



OFFICE CREATION CHECKLIST

Guide and best practices for states



Topics for Discussion



- Introduction
- Office Creation Checklist



INTRODUCTION

Office Creation Checklist



Establish legal authority for standing entity dedicated to broadband program oversight within the state



Identify and hire broadband office leader



Identify and recruit for FTE positions, providing coverage of portfolios



Establish regular communication practices and cadence with advisory entities, including mentors and NTIA FPO



Create state-specific knowledge repository and knowledge management processes



Develop a broadband office website



Develop grants program approach



Develop digital inclusion/equity approach



CHECKLIST COMPONENTS



Establish Legal Authority and Mission/Value*



Executive and/or legislative mandate for a standing entity dedicated to broadband program oversight within the state

Entity should have authority to:

- Receive, manage, and disburse funds.
- Hire full-time and contract positions.
- Develop and implement broadband policy.
- Represent broadband priorities within the state interagency, to stakeholders, and the federal government.



California
DEPARTMENT OF TECHNOLOGY
STRATEGY INNOVATION DELIVERY

Broadband and Digital Literacy Office

Our Role

The Office of Broadband and Digital Literacy manages the statewide ecosystem of individuals and organizations dedicated to closing the digital divide.

Our Mission

Our Mission is to establish digital literacy throughout the state of California. By establishing statewide digital literacy, we will eradicate the inequalities in access, knowledge and skills needed to effectively utilize and communicate using various digital platforms, ultimately, enabling the skills and knowledge necessary for a digitally inclusive communities.

Our Vision

To establish 98% high speed internet access and 90% statewide adoption by 2023.



Best in Class: California's Broadband & Digital Literacy Office

- *Manages more than \$6 billion for broadband expansion initiatives within the state.*
- *Works closely with the CA Public Utilities Commission and other state implementers, the Broadband Council, and regional and local broadband planning and stakeholder groups.*

*Examples are provided for consideration, but are not exhaustive





Identify and Hire Broadband Office Leader*



- **Ideal Experience**

- Broadband program management
- Public sector financial management/budget oversight
- Facilitation of community groups
- Staff supervision

- **Ideal Skills**

- Strategic leadership
- Problem-solving
- Project management
- Policy implementation



Director, Office of Broadband - Civil Service Exempt

Qualifications
Required Qualifications:

- Bachelor's degree in Public Administration, Business, or Information Technology (professional level experience may substitute year for year for the degree).
- 10 years of experience in any combination of the following:
 1. Broadband deployment
 2. Community economic development
 3. Community outreach
 4. Experience facilitating community groups
- 4 years of supervisory experience in a professional setting
- Strategic leadership and planning skills
- Ability to work with a wide range of stakeholders
- Ability to implement executive and legislative policies and make internal policy decisions with large-scale implications
- Strong facilitating and collaborative skills, especially experience working simultaneously with diverse partners and stakeholders
- Highly developed problem solving skills
- Exceptional interpersonal skills with demonstrated ability to understand and appropriately respond to tribal, community, partner and stakeholder interests and needs
- Demonstrated project management skills
- Successful experience navigating and leading in a political environment
- Understanding of tribal governance structure and culture
- Demonstrated ability to exercise sound judgment and discernment, and the ability to understand the "big picture"
- Highly self-motivated and ability to work independently
- Ability to travel extensively
- Strong anticipatory skills to foresee opportunities and needs

Desired Education and Experience:

- Master's in Public Administration, Business, or Information Technology.
- Experience managing or participating in public, multi-stakeholder processes for the development, review and implementation of policies and programs is highly desirable.
- Telecommunications industry experience required. Knowledge of industry specifics including ILEC and CLEC operations, public networks also a plus.
- History of some level of network infrastructure deployment experience.

Best in Class: *Washington's position description for the Director, Office of Broadband covers the ideal experience and skills for an office lead.*

*Examples are provided for consideration, but are not exhaustive





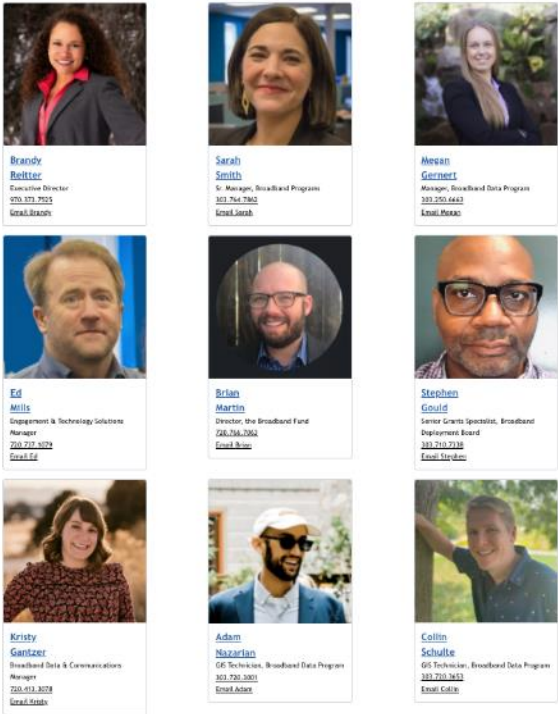
Identify and Recruit for Full Time Equivalent Positions



At a minimum, a broadband office should have at least **6 full time staff members** fulfilling the functions outlined within the identified key portfolios.

States may need more staff, or more staff in a specific portfolio area, depending on current capacities of the broadband program.

Key Portfolios
Program Leadership
Legal/Regulatory/Policy
Grants Management
Technical Programs
Communications & Outreach
Digital Equity & Inclusion



Best in Class: *The Colorado Broadband Office has an extensive staff, addressing most of the key portfolios we have identified.*

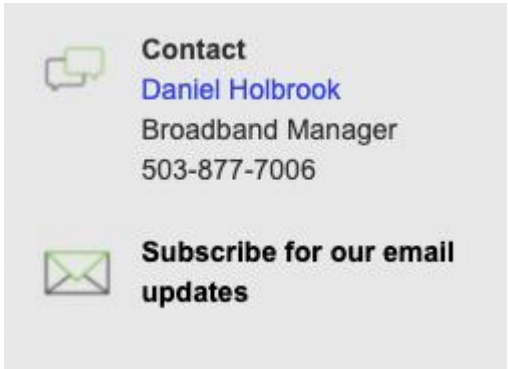




Program Leadership and Management Portfolio*



- **Defines, shares, and implements** state broadband Mission and Vision
- **Develops** broadband planning priorities
- **Supervises** and sets priorities for staff
- **Represents** broadband authority to state and interagency leadership, stakeholder groups (to include commissions and/or councils), NTIA and federal agencies, etc.



Best in Class: Oregon Broadband Office has clear Program Leadership and priorities defined on their broadband website.

2021-2022 Oregon Broadband Office Priorities

- Hire staff:**
 - Program Coordinator
Status: hired on 9/27/21
 - Contract Specialist
Status: this position has been filled by a mid-level and senior
 - Project Coordinators
Status: Hired on 02/14/2022 and 03/07/2022
- Secure Funding:**
 - **American Rescue Plan Act**—Capital Projects Fund \$120M Federal ARPA legislation authorized up to \$120 million in federal funding. The state received federal guidance on the necessary final for the ARPA federal program by the US Department of the Interior.
Status: As of 02/08/2022, the grant was signed by all parties
 - **EDA, ARPA State Planning Grants**—Applied for \$500K to \$1M grants.
Status: applied in September 2021; Initial award notification expected
 - **Infrastructure Bill (Infrastructure Investment and Jobs Act)**
Status: review bill and waiting for federal guidance to be issued and Middle Mile) are also being tracked. Additionally, OBO has
 - **NTIA Broadband Infrastructure Program**—In August 2021, the Department of Commerce announced the award announcement on 02/25/2022
 - **Oregon Broadband Fund (Universal Service Surcharge)** ORS 759.425(1)(a), as amended by Senate Bill 1603 2020.
Status: The Department has requested an increase in funding made to the Joint Committee on Ways & Means Subcommittee on Broadband and Telecommunications during the week of March 2022.
- Develop draft program rules**
 - Oregon Broadband Office is participating in the PEW Charitable Trusts training with PEW was commenced. The rule making process shifted to a Technical Working Group and a subcommittee. Projects Funds program development, program allocation, and rule making will meet between February and May 2022 and Community Liaison that Broadband Program Rules and plans adequately represent the community. If you get involved, please refer to the [Broadband Program Development](#) page.
Status: As of March 2022, Technical Working Group meeting
- Create a Communications Strategy**
 - As of March 2022, the Broadband Office's communication strategy is being developed. Please follow [this link](#).
Status: October-December 2021, work with Business Oregon



*Examples are provided for consideration, but are not exhaustive



Legal and Regulatory Policy Lead Portfolio*



- **Develops and advocates for necessary regulatory reform**
- **Connect with ISPs and state government agencies**
 - ISP-supplied data uniformity (with Technical Lead)
 - Access, easements, and permitting (federal, state, and local)
 - Pole sharing
 - Enabling access by alternative technology types
 - Dig Once policy
- **Drafts state broadband policy framework**
- **Analyzes constraints**
 - Municipality participation
 - Public-private partnerships
 - Funds management
 - Speed standards



Best in Class:
Vermont's legislature has passed bills creating union districts (CUDs), which allow municipalities to band together to offer broadband services and access state funds as a collective.



*Examples are provided for consideration, but are not exhaustive





Grants Management Portfolio*



- **Conduct planning**
 - Validation of unserved
 - Cost analytics, integration of existing federal funding, etc.
 - Define service areas
- **Develop program design**
 - Matching requirements
 - SOW development
- **Oversee grants evaluation process**
 - Scoring, ranking, record keeping
 - Selection and awards
 - Reporting and compliance monitoring
 - Challenge process



2020 Broadband Grant Recipients

- Download a [list of 2020 Grantees](#)
- Read about the [2020 challenge process](#) for grant applications
- [Challenge process results 2020](#)
- Download the [2020 Funding Summary](#)
- View a [map of the 2020 awards](#)
- View a [map of the 2020 awards with Served/Under Served, Wireline Coverage awards](#)
- [Border to Border Broadband Grants 2014-2017, 2019-2020](#)

Sample grant award recipient information

Charter Communications (Spectrum) – West Lake Carlos – GRANT \$24,450

This middle and last mile project will serve approximately 42 unserved households on the west side of Lake Carlos in Douglas County. In a funding partnership with the State of Minnesota, Charter Communications will provide broadband service levels up to 940 Mbps download and 35 Mbps upload, exceeding the State's 2022 and 2026 speed goals and providing quality of life enhancements for the residents of the project area.

- Total eligible project cost is \$81,661
- Local match is \$57,211



Best in Class: Minnesota has awarded 35+ broadband grants annually since 2014; posts scoring, resources, and all previous awards recipients on its web page.

*Examples are provided for consideration, but are not exhaustive





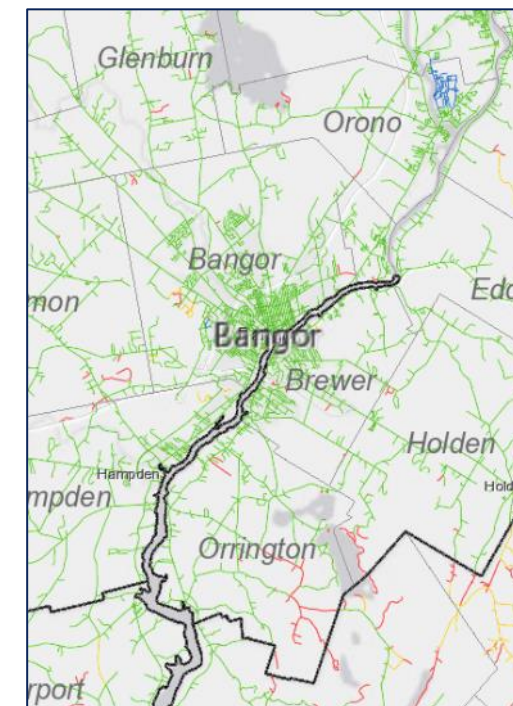
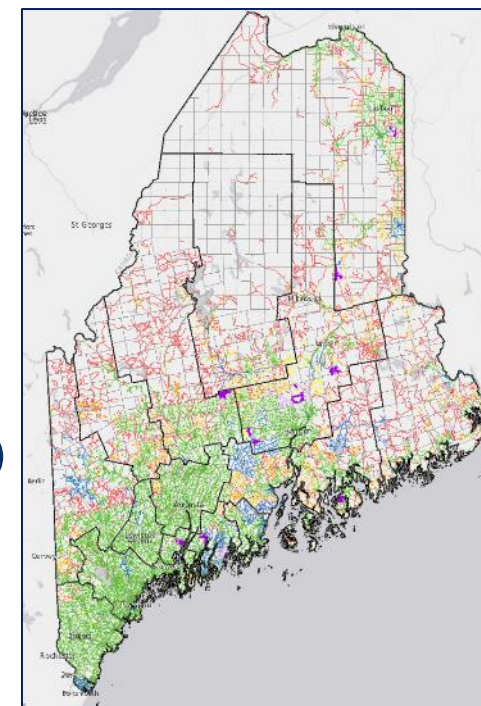
Technical Programs Portfolio*



- **Conduct data collection initiatives**
 - Unserved and underserved data
 - Identify data for FCC Challenge and S/T Challenge Processes
- **Verify mapping precision and accuracy**
 - Serviceable location, validation of FCC maps, federal permitting
- **Perform technical reviews for grant applications**
- **Review grant mapping submissions**
- **Determine technology deployment plans**
 - Accommodations for rural and remote deployment
 - DSL, fiber, wireless, satellite, etc.



CONNECTMAINE



Best in Class: *Maine's maps use FCC and ISP data in addition to crowdsourced speed tests and has address-specific data for wireless and fixed service.*

*Examples are provided for consideration, but are not exhaustive





Communications and Outreach Portfolio*



- **Establish overall communications strategy and plan****
- **Develop Communications SOPs**
 - Interagency, stakeholder groups, and the public
 - Consider stakeholder groups and develop content around each group including the use of accessible language such as using "high speed internet" instead of "broadband"
- **Oversee website content management**
- **Manage media engagement & press releases**
- **Maintain public mailbox**
- **Serve as liaison with a diverse set of stakeholder groups**
 - Councils, Task Forces, etc.

*Examples are provided for consideration, but are not exhaustive
**Examples demonstrate general good practices for the office, but do not reflect the local coordination requirements outlined in BIL NOFOs



April 20 from 10 to 11:30 a.m. in State Capitol, Rm 112
May 18 from 10 to 11:30 a.m. in State Capitol, Rm 112
June 15 from 10 to 11:30 a.m.
July 20 from 10 to 11:30 a.m.
Aug. 17 from 10 to 11:30 a.m.
Sep. 21 from 10 to 11:30 a.m.
Oct. 19 from 10 to 11:30 a.m.

Meeting Documents	
Date	Meeting Documents
3/21/2022	WISPA Presentation to ORBEC
3/21/2022	Affordable Connectivity Program (ACP) - Oklahoma Participation Rates
3/21/2022	coreNOC OK Broadband
2/16/2022	Broadband Funding Overview by Guidehouse
2/16/2022	Lessons from the Emergency Broadband Benefit



Best in Class: *Oklahoma's broadband office provides transparent communication resources available to public and private stakeholders; examples of OK's resources include meeting schedules and documents, press releases, etc.*





Digital Equity and Inclusion Portfolio*



- **Incorporate equity and inclusion into all office efforts**
- **Equity policy lead**
- **Coordinates affordability, digital literacy, and device adoption programs**
- **May lead relationships with Digital Equity implementers**
 - Community anchor institutions, schools, etc.
 - Digital equity advocates
 - Technical assistance providers



NCDIT NORTH CAROLINA DEPARTMENT OF INFORMATION TECHNOLOGY

Division of Broadband and Digital Equity

Achieving Digital Equity

[Gov. Cooper's Plan](#)[Measuring Success](#)[Infrastructure](#)[Affordability](#)[Digital Literacy](#)[Resources](#)

Too many North Carolinians lack access to an internet connection, cannot afford an internet subscription or do not have an adequate device. Many also lack the skills to take advantage of digital services like telehealth, online education or online job boards.

Gov. Roy Cooper's plan aims to close the digital divide by addressing:

- Infrastructure and access
- Digital literacy
- Affordability

The nearly \$1 billion in federal American Rescue Plan funds invested in this plan must be spent by the end of 2026:

Investing in high-speed internet infrastructure and access, affordability, and digital literacy will achieve digital equity.

Best in Class: North Carolina, in addition to other resources, provides an informative breakdown of digital equity and the specific challenges of overcoming the digital divide.

*Examples are provided for consideration, but are not exhaustive





Establish Regular Communication Practices*



- **Create communications plan to gather input on DE/BEAD plans**
 - Goals
 - Audience
 - Identify short and long-term approaches
- **Engage mentors**
 - State peers identified as leaders in broadband development
 - Advocacy groups, think tanks, etc.
- **Engage federal consultants and other experts, as needed**
- **NTIA FPO**
 - Federal program officer assigned to each state
 - Point of contact between state and federal program team
 - Disseminates resources and information provided by NTIA to states broadband or high-speed internet offices



Other business, government, education and community organizations

Why You Should Participate

AZBSN provides stakeholders opportunities to collaborate on initiatives and strategies to accelerate deployment of fast, affordable and reliable Broadband Internet access in communities throughout Arizona, and to enable those communities to utilize those connections to :

- ✓ Enable 21st Century education
- ✓ Create jobs and support economic development
- ✓ Train a 21st century workforce
- ✓ Enhance public safety and health care
- ✓ Connect their citizens to the world

Who Should Participate?

- ✓ Representatives from rural Councils of Government and communities working on local broadband initiatives
- ✓ Stakeholders from Economic Development, Education, Healthcare, Local Government, Public Safety, Libraries, etc.
- ✓ Consultants and providers of telecom, Internet and other technology innovations and services
- ✓ Government telecommunications and economic and rural development officials
- ✓ State telecom and broadband planning officials

Get Connected With AZBSN!

- ✓ See our web site for details and to sign-up for our Communications List. You will receive **infrequent** newsletters, updates and event announcements
- ✓ Attend our AZBSN Roundtables and Webinars. Connect with leaders, stakeholders and colleagues representing Economic Development, Education, Healthcare, Local Government, Public Safety, Libraries, etc
- ✓ Keep up to date on Federal, Arizona and local initiatives and funding opportunities



Best in Class: *Arizona demonstrates clearly defined communication plans and practices for both external and inter-agency entities.*

*Examples are provided for consideration, but are not exhaustive





Create State-specific Knowledge Repository and Management*



- **Arrange access to NTIA TA knowledge repository**
 - Centralized online hub for all things broadband
 - E.g., documents, maps, data, templates, samples, case studies
- **Prioritize intake of NTIA TA materials**
 - States will have equal access to federal broadband information resources
 - Will facilitate clear communication between state and federal governments
- **Establish and maintain state-specific TA repository**
 - Authorizing legislation, executive actions, grants history, policy framework



OFFICE OF BROADBAND DEVELOPMENT			
Historical Estimate of Wireline Broadband Service Availability in the State of Minnesota (Rural Areas)			
Date	25 Mbps/3 Mbps	100 Mbps/20 Mbps	1 Gbps/1 Gbps
February 2015	68.08	40.68	5.81
July 2016	72.24	48.93	11.39
October 2016	72.03	49.33	12.03
April 2017	73.07	52.46	14.24
October 2017	73.45	52.88	14.62
April 2018	79.26	58.99	19.24
October 2018	80.07	60.05	19.37
April 2019	83.71	68.43	22.42
October 2019	83.92	68.74	24.14
April 2020	82.39	72.28	23.57
October 2020	83.10	72.53	23.68
April 2021	84.99	75.19	26.94
October 2021	81.99	75.05	26.73

Source: Connected Nation, Oct. 2021.



Best in Class: *Minnesota's broadband office provides federal and state resources, links to NTIA sources, maps of tribal and count-level broadband service, recorded webinars, archived data, etc.*

*Examples are provided for consideration, but are not exhaustive





Develop Grants Program Approach*

Revised for review



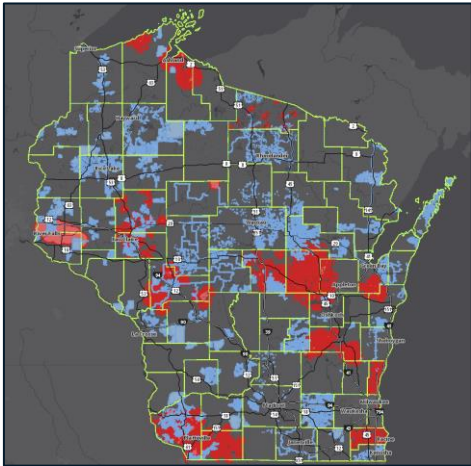
Prepare to receive BEAD Program Planning Funding & Notice of Available Amounts

- **Plan and Develop Five-year Action Plan**
 - Develop the state’s vision and goals
 - Document the current state of broadband
 - Identify barriers and obstacles
 - Develop an implementation plan
- **Prepare for FCC Broadband Data Collection and Challenge processes**
- **Plan and Develop Initial Proposal**
 - Develop long-term objectives
 - Develop local, regional and Tribal coordination
 - Document current state of broadband funding and unserved / underserved locations including CAI’s
 - Develop plan to conduct a challenge process
 - Plan to stand-up competitive sub-grant program

FY2022 State Broadband Expansion Grant Applications



Total Applications	Total Requested Funds	Total Match Pledged
194	\$495,648,678	\$438,275,346



Best in Class: Wisconsin has a mature grants program with clear documentation of their application and awards processes.

*Examples are provided for consideration, but are not exhaustive





Develop Digital Inclusion/Policy Approach*



- **Utilize expert resources on Digital Equity and Inclusion**

- Digital Inclusion Start Up Manual
- Digital Equity for States
- Coalition Guide
- Asset Mapping Tool

- **Discuss digital equity and inclusion goals**

- **Identify and address major gaps in digital inclusion**

- E.g., telehealth and education
- Address key inequalities in affordability, literacy, adoption, device ownership

- **Develop digital equity plan**

- **Think broadly about who is at the table**

- Broaden stakeholder outreach and ensure input from everyone who will be affected by this initiative



Best in Class: California

- CA's Broadband Plan addresses many aspects of digital equity and inclusion, addressing:
 - *Special attention to marginalized/disadvantaged populations*
 - *Affordability*
 - *Device ownership*
 - *Digital literacy*
 - *Digital navigation support*
 - *Funding and TA for digital inclusion programs*
- Digital Equity for All Task Force is part of CA Broadband Council

*Examples are provided for consideration, but are not exhaustive





THANK YOU

InternetForAll.gov

Broadbandusa.ntia.gov

BroadbandForAll@ntia.gov

