



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



| Office Checklist | Office Toolkit Item(s) | Best-in-class Case |
|--|---|--------------------------------|
|  Establish Legal Authority | <ul style="list-style-type: none"> • Example legislation from other states • Mission / Vision | California |
|  Identify and Hire Broadband Office Leader | <ul style="list-style-type: none"> • Sample position description and responsibilities | Washington |
|  Identify and Recruit for Full Time Equivalent Positions | <ul style="list-style-type: none"> • Sample position descriptions • Sample organizational chart | Colorado |
|  Establish regular communication practices | <ul style="list-style-type: none"> • Sample listening session structure • Sample stakeholder meeting structure • List of potential stakeholders to engage • External capacity guide | Arizona |
|  Create state-specific knowledge repository | <ul style="list-style-type: none"> • Success store case studies • How to create a knowledge repository • Best practices and standard operating procedures for knowledge management • NTIA knowledge repository access | Minnesota |
|  Develop a broadband office website | <ul style="list-style-type: none"> • Sample website | North Carolina |
|  Develop grants program approach | <ul style="list-style-type: none"> • Grants program template | Wisconsin |
|  Develop digital inclusion/equity approach | <ul style="list-style-type: none"> • Digital inclusion & equity approach | California |



TOOLKIT COMPONENTS



Toolkit Component: Sample Position Descriptions



| Office Director Positions | Other Positions |
|-------------------------------------|--|
| <u>Colorado</u> | Policy/Legal <u>North Carolina</u> |
| <u>Washington</u> | Mapping <u>Connecticut</u> |
| <u>New Jersey</u> | Community Engagement Specialist <u>Colorado</u> |
| <u>Pennsylvania</u> | Digital Equity <u>New York</u> |
| <u>Connecticut</u> | Grants Manager <u>Missouri</u> |

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...."

NCC's [link](#)
to Hiring a
Broadband
Manager





Toolkit Component: Mission/Vision Statement Examples



| State | Mission / Vision Statement |
|-----------------------|--|
| Washington | <i>"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."</i> |
| Minnesota | <i>"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."</i> |
| Wisconsin | <i>"The mission of the Wisconsin Broadband Office (WBO) is to make high performance broadband more accessible, resilient, competitive and affordable in Wisconsin."</i> |
| North Carolina | <i>"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."</i> |
| Colorado | <i>"Coloradans should have equal access to affordable, fast, and reliable broadband service."</i> |
| Maine | <i>"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."</i> |





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

[Colorado Update on Broadband Developments - March 2022](#)

[Maine Broadband Summit - November 2021](#)

[California Broadband Package – June 2022](#)

[Wisconsin Task Force on Broadband Access](#)

[Texas Broadband Listening Tour - 2022](#)

[Minnesota Broadband Task Force Minutes & Agenda](#)





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](#)



THIRD ANNUAL (ISH) MAINE BROADBAND SUMMIT:
We Can Get There From Here

2021 November 18, 2pm-5pm
November 19, 9am-12pm

Keynote Speaker: Susan Crawford, author of "Fiber: The Coming Tech Revolution"

Register here: www.mainebroadbandcoalition.org

Sponsors include: Maine Community Foundation, LCI Fiber, Otelco, Gorham Savings Bank, Pioneer Broadband, Axiom Technologies, Arctaris Impact Investors, Machias Savings Bank, Mascoma Bank, Norway Savings Bank, Island Institute, AARP Maine, Greater Portland Council of Governments, Maine Broadband Coalition, Sewall Foundation, National Digital Equity Center, Northeast Telehealth Resource Center, VETRO, GWI and Horizon Foundation.

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

Virtual Meeting via Teams

Task Force Members Present: Teddy Bekele, Yvonne Cariveau, Steve Fenske, Steve Giorgi, Marc Johnson, Bernadine Joselyn, Brian Krambeer, Micah Myers, Theresa Sunde, Jim Weikum, Paul Weirtz, and Dave Wolf.

Task Force Members Absent: Nolan Cauthen, Jason Hollinday

Others in Attendance: Chuck Ackman (Kobuchar), Anna Boroff, Carol Bossuyt, Deven Bowdry, Earl Bower, Mike Bull, Joe Buttweiler, Zachary Cairns, Kirk Crowshoe, Angie Dickison, Barbara Droher Kline, Amanda Duerr, Brian Frederick, Jenn Frost, Steve Grove, Karrie Jansen, Eric Lightner, Connie Martin, Tony Mendoza, Ron Mitchell Jr, Emily Murray, Christine Pribbernow, 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

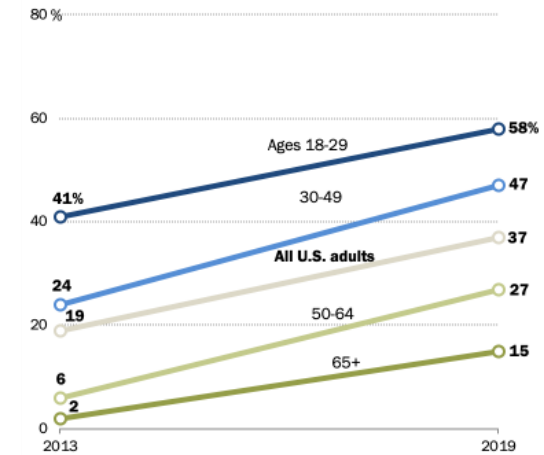
- Accessible to all states
- Up-to-date resources



Pew Research Center

Americans of all ages are increasingly likely to say they mostly go online using their smartphone

% of U.S. adults who say they mostly go online using a cellphone



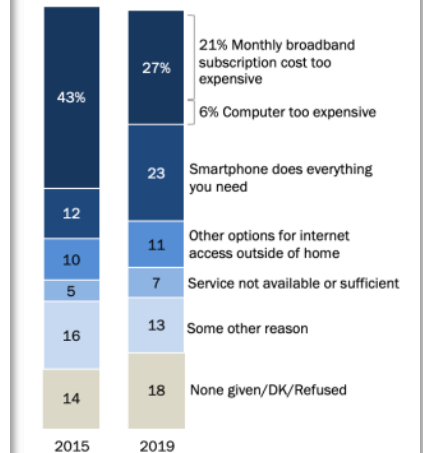
Note: Respondents who did not give an answer or gave other responses are not shown. Source: Survey of U.S. adults conducted Jan. 8-Feb. 7, 2019. Trend data from previous Center surveys.

"Mobile Technology and Home Broadband 2019"

PEW RESEARCH CENTER

Non-broadband users increasingly cite their smartphone as their primary reason for not subscribing

% of non-broadband users who cite the following as the most important reason for not having broadband service



Source: Survey of U.S. adults conducted Jan. 8-Feb. 7, 2019. Trend data from previous Center surveys.

"Mobile Technology and Home Broadband 2019"

PEW RESEARCH CENTER





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

Resources for local governments to enhance broadband connectivity and promote digital inclusion across their communities.

Indicators of Broadband Needs Map

Map of broadband availability within the United States.

Federal Funding Resources

One-stop shop for federal funding opportunities for governments, industry, and community anchor institutions.

State Funding Guide

State-specific funding opportunities for broadband.

State Broadband Information

State government-specific resources and tools for broadband.

- [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



The screenshot shows a website for the Wisconsin Broadband Office. At the top, there's a navigation bar with links for 'Services', 'News', 'Government', and 'COVID-19 Vaccine'. Below this is a dark blue bar with 'ConnectALL', 'Consumer Resources', 'Municipal Resources', 'Broadband Survey', 'News & Updates', and 'About'. The main content area has a 'Wisconsin Broadband Office' header and a 'Broadband Topics' sidebar. The main content includes sections for 'Affordable Connectivity Program (ACP)', 'PSC Internet & Phone Helpline', 'Wisconsin Internet Self-Report (WISER)', and 'Broadband Grants'. The page is powered by Google Translate.





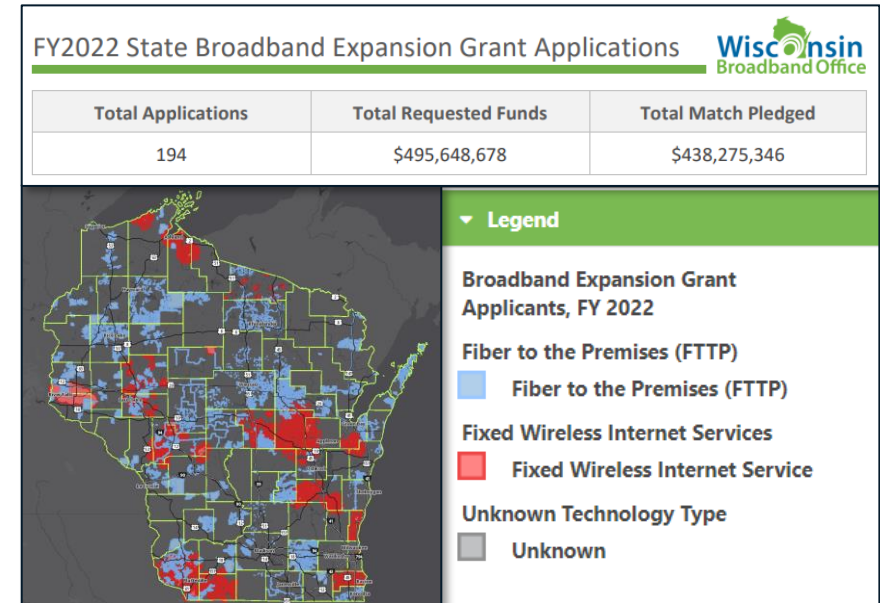
Toolkit Component: Grants Program Template



- Centralized cost analytics platform
 - Matching, NPV, locations needing subsidy
- Federal funding tool & manual
- Sub-grantee application requirements template
- Competitive Grant process "how-to" guide
 - 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



Available NTIA Funding At A Glance

Broadband Infrastructure Deployment Grants

\$288 million

For state-and-provider partnerships to support broadband infrastructure deployment to areas lacking broadband, especially rural areas.

Tribal Broadband Connectivity Grants

\$980 million

For tribal governments, tribal organizations, Tribal Colleges and Universities (TCUs), the Native Hawaiian Community, and Native Corporations to expand broadband adoption and deployment on tribal lands, as well as to support distance learning, remote work, and telehealth during the COVID-19 pandemic.

Connecting Minority Communities Pilot Program

\$268 million

For Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), and Minority-Serving Institutions (MSIs) to help students and communities get connected to the internet through affordable broadband service.





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.



APPENDIX

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

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