CONNECTIVITY & DIGITAL EQUITY:

Report and Recommendations

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MARC
MID-AMERICA REGIONAL COUNCIL

KC RISING

Connectivity & Digital Equity: Report and Recommendations

KC RISING

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I Introduction

The KC Rising Pillar for Connectivity identifies internet options as essential to opening doors to economic mobility. Yet, there are significant disparities in digital adoption by geography, income, race and ethnicity and age in the Kansas City region. The dramatic difference in broadband adoption is often referred to as the digital divide. The COVID-19 pandemic raised awareness of these disparities and created urgency for the region to move toward a goal of all households having access to reliable, quality, affordable broadband service.

The following report highlights critical factors identified by local community experts focused on expanding resources to help households with affordable connections and devices, supported by digital training and other services.

The task at hand was to take inventory of how the extended Kansas City metropolitan area has addressed connectivity as critical baseline infrastructure, and to highlight the myriad of individuals, organizations, and community assets being deployed to address the digital divide. This is especially important now, at a moment in time when significant Federal funding is, and will soon be, available to ensure our region is best prepared for the opportunities and challenges ahead. In particular, an understanding exists that access to technology and connectivity is essential for full participation in the modern economy.

While connectivity is a unifying topic in many ways, often seen as a critical service and a “fourth utility,” it is full of complexity, decentralized decision making, and adoption challenges. This report will attempt to articulate a framework strategy that will help address these challenges and may contribute to how the Kansas City region can best be prepared to advance our over-arching economic and civic objectives.

KC Rising’s PLACE Committee guided the preparation of this analysis and recommendations.

II Acknowledgments

These efforts would not have been possible without the significant participation, insight and dedication from many community members and organizations. The list below represents organizations that have been kind enough to share perspective, ideas, feedback, and insights during the course of this project.

UMKC

Black & Veatch

T-Mobile

Kansas City Public Library

WEB Dubois Learning Center

MO Department of Economic Development

UMKC Digital Equity Working Group

Mid-America Regional Council Research Services

PCs for People

KCMO

Google Fiber

Mid-Continent Public Library

Urban League of Greater KC

Mid America Assistance Coalition

Goodwill

AT&T

Spectrum/Charter

KC Digital Drive

aSteam Villiage

Vibrant Health

KC Coalition for Digital Inclusion

KC Rising Staff

III

Digital Equity and the Importance of Connectivity

The modern economy continues to leverage the internet and connectivity. This happens through basic participation in healthcare, education, and the workforce, but has also become a critical component of social and personal interactions. This reality is only increasing as IOT (internet of things) continues to change daily living and business operations, and our collective community interactions.

While access to the internet is clearly essential to fully participating in the economy, there continues to be significant differences in who has access, whether that access is affordable, and the relative skill set of the individuals utilizing such technologies.

KC Rising's Connectivity Pillar's explicit goal is to have every household connected to broadband service. While 73.5 percent of our region's households have broadband internet subscriptions, the rates of adoption vary greatly by area. The time has come to bridge the digital divide. The explosion in remote working, training, and learning has made reliable, affordable high-speed networks even more essential, on a level with other public utilities. The need for universal access, skills, and equipment holds true across the region – from rural areas to urban, from startups to school children.

According to the US Census Bureau, American Community Survey in 2019, there are an estimated 113,000 households without an internet subscription in the KC metro region. The issues related to connectivity are multi-faceted, but when it comes to broadband subscriptions income is a clear factor.

KC Rising measures progress in comparison to 10 benchmark metros. These metro areas were performing better than us in 2019. These are the metros we aspire to be – they not only give us something to strive for but to surpass. These regions provide a true measuring stick to evaluate our progress. Is KC actually rising?

IV

The Current State of our Community

The Kansas City region has a shared desire for regional prosperity. This desire transcends state borders, industries, age, race and ethnicity, and cultural differences. Of note is that increasing prosperity will have an overflow impact on the region.

While our community has shared interest in promoting prosperity, connectivity and the digital divide create clear barriers to prosperity. It is important to note where these disparities exist, and to work clearly and methodically to close the gaps.

While granular data and information may be difficult to obtain, macro level data is reasonably accessible. This macro data provides a measuring point not only for where we are now, but where we want to be in the future.

Connectivity at the Household:

The Mid-America Regional Council did an analysis of household broadband adoption and the availability of computer devices. These are simple measures that have material impact to an individual's ability to fully participate in our community and the economy.

Households without devices

COUNTY	HOUSEHOLDS WITH ONLY SMARTPHONES
Cass	2,621
Clay	5,800
Jackson	25,828
Johnson	6,184
Leavenworth	1,753
Miami	1,000
Platte	2,323
Ray	764
Wyandotte	7,594
Total	**53,867**

COUNTY	HOUSEHOLDS WITHOUT A COMPUTER OR ANY OTHER DEVICE
Cass	5,866
Clay	11,952
Jackson	57,842
Johnson	17,470
Leavenworth	4,067
Miami	2,352
Platte	4,174
Ray	764
Wyandotte	1,871
Total	**15,527**

How do we compare?

In addition to understanding coverage at the geographic level, it is also important to see any differences that may be evident in comparing total access to connectivity as compared to the minority population. In doing so, we thought it most relevant to look at this analysis while comparing our region to that of sister cities in the US.

Comparable cities for the purpose of this analysis included the following:

Portland, Oregon

Columbus, Ohio

Charlotte, North Carolina

Denver, Colorado

Austin, Texas

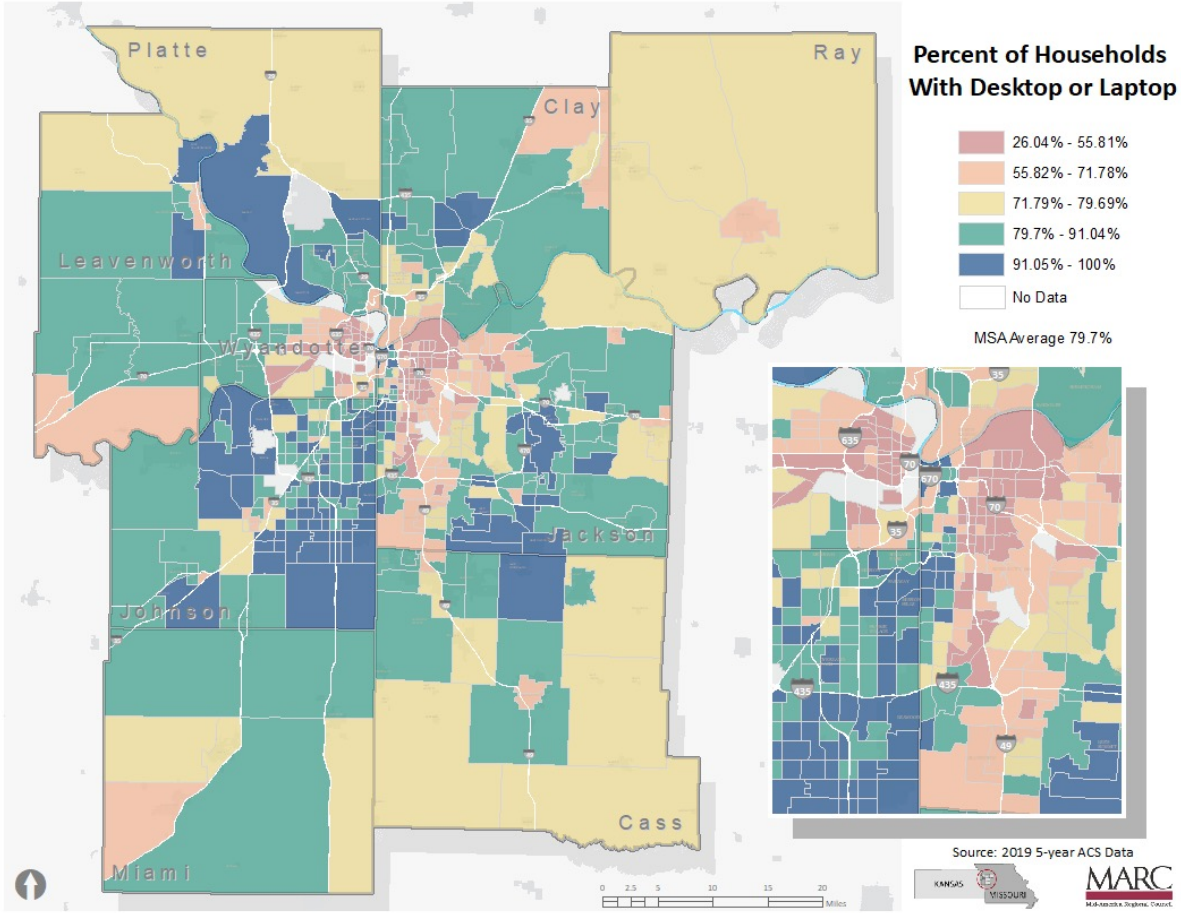
Nashville, Tennessee

Raleigh, North Carolina

Cincinnati, Ohio

Indianapolis, Indiana

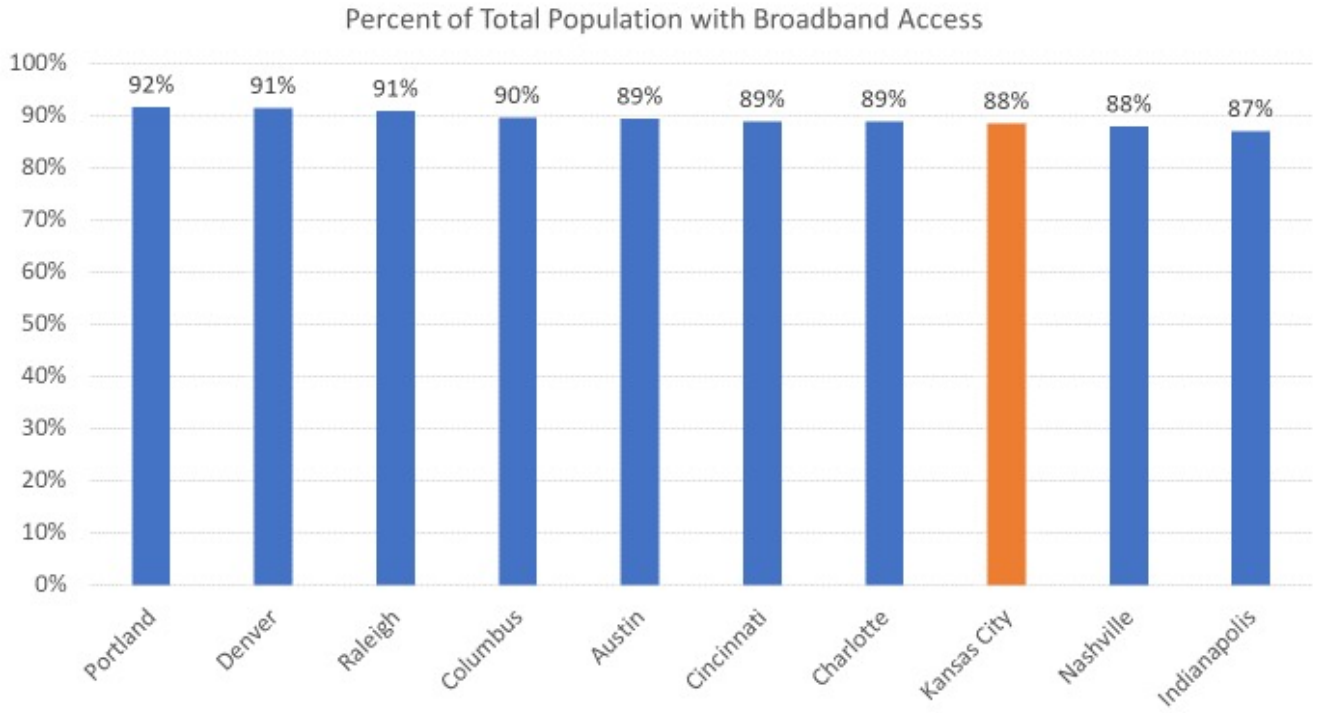
The green and blue areas show households with greater proportions of computer devices. The darker orange areas reported less availability of such technology. In general, areas with lower - income households had less availability of computer devices.



The charts below show where Kansas City digital access is relative to benchmark metros for both broadband availability and relevant devices to use such services.

Generally, Kansas City is fairing well, although in many instances we lag several of our comparable cities. While the percentages reflected in these charts may demonstrate a level of parity relative to other cities, the reality is that we have many households without appropriate access to connectivity.

Specifically, we find that within our 9-county region, over 113k households lack broadband subscriptions, and over 120k households do not have an adequate computer or device that would effectively utilize broadband connections.



Source: 2019 ACS, 5-year data. "Broadband" here includes cellular as well as high-speed (cable/fiber/DSL) Internet

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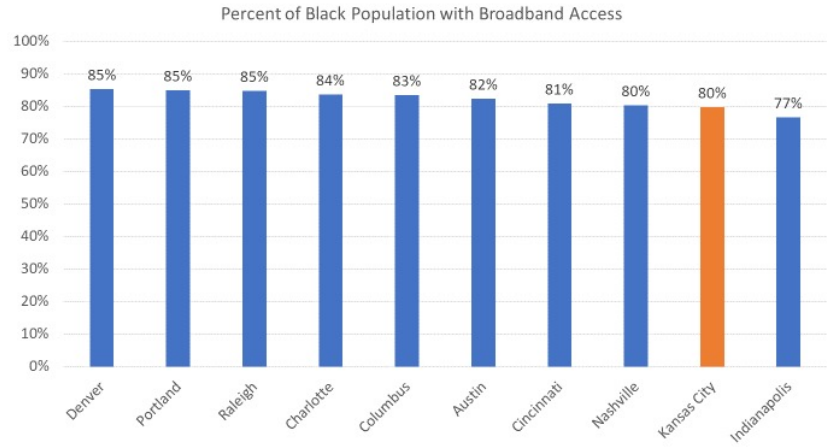

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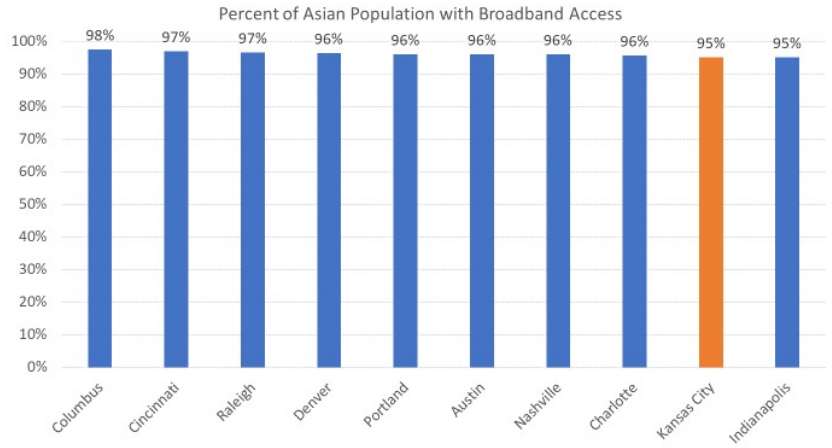

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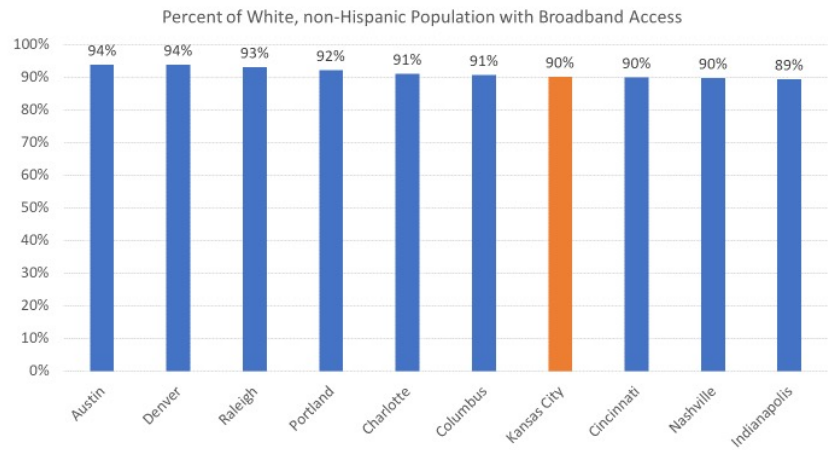
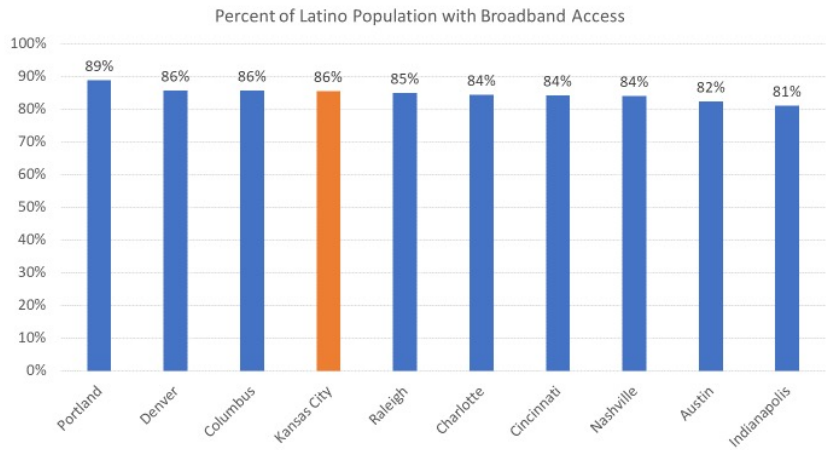


Source: 2019 ACS, 5-year data. "Broadband" here includes cellular as well as high-speed (cable/fiber/DSL) Internet



Source: 2019 ACS, 5-year data. "Broadband" here includes cellular as well as high-speed (cable/fiber/DSL) Internet

V

KC Rising & the Connectivity Pillar

When Considering advancement and promotion of digital equity and connectivity, it is important to acknowledge that this objective is in line with KC Rising's Horizon objectives of Growing the Economy and Including Everyone

Specifically, this topic directly impact's KC Rising's Pillar Metric of Connectivity, which seeks to impact high-speed broadband subscriptions and to reduce disparities by race, income, and education.

Clearly, advancing connectivity and closing the digital divide is connected to this critical Pillar of KC Rising. Importantly, this Pillar will have spill-over impact to several other areas of focus for KC Rising, ultimately contributing in a meaningful way to the prosperity of our community.

KC Rising Pillar: Connectivity

Effective, transportation and internet options open doors to economic mobility

The time has come to close the digital divide

100% of households connected to digital broadband

Today: 73.5%, rank of 10th in comparison to benchmark metros

For more information on benchmark metros visit:
www.kcrising.org

VI Organizing around a Unified Strategy

There are numerous entities involved in adding value and impacting the digital divide in the Kansas City Metro area. In order to best leverage these perspectives, we conducted a series of interviews and focus groups. Several insights were derived through these efforts that helped us coalesce around some unifying concepts.

In executing some qualitative research, we found it critical to hear from a multitude of perspectives. These ranged from individuals with a passion and history on the topic of connectivity, to key organizations that have self-organized to work toward closing the digital divide. Input importantly also included members from the employer, healthcare, faith-based, and education communities. Critically, speaking to members of the community that are directly involved in closing the gaps in connectivity or have been personally impacted by these gaps provide important insight related to effective engagement and prioritization.

Through the course of more than thirty interviews and three focus groups, we spoke to dozens of people from more than 20 organizations. While many of these organizations were called out earlier in this report, it is especially relevant to call out the input received from the UMKC Digital Equity Working Group on the Kansas City Coalition on Digital Inclusion. Both of these organizations brought a tremendous amount of feedback and insight into many elements of the recommended framework.

Importantly, we received our input from several key perspectives and organizations representing the following:

- **Non-profit organizations**
- **Government entities**
- **Higher Education Institutions**
- **Library Organizations**
- **Healthcare Organizations**
- **Internet Service Providers**
- **For-profit employers**

During the course of our qualitative research, we anchored to several key areas:

Broadband Access

Availability: Our community's ability to access the internet through fiber infrastructure to the home, schools, and public buildings represents a critical infrastructure by which all connectivity issues are reliant.

Affordability: Availability alone is insufficient to drive adequate access. Affordability must also be addressed. As the data has shown, income disparity can be a material factor for adoption of broadband, and we should collectively work for ways to find where affordability is a barrier, working to close that barrier.

Devices and Hardware

Laptop and Desktop computers: In the absence of an adequate device, connectively cannot be appropriately utilized. While there are many options from basic internet-only "Chromebook" to highly sophisticated machines capable of running high speed graphics and coding programs, our belief is that a mid-range laptop or desktop is sufficient. These computers will cost approximately $1000 and have the capability to access the internet and run a myriad of applications.

Smartphones: While a viable back-up device, a smartphone is likely insufficient to be considered fully connected. Basic usability features are missing, specifically a full-sized keyboard and adequate screen size. In addition, many smart phone cellular plans will have data limitations that will enhance the affordability risk.

Skill and Knowledge

Digital Literacy: The American Library Association (ALA) defines digital literacy as "the ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills." However, digital literacy does not have to be a one-size fits all consideration. There are many use cases of significant relevance. A senior citizen leveraging technology to access virtual healthcare, a student leveraging technology knowledge for education purposes, and a workforce leveraging technology to obtain, perform and upskill a job capability, are all important and viable use cases.

These use cases are also not mutually exclusive, as will expect individuals to experience many viable use cases during their daily lives. Let's recognize that the best way to impact digital literacy is to consider person-centric approach that meets people where they are in the moment and looks for an opportunity to teach and build knowledge over time. Avoid mis-matching level of knowledge with readiness and utility of said knowledge.

Connectivity as a Community Factor

Broadband as an essential service: Sometimes referred to as the fourth utility, it is a key service necessary to fully participate in the economy we live it today. Connectively as a community factor is important to sustainability and growth of our community, and the continued skills-advancement of our workforces.

Qualitative Research Themes:

A number of themes were identified during the course of this work, which include both themes that we expected to hear, and were validated, as well as new insights directly inferred by the community involvement throughout the effort.

Validated Themes:

COVID Impact: The pandemic era has exposed several visible gaps related to broadband coverage. In particular, our community, as with the rest of the world, saw challenges in several areas. Collectively, education was a challenge as students were quickly put in a position to do work, receive lessons, and collaborate form their homes. In those cases where students did not have adequate connectivity, their ability to engage appropriately was challenged. Similarly, as patients dealt with non-covid related healthcare needs, both healthcare professionals and the patients they served had to rapidly consider and adopt virtual care access points. Patients with limitations in access, devices or technology skills had to work through how they could adequately stay connected with their care teams, often falling short. Finally, our collective ability to work in an environment that either allowed, or required virtual work was dependent on adequate connectivity. Not only did this impact our collective ability to perform existing jobs, but also challenged the ability to search and apply for new jobs.

Data is difficult to obtain: While useful data was able to be collected in the aggregate to assess Kansas City relative to peer cities in areas such as coverage, broadband subscriptions, and household device use, this type of data is not easily updated. In addition, granular data that could provide visability into household level coverage options is often considered proprietary by internet service providers, and therefore obtaining deep, actionable data continues to be a challenge. Much of the great work done by agencies, non-profits and community leaders in providing devices or skills training to the community is very beneficial to the community, but difficult to quantify in aggregate.

Current FCC guidelines may be insufficient: The current minimum broadband guidance of 25/3 Mbps is likely insufficient in the long-term. While many people in the community do not have access to even this level of high-speed broadband, the sentiment from much of the qualitative research was that a much higher minimum is likely needed to be prepared for the increasing data demands of the future. These data demands come from personal, professional, and educational needs.

The Community is Energized: Broadband and connectivity as a topic of interest high. A vast number of organizations are either contributing to, benefiting from, or supporting of programming and investment to improve connectivity and digital equity. The level of collaborative interest is high, and the community at large seems highly energized by the prospect of improving digital inequities. There is a strong recognition of the State and Federal funding that will be potentially transformational for our community, and there is an elevated level of interest in being best prepared to access and utilize any funding that may become available.

Measurable Impact is paramount: While many organizations and individuals measure impact in different ways, a thematic desire exists to identify a small number of measures that are both impactful and non-controversial. Measures that allow the community at large to measure progress and success is a shared objective by most organizations and individuals engaged with this topic.

Qualitative Research Themes:

A number of themes were identified during the course of this work, which include both themes that we expected to hear, and were validated, as well as new insights directly inferred by the community involvement throughout the effort.

Unexpected Themes:

In addition to a number of validated themes, new insights were regularly identified during the course of 1-1-1 interviews and focus groups.

Interest in a Dynamic Information Repository: Significant interest exists to gather available information, share data, and make available to individual, and organizations committed to improving connectivity and digital equity. Data may include coverage and connectivity information but may also include useful yet to be determined raw data that could prove useful in seeking funds, designing programs, and measuring impact. The key to a dynamic repository will be the ongoing contribution to the repository so that the likelihood of the most current information being available continues to increase.

Meaningful utilization is important: Being connected for sake of being connected is insufficient. Identifying and leveraging key reasons, relevant on an individual basis, to be connected will significantly improve the likelihood of adopting and utilizing technology. Our interviews identified areas that may "spark" utilization, specifically education, healthcare, and employment related. Identifying moments in time to connect with an individual for a meaningful purpose may improve long-term adoption.

Adjacent factors are important: Success in advancing connectivity and digital equity may be dependent on addressing or being aware of, adjacent factors. These adjacencies may not be obvious in the aggregate but may have a significant impact on how individuals prioritize their efforts. For example, ensuring adequate access to other utilities may be a prerequisite to addressing connectivity. Without electricity, connectivity is likely not a prioritized need. Similarly, housing, food insecurities, transportation issues, or other utility related debt, such as unpaid cable bills, may prevent great programming from penetrating to a portion of the population.

Program execution at the source: While programming to improve connectivity and digital equity continues to advance and includes contributions by local institutions as well as national level programs, execution is an additional element of complexity. Specifically, we heard feedback that working with and hearing from trusted members of the community as part of program execution is paramount and may significantly increase the likelihood of success.

Setting standards: Many interviews reinforced the perspective that national and state-based programming is likely to be set leading into our ability to access funds. With that said, caution was expressed to any attempts at setting our own standards. Instead, a more successful approach may be to ensure we are collectively aligned, as a community, to any specific State and Federal programs that will likely come with a set of pre-determined set of guidelines or requirements. That is not to say Kansas City should not seek to outperform such guidelines, but that we should be aligned in taxonomy, standards orientation, and program parameters.

These discussion led us to some important conclusions which we had interest validating through a series of community Focus Groups. Those focus groups attracted a diverse, and sizable number of participants, and helped us to both validate and enhance our conclusions and recommendations.

Three Focus Groups were completed. These focus groups included the generous time of co-facilitators as indicated below:

Focus Group #1: The importance of Collaboration in solving the digital divide

Co-facilitators:

Carrie Coogan,
The Kansas City Public Library & The KC Coalition for Digital Inclusion

Mike Heckman,
Rockcreek Way

Focus Group #2: Elements to Design Effective Programming to improve connectivity and reduce the digital divide

Co-facilitators:

Leslie Scott,
The UMKC Digital Working Group & KC Digital Drive

Mike Heckman,
Rockcreek Way

Focus Group #1: Creating Effective Measures that impact connectivity and the digital divide

Co-facilitators:

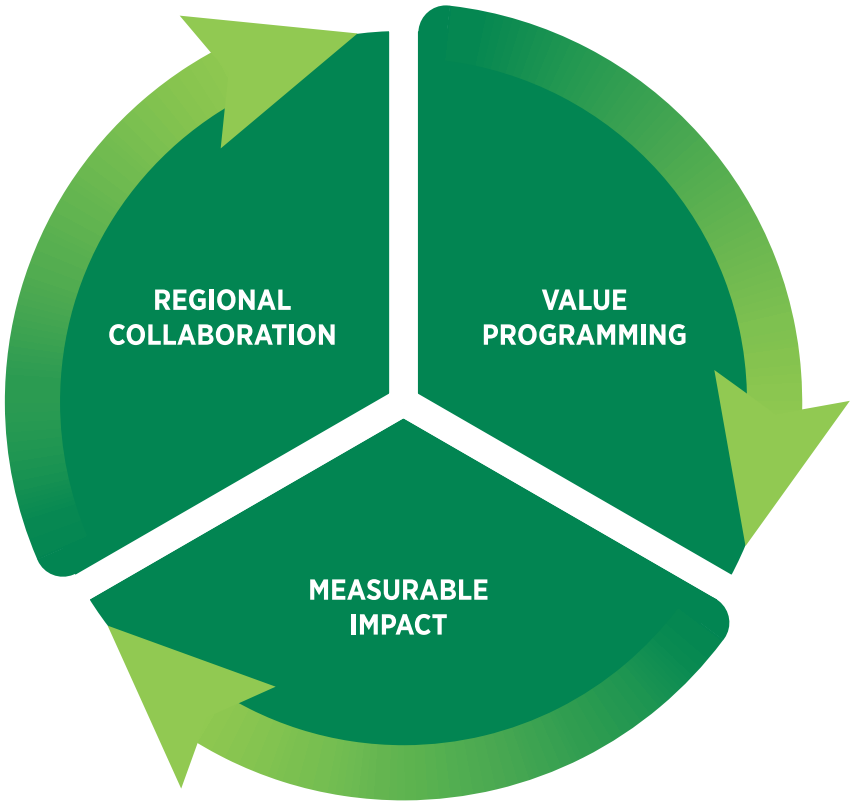
Marlene Nagel,
Mid-America Regional Council

Mike Heckman,
Rockcreek Way

VII A Recommendation Framework

Through the course of our analysis, both quantitative and qualitative, we have concluded that a recommended approach that allows for systemic and sustainable improvement is ideal. While individual recommendations are valuable, viewing through the lens of a sustainable framework is more likely to drive understanding, adoption, and progress.

The recommendation framework to follow is meant to supported and enhanced over time. This framework promotes regional collaboration that helps to unify priorities with a value-oriented methodology and measure the impact over time in support of continuous improvement.



a. Regional Collaboration

Collaboration is at the heart of a viable regional strategy. Not only will collaboration create an environment that is more likely to optimize scarce resources, but it will also create an avenue to amplify existing capabilities.

Historically, there have been multiple organizations that have taken on the role of collaborative leaders. All of these entities have been productive and made a positive impact on the region's ability to achieve a number of goals. These include, but are not limited to:

Local Governments

Local Library Systems

Volunteer Collaboration organizations: The KC Coalition for Digital Inclusion and the UMKC Digital Equity Working Group

A common focus determined from a variety of community interviews and focus groups was that of a need for better organization of the region's resources. While a hierarchical organization may or may not be appropriate, a more concrete structure focusing on several key areas could provide sustainable dividends.

Key Recommendation #1:
Formalize Regional Collaboration

What could it look like: Recommend adopting two entities to support collaboration.

Board of Digital Connectivity. This board should consist of 10-12 members, inclusive of community, for profit, and non-profit representation. The focus of this group should be on collecting and organizing relevant data, promoting, and endorsing community programming, and supporting regional entities efforts to obtain available government and non-governmental funding.

The key objectives for this group would not include management or oversight of any agencies performing their individual missions or program execution. Instead, this board should focus on providing community value in several defined ways:

- Manage, update, and make available a dynamic information repository. This information repository purpose is to make relevant information related to connectivity and the digital divide readily available and accessible.
- Provide funding support to agencies and program sponsors either directly or indirectly. Support outcome evaluation to help those providing funding and assessing value.
- Act as a centralized conduit to share ideas, resources, networks and knowledge that can assist as needed with program design, measure and reporting.
- This group can also act as a regional advocate. Supporting a value-based programming framework, disseminating relevant metrics, and ensuring the topic of digital equity is top of mind for the community.

Community Advisory Board: This group should be made up of active community agencies, neighborhood representation, and community members at large. They should focus on contributing to a data repository, amplifying communication into our communities, and providing direct community-oriented feedback to the Board of Digital Equity.

This group should also have specific objectives:

- This group should be organized in a way that promotes regular connection and collaboration with the Board of Digital Connectivity.
- They should be responsible for the dissemination of relevant information about connectivity, the digital divide, and relevant programs and offerings to the community.
- Leverage to receive feedback directly from community members.
- Ensure the community members have the information they need.

Key Recommendation #1:
Formalize Regional Collaboration

How to get started: Support funding of one or more resources to drive collaboration. A funded staff, dedicated to these initiatives is needed to adequately focus on the long-term opportunity. Complexity of funding mechanisms, community priorities, programmed collaboration would be but some of the items a funded team could advance.

While State and Local government will likely drive fund allocation, a Civic and Business oriented group will be helpful in promoting a strategic approach, while encouraging regional collaboration over competition.

Organizing Together:

- Leverage the Board of Digital Connectivity
- Leverage the Community Advisory Group
- Enable collaborative support and organization of information to enable Consistent Execution
- Community Level engagement improves reach and effectiveness

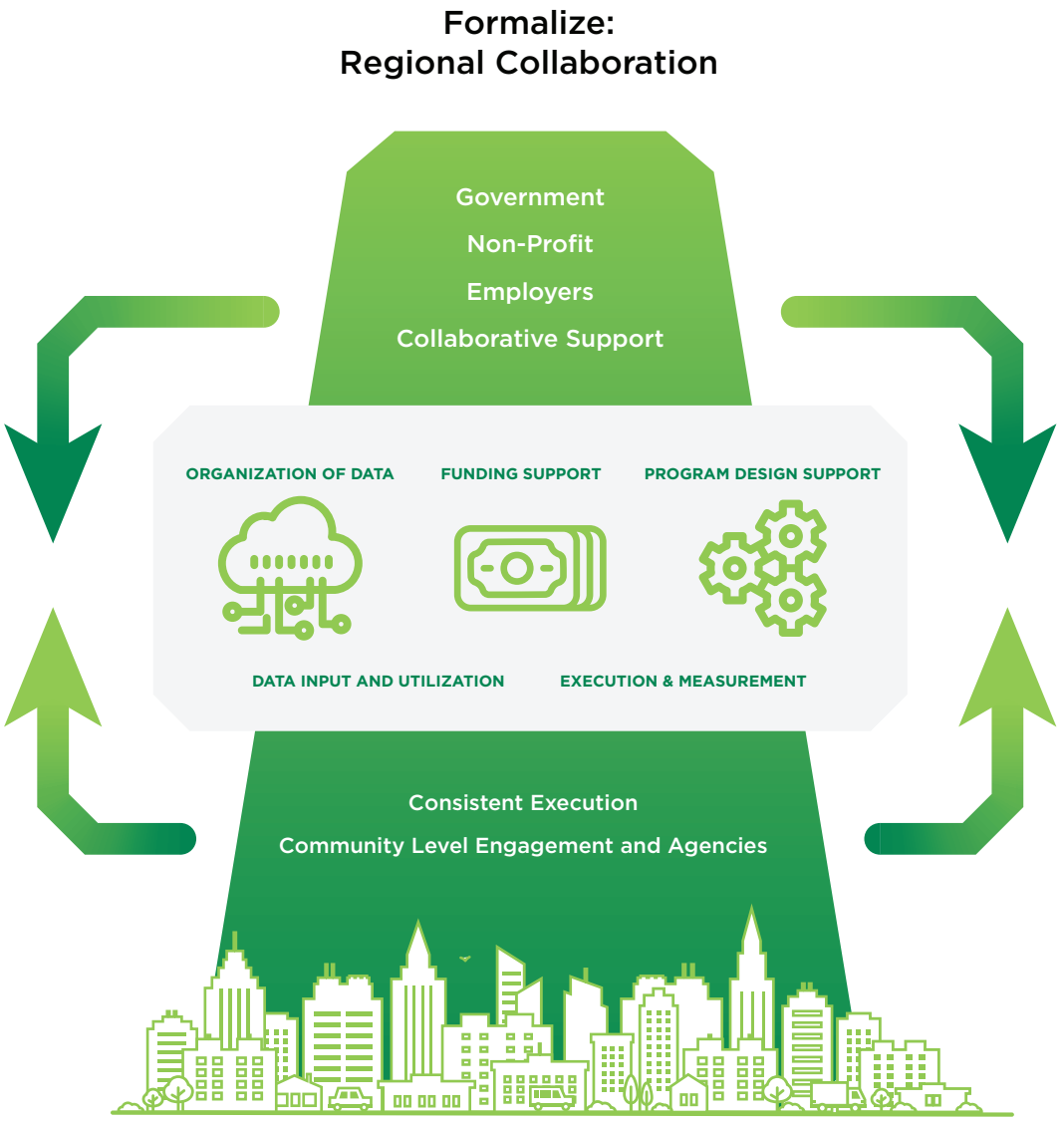


Fig 1: An example of organized regional collaboration

b. Value Programming

Many ideas exist today that provide value to the community in a number of ways. Some may impact infrastructure, some device accessibility, and some education and knowledge. Many times, this programming may be utilizing discrete and limited funding. In a world with scare resources, we should adopt a value-oriented approach to assist decision making as a community and prioritize when feasible.

Key Recommendation #2: Adopt a Value-Framework in order to prioritize digital connectivity programming.

While a value-framework can take on a number of structures, we will offer up one such structure to follow. A framework should be promoted into the community to drive the best probability of adoption. The framework should focus on a number of factors that are relevant to large and small efforts, as well as those that target large populations or targeted populations.

What could it look like: Recommend adopting a framework that encompasses nine priorities, categorized into three distinct constructs: Enabling Factors, Meaningful Use Catalyzers, Resilience Amplifiers.

Enabling Factors: *A program will improve reach if impacting one or more of the following:*

- Advancement in digital infrastructure in the form of broadband availability or affordability.
- Hardware in the form of usable devices. Generally described as a laptop or desktop computer that can run general applications and has the ability to access the internet.
- Skills and knowledge that represent an individual's ability to utilize technology for a variety of needs. Skill development is an important enabling factor because it can be used repeatedly and built upon over time.

Enabling Factors

- Infrastructure
- Hardware
- Skill Development

Meaningful Use Catalyzers

- Employment
- Education
- Healthcare

Resilience Factors

- Family & Faith
- Community Involvement
- Job Creation

Key Recommendation #2: Adopt a Value-Framework in order to prioritize digital connectivity programming.

Meaningful Use Catalyzers: *A program will be more impactful if it prompts a triggering event, especially if that triggering event is meaningful for that individual. Three types of triggering events are below.*

- **Employment:** A program that improves an individual's ability to apply for a job, accomplish a job, or be promoted in a job.
- **Education:** A program that assists an individual's ability to participate in any level of education. Education may include primary, secondary, and higher education, as well as advancements of a variety of certifications and training opportunities that may be available.
- **Healthcare:** A program that enables a healthcare interaction, specifically by leveraging technology or connectivity to do so. Healthcare interactions could be preventive, urgent, or chronic in nature.

Resilience Amplifiers: *A program that supports the ongoing engagement with technology and connectivity.*

- **Family & Faith:** A program that promotes ongoing engagement with community faith organizations or family interactions is likely to promote resilience and sustainable use.
- **Community Involvement:** A program that promotes community and social involvement, and helps an individual interact in a number of community level engagements, including utilization of existing benefits and resources, will promote resilience and sustainable use.
- **Job Creation:** A program that specifically creates one or more jobs as part of its rollout will naturally create sustainability for the program and the individuals impacted. Job creation may be full-time, part-time, gig oriented, but in all cases positions the user to be a producer in the economy, while promoting entrepreneurship.

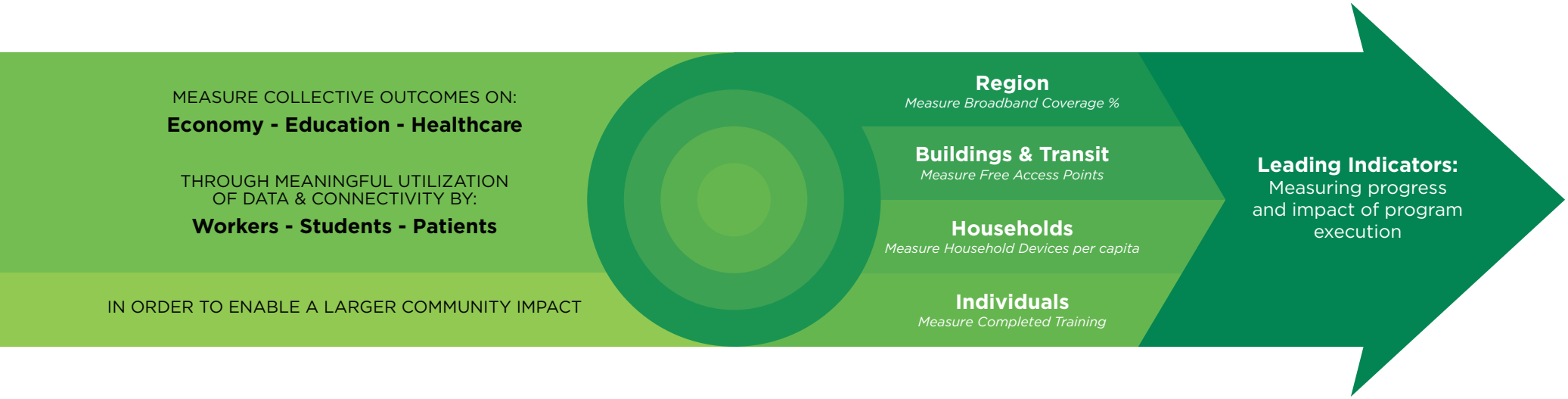
How to get started: Recommend that these nine elements be used to standardize the definition of "Program Reach" in a simple, easy to repeat manner. Other factors relevant to quantifying value should also include understanding the number of people likely to be reached, and the cost to do so.

c. Measurable Impact

The Kansas City region should adopt several macro-level measures that act as leading indicators of progress toward connectivity and digital equality. Such leading indicators should be aligned and consistent with the existing KC Rising Connectivity objective to improve high-speed broadband subscriptions and the reduction of disparity by race, income, and education.

Regularly reported metrics can serve the region as an active feedback loop to inform priorities of future programs. They can also act as an aggregate representation of the success stories that participating organizations are driving throughout the community.

Drive: Measurable Impact



Key Recommendation #3: Adopt a set of measures, with a commitment to report out regularly.

What could it look like: It is important to leverage data that is currently, or likely to be available. Covering a range of macro-level measures to more targeted micro-level measures will be a helpful construct to see how our region is performing as a whole, and to see with some level of precision where we can improve.

Tying measures to the impact of Infrastructure, Devices, and Skills and Knowledge will create continuity to overarching regional objectives related to connectivity.

How to get started: *Measure the following, or similar construct*, keeping in mind how Kansas City compares to peer cities.

Infrastructure: Measure community-wide high-speed broadband subscriptions as a percentage of households, with an objective to reach 80% adoption AND to reach and maintain a level of adoption that is at or above the average rate experienced by peer cities. Measure annually, with a macro focus on the region.

Increase the quantity of wi-fi access points throughout our community by 50% AND ensure transparency of said access points is available. Measure annually, with a macro focus on community.

Device Access: Measure the percentage households with at least one adequate device per household, with an objective to reach 90% of households AND to reach and maintain a level that is at or above the average rate experienced by peer cities. Measure annually, with a micro-focus on households.

Skills and Knowledge: Measure the availability and completion of digital literacy programming, with an objective of increasing programs by 10% per year for at least the next 5 years. Measure annually, with a micro-focus on individuals.

VIII Conclusions

Long-term impact of connectivity and digital equity will have a higher probability of success if the region is organized, with collaborative intent.

Adopting and leveraging a framework that includes a continuously improving system, including the ability to measure progress over time will ensure the region is working on the most urgent needs. Promoting regional collaboration that is inclusive, agile, and informed will position the community and agencies that operate in the community to impact change.

Orienting investment and energies around a value-oriented approach will provide guidance in how to effectively deploy scarce resources.

Our community is most likely to succeed, and advance our shared economic prosperity, when we rally around a shared objective. One of those shared objectives should be: Ensure every household is connected.

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