Tribal I.S.P. 101 Workshop
Planning, Formation, Operations & Sustainability

National Tribal Telecommunications Association

Monday, April 8, 2024

CLICK LINK BELOW TO WATCH OUR INTRO VIDEO ON YOUTUBE:
Native Network - Intro to Tribes, Nations & Pueblos

Our Background

Our Mission

Native Network believes that the path to self-determination for Native American Tribes is through control of telecommunications and technology. We help tribes leverage telecommunications systems and services to ensure their respective communities' economic vitality and diversity - enhancing educational, healthcare, business opportunities, and beyond.
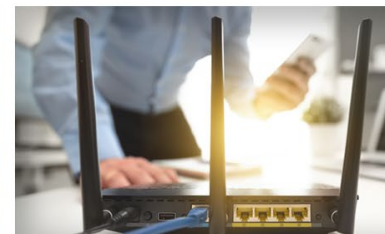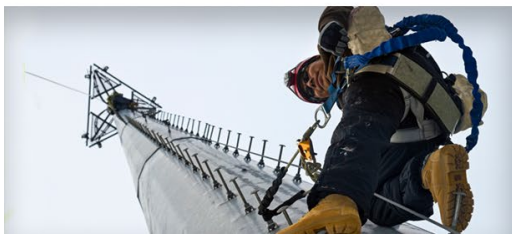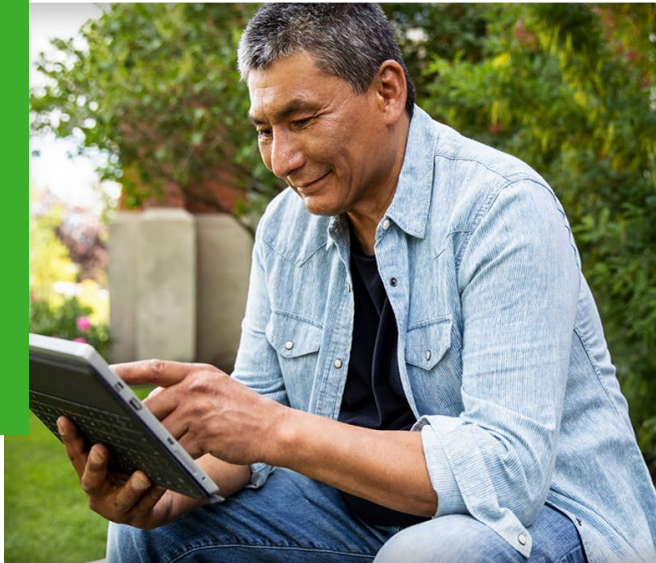
Your Broadband Service Provider Experts

Andrew Metcalfe
CEO

Carl Patterson
Director of Marketing & Sales

Jenny Rickel
COO

Rebecca Carter
Project Manager

Our Valued Clients

Serving Indian Country since 2015

Dedicated

&

passionate

about

Indian

Country

Who's in the Room?

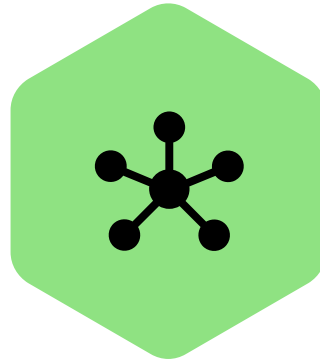# How many people attended our Tribal ISP workshop, last year?

What stage is your Tribe in?

New with
no funding
& plan

Funded &
working on
network &
infrastructure
deployment

Network built
& exploring
other
operational
ideas
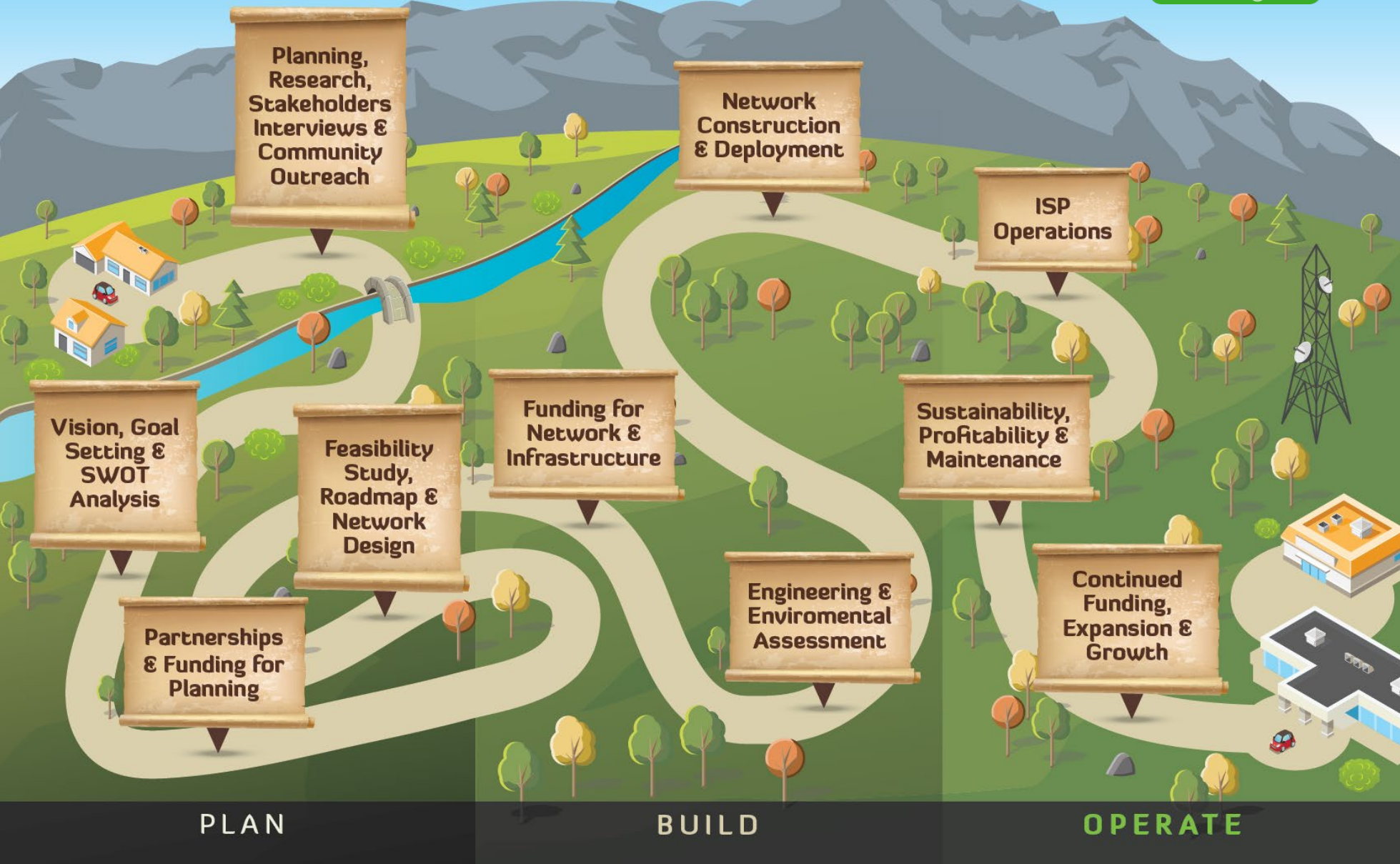
GETTING STARTED

Planning: Research, Stakeholder Interviews & Community Outreach

Key Items to Getting Started

1

Research & Interview

- Talk to the experts
    1. Existing Tribal ISPs
    2. Consultants, Engineers & Equipment vendors
    3. Attorneys/Legal

- Involve key stakeholders & decision makers within your Tribe

- Engage your Tribal community

Tribal ISP 101 - Planning

Stakeholder Interview

For your broadband & telecom initiatives to be successful, it is essential to reach out and engage stakeholders (e.g., Tribal council, government departments, decision-makers, etc.) and the community. Below is a set of questions to garner the necessary answers and information.

1. What does your department/entity do?

2. What are your roles and responsibilities?

3. What are the most prominent technology pain points for you, your community, and your department?

4. What keeps you up at night?

5. What does the future for your community and/or department look like?

6. What would improved connectedness, in terms of technology, mean for you, your department, and/or your community?

7. What are the biggest challenges with your existing network or current level of connectedness?

8. What capabilities or improvements would you like to see from technology for you, your community, and/or your department?

9. What interests or excites you about the Tribe pursuing its own telecommunications program?

10. What would it mean to the Tribe, community, you, or your department to manage its own telecommunications program?

11. What did we not ask that you may want to tell us about your department, Tribe and/or any technology improvements you would like to see?

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Stakeholder Interview

TAKEAWAY TOOL

GETTING STARTED

Planning: Goal Setting, SWOT Analysis & Finding/Evaluating Partners

Key Items to Getting Started

Establish Goals

- Current Situation, Future State, Required Capabilities & Success Criteria

S.W.O.T. Analysis

- Your Tribe's Strengths, Weakness, Opportunities & Threats

Find & Evaluate Partner(s)

- A "Dream Team" to be successful

Current Situation

- No funding or plan
- Have a plan, need funding
- Funded and deploying broadband infrastructure
- Currently operate a Tribal ISP

Future State

- Get capitalization ready & funding
- Fiber to the Home
- Tribal ISP & Economic Development
- Essential Services

Requirements & Capabilities

- Must serve tribal members on reservation lands
- Use 2.5Ghz spectrum in mix
- Existing ISP and infrastructure

Success Criteria

- High-speed internet to tribal members on reservation lands
- Revenue generation
- Sustainable long-term operations

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Goal Setting

TAKEAWAY TOOL

↓ HELPFUL TO ACHIEVING THE OBJECTIVE ↓	↓ HARMFUL TO ACHIEVING THE OBJECTIVE ↓

INTERNAL ORIGIN → (attributes of the organization) →

Strengths

- Things your Tribe does well
- Strong internal resources
- Tangible assets
- Council & community support

Weaknesses

- Things your Tribe lacks
- Resource limitations
- Unclear directives & goals
- No or little internal & community support
- Lack of funds

EXTERNAL ORIGIN → (attributes of the environment) →

Opportunities

- Under & unserved markets
- Few competitors
- Increase of demand
- Funding/Grants
- Diversification
- Economic development
- Jobs

Threats

- Established/emerging competitors
- Funding dries up
- Political climate of council

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SWOT Analysis

TAKEAWAY TOOL

Use this as a tool to determine the best direction in operating your Tribal ISP.
...

Do It Yourself vs. Partnering

Tribal ISP 101 - Planning

How to Find & Evaluate A Good Partner

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HOW TO FIND A GOOD PARTNER:

- Attend conferences and interview potential partners
- Ask other trusted colleagues for referrals
- Look for organizations involved in successful projects
- Find organizations that employ experts in the field in which you would like support

HOW TO EVALUATE POTENTIAL PARTNERS:

1. Are the parties' goals, objectives, and timeframes aligned with yours?

2. Does the potential partner have expertise in a proposed service or function that will benefit your program?

3. Will the partnership expand the parties' reach to constituents and consumers?

4. Does the partnership expand geographic coverage to the desired market areas?

5. Will the partnership expand service and/or program offerings and increase the impact of the program in different fields such as education, economic development or health?

6. Will the partnership reduce the cost of planning, financing, deploying or operating the broadband project?

7. Does the potential partner have a track record for performance and strong references?

8. Does the partner carry the required level of insurance?

9. Does the partner have strong management, organizational capacity, and fiscal stability?

10. How long has the partner been in business?

11. How long has the partner participated in business in the telecommunications/broadband sector?

12. Are levels of personnel appropriate to carry out the work?

13. Are they willing to collaborate with you and your other partners to support your goals and objectives? How do you know?

"ALONE, we can do so litte;
TOGETHER, we can do so much."

— HELEN KELLER

Drawn, in part, from: Broadband USA. The Power of Broadband Partnership: A Toolkit for Local and Tribal Governments. bbusa_power_broadband_partnerships.pdf (doc.gov)

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How to Find & Evaluate A Good Partner

TAKEAWAY TOOL

GETTING STARTED

Planning: Feasibility Study, Roadmap & Network Design

Key Items to Getting Started

Feasibility Study, Road Map & Network Design

- Capitalization ready
- Your plan going forward
- Cost savings, job creation
- Telecom sovereignty & sustainability

Success Attributes

- Set goals and shared vision among all stakeholders based on <u>Goal Setting & SWOT</u>

- Able to tell your Tribe's broadband vision & story clearly, know what success looks like and what it means to your Tribe

- Having council and community backing

- Hire staff and/or trusted partners accordingly, reduce/eliminate burden on IT Department long-term without an expansion plan

- Must have long-term funding source for operations and path to sustainability & profitability

10 MINUTE
BREAK

What's on your mind?

Formation:
Types of Entities

Entity Types

Internet Service Provider (ISP)

- Only plan to provide Internet
- Sometimes called a WISP if network is wireless

Interconnected VoIP Provider (IVP)

- Plan to provide Internet and voice
- Align with upstream phone number provider, usually a CLEC

Utility

- Regulated by Tribal utility commission
- Sometimes regulated by state utility commission

Eligible Telecommunications Carrier (ETC)

- Lifeline
- Affordable Connectivity Program (ACP) fka EBB

Incumbent Local Exchange Carrier (ILEC)

Carrier of Last Resort (COLR)

Rural Local Exchange Carrier (RLEC)

Competitive Local Exchange Carrier (CLEC)

- Offer voice in addition to Internet services, regulated by FCC and/or state utility commission

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Formation:
Operating Scenarios

Summary of Internet Service Provider Models

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Tribe	Description	People	Software	Vehicles/ Test Equipment/ Tools	Regulatory Compliance	Operating Budget	Addl. capital to refresh equipment	Pros	Cons
Tulalip Tribes	Do It (All) Yourself / Tribe's Brand	X	X	X	X	X	X	- Telecom sovereignty - Job creation - Revenue/profitability	- Find/retain good employees/telecom experts - Expensive: could be cost center depending on paying customer base - Strained resources if not enough revenue/budget
Pascua Yaqui Tribe	Managed ISP / Tribe's Brand					X	X	- Good stepping-stone for future to take over operations	- Dependent on others
Confederated Tribes of Grand Ronde	ISP Partner / ISP Brand						X	- Low/no financial risk - Don't need to create a new entity or business unit or burden existing staff - Revenue from broadband infrastructure or profit sharing	- Dependent on others - No control over quality service or how ISP operates

Other: **Wholesale Open Access**

Planning: I.S.P. Plan

What's in an I.S.P. Plan?

- ✓ Financial Modeling

- ✓ Service Offerings & Pricing/Bundling

- ✓ Operations: Staffing & Software

- ✓ Regulatory & Compliance

- ✓ Network Costs

- ✓ Sustainability

- ✓ & More

Doug Kitch & Rob Strait with Moss Adams will cover more in-depth in next session

MOSSADAMS

Operations:
Sofware, People & Roles,
and Outsourced/In House

Software Needs

- ✓ Project Management (new network builds)
- ✓ Website and Social Outlet Communication
- ✓ Online Customer Sign Up
- ✓ Secure Document Storage & Sharing
- ✓ Inventory Tracking & Management
- ✓ Installation Scheduling
- ✓ Provisioning Services
- ✓ IP Management
- ✓ Billing & Collection
- ✓ Monitoring Network & End Users
- ✓ Support & Maintenance
- ✓ Customer Self-Care Portal
- ✓ Mapping and Regulatory Compliance
- ✓ Financial Reporting
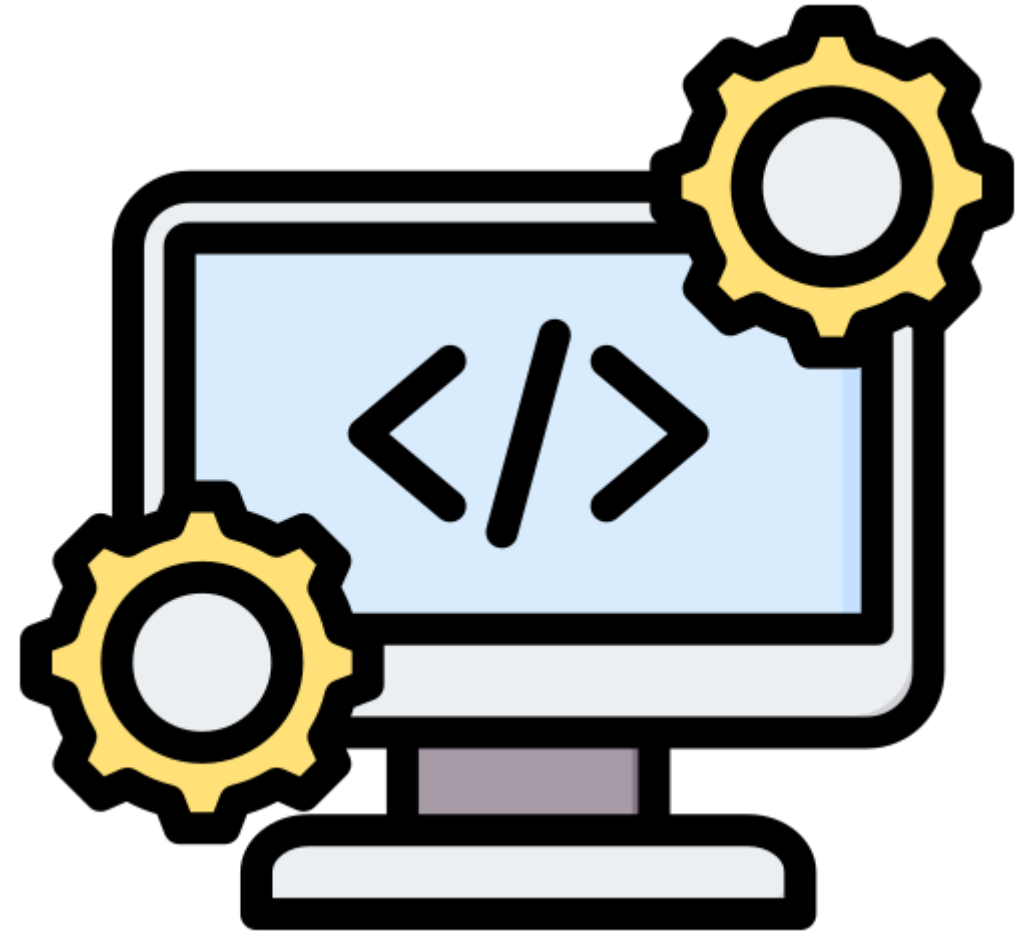
People & Roles

- ✓ Operations Manager
- ✓ Outside Plant Manager
- ✓ Senior Telecom Network Engineer w/ strong Internet Protocol skills
- ✓ Field Technicians
- ✓ Network Operations Center Technicians
- ✓ Installation Coordinator/Order Entry/Provisioning Specialist/Billing/AR/Customer Service – cross-trained

Integrated Tribal ISP
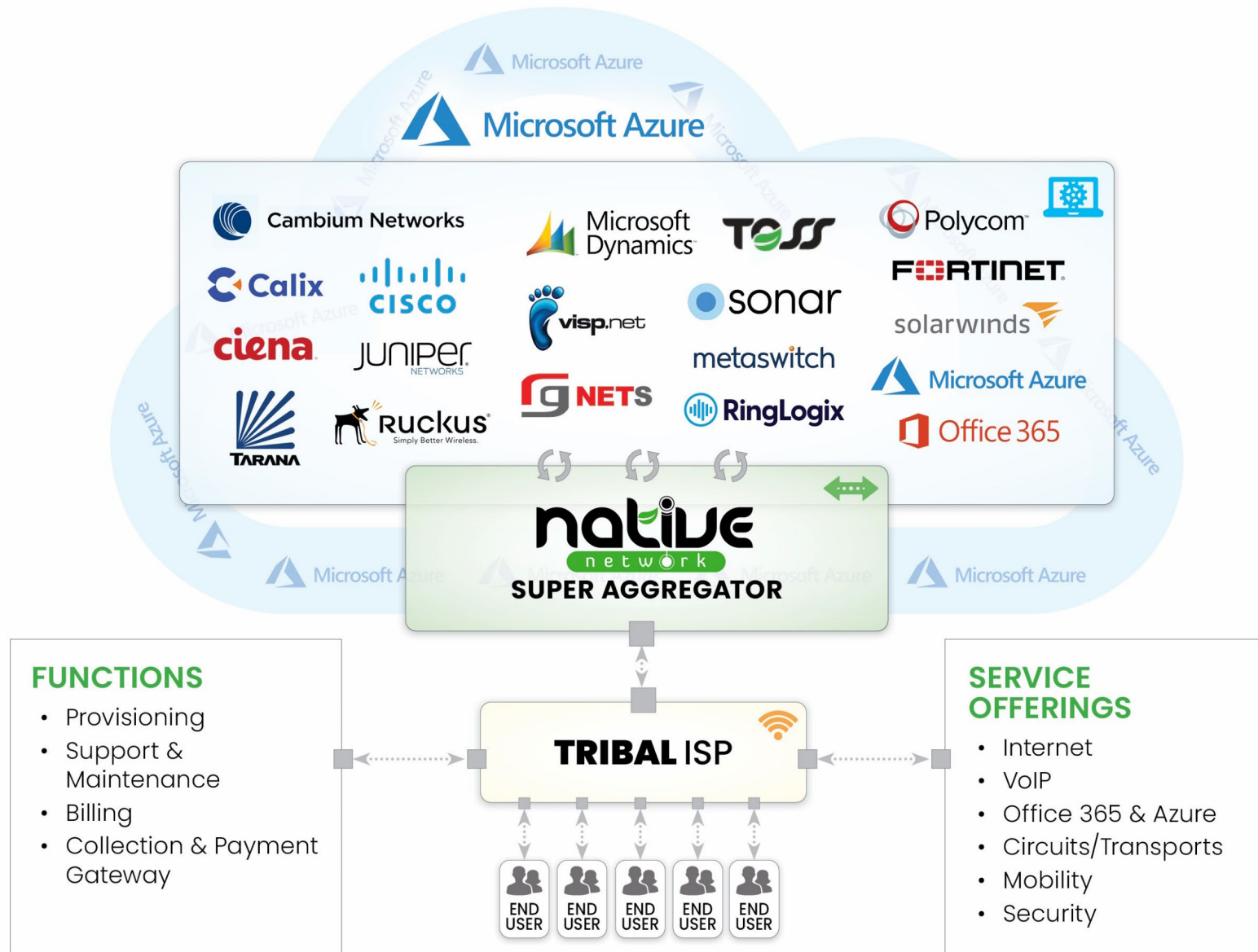
FUNCTIONS
- Provisioning
- Support & Maintenance
- Billing
- Collection & Payment Gateway

SERVICE OFFERINGS
- Internet
- VoIP
- Office 365 & Azure
- Circuits/Transports
- Mobility
- Security

Determine In House vs Outsourced

ISP OPERATIONS

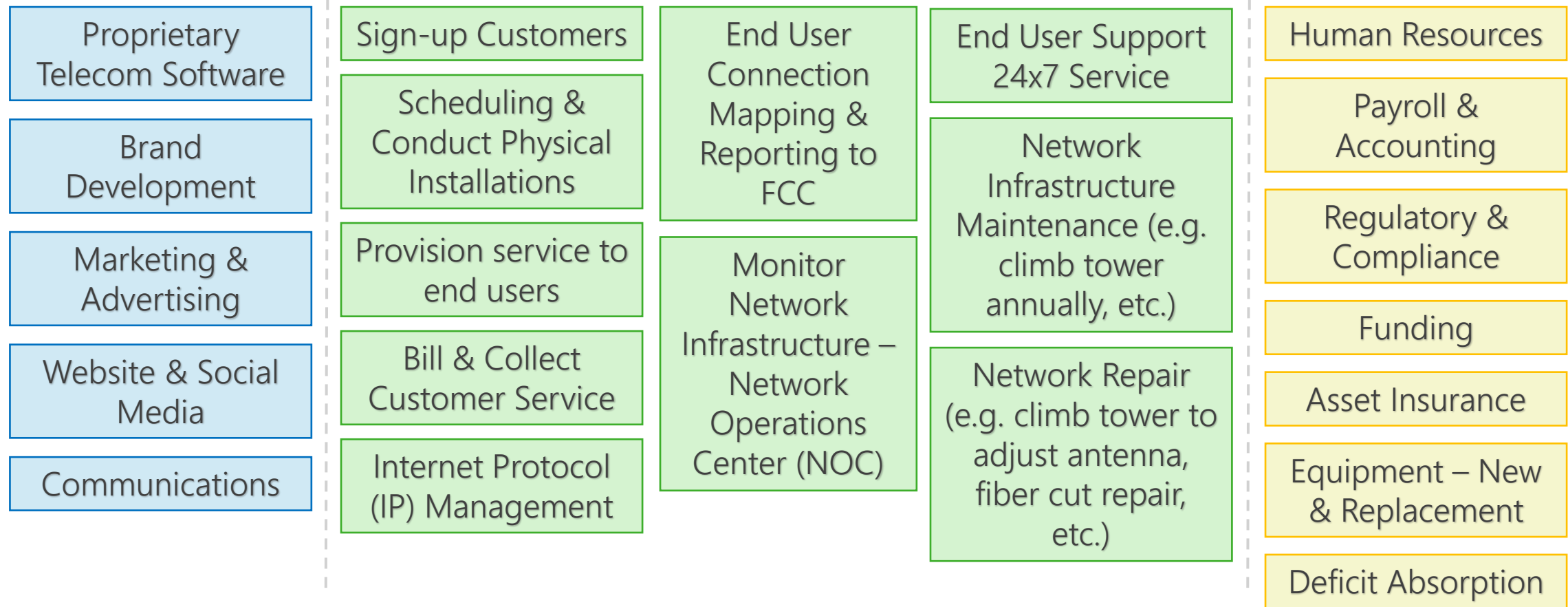|				
Proprietary Telecom Software	Sign-up Customers	End User Connection Mapping & Reporting to FCC	End User Support 24x7 Service	Human Resources
Brand Development	Scheduling & Conduct Physical Installations		Network Infrastructure Maintenance (e.g. climb tower annually, etc.)	Payroll & Accounting
Marketing & Advertising	Provision service to end users	Monitor Network Infrastructure – Network Operations Center (NOC)		Regulatory & Compliance
Website & Social Media	Bill & Collect Customer Service		Network Repair (e.g. climb tower to adjust antenna, fiber cut repair, etc.)	Funding
Communications	Internet Protocol (IP) Management			Asset Insurance
				Equipment – New & Replacement
				Deficit Absorption

Sustainability:
Pulling it all together

Sustainability

What does it mean to you?

Sustainability

noun

The ability to be maintained at a certain rate or level.

"the sustainability of economic growth"

- Webster's Dictionary

Why Does This Matter?

- What does success look like?
- The big picture vision guides direction.
- Alignment with values and stated goals.
- Today vs. future state.

Key Takeaways

- **Start with the end in mind** - What are the outcomes you and your stakeholders would like to see from your ISP? (SWOT Analysis and Goal Setting)

- **Learning** - What do you think you need to learn more about? (Research)

- **Partners** - What partners might you need and for what functions? (Partnership and ISP Plan)

- **What software & personnel do you currently use and what gaps do you have?** (Software & People)

- **Your Tribe can do this, according to your goals**. Find your gaps and find trusted partners & vendors to support you, maintain your sovereignty and accomplish your broadband & telecom goals.

A chat with Tribal Broadband Leaders

A chat with the experts
Barbara Macias

Pascua Yaqui Tribe of Arizona
Director of Information Technology

- 17 years of I.T. leadership experience
- Deployed fixed wireless during pandemic to serve 700+ tribal members on Reservation.
- Secured $6.9 million NTIA TBCP first round grant award to expand a hybrid network & connect an additional 1,372 unserved tribal households
- Working towards establishing a self-sustaining broadband solution that would generate revenue from outside the reservation lands, ensuring the tribe's long-term prosperity.

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PASCUA YAQUI TRIBE ARIZONA

Pascua **Yaqui** NETWORKS

A chat with the experts
Jose Matanane

Broadband Expert in Indian Country

- Extensive technical background, demonstrating a diverse understanding of the telecommunication needs of Tribal Nations
- Served as President on the boards of Arizona/New Mexico Telecom (ANMTA) and the National Tribal Telecommunications Association (NTTA)
- Held general manager positions at Fort Mojave Telecommunications, Inc. and Warm Springs Telecom
- Member of the Cheyenne and Arapaho Tribe in Oklahoma

A chat with the experts

Jose Matanane

Broadband Expert in Indian Country

Barbara Macias

Pascua Yaqui Tribe of Arizona
Director of Information Technology

Audience Q&A

GET OUR PRESENTATION

We will be sending out the presentation and handouts in PDF format via email to the attendees that registered. Please do check the sheet in the back to make sure that we have your name and email address listed.

SURVEY FORM

Complete our survey to receive a $10 Amazon gift card.

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Your Tribal Broadband Partner

Professional Services

Feasibility Studies & Road Maps | Financial Modeling | Business Case Analysis
Strategic, Market & Needs Assessments | Funding & Grant Applications
Network Engineering & Design | Project Management | Vendor Selection
Regulatory & Compliance | Tribal ISP Planning & Formation | Tribal ISP Management

Wholesale & Retail Services

High-Speed Internet | VoIP/Hosted PBX | Office & Cloud | VLAN/VPN | Equipment Sales

*No matter where your Tribe is at in the broadband journey, **we're here to serve you.***