

THE BROADBAND SUCCESS PLAYBOOK FOR TRIBES

**Deliver Connectivity for Your
Tribe's Thriving Future**

A Playbook for Building, Designing,
and Operating Tribally-Owned
Broadband for Long-Term Success



NTTA

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calix.com/tribal-broadband



Embrace the Mission

BROADBAND & BEYOND: BUILDING FOR THE FUTURE GENERATIONS OF YOUR TRIBE

For centuries, tribes have looked to nature and the land as foundational elements of life, providing essential resources to tribal communities—like ancestral waters. These sacred waters continue to sustain Indigenous communities, uniting and bringing together tribes and nations near and far.

Broadband serves as an additional resource to further strengthen and restore this important connection to the land and people. By designing a holistic broadband strategy, tribes and tribal communities can bring more innovation and empowerment to their people—providing transformative connection and opportunities to share and advance culture, language, and economic vitality for the future.

BROADBAND BENEFITS FOR TRIBES

- **Job opportunities.** Broadband projects provide local jobs—both onsite and remote.
- **Online learning.** Connectivity promotes training and development for students and youth.
- **Virtual telehealth options.** High-speed internet makes healthcare more accessible.
- **Small business growth.** New economic opportunities are available to local artisans and entrepreneurs when connectivity is prioritized.
- **Expanded network for first responders.** Broadband-backed operations keep first responders alerted in real time.
- **Community event support.** Vendor, exhibitor, and visitor Wi-Fi access can reimagine local events and celebrations.

Access to connection is important—and, across many tribal communities, high-speed internet access is still limited or unavailable. With more federal and private funding available than ever before, the opportunity to positively impact your tribe's future is now.

A COMMUNITY-CENTERED STRATEGY FOR THE FUTURE

Tribal communities have the opportunity to access efficient, simple-to-use broadband connectivity.

As a first step, build and design your business strategy with a focus on meeting the needs of your community. When you invest in broadband and beyond, you invest in:

1. A safe and prosperous community.

You want more than just fast internet. You want to protect your community, including vulnerable citizens in your tribe—such as elders, teens, and youth. You also want people to feel supported and safe when they call in for help.

2. A thriving workforce.

You want to provide your community with career opportunities to learn and grow. You also want to provide more access to job and educational opportunities both within your community and beyond.

3. A sustainable business.

You want to build a simple, automated network that's affordable and easy to use. This ensures your community is set up for success long into the future.

INVESTING IN BROADBAND IS AN INVESTMENT IN YOUR ENTIRE COMMUNITY.



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We are proud of the investment we've made to ensure access to essential services, create employment, foster new businesses and eCommerce opportunities, upskill our workforce, and reinvest in our community.



Allyson Mitchell
General Manager
Mohawk Networks, LLC

”

“

Government funding is a catalyst for making broadband affordable to the underserved in tribal communities. It enables them to get a head start on connecting to the world.¹



Kristan Johnson
Telephone Operations Manager
Tohono O'odham Utility Authority

”

This is a new journey for many, involving collaboration with many partners to make broadband connectivity successful. It's important that tribes keep their needs at the forefront—especially when choosing partners, vendors, regulatory advisors, and other key individuals.

This playbook is intended to serve as a step-by-step overview and guide to the broadband deployment process—covering key areas and considerations. It is designed to be a companion and reference for any tribe navigating their broadband journey.



Thank you to Calix partner, Agency MABU, for their guidance and expertise in crafting this playbook

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Optimize the Resources

CHOOSING THE RIGHT BROADBAND OWNERSHIP MODEL

There are several choices when it comes to ownership of the broadband network. Each will impact assets, sovereignty, and liability, so careful planning is required.



► FULL TRIBAL OWNERSHIP AND OPERATIONS

Definition

Fully owning and operating the broadband infrastructure. Also includes managing pricing, support, and marketing to homes, businesses, and communities.

Advantages

Having the greatest degree of control and flexibility to meet the needs of the community

Disadvantages

Complexity and cost; requires more upfront capital and a team to manage your project



PRO TIP!

One emerging trend is where a third-party service provider helps with early stages of the broadband project and provides services to the community for a set time period. The tribe owns the infrastructure at the onset, but later transitions to fully owning and operating the infrastructure. This gives them time to build up their workforce within the community.

► TRIBALLY-OWNED INFRASTRUCTURE WITH THIRD-PARTY SERVICE PROVIDER

Definition

Owning only the broadband infrastructure itself, allowing a third-party broadband service provider (BSP) to provide pricing, support, and marketing to homes, businesses, and communities. Third-party BSPs include traditional BSPs, electric cooperatives, and other utility providers.

Advantages

- Accelerates the project through collaboration with third-party BSPs
- More time to build your own skilled workforce and business by allowing third-party BSPs to start the project, then taking full ownership after a certain time frame within your contract
- Elevated efficiency in all stages of the broadband project, including continued expansion of the network

Disadvantages

Third-party BSPs may not understand the vision of the tribe, particularly when compared to working with another tribe or owning it outright



PRO TIP!

When opting for a partnership with a third-party service provider, take time to find the right one that offers a long-term, transparent, successful working relationship—don't rush this.

► CO-OWNED INFRASTRUCTURE WITH ANOTHER TRIBE OR ENTITY

Definition

Co-owning the broadband infrastructure with another tribe or entity, operating the network as a partnership. The tribes will need to come to an understanding about who manages pricing, support, and marketing to homes, businesses, and communities.

Advantages

- Sharing geographic areas can encourage more streamlined communication and potentially shared goals
- The ability to form consortiums and pool resources, making deployment more cost-effective and sustainable

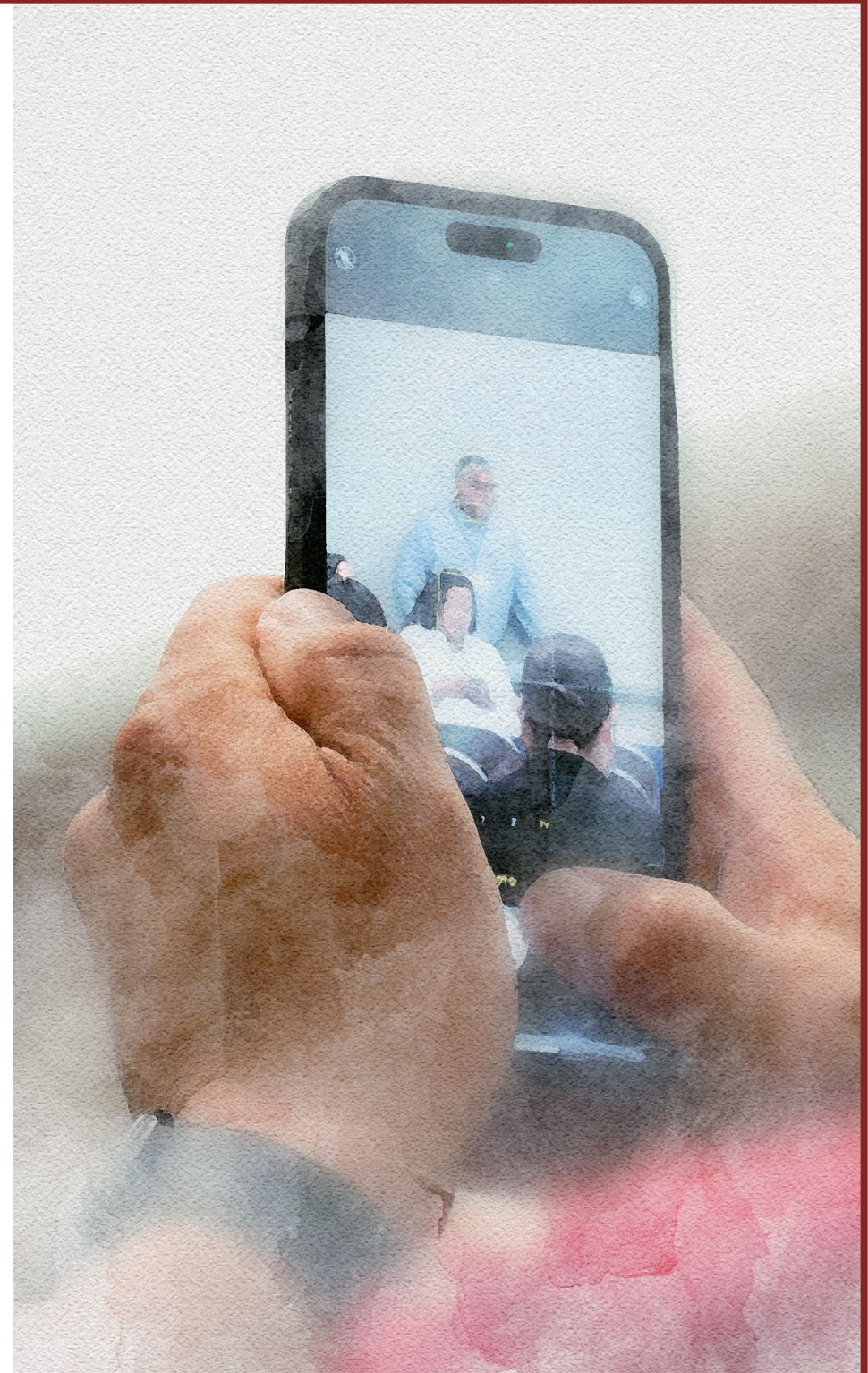
Disadvantages

Too many “cooks in the kitchen” increases complexity, especially if not all are experienced in deploying or managing broadband networks

Key Takeaways

CHOOSING THE RIGHT BROADBAND OWNERSHIP MODEL

- Choose the ownership option that works best for you. Start conversations with third-party BSPs and other tribes to see if their goals align with yours. Remember, there is no “one-size-fits-all” option.
- Consider the way broadband operations will be structured and overseen within the tribe. Although tribal leaders will need to weigh in early on, it’s recommended that broadband operations be run as a separate business from the tribal government to ensure day-to-day flexibility and increased responsiveness.



Optimize the Resources

CONSIDERATIONS FOR PARTNERSHIPS

For true success, you need to identify partners who can help you with everything from funding applications to building the network. Even after it's built, you'll likely want vendors to help manage operational functions like billing and tracking your customer support calls.

One thing to keep in mind as you consider partnerships is Digital Sovereignty. Tribes deserve autonomy over their digital data and the management of their broadband network. There are different laws and regulations depending on where you reside, and everyone has their own set of unique goals about data ownership and protection.

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It is just so important for tribes to have the ability to have someone, trusted partners, as they build their broadband service.⁴



Mona Thompson

General Manager, Retired
Cheyenne River Sioux Tribe Telephone Authority

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Photo Credit: Siyeh Communications

TYPES OF PARTNERS

The biggest challenge with partnerships is that there are so many options—and there are partnerships available for every detail of your broadband project. From consulting-engineering firms to ongoing technical training, there are experts ready to help along the way.

Here are some examples of partners you may need:

Funding Consultants and Consulting-Engineering (CE) Firms help with funding, grant writing, compliance, and feasibility studies.

Hardware Providers offer the technology and equipment for new network builds and upgrades.

Outside Plant Designers and Network Engineers examine the service area environment and offer technological expertise for the design and build stages.

Construction Contractors help design and build out the infrastructure.

Marketing Partners leverage deep industry expertise to simplify and accelerate service provider go-to-market activities.

Broadband Independent Software Vendors (ISVs) bring billing and support solutions.



PRO TIP!

Don't assume vendors will protect your data. Directly ask them what they can access—and what they'll do with it. Even if you're doing this for the first time, it's your right to inquire about digital privacy and security.



Photo Credit: Mohawk Networks, LLC

WHERE DO PARTNERS PLUG IN?

There are several phases within your broadband journey where partners can play an integral role, and within each phase you will want to find a partner to help you with the following:



See an example of a holistic broadband partner ecosystem.
www.calix.com/partners.html



PRO TIP!

It's often best to find one main point of contact that can offer an ecosystem of trusted partners—and serve as a subject-matter expert as you navigate your broadband project. Even better, find a partner that can also provide broadband hardware and software through an end-to-end platform.

PHASE 1

Initiation, Funding Evaluation, and Feasibility

- Funding Expertise
- Grant Writing
- Government Compliance
- Feasibility Studies and Research

PHASE 2

Planning, Design, and Equipment Vendor Recommendations

- Design and Build Guidance
- Infrastructure and Equipment Acquisition
- Risk Management and Security
- Technological Expertise
- Environmental Considerations

PHASE 3

Enable Internal Resources

- Outsourcing Non-core Functions
- Market Expansion and Sales
- Workforce Development Training

PHASE 4

Ongoing Support

- Innovation and Research
- Content Delivery
- Cloud-based Software for Data Insights
- Increased Revenue Opportunities
- New Market Expansion Support

Key Takeaways

CONSIDERATIONS FOR PARTNERSHIPS

- Partners can plug in at many different stages of your broadband project. Consider them for where you need the most support.
- You can include as many, or as few, partners as you'd like.
- Ask potential partners how they'll work with the goals and needs of your tribe specifically. If you feel uncomfortable about their answer, don't hesitate to interview others.



Harness Technology and Enable the Community

ENSURING SELF-DETERMINATION WITH DIGITAL TECHNOLOGIES

► WHAT IS DIGITAL SOVEREIGNTY?

Digital Sovereignty is a term referring to both the network and its data. It encompasses not only the *information* being passed through digital means but also *how* it is passed through.

Digital Sovereignty is related to the larger concept of Tribal Sovereignty, which includes a tribe's political independence and self-governance, plus the ability to create laws, manage natural resources, and regulate communities. Tribes have the right to self-determination—and broadband is a critical resource that requires oversight.

► HOW CAN TRIBES ENSURE DIGITAL SOVEREIGNTY?

To make sure that broadband projects align with Digital Sovereignty, tribes can create laws, regulations, and processes for digital technologies, including data and network infrastructure. When tribes control access to digital technologies and the data within them, they are empowered to make data-driven decisions that benefit their communities.

Sources

American Indian Policy Institute | bit.ly/AIPI-digital-sovereignty

NDIA | bit.ly/NDIA-digital-sovereignty

► WHAT ARE DATA SOVEREIGNTY AND NETWORK SOVEREIGNTY?

Both Data Sovereignty and Network Sovereignty fall under the definition of Digital Sovereignty.

Data Sovereignty refers to information passed through a network. All tribes have the right to consider how this data is being collected, used, stored, accessed, and shared. Data Sovereignty is necessary for tribes to maintain control of their data from governments, entities, or other structures that may be using it for their own purposes. It is an exercise of self-determination that enables tribes to protect cultural heritage, maintain group rights and resources, and ensure data is used in a way that respects the tribe's traditions.

Network Sovereignty refers to the physical infrastructure and includes building and deploying the network itself. With Network Sovereignty, you maintain control of the infrastructure, and this control doesn't go to anyone else—even if you partner with a third-party broadband service provider (BSP) to supplement your broadband project. A strong partner will be willing to work toward the best interests of both parties.



DESIGNING A NETWORK TO SERVE YOUR COMMUNITY'S NEEDS

To design the right network, you need to think about what you want to deliver to your community for the long term. Start with what your subscribers will need and how you might evolve—then work backward to build what supports your vision.

At this stage, it's time to think about the long-term services you'll deliver. Don't limit yourself to just one area. You want to provide connectivity for your entire community's footprint, whether that's in schools, hospitals, homes, or small businesses.

No matter which avenue you pursue first—residential, commercial, or community-wide—your network needs to have a strong foundation. Make sure your network is easy to deploy, simple to operate, and resilient enough to handle network updates.

It's also helpful to be able to manage the network and services you offer subscribers—all from one place. Cloud-based software works from anywhere and updates in real time, allowing teams to collaborate and make decisions more efficiently. This software can set automated alerts for when the network is down, streamline and schedule your FCC performance testing, and proactively identify and resolve subscriber issues.



What is a subscriber?

When you provide broadband, you provide it to end users—or what we call “subscribers.” These subscribers may be people who access the internet in their homes, but they could also be small business owners, administrators in schools, and organizers of events.

► RESIDENTIAL

In-home internet coverage is important for every community. With high-speed connections and additional services, you can help protect subscribers' families and homes, support their careers, and bring exciting entertainment.

SUBSCRIBERS NEED MORE THAN JUST AN INTERNET CONNECTION.

- Subscribers will need more bandwidth as they add more devices—make sure you can accommodate this growth
- Parents and grandparents want to control the content their children and grandchildren see online and be able to monitor for cyberbullying and other important matters
- People can easily manage their connected home experience from a self-service mobile app, including setting up guest networks, sharing and changing passwords, turning kids' devices off or on Wi-Fi, and running speed tests
- Gamers want connections that are safe and allow for a seamless experience

What is bandwidth?

Bandwidth is the amount of data that can be transferred at any given time. On the other hand is speed, which is the measure of how quickly the data is transmitted while traveling to its destination. To borrow a classic analogy, if you think of your network like a highway, bandwidth is the number of lanes on that highway while speed is the flow of traffic. If there's enough room to move, data can travel quickly to its destination, which is why bandwidth and speed are often seen as interchangeable.



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It is our responsibility to take a long-term view and help to grow our community. So, in planning for the next five years, we're investing in a future-proof network with a 10 gigabit capacity to the home.



Brian DeMarco
General Manager
SiyeH Communications

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► COMMERCIAL

High-speed internet coverage helps boost the local community by making connectivity available to small businesses and anchor institutions like libraries and youth/senior centers.

BUSINESSES AND TRIBAL PROGRAMS NEED MORE THAN JUST AN INTERNET CONNECTION.

- Business owners want to offer secure networks for their staff and customers
- Streamlined operations and connected point-of-sale systems help small businesses grow revenue
- By offering a separate Wi-Fi connection for customers and guests, more people will visit the business—and stay for longer



► COMMUNITY-WIDE

Community Wi-Fi stretches connectivity across your entire footprint—offering a secure managed experience no matter where subscribers are located. Everything you've offered subscribers at home can now be experienced while they're on the go.

COMMUNITIES NEED MORE THAN JUST AN INTERNET CONNECTION

- Big events draw more people to your community—and high-speed internet access opens possibilities for vendors, visitors, and more
- Create separate, private Wi-Fi networks for different organizations and groups
- Keep your community safe online with the latest network security and content filtering to provide a private, secure, and safe experience

Key Takeaways

DESIGNING A NETWORK TO SERVE YOUR COMMUNITY'S NEEDS

- Consult with tribal government and other key stakeholders to understand the needs in your serving area. You may want to address homes and schools first, for example, before worrying about events.
- Plan how you want your network to grow. By preparing ahead of time for future growth, you can ensure a scalable network design.



Learn more about the five stages of
becoming a broadband service provider.
www.calix.com/bba





Harness Technology and Enable the Community

SUSTAINABLE OPERATIONS

Once your network has been designed and built, it's time to consider truly sustainable operations for your broadband business to ensure long-term revenue growth.

To start, you need a strong business strategy based on long-term, community-focused value. Price doesn't keep subscribers—it only catches them at first. If you focus on price alone, your subscribers will jump ship as soon as they can't afford it—or a cheaper option comes along.

Shift your perspective to align with a business strategy that is rooted in how broadband and its related services can transform communities altogether—from small business to education to healthcare, workforce development, and more.

ACHIEVING EFFICIENCY

Launching a broadband business can be overwhelming, but there are many ways to achieve efficiency—no matter the size of your team and the amount of their experience.

To ensure that you start your operations on the right foot, it is critical for your tribe to understand the “for-profit” nature of the broadband industry.

CREATING ADDITIONAL STREAMS OF REVENUE

Sustainable broadband businesses extend beyond your own operational concerns. For a broadband business to truly make an impact on your tribe, you need to consider how to create additional revenue streams. Simply signing people up for basic connectivity won't be enough.

Luckily, there are options you can consider—and they're not difficult to add onto your network.

1. **Data insights** are a great way of pinpointing issues in the network, automating manual tasks, and giving you ways to boost subscriber satisfaction. They will also help you reduce trouble calls during the day, freeing up precious time for your teams to work on higher value operational tasks.
2. **Managed services** are more than just features. They're experiences that add value for your subscribers. They also drive new revenue and encourage subscriber loyalty.

Let's take a closer look at both.

► DATA INSIGHTS

The broadband industry is continually evolving to accommodate new technologies and meet the changing needs of subscribers. Network data insights can provide full visibility into your network operations, enabling you to:

- Pinpoint exactly where issues are in the network so you can proactively repair problems before subscribers call in for help
- Automate manual tasks and drive seamless collaboration between different systems and teams
- Discover ways to boost customer satisfaction by proactively resolving issues over the entire network with automation and alerts

What are data insights?

As people use your network, certain trends and data points will emerge. You can look more closely at this information. This helps you make informed, data-driven decisions about the network, your subscribers, and your business.



PRO TIP!

It's imperative that your data stay yours. Many companies sell large amounts of subscriber and usage data to other companies. Find a partner who will keep your data protected, secure, and fully owned by the tribe. This will help you achieve true Digital Sovereignty.

► MANAGED SERVICES

Managed services are another revenue stream opportunity available to you. They provide value on top of your network via new applications and features that set your offering apart from others. Instead of simply offering bandwidth and speed, for example, you could also offer subscribers a range of managed services, including:

- **Mobile apps** to reset their own Wi-Fi passwords and manage connected devices
- **Parental controls** for child safety as they surf online
- **Social media monitoring** to help families protect children from cyberbullying
- **Connected cameras** for residential and commercial applications
- **Network security** to ensure safe, secure, and reliable online experiences

Managed services create subscriber loyalty because they go above and beyond simply providing a connection. With more subscribers using the internet than ever before, they expect an experience catered to their needs and that anticipates their worries. By adding managed services, you can offer something that other broadband providers may never be able to offer.



PRO TIP!

Every person you hire should understand your goals and be dedicated to ensuring subscribers experience a high-quality service. We recommend hiring within your community, as members are more likely to be invested in the success of your network and understand the community. Hiring locally shows your commitment to the community by providing employment and skills training opportunities.

What are managed services?

Aside from just offering high-speed internet, you can also offer solutions to your subscribers that solve for specific needs like enhanced security, parental controls, and mobile apps to manage devices on the network.

SKILLED WORKFORCE

Operating a competitive, high-quality broadband service requires a skilled workforce to maintain network operations daily. This includes:

- Customer support
- Field technicians
- Central office technicians
- Network operations
- Sales
- Marketing
- Finance

These roles are critical to providing an uninterrupted experience for your subscribers, which will become increasingly important as more devices and technologies are adopted by your community.

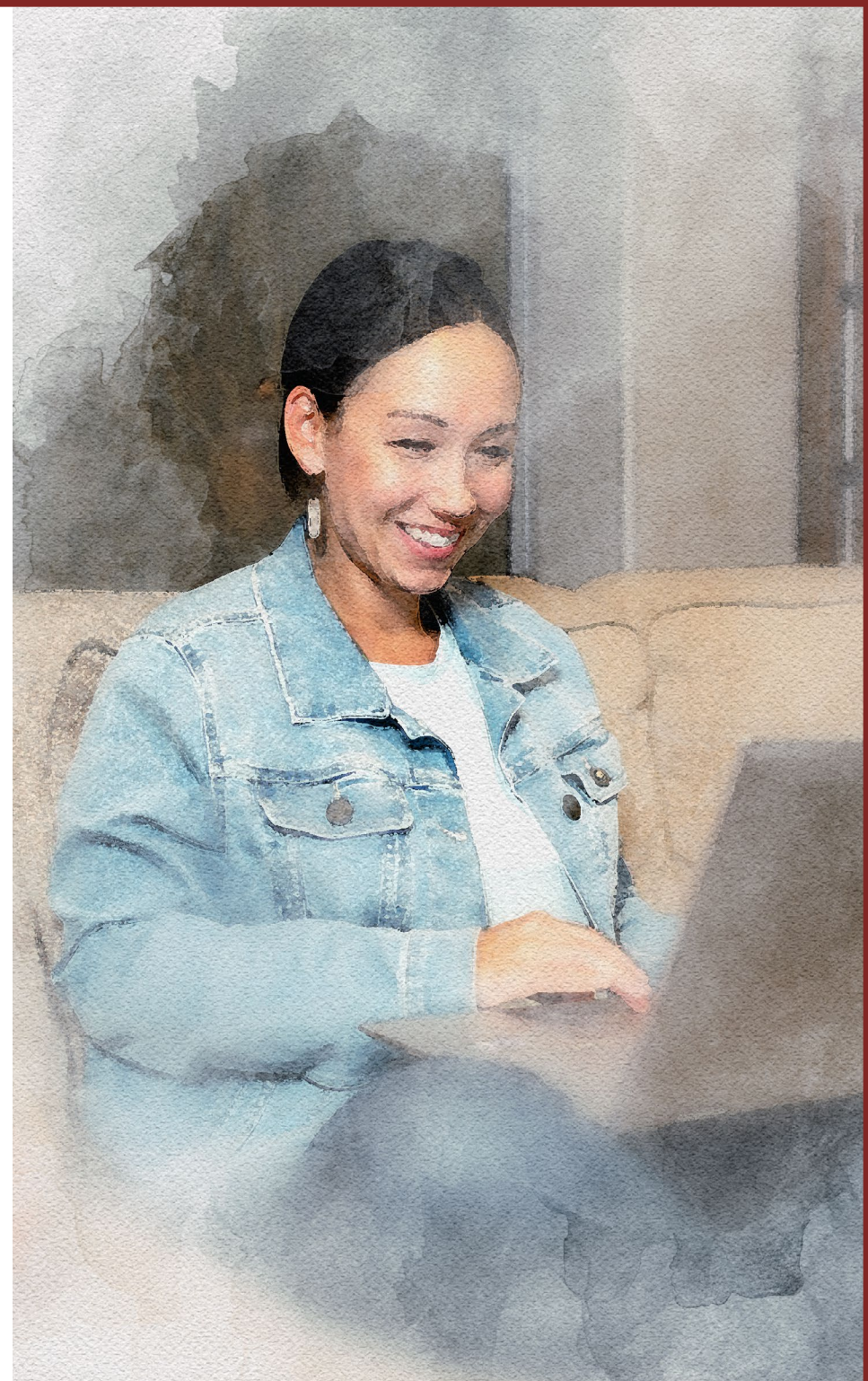


Learn more about ongoing skills training and workforce development.
www.calix.com/services/education.html

Key Takeaways

SUSTAINABLE OPERATIONS

- This isn't a “build it and they will come” situation. You must think beyond the network build and position yourself as a problem-solver for broadband users in the community.
- Managed services can open up new revenue streams long into the future. As subscriber needs evolve, consider an ecosystem of services under one partner that can grow with you.
- Keep the workforce local. By employing community members, your employees will be more invested in the success of the broadband deployment—and they'll understand the needs of your community.



Unleash Innovation

GO-TO-MARKET STRATEGIES FOR SUCCESS

Without a plan to get your broadband service into the market, your subscriber count and business could fall below your expectations—that's where a go-to-market (GTM) strategy comes in.

What is a GTM strategy?

A GTM (go-to-market) strategy outlines an organization's approach to engaging customers to encourage the purchase of their products or services while securing a competitive edge. This strategy encompasses various tactics, including pricing, sales and distribution channels, mapping out the customer purchase journey, and strategies for launching new products or services, rebranding existing products, or introducing products to new markets.



► MARKETING STRATEGY

Early marketing campaigns are going to be critical for educating your community on the value of high-speed broadband and for making them aware of the services you are providing.

“

Not just tribes, but broadband companies in general completely forget about marketing. But if they don't understand how it benefits them, internet isn't something that is physical. You can't see it. So your messaging has to be around the value behind it. You must focus on the customer experience.⁴



Mona Thompson
General Manager, Retired
Cheyenne River Sioux Tribe Telephone Authority

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What is marketing?

Getting people interested in your product or service refers to a wide variety of activities that generate interest, ranging from early market research to posting about it on social media. Marketing is directly tied to sales—the more powerful your marketing is, the more likely your product or service will sell.

Begin marketing to your tribe during the build stage. Starting early will give you the opportunity to provide education and raise awareness of your business. From that point forward, marketing should be an ongoing part of your daily operations to keep your community informed.



► SALES STRATEGY

Working in tandem with your marketing efforts, a sales strategy will help you create a roadmap for acquiring subscribers. Some things to consider as part of your strategy include:

- Introductory or pre-service pricing
- Offers and promotions
- Add-ons and bundled services

► PRICING STRATEGY

To determine what to charge for your broadband service, you need to understand:

- Your operating expenses
- What your competition (if any) is charging
- What your members can reasonably afford

From the feasibility study and early planning stages, you should have an idea of what your operating expenses will be and what your competitors are charging.



PRO TIP!

The nuances of speed are highly technical, and it doesn't capture a general audience. People do understand how they want to *use* the internet, which is why you should focus on experience first—and not speed—for your marketing and sales strategies.

► OFFERS AND PROMOTIONS

Another way you can make your rates competitive and attractive to new subscribers is by offering limited-time promotions or early sign-up discounts for people who register for your service during the build stage. Discount ideas include:

- The first month for free
- A lower monthly cost for the first 12 months
- Three months free

By offering discounts at first, you allow subscribers to experience “life with your internet.” But you can't keep them based on price alone—that's why you need to become an “experience” provider by putting their needs first and adding managed services that excite them.

► BUNDLED SERVICES AND APPLICATIONS

Many broadband service providers also offer voice and television services that are delivered using their broadband infrastructure. If your tribe decides to offer these services, one way to make them appealing is by offering a bundled service rate that makes it more affordable to register for the services together instead of just one or two.



PRO TIP!

Standardize your broadband tiers. Consider offering only one or two tiers of symmetrical broadband to give your subscribers the very best experience. Symmetrical broadband is when the download and upload speeds are the same.



► ONGOING STAFF TRAINING

Customer support staff are often the first point of contact for sales, general queries, or service issues—make them knowledgeable about your services and technology.

But your entire team should have strong communication and problem-solving skills, as they will play a vital role in ensuring subscriber satisfaction and loyalty to your business, empowering them to access data insights to diffuse any support issues.

Train your team to proactively match subscribers with appropriate broadband packages—and recommend the right level for their needs. If people don't understand what package they should be in and how it impacts them, they'll choose only based on price—which could mismatch them and create dissatisfaction.



Key Takeaways

GO-TO-MARKET STRATEGIES FOR SUCCESS

- Cater marketing to your audience. Not everyone will see online ads. Door-to-door advertising has been a successful option for many communities.
- Couple your marketing strategy with a strong sales strategy. Consider bundling services together under one rate to make your offering more affordable.
- Take the time to plan a seamless, pleasant subscriber experience. Build and train your team accordingly.





SUCCESS STORIES ON TRIBAL LANDS



Read each success story to learn how tribes designed their own broadband projects to support their community's needs—and gain inspiration for your own project.

calix.com/tribal-broadband

► FORT MOJAVE TELECOMMUNICATIONS, INC.

- Location: Mohave Valley, Arizona
- Ownership Type: Majority Tribal Ownership and Operations in Partnership with Third-Party Service Provider
- Services both reservation lands and off-reservation with a mixture of fiber and wireless
- Partners with a non-tribal entity experienced in broadband delivery to simplify deployment and service while giving the tribe majority ownership

“We had to set our own destiny for this connectivity and how it would be accomplished. Our partnership enabled us to have the best of both worlds—bringing years of experience from a non-tribal entity to our majority-owned business model.”

- Nora McDowell, Board President and Member



► MOHAWK NETWORKS, LLC

- Location: Akwesasne, New York
- Ownership Type: Full Tribal Ownership and Operations
- Created three-part plan focused on customer experience, revenue diversification, and expansion beyond the Territory
- Reduced truck rolls by 80% to redirect workforce toward projects with longer-term value

“We needed to think about business vitality for the long term. By creating a three-part plan, we could ensure our team had growth opportunities and that the business would remain sustainable over the long term.”

- Allyson Mitchell, General Manager



► SENECA ENERGY, LLC

- Location: Irving, New York
- Ownership Type: Tribally-Owned Infrastructure with Third-Party Service Provider
- Built a 52-mile fiber network and fully owns the infrastructure
- Partnered with a third-party provider to immediately see revenue and have time to carefully build out their team

“Choosing this particular ownership model was incredibly beneficial to our needs. We wanted to own the infrastructure, but we didn’t have the resources to address some of the day-to-day details in running the broadband business.”

- **Anthony Giacobbe, Director**



► SIYEH COMMUNICATIONS

- Location: Browning, Montana
- Ownership Type: Full Tribal Ownership and Operations
- Purchased two broadband companies to support full tribal ownership of the infrastructure
- Got successful buy-in from tribal council and is utilizing grant funding to upgrade to a 10-gigabit future-proof network

“Broadband brings people together—and that’s precisely what we aim to do with Siyeh Communications and our larger effort to keep bringing fiber connectivity to Montana’s reservations.”

- **Brian DeMarco, General Manager**



DIRECTORY OF RESOURCES



Access a digital version of the directory of resources.
bit.ly/tribal-resources

Agency MABU

Authentic storytelling, creative and strategic intuition, and innovative marketing solutions
www.agencymabu.com

National Tribal Telecommunications Association (NTTA)

A forum for tribally owned companies to share knowledge and opportunities
nationaltribaltelecom.org

Tribal Broadband Bootcamp

A 3-day intensive learning experience focused on building and running tribal internet networks
tribalbroadbandbootcamp.org

Indigenous Resilience Network and N50 Project

An indigenous-led network that works to provide skills that strengthen digital inclusion
www.n50project.org

TribalHub

A nationwide community of technology-minded tribal leaders
www.tribalhub.com

Tribal Broadband Planning Toolkit from BroadbandUSA

Worksheets to help you get started with your planning
bit.ly/tbp-toolkit

Calix Broadband Academy

An online curriculum available to all, at no cost, that guides you through the five stages of building a successful broadband business
www.calix.com/bba

Calix Broadband Academy Course: Understand Broadband Specifics for Tribes

A special course within Broadband Academy with considerations for tribes planning to build an infrastructure and operate a business
bit.ly/calix-bba-course

Calix Education Services

Workforce development and training for tribally-led companies from Calix University, available at no charge
www.calix.com/services/education.html

Calix Solutions for Tribal Communities

Learn more about how Calix can help you bridge the digital divide for tribal sovereignty
www.calix.com/service-providers/tribal.html

Calix Partner Community

Leverage our world-leading partner community of innovators to add value and deliver exceptional experiences
www.calix.com/partners.html

The Broadband Success Playbook for Tribes

To download and share a digital copy of this playbook, visit
calix.com/tribal-broadband

SOURCES



Thank you to Calix partner, Agency MABU, for their guidance and expertise in crafting this playbook.

1



“Modernizing a Tribal Network”

Community Broadband Bits Podcast

Community Networks

March 28, 2023

Feat. Kristan Johnson, Telephone Operations Manager, Tohono O’odham Utility Authority

bit.ly/communitynets-podcast

2



“Handbook on Infrastructure Deployment on Tribal Lands”

Native Nations Communications Task Force

May 16, 2022

bit.ly/fcc-handbook

3



“Indigenous Digital Sovereignty Defined”

American Indian Policy Institute

July 2023

bit.ly/AIPI-blog

4



“Talking Tribal Broadband With the Nation’s First Tribally Owned Telecommunications Company”

Connected Nation

October 16, 2023

Feat. Mona Thompson, General Manager, Retired, Cheyenne River Sioux Tribe Telephone Authority

bit.ly/connected-nation

AWARDS AND RECOGNITIONS

The Broadband Success Playbook for Tribes is proudly the recipient of the following:



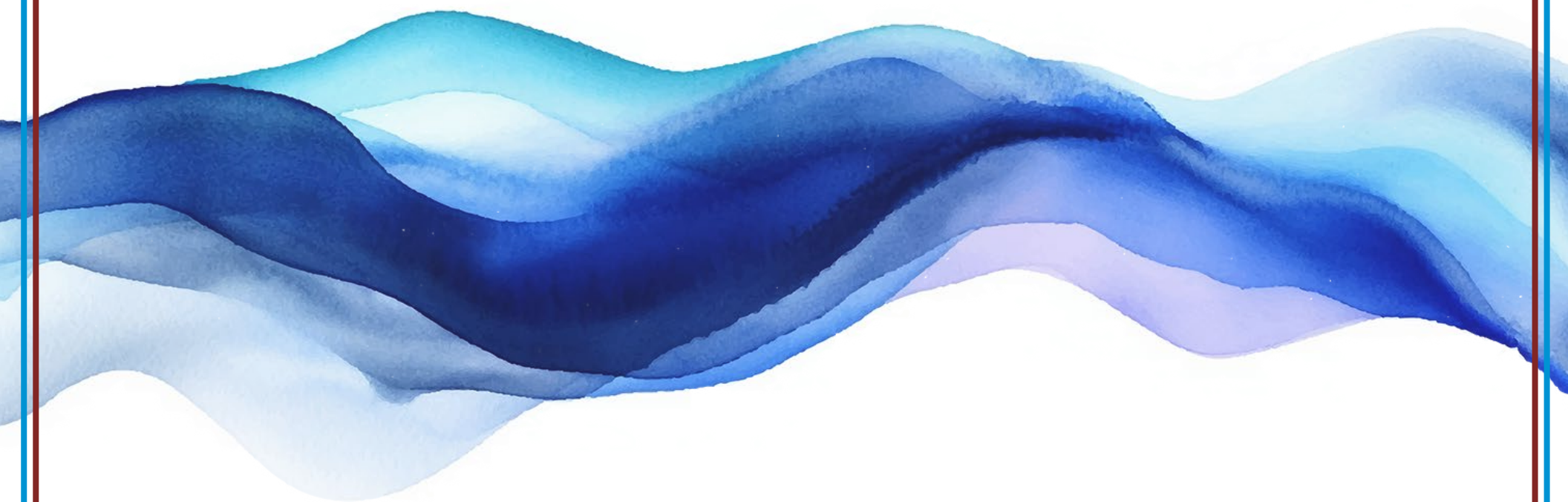
2024 Leading Lights Award Finalist in the category "Outstanding Use Case: Bridging the Digital Divide." This is awarded to the company or institution presenting the best example of how it is successfully working to broaden access and reduce the barriers to affordable internet connectivity for underserved communities.

For more information, visit bit.ly/leading-lights-2024.



Endorsed by the National Tribal Telecommunications Association (NTTA). The purpose of NTTA is to provide a forum for tribally owned companies and those who work in the telecommunications industry, to share knowledge and opportunities, discuss effects of regulation, and address issues affecting tribal telcos and customers on tribal lands.

For more information, visit nationaltribaltelecom.org.



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