THE 50 STATES OF BROADBAND

A State-by-State Study on the State of Broadband Investment and Activity in Each American State

UPDATE

February 9, 2017

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1 Introduction

In early 2016 Strategic Networks Group (SNG) issued a comprehensive report of high-speed internet (broadband[1]) investments and related activities within the United States. As a result of outreach efforts, 48 of 50 states participated in this pro-bono initiative overseen by SNG with the support of the Rural Telecommunications Congress (RTC). The NTIA also assisted in providing introductions and encouragement to states to take the survey.

The research survey in February and March of 2016 sought to uncover the current state of broadband invest and activity and investment in all fifty American states. Each state was asked to report on five key dimensions of broadband: availability, adoption, meaningful use, growth investment, and regulation. Responses were used to rank states on these dimensions and develop a composite overall ranking. The original report can be found online here: http://sngroup.com/states/.

With legislative branches across the United States convening in early 2017, **SNG was asked to provide an update** to our report to help guide and potentially influence investment decisions at the State level. The survey was re-fielded and pre-populated with prior answers to expedite completion of the survey. The opportunity to update information was taken by **24 states**. In all, data from 48 states appear in this report – Utah withdrew from the study while New Jersey has yet to participate.

One key point of clarification: Universal Service Funds (USF) are not included in this report. While these funds can be used for broadband, they are not officially dedicated to broadband. This report is focused on dedicated funds. Multiple states asked that we add this dimension to the next version of the study to be performed spring 2017 (50 States of Broadband v2.0). We agree that this is an important metric to include.

Additional areas that will be covered in 50 States of Broadband v2.0 will be an effort to ascertain if activities typically handled by a broadband office are being handled by another agency. One such example is in Nebraska, which does not have a broadband office, yet other agencies have taken ownership on a number of the broadband office roles, acting as a defacto state broadband office for certain activities.

SNG's goal with this research is to make as accurate picture as possible on broadband activities and best practices to share with States.

Feedback on the next version of this study should be directed to states@sngroup.com.

[1] Broadband as defined in this report uses the Federal Communication Commission's definition of 25 Mbps download and 3 Mbps upload speed. This is a minimum speed to participate in the digital economy. Broadband speed needs will vary by individual businesses, organizations, and households depending on their level of utilization, i.e. meaningful use of online business applications.

About the Research Team

Strategic Networks Group's (SNG) core business is measuring how broadband is used by individual businesses, organizations, and households. This includes obtaining micro-level data to quantify the impacts of broadband investments, as well as develop strategies that advance the economic opportunities at a community, regional, or state level.

The Rural Telecommunications Congress (RTC) is a national nonprofit organization comprised of government, university, industry, and private citizens who are committed to addressing crucial broadband issues to ensure that citizens of rural America have access to the enabling information and technology resources they need for greater social and economic development opportunities.

Key contributors to this initiative were:

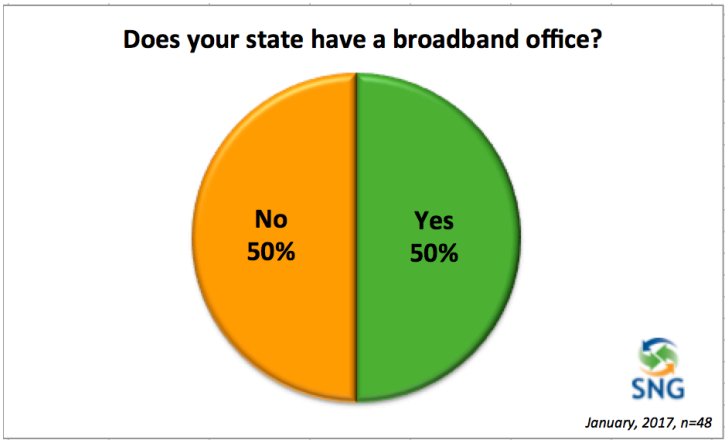
- Doug Adams, Strategic Networks Group
- Michael Curri, Strategic Networks Group
- Lori Sherwood, Vantage Point Solutions
- Gary Dunmore, Strategic Networks Group
- Monica Babine, Washington State University

Acknowledgements

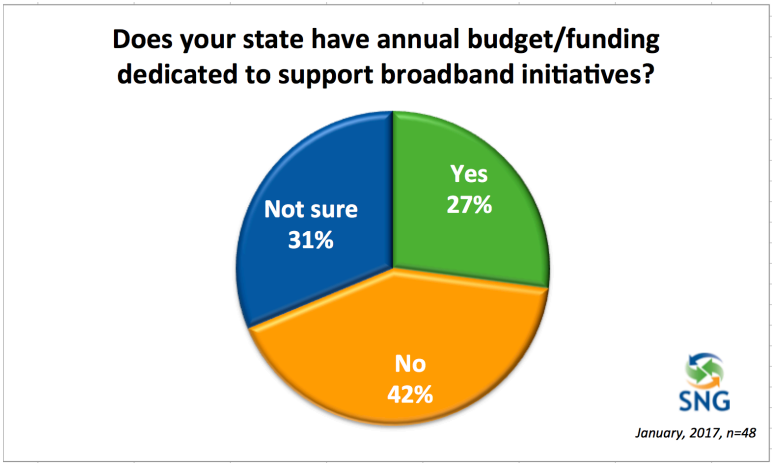
We would like to extend a special thanks to all the states that participated and shared information about their investment and activity in broadband. We are thrilled to be a small part in this initiative where states are able to share successes, challenges, and best practices.

1.1 Key Findings from States

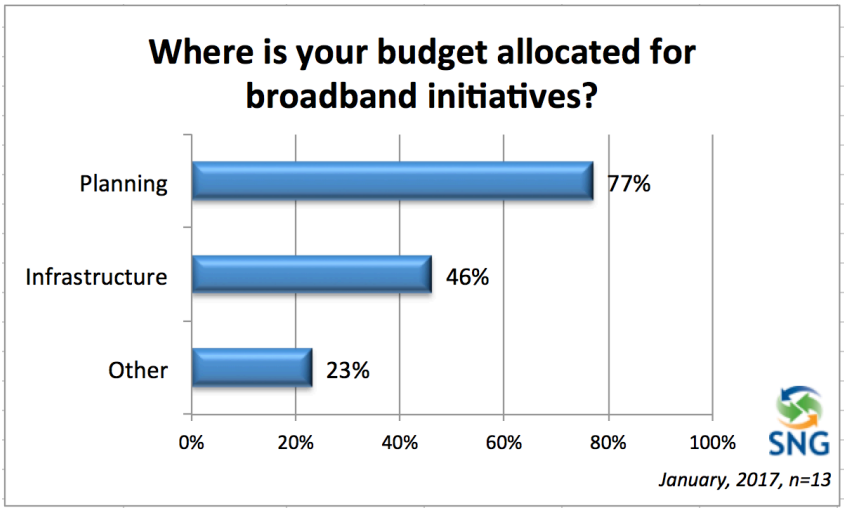
Half of all states and surveyed (24) reported they have a broadband office, a number that has not changed from 2016 research. Only two states (Oregon & Illinois) ranked in the overall top 20 did not have a broadband office. State broadband offices average 3.2 employees, with a median of 3 employees.



Only 27% surveyed reported that their state definitely has annual funding (budget) to support broadband initiatives. Those who answered "no" were 40% of states and unsure respondents remained at 31%. These answers mirror answers from 2016, showing no net gain or loss in terms of states that are allocating funding to broadband. Twelve states reported their budget and these budgets are modest with the exception of New York ($500M). The average funding for the 11 states (not including New York) is $667,500 a year. Last year California had reported a one-time $330M program.



When funded, 77% of States are supporting "planning and support" and 46% of States funded "broadband infrastructure."



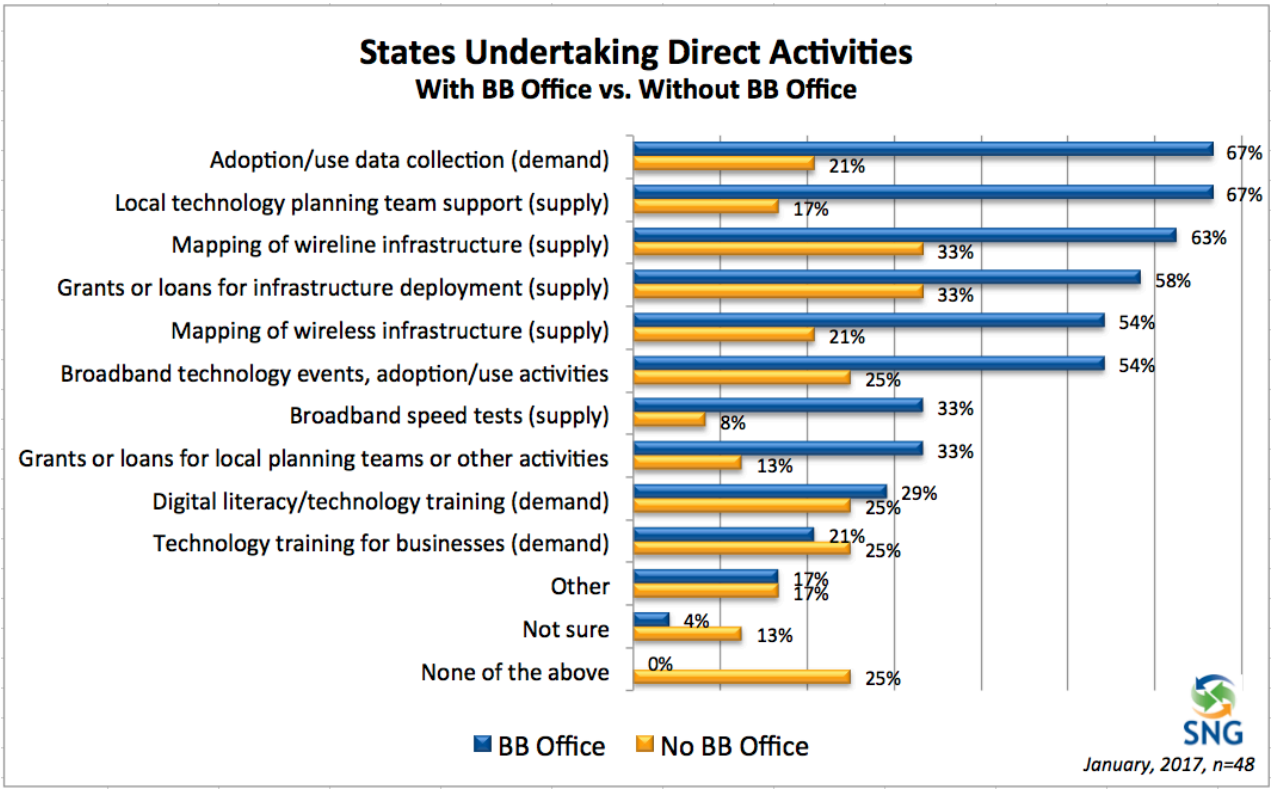
1.2 Funding Sources

For states with a broadband budget, SNG asked states to reveal the three main sources of their funding – see the table below.

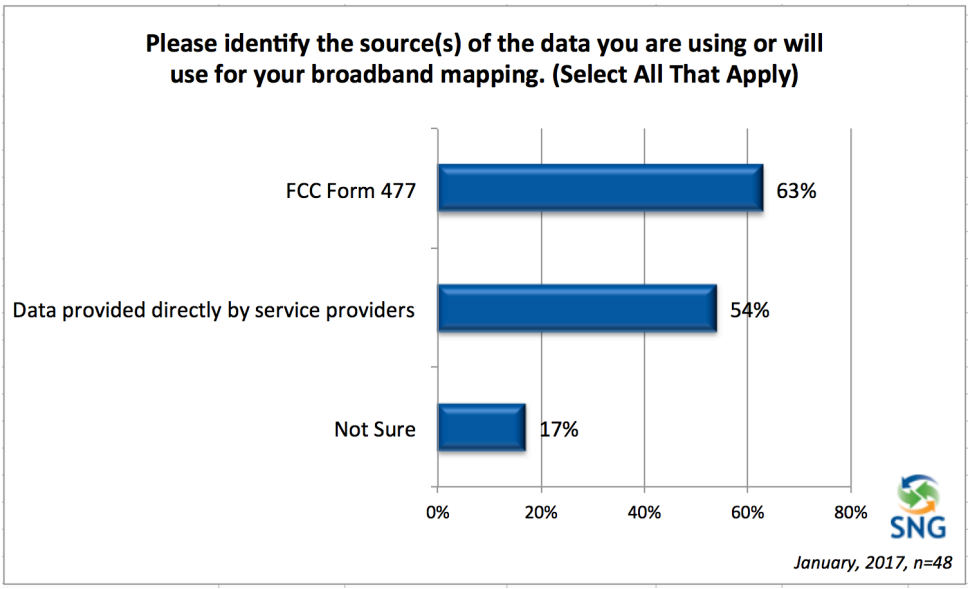
Primary Sources	Secondary Sources	Tertiary Sources
Governor's Office	Public/Private Partnership with local Telco's	Alaska Industrial Development and Export Authority (AIDA) Loan Program
Federal Universal Service Funding (USF)	Departmental budgets	Dedicated and Federal funds
California Advanced Services Fund (CASF)	State budget category	State of Nebraska and University of Nebraska staff time is not included.
State General Fund	e-Rate subsidy funds	Grants – 2 states
Utility gross receipts	Grants	
Special Funds	Federal grants (Department of Agriculture)	
State General Funds	Network Nebraska Participation Fees	
Surcharge collected for all communications services provided in this State by the communications service provider	Department Enterprise Funds	
Multi-year capital budget allocation from the Commonwealth of Massachusetts	Department of Services Agency	
General Fund	State General Funds	
State budget	Universal service fee	
	Program Revenue	
	Advertising/promotion fee	

1.3 State Broadband Activities

SNG asked if a state broadband office or another entity within was handling specific broadband activities and what was the focal point of those activities. Other than collecting adoption numbers, activities are heavily weighted towards the "supply side" of broadband and include mapping, infrastructure planning, and grants. These activities far surpassed "demand side" undertakings around raising awareness, training, and driving utilization with end-users.



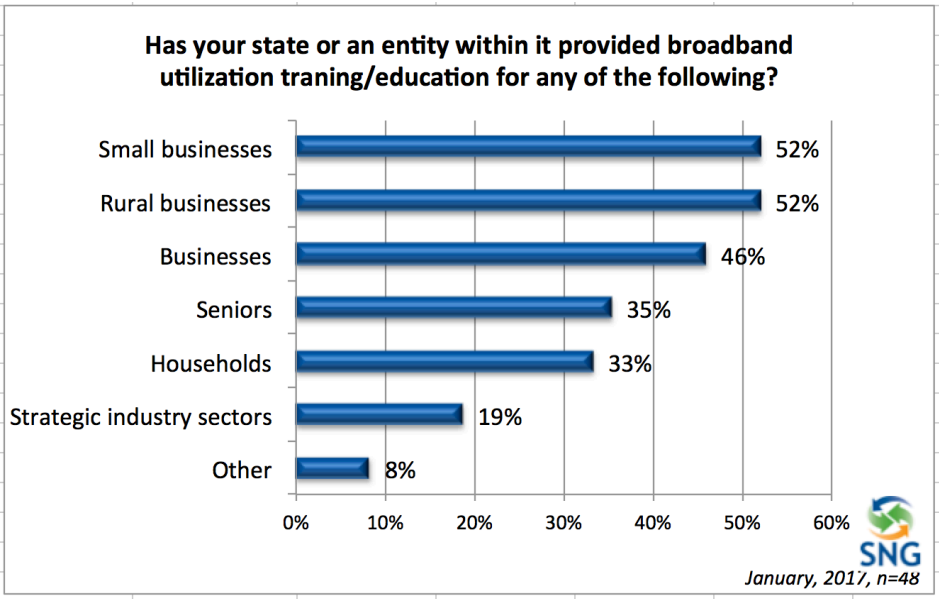
Mapping data is being obtained most often from the FCC (30 states, 63%) and the service providers (25 states). Ironically, much of the FCC's data comes directly, self-reported, from carriers.



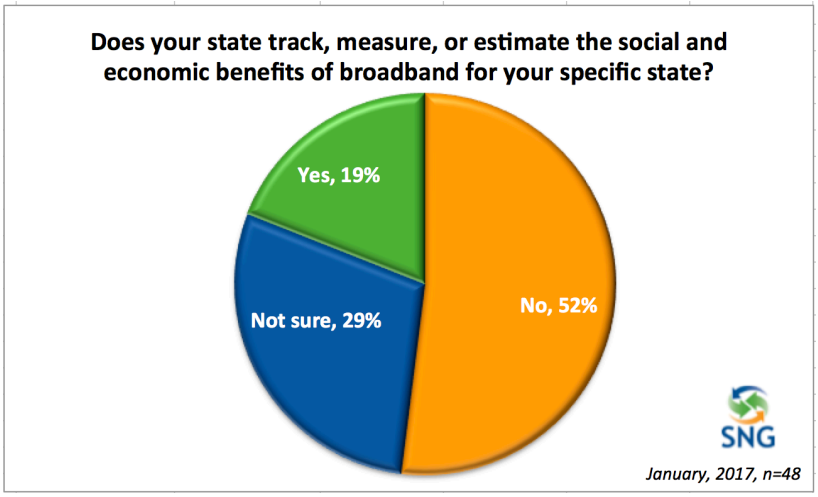
States were asked specifically when data was collected in key areas of broadband. Only Tennessee (availability, adoption, utilization) and New York (availability type) collected data in 2016.

Type of Broadband Data Collection	before 2013	2013	2014	2015	2016
Availability of broadband to potential users (supply)	0	3	22	19	1
Adoption of broadband where available (demand)	1	2	13	13	1
Utilization of broadband – how and how much broadband is used by adopters	1	1	12	13	1
Mapping of broadband availability by type, speeds, etc.	0	3	22	20	1

Within states there is currently some training and education in place to address the "demand side" of broadband to help drive meaningful use of internet applications. Most training, when it does occur, is targeted at helping businesses better utilize the Internet and revenue-generating online applications.



Only 9 states reported **measuring economic and social benefits**. Considering the significant investments in broadband being made, demonstrating their impacts and worthiness is a strategic necessity financially and politically.



2 Five Dimensions to the State of Broadband

Note: What follows are the rankings and the +/- change in parenthesis since the last report. For 24 states, these results were updated. For others, last year's results were kept as significant changes were not reported and the respective states chose not to update their answers.

New to this report are answers from Rhode Island while Utah asked to no longer participate.

2.1 Availability

The first dimension used to measure the state of broadband is availability. It comes from the Federal Communications Commission (FCC) published availability numbers of 25 Mbps download / 3 Mbps upload availability, reported by carriers in each state. The Spring 2017 '50 States of Broadband v2.0 Report will have updated FCC data, but for the purpose of this updated report we used 2015 figures. The argument could and has been made that carrier-reported data (the source of the FCC report) has inaccuracies. We are making the assumption that this potential shortcoming in carrier-reported availability is, in essence, not markedly different from state to state.

Additionally, SNG's survey among state respondents asked about the state's own mapping and availability metrics – giving a slight bonus in the score if states were taking initiative themselves. Shifts within Availability are reflected by the fact that states were closely clustered together and mapping activities (or lack of) can and did bump states up and down.

Availability of broadband counted as **27.5%** of the **overall** state ranking, which comes after each one of the five dimensions are reported.

1. Nevada
2. Rhode Island
3. California
4. Oregon
5. Delaware
6. Hawaii (-5)
7. Massachusetts (+1)
8. Washington (+1)
9. Connecticut (+1)
10. North Dakota (+1)
11. New York (-6)
12. Wisconsin
13. Michigan (+1)
14. Minnesota (+1)
15. Colorado (+2)
16. Illinois (+2)
17. North Carolina (+2)
18. Oklahoma (+2)
19. Florida (+2)
20. Maryland (+2)
21. Virginia (+2)
22. Tennessee (+5)
23. New Hampshire (-11)
24. Ohio (+1)
25. Maine
26. South Carolina
27. Pennsylvania (-13)
28. Georgia
29. Indiana
30. Iowa
31. New Mexico
32. Nebraska
33. South Dakota
34. Arizona
35. Kansas
36. Wyoming
37. Alaska (+1)
38. Louisiana (+1)
39. Missouri (+1)
40. Alabama (-3)
41. Kentucky
42. Mississippi
43. Texas
44. West Virginia
45. Idaho
46. Arkansas
47. Vermont
48. Montana

2.2 Adoption

To measure adoption we used the FCC's numbers for adoption, which they define as the percent of households for which 25 download / 3 upload Mbps service is available and that subscribe.

We also collected state-specific data within SNG's survey to measure whether each state was supporting Internet adoption, providing additional bonus points if a state is undertaking efforts to measure and foster adoption. Decreased mapping activities in states including Hawaii, Pennsylvania, and Iowa saw these states decline while Nevada and Nebraska were the biggest upward movers.

Adoption counted as **12.5%** of the overall ranking.

1. New Hampshire
2. Connecticut (+3)
3. Rhode Island
4. Oregon (-1)
5. Vermont (-1)
6. California
7. Wyoming
8. Maine (+1)
9. Wisconsin (+1)
10. Nebraska (+14)
11. Delaware (+2)
12. Ohio (+2)
13. Massachusetts (+2)
14. Michigan (+2)
15. North Carolina (+2)
16. Hawaii (-14)
17. Colorado (+1)
18. Virginia (+1)
19. West Virginia (+1)
20. South Carolina (+1)
21. Nevada (+9)
22. North Dakota (+1)
23. Minnesota
24. Pennsylvania (-13)
25. Iowa (-13)
26. Idaho (-1)
27. Montana (-1)
28. Kentucky (-1)
29. Washington (-1)
30. New York (-1)
31. Illinois
32. Alaska
33. Mississippi
34. Kansas
35. Florida
36. New Mexico
37. South Dakota
38. Missouri (+7)
39. Maryland (-1)
40. Texas (-1)
41. Tennessee (-1)
42. Oklahoma (-1)
43. Louisiana (-1)
44. Alabama (+4)
45. Arizona (-2)
46. Georgia (-2)
47. Indiana (-1)
48. Arkansas (-1)

2.3 Driving Meaningful Use

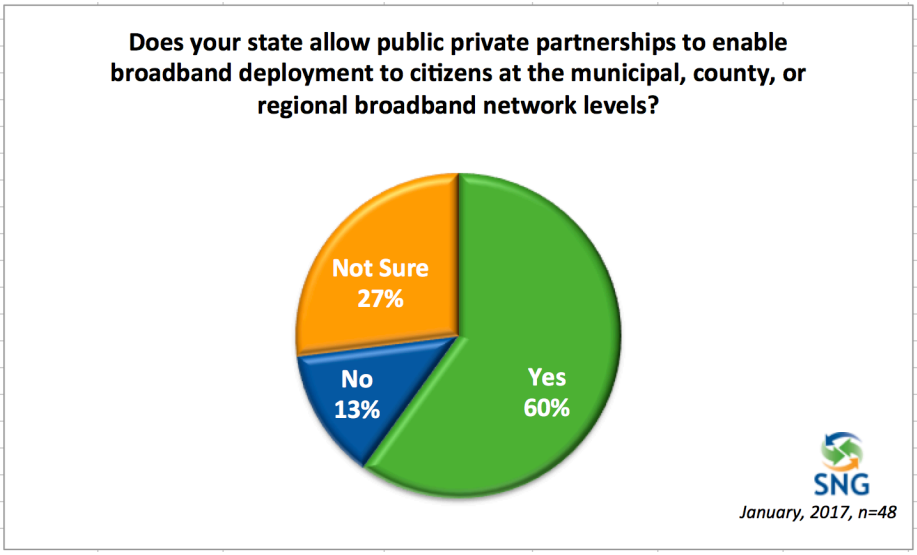
SNG asked state representatives questions regarding training / education programs that may exist, whether there is training for businesses, small and rural businesses, seniors, or households. Additionally, we asked whether states track, measure, or estimate the social and economic benefits of broadband. SNG sees a disconnect between investing in broadband and not investing in training and support. Providing the tools and resources for individual businesses, organizations, and households to benefit from this platform is the meaningful use of broadband that enables economic development and improves quality of life. (The innovators and adopters of broadband often learn on their own, but the majority (83%) need help understanding broadband's benefits).

States that saw the biggest increase in the activities that drive meaningful use include Maine, North Carolina, Connecticut, Alabama, and Missouri. States' answers resulted in a score for "driving meaningful use," counting as **15%** of the overall ranking.

1) Maine (+18)
1) Ohio
3) Vermont (-1)
3) West Virginia (-1)
5) Montana
6) Nebraska
7) North Carolina (+16)
8) Michigan (-1)
8) Mississippi (-1)
10) Illinois (-1)
10) Washington (-1)
12) Colorado
12) Missouri (+11)
14) Connecticut (+16)
14) Minnesota (-1)
14) New Mexico (-1)
17) Virginia (+2)
17) Wisconsin (-2)
19) Kentucky (-2)
19) New York (-1)
21) New Hampshire (-6)
21) Oklahoma (-2)
21) Oregon (-2)
24) Alabama (+15)
25) Kansas
25) Wyoming
27) Delaware
28) Massachusetts
28) Rhode Island
30) Hawaii
30) Louisiana (-1)
32) Georgia
33) Arkansas
34) Florida
34) Iowa (-30)
34) Nevada
34) North Dakota
34) Pennsylvania (-25)
34) South Carolina
40) Alaska (-1)
41) California (-7)
41) Idaho
41) South Dakota
41) Tennessee (4)
41) Texas
46) Arizona (-1)
46) Indiana (-1)
46) Maryland (-1)

2.4 Growth Investment

The survey looked into ongoing investment in broadband, a critical dimension. Often a sign of investment is whether or not a state has in place a statewide broadband office dedicated to increasing broadband access and use. Additional metrics within this category included whether there are funds dedicated to support broadband initiatives, the amount, and the investment dedicated per capita. Additionally, the survey tracked whether there are rural broadband programs in place and whether investment on broadband initiatives is expected to increase, stay the same, or decrease.



One popular mechanism to drive investment towards broadband infrastructure is through public/private partnerships – which are permitted by 27% of states surveyed.

Tennessee's investments are down due large investments in 2016, but $45 million is pending that should significantly impact future ranking. Pennsylvania is down as there is no longer a broadband office after grants expired this past summer.

States' answers resulted in a score for "growth investment," counting as **30%** of the overall ranking. Wisconsin and Alabama are the two states in the top 20 that saw the largest rise in investment since last year

1) Wisconsin (+6)
2) New York (-1)
3) North Carolina (-1)
4) Nevada (-2)
4) New Mexico
4) Virginia
7) Kentucky (-1)
7) Maine
9) Minnesota
10) Wyoming (+1)
11) Connecticut (-1)
12) Massachusetts (+1)
13) Vermont (+1)
14) Ohio (+1)
15) Alabama (+5)
15) Arkansas (+1)
17) Colorado (+1)
17) Delaware (+1)
19) New Hampshire (-3)
20) California (+5)
20) Nebraska (+6)
22) Mississippi
23) Oregon (+6)
24) Arizona (-1)
24) Iowa (-3)
26) Kansas (+2)
26) Washington (+10)
28) Idaho (+1)
28) Illinois (+1)
28) Missouri (+16)
31) Montana (+1)
32) Hawaii (+1)
32) Oklahoma (+1)
32) South Carolina (+1)
32) South Dakota (+8)
36) North Dakota
37) Alaska (+2)
38) Maryland (+2)
38) Michigan (+2)
38) Rhode Island
38) Tennessee (-11)
38) Texas (+2)
43) Florida (+1)
43) Georgia (+1)
43) Indiana (+1)
43) Louisiana (-7)
43) Pennsylvania (-20)
43) West Virginia (+1)

2.5 Regulation

SNG looked at the regulatory environment in each state as a factor in the overall ranking. By itself, the presence of laws that place restrictions or conditions on the municipal (or other) ownership or operation of networks does not necessarily indicate a lack of availability, adoption, driving meaningful use, or investment. However, it is important to consider the potential impacts of restrictions and regulations on each of the other four dimensions. There are two tiers of metrics within this dimension and they include:

- Whether a state has restrictions limiting municipal (or other) ownership or operations of a broadband network; and,
- If regulations are in place do they:
    - Require a ballot initiative to overcome the limitation; and/or
    - Does the regulation either explicitly or by effect – constitute a total or partial ban on municipal (or other) ownership or operations of a broadband network?

The evaluation of regulations does not consider whether one state's laws are more or less restrictive than another other than providing deductions for the categories listed above. Scores for "regulation" counted as **15%** of the overall ranking. **Within this ranking we did not change ratings from 2016, but several states are currently seeing pending legislation that should shuffle the deck for our next report.**

No regulation in place
Alaska
Arizona
Connecticut
Delaware
Georgia
Hawaii
Idaho
Illinois
Indiana
Iowa
Kansas
Kentucky
Maine
Maryland
Massachusetts
Mississippi
New Hampshire
New Jersey
New Mexico
New York
North Dakota
Ohio
Oklahoma
Oregon
Rhode Island
South Dakota
Vermont
West Virginia
Wyoming

Regulation in Place
Alabama*
Arkansas**
California
Colorado*
Florida
Louisiana*
Michigan**
Minnesota*
Missouri**
Montana**
Nebraska**
Nevada**
North Carolina*
Pennsylvania
South Carolina
Tennessee
Texas**
Utah
Virginia**
Washington
Wisconsin

*Regulation requires a Referendum
** Regulation either explicitly or by effect – constitutes a total or partial ban on municipal (or other) ownership or operations of a broadband network.

3 Overall Ranking

SNG consolidated and weighted five dimensions of broadband into one overall score for each participating state. The dimensions and weighting are:

- Availability – 27.5%
- Adoption – 12.5%
- Driving Meaningful Use – 15%
- Growth Investment – 30%
- Regulation – 15%

As a research team, we had a great deal of discussion covering which dimensions should carry what weight. Availability was given a great deal of consideration, as it is the foundation for all broadband activity. As the FCC reported adoption and driving meaningful use was a dimension formed from the survey, we wanted these two related dimensions together to equal availability. Growth investment was originally considered at a slightly higher level at the expense of regulation. Ultimately, we decided that regulation can and does stop broadband progress and that needs to be recognized. Additionally, ranking investment too high could unfairly punish states that made significant investments in the past but are not currently investing.

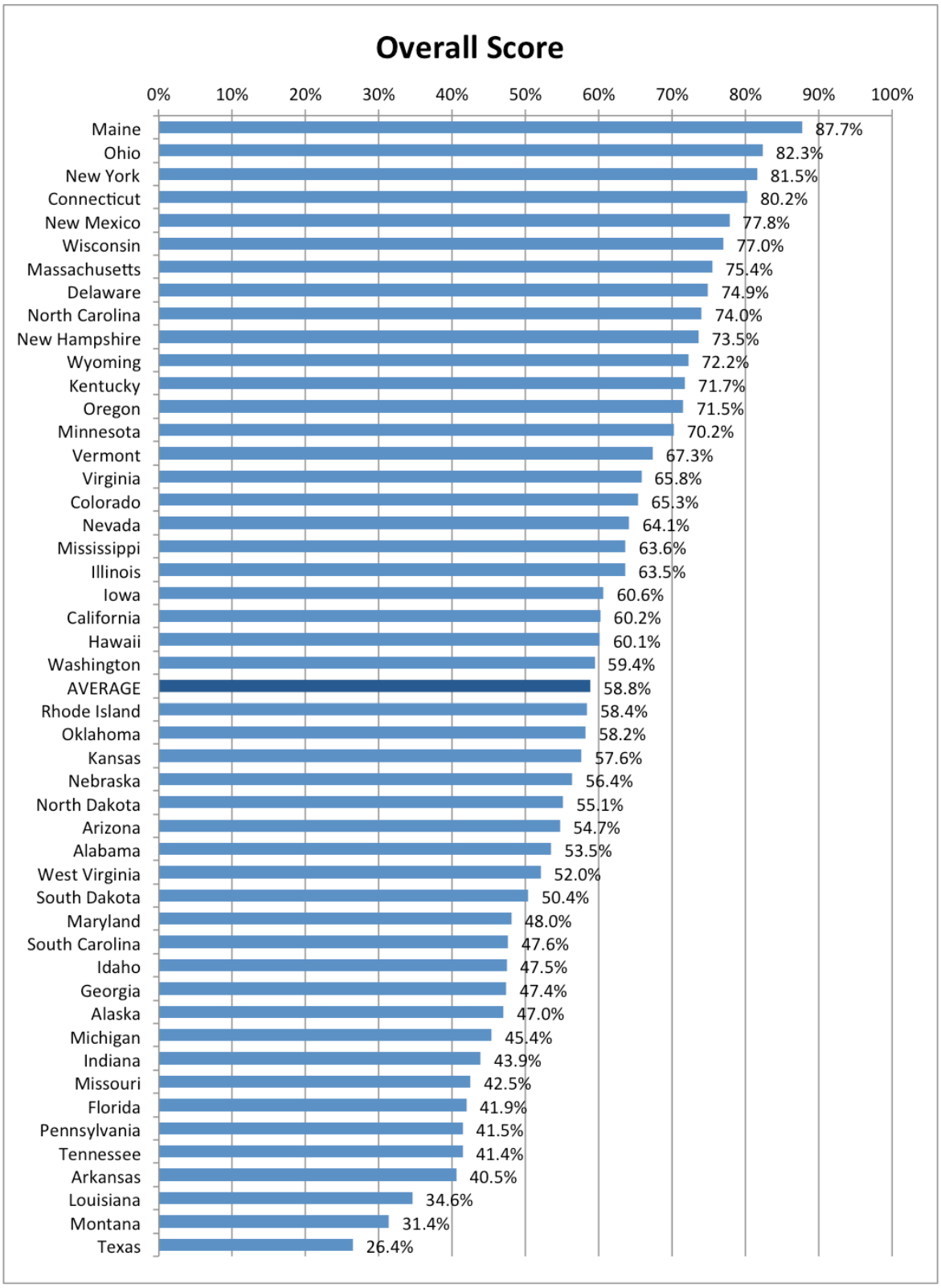
Maine's meaningful use activities were the main reason it overtook New York to land in the #1 overall position. Other big movers in the top twenty include North Carolina, Oregon, and Wisconsin.

1. Maine* (+2)
2. Ohio*
3. New York* (-2)
4. Connecticut* (+2)
5. New Mexico* (-1)
6. Wisconsin* (+3)
7. Massachusetts*
8. Delaware*
9. North Carolina* (+5)
10. New Hampshire* (-5)
11. Wyoming*
12. Kentucky*
13. Oregon (+4)
14. Minnesota* (-1)
15. Vermont* (+3)
16. Virginia* (+1)
17. Colorado* (+2)
18. Nevada* (+2)
19. Mississippi* (+2)
20. Illinois (2)
21. Iowa* (-11)
22. California* (+4)
23. Hawaii (+1)
24. Washington (+6)
25. Rhode Island
26. Oklahoma (-1)
27. Kansas
28. Nebraska (+4)
29. North Dakota (-1)
30. Arizona* (-1)
31. Alabama* (+2)
32. West Virginia (-1)
33. South Dakota (+6)
34. Maryland
35. South Carolina
36. Idaho*
37. Georgia
38. Alaska
39. Michigan (+2)
40. Indiana (+2)
41. Missouri (+5)
42. Florida (+1)
43. Pennsylvania (-20)
44. Tennessee (-4)
45. Arkansas* (-1)
46. Louisiana (-1)
47. Montana
48. Texas

**Have a State Broadband Office*

3.1 Overall Score

More specifically, each data point was assigned a score to determine ranking and a cumulative (out of 100) score was assigned. Each state's score is below:



3.2 Open Ended Feedback

As the survey concluded states were asked: "Are there any additional activities, comments or suggestions you would like to share?" Some highlights follow from new, 2017 feedback:

Alabama (#31)
We plan to resume state broadband data collection and mapping in 2017, as well as conduct business access and utilization surveys. We are working with USAC to implement the national verifier for the FCC Lifeline discount program as soon as possible. We are assessing gaps in fiber infrastructure that limit economic development, education, healthcare, first responder communication, etc.

Nebraska (#28)
Network Nebraska is more successful as a partnering organization than if one agency had sole responsibility. Not one person has this successful model as their sole responsibility. Instead there are individuals that participate actively in this effort across several organizations. In Nebraska, we have many very rural areas—including counties with no incorporated cities. Those areas are the most expensive areas in which to provide broadband. Municipal broadband does not help the vast majority of those areas and, in fact, can make it even harder for telecommunications companies to justify investing in rural areas of the state. Instead, we have focused on ways to encourage private investment in the state's telecommunications infrastructure by providing support for broadband through the Nebraska Universal Service Fund and by aggregating demand for telecommunications services and acting as an anchor tenant through Network Nebraska.

Oregon (#13)
Released Strategies for Broadband Infrastructure Deployment, Adoption and Utilization in Rural Cities and Counties – A report by the Oregon Business Development Department, December 2016.

Pennsylvania (#43)
Although Pennsylvania no longer has any dedicated funding for broadband activities on either the supply or demand sides, we do have a number of general economic and community development programs that could support broadband. Businesses, economic development organizations, local governments, and other eligible entities are welcome to apply for grants, loans, and loan guarantees through these programs. Pennsylvania leadership recognizes the importance of broadband to Pennsylvania's future economy and is actively seeking ways in which to advance this very important topic through strategic partnerships with various stakeholders.

South Dakota (#33)
Funding ceased with the end of the SBI program. No funding is predicted in the near future.

Virginia (#16)
This year we completed our second annual Virginia Library Assessment, which assesses library connectivity, reported speeds, consumption of e-rate funding, digital literacy class offerings and participation, cost analysis and patron utilization of public access computers.

Washington (#24)
Several of our ARRA SBI funded local planning team projects have led to new broadband investment in rural and tribal communities. In 2017, WSUE will support statewide reach for an NGA funded Governor's Career Connected Learning Summit.

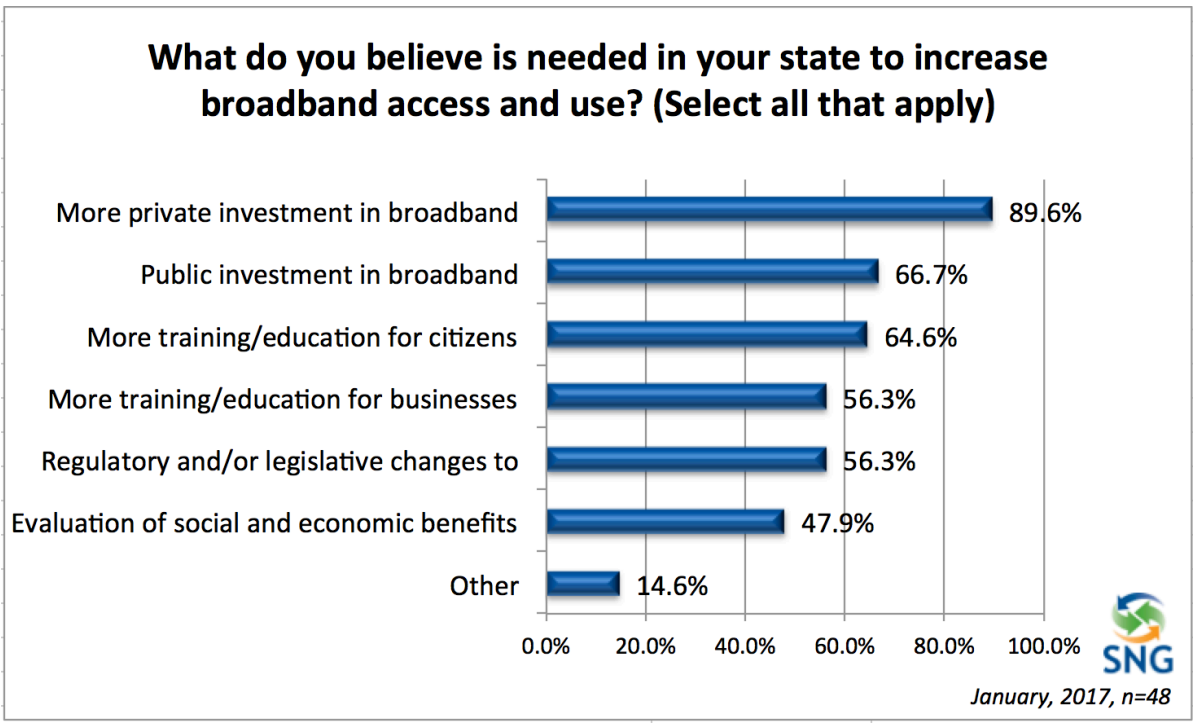
4 Looking Ahead

SNG will do our yearly update in the coming months. A 50 States of Broadband v2.0 Report will be released in May of 2017 at the Broadband Communities Summit[2].

For more information or input you can email states@sngroup.com or visit sngroup.com/states.

4.1 Requirements Going Forward

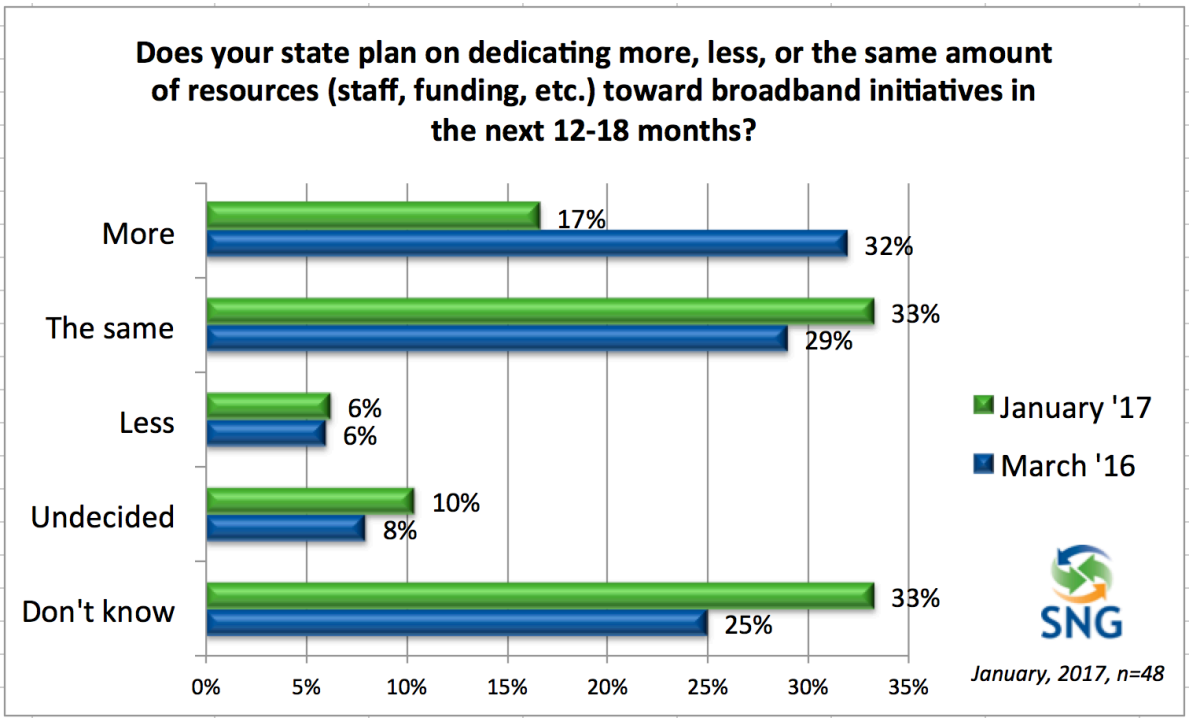
What could get more and better broadband? States overwhelmingly (89.6%) want more private dollars. That is obviously out of states' control, but two-thirds say they would like to see more public investment. Training is also seen as critical to increasing meaningful use.



[2] http://www.bbcmag.com/2017s/

4.2 Future Investment in Broadband

Looking forward over the next 12-18 months, fewer states say they will be spending more (17%) than they did in March 2016 (32%). This appears to be the product of decisions that have not yet been made for 2017 state budgets as 10% say this is undecided, while a third do not know.



5 Project Team

The following individuals contributed to this extensive effort.

Doug Adams
VP Communications, Strategic Networks Group Inc.

Doug Adams oversees SNG's Communications efforts and oversees numerous state-level and nationwide efforts for SNG.

With over 20 years technology marketing experience, Doug is uniquely qualified to help products and services move across the technology adoption lifecycle and "cross the chasm" to become widely adopted.

Located in Boulder, CO, Doug's broadband experience includes OneCommunity, the Knight Center of Digital Excellence, and Gigabit Squared. His research background includes serving online research pioneer InsightExpress, Walker Research, and Direct Opinions. Doug received his M.B.A. in marketing from the University of Connecticut and holds a bachelor's degree in communication from DePauw University.

Michael Curri
Founder and President, Strategic Networks Group Inc.

Michael Curri founded Strategic Network Group, Inc. (SNG) in 1998 and as President he leads a group of broadband economists who develop strategies for most effectively leveraging broadband investments. We look to help make the most broad-reaching and transformational impacts that broadband can bring enable businesses, communities and regions. SNG helps states and regions utilize broadband for economic development, social advancement, increased productivity, and competitiveness.

SNG's approach is based on our research that shows that for broadband to be effective and transformational, it is critical to make sure that it is being utilized – driven by compelling and powerful e-solutions. Michael has a Master's in Economics from the University of Waterloo, Canada. He is based in Ottawa.

Lori Sherwood
Director of Broadband Development, Vantage Point Solutions

Lori Sherwood has actively worked in broadband and telecommunications in the municipal space for more than 13 years. She is also an attorney who served as Of Counsel with the Denver law firm Kissinger & Fellman, P.C, where she specialized in local governments, information technology, telecommunications, community broadband networks, legislation, lobbying and federal affairs. She is a nationally recognized leader in telecommunications and broadband policy and recently served on the board of directors for NATOA) – an association representing local government interests in telecommunications. Sherwood has a BA in anthropology from American University and is an honors graduate of the University of Baltimore School of Law.

Gary Dunmore
VP, Client Services, Strategic Networks Group Inc.

Gary Dunmore is an electrical engineer and business analyst with over 20 years experience in the telecommunications industry and a proven track record in helping service providers define new business opportunities for service deployment. He has proven leadership skills in project planning, team management and project management developing successful business cases for a wide variety of telecom and internet operators across North America.

Since 1994, Mr. Dunmore has worked on telecommunications services and service deployment planning with telecom service providers. For a variety of clients, from established incumbent providers to new start-up operators, he has developed project plans, written proposals, mobilized internal and external resources and engaged clients to develop practical solutions for new service deployment with a focus on business goals and vision. To assist decision-making, he has helped clients identify new opportunities for growth, market and revenue potential; develop the best solution for their network; and construct solid business cases and risk analysis for investment decisions.

Gary has experience in voice telecommunications networks and emerging IP-based services in North America and international markets. He has an Electrical Engineering degree from the University of British Columbia.

Monica Babine
Senior Associate, Washington State University

Monica Babine is a Senior Associate at Washington State University (WSU) Extension's Division of Governmental Studies and Services where she leads the Program for Digital Initiatives. She works with business, government, economic and community development organizations on promotion, research and technical assistance to increase broadband awareness, access and adoption. Monica is on the Washington OneNet team providing outreach and engagement regarding FirstNet in the state. She was an active member of the Washington State Broadband Advisory Council and provided ARRA funded technical assistance to regional broadband planning efforts across the state. She currently serves on the Washington State Library Digital Literacy Advisory Team, Affiliated Tribes of Northwest Indians Energy and Telecommunications Committee, Inland Northwest Partners, WSU 530 Mudslide and Wildfire Recovery teams and the Rural Telecommunications Congress board.

Prior to joining WSU, Monica led a consulting firm that provided presentations, consultation and training on telework, compressed workweeks, flextime as well as community and economic development for public, private and non-profit organizations. She was at a major telecommunications company in Washington for fourteen years working in operator services, accounting, marketing and public affairs.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