

CITY OF ASHLAND, KY



E-INNOVATION BROADBAND STRATEGIC PLAN



LESSONS LEARNED

Submitted to the Kentucky Communications Network Authority

KCNA



by

Michael Baker International

Michael Baker

INTERNATIONAL

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E-nnovation Broadband Strategic Plan – Lessons Learned

Introduction

This document captures the lessons learned on the City of Ashland E-nnovation Broadband Strategic Planning Project performed by Michael Baker International (Michael Baker) for the Kentucky Communications Network Authority (KCNA). The problems encountered, as well as what went well are documented, providing potential areas for improvement or refinement of the methodology for the KCNA for use on similar, future community broadband planning projects.

The City of Ashland and community stakeholders participated in a broadband strategic planning project funded under a grant from the KCNA. Ashland stakeholders formed four “community sector” groups (Economic Development, Community Development, Education and Healthcare), which met in a one day sector planning forum to speak about broadband issues that were specific to each of the four sectors. The four groups identified the issues of broadband access/adoption/utilization in the region. From those four sector meetings and the conference calls, email and individual phone calls that followed, findings, goals and strategies for broadband availability, adoption and utilization were developed that reflected the community inputs over the course of the project. A final plenary meeting was conducted with stakeholders from the four sectors to review and finalize the input from the community. The Broadband Strategic Plan was developed summarizing the findings, goals and strategies of the four sector groups, and submitted to the Ashland Board of Commissioners for final review, with formal adoption on October 13, 2016.

Project Closeout included handing over all related work products and project artifacts to the KCNA and City of Ashland E-nnovation Leadership, and conducting a survey of project participants to evaluate the process and strategic plan results.

Lessons Learned Approach

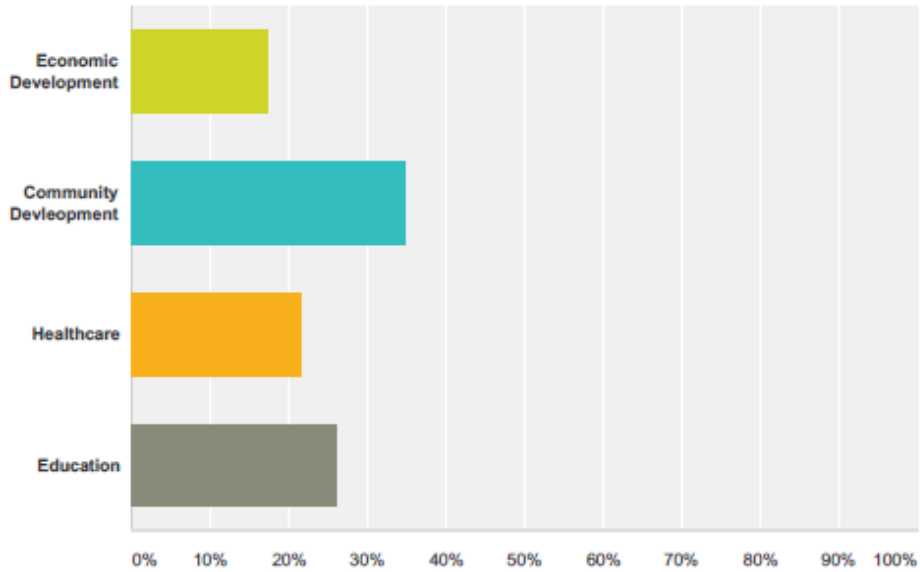
The lessons learned from the City of Ashland E-nnovation Broadband Strategic Planning Project are compiled from the results of the project closeout survey of project participants evaluating the process and strategic plan results (survey results included in Attachment A), tasks/issues/meeting notes documented on the SharePoint collaboration portal throughout project execution, and project management analysis of all project information.

Project Closeout Survey Analysis

Twenty-Three responses were received for the project closeout survey of project participants evaluating the process and strategic plan results. 91% of the survey respondents attended the Sectors Workshop, 81% attended the Plenary Session. The distribution of responses across the four project sectors are shown in the graph on the following page.

E-nnovation Broadband Strategic Plan – Lessons Learned

Sector Response Distribution

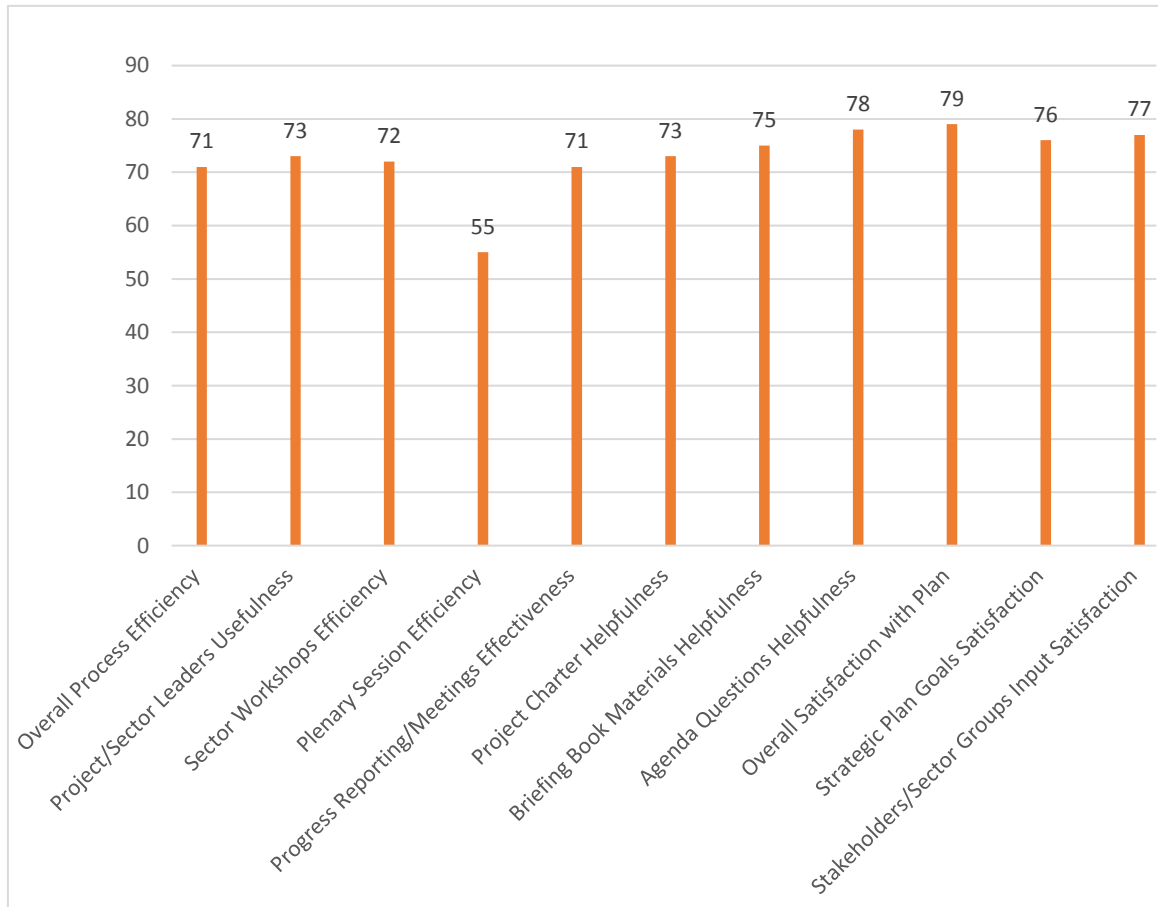


Answer Choices	Responses
Economic Development	17.39% 4
Community Deveopment	34.78% 8
Healthcare	21.74% 5
Education	26.09% 6
Total	23

The average score for each of scored survey question responses are shown in the graph on the following page.

E-nnovation Broadband Strategic Plan – Lessons Learned

Average Response Scoring



The overall survey average rating was 75, with all but one rating in the 70's. The lowest scored response (55) was on the plenary session's efficient use of the attendee's time.

Survey recommendations, comments, and/or suggestions in regards to the overall planning process:

1. Quite a few people seemed unaware of even their current technology and might have benefited from a visual representation of the current state of the technology and another of where we'd like to take it.
2. Very well planned
3. More effective use of participant's time.
4. The conference call sessions were generally not related to my role in this project. A lot of what we sat through on the calls was rehash or details the consultant should have worked out in advance with the grantee and / or the city.

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Survey recommendations, comments, and/or suggestions in regards to template documents (i.e. charter, briefing book, meeting agendas, invite letter, etc.):

1. Allow more input from local members
2. It felt like overload to alot of the 'downline' participants

Survey recommendations, comments, and/or suggestions to improve the overall success and quality of the plan?

1. Let's get it implemented to help Ashland grow!!
2. Glad to see we are taking action on this front!
3. I don't feel that anyone (stakeholders, community, leaders, consultants) were really able to articulate the need for broadband in the area. I don't think believe there was much buy-in from the group because of this.
4. Utilize feed to improve process
5. The plan is just that: a plan. Now, where is the plan to secure funds to bring it to life and efforts to attract more comprehensive broadband offerings in the community (no monopolies)?

Lessons Learned from this Project

1. Problem/Success: Scheduling of follow-up sector group conference calls to clarify results of the sector workshops was a challenge. Summer vacations made it impossible to schedule conference calls to accommodate the majority of sector participants.

Impact: This issue had an adverse effect on the project schedule, contributing the delay of project by a couple of months.

Recommendation: Scheduling projects to avoid summer months would help alleviate the issues. In addition, as done for this project, the group conference calls were replaced by individual calls to specific sector participants to solicit clarifications and feedback. This required extra time on behalf of the call facilitator.

2. Problem/Success: The need of the plenary session was not well received by the community project team, making it very hard to schedule. This issue was reinforced by the low scoring on the project closeout survey in response to the question regarding the plenary session's efficient use of the attendee's time.

Impact: This issue had an adverse effect on the project schedule, contributing the delay of project by a couple of months. In addition, the plenary session participation was lower than the sector workshops.

Recommendation: Possibly conducting the plenary session via WebEx might be better received. Although face-to face meetings tend to help avoid outside distractions, support better communication and promote more active participation, attending a WebEx meeting in a participants home office might better accommodate busy schedules and promote more participation.

E-nnovation Broadband Strategic Plan – Lessons Learned

3. Problem/Success: Sector workshop facilitators were hesitant about the subject matter knowledge and leading the workshops.

Impact: Facilitators were hesitant about committing to leading the workshops, and those that did were stressed about it.

Recommendation: As done for this project, meeting on-site with sector workshop facilitators to educate them on their roles and developing guidelines/notes to help them guide and facilitate the workshops.

4. Problem/Success: Sector Workshop were well received.

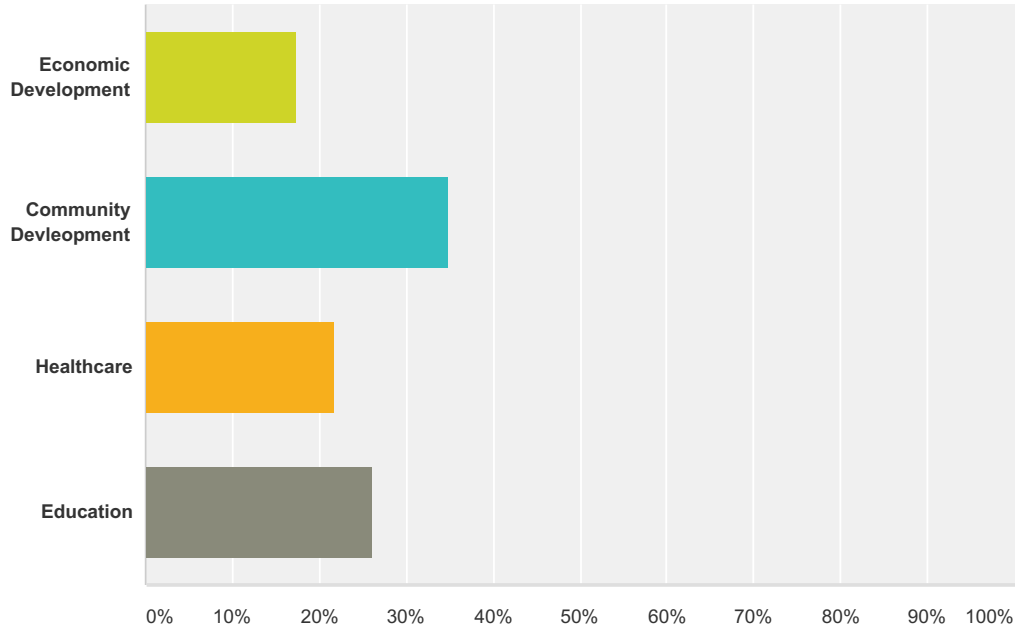
Impact: The workshops generated enthusiasm and participants were actively engaged helping to define broadband potential impact, barriers, opportunities, and goals for each sector.

Recommendation: Sector workshops should remain an important component in not only community broadband planning, but also subsequent deployment efforts.

Attachment A: Project Closeout Survey Results

Q1 Please select the sector workshop that you attended or the sector that is most relevant to your current position

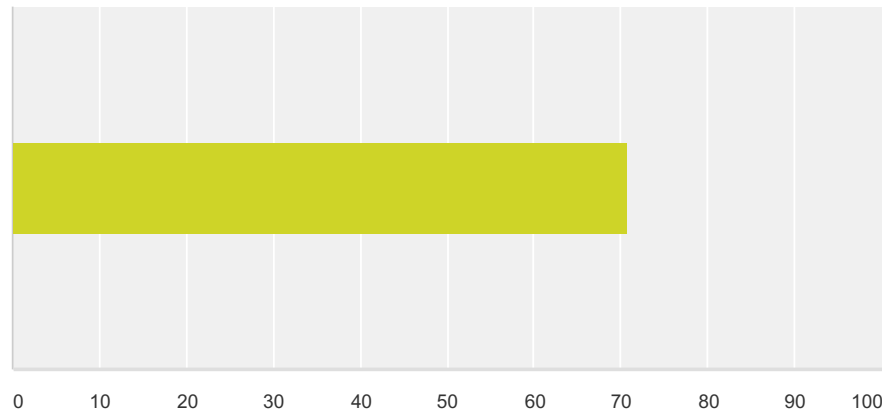
Answered: 23 Skipped: 0



Answer Choices	Responses
Economic Development	17.39% 4
Community Development	34.78% 8
Healthcare	21.74% 5
Education	26.09% 6
Total	23

Q2 Did the overall process make efficient use of your time?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	71	1,626	23
Total Respondents: 23			

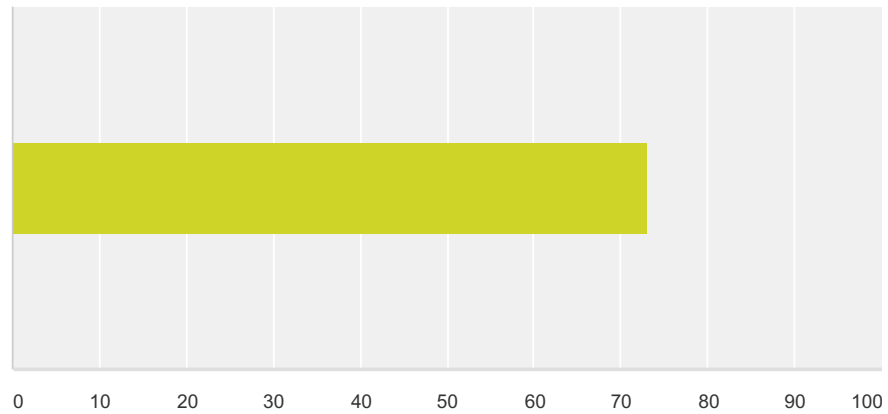
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2	50	10/25/2016 4:06 PM
3	85	10/25/2016 2:16 PM
4	49	10/25/2016 1:15 PM
5	68	10/25/2016 12:41 PM
6	75	10/25/2016 12:35 PM
7	90	10/25/2016 12:20 PM
8	94	10/25/2016 12:10 PM
9	97	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	53	10/25/2016 11:39 AM
12	56	10/25/2016 11:28 AM
13	80	10/25/2016 11:14 AM
14	90	10/25/2016 11:09 AM
15	50	10/25/2016 11:01 AM
16	81	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	69	10/20/2016 2:57 PM
19	37	10/20/2016 11:29 AM
20	40	10/20/2016 11:12 AM
21	88	10/20/2016 10:42 AM

City of Ashland E-nnovation Broadband Strategic Planning Evaluation

22	80	10/20/2016 8:45 AM
23	54	10/19/2016 4:39 PM

Q3 Were the roles of the Project Leaders and Sector Leads well defined and useful?

Answered: 22 Skipped: 1

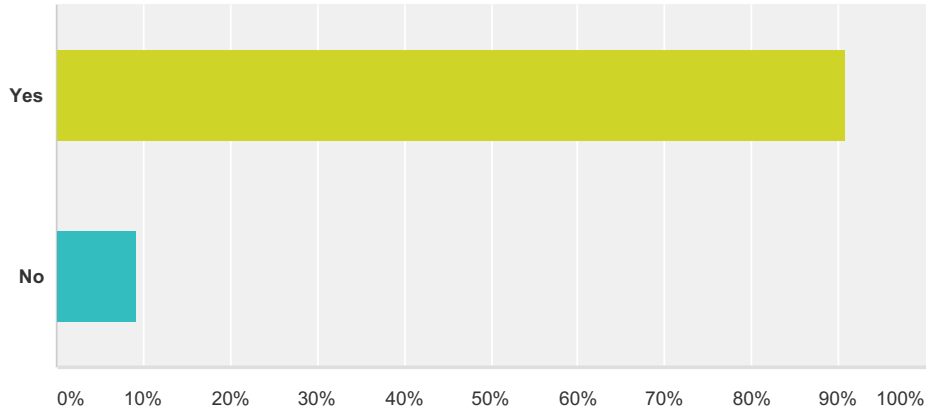


Answer Choices	Average Number	Total Number	Responses
	73	1,607	22
Total Respondents: 22			

#		Date
1	80	10/26/2016 9:09 AM
2	51	10/25/2016 4:06 PM
3	75	10/25/2016 2:16 PM
4	93	10/25/2016 1:15 PM
5	70	10/25/2016 12:41 PM
6	90	10/25/2016 12:35 PM
7	50	10/25/2016 12:20 PM
8	86	10/25/2016 12:10 PM
9	100	10/25/2016 11:44 AM
10	46	10/25/2016 11:39 AM
11	53	10/25/2016 11:28 AM
12	80	10/25/2016 11:14 AM
13	95	10/25/2016 11:09 AM
14	51	10/25/2016 11:01 AM
15	80	10/21/2016 11:33 AM
16	79	10/21/2016 7:48 AM
17	80	10/20/2016 2:57 PM
18	37	10/20/2016 11:29 AM
19	90	10/20/2016 11:12 AM
20	88	10/20/2016 10:42 AM
21	80	10/20/2016 8:45 AM

Q4 Did you attend the Broadband Sector Workshop at Ashland Community & Technical College (ACTC)?

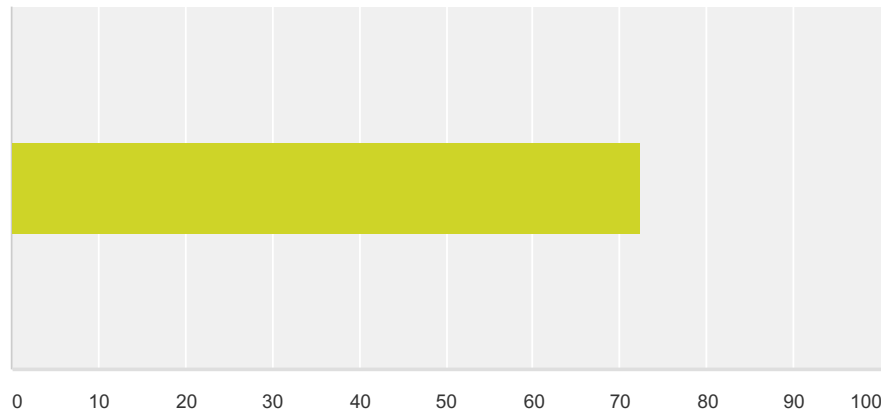
Answered: 22 Skipped: 1



Answer Choices	Responses	
Yes	90.91%	20
No	9.09%	2
Total		22

Q5 Were the sector meetings an efficient use of your time?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	72	1,665	23
Total Respondents: 23			

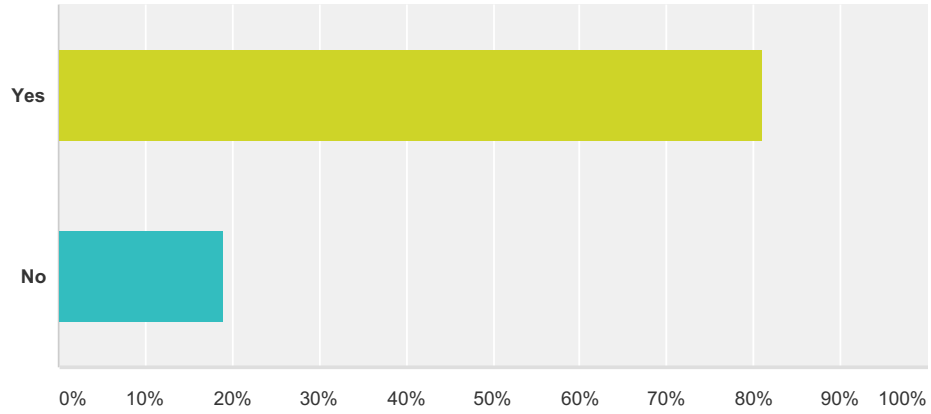
#		Date
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3	75	10/25/2016 2:16 PM
4	80	10/25/2016 1:15 PM
5	71	10/25/2016 12:41 PM
6	85	10/25/2016 12:35 PM
7	45	10/25/2016 12:20 PM
8	0	10/25/2016 12:10 PM
9	95	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	80	10/25/2016 11:39 AM
12	52	10/25/2016 11:28 AM
13	80	10/25/2016 11:14 AM
14	95	10/25/2016 11:09 AM
15	50	10/25/2016 11:01 AM
16	90	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	90	10/20/2016 2:57 PM
19	50	10/20/2016 11:29 AM
20	90	10/20/2016 11:12 AM
21	86	10/20/2016 10:42 AM

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22	90	10/20/2016 8:45 AM
23	54	10/19/2016 4:39 PM

Q6 Did you attend the Broadband Plenary Session at the Ashland Transportation Center?

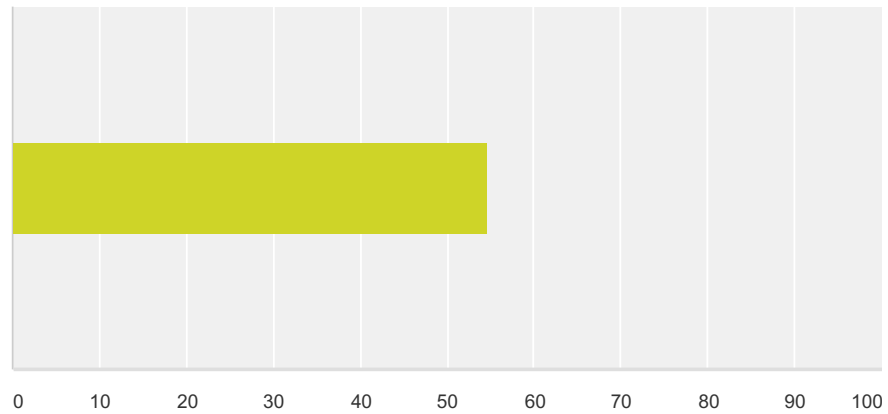
Answered: 21 Skipped: 2



Answer Choices	Responses	
Yes	80.95%	17
No	19.05%	4
Total		21

Q7 Was the Plenary Session an efficient use of your time?

Answered: 22 Skipped: 1

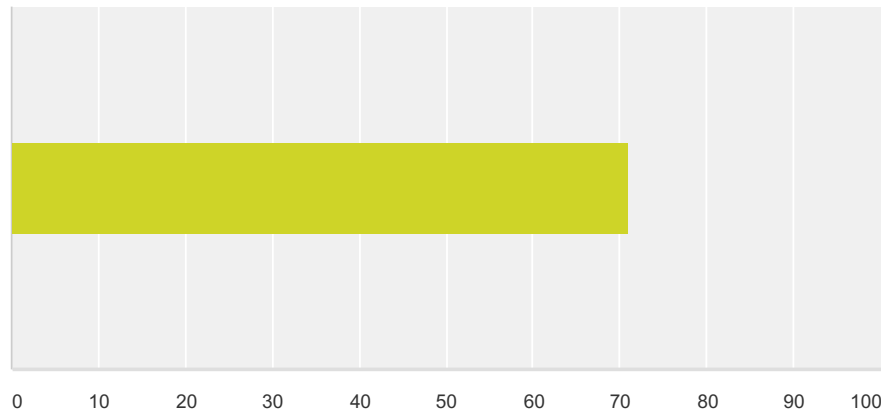


Answer Choices	Average Number	Total Number	Responses
	55	1,203	22
Total Respondents: 22			

#		Date
1	55	10/26/2016 9:09 AM
2	61	10/25/2016 4:06 PM
3	75	10/25/2016 2:16 PM
4	73	10/25/2016 12:41 PM
5	60	10/25/2016 12:35 PM
6	90	10/25/2016 12:20 PM
7	0	10/25/2016 12:10 PM
8	99	10/25/2016 11:55 AM
9	51	10/25/2016 11:44 AM
10	56	10/25/2016 11:39 AM
11	52	10/25/2016 11:28 AM
12	80	10/25/2016 11:14 AM
13	75	10/25/2016 11:09 AM
14	0	10/25/2016 11:01 AM
15	49	10/21/2016 11:33 AM
16	25	10/21/2016 7:48 AM
17	35	10/20/2016 2:57 PM
18	50	10/20/2016 11:29 AM
19	50	10/20/2016 11:12 AM
20	66	10/20/2016 10:42 AM
21	50	10/20/2016 8:45 AM

Q8 Was the progress reporting/meetings an effective way to track project progress?

Answered: 21 Skipped: 2



Answer Choices	Average Number	Total Number	Responses
	71	1,491	21
Total Respondents: 21			

#		Date
1	50	10/26/2016 9:09 AM
2	82	10/25/2016 4:06 PM
3	75	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	74	10/25/2016 12:41 PM
6	95	10/25/2016 12:35 PM
7	90	10/25/2016 12:20 PM
8	99	10/25/2016 11:55 AM
9	68	10/25/2016 11:39 AM
10	54	10/25/2016 11:28 AM
11	80	10/25/2016 11:14 AM
12	90	10/25/2016 11:09 AM
13	50	10/25/2016 11:01 AM
14	81	10/21/2016 11:33 AM
15	50	10/21/2016 7:48 AM
16	61	10/20/2016 2:57 PM
17	40	10/20/2016 11:29 AM
18	30	10/20/2016 11:12 AM
19	89	10/20/2016 10:42 AM
20	80	10/20/2016 8:45 AM
21	53	10/19/2016 4:39 PM

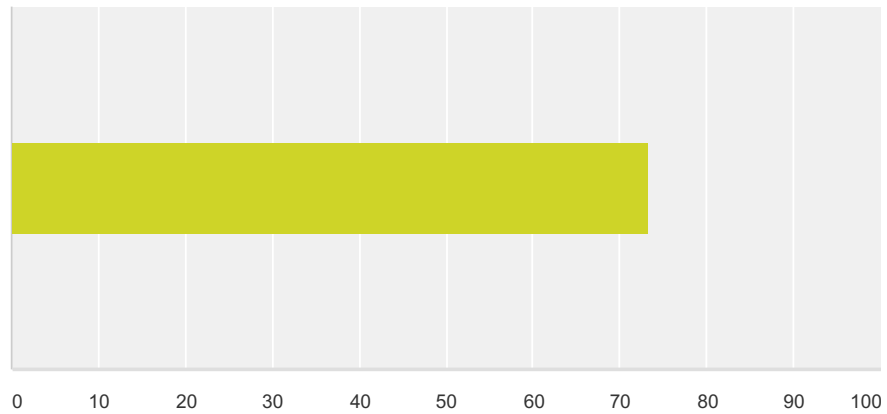
Q9 Do you have any recommendations, comments, and/or suggestions with regards to the overall planning process?

Answered: 8 Skipped: 15

#	Responses	Date
1	none	10/25/2016 2:16 PM
2	N/A	10/25/2016 12:35 PM
3	Quite a few people seemed unaware of even their current technology and might have benefited from a visual representation of the current state of the technology and another of where we'd like to take it.	10/25/2016 12:20 PM
4	Very well planned	10/25/2016 12:10 PM
5	n/a	10/25/2016 11:55 AM
6	No	10/25/2016 11:39 AM
7	More effective use of participant's time	10/20/2016 2:57 PM
8	the conference call sessions were generally not related to my role in this project. Alot of what we sat through on the calls was rehash or details the consultant should have worked out in advance with the grantee and / or the city.	10/20/2016 11:12 AM

Q10 Was the project charter helpful in guiding the project's overall objectives?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	73	1,684	23
Total Respondents: 23			

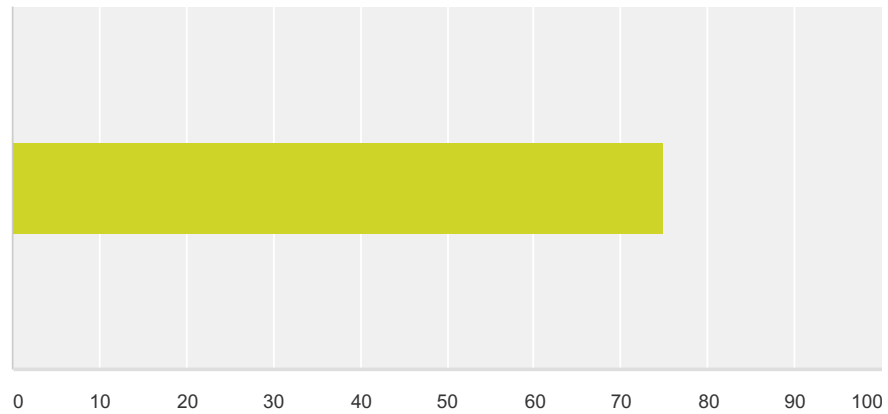
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3	75	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	77	10/25/2016 12:41 PM
6	95	10/25/2016 12:35 PM
7	90	10/25/2016 12:20 PM
8	92	10/25/2016 12:10 PM
9	99	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	72	10/25/2016 11:39 AM
12	57	10/25/2016 11:28 AM
13	80	10/25/2016 11:14 AM
14	90	10/25/2016 11:09 AM
15	51	10/25/2016 11:01 AM
16	84	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	80	10/20/2016 2:57 PM
19	40	10/20/2016 11:29 AM
20	50	10/20/2016 11:12 AM
21	50	10/20/2016 10:42 AM

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22	80	10/20/2016 8:45 AM
23	51	10/19/2016 4:39 PM

Q11 Were the briefing book materials helpful to participants?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	75	1,723	23
Total Respondents: 23			

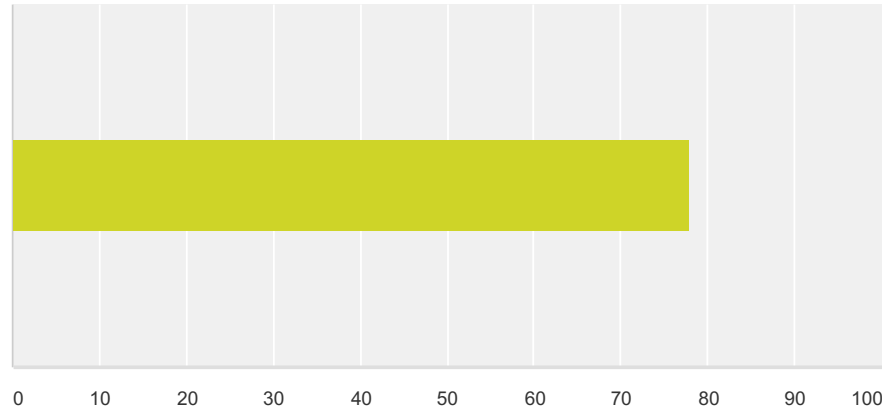
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2	66	10/25/2016 4:06 PM
3	100	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	82	10/25/2016 12:41 PM
6	100	10/25/2016 12:35 PM
7	50	10/25/2016 12:20 PM
8	100	10/25/2016 12:10 PM
9	99	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	73	10/25/2016 11:39 AM
12	53	10/25/2016 11:28 AM
13	70	10/25/2016 11:14 AM
14	95	10/25/2016 11:09 AM
15	50	10/25/2016 11:01 AM
16	83	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	80	10/20/2016 2:57 PM
19	50	10/20/2016 11:29 AM
20	50	10/20/2016 11:12 AM
21	86	10/20/2016 10:42 AM

City of Ashland E-nnovation Broadband Strategic Planning Evaluation

22	80	10/20/2016 8:45 AM
23	56	10/19/2016 4:39 PM

Q12 Were the agenda questions helpful in guiding discussion in the sector group meetings?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	78	1,793	23
Total Respondents: 23			

#		Date
1	90	10/26/2016 9:09 AM
2	54	10/25/2016 4:06 PM
3	90	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	82	10/25/2016 12:41 PM
6	80	10/25/2016 12:35 PM
7	75	10/25/2016 12:20 PM
8	95	10/25/2016 12:10 PM
9	99	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	79	10/25/2016 11:39 AM
12	55	10/25/2016 11:28 AM
13	70	10/25/2016 11:14 AM
14	95	10/25/2016 11:09 AM
15	48	10/25/2016 11:01 AM
16	86	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	75	10/20/2016 2:57 PM
19	50	10/20/2016 11:29 AM
20	90	10/20/2016 11:12 AM

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21	86	10/20/2016 10:42 AM
22	90	10/20/2016 8:45 AM
23	54	10/19/2016 4:39 PM

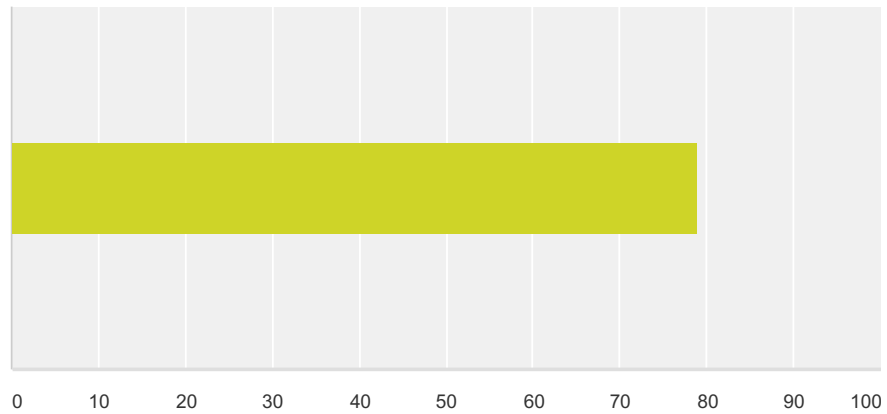
Q13 Do you have any recommendations, comments, and/or suggestions with regards to template documents (i.e. charter, briefing book, meeting agendas, invite letter, etc.)?

Answered: 5 Skipped: 18

#	Responses	Date
1	none	10/25/2016 2:16 PM
2	n/a	10/25/2016 11:55 AM
3	No	10/25/2016 11:39 AM
4	Allow more input from local members	10/20/2016 2:57 PM
5	It felt like overload to alot of the 'downline' participants.	10/20/2016 11:12 AM

Q14 What is your overall satisfaction with Ashland's broadband strategic plan?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	79	1,815	23
Total Respondents: 23			

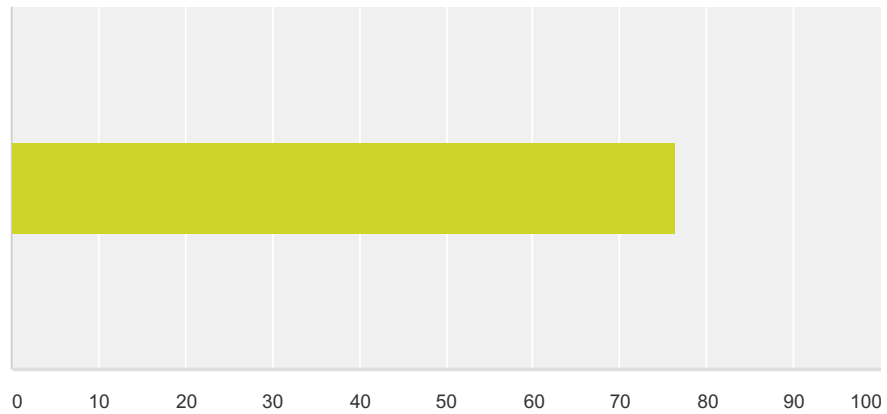
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2	50	10/25/2016 4:06 PM
3	100	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	77	10/25/2016 12:41 PM
6	80	10/25/2016 12:35 PM
7	90	10/25/2016 12:20 PM
8	100	10/25/2016 12:10 PM
9	99	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	72	10/25/2016 11:39 AM
12	51	10/25/2016 11:28 AM
13	70	10/25/2016 11:14 AM
14	100	10/25/2016 11:09 AM
15	51	10/25/2016 11:01 AM
16	89	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	70	10/20/2016 2:57 PM
19	50	10/20/2016 11:29 AM
20	80	10/20/2016 11:12 AM
21	87	10/20/2016 10:42 AM

City of Ashland E-nnovation Broadband Strategic Planning Evaluation

22	90	10/20/2016 8:45 AM
23	69	10/19/2016 4:39 PM

Q15 Did the strategic plan produce goals that the community is satisfied with?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	76	1,757	23
Total Respondents: 23			

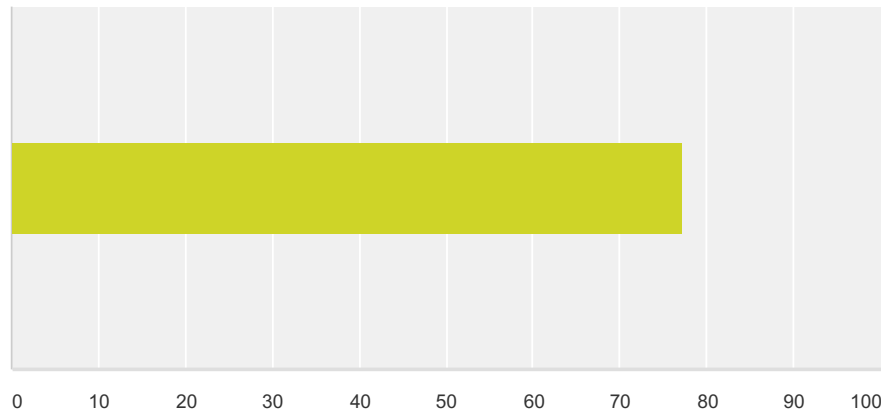
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2	44	10/25/2016 4:06 PM
3	90	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	79	10/25/2016 12:41 PM
6	80	10/25/2016 12:35 PM
7	90	10/25/2016 12:20 PM
8	97	10/25/2016 12:10 PM
9	99	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	73	10/25/2016 11:39 AM
12	55	10/25/2016 11:28 AM
13	70	10/25/2016 11:14 AM
14	100	10/25/2016 11:09 AM
15	51	10/25/2016 11:01 AM
16	83	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	75	10/20/2016 2:57 PM
19	50	10/20/2016 11:29 AM
20	50	10/20/2016 11:12 AM
21	88	10/20/2016 10:42 AM

City of Ashland E-nnovation Broadband Strategic Planning Evaluation

22	90	10/20/2016 8:45 AM
23	53	10/19/2016 4:39 PM

Q16 Were you satisfied with input received from stakeholders/sector groups?

Answered: 23 Skipped: 0



Answer Choices	Average Number	Total Number	Responses
	77	1,778	23
Total Respondents: 23			

#		Date
1	85	10/26/2016 9:09 AM
2	53	10/25/2016 4:06 PM
3	90	10/25/2016 2:16 PM
4	100	10/25/2016 1:15 PM
5	33	10/25/2016 12:41 PM
6	50	10/25/2016 12:35 PM
7	90	10/25/2016 12:20 PM
8	100	10/25/2016 12:10 PM
9	99	10/25/2016 11:55 AM
10	100	10/25/2016 11:44 AM
11	72	10/25/2016 11:39 AM
12	52	10/25/2016 11:28 AM
13	80	10/25/2016 11:14 AM
14	95	10/25/2016 11:09 AM
15	95	10/25/2016 11:01 AM
16	77	10/21/2016 11:33 AM
17	50	10/21/2016 7:48 AM
18	90	10/20/2016 2:57 PM
19	50	10/20/2016 11:29 AM
20	80	10/20/2016 11:12 AM
21	87	10/20/2016 10:42 AM

City of Ashland E-nnovation Broadband Strategic Planning Evaluation

22	90	10/20/2016 8:45 AM
23	60	10/19/2016 4:39 PM

Q17 Do you have any recommendations, comments, and/or suggestions to improve the overall success and quality of the plan?

Answered: 6 Skipped: 17

#	Responses	Date
1	Let's get it implemented to help Ashland grow!!	10/25/2016 2:16 PM
2	Glad to see we are taking action on this front!	10/25/2016 11:55 AM
3	no	10/25/2016 11:39 AM
4	I don't feel that anyone (stakeholders, community, leaders, consultants) were really able to articulate the need for broadband in the area. I don't think believe there was much buy-in from the group because of this.	10/21/2016 7:48 AM
5	Utilize feed to improve process	10/20/2016 2:57 PM
6	The plan is just that: a plan. Now, where is the plan to secure funds to bring it to life and efforts to attract more comprehensive broadband offerings in the community (no monopolies)?	10/20/2016 11:12 AM