National Tribal Broadband Summit
Department of the Interior
September 23, 1019

Jean Rice
BroadbandUSA
National Telecommunications and Information Administration
Tribal leaders can utilize broadband to help address today’s most pressing challenges.

- Efficiently Managing Scarce Resources
- Economic Development
- Preparing the Workforce for Tomorrow’s Jobs
- Ending Educational Gaps
- Improving Healthcare
- Helping Farmers and Ranchers
Introduction to Roadmap Development
Broadband Planning

- Planning can be costly, time consuming and difficult
- However, planning can also:
  - Engage partners, investors and broadband champions
  - Secure funding for broadband efforts
  - Develop a systemic approach to complete the project
Consider Overall Goals

• How do broadband initiatives support the community, institutions and businesses?

• How do infrastructure plans benefit other economic development activities?

• What mix of initiatives is best?

• Which initiatives and benefits can be achieved in the short term vs. long term?
Community Broadband Roadmap

- Roadmap should include:
  - A vision statement and goals
  - Anticipated benefits
  - Strategy and action plan

- The Roadmap can also identify new partnership opportunities
Roadmap in 6 Steps

- **Step 1.** Assemble a Team
- **Step 2.** Assess Resources
- **Step 3.** Engage Local Stakeholders
- **Step 4.** Evaluate Technology Options
- **Step 5.** Select an Organizational Model
- **Step 6.** Develop Project Plans
Communities Can Benefit from Our Experience

- **Project champions** - advocate and keep activities moving forward
- **Adjust timeframes** – stay flexible
- **Network** – other tribes and communities
- **Leverage** – use guides from other planning groups
- **Be prepared** – pursue new funding opportunities
- **Engage the community** – recruit organizations with strong local ties
Step 1: Assemble a Team

- Compose the team based on the mission and include:
  - A mix of skills
  - Varying backgrounds or viewpoints
  - Interest in a common goal

- Expanded E-Government
  - Government Reps
  - IT Department

- Economic Growth
  - Government Reps
  - Development Orgs
  - Telecom Providers
  - Business Leaders

- Stakeholders
  - Educators
  - Library Leaders
  - Healthcare Leaders
  - Museums
  - Tribal Centers
Step 2: Assess Resources

- Compare existing resources with needs to shape the plan
  - Inventory of local resources
  - Needs assessment
  - Gap analysis
  - Initial roadmap
Assessing local assets is essential to determine resources that can help move a project forward

Consider local resources that are can be leased or contributed toward a broadband project

Example Considerations

- What funding sources are available?
- What partnership opportunities exist?

- Is there existing broadband infrastructure?
- Where are public assets located?

- Who are the local broadband leaders?
- Who has experience in network buildout?
Step 3: Engage Local Stakeholders

- Tailor efforts to community resident preferences
  - Strengthen relationships
  - Seek areas of agreement
  - Reach new stakeholders
Effective stakeholder engagement can help generate support for a potential broadband project from a variety of sources.

Consider who will be impacted by the project and how you will solicit and incorporate their input.

Potential Stakeholders:
- Residents
- Broadband Providers
- Funders
- Program Beneficiaries

Potential Outreach Tactics:
- Informational Materials
- Events
- Online Presence
- Traditional and Social Media
Step 4: Evaluate Technology Options

- Select technology based on community needs
- Consider the program’s mission and target audiences
Assessing your tribe’s broadband landscape is essential to determining network type and technology.

### Current Broadband Landscape

- **Existing Infrastructure**
- **Incumbent Providers**
- **Terrain and Climate**
- **Legacy Franchise Agreements**
- **Local Demand**
- **Internet Traffic**
- **Permitting Requirements**
- **Private Rights-of-Way**

#### Network Type
- **Backbone**
- **Middle Mile**
- **Last Mile**

#### Technology
- **Fiber**
- **Copper-based**
- **Wireless**
Step 5: Select Organizational Model

• Select organizational model based on:
  o Project benefits
  o Legal relationships
  o Funding sources
  o Asset ownership
  o Expertise needed
Building Partnerships

• What will you gain from a partner?
  o Filling a knowledge gap
  o Reaching new stakeholders
  o Accessing additional funding sources?

• Identify potential partners that increase:
  o Cost-Sharing
  o Revenue Potential
  o Expertise and Support
  o Institutional Collaboration
Consider the Right Partners

- Pick partners carefully
- Engage a comprehensive set of partners
- Team should include:
  - A mix of skills
  - Varying backgrounds
  - Common goal

Characteristics of a Broadband Partnership

- Win win relationship
- Credibility with stakeholders
- Capacity to add technology
- Ability to bring users
- Agreements on communication
- Compliance with regulations
- Diversity
Partners can contribute to successful broadband projects by providing assets, funding and expertise

Consider what your community might gain from a partner:

- Do they fill a specific need for expertise?
- Can they help build project support by reaching new stakeholders?
- Do they have access to additional funding sources?

Identify potential partners that would increase or expand:

- Cost-Sharing
- Revenue Potential
- Expertise and Support
- Institutional Collaboration
Determine Partners’ Contribution

- Consider gains to each party
- Develop a graphic illustration of contributions

- Funding
- Project Planning
- Community

- Resources
- Management Staff

- Partner 1
- Network Build
- Network Operations

- Partner 2
- Leased Fiber
- Network Staff

- Assets
- Resources
Step 6: Develop Project Plans

- Include information about:
  - Operational and financial models
  - Resources
  - Benefits

Program Description  Organizational Structure  Products & Services
Operations  Financial Statements
Consider Requirements for Implementation

**Planning**
- Organizational Structure
- Project Timelines

**Logistical**
- Staff
- Operational Costs
- Service Purchasing

**Financial**
- Cost Controls
- Financing
Communicate Financial Info Using Pro Formas

- Pro forma financial statements help us understand project viability

- Communities can include pro formas with:
  - Detailed costs and expenses
  - Financial flows
  - Contributions of partners
  - Potential cost savings
Sustainability Evaluations

• Revenue and expense information shows a sustainability plan

• Communities/partners are interested in:
  o Return on investment
  o Mitigation plan
  o Maintaining the network
Importance of the Roadmap

• Each stage plays a different role

• Tribes should try to work through each phase in order

• “Planning with the end in mind”
Share Your Experience