



## **California Emerging Technology Fund Local Government Best Practices Check List Project**

### **Final Report August 2026**

#### **Background**

For more than 17 years, CETF has advanced "smart growth" to accelerate broadband deployment and adoption. In 2009, CETF partnered with the Orange County Business Council and consulted with the California State Association of Governments (CSAC), League of California Cities (CalCities), Rural County Representatives of California (RCRC), subject experts to publish the original *Broadband Deployment and Adoption Resource Guide for Local and Regional Government Leaders*. Updated in 2021 with Valley Vision, the guide named 5 key roles for Local Governments to shape broadband policy and practice. Building on these roles, CETF developed the Local Government Best Practices Check List Project to achieve Digital Equity, which distributed the report statewide.

In 2022, the Best Practices Check List Project was integrated into Digital Equity Leadership Grants—supported by T-Mobile MOU dollars—to Regional Broadband Consortia (RBCs) and included Grant Agreement Amendments for the Southern California Association of Governments (SCAG) and San Diego Association of Governments (SANDAG), prominent leading Metropolitan Planning Organizations (MPOs) in the nation. CETF launched the Best Practices Check List Project Mini-Grants Phase in 2024 in collaboration with RBCs, SCAG, SANDAG, and CSAC.

#### **Local Government Best Practices Check List Project Purpose**

- Assess the current implementation status of Digital Equity Best Practices and Roles.
- Share experiences and lessons learned among Local Governments and Leadership Grantees.
- Measure the impact of peer learning and coaching on progress.

#### **Participation Incentives**

- \$1,000 for each Local Government Check List Submission <100 Jurisdictions (\$100,000).
- \$20,000 for 25 Local Jurisdictions to Participate in 3 Learning Communities and submit a final report with a post-assessment Check List and Document Progress (\$500,000).
- \$10,000 for each RBC or MPO partner for every participating local government in their region (Total \$250,000).

## Overview

The Local Government Best Practices Check List Project was designed to advance Digital Equity across California by equipping Local Governments with tools, funding, and collaborative learning opportunities. The initiative engaged over 150 participants, including Local Government representatives, Regional Broadband Consortia (RBCs) and Metropolitan Planning Organizations (MPOs) Leadership Grantees, and the California Department of Technology (CDT).

Through a structured grant process, 47 jurisdictions submitted baseline Digital Equity Best Practices Check Lists, and 36 jurisdictions applied for and received \$20,000 Learning Community Grants. A leadership panel of 15 regional and state partners evaluated applications, ensuring a fair and transparent selection process.

- 47 Local Governments (17 Counties, 30 Cities) submitted baseline Check Lists.
- 45 Local Governments received \$1,000 for timely submission of baseline Check Lists.
- 36 Local Governments applied for the \$20,000 Grant for the Learning Community.
- 36 Applications were reviewed and scored by regional leaders and experts.
- 35 Local Governments accepted the Grant for the 3 Learning Community Workshops.

### REGIONAL LEADERSHIP/JURISDICTIONS

**Broadband Consortium of the Pacific Coast (BCPC)**  
Moorpark  
San Luis Obispo  
Santa Paula

**Central Coast Broadband Consortium (CCBC)**  
San Benito County  
Sand City

**Connected Capitol Area Broadband Consortium (CCABC)**  
Isleton  
West Sacramento  
Yuba County

**Gold Country Broadband Consortium (GCBC)**  
Nevada County  
Placerville  
Sierra County

**Inyo - Mono Broadband Consortium (IMBC)**  
Inyo County  
Mono County

**Los Angeles Digital Equity Action League (LADEAL)**  
Artesia  
Bell Gardens  
Bellflower  
Inglewood  
Long Beach  
Los Angeles

Maywood  
Palmdale  
Rosemead  
South El Monte

**North Bay - North Coast Broadband Consortium (NBNCBC)**  
American Canyon  
Marin County  
Napa County  
San Anselmo  
Sonoma County

**Northeastern/Upstate California Connect Consortium (NUCCC)**  
Plumas County

**Redwood Coast Connect Broadband Consortium (RCCBC)**  
Del Norte County  
San Francisco

**Southern Border Broadband Consortium (SBBC)**  
Brawley  
San Diego

**Southern California Association of Governments (SCAG)**  
Cathedral City  
Ontario

Learning Community Workshops were conducted on September 25, 2024, February 20, 2025, and April 24, 2025. The Workshops brought together Local Government Leaders—elected officials, planners, public works administrators, and regulators to share best practices, explore policy roles, and develop strategies for broadband deployment and adoption. Topics included permit streamlining, service provider engagement, and community-driven outreach.

CETF hosted 2 optional webinars on the California Advanced Services Fund (CASF) grant applications, attracting more than 200 attendees. These sessions offered practical guidance from CPUC staff and experienced grantees, with all materials made publicly available.

## Learning Community Workshops

### September 25, 2024, Workshop 1

- 65 jurisdiction representatives, 45 grantees, 2 state agencies.
- Topics: Project goals, best practices, policy roles, permit streamlining, and service provider engagement with an emphasis on real-time opportunities to expand Digital Equity efforts across departments.
- Peer Report Out: Each jurisdiction's transformative Best Practice; and expertise and opportunities identified in Best Practices Check Lists analysis.
- Workshop Observers: CPUC Communications Division California Advanced Services Fund (CASF), RBC Coordinator, and Benton Institute.

### February 20, 2025, Workshop 2

- 58 grantee reps, 15 leadership grantees, 1 state agency.
- Focus: Permit streamlining, planner and regulator roles, and outreach strategies for affordable internet offers.
- Key Report Out: Staffing capacity, infrastructure design, batch permitting, and collaboration. The conversation emphasized local leadership and the importance of regional collaboration and policy development: localizing solutions;

reducing barriers to broadband deployment; building community and Digital Inclusion; embedding broadband planning in general plans; coordinating a relationship with ISPs; and fostering cross-departmental coordination with public works and planning departments.

### April 24, 2025, Workshop 3

- 44 jurisdiction reps, 16 project leaders.
- Highlights: Panel discussions, breakout groups on consumer and provider roles, and a shared wrap-up on lessons.
- Takeaway Report Out: Community-driven solutions, creative access strategies, and successful permitting practices.
- Scott Armstrong and Trish Kelly facilitated the wrap-up conversation around 3 questions: Most useful Best Practices Lesson? What will your jurisdiction do differently as a result? How can the future Learning Community improve?

### Optional DEC/MAY CPUC CASF Applications Webinars

- Over 200 participants, including grantees, NTIA partners, and public housing nonprofits.
- Presenters shared application tips and updated resources, all posted online for easy access.

## Best Practices Leadership Workshop Development

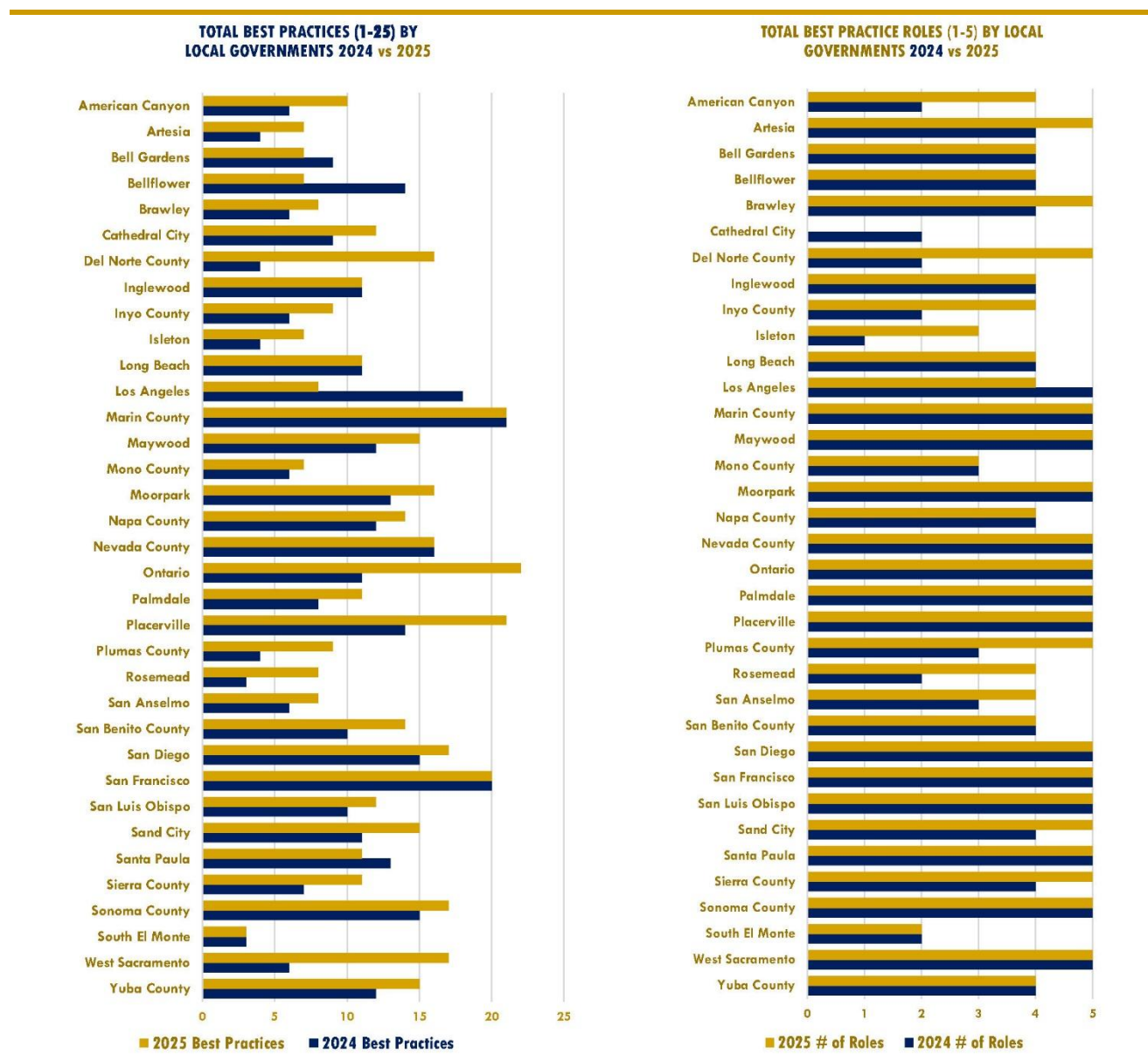
- RBC MPO Leadership summarized Best Practices Check List Learning Community Grant Applications to identify strengths, needs, interests, and potential for sharing expertise and outcome breakdown of Jurisdiction Roles and Best Practices Channel data.
- CETF surveyed Regional Leadership to identify 5 Local Governments panelists for each of the three Learning Community topics moderated by Broadband Consortia leaders.
- CETF Coordinated with CDT and SCAG to plan and optimize Permit Streamlining Sessions presentation impact and circulated a brief survey of RBCs and Local Governments to report what the Learning Community has adopted to date.
- CETF Adoptions developed easily customizable templates for each Local Government to adapt and circulate their version of affordable offers for distribution: Call Center Digital Literacy resources (synchronous Digital Literacy Training by our CBO Grantees and asynchronous Online DigitalLearn) and secure a unique IVR(s) for each of the 35 Local Governments.
- CETF Adoptions developed and planned the distribution channel presentation session: distribution of the fliers and coordination with CETF Digital Literacy Grantees and Get Connected! California Partnership CBOs for a coordinated outreach strategy in the 35 Local Governments and a presence at community events.

Leadership Grantees played a pivotal role in assessing the effectiveness of the Digital Equity Best Practices Check List Learning Community Project: analyzing 2024-2025 jurisdiction self-assessments for adoption of Check List channels, and leadership roles; evaluating Final Reports for completeness and impact; and measuring outcomes of initial and post-assessment checklists with final deliverables to gauge progress.

- 83% (29 of 35) Local Governments shared Direct Information Distribution Plans.
- 100% of jurisdictions complied and submitted Final Reports and both Check Lists.
- 6 jurisdictions completed make-up assignments to meet program standards.
- 11 Leadership Grantees conducted comprehensive evaluations of all participating jurisdictions.

The evaluations highlight measurable progress made by 35 Local Governments in adopting and implementing Digital Equity Best Practices and provide valuable insights into: what is working; which improvements are needed; and how can Local Governments can expand Best Practices to advance Digital Inclusion and achieve Digital Equity.

Feedback from Local Governments has informed actionable recommendations for RBCs and MPOs to refine strategies, sustain momentum, and work regionally with Local Governments.



The 2025 results submitted by Local Governments and reviewed by Regional Leadership revealed:

- Top 5 adopted 3 or more Best Practices in all 5 Roles.
- Median performing jurisdictions implemented revisions of up to 8 Best Practices in 3 Roles.
- Overall, jurisdictions trended toward increases of 3 to 7 Best Practices in 1 to 2 Roles.
- The Local Government Learning Community outcomes advanced a strong Best Practices increase for Policy Leaders; the average mean increased from 2.8 to 3.3; followed by Service Providers - average mean improved from 2.5 to 2.8.
- Many jurisdictions moved into higher tiers: Best Practices adoption increased in multiple cases (e.g., Del Norte County +12, Ontario +11, West Sacramento +11).
- Across jurisdictions, both the depth (best practices) and breadth (roles) of implementation increased between 2024 and 2025, with consistent gains across every functional role.

#### Top 5 2025 <> 2024

**Ontario** – 22 Best Practices (up from 11 in 2024).  
**Placerville** – 21 Best Practices (up from 14 in 2024).  
**Marin County** – 21 Best Practices.  
**San Francisco** – 20 Best Practices.  
**West Sacramento** – 17 Best Practices (up from 6 in 2024).

#### Median 2025 <> 2024

**San Luis Obispo** – 12 Best Practices (up from 10 in 2024).  
**Cathedral City** – 12 Best Practices (up from 9 in 2024), 5 Roles (up from 4).  
**Sierra County** – 11 Best Practices (up from 7 in 2024), 5 Roles (up from 4).  
**Santa Paula** – 11 Best Practices (down from 13 in 2024).  
**Palmdale** – 11 Best Practices (up from 8 in 2024).  
**Long Beach** – 11 Best Practices.  
**Inglewood** – 11 Best Practices.  
**American Canyon** – 10 Best Practices (up from 6 in 2024), 4 Roles (up from 3).

#### Remaining High Half

**Sonoma County** – 17 Best Practices (up from 15 in 2024).  
**San Diego** – 17 Best Practices (up from 15 in 2024).  
**Nevada County** – 16 Best Practices.  
**Moorpark** – 16 Best Practices (up from 13 in 2024).  
**Del Norte County** – 16 Best Practices (up from 4 in 2024), 5 Roles (up from 2).  
**Sand City** – 15 Best Practices (up from 11 in 2024), 5 Roles (up from 4).  
**Maywood** – 15 Best Practices (up from 12 in 2024).  
**Yuba County** – 15 Best Practices (up from 12 in 2024).  
**San Benito County** – 14 Best Practices (up from 10 in 2024).  
**Napa County** – 14 Best Practices (up from 12 in 2024).

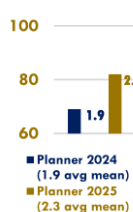
#### Average 2025 <> 2024

**Plumas County** – 9 Best Practices (up from 4 in 2024), 5 Roles (up from 3).  
**Inyo** – 9 Best Practices (up from 6 in 2024), 4 Roles (up from 2).  
**San Anselmo** – 8 Best Practices (up from 6 in 2024), 4 Roles (up from 3).  
**Rosemead** – 8 Best Practices (up from 3 in 2024), 4 Roles (up from 2).  
**Los Angeles** – 8 Best Practices (down from 18 in 2024), 4 Roles (down from 5).  
**Brawley** – 8 Best Practices (up from 6 in 2024).  
**Bell Gardens** – 7 Best Practices (down from 14 in 2024), 5 Roles (up from 4).  
**Bellflower** – 7 Best Practices (down from 9 in 2024).  
**Artesia** – 7 Best Practices (up from 4 in 2024), 4 Roles (up from 2).  
**Mono County** – 7 Best Practices (up from 6 in 2024).  
**Isleton** – 7 Best Practices (up from 4 in 2024), 3 Roles (up from 1).  
**South El Monte** – 3 Best Practices.

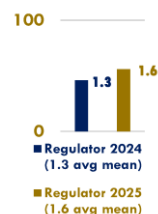
**Policy Leader**  
AVG MEAN  
2024-2025



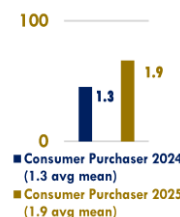
**Planner**  
AVG MEAN  
2024-2025



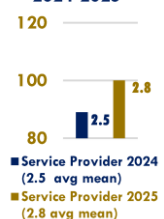
**Regulator**  
AVG MEAN  
2024-2025



**Consumer Purchaser**  
AVG MEAN  
2024-2025

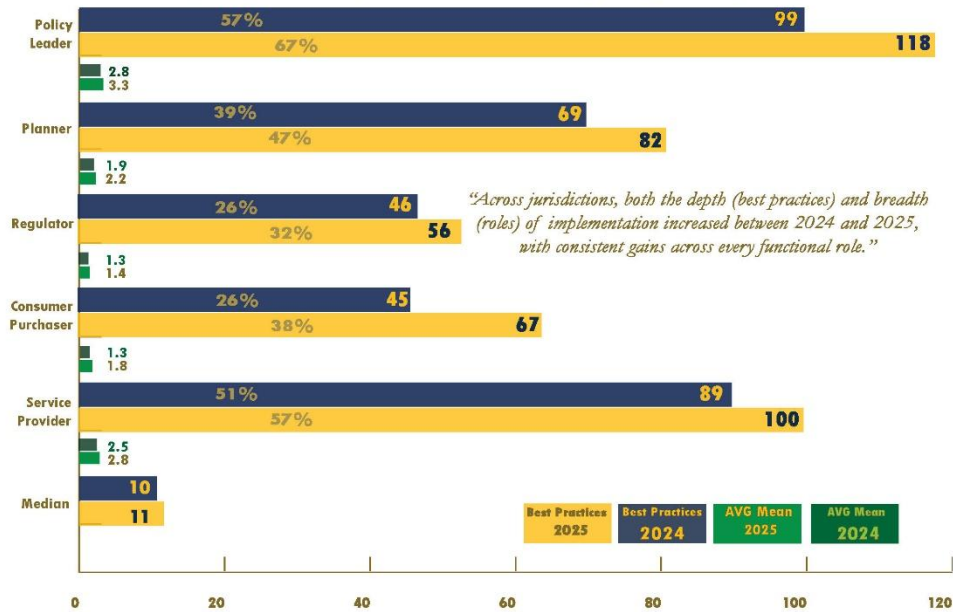


**Service Provider**  
AVG MEAN  
2024-2025

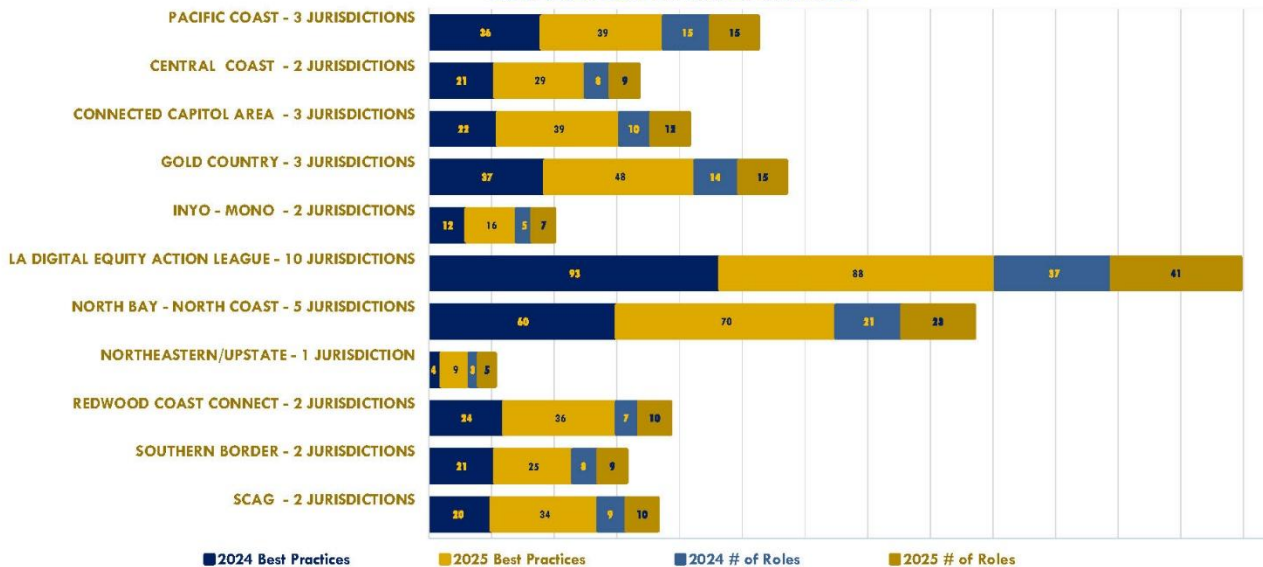


### LOCAL GOVERNMENT TOTAL BEST PRACTICES ROLES IMPLEMENTED AND AVG MEAN 2024 VS 2025

Best Practice adoption grew 23.7% (350 to 433), demonstrating strong year-over-year improvement.

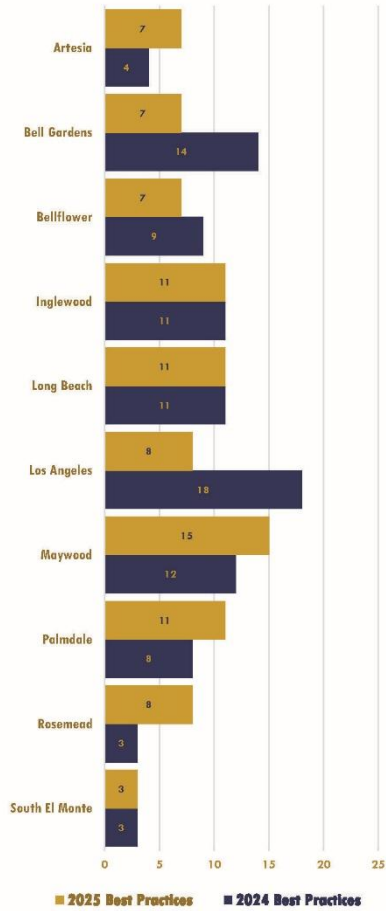


### REGIONAL LEADERSHIP IMPACT: EXPANDED LOCAL GOVERNMENT ADOPTION 2024-2025 BEST PRACTICES and ROLES

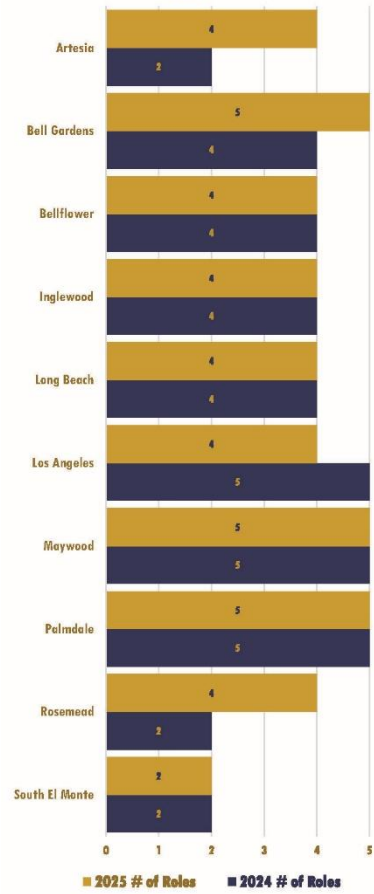


The requisite Best Practices Learning Community participation enabled Digital Equity Plans to take flight or gain traction and highlighted the impact and outcomes of real-time opportunities for Policy Leaders to adopt and expand policies that provide public-purpose directives to departments. While performers like Ontario and Marin lead in absolute terms, the biggest Best Practices gains were in mid-tier cities like West Sacramento (+11) and Del Norte County (+12).

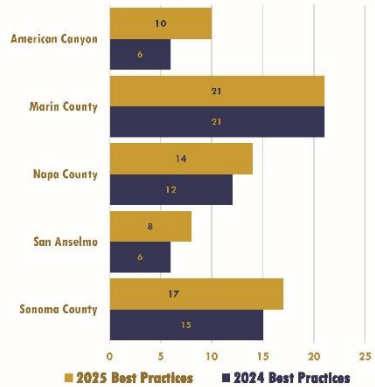
**TOTAL BEST PRACTICES (1-25) BY  
LEADERSHIP/JURISDICTIONS 2024 vs 2025  
LADEAL**



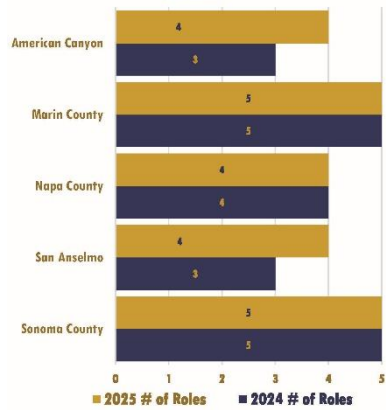
**TOTAL BEST PRACTICE ROLES (1-5)  
BY LEADERSHIP/JURISDICTIONS 2024 vs 2025  
LADEAL**



**TOTAL BEST PRACTICES (1-25) BY  
LEADERSHIP/JURISDICTIONS 2024 vs 2025  
NBNCBC**

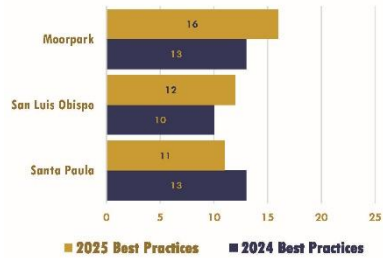


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NBNCBC**

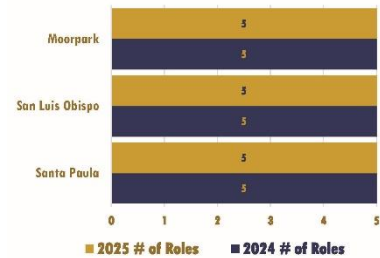




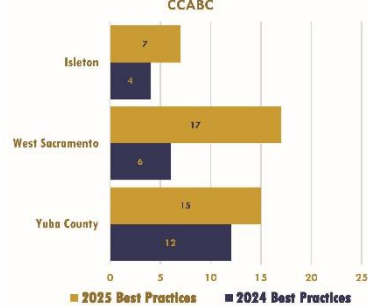
**TOTAL BEST PRACTICES (1-25) BY  
LEADERSHIP/JURISDICTIONS 2024 vs 2025**  
BCPC



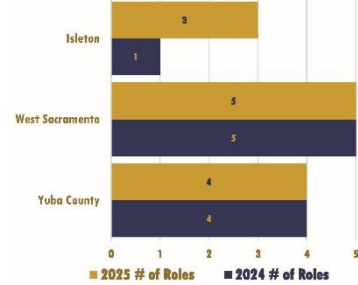
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**TOTAL BEST PRACTICES (1-25) BY  
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CCABC



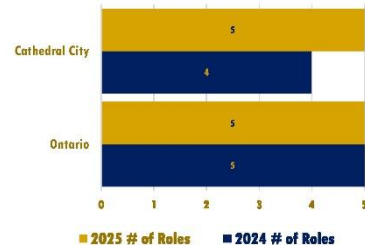
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CCABC



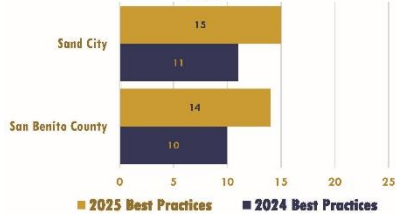
**TOTAL BEST PRACTICES (1-25) BY  
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SCAG



**TOTAL BEST PRACTICE ROLES (1-5)  
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SCAG



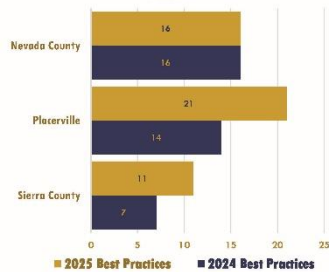
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LEADERSHIP/JURISDICTIONS 2024 vs 2025**  
CCBC



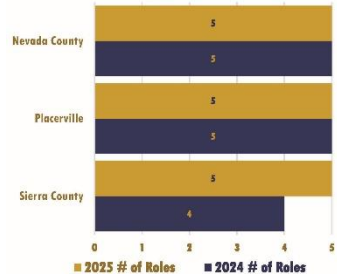
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CCBC



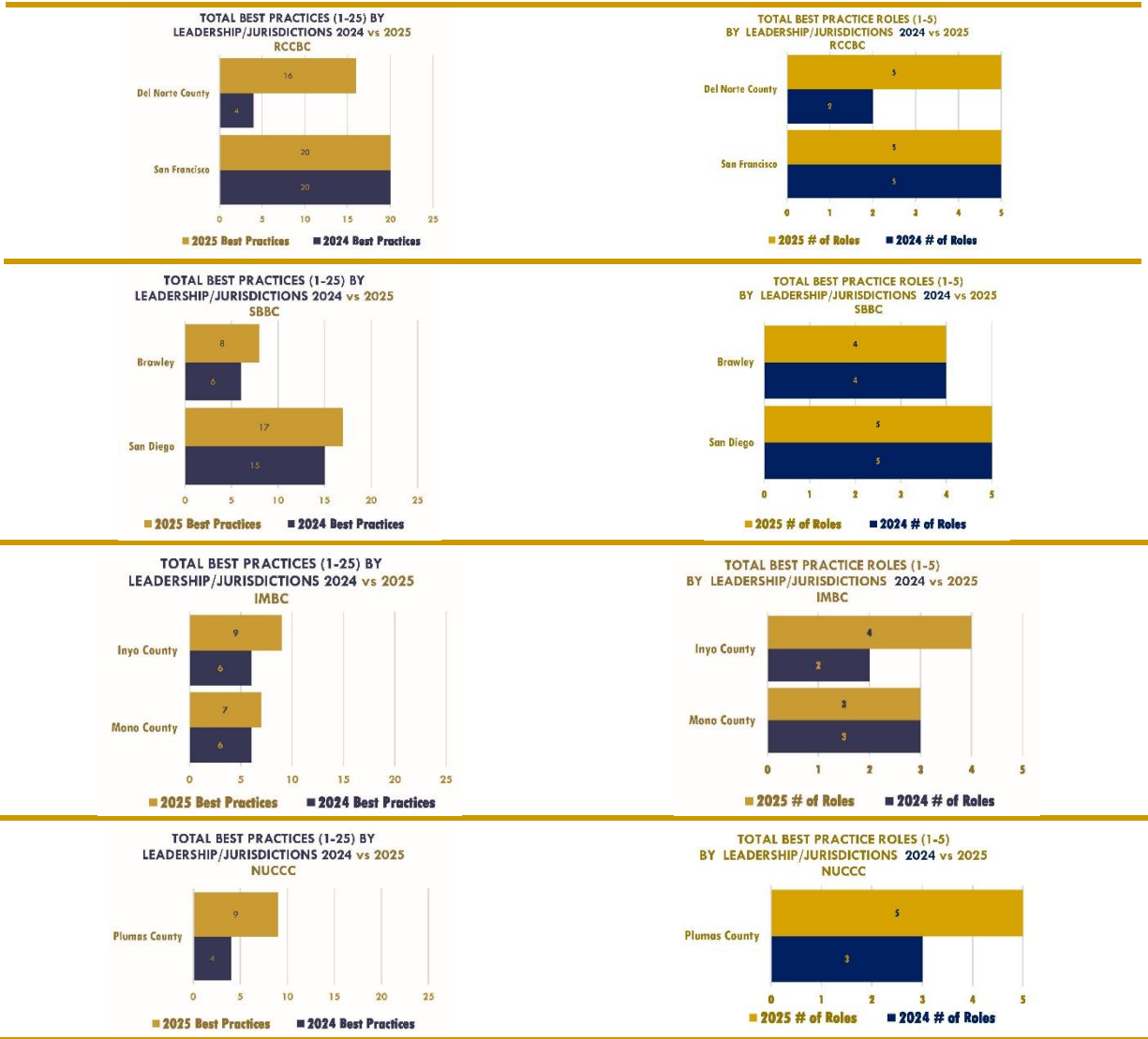
**TOTAL BEST PRACTICES (1-25) BY  
LEADERSHIP/JURISDICTIONS 2024 vs 2025**  
GCBC



**TOTAL BEST PRACTICE ROLES (1-5)  
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GCBC







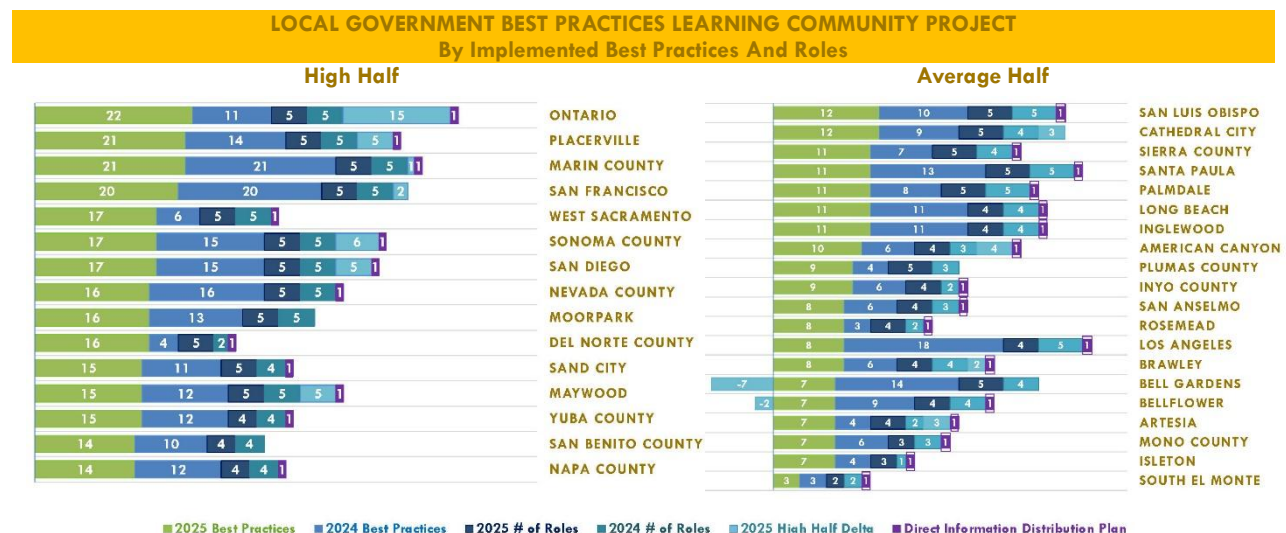
## Conclusion and Recommendations for Future Work

The Local Government Best Practices Check List Project successfully advanced Digital Inclusion to achieve Digital Equity across California by modeling collaboration, providing targeted funding, and facilitating peer learning. The measurable increases in Best Practices adoption and leadership Roles, particularly among top-performing jurisdictions, demonstrate the effectiveness of structured support and regional coordination. Leadership Grantees - RBCs, MPOs, and State Agencies played a pivotal role in guiding Local Governments through implementation and evaluation, while Learning Community Workshops and CASF webinars empowered local leaders to explore how to adopt processes that streamline permitting, engage service providers, and embed Digital Inclusion into planning practices.

**CETF, the California Department of Technology, and the California Public Utilities Commission, in consultation with the statewide associations representing Local Governments, should confer about how to sustain support for a Best Practices Learning Community as a proven strategy to close the Digital Divide, promote Digital Inclusion, and achieve Digital Equity.**

### Recommendations

- Encourage increased investment to develop leadership capacity in Local Governments through a Learning Community process coupled with tailored coaching, shared resources, and regional policy alignment.
- Expand technical assistance, policy guidance, and grant-writing workshops to increase number of Roles embraced by Local Governments and increase adoption of Best Practices with fidelity in implementation.
- Continue advancing broadband deployment and adoption in Local Government General Plans and MPO Regional Plans to ensure long-term sustainability and cross-departmental coordination.
- Develop standardized tools and measurements to track progress, share outcomes, and benchmark against peers, enabling more robust evaluation and continuous improvement.
- Provide targeted outreach and capacity-building grants to jurisdictions with lower adoption rates to ensure equitable participation and impact across all regions.
- Strengthen relationships between Internet Service Providers and Local Governments to leverage deployment and community-driven strategies and deliver affordability.
- Institutionalize Learning Community workshops as a semi-annual or annual event to maintain momentum, share innovations, and adapt to evolving Digital Equity challenges.
- Advance broadband readiness with clear benchmarks, aligned funding, and cross-tier coordination.



## I. Observations – Regional Leadership and Local Governments

Across three Learning Community Workshops (September 25, 2024; February 20, 2025; and April 24, 2025), Local Government representatives, Regional Broadband Consortia (RBC) –the Broadband Consortium of the Pacific Coast (BCPC), Gold Country Broadband Consortium (GCBC), North Bay-North Coast Broadband Consortium (NBNCBC), Northeastern/Upstate California Connect Consortium (NUCCBC), Los Angeles Digital Equity Action League (LADEAL), Southern Border Broadband Consortium (SBBC), Connected Capital Area Broadband Consortium (CCABC), and Central Coast Broadband Consortium (CCBC) and Metropolitan Planning Organization (MPO) leadership — namely the Southern California Association of Governments (SCAG) — and state partners worked through each of the five Best Practices Roles — Policy Leader, Planner, Regulator, Consumer Purchaser, and Service Provider — in small, RBC-facilitated breakout groups. The observations below draw on those discussion notes together with the RBC evaluation scoring and jurisdictions' own self-ratings.

### Formal scoring and self-reported ratings point to the same direction.

RBC evaluators scored the 35 participating jurisdictions on a 100-point rubric weighted heavily toward the value of Learning Community participation itself — 30 of the 100 points, the single largest scoring component. Jurisdictions averaged **86.5 of 100** points overall, and averaged **85.7%** of the available Learning Community Value points — the highest-performing criterion, on a percentage basis, of the five. Jurisdictions' own self-ratings echoed this from the other direction: participants rated the Best Practices Checklist's usefulness at **4.34 of 5**, their own \$20,000 spending plans at **4.0 of 5**, and their improvement recommendations at **4.23 of 5**. Independent evaluators and self-assessing jurisdictions arrived at the same conclusion: the Learning Community itself, not just the grant funding, was where the value concentrated.

### A policy or plan is the precondition for everything that follows.

Nearly every regional breakout — the Broadband Consortium of the Pacific Coast (BCPC), Gold Country Broadband Consortium (GCBC), North Bay-North Coast Broadband Consortium (NBNCBC), Northeastern/Upstate California Connect Consortium (NUCCBC), Los Angeles Digital Equity Action League (LADEAL), Southern Border Broadband Consortium (SBBC), Connected Capital Area Broadband Consortium (CCABC), and Central Coast Broadband Consortium (CCBC) — independently identified an adopted Broadband or Digital Equity Plan as the step that made later action possible. Moorpark's 2020 Broadband Strategic Plan enabled its ISP negotiations and fee restructuring; Napa's Plan "helped justify policy and practice changes"; Nevada County's Board-approved Digital Equity Plan became, in Steve Monaghan's words, "a framework for future projects and initiatives." Jurisdictions without an adopted plan — San Anselmo, Rosemead — described themselves as still building the internal case for one.

### Staffing capacity, not motivation, is the binding constraint for smaller jurisdictions.

Sand City, San Anselmo, Isleton, Rosemead, and South El Monte all described lacking dedicated broadband staff, and West Sacramento noted that its first Broadband Plan lost momentum when the staff person who wrote it was reassigned once the plan was adopted. Several groups asked directly for practices sized to what a one- or two-person department can sustain, rather than practices written for jurisdictions with dedicated broadband staff.

Permit Streamlining and Dig Once Model Policies are the most requested.

Permit Streamlining and Dig Once Model Policies are the most requested, but the least standardized statewide or within regions. Multiple jurisdictions asked for ready-to-use templates rather than more presentations. As William Huang, City of Brawley, put it: *“Create a ready to use template for broadband related policies, strategic/master plan and designs, and dig once policy. We cannot afford paying someone \$150k to \$200k to produce a piece of paper.”*

Regional aggregation is emerging as the practical answer to capacity gaps.

Isleton proposed aggregating IT/ISP demand across jurisdictions to gain negotiating leverage; Bell Gardens and Artesia pointed to the Gateway Cities fiber network as a shared regional asset; and the Sierra Business Council directly connected Rosemead and Ontario to grant opportunities neither had pursued alone. Regional Broadband Consortia (RBCs) — such as the Gold Country Broadband Consortium (GCBC) — and the Metropolitan Planning Organizations (MPOs) that also participate in the Project, namely the Southern California Association of Governments (SCAG), were consistently the ones brokering these connections.

Libraries are the default Digital Inclusion delivery point across a variety of different jurisdictions.

Hotspot lending (Nevada County, Bellflower, Brawley), digital-hub designation (San Diego, Plumas, San Francisco), and device checkout programs recurred across nearly every region, regardless of jurisdiction size or geography — suggesting libraries are the most transferable Service Provider practice in the Checklist.

## **II. The Value-Add of the Learning Community**

The Project's own before/after Checklist data quantifies what the workshops described qualitatively. Jurisdictions gained **83 Best Practices** between 2024 and 2025 — roughly 23.7% growth system-wide — with the largest average gains concentrated in Policy Leader (mean 2.8 to 3.3) and Service Provider (mean 2.5 to 2.8) roles, the two roles workshops spent the most time developing. Gains were not confined to jurisdictions that were already leading: “High Half Delta” improvements appeared across the performance spectrum (Sonoma +6, Ontario +11, Placerville +8), and the single largest point gains came from mid-tier jurisdictions — West Sacramento (+11) and Del Norte County (+12) — evidence that the Learning Community moved the middle of the distribution, not only the jurisdictions already positioned to succeed.

Participants credited the Learning Community structure directly, not only the grant funding.

- *“We took lessons learned from the learning community and directly applied them in our negotiations.”* — Brian Chong, City of Moorpark (whose City Council approved its fiber ISP agreement in April 2025, during the Learning Community's run)
- *“As a small, undercapacity jurisdiction, it means a lot to have partners help keep us on track.”* — Zachary Gately, County of Plumas
- *“I truly appreciate all the effort you put into organizing and leading such a meaningful initiative. CETF does terrific work.”* — Jonathan Royas, City of Santa Paula

The value was strongest where it was most needed.

Smaller and rural jurisdictions — Isleton, Sand City, San Anselmo, Plumas, Sierra, Del Norte, Mono, and Inyo — most often cited peer connection and RBC support as the primary benefit, ahead of the checklist mechanics themselves. This matches the scoring pattern directly: across almost every jurisdiction, the Learning-Community-Value criterion outperformed the other four criteria on a percentage basis, including among jurisdictions with lower overall totals.

### III. Wrap-Up: What Worked, What Didn't

#### Most Useful (consistently):

- Small breakout groups pairing similar-sized or similar-context jurisdictions, over a large single-group format.
- Concrete, *“specific and achievable practices we can incorporate now,”* in the words of Cathedral City's Jan De Guzman — rather than abstract policy discussion.
- Peer report-outs with named, copyable examples — Nevada County's Last-Mile Grant leverage; Ontario's development-condition requirement for fiber; San Diego's three-day permit turnaround.

#### Least Helpful (consistently):

- Session length — *“it's tough sitting through 3 straight hours,”* Gold Country Broadband Consortium (GCBC) — and long gaps between the three workshops that let momentum lapse between sessions.
- A 5-Role Framework that didn't map cleanly onto every jurisdiction's structure. Smaller cities and single-purpose agencies (public works bureaus, the LA Bureau of Street Lighting) found several roles “not directly/fully applicable,” and some breakout groups ran out of time before every jurisdiction could report out.
- Limited guidance on funding sources — several groups asked for help identifying and structuring applications to existing programs, rather than more best-practice examples.

### IV. Learning Community Workshop Recommendations and Next Steps

Building upon this Summary Report recommendations, the Learn Community Workshop records point to 7 specific actionable Next Steps:

- **Publish ready-to-use templates, not just examples.** Policy language, a Dig Once/Dig Smart ordinance template, and a broadband strategic-plan template were the single most repeated, most specific request across regions.
- **Right-size the 5-Role Framework to jurisdiction capacity and structure.** Offer a shorter or optional pathway for single-purpose agencies and small jurisdictions rather than requiring depth across every role.
- **Build a standing, searchable library of what jurisdictions have already done.** Not only present at Workshops, but accessible afterward and keyed to Role and jurisdiction size or type.

- **Add a dedicated funding-navigation track.** Help jurisdictions identify and structure applications to CASF, FFA, BEAD, and CalDEP — a need raised in nearly every region, independent of best-practice content.
- **Formalize regional demand aggregation and brokering.** RBCs and MPOs repeatedly were the ones who connected under-resourced jurisdictions to funding and partners; give that role a standing structure rather than leaving it ad hoc.
- **Shorten sessions and institutionalize a regular cadence.** Hold shorter, more frequent Learning Community Workshops with smaller breakout groups, on a regular, publicized semi-annual or annual schedule — participants directly tied real decisions, including ISP negotiations and plan adoptions, to the timing of the Workshops themselves.
- **Track and publish a Learning Community Workshop "value score" along with the Best Practices score.** It is already the largest single scoring criterion and is the metric that jurisdictions and evaluators agree on most consistently; thus, making it visible reinforces, with evidence, what participants already say worked.

### Executive Summary

***The Local Government Best Practices Checklist Project advanced Digital Equity across California through structured leadership engagement, targeted funding, and coordinated implementation. Jurisdictions demonstrated measurable progress in adopting best practices, strengthening both policy execution and operational readiness. Regional collaboration enhanced outcomes, positioning local governments to accelerate broadband deployment and Digital Inclusion.***

***Continued investment, standardized performance frameworks, and expanded technical assistance will be critical to sustaining momentum and achieving statewide Digital Equity goals.***

### Key Recommendation Highlights

- **Formalize accountability and governance structures across stakeholders.**
- **Expand technical assistance and funding support.**
- **Standardize performance metrics and reporting.**
- **Integrate broadband and Digital Equity into long-term planning.**
- **Strengthen regional coordination and implementation alignment.**

## Local Government Best Practices Learning Community Observations

*Most useful aspect:* the small breakout groups sessions where similar municipalities got together to share their accomplishments and setbacks. *Least helpful aspect:* the emphasis on designated roles, as many smaller municipalities could not spare the personnel to assign, let alone focus solely on, specifically delegated tasks.

**City of Brawley William Huang**

*Most useful aspect:* Collaboration and learning from other agencies; SCAG Broadband Streamlining Ordinance; Explanation of each role and examples. *Recommend:* Create a ready to use template for Broadband related policies, strategic/master plan and designs, and dig once policy. We cannot afford paying someone \$150k to \$200k to produce a piece of paper.

**City of Cathedral City Chief Technology Officer Jan De Guzman**

*Most Useful Aspect:* specific and achievable practices we can incorporate now. As government agencies we have the ability to implement a few or a lot of these and begin to make an impact. *Recommend:* more group interactions with regional groups.

**City of American Canyon Finance Director Juan Gomez**

*Most Useful Aspect:* Learning from other jurisdictions with very different structures and therefore different approaches to digital equity. This can be helpful for understanding what might be possible. *Least helpful:* Because BSL is limited in our city-wide authorities, most of the roles were not directly/fully applicable to us and the discussions were not relevant. *Recommend:* As a public works bureau with assets and construction abilities, we would love to see more focus on work that jurisdictions can do themselves or enable through partnerships w/ their assets. *Check list 1 to 2:* Unfortunately, our initial checklist was over-optimistic and completed during a time when we were developing larger policy proposals and project plans for the City that we hoped would be adopted/funded. Budget challenges (both local and federal) have significantly limited the scope of our City-wide effort.

**City of Los Angeles**

**Digital Inclusion & Performance Manager Public Works,  
Bureau of Street Lights Dan Caroselli**

*Most Useful Aspect:* Information and resources. Least helpful: Several of the Best Practices are difficult to implement in a small County government, staffing challenges. *Recommend:* Small-County focus or options. *Check list 1 to 2:* Unchecked the Remote Work Program as a result of a Board decision to eliminate out-of-state remote work and to include a requirement to be in the office for at least part of the work week. Checked Planner - Maps Shared, and Service Provider - Deliver online services.

**County of Mono Information Technology Director Mike Martinez**

*Most Useful Aspect:* Cooperation between private providers, like refurbishing and broadband access, and between local agencies like school districts and public libraries to combine services and outreach opportunities. *Least helpful* Larger cities have more extensive concerns than Isleton, like "Dig Once" trenching. *Recommend:* Education covering how to create digital storefronts and other services to transform isolated local businesses into a potential global presence.

**City of Isleton City Councilmember David Kent**

*Most Useful Aspect:* The checklist serves as a very useful set of long-term goals applicable to a broad range of services. It'll help continue conversations in our County toward future improvements. *Recommend:* Some best practices are more applicable to local agencies (policies) and some to service organizations (devices for residents). A method to show indicate the overlap in the checklist might help.\*

**County of Inyo**

**Regional Broadband Coordinator Scott Armstrong**

*Most Useful Aspect:* examples of best practices found elsewhere. Experts discussed what works well, and what does not. *Least helpful:* A future program would be more helpful if it had more orientation toward funding sources, and identifying local government strategies to "back in" to funding sources. Hard in current environment. *Recommend:* identify current funding sources to enable locals to expand their broadband programs. Needed work, but funding is drying up. *Check list 1 to 2:* In my role, I can only provide recommendations for certain action. There are unmet elements of the checklist that would require political decision-making.

**County of Yuba Manager, Special Projects Ian Scott**