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February 26, 2024

To: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
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Supervisor Kathryn Barger

From: Michael Own 
Interim Director

ESTABLISHING AN INTERGOVERNMENTAL BROADBAND COORDINATING COMMITTEE (IBCC) | DRAFT IBCC CHARTER FOR ADOPTION

Introduction

On September 13, 2022, the County of Los Angeles (County) Board of Supervisors (Board) approved a motion titled "Deepening the County's Commitment to Equitable Deployment of Enhanced Regional Broadband Infrastructure – Establishing an Intergovernmental Broadband Coordinating Committee (IBCC)". This motion directs the establishment of an IBCC and the appointment of a new countywide Director of Digital Equity as the official convener of the IBCC. Rebecca F. Kauma was appointed as the inaugural Director for Digital Equity on July 31, 2023. On November 28, 2023, the Director of Digital Equity reported back to the County Board in writing on the structure and duties of the IBCC at 120 days (November 28, 2023). Per the motion, this memorandum provides a 180-day report back on a draft IBCC Charter for adoption. The Director of Digital Equity received a 30-day extension from the County Board Offices that sponsored the motion with a new report back of 210 days (February 26, 2024).

Board Directive

The Board directed that the IBCC Charter includes:

1. Establishing and outlining a program to provide technical assistance to IBCC members for the pursuit of State and Federal funding, including coordinating grant applications and sharing technical grant writing resources; and
2. Proposing a set of goals for the IBCC that include, but are not limited to, expediting broadband infrastructure deployment and adoption, increasing data transparency related to broadband access, and improving digital literacy in the County; and

3. Addressing the roles and responsibilities of the IBCC, including but not limited to its role in coordinating broadband deployment, sharing publicly owned assets, sharing information among members, and exploring the design of a Countywide Broadband Authority.

High-Level Overview of the IBCC Co-Development Process

The Director of Digital Equity proactively reached out to and engaged with key National, State, Regional, and Local partners, stakeholder organizations, and subject-matter experts virtually to learn more about the Broadband, Equity, Access, and Deployment (BEAD) and Digital Equity Act (DEA) Programs for Federal and State grant program funding opportunities. A total of 16 nationwide subject-matter expert interviews were facilitated virtually by the Director of Digital Equity with digital equity practitioners who shared key best practices and lessons learned with the development, implementation, and management of their respective coalitions and committees. A total of 66 regional stakeholder interviews were facilitated virtually by the Director of Digital Equity with regional cross-sector multidisciplinary stakeholder organizations who shared their broadband internet and digital equity needs. Additionally, the stakeholder organizations provided valuable input and feedback for the IBCC co-development, implementation, and management processes. The IBCC framework uplifts the Collaboration Continuum, Collective Impact Model, Equity Lens, Racial Equity Tool, Spectrum for Community Engagement, and Systems Change approaches. These evidence-based approaches are essential for cross-sector multidisciplinary community and stakeholder organization engagement across Los Angeles County. The Director of Digital Equity analyzed, reviewed, and synthesized the best practices, feedback, input, and recommendations received during the IBCC co-development process and incorporated relevant aspects into the draft IBCC Charter.

Draft IBCC Charter for Adoption

Per the motion, the Director of Digital Equity has provided a 210-day report back on a draft IBCC Charter for adoption (February 26, 2024). The draft IBCC Charter for adoption includes key expertise, ideas, feedback, recommendations, and wisdom incorporated by subject-matter expert interviewees, stakeholder organization interviewees, and industry-informed best practices. The draft IBCC Charter encompasses key elements necessary for the effective and efficient implementation and management of a regional cross-sector multidisciplinary standing committee. The draft IBCC Charter will be presented for official adoption at an upcoming County Operations Cluster Meeting with an anticipated scheduled date of Wednesday, March 20, 2024.

If you have any questions, please contact me at (323) 267-2101 or via email: MOwh@isd.lacounty.gov, or your staff may contact Rebecca F. Kauma, Director of Digital Equity, at (323) 687-4119 or via email: RKauma@isd.lacounty.gov.

Attachment

c: Executive Office, Board of Supervisors
Chief Executive Office
County Counsel

County of Los Angeles Intergovernmental Broadband Coordinating Committee (IBCC) Draft Charter for Adoption

INTRODUCTION & BACKGROUND

OFFICIAL DESIGNATION & EFFECTIVE DATE

The official designation of the County of Los Angeles (County) Intergovernmental Broadband Coordinating Committee (IBCC) and its Charter are effective following the approval and adoption by the County Board of Supervisors (Board).

AUTHORIZATION

The official establishment of the IBCC and its Charter is authorized by a County Board [motion](#) titled Deepening the County's Commitment to Equitable Deployment of Enhanced Regional Broadband Infrastructure- Establishing an IBCC and was approved by the County Board on September 13, 2022.

STATEMENT OF PURPOSE

The IBCC is a regional collective body and standing committee of multidisciplinary stakeholder organizations and community members collaborating to pursue, secure, and implement Federal and State grant program funding to address the digital divide in all of Los Angeles County through County-led intergovernmental and cross-sector regional coordination. The IBCC uplifts a unified regional voice and a shared responsibility for action to advance digital equity and inclusion by providing ongoing resources and support for its members including but not limited to aligning efforts to coordinate and merge Federal and State grant funding opportunities, information and knowledge sharing, networking, technical assistance, and training opportunities.

STATEMENT OF OPPORTUNITY

Los Angeles County is experiencing a digital divide meaning some communities do not have equitable access, skills, and support to effectively engage online. This nationwide issue was exacerbated by the COVID-19 pandemic. As highlighted in the American Community Survey (ACS) 2022 5-Year Estimates, more than 320,000 (9.7 percent) of households in Los Angeles County do not have an internet subscription, and more than 150,000 (4.6 percent) of households do not have a computer. These digital inequities disproportionately impact lower-income households and communities that are predominantly Black, Latino, Indigenous, and People of Color (BIPOC), communities with lower educational attainment, and older adults (ages 65 years and older). The IBCC spearheads regional digital equity activities and deploys Federal and State grant funding resources to ensure that communities most in need have equitable access to and use of reliable high-speed broadband internet infrastructure and services, internet-enabled devices, digital skills training, and digital navigation support to thrive in day-to-day activities.

DEFINITIONS & SHARED LANGUAGE

Having definitions and shared language creates a baseline understanding of the digital divide and underlines the purpose and direction of convening the IBCC. The IBCC integrates the following industry-informed definitions and shared language.

- **Bandwidth:** The amount of information that can be transmitted across a given path in a unit of time

- **Broadband:** Wide bandwidth that can transport multiple signals over a broad range of frequencies and support different internet types allowing for multiple data streams to be sent at once
- **Broadband adoption:** The residential subscription to high-speed broadband internet includes (e.g., fast speeds, high quality, and capacity)
- **Coalition/committee:** A collective group of stakeholder organizations and community members working towards the same vision
- **Community:** A group of people living in the same place (e.g., neighborhood, city, county, providence, state, national, and internationality)
- **Digital divide:** The gap between communities who have affordable access, skills, and support to effectively engage online and communities who do not
- **Digital equity:** Everyone has the information technology capacity needed for full participation in society, democracy, and the 21st-century economy
- **Digital equity ecosystem:** A combination of programs and policies that meet a geographic community's unique and diverse needs
- **Digital inclusion:** The activities necessary to ensure that everyone especially communities most impacted have access to and use the internet, devices, digital skills training, and digital navigation support
- **Digital redlining:** The discrimination by internet service providers (ISPs) through the lack of deployment, maintenance, and/or upgrade of infrastructure or delivery of services
- **Equity:** An outcome where everyone has what they need to be successful and thrive through fairness and justice
- **Equity lens:** A process of key steps taken to ensure inclusivity, intentionality, and thoughtfulness to improve community outcomes in all decision-making including budgets, policies, practices, and programs
- **High-speed internet:** Internet service that is faster than the average
- **Racial equity:** The process of eliminating racial disparities and inequities by improving life outcomes for everyone
- **Sector:** A group of stakeholder organizations that are similar in society
- **Stakeholders:** Cross-sector and multidisciplinary people or stakeholder organizations with the ability to influence the issue
- **System:** The relationship among interdependent, interconnected, and interrelated factors, people, and structures
- **Systems change:** Shifting the conditions that are holding the problem in place

Digital divide is the **issue**
Digital equity is the **goal**
Digital inclusion is the **work**

IMPLEMENTATION

DUTIES

The IBCC has various roles to meet the distinctive unique needs of its members. The primary duties and scope of work of the IBCC encompasses the following roles.

- Provide digital equity strategic planning and implementation efforts (top priority)
- Provide digital equity Federal and State grant funding and grant-making efforts (second priority)
- Provide digital equity grant applications collaboration and strategic partnerships efforts (third priority)
- Provide digital equity resource mapping efforts (fourth priority)
- Provide digital equity advocacy, awareness, and education efforts (fifth priority)

STRATEGIES

The IBCC deploys key strategies through the following activities. Long-term strategies for the IBCC include exploring the feasibility of a countywide broadband authority.

- Collaborate on Federal and State grant funding opportunities (top priority)
- Secure Federal and State grant funding through collaboration and partnerships (second priority)
- Coordinate regional digital equity activities (third priority)
- Ease Federal and State grant administrative burdens and support organizational capacity building (fourth priority)
- Provide technical assistance and support on Federal and State grant funding opportunities (fifth priority)

DOMAINS & FOCUS AREAS

To build and support a sustainable regional digital equity ecosystem in Los Angeles County, the IBCC prioritizes these domains and focus areas for a holistic approach to tackling the digital divide.

- Affordable, reliable broadband internet infrastructure deployment and service adoption
- Internet-enabled devices that meet the needs of the community members
- Multilingual and culturally relevant digital literacy and skills training
- Quality hardware and software technical support
- Applications and online content designed to enable self-sufficiency, participation, and collaboration
- Digital navigation support to guide the community members to digital inclusion services
- Accurate, reliable, and transparent broadband internet and digital equity data and maps

GUIDING QUESTION

Having a guiding question is critical for solving large-scale complex issues and achieving collective social change in collaboration with stakeholder organizations and the community. At the start of meetings, this guiding question is stated to ensure continuous direction and purpose in convening.

- **Guiding question:** How can we collaborate across sectors and with the community to build a diverse, equity-driven, and inclusive committee that ensures all Los Angeles County residents have equitable access to and use of affordable quality broadband internet infrastructure and services, internet-enabled devices, digital skills training, and digital navigation support to reach their highest potential and thrive in day-to-day activities?

FRAMEWORK

The Collaboration Continuum, Collective Impact Model, Equity Lens, Racial Equity Tool, Spectrum for Community Engagement, and Systems Change approaches are the pinnacle for getting work done and having collective action within the IBCC.

The Collaboration Spectrum

The Collaboration Spectrum (Approach) is used to increase the intensity of collaboration across stakeholder organizations with the outcome of fully integrating all planning, activities, and funding. The Approach strives to develop an interdependent system to address large-scale issues through collaboration opportunities with stakeholder organizations. It prioritizes joint funding resources, shared decision-making, strong accountability, transformative leadership, and deep trust with high productivity and clear communications. The IBCC operates on the “collaborate” and “integrate” side of the Approach.

The Collaboration Spectrum



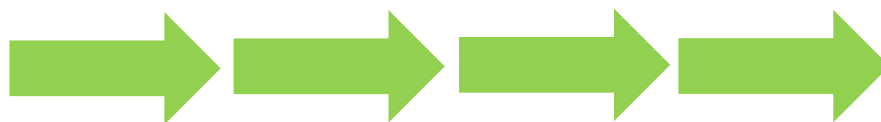
 Increasing the intensity of collaboration

Compete	Co-Exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Stakeholder organizations compete for clients, resources, partners, and public attention	No systematic connection between the stakeholder organizations	Inter-organization information sharing and networking	As needed, interactions among stakeholder organizations on discrete activities or projects	Stakeholder organizations systematically adjust and align work with each other for greater outcomes	Longer-term stakeholder organization interactions based on a shared vision, goals, objectives, activities, strategies, and resources	Fully integrate all stakeholder organization planning, activities, and funding

The Collective Impact Model

The Collective Impact Model brings stakeholder organizations and the community together long-term in a structured way by learning and improving collaboration, aligning activities, and integrating their actions to achieve large-scale population and systems-level change. It uplifts cross-sector alignment where there are multiple stakeholder organizations and communities engaged in the work. It centers diversity and representation in race/ethnicity, gender, sector, thought, and work. There are five conditions in the Collective Impact Model that the IBCC uses.

Collective Impact Model Condition	Description
Common agenda	Coming together and defining the issue with a shared vision to solve it
Shared measurement	Collecting data, tracking progress, and measuring results in the same way for continuous learning and shared accountability
Mutually reinforcing activities	Integrating various organizational activities to maximize the result
Continuous communications	Building trust through open communications and strengthening relationships
Backbone convener	Having a team dedicated to aligning, coordinating, and convening the work of the committee



Collectively working towards the same goal

Equity Lens

An Equity Lens is a process of key steps taken to ensure inclusivity, intentionality, and thoughtfulness to improve community outcomes in all decision-making activities including budgets, policies, practices, and programs. The IBCC embodies the following Equity Lens best practices.

- Ground the work in data, context, and community-centered solutions
- Disaggregate data to understand what communities are most impacted by the inequities
- Understand the root causes of the inequities that are preventing equitable outcomes
- Uplift asset-based and people-centered approaches
- Engage, listen, and act with communities most in need and include them in decision-making processes
- Shift power and address power dynamics within the work and empower communities with lived experiences through power-sharing
- Address the institutional, structural, and systemic barriers creating the inequities
- Focus on systems change efforts, in addition to programs and services
- Build equity leadership and accountability
- Not using a “one size fits all” approach and customize strategies that meet the specific needs of the communities

Racial Equity Tool

A Racial Equity Tool leads explicitly but not exclusively with race by operationalizing racial equity in all decision-making activities including budgets, policies, practices, and programs. A Racial Equity Tool addresses other areas of marginalization and oppression including but not limited to (e.g., ability, age, education level, gender, immigration status, language, religion, sexual orientation, socioeconomic status, etc.). During the working group meetings, the members incorporate a Racial Equity Lens as they co-create the Federal and State grant programs and proof of concepts. The members use a Racial Equity Tool by responding to racial equity-focused questions to eliminate digital and racial inequities for all Los Angeles County residents.

Racial Equity Tool Focus Area	Racial Equity Tool Questions
Desired outcomes and results	• What are the intended outcomes and results in the communities, our respective stakeholder organization, and regionally?
Benefits and burdens	• What communities would benefit or be burdened by this work? • Would communities most impacted by the digital divide experience a disproportionate burden?
Understanding data and root causes	• What do quantitative and qualitative data tell us about the communities that are most impacted by the digital divide (e.g., low-income communities, communities of color, immigrant communities, and limited and non-English speaking communities)? • Has the data been disaggregated by key equity indicators to understand what communities are most impacted by the digital divide? • What does the data tell us about key root causes that are perpetuating digital inequities? • Are there any data gaps and what additional information is needed to better understand the data?
Community engagement and decision-making	• How do we engage communities most impacted by the digital divide in decision-making processes (e.g., low-income

	communities, communities of color, immigrant communities, and limited and non-English speaking communities)? Are we increasing their voice, power, and ownership in the decision-making processes?
Implementation	- How can we advance equity through the implementation of key goals, objectives, and strategies within the work? - How will we collaborate and partner with trusted stakeholder organizations to advance digital equity and inclusion? - What are the key barriers, challenges, and risks to equitable outcomes?
Unintended consequences	- What are the potential unintended consequences? - How can we modify the work to enhance positive impacts and reduce negative impacts?
Accountability, communications, and evaluation	- How will we be accountable to, and communicate with, the communities and key stakeholder organizations throughout the implementation process? - How will the work be documented and evaluated? - How will we continue to partner and deepen relationships with communities most impacted by the digital divide?

The Spectrum of Community Engagement

The Spectrum of Community Engagement (Approach) is used to strengthen and transform relationships with communities and stakeholder organizations. Especially communities that are historically marginalized, oppressed, and underrepresented in government and organizational decision-making processes. It focuses on uplifting the community's lived experiences, expertise, and wisdom through increased voice, power, and ownership in decision-making processes. The IBCC operates on the "involve", "collaborate", and "defer to" side of the Approach.

The Spectrum of Community Engagement



Increasing community voice, power, and ownership

Ignore	Inform	Consult	Involve	Collaborate	Defer To
The stakeholder organization denies the communities access to decision-making processes	The stakeholder organization provides the communities with relevant information	The stakeholder organization gathers input from the communities	The stakeholder organization integrates the needs of the communities into the decision-making processes and informs the planning	The stakeholder organization ensures there's community capacity to play a leadership role in the implementation of key decisions	The stakeholder organization fosters community participation and equity through community-driven decision-making processes

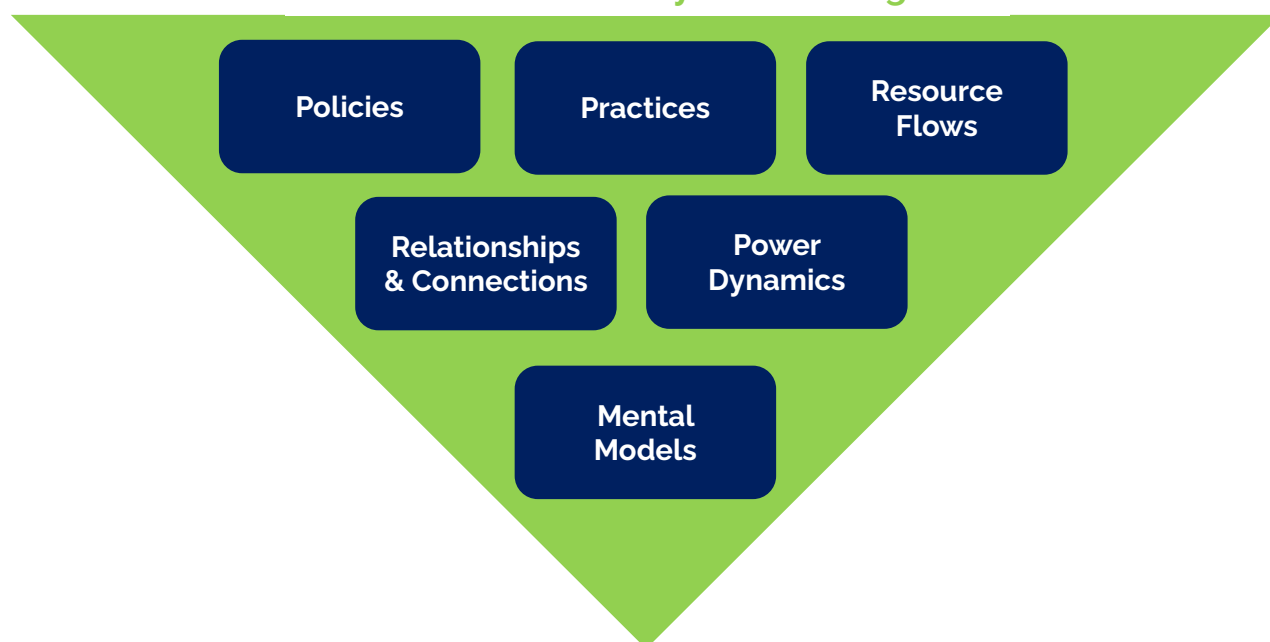
The stakeholder organization believes the community's voice, needs, and interests do not matter	The stakeholder organization keeps the communities informed	The stakeholder organization cares about what the communities think	The communities are making the stakeholder organization think, and act differently about the issue	The community's leadership and expertise are critical to how the stakeholder organization addresses the issues	The stakeholder organization unlocks community collective power and capacity for transformative solutions
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Systems Change

A System is the relationship among interdependent, interconnected, and interrelated factors, people, and structures. Systems Change is shifting the conditions that are holding the problem in place. Culture, history, ideology, and interactions of systems work together to perpetuate inequities. There is intersectionality across systems. The IBCC engages in systems change efforts by addressing the following six conditions.

- **Policies:** Government, institutional, organizational rules, regulations, and priorities that guide the organization's own and other's actions
- **Practices:** Activities of institutions, coalitions, networks, and other organizations targeted to improving social and environmental progress
- **Resource flows:** How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed
- **Relationships and connections:** Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints
- **Power dynamics:** The distribution of decision-making power, authority, and both formal and informal influence among people and organizations
- **Mental models:** Habits of thought with deeply held beliefs and assumptions taken for granted by ways of operating that influence how people think, what people do, and how people talk

Six Conditions of Systems Change



DECISION-MAKING PROCESS

The IBCC utilizes a transparent majority vote for its decision-making process that includes the IBCC's authority, scope, and limitations with its decision-making power. Any matters that may require a vote can be raised by directly emailing the backbone convener and the appropriate working group chair. The backbone convener adds the requested matter to a meeting agenda. All active members including (e.g., the backbone convener, community ambassadors, steering committee members, and working group members) are voters. General members and supporters are non-voting members. The facilitator (if a third party) does not have a vote. Depending on the matter, voting can occur both at the steering committee and working group meeting levels. During the meeting, members follow Robert's Rules of Order (Robert's Rule) for the majority vote decision-making process. Each member and stakeholder organization are granted one equal-weight vote. If there is more than one member representing a stakeholder organization, that stakeholder organization still has only one vote. For a majority vote to occur, more than 50 percent of members within that specific meeting size limit need to attend the meeting. There needs to be 50 percent plus one vote (majority vote) for a matter to pass. Any amendments to the Charter require a two-thirds majority vote of all members. All votes are transparent and not anonymous. If appropriate, members may vote via email through coordination with the backbone convener and facilitator. All voting decisions made by members are documented and recorded in the meeting minutes and notes by the backbone convener and facilitator.

Examples of decisions that require a vote include but are not limited to:

- Foundational practices, policies, and Charter changes that impact the activities of the entire IBCC
- Projects, programs, services, and strategies to develop and implement with Federal and State grant funding
- Covered populations and subpopulations that are most in need of prioritizing for Federal and State grant funding and programming
- Geographic areas (e.g., Census tracts, cities, neighborhoods, and zip codes) that are most in need to prioritize for Federal and State grant funding and programming
- Leadership positions appointments (e.g., working group chairs, steering committee members)
- Budget and funding allocation for Federal and State grant funding
- Federal, State, Regional, and Local advocacy, and policy activities that the IBCC signs onto and/or rejects

Steering Committee

**Backbone
Convener**

**Community
Ambassadors**

**Regional
Community
Partners Working
Group Chair**

**East Los Angeles &
San Gabriel Valley
Subregion Working
Group Chair**

**South Bay
Subregion
Working Group
Chair**

**Southeast Los
Angeles Subregion
Working Group
Chair**

**South Los Angeles
Subregion
Working Group
Chair**

**North & West Los
Angeles Subregion
Working Group
Chair**

Neutral Unbiased Facilitator

Members

Backbone
Convener

Community
Ambassadors

Regional
Community
Partners Working
Group

East Los Angeles
& San Gabriel
Valley Working
Group

South Bay
Subregion
Working Group

Southeast
Los Angeles
Subregion
Working Group

South
Los Angeles
Subregion
Working Group

North & West
Los Angeles
Subregion
Working Group

Neutral Unbiased Facilitator

General Members & Supporters

GOVERNANCE STRUCTURE | POSITIONS, ROLES, & RESPONSIBILITIES

The IBCC has clearly defined roles for carrying out the direction and purpose of its meetings. See the positions, roles, responsibilities, and key implementation factors.

Positions, Roles, and Responsibilities

- **Backbone convener:** An entity that manages the day-to-day coalition building, implementation, logistics, management, and operations of the committee including guiding the vision and strategies, supporting aligned activities, establishing shared measurement practices, cultivating community and stakeholder organization engagement, advancing policies, and mobilizing funding resources
- **Community ambassadors:** Paid members of the covered populations and/or subpopulations who are impacted by inequities and serve as community ambassadors where they share their lived experiences in the decision-making process in which the committee engages, empowers, and serves
- **Committee members:** Community members and stakeholder organizations that come together to share information knowledge and valuable hands-on experience, leverage resources, provide services, and collectively act through the committee
- **Facilitator:** A neutral unbiased entity separate from the backbone convener that plans, guides, and moderates the committee and its meetings to achieve its desired outcomes
- **General members:** Stakeholder organizations that only participate in general membership meetings due to their political composition
- **Steering committee members:** A small diverse group that represents a wide range of stakeholder organizations and community members that serve as the leadership team for the committee by providing strategic guidance, leadership, and oversight to help align and champion committee efforts with community-centered efforts
- **Supporters:** Stakeholder organizations that may not have the organizational capacity and time to participate in the committee but still want to receive committee-related communications and updates
- **Working group chairs:** A small diverse group that leads their respective working groups and participates in the steering committee
- **Working group members:** A small action group of committee members with similar interests that work collaboratively on specific committee programs, projects, strategies, and tasks within a given timeframe

Positions, Roles, and Responsibilities Key Implementation Factors

The County is serving as the backbone convener that oversees the IBCC. Communities most impacted by the digital divide are serving as paid community ambassadors for a one-year term limit where they can renew yearly if they wish. Working group chairs serve in a one-year term limit under a rotating capacity where they are nominated and voted in by their fellow working group members. The start dates of the term limits for both community ambassadors and working group chairs begin at their first meeting and end one year from that first meeting date. All positions and roles are members of the IBCC and participate in general membership meetings except the supporters due to a lack of organizational capacity and time. The backbone convener may serve as a facilitator, but the primary facilitator is a third-party neutral unbiased entity. The steering committee is an advisory group to the County and the IBCC. The working groups are developed based on similar interests and subregions like the Council of Governments (COGs) governance structure where key tasks are delegated and implemented.

Working Group Subregion Assignments

Other stakeholder organizations that are not listed can join the appropriate and respective working group.

Working Group Name	Stakeholder Organizations Represented
Regional Community Partners Working Group	• Asian Americans Advancing Justice Southern California • California Emerging Technology Fund (CETF) • Community Clinic Association of Los Angeles County (CCALAC) • County of Los Angeles Departments and Related Agencies • Easterseals Southern California • EveryoneOn • Housing Authority of the City of Los Angeles (HACLA) • Human-I-T • Los Angeles Digital Equity Action League (LA DEAL) • Mexican American Opportunity Foundation (MAOF) • Partnership for Los Angeles Schools • Southern California Association of Governments (SCAG) • TURN The Utility Reform Network • United Ways of California
East Los Angeles and San Gabriel Valley Working Group	• City of Alhambra • City of Arcadia • City of Azusa • City of Baldwin Park • City of Bradbury • City of Claremont • City of Covina • City of Diamond Bar • City of Duarte • City of El Monte • City of Glendora • City of Industry • City of Irwindale • City of La Cañada Flintridge • City of La Puente • City of La Verne • City of Monrovia • City of Monterey Park • City of Pasadena • City of Pomona • City of Rosemead • City of San Dimas • City of San Gabriel • City of San Marino • City of Sierra Madre • City of South El Monte • City of South Pasadena • City of Temple City • City of Walnut • City of West Covina • County of Los Angeles Supervisorial Districts, Census Designated Places (CDPs), and Unincorporated Areas • San Gabriel Valley Council of Governments (SGVCOG)

South Bay Subregion Working Group	• California State University, Dominguez Hills (CSUDH) • City of Carson • City of El Segundo • City of Gardena • City of Hawthorne • City of Hermosa Beach • City of Inglewood • City of Lawndale • City of Lomita • City of Los Angeles • City of Manhattan Beach • City of Palos Verdes Estates • City of Rancho Palos Verdes • City of Redondo Beach • City of Rolling Hills • City of Rolling Hills Estates • City of Torrance • County of Los Angeles Supervisorial Districts, Census Designated Places (CDPs), and Unincorporated Areas • Los Angeles Public Library (LAPL) • South Bay Cities Council of Governments (SBCCOG)
Southeast Los Angeles Subregion Working Group	• Alliance for a Better Community (ABC) • City of Bell • City of Bell Gardens • City of Cudahy • City of Huntington Park • City of Lynwood • City of Maywood • City of South Gate • City of Vernon • County of Los Angeles Supervisorial Districts, Census Designated Places (CDPs), and Unincorporated Areas • East Los Angeles Community Corporation (ELACC) • Gateway Cities Council of Governments (COG) • Southeast Community Development Corporation (SCDC)
South Los Angeles Subregion Working Group	• City of Artesia • City of Avalon • City of Bellflower • City of Cerritos • City of Commerce • City of Compton • City of Downey • City of Hawaiian Gardens • City of La Mirada • City of Lakewood • City of Long Beach • City of Montebello • City of Norwalk • City of Paramount • City of Pico Rivera • City of Santa Fe Springs • City of Signal Hill

	• City of Whittier • County of Los Angeles Supervisorial Districts, Census Designated Places (CDPs), and Unincorporated Areas • Gateway Cities Council of Governments (COG)
North and West Los Angeles Subregion Working Group	• California State University, Northridge (CSUN) • California State University, Northridge (CSUN) ReLAY Institute • City of Agoura Hills • City of Beverly Hills • City of Burbank • City of Calabasas • City of Culver City • City of Glendale • City of Hidden Hills • City of La Canada Flintridge • City of Los Angeles • City of Malibu • City of San Fernando • City of Santa Clarita • City of Santa Monica • City of West Hollywood • City of Westlake Village • County of Los Angeles Supervisorial Districts, Census Designated Places (CDPs), and Unincorporated Areas • Las Virgenes-Malibu Council of Governments (COG) • Los Angeles Public Library (LAPL) • Meet Each Need with Dignity (MEND) Poverty • San Fernando Valley Council of Governments (SFVCOG) • Valley Economic Alliance • Westside Cities Council of Governments (WSCCOG)

YEAR ONE GENERAL MEMBERSHIP, STEERING COMMITTEE, & WORKING GROUP ACTIVITIES

General Membership Training Opportunities Efforts

The IBCC creates and provides training opportunities for its general members. These efforts promote a strong stakeholder organization network, shared resources, strengthened grant programming, and elevated skills needed for effective development, implementation, and management of Federal and State grant programming activities. The backbone convener organizes and implements training opportunities in the following but not limited to broadband internet and digital equity-related training topics. General members can propose additional training topics to the backbone convener via email.

- Applying an equity lens
- Asset mapping
- Community outreach and engagement
- Digital inclusion 101
- Digital inclusion programming 101
- Digital inclusion week (DIW) campaigns
- Digital navigator 101
- Free and low-cost internet plans 101
- Understanding the digital equity ecosystem
- Understanding artificial intelligence (AI) and digital equity

Steering Committee Strategic Planning Efforts

The IBCC engages steering committee members in a strategic planning process that defines the IBCC's direction and strategy. This includes co-creating a strategic planning framework with the following strategic planning tiers. The co-created final strategic planning tiers are included as amendments to the Charter and require a two-thirds majority vote of all members. Following the strategic planning process, steering committee members co-share their working group's key activities, tasks, and updates during the meetings.

Strategic Planning Tier	Description
Vision statement	The ideal outcome or result for the committee
Guiding principles	The guidelines that direct the key decisions and purpose of the committee
Goals	The broad general guidelines (e.g., short-term and long-term) for what needs to happen in the committee
SMART objectives	The specific measurable results (e.g., specific, measurable, attainable, realistic, and time-bound) of the committee that connect to the broad goals

Working Groups Technical Assistance Program

The IBCC administers a technical assistance program for working group members who are pursuing Federal and State grant funding opportunities. The backbone convener identifies and incorporates key industry-based best practices, resources, and tools that support working group members with their Federal and State joint grant applications during meetings for 60 minutes. Resources, support, and technical assistance are provided to working group members during meetings as part of key activities and tasks in the following areas.

Technical Assistance Program Focus Area	Description
Grant program budget development and funding	Grant program budget development assistance (e.g., joint funding coordination and deployment)
Grant program applications and proposals writing assistance	Federal and State Notice of Funding Opportunity (NOFO) comprehension and understanding assistance Multi-stakeholder and cross-sector organization joint grant program applications coordination and proposals writing assistance
Grant program development	Broadband internet and digital equity grant program proof of concepts development assistance Broadband internet and digital equity grant programming national best practices, resources, and tools sharing

Organizational capacity building	Organizational administrative support to ease grant administrative burdens
Regional collaboration and partnership opportunities	Public-private partnerships model scaling and sharing assistance Publicly owned assets sharing assistance

SUBSEQUENT YEARS GENERAL MEMBERSHIP, STEERING COMMITTEE, & WORKING GROUP ACTIVITIES

Upon pursuing and securing the Federal and State grant program funding during the first year of the IBCC, key general membership, steering committee, and working group activities in subsequent years of the IBCC are focusing on Federal and State grant program implementation. This includes more in-depth activities that support members in training opportunities, strategic planning efforts, and ongoing technical assistance. Members can propose recommended activities and topics for the IBCC in subsequent years to the backbone convener via email.

PERFORMANCE OUTPUTS & INDICATORS FOR SUCCESS

The IBCC establishes, collects, tracks, and reports on key performance outputs and indicators for success to provide evidence that the implementation of activities is underway and being implemented effectively. These performance outcomes and indicators for success pertain to the IBCC and are separate from programmatic outcomes and indicators that are being used as part of the Federal and State grant programs implementation, monitoring, and evaluation.

Key Considerations for Performance Outputs and Indicators for Success Selection

- Performance outputs and indicators for success align with the success of the IBCC
- Performance outputs and indicators for success are easily understood by the members
- Performance outputs and indicators for success data are produced by a trusted source
- Performance outputs and indicators for success data are easy to gather and report on
- Performance outputs and indicators for success data have baseline data available and can be disaggregated

Grant Program Funding Performance Outputs and Indicators for Success

- Number of Federal and State grant funding opportunities (e.g., disaggregated by level of government)
- Number of Federal and State grant funding applications submitted (e.g., disaggregated by subregion/working group, grant funding dollar amount, level of government)
- Number of grant funding dollar amount requested (e.g., disaggregated by subregion/working group, geographic areas most in need and most impacted, level of government)
- Number of Federal and State grant funding applications awarded (e.g., disaggregated by subregion/working group, grant funding dollar amount, level of government)

Grant Program Performance Outputs and Indicators for Success

- Number of grant programs and projects developed (e.g., disaggregated by subregion/working group, type of digital inclusion activity/service, level of government)
- Number of grant programs and projects implemented (e.g., disaggregated by subregion/working group, type of digital inclusion activity/service, level of government)

Meeting Performance Outputs and Indicators for Success

- Number of meetings yearly (e.g., disaggregated by type of meeting, meeting frequency, meeting format, meeting length of time)

Community/Stakeholder Organization Representation Performance Outputs and Indicators for Success

- Number of community members participating in meetings (e.g., disaggregated by covered population and demographic information, type of meeting)
- Number of stakeholder organizations participating in meetings (e.g., disaggregated by demographic and type of organization, type of meeting)

COVERED POPULATIONS

The IBCC prioritizes communities that are most impacted by the digital divide and communities most in need of digital inclusion services for Federal and State grant program funding. Key covered populations and subpopulations as identified by the Digital Equity Act (DEA) of 2021 include the following communities that reside in Los Angeles County.

- Aging individuals (Ages 60 years and up)
- Incarcerated individuals (other than individuals who are incarcerated in a Federal correctional facility)
- Immigrants
- Individuals with disabilities
- Individuals with a language barrier (including individuals who are English learners and have low levels of literacy)
- Individuals who identify as LGBTQI+
- Individuals who are members of a racial or ethnic minority group
- Individuals who primarily reside in a rural area
- Individuals living in covered households (an income at or below 150% of the Federal Poverty Level)
- Micro and small businesses
- Students
- Unhoused individuals
- Veterans
- Women and those who identify as female
- Youth

FUNDING SOURCES

The County pursues funding resources that support the implementation and management of the IBCC. This includes funding a full-time executive-level County Director of Digital Equity who serves as the backbone convener. Additionally, a third-party contractual facilitator who is hired as part of the County's competitive Request for Proposals (RFP) process. The backbone convener leverages existing County contracts that provide key contractual services to support key general membership, steering committee, and working group activities. If appropriate, the backbone convener leverages Federal and State grant program funding to support the implementation and management of the IBCC. Additionally, the backbone convener identifies, pursues, and secures ongoing Federal, State, and philanthropic grant funding to continue activities within the IBCC.

MANAGEMENT

MEMBERSHIP MODEL

Overview

The IBCC has an open volunteer-based no dues required membership model. Stakeholder organizations that align with the IBCC can join. ISPs and Federal, State, County, and Local elected officials can join the IBCC from a general membership capacity. However, they do not participate in the steering committee and/or working group meetings and activities. They also do not have any

voting authority. With exception given to community ambassadors, all members participating in the IBCC need to be affiliated and/or employed with a stakeholder organization.

Composition and Representation

Having members that reflect the diversity and representation of Los Angeles County and subregions is imperative. This includes BIPOC-led and female-led stakeholder organizations and communities with lived experiences who are represented in the IBCC. Additionally, this includes having active members who are community-centered and who play a vital role in the regional digital equity ecosystem. These stakeholder organizations include and represent the following cross-sector multidisciplinary network.

- Advocacy, civil rights, and cultural organizations
- Community members with lived experiences
- Community-based organizations (CBOs)
- Community economic development organizations
- Council of governments (COGs)
- County departments and County-related entities
- Digital equity non-profits
- Economic development and workforce development organizations
- Elected officials | general members only
- Faith-based organizations
- Foundations and philanthropy organizations
- Healthcare organizations
- Higher education institutions
- Housing organizations
- Internet service providers (ISPs) | general members only
- K-12 education institutions
- Local government entities
- Non-profit organizations
- Public libraries
- Technology companies

Community Ambassadors

Community ambassadors (6 to 8) are appointed to the IBCC through recommendations by both steering committee members and working group members. They are serving as a community ambassador for a one-year term with the option to renew their term if they wish. Community ambassadors share their expertise, ideas, input, lived experiences, and wisdom to drive the key activities, duties, purpose, and strategies of the IBCC. Their voice, power, and ownership are incorporated as part of the decision-making processes during the steering committee and working group meetings. Community ambassadors receive a gift card or stipend for each meeting they participate in. Specific accommodations are available upon request for community ambassadors and are made directly to the backbone convener via email. Community ambassadors who do not renew their community ambassador service and term after one year serve as general members but no longer receive gift cards or stipends.

- General membership meetings | \$25 gift card or stipend
- Steering committee meetings | \$50 gift card or stipend
- Working group meetings | \$50 gift card or stipend

Participation and Selection

Stakeholder organizations can complete an online real-time interest form to join and participate in the IBCC. The interest form is managed by the backbone convener and is available on the IBCC public-facing website. Upon reviewing the submitted inquiries from the stakeholder organizations, the backbone convener follows up with the stakeholder organizations regarding the membership's next steps. This includes participating in an onboarding process facilitated by the backbone convener to

welcome all and any new members. Current stakeholder organizations who already opted into the IBCC as part of its co-development process can appoint one person from their respective stakeholder organization to participate in the IBCC. Stakeholder organizations may have more than one person from their entity participate in the IBCC. The backbone convener sends an official email invitation to the stakeholder organizations that already opted in to join the IBCC. On an ongoing basis, the backbone convener sends an official email invitation to potential stakeholder organizations asking them to join the IBCC through the completion of the interest form. The backbone conveners work with the COGs to engage incorporated cities in the IBCC. Membership inquiries and selection are accepted year-round.

Conflict of Interest

As part of the interest form, potential members are required to disclose if their respective stakeholder organization has any ISPs and elected officials serving in the capacity of governing board members, consultants, full-time or part-time employees, and/or volunteers. The backbone convener reviews each circumstance on a case-by-case basis to determine if there's a potential conflict of interest. Members with conflicts of interest may be asked and expected to not disclose any key IBCC activities to those entities.

Desired Qualifications, Commitment, and Expectations

- Passionate about driving digital equity and inclusion efforts regionally and in their respective communities and stakeholder organizations
- Represent the digital equity ecosystem or other intersecting ecosystems (e.g., climate equity, economic equity, education equity, health equity, racial equity, etc.)
- Have some level of decision-making capacity in their respective stakeholder organization and influence in the community
- Currently opted-in stakeholder organizations are required to participate in the Kickoff and Orientation meeting (one-time)
- New stakeholder organizations are required to participate in the Onboarding and Orientation meeting (monthly and ongoing)
- All active members are required to participate in 80 percent of scheduled meetings yearly
- All active members are expected to notify the backbone convener via email at least 24 hours before the meeting regarding their anticipated upcoming absence
- All active members are required to designate and send an alternate (if possible) in their absence from their respective stakeholder organization if they are unable to attend a meeting except for (e.g., community ambassadors, ISPs, and elected officials)
- All active members are required to join a working group except for general members (e.g., ISPs and elected officials)
- All active members are required to review emails and materials and provide input and feedback when requested
- Only active members can vote on IBCC matters except for general members (e.g., ISPs and elected officials)

Meeting Type	Composition and Governance	Size Limit	Time Commitment
General membership	• Backbone convener • Community ambassadors • Committee members • Facilitator • General members	No size limit	90 to 120 minutes

	- Steering committee members - Working group chairs - Working group members		
Steering committee	- Backbone convener - Community ambassadors - Facilitator - Working group chairs	No more than 20 members	90 to 120 minutes Additional hours may be required for tasks
Working groups	- Backbone convener - Community ambassadors - Committee members - Facilitator - Steering committee members - Working group chairs - Working group members	No more than 40 members	60 to 75 minutes Additional hours may be required for tasks

Resignation and Removal

Members may resign from participating in any IBCC activities and the entire IBCC at any given time. This requires notifying the backbone convener via email at least one week before their requested resignation date. Members are notified via email and during meetings by the backbone convener regarding new members who are joining the IBCC, transitioning members who are changing leadership roles within the IBCC, and members who are leaving the IBCC.

Members may be removed from participating in any IBCC activities and the entire IBCC if they are no longer able to align with the IBCC. Members may request for other members to be removed from the IBCC by writing the backbone convener via email and explaining their removal request. The backbone convener shares the member removal request with the appropriate working group chairs and then brings the matter to all members. Any removal of members requires a two-thirds majority vote of all members. Please note that differences in opinions and thoughts outside of the IBCC activities, duties, purpose, and strategies are generally not considered grounds for removing a member from the IBCC. If the resignation or removal of a member is in a leadership position, the backbone convener fills the vacancy through the appropriate selection process as outlined in the Charter.

COMMUNICATIONS, LOGISTICS & MANAGEMENT

Scheduling

The backbone convener develops and administers an online meeting availability form to all members and identifies the dates and times for all meetings. Upon receiving the meeting availability from the members, the backbone convener issues calendar invites that include the agenda, materials, and Zoom link.

Days, Format, Frequency, Length of Time, and Platform

All steering committee and working group meetings convene virtually using an online Zoom platform. General membership meetings also convene virtually using an online Zoom platform with an in-person meeting that occurs yearly. In-person meetings are held in different subregions and communities throughout Los Angeles County.

Meeting Type	Frequency	Days	Length of Time	Format Platform
General membership	Every other month	To be determined	90 to 120 minutes	Virtual and Zoom platforms In-person meeting (once a year)
Steering committee	Monthly	To be determined	90 to 120 minutes	Virtual and Zoom platforms only
Working groups	Bi-monthly (twice a month)	To be determined	60 to 75 minutes	Virtual and Zoom platforms only

Community Agreements

The backbone convener and/or facilitator reviews a group of norms at the beginning of each meeting. These community agreements guide how all members collaborate and work together.

- Turn your camera on (if possible)
- Mute the microphone when you are not speaking
- Use the display feature to add your first, last, and organization name
- Use the raise hand feature to provide verbal remarks
- Use the chat feature to provide written remarks
- Take space, make space
- Respect the opinions of others
- Talk from your own experience and use “I” statements
- Acknowledge power dynamics and treat everyone equally
- Use inclusive, community-centered, and plain language

Content

All meetings are well organized and include key deliverables, expected outcomes, and a clear purpose. The content of the IBCC is set by the backbone convener and facilitator with input by the members as appropriate. Key content for meetings will include training opportunities, strategic planning efforts, technical assistance, and spotlighting a stakeholder organization's digital inclusion activities as a best practice to name a few.

Attendance and Quorum

At least 50 percent of attendance is required by members for steering committee and working group meetings for there to be a quorum. If there is no quorum, the meeting is either canceled and/or rescheduled by the backbone convener. There are no attendance and quorum requirements for general membership meetings.

Administration and Record-Keeping

The backbone convener sends calendar invites with the agenda, materials, and Zoom link before the meetings to all members. Both the backbone convener and facilitator take meeting minutes and notes during all meetings. Meeting minutes and notes are sent out to members at least 72 hours following the meetings. All documents (e.g., agendas, materials, minutes, notes, etc.) are tracked, saved, and stored on a drive that is only accessible to members.

Accessibility and Inclusivity

Accommodations (e.g., captioning, special fonts) and language access (e.g., interpretation and translation services) are available to members during meetings upon request. Specific accommodations and language access services requests are directed to the backbone convener via email at least one week before a meeting.

Deliverables

The backbone convener creates, manages, and updates key deliverables for the IBCC.

- Charter
- Convening schedule
- Drive for storing (e.g., agendas, minutes, materials, and resources)
- Email address and listserv
- Logo (e.g., branding and identity)
- Meeting agenda templates
- Meeting minutes and notes templates
- Online interest forms
- PowerPoint presentation templates
- Reporting templates
- Roles and responsibilities agreement
- Roster
- Survey forms
- Timeline with milestones

Communications

The IBCC has clear and easy to comprehend communications. The backbone convener manages key communications for the IBCC. Examples of communications include:

- Email and listserv communications
- Newsletter communications
- Online platform communications
- Website communications

REPORTING

The backbone convener develops and administers reports every quarter to the County Board, County staff, members, and supporters of the IBCC, and relevant key external stakeholder organizations that are not directly affiliated with the IBCC. The reports are shared via email and include updates on the IBCC's progress made on performance outputs and key indicators for success. The reports include baseline data and encompass the celebration of the IBCC's progress made toward short-term efforts and quick wins (e.g., implementation and outcomes achieved within six months to a year). Upon receiving Federal and State grant funding, the reports are modified to include long-term efforts and population level, and systems change wins (e.g., implementation and outcomes achieved within 3 to 5 years). The backbone convener works with the IBCC to compile and capture key notable successes to include in the reports.

INDUSTRY-INFORMED REFERENCES & SOURCES

- American Community Survey (ACS) 2022 5-Year Estimates
- City of Long Beach Office of Equity | Long Beach Equity Toolkit for City Leaders and Staff
- Collective Impact Forum | Collective Impact Readiness Assessment
- Collective Impact Forum | Collective Impact Terminology
- Collective Impact Forum | Moving from Vision to Implementation
- Collective Impact Forum | Tools for Steering Committees
- Collective Impact Forum | What is Collective Impact?
- Community Commons | The Spectrum of Community Engagement to Ownership
- County of Los Angeles Board of Supervisors Motion | Deeping the County's Commitment to Equitable Deployment of Enhanced Regional Broadband Infrastructure – Establishing an Intergovernmental Broadband Coordinating Committee (IBCC)
- FSG | The Water of Systems Change
- Government Alliance on Race & Equity (GARE) Racial Equity Toolkit Worksheet | An Opportunity to Operationalize Equity
- Mind Tools | The Role of a Facilitator
- National Digital Inclusion Alliance (NDIA) Definitions
- National Digital Inclusion Alliance (NDIA) Digital Inclusion Coalition Guidebook
- National Telecommunications and Information Administration (NTIA) | Internet for All Broadband 101 Presentation
- Race Forward | What is Racial Equity?
- ResearchGate | The Collaboration Continuum
- The Teagle Foundation | Collaboration Continuum