



National Association for Counties (NACo)


County Broadband Program Implementation
Key Considerations

February 1, 2022



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The background of the slide is a dark blue to black gradient. It is decorated with numerous out-of-focus circular light spots in shades of purple, magenta, and light blue, creating a bokeh effect. Additionally, there are several thin, glowing lines in blue and purple that crisscross the frame, resembling fiber optic cables or data connections. A large, semi-transparent blue rounded rectangle is centered on the slide, containing white text.

The COVID-19 pandemic has elevated the importance of critical broadband infrastructure to facilitating participation in telehealth, distance learning, and telecommuting, and supporting economic development. Reliable, affordable broadband service is necessary to meet these needs.

County Broadband Program Implementation Webinar – Purpose

- The purpose of this webinar is to assist Counties / Local Governments to successfully implement their local broadband programs and effectively leverage public investment and funding programs.
- This webinar is intended to help public sector agencies and officials to understand key challenges and considerations for establishing a comprehensive broadband program for their jurisdictions and to effectively leverage public-private partnerships to deliver affordable, reliable, and sustainable broadband program.

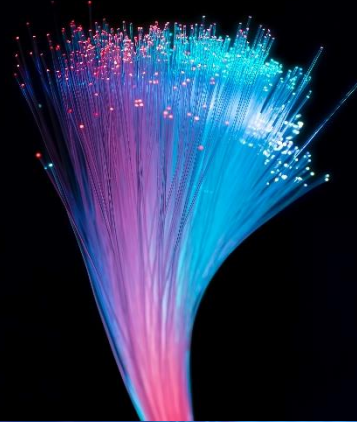
County Broadband Program – Objectives

Expand middle-mile and last-mile **connectivity to unserved and underserved rural communities** in ways that balance speed of deployment and cost-effectiveness, with an emphasis on private-sector investments

Identify the middle-mile and last-mile fiber network(s) that they can leverage to **complete FTTH projects**

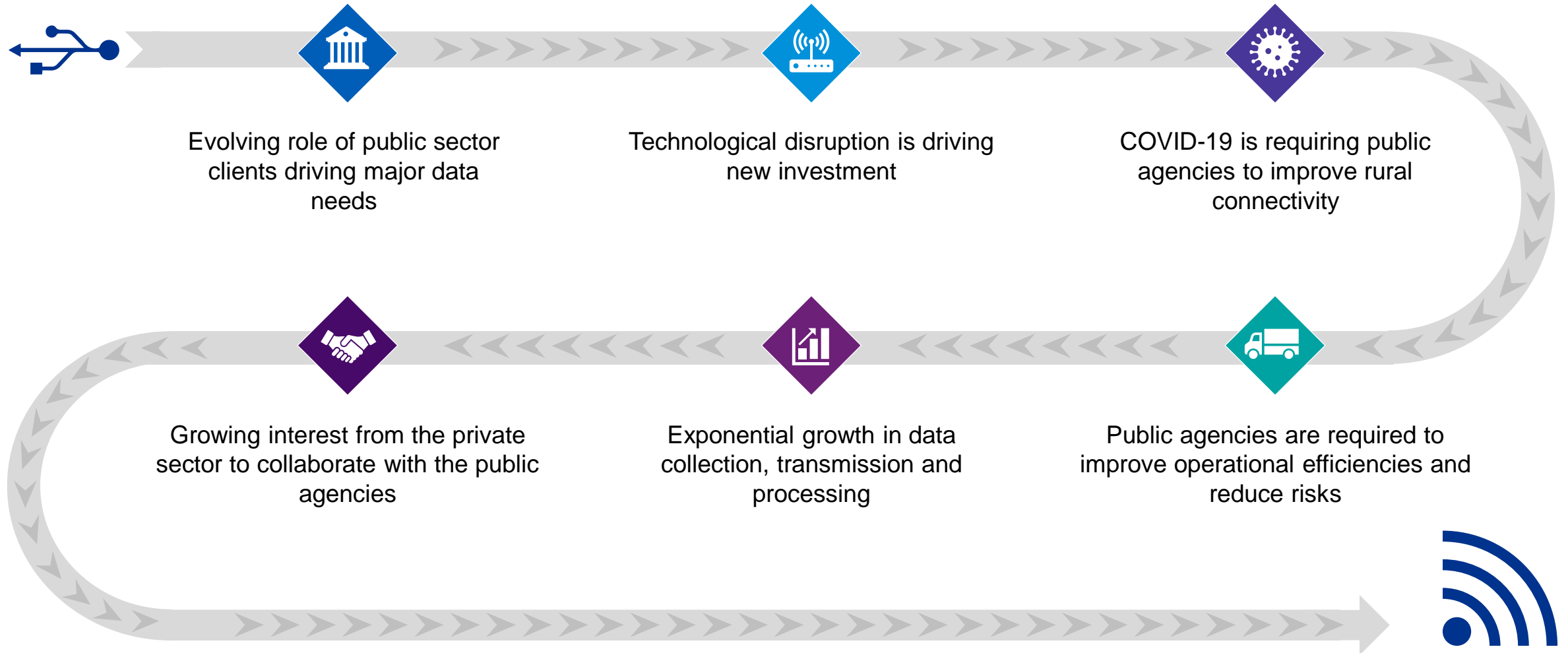
Identify a plan and **governance structure** to leverage available federal broadband programs to fund broadband implementation

Identify opportunities to improve **access to fast, affordable, and reliable internet** in rural areas



Build up and sustain **broadband capacity to support use of technology** for educational, healthcare, public safety, and economic development purposes

What is driving investment in Broadband Infrastructure?

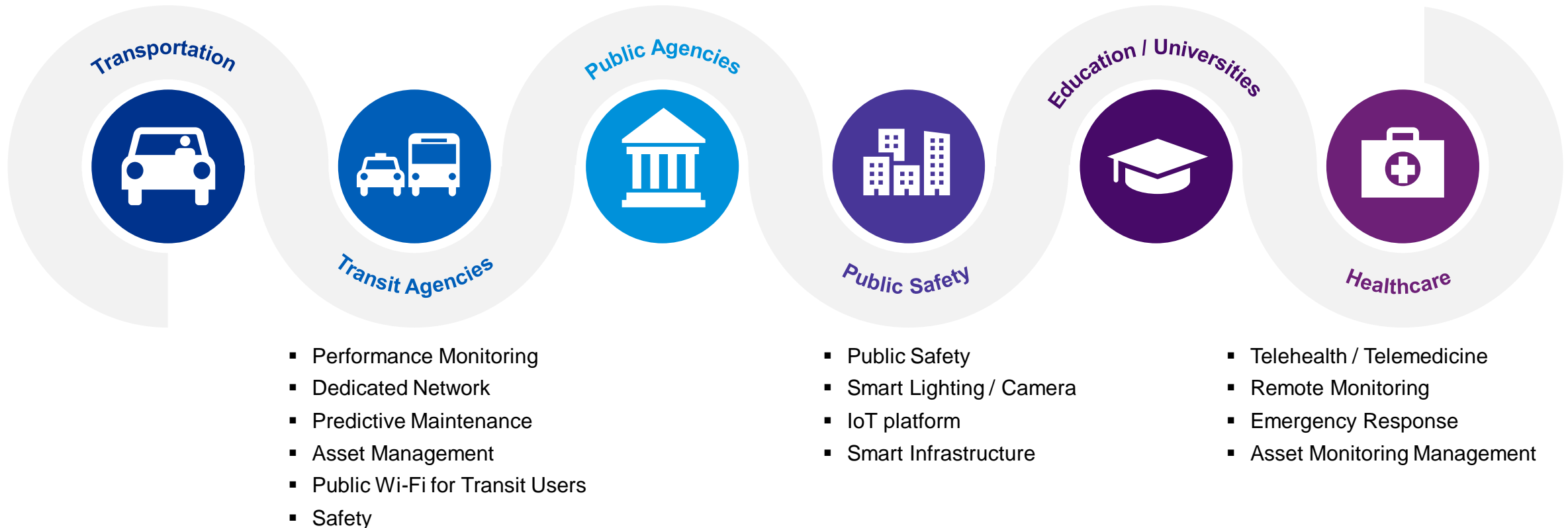


Evolving role of the Public Agencies

- Facilitation of Autonomous and Connected Vehicles
- Traffic Optimization / Control Center
- ITS / Smart Infrastructure
- Asset Management
- Remote Monitoring

- Drive Economic Growth with connectivity infrastructure investment
- Rural Connectivity
- e-Agriculture
- e-Commerce

- Distance Learning
- 5G Technologies
- Emergency Management
- Asset Monitoring / Management



Framework for Broadband Program Implementation

- Defined central role of the Broadband Office
 - Develop strategy for interaction with partners agencies including:
 - Funding and asset allocation
 - Bandwidth requirements and resource commitments
 - Develop Policies (Ownership policies, ROW Access, Dig Once Policy, Small Cell Attachment, Information Sharing / Mapping, etc.)
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- Lead governmental coordination
 - Evaluate and structure private partnerships
 - Implement policies / procedures
 - Communicate with stakeholders with transparent information and mapping
 - Administer grant program
 - Evaluate performance metrics, comply and report



- Position the County to maximize Federal and State Funding
 - Prioritize investment and screen projects for “shovel readiness”
 - Develop targeted strategy for last-mile connectivity
 - Dynamically assess the commercial landscape to understand key metrics including broadband gap and ROI
-
- Middle-Mile Framework
 - Collaborate with the partner agencies including DOT for broadband infrastructure
 - Structure public private partnerships, lease agreements / partners and resource sharing agreement
 - Last-Mile
 - Fostering ISP / Electric Co-ops strategy
 - Integrated Technology Strategy - Combination of wireline and wireless (leveraging tower assets)

County Broadband Program – Governance Considerations

▪ **County Broadband Network**

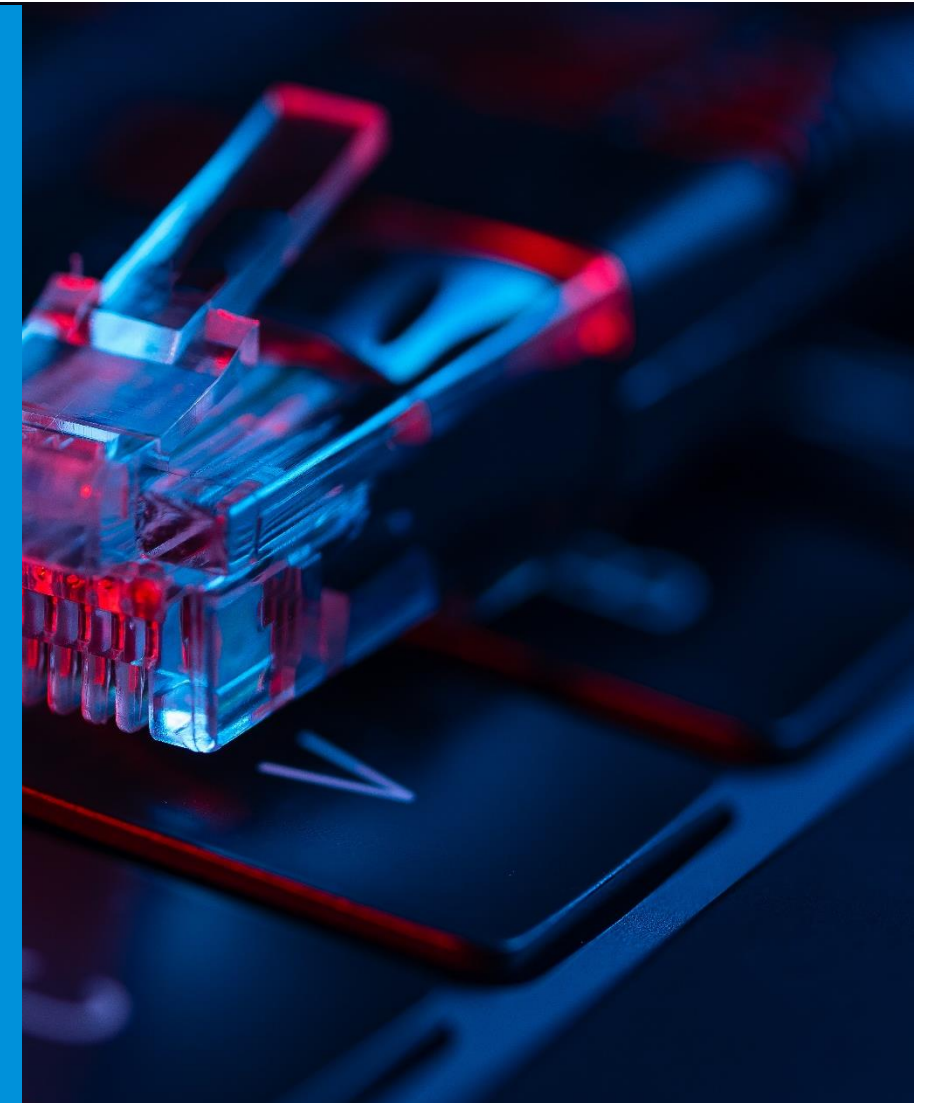
- Which entity will serve as a lead entity for the development of a countywide network?
- Which entity will have ownership of broadband assets developed within the public ROW?
 - Middle-mile and last-mile networks
- Which entity will have responsibilities for operations and maintenance of the network(s)?
- Which entity will manage network resource allocation / sharing?
- How the financial and operational viability of the network will be maintained?
- Does the network(s) have any commercial revenue potential, if so, for what purpose revenues will be used?
 - Pay for O&M services / network expansion / share with partnering agencies

▪ **Operating Model**

- What role the Broadband Office will have for the middle-mile networks?
- What role the Broadband Office will have for the last-mile networks?

▪ **Funding Model**

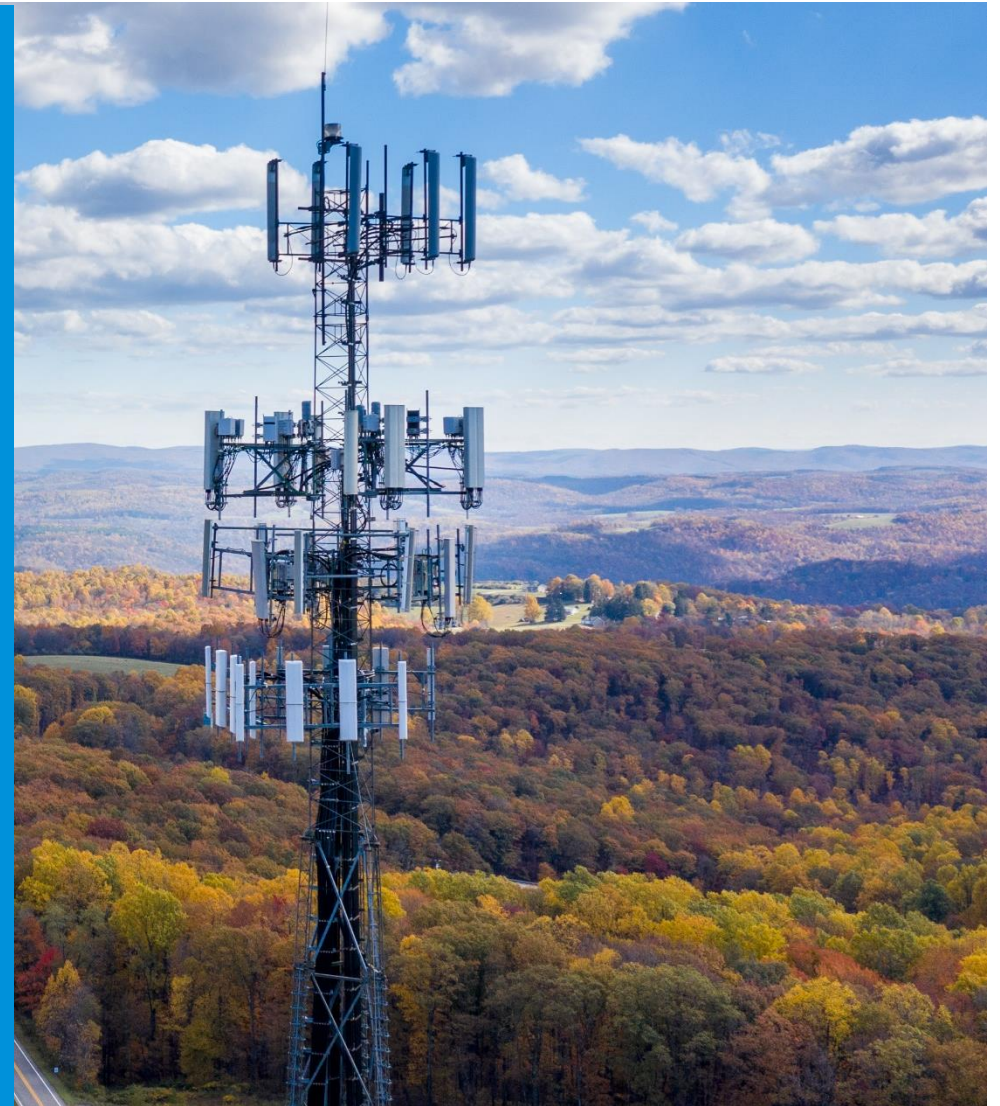
- Will public agencies be required to participate in cost sharing?
- User fees / pooling of state, local and federal sources / private sector investment



Broadband Program – Stakeholder Consultations Considerations

- **Key areas to be addressed:**

- Program Scope Considerations – Broadband Connectivity Requirements
- Existing Broadband Assets and Interface
- Programmatic and Collaborative Approach for Countywide Coverage
- Use of Right-of-Way to Develop the Countywide Network
- Program Governance and Sustainability
- Funding and Financing Considerations
- Technical Considerations / Requirements
- Operational Considerations
- Network Performance, Reliability and Security Considerations
- Implementation Considerations

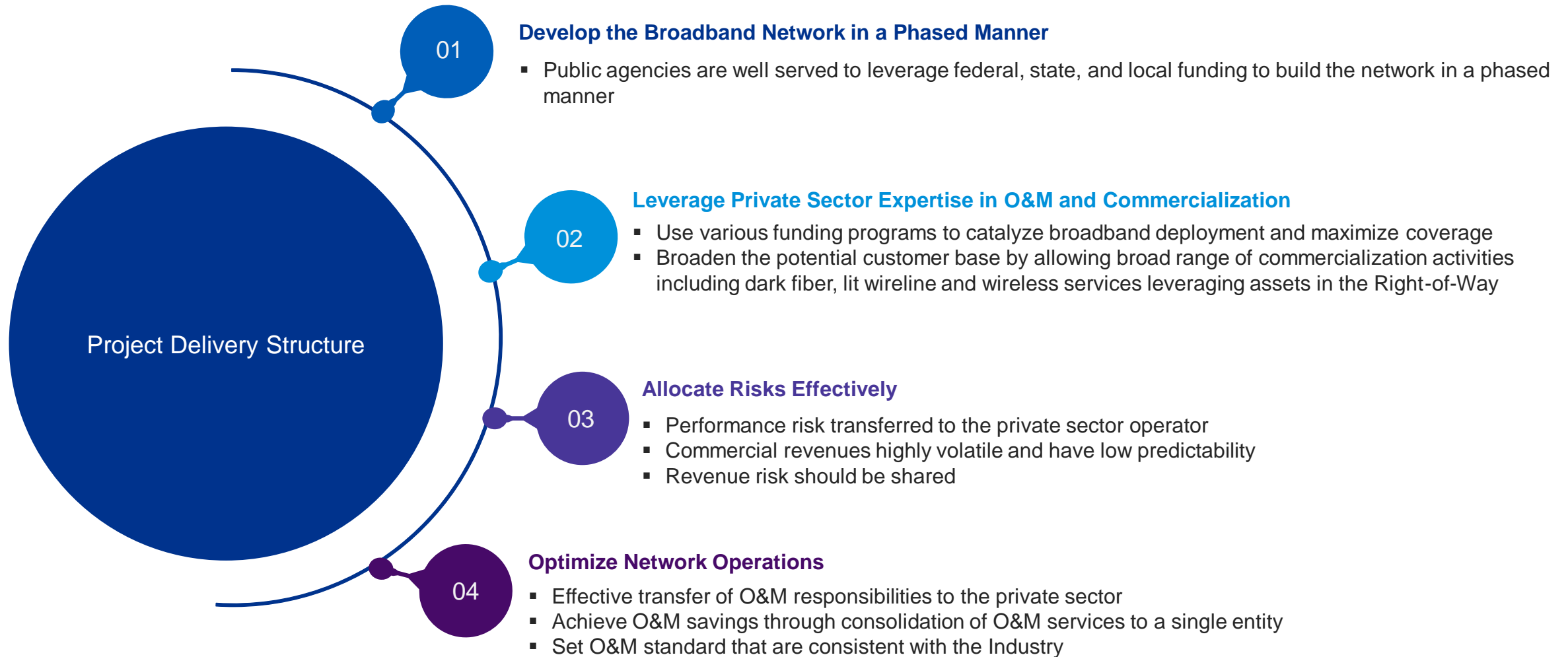


Broadband Program – Procurement Approach Considerations

- **Project Grouping / Phased Approach:**
 - De-risk the project both in terms of project scope and schedule
 - Implement the program based on your priorities and operational requirements
 - Drive competition by logical grouping of corridors / geographic region(s)
- **Public Funding and Effective Risk Transfer:**
 - Leverage available public funding for the broadband program
 - Treatment of existing assets structured to address asset condition, performance, and pricing risk
 - Performance regime that is consistent with the Industry standards
- **Flexible Procurement Structure:**
 - Flexibility to change public and private funds contributions throughout the program development phase
 - Flexibility to bring future broadband phases through multiple means (developer led; County led; etc.)



Broadband Program – Implementation Considerations



Broadband Program – Protecting Public Interests

- **Key areas to be addressed:**

- Dig Once / Build Once
- Open access network / Non-discriminatory pricing
- Ownership of broadband infrastructure assets
- Technical requirements / Network performance, reliability and security considerations
- Network testing / acceptance
- Interface with existing assets
- Performance-based O&M services
- Contract term (base contract + option periods)
- Technology refresh requirements
- Payment mechanism(s) and penalty regime
- Contract default(s) / Dispute resolution(s)
- Termination provisions and compensation methods



County Involvement – From Planning to Execution

Proactive involvement is important to ensure the **desired outcomes and objectives** are achieved to **maximize the benefit** for residents and communities. Narrowing the ‘digital divide’ to include those less connected is crucial in the journey to digitize and personalize public services for local governments.

Community Benefits from Broadband Connectivity

Planning

- Enhance the governance structure to support connectivity vision and objectives
- Develop policies and processes to manage, and monitor projects
- Implement policies and procedures to reduce barriers to digital infrastructure investment

Outreach

- Coordinate with stakeholders and communities to enhance buy-in and derived benefits
- Work with local ISPs/TSPs to promote adoption in rural and remote communities
- Create and implement education, outreach and public involvement

Funding

- Work with federal, state and local funding to encourage investment opportunities that focus on expansion in unserved / underserved regions
- Leverage commercialization revenues to expand digital infrastructure across the County

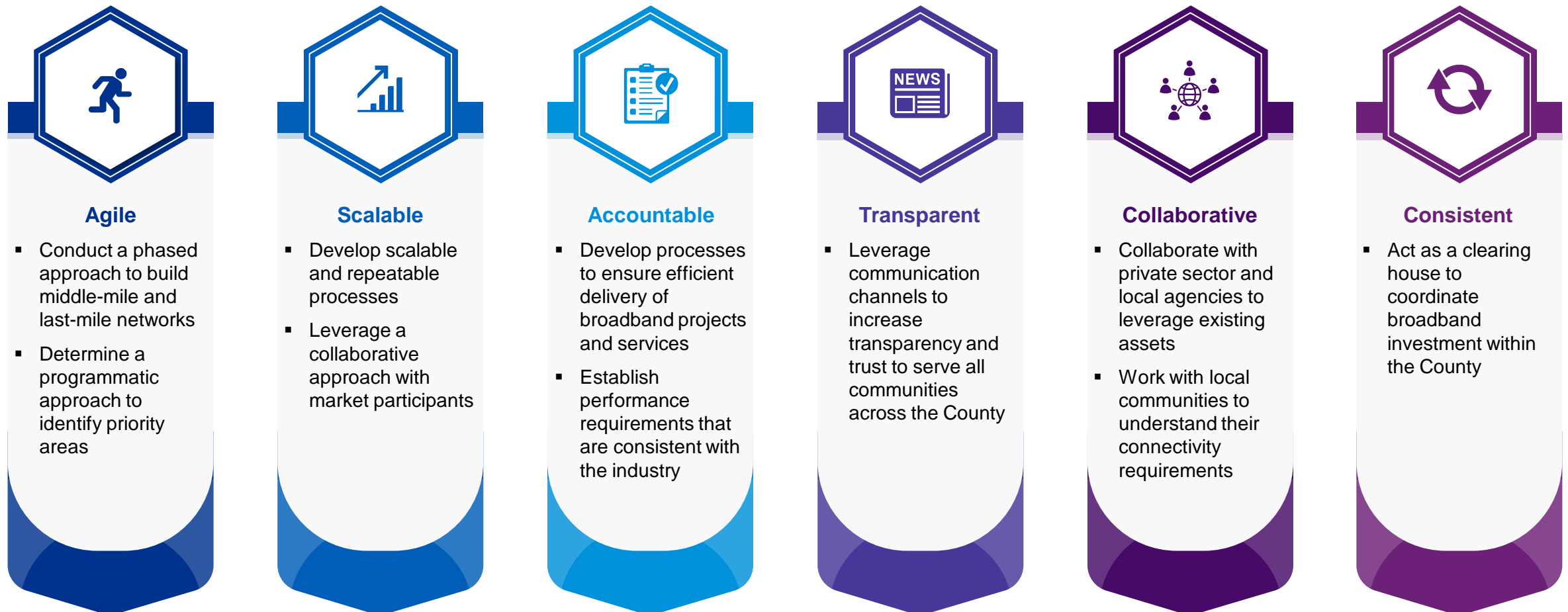
Execution

- Coordinate with local agencies to assess long-term connectivity requirements
- Identify existing digital infrastructure assets and excess capacity
- Prioritize regions with the greatest connectivity needs
- Administer long-term contracts for O&M

County Digital Infrastructure Assets

County Broadband Program – Key Factors

The COVID-19 pandemic has highlighted the **underlying value of high speed and reliable digital connectivity** for Counties and connecting underserved communities is a priority nationally, regionally, and locally. The pillars below outline the required factors to create a successful County Broadband Program Implementation Strategy to govern this process.



KPMG Broadband Advisory Services – How Can We Help?

Our Service Offerings

Organizational and Market Assessment



- Assessment of the programmatic need for connectivity
- Market study / benchmarking to understand private market appetite and service offerings
- Gauge market appetite of potential technology solutions including outreach with investors, stakeholders, and suppliers / developers

Development of Connectivity Strategy



- Understand the connectivity goals and objectives
- Identify a range of technology solutions based on the programmatic needs
- Develop a connectivity strategy / Strategic plan

Funding, Financing and Commercialization Planning



- Economic forecast of potential revenue streams and cost implications for each technology solution
- Develop preliminary economic model
- Federal funds / grant availability and management
- Gauge market acceptance of potential commercial / procurement structures

Procurement of Services



- Craft a procurement strategy to maximize value / benefits
- Provide a full suite of commercial and financial advisory service offerings
- Develop commercial structures and procurement alternatives
- Due diligence and development of commercial and financial structures

Implementation and Operations



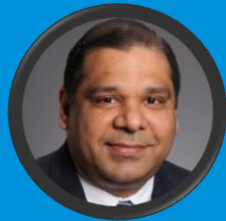
- Assist in execution in implementation of technology solutions
- Contract negotiations and audit / compliance
- Performance and operation efficiency analysis
- Programmatic integration of services



Contact Information:



kpmg.com/socialmedia



Raj Shelat

Director, KPMG LLP
Infrastructure

Tel: +1 703 286 6706

Cell: +1 410 908 1252

Email: rajshelat@kpmg.com



Prakash Ganesh

Managing Director, KPMG LLP
Infrastructure

Tel: +1 202 533 4055

Cell: +1 786 266 4044

Email: prakashganesh@kpmg.com

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