

Portland Broadband Strategic Plan

Project Charter

January 2011

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Project Sponsor: Amanda Fritz, City Council

Project Client: Portland City Council

This Project Charter describes the strategic planning process to be implemented and managed by the Office of Cable and Franchise Management to complete a Citywide Strategic Plan for Broadband by June 30, 2011, as directed by the City Council.

Project Scope

Project Background:

On September 22, 2010, the City Council authorized the Office of Cable Communications and Franchise Management, in cooperation with the Portland Development Commission and the Bureau of Technology Services, to develop a citywide Broadband Strategic Plan and report back to Council by June 30, 2011.

That resolution noted:

- high-speed, accessible and affordable broadband is now a mission-critical infrastructure for job creation, education, health care, the enhancement of safe and connected communities, civic engagement, government transparency and responsiveness, reduced carbon emissions, and emergency preparedness;
- a strategic approach to Broadband will complement the City's Economic Development Strategy, which, among other things, focuses on strengthening four targeted-sector industries, including clean technology, active-wear, advanced manufacturing and software, as well as invigorating Portland's diverse neighborhood business districts;
- establishing the City's broadband objectives and initiatives will inform the Portland Plan and create tools to achieve the City's goals for prosperity, health, and equity;
- the Federal Communications Commission (FCC) has completed a national plan "for use of broadband infrastructure and services in advancing consumer welfare, civic participation, public safety and homeland security, community development, health care delivery, energy independence and efficiency, education, worker training, private sector investment, entrepreneurial activity, job creation and economic growth, and other national purposes." (National Broadband Plan, FCC, 2010); local and State governments are involved in efforts to achieve the recommendations of the "National Broadband Plan;
- The City must develop broadband communications infrastructure as well as connectivity strategies in order to promote economic development through increased business vitality and job creation, to enhance government services, promote sustainability, transportation, health care and regulatory policies; and to improve accessibility and responsiveness of government to citizens through connectivity.

Purpose / Business Need:

A long term strategic plan for accomplishing the City's Broadband objectives will guide efforts and investments made by City bureaus and by our Local, State, Federal and private sector partners as well. Coordinating and leveraging Portland's on-going plans and efforts related to improving broadband access for all throughout the greater Portland area will generate important strategic, fiscal, policy and planning benefits.

Project Boundaries:

The Broadband Planning Project has a tight time line and budget. Additionally staff, executives and stakeholders participating on work groups have limited time and resources to dedicate to this important task. Therefore, processes and schedules have been designed to assure a successful outcome despite time and budget constraints.

- The definition of broadband and broadband services will be the same definition provided in the National Broadband Plan. Definitions of all broadband terminology will be taken from the National Broadband Plan.
- The data on “availability of broadband”, “need for broadband”, “benefits of broadband”, “impacts of broadband” and “goals for broadband availability and deployment” will be obtained from existing studies and planning documents, and will not be re-collected for this planning effort. The project manager will prepare “briefing books” with all relevant data for each work group member.
- Broadband will not be viewed as an end unto itself. The Broadband Plan for Portland will be focused on identifying and assessing the opportunity for citywide broadband goals, objectives and actions that will contribute to the City's Master Plans for economic development, transportation, housing, public safety, quality of life, jobs, digital inclusion for its citizens, as well as healthcare and education. We are committed to finding strategic incentives to accomplish a broad range of City goals.
- The Broadband Plan for Portland will incorporate public outreach reports recently completed by the Mt. Hood Cable Regulatory Commission, the Portland Plan, the Climate Action Plan, the Economic Development Plan, the Oregon Broadband Advisory Council and the National Broadband Plan.
- The Broadband Plan Draft will not exceed twenty five pages, including text, tables and images. It will provide a series of actionable recommendations for the short, middle and long term (3, 7 and 10 years).
- Work group members will not have to “draft” sections of the plan. This will be done by the consultant support team, using the deliberations and determinations of the work groups generated during the work group Roundtables. However, work group members will have responsibility for reviewing and commenting on draft documents within a specified time frame.
- Work group participants will be required to devote three half days to the planning meeting schedule. Participants will also be required to devote approximately fifteen additional hours to Leadership meetings, document review, telephone calls and reflection on policy issues and suggestions outside the work group meeting schedule during January through June 2011. A calendar of work group meetings will be distributed when members are appointed.
- Once appointed, work group members are encouraged not to substitute other staff as proxies.

Project Objectives:

- To positively affect how Broadband is likely to develop in Portland over the next ten years

- To plan for optimal broadband development for Portland.
- To identify key short (3 year), mid (7-year) and long-term (10 year) Broadband policies and initiatives that the City can put in place that coordinate and guide the actions of City Bureaus, Offices and Committees toward a unified technology policy direction.
- To lead the way with the Portland Broadband Strategic Plan in order to positively impact the policies, actions and directions of other Oregon communities and of the state as a whole.

Sponsorship & Ownership:

Commissioner Amanda Fritz is the Project Sponsor. As directed by Council, the Office of Cable Communications and Franchise Management shall work with other Bureaus and Offices of the City including but not limited to the Portland Development Commission, the Bureau of Technology Services, the Fire Bureau, the Police Bureau, the Public Safety Systems Revitalization Program, the Office of Planning and Sustainability, and Mayor and Council Offices to ensure that a comprehensive, informed and inclusive broadband planning effort is undertaken that emphasizes equitable provision of services, business vitality and job creation. The Office of Cable Communications and Franchise Management bears final responsibility for completion of the Plan.

References:

- Portland Broadband Briefing Book (to be distributed in December. This book will contain the relevant data and analysis from a variety of other reports, including:
 - The National Broadband Plan
 - The Portland Plan and Comprehensive Plan
 - Mt. Hood Cable Commission's Community Technology Needs Ascertainment
 - PDC Strategic Plan 2010
 - Metro's Regional Transportation Plan
 - Portland Public Schools Technology Plan
 - PSSRP Next Generation Public Safety Network Planning Documents
 - Community Fiber Networks – Feasibility Studies
 - The Future of Cities, Information, and Inclusion – Institute For The Future
 - Google Wired Cities documents

Terminology:

Broadband means “affordable access to actual download speeds of at least 100 Mbps and actual upload speeds of at least 50 Mbps by 2020 over a fixed network for consumers and small business, affordable access to a gigabit synchronous for “anchor institutions” (schools, hospitals, government), and affordable access to 4G wireless broadband networks (8.5 Mbps download/3Mbps upload). (Source: National Broadband Plan). In actual practice, however, “broadband” is a moving target, which is constantly being redefined by market conditions and improved technologies. As a rule, the expectations and competitive requirements for broadband can be expected to increase significantly over time.

Figure 1: Broadband Strategic Planning Team

The process for creating the broadband strategic plan is broken down into a project administration and preparation phase, a workgroup deliberation phase, and a final drafting phase. Figure 2 provides a high level overview of the project plan and anticipated timelines that for each phase of the strategic planning process.

Figure 1: Broadband Strategic Planning Team

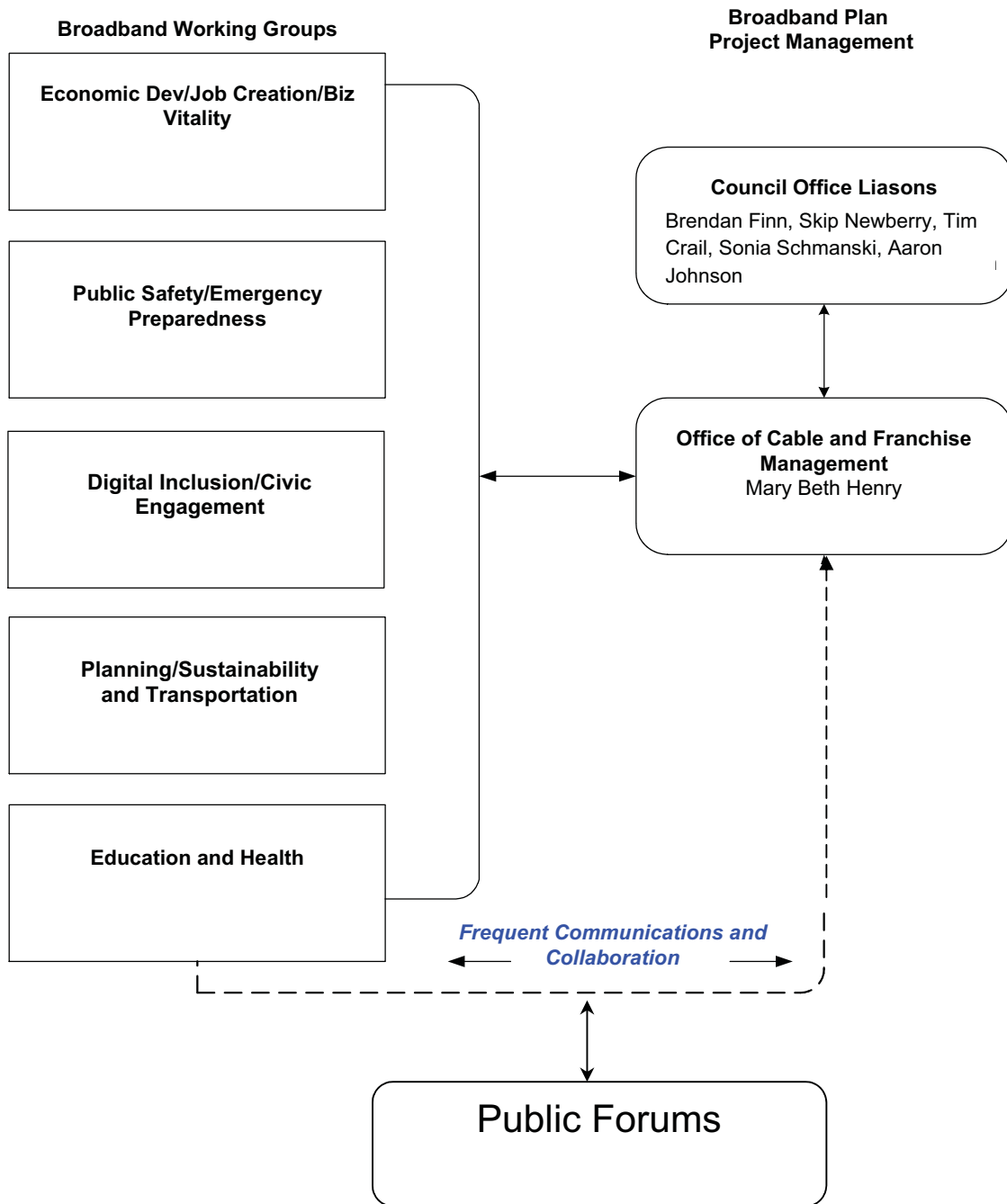
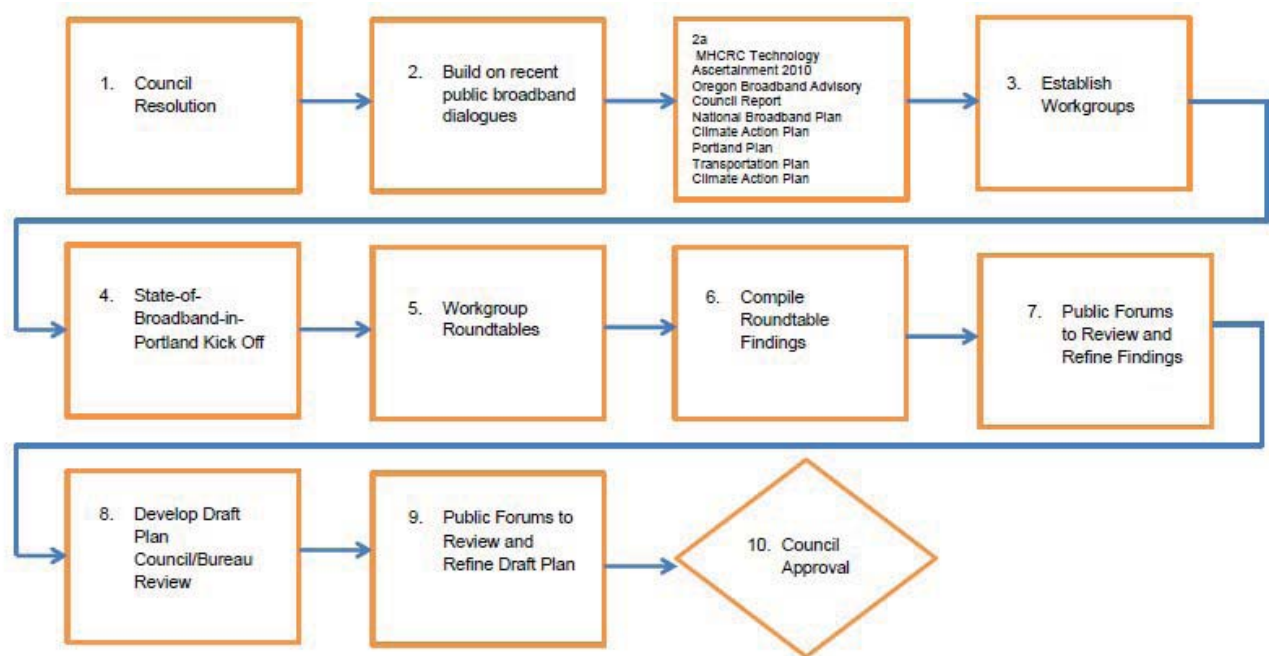


Figure 2 Broadband Strategic Plan Process Overview



The strategic planning process will be conducted by bringing together five subject-area work-groups in a series of facilitated planning Roundtables. These groups will use a Broadband Briefing Book, which will compile data from a variety of City planning documents and public input documents that have *already been gathered*. The work groups will be charged with specific areas of planning through a work group charter approved by the Leadership Team. In addition to the Leadership Team, work groups will include the following;

- **Economic Development/Business Vitality** – Focusing on broadband planning to stimulate job creation, develop and nurture new clean industry, and address the broadband needs of business and industry in Portland.
- **Education and Health** – Focusing on broadband needs of K-12 & higher education. Health will focus on the needs of healthcare providers and clients.
- **Digital Inclusion/Civic Engagement** – Focusing on broadband capability for community vitality, digital inclusion, and government transparency through broadband technology use.
- **Planning/Sustainability/Transportation**– Focusing on how technologies associated with enhanced broadband can meet the City’s goals regarding Planning, Sustainability & Transportation. The goal being to identify strategies that can assist in the success of such city Plans (but not limited to) as the Climate Action Plan, the Portland Plan and Transportation System Plan.
- **Public Safety and Emergency Response** - Focusing on broadband capability for first responders and emergency preparedness.

Work-group	Date of Roundtable	Time	Leadership Team Representative
Kick Off State of Broadband in Portland	January 28	10am - noon	Mary Beth Henry
Economic Dev/ Biz Vitality	Tues. February 1 Tues. March 1	9am - noon	Skip Newberry
Public Safety/Emergency Prepared	Tues. February 1 Tues. March 1	1pm - 4pm	Aaron Johnson
Digital Inclusion/Civic Engagement	Wed. February 2 Wed. February 23	9am - noon	Tim Crail
Planning/Sustainability/Transportation	Thurs. February 3 Thurs. February 24	9am - noon	Brendan Finn
Education and Health	Wed. February 2 Wed. February 23	1pm - 4pm	Kali Ladd
All Work-group meeting	Tue. Mar 29	9am-noon	All
Public Forums	April 11-15	Evening	Mary Beth Henry
Public Forum to Review Draft Plan	June 13-17	Evening	Mary Beth Henry

Each work group will develop strategic policies for broadband that will contribute most to their sector goals. Members are expected to evaluate consequences and costs, as well as potential benefits of each strategic action. Where possible workgroups will identify and prioritize opportunities for vertical and horizontal partnership. The project will be facilitated by IBI Group.

<p>Team Processes:</p> <p>Abundance Scenarios</p> <p>Scarcity Impacts</p> <p>Description of Requirements</p> <p>Policy Issues</p>	<p>Groups will be led through a facilitated set of exercises and discussions during the work-group planning Roundtables designed to answer the following questions:</p> <ol style="list-style-type: none"> 1. Work-groups will be given a list of broadband impacts and benefits expected to reflect the uses of and need for broadband technology and access in their subject area in the short (3yr), medium (7 year) and long (10 year) term. Groups will be asked to determine whether this is the right list, and add or change items. Groups will assume abundance of broadband availability at affordable cost. 2. If the assumption is changed to reflect broadband scarcity, what are the consequences/costs? (I.e. how would you prioritize or triage needs). What uses are important and likely “doable”? What are important and not “doable”? Which are less important? 3. What broadband “eco-system” characteristics are required to meet the priority needs identified? (For instance, security, time of day delivery, prioritization among users, etc.) 4. What are the policy questions that elected officials need to consider when establishing a broadband strategy for Portland related to your subject area?
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Project Deliverables and Timeline

Figure 3 below, provides a quick overview of the deliverables for each phase of the project and the timeframe for completion of those deliverables.

Figure 3: Broadband Strategic Planning Deliverables and Timeframe

Task	Deliverables	Timeframe
Phase 0: Project Administration and Management	<ul style="list-style-type: none"> • Kick-Off presentations at City Hall • Charters for Each Work Group and overall Project Charter • Broadband Briefing Book 	December–January 2011
Phase 1: Strategic Planning by Work Groups	<ul style="list-style-type: none"> • Completed Planning Roundtables • Out-reports for each work group • Recommended Broadband “roadmap” and Broadband strategies from each work group • Recommended Action Items for each emphasis area 	Feb – March 2011
Phase 2: Draft and Approve Strategic Plan	<ul style="list-style-type: none"> • Draft synthesized plan using inputs from all working groups, research, briefing book and previous processes • Public Forums to review and provide input • Revised Draft Plan edited using input from the Mayor and Council Advisory Group & public • Final Draft Plan edited using input from the working group participants • Public forum to review final draft 	April – June 2011