OFFICE CREATION TOOLKIT

Resources and reference materials for states
Topics for Discussion

- Overview of contents & crosswalk
- Toolkit components
- Appendix: additional resources
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**
Office Creation Toolkit Components

- Sample Position Descriptions
- Mission/Vision Statement Examples
- Sample public listening sessions and stakeholder meetings
- Connect with Advisory Entities
- Access to NTIA Knowledge Repository
- How to Create a State Knowledge Repository
- Website Sample Page
- Grants Program Template
- Digital Inclusion/Equity Initiative
### Office Creation Crosswalk

<table>
<thead>
<tr>
<th>Office Checklist</th>
<th>Office Toolkit Item(s)</th>
<th>Best-in-class Case</th>
</tr>
</thead>
</table>
| ![Church](https://via.placeholder.com/15) Establish Legal Authority | • Example legislation from other states  
• Mission / Vision                                                                  | California         |
| ![People](https://via.placeholder.com/15) Identify and Hire Broadband Office Leader | • Sample position description and responsibilities                                      | Washington         |
| ![Chat](https://via.placeholder.com/15) Identify and Recruit for Full Time Equivalent Positions | • Sample position descriptions  
• Sample organizational chart                                                       | Colorado           |
| ![Speech](https://via.placeholder.com/15) Establish regular communication practices | • Sample listening session structure  
• Sample stakeholder meeting structure  
• List of potential stakeholders to engage  
• External capacity guide                                                              | Arizona            |
| ![Folder](https://via.placeholder.com/15) Create state-specific knowledge repository | • Success store case studies  
• How to create a knowledge repository  
• Best practices and standard operating procedures for knowledge management  
• NTIA knowledge repository access                                                     | Minnesota          |
| ![Desktop](https://via.placeholder.com/15) Develop a broadband office website         | • Sample website                                                                       | North Carolina     |
| ![Dollar](https://via.placeholder.com/15) Develop grants program approach            | • Grants program template                                                               | Wisconsin          |
| ![RSS Feed](https://via.placeholder.com/15) Develop digital inclusion/equity approach | • Digital inclusion & equity approach                                                  | California         |
TOOLKIT COMPONENTS
### Toolkit Component: Sample Position Descriptions

<table>
<thead>
<tr>
<th>Office Director Positions</th>
<th>Other Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado</td>
<td>Policy/Legal North Carolina</td>
</tr>
<tr>
<td>Washington</td>
<td>Mapping Connecticut</td>
</tr>
<tr>
<td>New Jersey</td>
<td>Community Engagement Specialist Colorado</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>Digital Equity New York</td>
</tr>
<tr>
<td>Connecticut</td>
<td>Grants Manager Missouri</td>
</tr>
</tbody>
</table>

**Colorado excerpt:**

“The Executive Director... has two core responsibilities: 1) developing and executing a plan to ensure the efficient investment of federal funds in conjunction with state and local funds 2) develop and implement [broadband] strategies with other state agencies for healthcare, education, and public safety. The Director will lead initiatives in partnership with local government and private sector stakeholders....”
## Toolkit Component: Mission/Vision Statement Examples

<table>
<thead>
<tr>
<th>State</th>
<th>Mission / Vision Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington</td>
<td>&quot;To enrich the lives of all Washington state residents and businesses by ensuring they have access to affordable, reliable, redundant and scalable/future proof broadband technologies ensuring the economic viability of both urban and rural Washington state today and into the future.&quot;</td>
</tr>
<tr>
<td>Minnesota</td>
<td>&quot;Everyone in Minnesota will be able to use convenient, affordable world-class broadband networks that enable us to survive and thrive in our communities and across the globe.&quot;</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>&quot;The mission of the Wisconsin Broadband Office (WBO) is to make high performance broadband more accessible, resilient, competitive and affordable in Wisconsin.&quot;</td>
</tr>
<tr>
<td>North Carolina</td>
<td>&quot;Building a sustainable team to deliver digital equity to North Carolina; enabling more North Carolinians to afford high-speed internet; increasing digital literacy among all North Carolinians; expanding broadband access across the state; leveraging data to identify and understand community needs.&quot;</td>
</tr>
<tr>
<td>Colorado</td>
<td>&quot;Coloradans should have equal access to affordable, fast, and reliable broadband service.&quot;</td>
</tr>
<tr>
<td>Maine</td>
<td>&quot;To facilitate the universal availability of broadband to all Maine households and businesses and help them understand the valuable role it can play in enriching their lives and helping their communities thrive.&quot;</td>
</tr>
</tbody>
</table>
Toolkit Component: Stakeholder Engagement

Model Stakeholder Engagement is:

**Inclusive**
- Local governments, regional planning entities, ISPs, non-profit advocacy groups, community anchor institutions, tribal leaders, communities of color, older Americans, and others who have historically been left out and left behind, etc.

**Communicative and Accessible**
- Agenda topics drawn from stakeholder interests & input, regular meetings, publicly posted minutes, etc.
- Use language that stakeholders and the general public understand
- Ensure products and meetings are accessible to all

**Empowered**
- Participants have an active role in deliberations, issues followed up by broadband office, shared sense of ownership, reporting mechanism to state decision-makers

**Accountable**
- Shared ownership and public discussions promotes greater confidence among all stakeholders, including the public in broadband planning and implementation

---

Sample public listening sessions and stakeholder meetings

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Update on Broadband Developments - March 2022</td>
<td></td>
</tr>
<tr>
<td>Maine Broadband Summit - November 2021</td>
<td></td>
</tr>
<tr>
<td>California Broadband Package – June 2022</td>
<td></td>
</tr>
<tr>
<td>Wisconsin Task Force on Broadband Access</td>
<td></td>
</tr>
<tr>
<td>Texas Broadband Listening Tour - 2022</td>
<td></td>
</tr>
<tr>
<td>Minnesota Broadband Task Force Minutes &amp; Agenda</td>
<td></td>
</tr>
</tbody>
</table>
Toolkit Component: Stakeholder Engagement

State broadband entities with diverse representation, ongoing engagements, and public minutes

- Minnesota Governor's Task Force on Broadband
- California Broadband Council
- Connect Maine Authority
- Oklahoma Rural Broadband Expansion Council
- Oregon Broadband Advisory Council
- Virginia Broadband Advisory Council
- Wyoming Broadband Advisory Council

Governor's Task Force on Broadband
February 23, 2022
10:00 a.m. – 12:05 p.m.

Virtual Meeting via Teams


Task Force Members Absent: Nolan Cauthen, Jason Holliday

Officers in Attendance: Chuck Ackman (Kokushan), Anna Boroff, Carol Bossyul, Deven Bowery, Earl Bower, Mike Bull, Joe Buttendorf, Zachary Cairns, Kirk Crowchok, Angela Dickson, Barbara Droher Kline, Amanda Durrr, Brian Frederick, Jenn Frist, Steve Grove, Karrie Jansen, Eric Lightner, Connie Martin, Tony Mendoza, Ron Mitchell Jr, Emily Murray, Christine Pribbnow, Ashley Schweitzer, Ann Treacy, Jim Weikum, Melissa Wolf, Nathan Zacharias.
Toolkit Component: Connect with Advisory Entities

- **State mentorship**
  - States leading in broadband development
    - California
    - Wisconsin
  - States facing similar challenges (peers)

- **References to existing TA providers and advocates**
  - E.g., Non-profits, consulting firms, stakeholders, etc.

- **External capacity guide**
  - Consultants and experts can assist states with TA relating to broadband development
Toolkit Component: Access to NTIA Knowledge Repository

- **Case studies for success stories**
  - Research drawn from "Best-in-class" states
  - Studies aimed towards specific challenges (e.g., grants admin, stakeholder engagement, etc.)

- **Online storage archive for templates and sample documentation**
  - Accessible to all states
  - Up-to-date resources
Toolkit Component: How to Create a State Knowledge Repository

• **Best practices for knowledge management**
  - Proper documentation
  - Transparency
  - Version control (standardization / centralization)

• **“How to” for intake of NTIA documents and use in individual entities**
  - Uploading / Downloading
  - Updating
  - Archival
  - Application
  - Technical / software platform requisites

Planning Resources
These resources are designed to provide local governments guidance on broadband planning.

- Broadband Planning Resources for Local Governments
- Indicators of Broadband Needs Map
- Federal Funding Resources
- State Funding Guide
- State Broadband Information
 Toolkit Component: Website Sample Page

Website Sample Page Components:

- Mission & Vision
- Authorizing Legislation / Executive Order
- Contact info / help / subscription notifications (e.g., newsletters and meeting / outreach schedules

Links to incorporate:
- Associated state broadband councils/advisory groups/parent authority (if applicable)
- Broadband plans/grants programs
- Relevant state broadband legislation
- Mapping application (See Mapping recommendations)

Website Best Practices:
- Think about user needs, not office needs
- Use language that is understandable and accessible to diverse stakeholders and the general public
Toolkit Component: Grants Program Template

- **Centralized cost analytics platform**
  - Matching, NPV, locations needing subsidy
- **Federal funding tool & manual**
- **Sub-grantee application requirements template**
  - Will ensure state is ready to issue grants at the state level
- **Pre-Submission Q&A Sessions**
  - BEAD "office hours"

Ohio Act to Establish Grants Program
Toolkit Component: Digital Inclusion/Equity Initiative

Emergency Grant Program Application Assistance (federal and state)
• **NDIA:** Advocating for the FCC to conduct outreach efforts; raising public awareness beneficial federal resources.

Classroom Technology Funding Recommendations
• **Education Superhighway:** A resource for various governmental and non-governmental grant funding options targeting classrooms

Job Training Program Frameworks
• **ConnectedNation:** “Digital works” training and career mentoring program for In-Demand Technology Careers.

Device Adoption Programs
• **PCs for People:** Provides affordable computers and low-cost internet eligible individuals and nonprofits.
Additional TA Provider Toolkits

- Pew Research Center
  - PEW BETI presentation summarizing Pew's Oregon offerings

- Next Century Cities
  - Becoming Broadband Ready Toolkit
  - NCC’s link to Hiring a Broadband Manager
  - 2022 Becoming Broadband Ready Toolkit

- Benton Institute
  - Benton’s Broadband for America’s Future: A Vision for the 2020s
  - Broadband for America Now

- Connected Nation
  - 2021 Report

- Appalachian Regional Commission
  - Broadband Planning Guide (2016)
  - Computer and Broadband Access in Appalachia

- Mackinac Center for Public Policy
  - Broadband Toolkit for Local Governments

- New Mexico Broadband planning
  - Guide

- Florida Broadband Toolkit
  - Setting up Local Technology Planning Teams

- Broadband USA
  - Local / Tribal Government Guides

- Rural Broadband Today
  - Podcast

- Institute for Local Self-Reliance
  - Youtube
THANK YOU

InternetForAll.gov
Broadbandusa.ntia.gov
BroadbandForAll@ntia.gov