessly. As evidence of our ability to adapt and scale, Charter’s network designs and quality control enabled us to seamlessly meet the unprecedented bandwidth demands during the pandemic.

Project Schedule

28. Please use the table below to complete a project schedule outlining individual tasks and their timing by quarter and year. All projects must be complete by December 31, 2026. (If you need to add additional lines, click on 'Save' and the system will add an additional five lines each time.)

Task	2023		2024		2025		2026							
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Field Walkout	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network Design	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pole/Permit Applications	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pole Make-Ready Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fiber Placement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Splicing & Testing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Network Activation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Anticipated completion date

Please indicate the anticipated date upon which service to the last location in the proposed project area will be made available. 12/31/2026

Please list any factors that would change or delay the proposed schedule.

Because Charter has a well-established process for initiating and overseeing new construction projects, existing relationships with contractors to perform design, make-ready and construction work, and holds numerous regulatory authorizations and pole attachment agreements that can facilitate prompt access to rights-of-way and utility poles, it anticipates that it would be able to start work on the Project promptly upon approval. If awarded grant funds, Charter anticipates beginning the Project promptly, with completion by the project deadline, subject to timing of grant awards, pole attachment make-ready work required to install facilities, permitting delays, ability to access relevant locations, or other delays outside Charter’s reasonable control, including pandemic-related or raw materials shortages.

The primary roadblocks to any of Charter’s major construction projects usually fall within two categories: permitting for construction and rights-of-way access, and make-ready work to allow our fiber infrastructure to be attached to utility poles. While local county permitting should move quickly through a potential collaboration (estimates for local permits are usually 30 to 60 days), Charter would work closely with the County to ensure quick action on any interstate or state road crossings, as well as any right-of-way work that would require state permitting. State permitting can usually be obtained within 60 to 90 days.

Have all the required local/city/county/state approvals and/or permits necessary for this project to proceed been obtained? Yes No

If No, what remains to be done and what is required for completing the process of obtaining approvals? Include any permitting timeline in the project schedule.

See response to previous item. Charter will obtain necessary right-of-way permits to construct the Project upon notification of grant award and completion of final engineering walk-outs. Charter already holds Michigan

Uniform Video Franchises across the state and has extensive experience in timely obtaining requisite permits and access to rights-of-way.

Will this project require state or federal environmental review, approval, or permits? Yes No Unsure

If Yes, what remains to be done and what is required for completing the process of obtaining approvals? Include any permitting timeline in the project schedule.

Will this project require state or federal historic, architectural, or archeological review, approval, or permits? Yes No Unsure

If Yes, what remains to be done and what is required for completing the process of obtaining approvals? Include any permitting timeline in the project schedule.

Project Readiness

Additional evidence of project readiness

Name of Attachment:	Evidence of project readiness
Charter_LeelanauCo_Readiness_Cleveland Township Franchise.pdf	390_0_Charter_LeelanauCo_Readiness_Cleveland Township Franchise.pdf
Charter_LeelanauCo_Readiness_Empire Township Franchise.pdf	390_1_Charter_LeelanauCo_Readiness_Empire Township Franchise.pdf
Charter_LeelanauCo_Readiness_Glen Arbor Township Franchise.pdf	390_2_Charter_LeelanauCo_Readiness_Glen Arbor Township Franchise.pdf
Charter_LeelanauCo_Readiness_Kasson Township Franchise.pdf	390_3_Charter_LeelanauCo_Readiness_Kasson Township Franchise.pdf

Please provide any additional evidence of your project's readiness. This evidence can include, but is not limited to, letters of intent, memorandums of understanding, land/tower lease agreements, right-of-way agreements, permits, etc. Provide a short narrative to accompany this additional evidence.

Charter has demonstrated readiness to successfully build, manage, and operate the proposed network. As stated above, we currently serve more than 32 million customers nationwide and 947,000 in Michigan. We invested \$222 million in our network in Michigan alone in 2022, and reached an additional 21,000 homes and small businesses. We are ready to add the Project Area to our many efforts to reach new and unserved customers across the country.

Charter already holds a valid Michigan Uniform Video Franchise with communities in or adjacent to the proposed Project Area. Charter will obtain all necessary right-of-way agreements (franchises), permits, and approvals necessary for the Project.

Applicant Capacity

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Brief history of your organization

Please provide a brief history of your organization including experience relevant to the proposed project and your technical, financial, and managerial capabilities to complete the project within the designated project period. (250 words max.):

Charter (and our predecessor companies) have been providing broadband internet service in Michigan for nearly forty years. Charter currently serves approximately 947,000 customers in over 862 Michigan communities.

Charter is currently the second largest wireline broadband provider in the United States. The company has achieved growth through innovation and acquisitions of cable properties, including completing transactions with Time Warner Cable and Bright House Networks. Charter provides superior products and services through our Spectrum brand of services and invests in the infrastructure, technology, and people powering the future. Charter is at the intersection of technology and entertainment, facilitating communications that connect more than 32 million residential and business customers in 41 states. Charter’s commitment to serving customers and exceeding their expectations is the bedrock of Charter’s business strategy and the philosophy that guides our 100,000+ employees – more than 1700 of which call Michigan home.

U.S. News and World Report named Charter’s Spectrum Internet as the “**Best Internet Service Provider for Rural Areas**” in 2021. Multichannel News named us as **Operator of the Year for 2020**; CableFax named us “**2021 MSO of the Year**,” and CNET named Spectrum the “**Best Cable Internet Provider**” for 2022. Charter’s Spectrum Internet service exceeded 100% of advertised download speeds during peak times on all speeds measured.

Organization Chart & Resumes

Applicant organizational chart

Name of Attachment	Organizational chart
Charter_LeelanauCo_OrgChart_Spectrum Mid-America LLC.pdf	329_0_Charter_LeelanauCo_OrgChart_Spectrum Mid-America LLC.pdf

Resumes of key officers, management personnel, and proposed project management team

Personnel Name	Resume
Charter_LeelanauCo_Resumes.pdf	332_0_Charter_LeelanauCo_Resume.pdf

Audited Financial Statements

Three years of audited financial statements

Attachment Name	Audited Financial Statements
Charter_LeelanauCo_Financials_10-K_YE20.pdf	336_0_Charter_LeelanauCo_Financials_10-K_YE20.pdf
Charter_LeelanauCo_Financials_10-K_YE21.pdf	336_1_Charter_LeelanauCo_Financials_10-K_YE21.pdf

	nauCo_Financials_10-K_YE21.pdf
Charter_LeelanauCo_Financials_10-K_YE22.pdf	336_2_Charter_Leela_nauCo_Financials_10-K_YE22.pdf

Please provide a brief statement to accompany your attached audited financial statements and documentation.

Spectrum Mid-America, LLC, is and managed by, its parent company, Charter Communications, Inc. Accordingly, Spectrum Mid-America, LLC, relies on the financial statements of Charter Communications, Inc., the last three years of which are attached and may also be accessed at <https://ir.charter.com/financial-information/sec-filings>.

Partners, subcontractors, or vendors associated with the project's deliverables

Describe any partners, subcontractors, or vendors associated with the project's deliverables, including but not limited to adoption, deployment, and service delivery. Describe each party's role in the project. This should include a discussion of whether and to what extent the applicant, as well as its anticipated partners, subcontractors, or vendors are organizations incorporated, headquartered, or with a principal place of business in Michigan.

Charter has existing relationships with contractors and vendors supporting our rural broadband deployment (FCC Rural Digital Opportunity Fund (RDOF) awarded build. We have a robust presence across the state and are actively deploying broadband in multiple counties. Of our contractors, more than half are Michigan-based with principal places of business in the state. Should Charter be awarded a ROBIN broadband grant we are confident we will continue to use and engage local resources. Upon award, Charter will finalize its choice of trusted vendor in the event subcontractors are used and provide information on such subcontractors at that time.

Charter has a well-developed process for initiating and managing broadband construction projects, as well as for promptly obtaining access to utility poles and any necessary rights of way, and established relationships with contractors who will perform design, make-ready, and construction work on the Project. Charter's pre-existing procedures, construction management system, and ability to engage third parties will enable it to begin work on the Project promptly upon authorization.

A collaborative initiative between the State of Michigan and Charter would be managed by the following teams, each of which will play an important role in ensuring the project proceeds in an orderly manner, properly identifying specific build out projects, managing expectations, construction timeframes and contract adherence.

- Our **Local Construction** team handles the actual construction projects, including everything from obtaining permits to managing all pole "make-ready" work and construction details.
 - Charter's construction department has recently added a new branch, dedicated solely to broadband expansion projects. We have hired more than a dozen new leaders and have engaged multiple new contractors in order to handle increased build out projects on aggressive timeframes.
 - Our legacy construction team will continue to maintain our network and ensure it is always capable of handling all current needs and designed for the future, including over lashing hundreds of miles of fiber to ensure the network is capable of continued growth well into the future.
 - Our new expansion department will focus solely on building our network out to reach more and more households. See the chart below for the current makeup of this expansion arm of our local construction team.

- Our **Corporate Construction** team bears the primary responsibility of evaluating unserved areas and identifying potential projects and all logistics required to design and plan each build.
- Our **Capital Planning** team determines the specific costs of each expansion project.
- Charter's **legal** team will manage the contract.
- Our **Government Affairs team** will act as primary liaison between Charter and the County representatives and will organize communications within the company.

To consistently expand our network to serve so many new homes and businesses each year, Charter uses a comprehensive proprietary construction project management system called PRISM—a proven tool for tracking and managing all construction activity on a project-by-project, passing-by-passing basis, with the ability to separate out various types of projects and passings by dwelling type and area. On an ongoing basis, PRISM manages thousands of construction jobs, encompassing millions of tasks across multiple Charter departments and third-party vendors. PRISM can accomplish this via a comprehensive real-time “Task Dashboard.” The Task Dashboard fosters visibility and drives accountability across each of PRISM’s five thousand users. This allows all groups involved (including those responsible for construction, permitting, design, and finance) to know the tasks for which they are responsible, and the timeframe allotted to each of these tasks. Charter will use PRISM to manage and meet its obligations in the Project Area.

Safety and training standards

Describe the safety and training standards in place for your employees, including professional certification, licensure, and/or robust in-house training opportunities.

We value our employees and are committed to providing a safe and healthy workplace. All employees are required to comply with company safety rules and expectations and are expected to actively contribute to making our company a safer place to work. Charter strives for continuous improvement through an integrated Environmental, Health and Safety (“EHS”) management system that provides guidance, instruction, and best management practices that meet or exceed regulatory requirements. As a result, all employees must comply with company safety rules and expectations, and are expected to identify, report, and correct unsafe conditions or acts that may arise during the workday.

We have established a process to investigate health- and safety-related incidents, uncover root causes, and create preventive action plans. When incidents do occur, Charter reports, investigates, and documents the event in accordance with applicable federal and state regulations. Any injury that meets the Occupational Safety and Health Administration (“OSHA”) criteria will be recorded and maintained to meet regulatory requirements and company policy. Each year, we tabulate and calculate any incidents into a total recordable incident rate (“TRIR”) in accordance with OSHA’s methodology to reflect the company’s safety performance year-over-year. In 2021, our TRIR was 2.2.

Violations of federal or state labor and employment laws

Have there been any recent violations of federal or state labor and employment laws by your organization? Yes No Unsure

If Yes, please describe in detail.

Labor standards

Does your company incorporate strong labor standards, including project labor agreements and community benefits agreements that offer wages at or above the prevailing rate? Yes No

If Yes, please describe.

Pursuant to the Guidelines provided by the U.S. Treasury Department, federal Davis-Bacon prevailing wage requirements do not apply to ARPA grants. Nor does Charter have collective bargaining relationships in the State. In addition, Charter requires all of its subcontractors to comply with applicable state and federal laws, including with respect to labor standards.

Charter's workforce is, however, key to our long-term success and we're proud to invest in them and we offer competitive pay to all of our employees. This commitment to our employees is why we permanently raised our minimum wage for all employees to \$20 per hour in 2022.

We offer robust benefits, paid time off, company-paid retirement programs, and opportunities for advancement, because Charter is a company where our workers don't just do their jobs, they build careers. And when the lives of our employees are improved, they in turn improve the lives of the customers they serve.

At Charter, we offer our employees:

- Robust health care
- Company-paid retirement programs
- A \$20 minimum wage in 2022

Our \$20 minimum wage continues our commitment to our employees and our customers. After three companies came together to form Charter Spectrum, we started building for the long term. We invested over \$30 billion in training, tools, trucks, test equipment, new call centers, network upgrades, buildings, labs, product development, set top boxes, Wi-Fi routers, modems, and news channels. We also brought work back from overseas, reduced our reliance on contractors, and hired locally.

Our workforce includes:

- 100,000+ Employees
- Nearly 50% People of Color
- Nearly 10% with a military affiliation

Hiring Policy

For this project, will additional labor force needs be met by hiring staff directly with your organization or contracted through another entity?

- Directly with company
- Contracted through another agency

If direct hire, please estimate the total number of new, directly hired staff needed to complete this project.

If this project will be completed using contracted labor, describe your policies and practices that ensure contractors and subcontractors meet high labor standards.

We anticipate using a mix of our own employees and contractors to complete the Project, but we cannot forecast the precise numbers and mix at this time. We have well-developed organizations and processes for initiating and managing broadband construction projects, including established relationships with trusted vendors who will perform work on the Project. Charter's existing procedures and agreements with vendors and contractors ensure they meet high labor standards, comply with all applicable regulatory requirements, and

provide quality work. Lastly, costs do not include certain direct and indirect costs, reflecting contributions to the Project by Charter personnel that Charter is proposing to absorb itself, such as the contributions by Charter's internal employees on project design, supervision, and management.

Prioritization efforts to hire local workers

Describe any prioritization efforts to hire local workers and/or workers from historically disadvantaged communities for this project.

Charter's workforce is key to our long-term success, and we are proud to invest in them. With over 100,000 U.S.-based employees, and more than 1,700 here in Michigan, our employees live and play in the communities we serve.

Community and Economic Impact

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Community Support for this project

Demonstration of interest/impact/support from communities **(If you need to upload additional support letters, click on 'Save' and the system will add an additional five lines.)**

Name of Community / Organization	Support Letters
Charter_LeelanauCo_Community_ClevelandTownship.pdf	414_0_Charter_LeelanauCo_Community_ClevelandTownship.pdf
Charter_LeelanauCo_Community_CongressmanBergman.pdf	414_1_Charter_LeelanauCo_Community_CongressmanBergman.pdf
Charter_LeelanauCo_Community_CongressmanBergman2.pdf	414_2_Charter_LeelanauCo_Community_CongressmanBergman2.pdf
Charter_LeelanauCo_Community_EmpireTownship.pdf	414_3_Charter_LeelanauCo_Community_EmpireTownship.pdf
Charter_LeelanauCo_Community_Glen Lake School.pdf	414_4_Charter_LeelanauCo_Community_Glen Lake School.pdf
Charter_LeelanauCo_Community_Leelanau Board of Commissioners.pdf	414_5_Charter_LeelanauCo_Community_Leelanau Board of Commissioners.pdf
Charter_LeelanauCo_Community_Leelanau-Benzie Dist Health Dept.pdf	414_6_Charter_LeelanauCo_Community_Leelanau-Benzie Dist Health Dept.pdf
Charter_LeelanauCo_Community_LeelanauChristian Neighbors.pdf	414_7_Charter_LeelanauCo_Community_LeelanauChristianNeighbors.pdf
Charter_LeelanauCo_Community_LeelanauCoCommunityFoundation.pdf	414_8_Charter_LeelanauCo_Community_LeelanauCoCommunityFoundation.pdf
Charter_LeelanauCo_Community_LeelanauCoEmergencyMgmt.pdf	414_9_Charter_LeelanauCo_Community_LeelanauCoEmergencyMgmt.pdf
Charter_LeelanauCo_Community_LeelanauCoSeniorServices.pdf	414_10_Charter_LeelanauCo_Community_LeelanauCoSeniorServices.pdf
Charter_LeelanauCo_Community_Rep Coffia.pdf	414_11_Charter_LeelanauCo_Community_Rep Coffia.pdf
Charter_LeelanauCo_Community_Senator Damoose.pdf	414_12_Charter_LeelanauCo_Community_Senator Damoose.pdf
Charter_LeelanauCo_Community_Senator Damoose2.pdf	414_13_Charter_LeelanauCo_Community_Senator Damoose2.pdf
Charter_LeelanauCo_Community_ShareCare.pdf	414_14_Charter_LeelanauCo_Community_ShareCare.pdf

Charter_LeelanauCo_Community_MIAssociationofSeniors.pdf	414_15_Charter_LeelanauCo_Community_MIAssociationofSeniors.pdf
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Please provide a description of the community support for this project to accompany relevant attachments. Community support can be expressed through public-private partnerships, letters of support, memorandums of understanding, community broadband plans, or other relevant and appropriate documents.

Charter has received requests for service from residents, businesses and others located in the proposed service area. In addition, Charter has responded to inquiries from local, state and Federal elected officials regarding the possibility of expanding broadband service in the project area.

Charter analyzed the FCC National Broadband Map and did a competitive analysis to determine that the proposed Project Area did not include providers already meeting the minimum speed threshold identified in the ROBIN grant rules.

Community Interest

Demonstration of customer interest

Name of Attachment	Customer Interest
Charter_LeelanauCo_Customer_Resident1.pdf	394_0_Charter_LeelanauCo_Customer_Resident1.pdf
Charter_LeelanauCo_Customer_Resident2.pdf	394_1_Charter_LeelanauCo_Customer_Resident2.pdf
Charter_LeelanauCo_Customer_Resident3.pdf	394_2_Charter_LeelanauCo_Customer_Resident3.pdf
Charter_LeelanauCo_Customer_Resident4.pdf	394_3_Charter_LeelanauCo_Customer_Resident4.pdf
Charter_LeelanauCo_Customer_Resident5.pdf	394_4_Charter_LeelanauCo_Customer_Resident5.pdf
Charter_LeelanauCo_Customer_Resident6.pdf	394_5_Charter_LeelanauCo_Customer_Resident6.pdf
Charter_LeelanauCo_Customer_Resident7.pdf	394_6_Charter_LeelanauCo_Customer_Resident7.pdf
Charter_LeelanauCo_Customer_Resident8.pdf	394_7_Charter_LeelanauCo_Customer_Resident8.pdf
Charter_LeelanauCo_Customer_Resident9.pdf	394_8_Charter_LeelanauCo_Customer_Resident9.pdf
Charter_LeelanauCo_Customer_Resident10.pdf	394_9_Charter_LeelanauCo_Customer_Resident 10.pdf

Please provide a brief statement to accompany the demonstration of customer interest you have attached to this application. This description should include the method used for gauging customer interest and the results.

Charter (and its predecessor companies) has offered service in Michigan for more than thirty years. We have worked with municipalities on ways to expand our network and bring broadband to unserved residents in the area. We have attended community forums, stakeholder meetings, and outreach events where consumers have expressed their desire for our advanced services, namely broadband.

Community Anchor Institutions (CAI) served

Please list the specific community anchor institutions (CAIs) to be served by the proposed project. Attach evidence of support for the project from impacted CAIs (if applicable). **(If you need to upload additional support letters, click on 'Save' and the system will add an additional five lines.)**

CAI Name	Address	Type of CAI	Letter of Support
Leelanau Township Community Foundation	301 Mill St, Northport, MI 49670	Other (Comm. Support Org)	458_0_Charter_LeelanauCo_Community_LeelanauCoCommunityFoundation.pdf
Leelanau Co Emergency Management	8525 E. Government Center Drive, Suttons Bay, MI 49582	Other (Public Safety)	458_1_Charter_LeelanauCo_Community_LeelanauCoEmergencyMgmt.pdf
Leelanau Co Senior Services	8527 E. Government Center Drive, Suite 106, Suttons Bay, MI 49682	Other (Comm. Support Org)	458_2_Charter_LeelanauCo_Community_LeelanauCoSeniorServices.pdf
Leelanau-Benzie Dist Health Dept	7401 E. Duck Lake Rd, Lake Leelanau, MI 49653	Healthcare	458_3_Charter_LeelanauCo_Community_Leelanau-Benzie Dist Health Dept.pdf
Share Care, Leelanau Co	P.O. Box 937, Leland, MI 49654	Other (Comm. Support Org)	458_4_Charter_LeelanauCo_Community_Share Care.pdf
Leelanau Christian Neighbors	7322 E. Duck Lake Rd, Lake Leelanau, MI 49653	Other (Comm. Support Org)	458_5_Charter_LeelanauCo_Community_LeelanauChristianNeighbors.pdf
Glen Lake Community School	3375 W Burdickville Rd, Maple City, MI 49664	School	458_6_Charter_LeelanauCo_Community_Glen Lake School.pdf

SPIN Information

Evidence of application for a SPIN (if applicable) **If the proposed project includes connections to schools or libraries, please ensure you have entered your SPIN at the beginning of this application. For applicants without a SPIN please provide evidence of your application for a SPIN.**

Name of Evidence	Evidence of Application for SPIN
Spectrum_Service Provider ID Number (SPIN).pdf	410_0_Spectrum_Service Provider ID Number SPIN .pdf

If the proposed project includes connections to schools or libraries, please provide your SPIN or evidence of application for a SPIN from the FCC Universal Service Administrative Company (USAC) and demonstration of your knowledge of E-rate and working with the FCC/USAC.

Recognizing the importance of fast, reliable service for community institutions, Charter also offers 10 Gbps symmetrical speeds to large businesses, schools, libraries, hospitals, and other important community institutions through customized, dedicated builds by its Spectrum Enterprise business organization. The present application and proposed budget does not include the costs of such

customized builds. However, our network’s presence in the project area would better position us to make such offers available.

Need for improved broadband service for businesses

Evidence of interest, impact, or support from businesses. (If you need to upload additional Evidence of Interest, click on 'Save' and the system will add an additional five lines.)

Name of Attachment	Evidence of interest
Charter_LeelanauCo_Community_45NorthVineyard.pdf	398_0_Charter_LeelanauCo_Community_45NorthVineyard.pdf
Charter_LeelanauCo_Community_CherryRepublic.pdf	398_1_Charter_LeelanauCo_Community_CherryRepublic.pdf
Charter_LeelanauCo_Community_Leelanau Peninsula Vintners Assoc.pdf	398_2_Charter_LeelanauCo_Community_Leelanau Peninsula Vintners Assoc.pdf
Charter_LeelanauCo_Community_Leelanau Twp Comm Foundation.pdf	398_3_Charter_LeelanauCo_Community_Leelanau Twp Comm Foundation .pdf
Charter_LeelanauCo_Community_LeelanauPeninsulaChamber.pdf	398_4_Charter_LeelanauCo_Community_LeelanauPeninsulaChamber.pdf
Charter_LeelanauCo_Community_BardehagenFarms.pdf	398_5_Charter_LeelanauCo_Community_Bardehagen Farms.pdf

Please provide a brief description of the businesses needing improved broadband service in the proposed project area and the level of improvement needed. Attach statements or evidence regarding the benefits from the proposed connectivity solution and how it will impact those businesses.

Charter (or its predecessor companies) has offered service in Michigan for more than thirty years; we have worked with municipalities on ways to expand our network and bring broadband to unserved residents in the area. We have attended community forums, stakeholder meetings, and outreach events where consumers have expressed their desire for our advanced services, namely broadband.

Direct job creation

Evidence of job creation

Describe and account for any direct job creation in the proposed service area related to this project, if funded. Provide supplemental evidence if available. Job creation here means those jobs created in the community as a result of new internet connectivity being deployed, not any jobs created to deploy the proposed network.

Training and Awareness

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APP # 230033

Proposed digital literacy training events, materials

Please describe any proposed digital literacy training events, materials, and/or resources that will be provided to residents or businesses impacted by the proposed connectivity. Include the number and type of events, including commitments from any partners included in the digital literacy training and the anticipated outcomes from related activities. The description must provide clear detail and contain measurable metrics for the proposed programs or partnerships.

- **Stay Connected K-12 Program:** To help address the lack of Internet connectivity faced by some student households, through the Stay Connected K-12 program, Charter is working directly with schools and school districts across its footprint to assist them in offering high-speed, cable broadband Internet access to students, educators, and staff in their homes. Charter is currently connecting thousands of students and educators through this program across the Country. This product offering helps to ensure that learning, teaching, and working are uninterrupted by giving schools and school districts the flexibility to add students to the program when needed and provide much-needed in-home connectivity at speeds up to 50 Mbps/5 Mbps. To date, Charter has established such relationships with school districts in 19 states, including Alabama, California, Colorado, Connecticut, Florida, Georgia, Idaho, Indiana, Kentucky, Maine, Massachusetts, Minnesota, Missouri, New York, Ohio, Oregon, Texas, Washington, and Wisconsin.
- **Bulk Rate Solution to Bridge Digital Divide:** Charter also offers a bulk rate opportunity for counties, municipalities, housing authorities, or other local entities to identify homes in underserved areas and provide them with a heavily discounted bulk rate for Charter's Internet service offering. If the County is interested in exploring a bulk rate discount program, Charter is happy to further discuss this at the appropriate time.
- **Spectrum Digital Education:** Spectrum supports nonprofit organizations that educate community members on the benefits of broadband and how to use it to improve their lives. We award grants across the country to help accomplish this goal.
- **Spectrum Community Center Assist:** Spectrum Community Center Assist is a strategic philanthropic program that aims to improve the physical condition of community centers in underserved rural and urban communities throughout Charter's 41-state footprint, as well as to support programs that provide job skills training for the people in those local communities.

Please see attached letters of support from organizations in targeted grant area whose members would benefit from access to the above programs.

Please upload evidence of training partnership, materials, etc.

[508_Spectrum Digital Education.pdf](#)

Materials and Method(s) to be used

Please describe the materials and method(s) to be used for providing residents and businesses with information promoting the use of an internet connection for improving quality of life, access to resources, economic opportunity, etc., in the proposed service area. Partnerships with local CAIs that build awareness for enriching online opportunities for residents and businesses are highly encouraged.

Examples of these opportunities include, but are not limited to, telehealth applications, access to government services, e-learning, job and career readiness programs, public safety information, cybersecurity training, etc. This description must provide clear detail and contain measurable metrics.

Charter shares Michigan's goal of ensuring that potential customers are aware of the benefits that Charter's services bring.

Charter's marketing plan will target potential internet and cable TV customers early and often using various media formats. Our proven outreach strategy, briefly summarized below, will include immediate contact with the newly connected households to not only notify them that they are eligible for service, but also to provide all of the tools necessary for a smooth and streamlined sign-up process:

- **Direct Mail to Residential Customers:** Charter boasts a robust direct mail campaign, with bimonthly outreach to potential customers. Mailers indicate pricing and internet speeds, along with basic information regarding number of channels offered and free equipment like a modem. Charter's offers of popular bundled cable and internet packages that come without contracts or early termination fees are also clearly stated.
- **Print Advertisements:** We also advertise in print publications, such as local newspapers.
- **Online Advertisements:** Charter's marketing strategy includes a widespread online presence through ads, with service information only a click away.
- **Charter's Website:** Charter's user-friendly website, www.spectrum.com, includes address specific information for future residential customers, accessible through an embedded location-based search engine. The "Contact Us" link includes a support line for internet, television and home phone and a separate line for mobile support for ease of access.
- **Creating Awareness of Low-Cost Offerings:** Charter applies similar strategies for low-cost offerings and programs. The primary way of informing eligible customers of these offerings and programs is through sending direct mail advertising pieces to households that are pre-qualified through Charter's FCC-approved alternative verification process (AVP) to receive these benefits. Charter employs additional marketing tactics to reach eligible households including, but not limited to, emails, direct sales, outbound telemarketing, community events and our website, including a banner on www.spectrum.com (see <https://www.spectrum.com/cp/broadband-get-qualified> for more information).

Additionally, Charter supports nonprofit organizations that educate community members on the benefits of broadband and how to use it to improve their lives. We award grants across the country to help accomplish this goal. The company promotes broadband adoption by being engaged and working regularly with a wide range of education, non-profit, government, and library partners to distribute fliers and raise awareness of Spectrum Internet Assist, our low-cost high-speed broadband program. For more information visit: <https://corporate.charter.com/digital-education>

Evidence of awareness activities

[511__Spectrum_AffordableConnectivity Program.pdf](#)

Commitment to improving the adoption rate of broadband services

Describe how the project commits to improving the adoption rate of broadband services, including, but not limited to, special service rates, internet-enabled devices that meet the needs of the user, and digital skills training.

In addition to our ACP and Spectrum Internet Assist programs, Charter also supports nonprofit organizations that educate community members on the benefits of broadband and how to use it to improve their lives. We award grants across the country to help accomplish this goal. Additionally, the company promotes broadband adoption by being engaged and working regularly with a wide

range of education, non-profit, government, and library partners to distribute fliers and raise awareness of our low-cost high-speed broadband programs.

For more information on Charter's efforts to promote digital literacy, please visit: <https://corporate.charter.com/digital-education>

Promotion of customer take rate

Explain how you plan to promote customer take rate, including marketing activities, outreach plan, and other actions to reach the identified serviceable units within the project area. Provide the anticipated take rate and describe the basis for the estimate.

See response to prior question affirming our commitment to improving the adoption of broadband services. Anticipated take rates for the Project Area are proprietary. Based on our experience in building broadband networks in rural and unserved areas, Charter is confident that our Project will be sustainable. For context, our CEO Chris Winfrey stated during our January 27th, 2023 quarterly earnings call, "The initial results of our rural construction initiative have been very promising. We constructed over 200,000 new rural passings in 2022, and penetration of passings open at least six months is ahead of our expectations at about 40%."