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# Board Strategy Session

April 21, 2023

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***All-In to Connect Everyone. We CAN get there from here!***

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# OPENING & AGENDA SETTING



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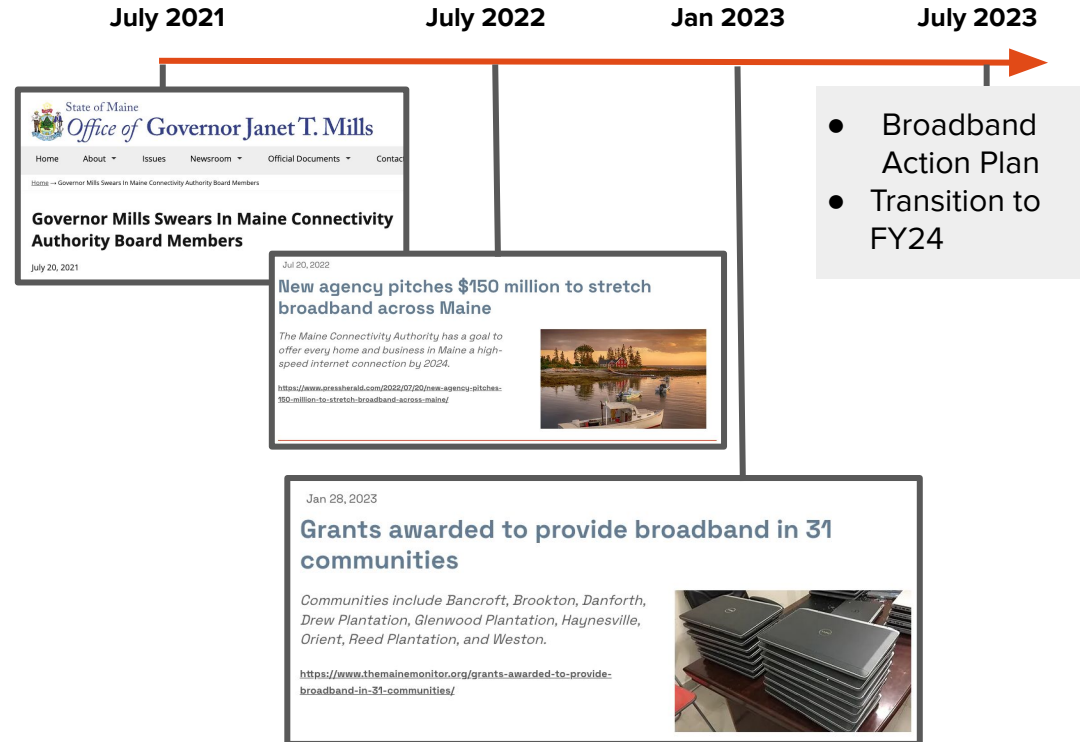
# Goals for Today

1. Understand and align on where we are today
2. Address timely strategic questions
3. Make decisions to keep programs on track
4. Confirm and evolve our approach for FY24



# Why now?

- Approaching the two year anniversary of the establishment of this Board (July 20, 2021)
- Completing a major wave of programmatic and operational implementation, approaching other key milestones (BAP)
- Nearing the start of a new fiscal year, the third in our history (starts July 1, 2023)



# Our Agenda

- Four focus topics
- 1-2 hours for each
- Breaks and lunch in between

Time	Agenda Item	Description
8:30am	<b>Arrival</b>	Light breakfast available, connect, prepare
9:00am	<b>Opening</b>	Goals for the day, Why now, Roles, Commitments & intentions
9:20am	<b>Where we are today</b>	Board briefings (Service availability update; All-in programming; BAP emerging themes; Overall progress)  Synthesis of progress and challenges
10:30am	<b>Break</b>	
10:45am	<b>Exchange Points</b>	Exchange points; Debrief
12:00pm	<b>Lunch</b>	
12:30pm	<b>Board meeting</b>	Reach Me decisions; CTR conditional decisions
2:00pm	<b>Break</b>	
2:15pm	<b>Evolving our approach for FY24</b>	What are the implications of BEAD, Digital Equity, and All-In updates for our overall strategy?
4:00pm	<b>Closing</b>	Reflection and synthesis; Implications and next steps; Appreciation of partners and stakeholders

## Staff

- Provide relevant facts and information
- Bring forward starting points for discussion and ideation

## Board

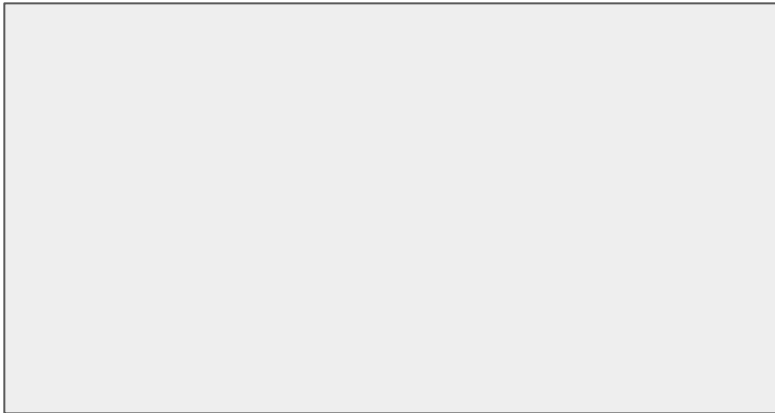
- See the big picture and connect the dots
- Make decisions where relevant
- Offer guidance and expertise

## Facilitator

- Ask guiding questions
- Redirect back to our goals for the day
- Move discussion along to keep us on track

# Commitments and Intentions

- What is one commitment you would like to ask of others to make this day as useful as possible?
- What is one intention you would like to set for yourself to make this day as useful as possible?



**Quick activity**

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Focus Topic #1:  
**Where We Are Today**



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# Roadmap

- Four briefings, 5-10 minutes each
- Synthesis of progress, challenges, and public feedback to date
- Briefing Topics
  1. Service availability
  2. BAP emerging themes
  3. All-in programming
  4. Overall progress



# Briefing Notes



Briefing #1: Service Availability

Briefing #2: BAP Emerging Themes

Briefing #3: All In Programming

Briefing #4: Overall Progress Monitoring

## Key takeaways:

Finalization of the scope and geography of the problem is dependent on changing:

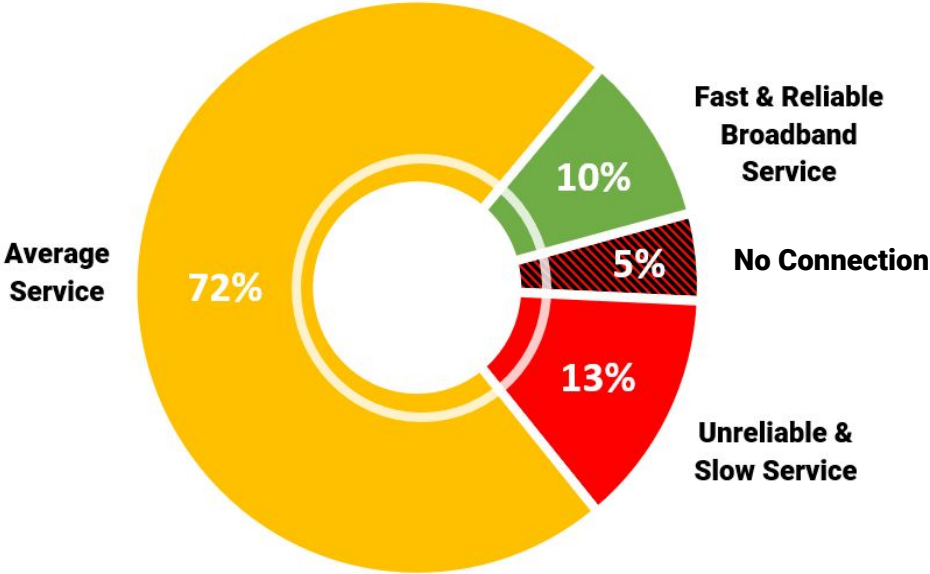
- **Definitions** for speed classifications and technology
- **Data**
  - Total number of locations
  - Availability at each location
- **Maps**
  - June 2023: BEAD Allocation
  - December 2023: Universe of locations
  - Early 2024: State-led challenge process map

As we prioritize resources and investments, we are further differentiating between those who have **no connection** (<25/3 Mbps) and those who have an **unreliable and slow connection** (<100/20 Mbps)

# The Scale of the Problem is Evolving

Technical Definition	BEAD Definition	% of Maine Locations
<b>No Connection</b> <i>&lt; 25/3 Mbps</i>	<b>BEAD Priority</b> <i>Eligible</i>	5%
<b>Unserved</b> <i>25/3 to 100/20 Mbps</i>	<b>BEAD Secondary</b> <i>Ineligible, until all eligible are served</i>	13%
<b>Underserved</b> <i>100/20 to 100/100 Mbps</i>	<b>Ineligible</b>	72%
<b>Served</b> <i>&gt;100/100 Mbps</i>		10%

Maine Internet Service Levels



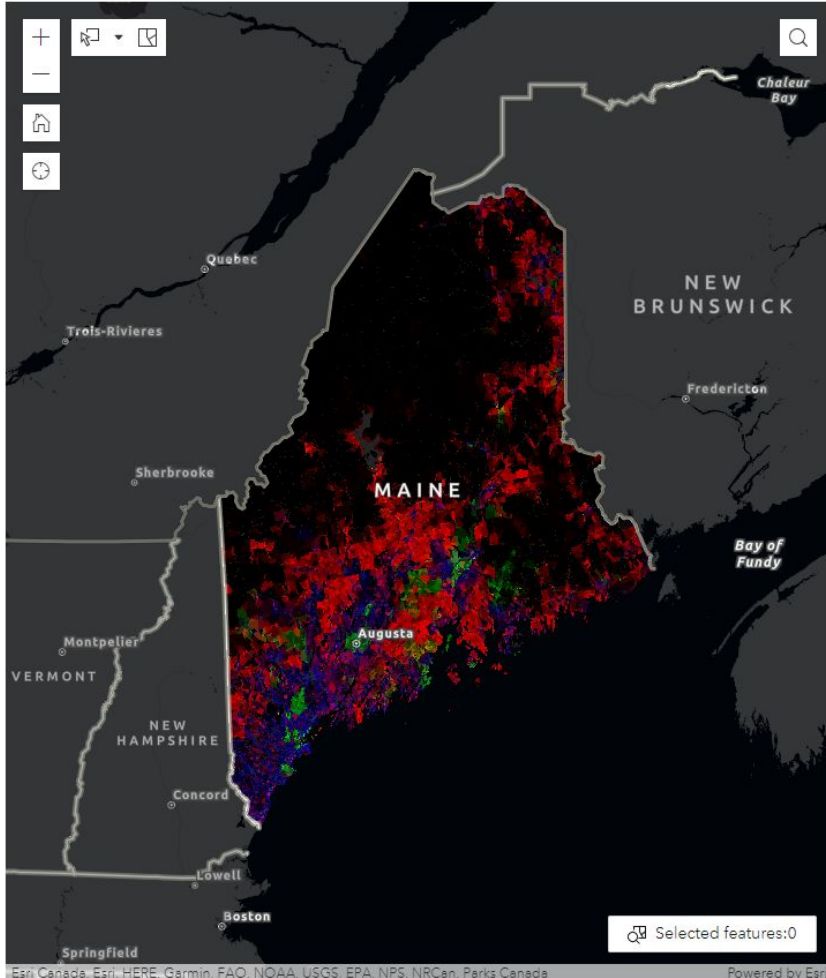
Current universe: 654,823 broadband serviceable locations (BSLs)

See the interactive map visualizing concentration of service: [maineconnectivity.org](http://maineconnectivity.org)

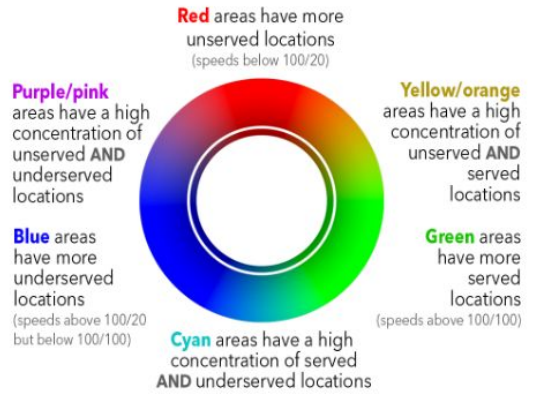
Broadband Service

Funding Awards

Internet Service Providers



This map shows the concentrations of locations by service availability.



Color intensity represents the concentration of the service types. Areas in gray and black have fewer locations.

### Connectivity Comparison

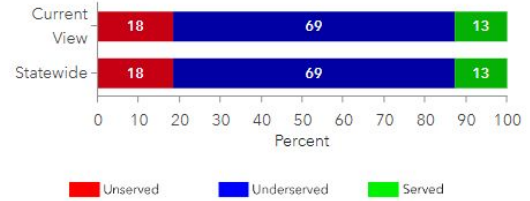
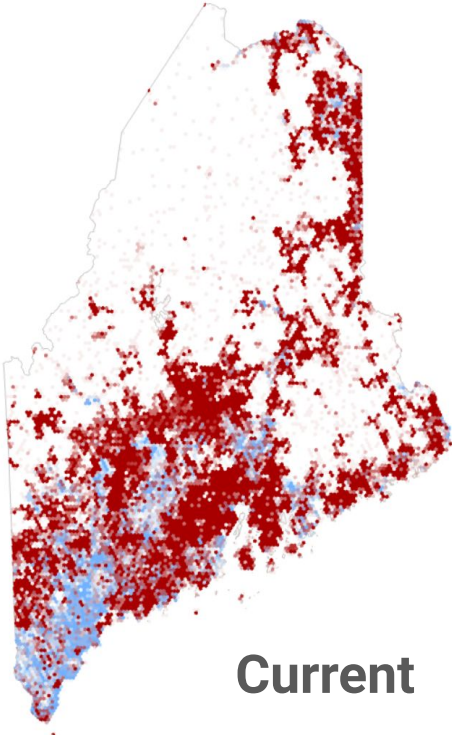


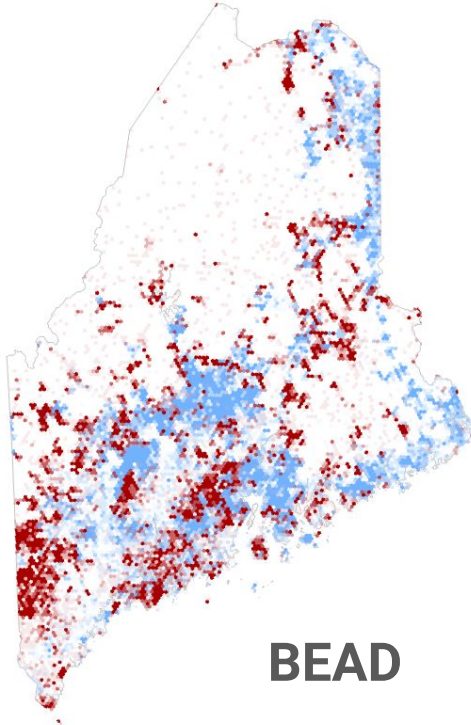
Chart compares connectivity rates of the current map view to statewide connectivity rates.



# Priority Funding Locations



Current



BEAD



BEAD  
Post-Challenge



## Key takeaways:

- **Cost** is a significant barrier - 46% of survey respondents have at least some difficulty paying for service
- **Reliability** of even existing broadband infrastructure is challenging
- Widespread interest in, and need for, **digital skill building**
- Industry partners report the need to reduce barriers to deployment including **access to poles** and **permitting**
- **Workforce analysis** reveals the lack of available and trained labor as potential bottleneck
- **Access to capital (scale and different flavors - debt, bonding, equity, guarantees)** remains a significant constraint in the space despite perception



# Bipartisan Infrastructure Law (IIJA) Planning



## BEAD Planning:

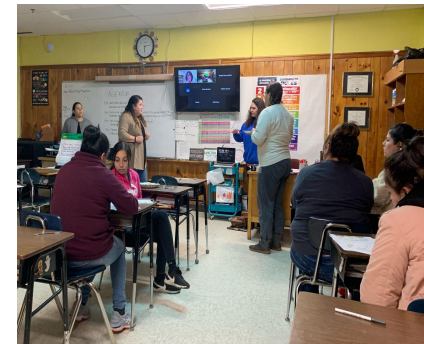
- Maine has received **\$5 million** in BEAD Initial Planning Funds from NTIA in November 2022.
- MCA must submit a 5-year broadband plan as 1st step to access full BEAD Allocation.
- Maine's BEAD Allocation is expected to be ~ **\$235 million** (\$95M initial + \$135M formula).

## Digital Equity Planning:

- Maine also received **\$542,000** in Digital Equity Planning Funds from NTIA in November 2022.
- MCA must submit a State Digital Equity Plan to access digital equity implementation funding of a portion of the total **\$1.44B allocation** (formula TBD).

## BROADBAND ACTION PLAN:

MCA combined two planning processes into one, resulting in a comprehensive Broadband Action Plan (BAP) with digital equity at its core. This ensures seamless integration, maximizes use of our resources, and avoids potential stakeholder fatigue and/or confusion.



# BAP Engagement Process and Methods



- **3,001 survey responses** to the statewide Maine Broadband Survey to date (*survey closes today*)
- **12 community meetings** convened with our Regional and Tribal Broadband Partners and the Maine Broadband Coalition, with four more to be finalized (*209 people reached to date*)
- **12 facilitated focus groups** targeting specific covered populations completed (*116 people to date*)
- **Stakeholder group meetings** convened by MCA including Workforce Advisory Committee, Interagency Broadband Working Group, Broadband Infrastructure Capital Markets Taskforce, and Digital Equity and Inclusion Task Force
- Industry round tables and interviews with **Internet Service Providers**
- Weekly **open office hours**, plus open **email and phone lines** to solicit direct feedback
- Print advertising in multiple outlets, focusing on publications that serve **non-English speaking audiences** and **12 survey translations** available
- Radio advertising, social media, earned media, and speaking engagements with organizations such as Maine Municipal Association and Maine State Chamber of Commerce

# Additional Inputs Still in Motion

- **Wabanaki Nations Consultation:** Completed Passamaquoddy-Sipayik, Passamaquoddy-Indian Township, & Mi'kmaq Nation. *Goal to schedule Penobscot Nation and Houlton Band of Maliseets.*
- **Covered Population & Other Partner Outreach:** affordable housing, telehealth, libraries, adult education, corrections
- **Digital Equity Asset Inventory** including ongoing follow up to identify gaps
- **Targeted industry analysis** underway related to Maine's economic development and workforce strategies, including integration with existing plans
- Completion of **ISP interviews** and **policy environment** scans
- **12 Regional Digital Equity Plans** and a plan for each of the Wabanaki Nations compiled in **1 Tribal Plan** to be submitted by 4/28
- **Digital Equity Workshop** on 5/3, facilitated by NDIA national team, synthesis of regional learnings
- **Broadband Capital Markets Taskforce** making recommendations by end July regarding financing strategies and potential role of MCA and others in capital landscape

# Additional Pending Analysis

Significant pieces remain in motion as we complete the BAP process.

## 13 Regional and Tribal Plans

- To be submitted by 4/28
- Plans have been developed with regional digital equity coalition partners
- Organizational interviews and interviews with lived experts



## Digital Equity Workshop

- Identify trends
- Prioritize between regional and state strategies



## Final Analysis of Engagement Data

- Regional/county/tribal breakdowns of the survey data
- Survey analysis by covered populations
- Final focus group quantitative and qualitative analysis

- Most community members and covered populations see access to **broadband as essential**
- **Reliability** of even existing broadband infrastructure is challenging. Low quality of connections cause frustration across the board - whether slow, can't support all the devices and uses in the home, outages. (Survey: 25% dissatisfied, 42% somewhat satisfied)
- **Cost** is a significant barrier: people have difficulty navigating options and prices; getting what they need and want for what they consider a good price. Covered populations are particularly vulnerable to being stuck in bundles.
  - Very low awareness of Affordable Connectivity Program (ACP), and for those that are aware, eligibility process is complex and many give up before succeeding.
  - Almost half of survey respondents (46%) have at least some difficulty paying for service.
- High level of concern about **internet safety** and low levels of comfort protecting themselves online. People particularly concerned about older adults and kids and don't know what to do about it. (Survey: 92% somewhat or very concerned.)
- Access to **devices** is not always named as a barrier, most people say they have enough: but many describe issues that could be resolved with better/different devices: something other than a phone, newer device, appropriate tech support for device.

# BAP Emerging Themes



- People are using friends/family/coworkers for **tech support** - not enough trusted & accessible supports in communities, or awareness of supports that do exist.
- Widespread interest in and need for **digital skill building** especially among older adults and other covered populations: small group, one-on-one, and classes. Sense that often classes are not tailored to specific covered populations or starting where they need to start.
- Most people see the benefit of **government processes/resources online**, but many people struggle to use them because of lack of access at home, lack of accessibility of the sites/forms/processes, not mobile-friendly, and many using phones.
- Public access and welcoming, **judgement free zones for support** are important for covered populations. Trusted community partners need to be identified for a variety of supports and public access.
- Industry reports need to reduce barriers to deployment - **access to poles** and **permitting**.
- **Workforce analysis** reveals the lack of available and trained labor as a major bottleneck with the potential to impinge deployment of funds.

# Digital Equity Initial Learnings



## 01 Affordability

Huge barrier, even for those who have access. ACP is difficult and potentially unfunded by mid-2024.

## 02 Devices & Technical Support

Covered populations have limited device options. Most common sources of tech support: kids, grandkids, or give up.

## 03 Digital Skills & Training

Need basic and more advanced options, group and one-on-one. A great need for trusted and accessible partners.

## 04 Internet Safety

Almost all concerned or very concerned. Most can't name a tool or resource that helps them stay safe online.

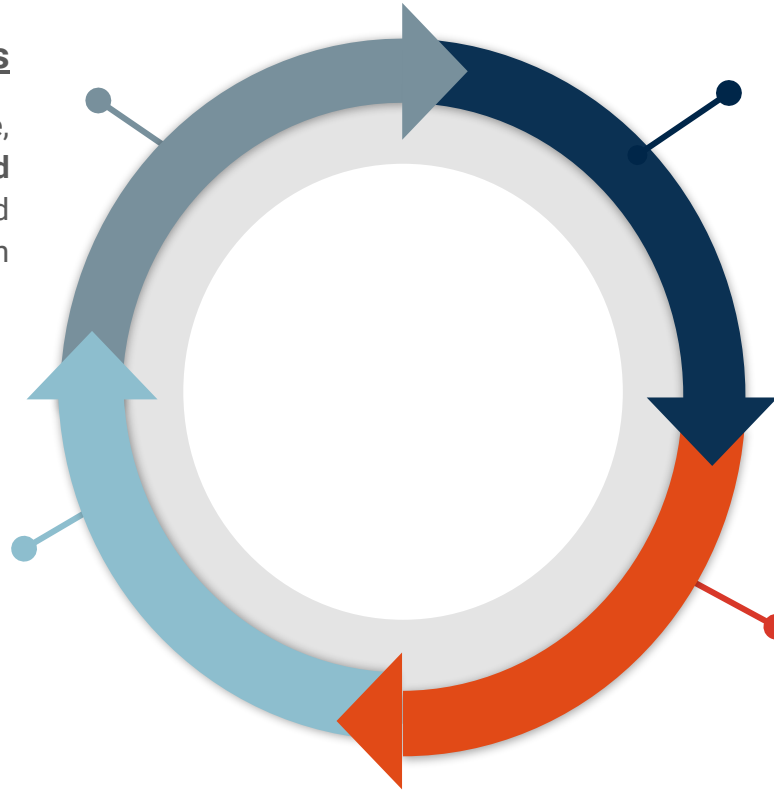
# BEAD Challenges

## Utility Poles

Access, data management, insurance, and regulation require **financial and time resources to navigate** and systemic MCA intervention

## Data Iteration

Baseline data is now getting updated and refined regularly which impacts the scale of problem and available resources - but brings **communication and process challenges**



## Workforce

Over **3,400 positions** are needed to address surge of investment. Partnerships are in motion.

## Financing for public ownership

Regional scale is critical. Financing for utility districts and publicly owned efforts remain **constrained** and extremely **complex** to navigate.



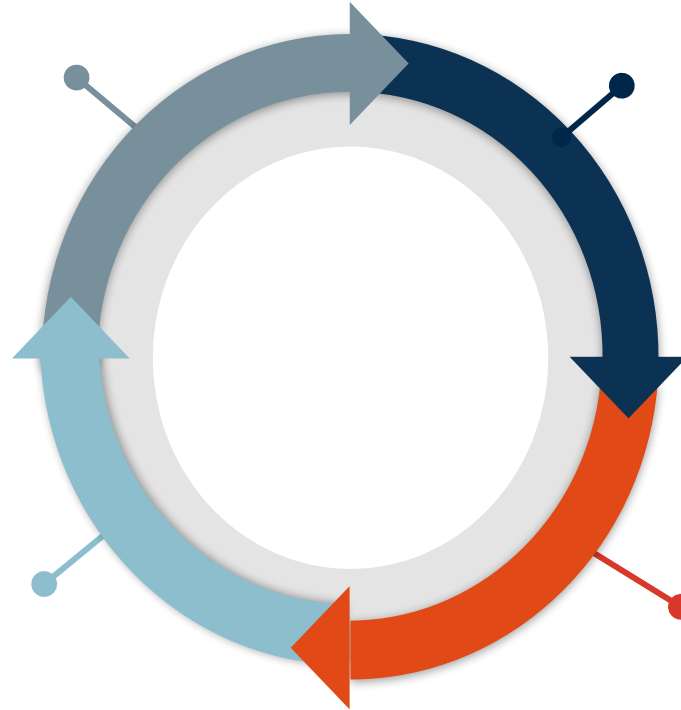
# Digital Equity Challenges

## Funding

Need significantly outweighs  
Maine's likely allocation.  
**Hardest to reach = most  
resource intensive.**

## Data

Digital equity **analysis is  
imperfect**. Need to build a data  
solution that works for MCA.



## Timeline Uncertainty

Need to get ahead of the **transition from  
RTBPs program to DE implementation**. Iron  
out right partners, balance capacity vs.  
activities.

## Digital Equity Ecosystem

The ecosystem itself is **slim and  
emerging**. **Needs investment** to  
sustain & grow. Example: Asset  
Inventory platform and outreach.

# Briefing #3: All In Programming



## Key takeaways:

- **Demand** for All In Programming has outpaced available funding
- Community partners need **Clarity** on future programming
- Public-Private partnerships are seeking a more **Simple & Understandable** approach to the application process
- All-In Cohort 1 has surfaced **Alternative Opportunities** that do not fit neatly into existing funding mechanisms

All-In Competitive Last Mile Grants



# How is MCA funding currently deployed?

## \$34M

### Connect The Ready Grants

Competitive grants funding **public/private partnerships** building broadband infrastructure projects in eligible areas.

- January 2023 Awards
- 12 Projects
- 31 Communities
- 16,000 Connections
- \$17M in private funding leveraged

## \$1M

### Get Ready Community Support

Accelerating **community broadband planning** at a regional scale through tailored technical assistance.

- December 2022 Awards
- 12 Projects
- 20 Communities

## \$3M

### Regional & Tribal Broadband Partners

Regional partners will lead **digital inclusion efforts** and provide support for **regional-scale broadband solutions**.

- December 2022 Awards
- 13 Partners
- 15 FTEs focused on broadband added across regions

## \$20M

### Reach Me Line Extension Incentives

**Incentives for ISPs to complete their existing networks** and extend service to all unserved locations in an area.

- April 2023 Awards
- 12 Proposed Projects
- 10 ISP Applicants
- \$62M in requested funding

## \$1M

### Jumpstart Wireless Trial Projects

Low-cost internet access to the least served areas of the state by **trialing the deployment of new wireless technologies**.

- December 2022 Awards
- 4 Projects
- Construction started
- 9 Communities
- 1,400 Connections

# Jumpstart Connectivity



Planned Funding Allocation	Proposals	Awards Requested	Projects Funded	Total Awards
\$1M	9	\$3,018,192	3	\$1,049,000

- Contracts executed for all projects
- Construction started on one project
  - Pilot site identified limitation in technology due to proximity to Canadian border
  - Project requires re-scoping to change locations
- Construction to begin on other projects in May
- Service roll-out beginning in June

# Reach Me Line Extensions

Planned Funding Allocation	Proposals	Awards Requested	Projects Funded	Total Proposed Awards
\$20M	12	\$61,515,770	10	\$20,268,187

- Awards pending approval and/or ratification by the full Board on 4/21
- Grant Execution Process following Board ratification
- Projects to be rolled out before EOY 2024
- CPF funding not available for Cohort 2
  - Future Line Extension programs will align with BEAD priorities
- Positive feedback and engagement from ISP partners
  - Increased leverage of public funds
  - Proactive identification of network priorities

Planned Funding Allocation	Proposals	Awards Requested	Projects Funded	Total Awards
\$30M	26	\$100,170,368	12*	\$34,008,425*

*\*Does not include 2 pending board ratification - totalling \$6,324,826*

- Awarded projects progressing through Grant Execution Process
- Refinements for Cohort 2 ongoing
  - Guidance to be released in June
  - Application window to open in August
  - Available funding for Cohort 2 between ~ \$20-30M depending on conditional approvals remaining from Cohort 1
  - Alignment with BAP and Get Ready Cohort 1

# Get Ready + RTBP



- Get Ready Cohort One comprises 12 projects across 20 communities
  - Local engagement, technical and legal assistance to target future opportunities and partnerships
- Regional & Tribal Broadband Partners supports 13 local resource partners to lead digital inclusion efforts and engage regional scale partnerships and planning in alignment with BAP goals
- Get Ready Cohort 1 will target Connect The Ready CPF funding
- Future Get Ready Cohorts will target BEAD programming

# Briefing #4: Overall Progress Monitoring

## Key takeaways:

### 2. Reach

About **one of every two requests** for funds was fulfilled in the launch of all-in programs.

### 1. Impact

About **32,000 Mainers** have no service at all, while another 87,000 have unreliable & slow service.

### 3. Satisfaction

Broadband Action Planning activities have engaged nearly **4,000 participation moments**.

### 4. Health & Performance

~**95% retention rate** is within healthy levels.

### 5. Financials

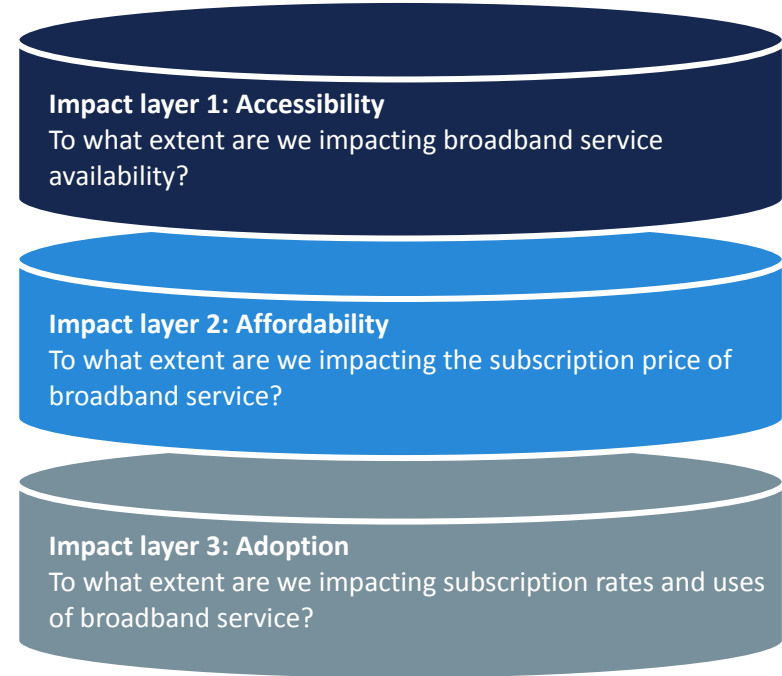
Through BAP, investigating **gap between investments needed** for universal broadband and the federal funds allocated.





# Three layers of direct impact

- **Impact layer 1: Accessibility**
  - Extent of Broadband
  - Connections First & Fast
- **Impact layer 2: Affordability**
  - Price of Broadband
- **Impact layer 3: Adoption**
  - Subscription Rate
  - Quality of Life



# Three Types of Reach

- **People**

- Potential Subscribers
- Inclusion of Populations

- **Places**

- Last-Mile Connections
- Middle-Mile Investments

- **Projects**

- Stewardship
- Participation

Including **People**



Reaching **Places**

Leading and  
Deploying **Projects**



# Three Audiences with Satisfaction

- **Partners**

- Overall metric about partnering on MCA work

- **Public**

- Overall metric about participation
- Planning Activities

- **Policy**

- Legislative & Executive Branches
- Board of Authority Members



# Organizational Health & Performance Lenses



- **Employees**

- Pride
- Talent

- **Work**

- Efficiency
- Efficacy
- Relevancy



# Financial Sustainability Layers

- **Income**

- Budget Ratios
- Middle-Mile Revenue

- **Cash**

- Operations
- Programs

- **Balance**



# Progress monitoring alignment

Where will the Domains of Success & Sustainability or Progress Monitoring metrics & results pop up?

- In the 6-month critical activities documents (March version and next version in ~July)
- In the staff report slides at board meetings (Today's and the next one in June)
- In presented results from biannual Progress Monitoring sessions (first/next one in June, then again ~November)

Where else would you like to see them?



# Our progress can be described as...



## Impact

While 10% of Mainers have broadband service, 90% of Mainers do not.



## Reach

MCA received requests for funds up to 5 times the amount available.



## Satisfaction

Five reports to legislative & executive branches were fulfilled in three months.



## Org Health & Performance

94% is the current averaged quarterly retention rate.



## Financial Sustainability

Metrics developed to show the financial state & sustainability of the organization

# Discussion: Synthesis of progress and challenges



*What points of progress are most evident and important to build on?*

*What challenges are most evident and important to address?*



## Before Executive Session

1. **Motion** that this Board/Committee enter an executive session as authorized by the Maine Freedom of Access Law (Title 1 of the Maine Revised Statutes (MRS), section 405) to consider matters designated as confidential information exempt from public disclosure.
2. **Last Mile Grants related:** This executive session is needed to enable the Board/Committee members to review and discuss information designated confidential under ConnectMaine Authority ME law and rules pursuant to Title 1 MRS sections 402(3)(A), 405(6)(F), and Title 35-A MRS section 9207 and ConnectMaine Authority Rule Chapter 101, section 4).
  - a. This information includes confidential data collected and mapped by ConnectMaine from mandatory reporting by communications service providers concerning both existing and planned infrastructure deployment, pricing and revenue data, service area and types of service.
3. **MCA team invitation:** the Board/Committee requests all present MCA staff join for Executive Session, with the understanding that they may be asked to leave the Executive Session at any point at the request of the Board/Committee.

## After Executive Session

Chair of the meeting to reiterate for the record that BoD conducted executive session, considered no other matters than in the motion to enter executive session, and took no final decision or vote on the matter during the executive session

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Focus Topic #2:  
**Exchange Points**



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## **Station 1: Deal Development**

Driving question: *Should MCA be more proactive in making investments? If so, how do we do so while continuing to honor a community driven process?*

## **Station 2: Financing Strategies**

Driving question: *Do we need to unlock other sources of funding to complement federal sources? If so, how might we do so?*

## **Station 3: Digital Equity**

Driving question: *How can digital equity drive decision making for investments, policy, and programming?*

## **Station 4: Connections before end of '24**

Driving question: *How do we meet the Governor's goal? Then what?*

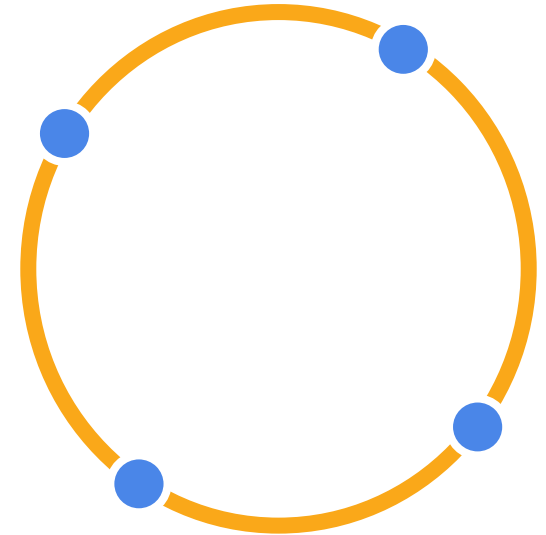
# Why These Questions?

- Cut across programs
- Responsive to public questions / concerns
- Timely for next phase of implementation
- Relevant to board members expertise & experience
- Emergent / in a generative phase

# Activity Instructions

Visit each station for 5-10 minutes. Using sticky notes, add your group's ideas to the poster. Add stickers to prior groups ideas that resonate with you / match your own.

Board Groups	Start at...	Lead Staff
Carlos B., Dan, Rob	Station 1: <b>Deal Development</b>	Chris & Andrew
John, David, Heather, Tim	Station 2: <b>Financing</b>	David & Tanya
Danielle, Carlos M., Mike	Station 3: <b>Digital Equity</b>	Maggie & Jessica
	Station 4: <b>Connections Before '24</b>	Brian & Meghan



# Debrief & Discussion

Connect with a new partner who was not in your group. Discuss the question to the right.

Be prepared to quickly share with the full group if called on to do so.



*Discussion question:*  
**What is more clear  
to you now?**

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# Board meeting agenda



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- [Link to Board Agenda](#)
- **Outcomes**
  - Ratify Last Mile Infrastructure Committee [recommendations](#) for Connect The Ready & Reach Me
  - Approve remaining Reach Me awards
  - Affirm [plan to support Broadband Utility Districts](#)
  - Update on [US Treasury Guidance](#) and Funding awards



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Focus Topic #4:  
**Evolving our approach for FY'24**



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# Roadmap

1. Presentation
2. Clarifying questions
3. Strategic shifts discussion




Time permitting

4. Implications
5. Tensions and tradeoffs
6. Guiding principles

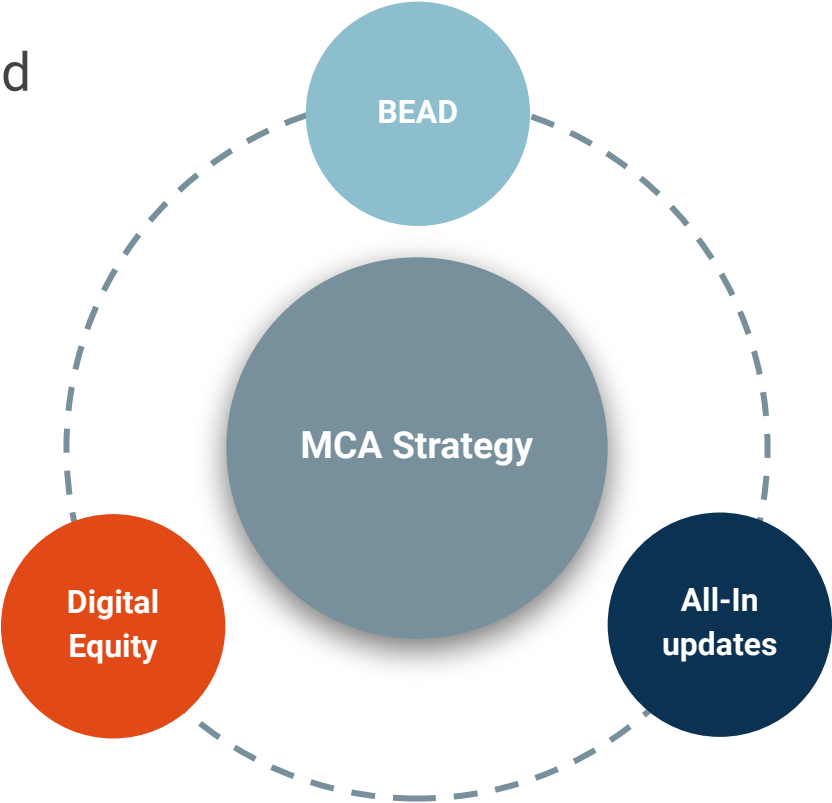


# Goals For This Session

1. Provide **Awareness** around tensions and implications of the overlap of

-  BEAD Funding
-  Digital Equity Impact
-  All-In programming

2. Clarify **Principles** to shape Strategy.



# BEAD Parameters



1. Prioritization of unserved and high-cost (remote/rural) locations
2. Considerable administrative & compliance requirements at all stages
  - a. Financial impact is expected to be high (example - LOC)
3. Action Plan being crafted with Digital Equity objectives as driver for investment decision making
  - a. Broadband Action Plan submitted in July. Approved by September = \$95M
  - b. Broadband map updates by June. Allocation of funds (estimated \$130M - \$150M) by 2024

# Digital Equity Impact

1. More diverse use of funds for Important Audiences (see next slide)
2. Expanded criteria to inform decision making
3. Dynamic tension with served - unserved priorities
4. Structural/organizational adjustments to reflect digital equity values

# Example of Covered Populations



		Aging (60+)	Veterans	Limited English (Households)	Disability	Poverty Rate (Households)
	Androscoggin County	16%	9%	1%	21%	12%
●●	Aroostook County	22%	10%	<u>2%</u>	<u>23%</u>	<u>15%</u>
	Cumberland County	17%	7%	1%	12%	8%
	Franklin County	22%	10%	<1% (4)	18%	12%
●	Hancock County	<u>23%</u>	9%	<1% (24)	12%	10%
	Kennebec County	18%	10%	1%	20%	12%
●	Knox County	<u>23%</u>	8%	<1% (72)	13%	9%
●●	Lincoln County	<u>26%</u>	<u>11%</u>	<1% (50)	16%	11%
●●	Oxford County	21%	10%	<1% (36)	21%	<u>14%</u>
●	Penobscot County	17%	9%	<1% (209)	<u>21%</u>	14%
●●●●	Piscataquis County	<u>27%</u>	<u>11%</u>	<1% (3)	<u>28%</u>	<u>16%</u>
●	Sagadahoc County	21%	<u>11%</u>	<1% (17)	9%	11%
●●●	Somerset County	21%	<u>11%</u>	<1% (44)	<u>24%</u>	<u>18%</u>
	Waldo County	22%	8%	<1% (25)	18%	13%
●●●●	Washington County	<u>24%</u>	<u>12%</u>	<1% (29)	<u>25%</u>	<u>19%</u>
	York County	19%	10%	1%	16%	8%
	Maine	19%	9%	1% (3,362)	17%	11%
	United States	14%	7%	3%	14%	13%

Within each category the counties with the 5 highest percentages above the state average are highlighted **blue**.



A dot represents a high proportion in one of the categories.

Counties with more dots have a high percentage of covered populations.

1. External challenges increasingly clear (see next slide)
2. Process is good but needs to bring the right MCA resources to bear at the most effective points in the grant making timeline, resulting in an overall more efficient and smooth process
3. Space and time for proactive decision-making to solve problems needs to be preserved and balanced
4. The “readiness” of potential projects needs to be better aligned with specific funding source requirements, especially with 5 year post completion compliance and reporting

# External Challenges

## Utility Poles

Access, data management, insurance, and regulation require **financial and time resources to navigate** and systemic MCA intervention

## Data Iteration

Baseline data is now getting updated and refined regularly which impacts the scale of problem and available resources - but brings **communication and process challenges**



No One Size Fits All

## Workforce

Over **3,400 positions** are needed to address surge of investment. Partnerships are in motion.

## Financing for public ownership

Regional scale is critical. Financing for utility districts and publicly owned efforts remain **constrained** and extremely **complex** to navigate.



# Strategic Impact Potential Shifts

- **From** assessing capacity through grant application review,  
**to** proactively helping build overall resource capacity in specific communities and populations
- **From** a primarily program/grant-driven approach,  
**to** a more problem-solving, overall project/deal-driven approach
- **From** digital equity as an initiative,  
**to** digital equity deeply and systematically integrated into decision making

- Huge opportunity for impact
- Big implications for how we operate
- Real tensions that need to be navigated
  - Timing and sequencing
  - Reconciling competing commitments
  - Integrating and aligning workstreams

# So What Now?

- Clarifying questions?
- Do we understand the shifts that are described on the previous slide?
- Do we support them? With what cautions / caveats?

What are the implications of these shifts for our work moving forward?

- Domain-specific implications?
- Organizational implications?

Are we clear about some of the tensions and tradeoffs we might face as a result of this potential evolution in strategy?

What guiding principles will help us navigate the tensions ahead?

# Domain Specific Implications



This board brings tremendous expertise across many relevant domains. What do you view as the implications of these shifts for the domain or domains in which you are an expert?

<b>Community</b>	
<b>Industry</b>	
<b>Finance</b>	
<b>Economic Development</b>	
<b>Anchor Institutions</b>	
<b>Education</b>	
<b>Telehealth</b>	

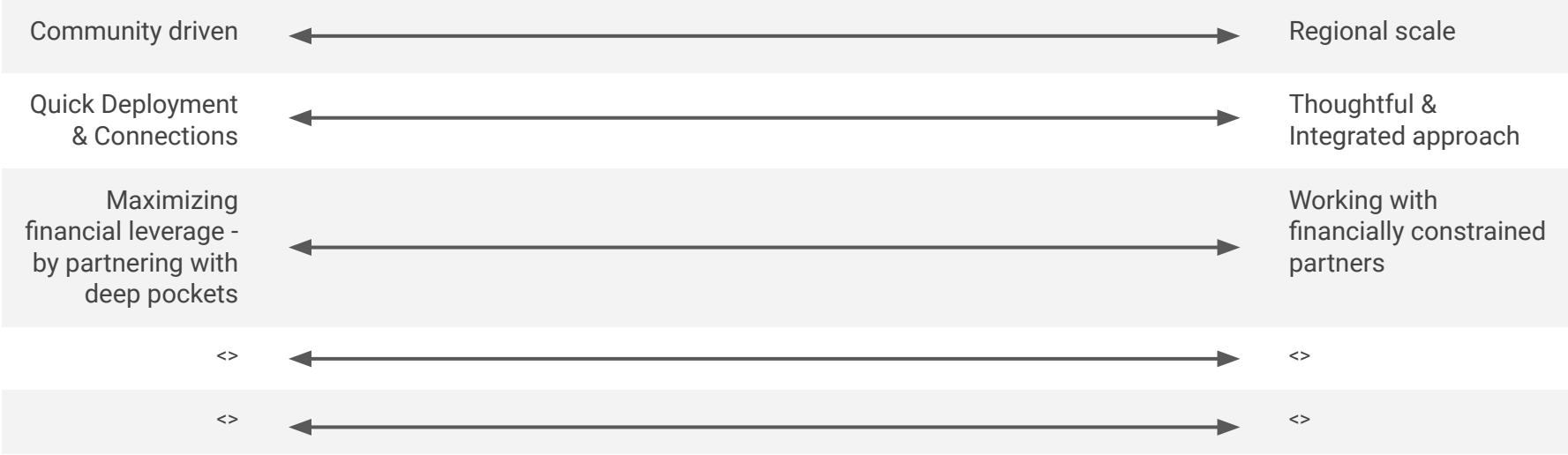
# Organizational Implications

There will also be organizational implications, for our team, budget, timelines, and priorities. What does the board see as the potential implications for each of these areas?

<b>Roles &amp; Responsibilities</b> (staff, contractors, partners)	
<b>FY24 Budget</b>	
<b>Board</b>	
<b>Communications and engagement</b>	
<b>Broadband Action Plan</b>	
<b>What else?</b>	

# Tensions and Tradeoffs

Are we clear about some of the tensions and tradeoffs we might face as a result of this potential evolution in strategy?



# Guiding Principles

Our original strategy included some implementation principles. Given all that we have learned, and the potential challenges ahead, what needs to change? How might these principles be updated to guide the board and staff through the next phase of implementation?

## **We are Proactive.**

We make things happen; constantly looking for the best way to advance our mission and goals.

## **We Think Long Term.**

We make investments today that will have the greatest impact on Maine residents, communities, and businesses for decades

## **We Collaborate.**

We work together across sectors and institutions to achieve scale & impact.

## **We are Data Informed.**

We make decisions informed by the best qualitative and quantitative data available.

New thoughts...

*Current Strategic Principles*



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# Closing



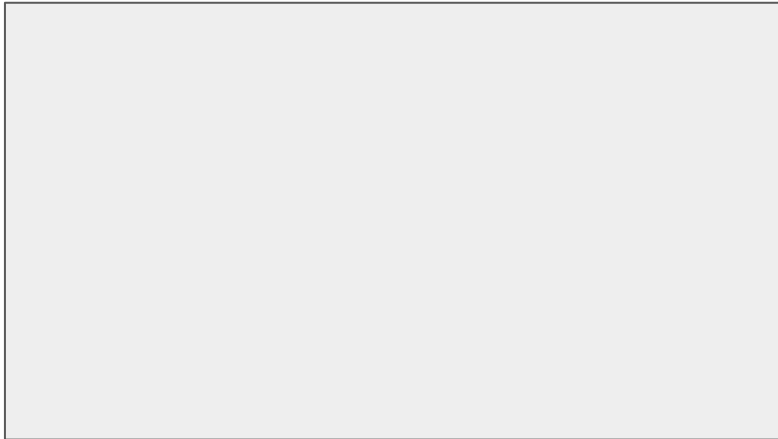
**MAINE  
CONNECTIVITY  
AUTHORITY**



# Appreciation of Partners & Stakeholders



So many partners, community members, and leaders across the state are contributing to the expansion of broadband access, affordability, and adoption.

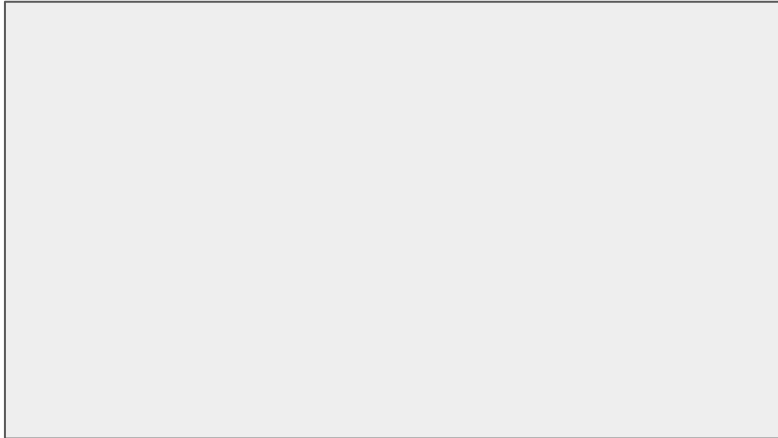


**Who do you want to recognize today for their contributions?**

# Reflection and Key Takeaways

One of the most important outcomes of a day like this is shared learning.

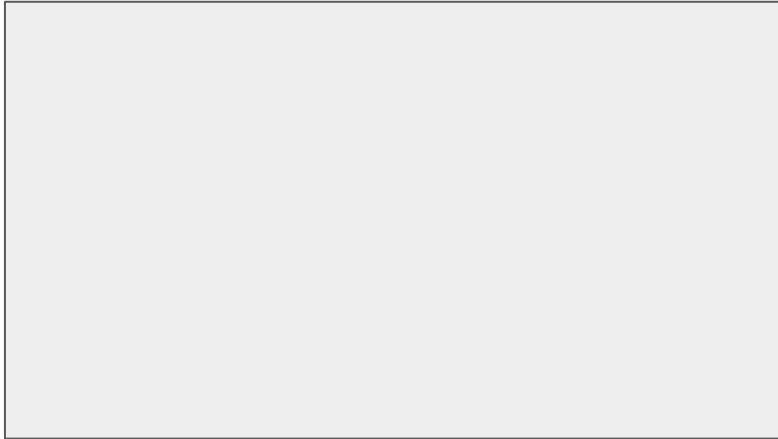
It creates a new shared baseline for decision making in the months ahead.



**What did you  
learn today?**

# Implications and Next Steps

Each of you has a role in translating this learning into action in service of our mission.



**What will you do next or do differently as a result of today's work?**

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# Appendix



**MAINE  
CONNECTIVITY  
AUTHORITY**



### If we do these things...

#### **Include People**

Advance digital equity for all to ensure all Mainers, especially the most disadvantaged have access to and are able to use information and communication technologies.

#### **Reach Places**

Make place-based investments that enable last mile connectivity and **make quality broadband available to all.**

#### **Lead and Deploy Projects**

Coordinate major projects that **optimize broadband deployment** statewide.

### Action Areas

### In these ways...

#### **We are Proactive.**

We make things happen; constantly looking for the best way to advance our mission and goals.

#### **We Collaborate.**

We work together across sectors and institutions to achieve scale and impact.

#### **We think Long Term,**

We make investments today that will have the greatest impact on Maine residents, communities, and businesses for decades to come.

#### **We are Data Informed.**

We make decisions informed by the best qualitative and quantitative data available.

### Implementation Principles

### We will create these conditions...

**High speed internet that is Accessible.** All residents, businesses and community anchor institutions have access to high-speed connectivity is universally available in the State.

**High speed internet that is Affordable.** There is affordable broadband access for all residents enabled by an infrastructure that is secure, reliable, and advanced enough to meet current and future needs.

**High speed internet that is broadly Adopted.** All residents, businesses and institutions in the State are able to take full advantage of the economic, health, educational and other opportunities available through connectivity services.

### Enabling Conditions

### Which will lead to these outcomes...

**High speed connectivity is universally available in the state** including to all residents, businesses, and community anchor organizations. (Statutory Goal #1)

All residents, businesses, and institutions are able to **take full advantage of the opportunities** available through connective services. (Statutory Goal #2)

There should be secure, affordable, reliable, competitive, and sustainable **forward-looking advanced communications technology infrastructure** to meet current and future workforce needs.

**Existing public and private infrastructure will be used effectively and efficiently** in the public interest to provide communications technology infrastructure in all areas of the State.

### Outcomes (Statutory Goals)

And progress towards this ultimate goal

A statewide internet infrastructure that improves the lives of Mainers now and in the future, enabling **education, transportation, employment, and broad participation in modern society.**

### Vision

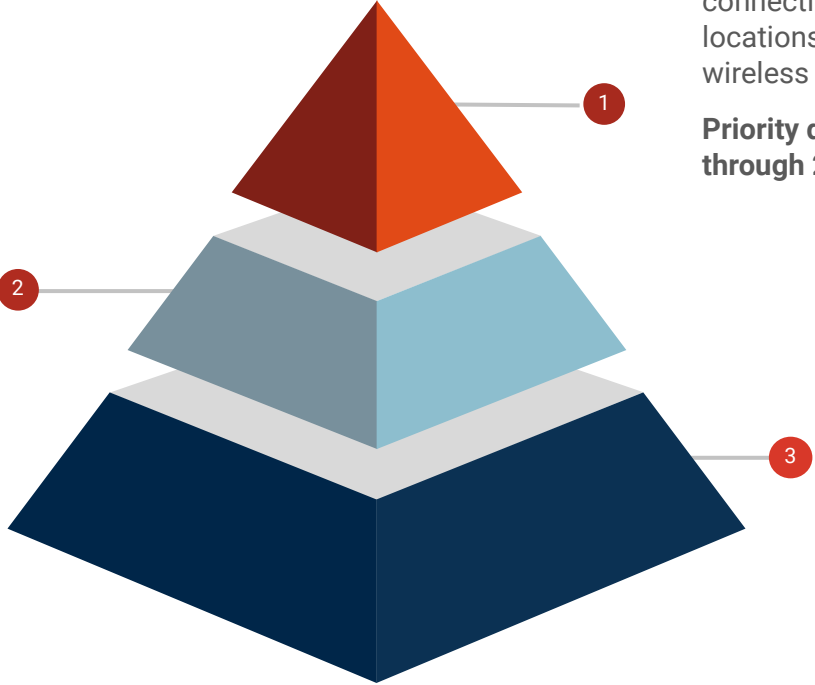
↑ This portion of our logic model requires the most evolution. We need to move from generic concepts to specific and unique implementation principles.

# Connections for All

## Unserved (13%) Unreliable & Slow Service

Programs currently underway were designed to maximize federal funds, by investing in infrastructure for the future, not just better than nothing.

Community-driven, regional-scale projects with public-private partnerships via ARPA funds are commencing.



## No Connection (5%) No Service

All-In Programs prioritize funds for projects connecting the 5% of potential subscriber locations without access to internet or wireless service faster than 25/3mbps.

**Priority decisions and deployments needed through 2024.**

## Underserved (72%) Average Service

While 10% of Mainers have broadband service, 90% of Mainers do not.

Access, affordability and adoption can all be barriers that require private funds where BEAD funds are limited.