Welcome!

SHAPING THE FUTURE

Stakeholders' input on policy goal priorities & network services

December 11, 2018

Presentation to Tacoma City Council and Tacoma Public Utility Board
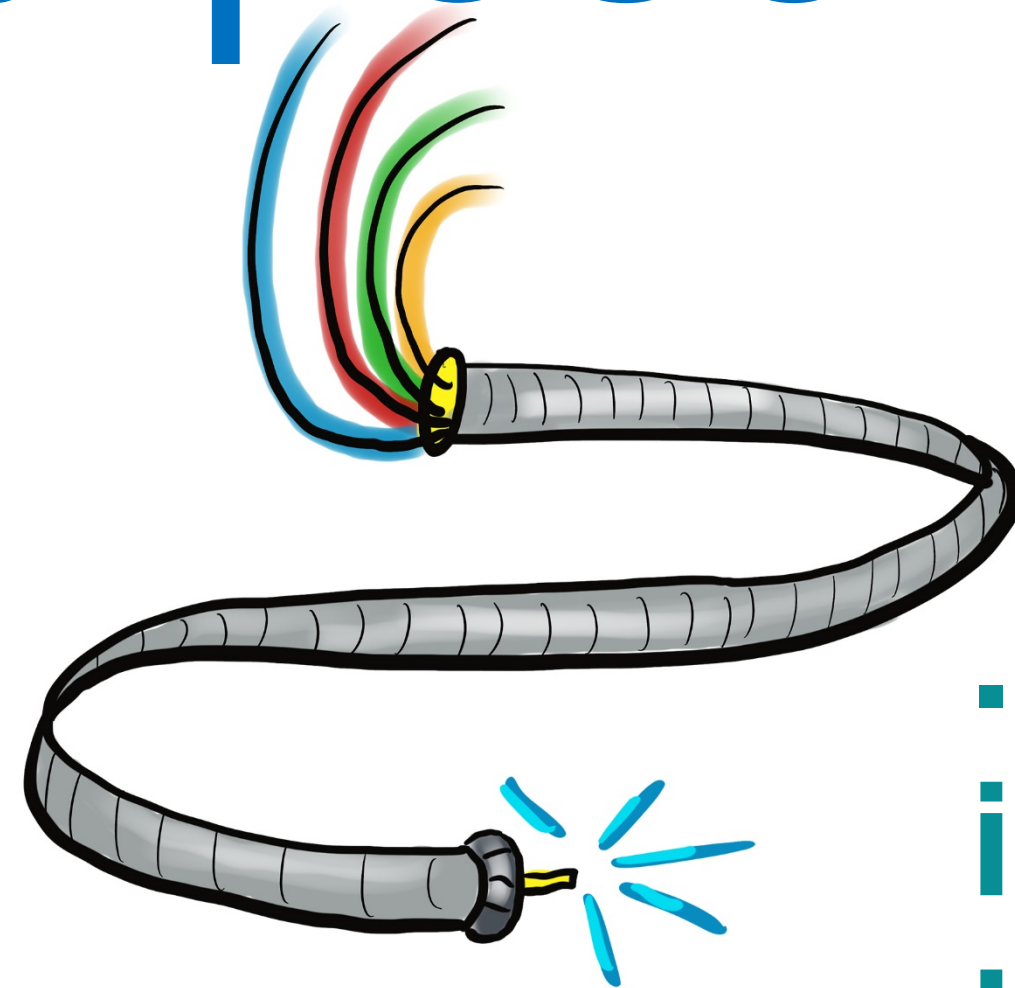
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Click!'s History

Helping People Reach Agreements

Purpose

As a publicly-owned asset, decision-making about the Click! network must be informed by input from the network's stakeholders.

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Purpose

As a publicly-owned asset, decision-making about the Click! Network ….

...must be informed by input from the network's stakeholders.

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We listened…

Today's Presentation

Stakeholder Collaboratives: the Process

…Purpose and process

…About the participants

Input on Policy Goals

…How do you rank the Goals?

…Stakeholder input

Input on Network Services & Features

…What stakeholders want

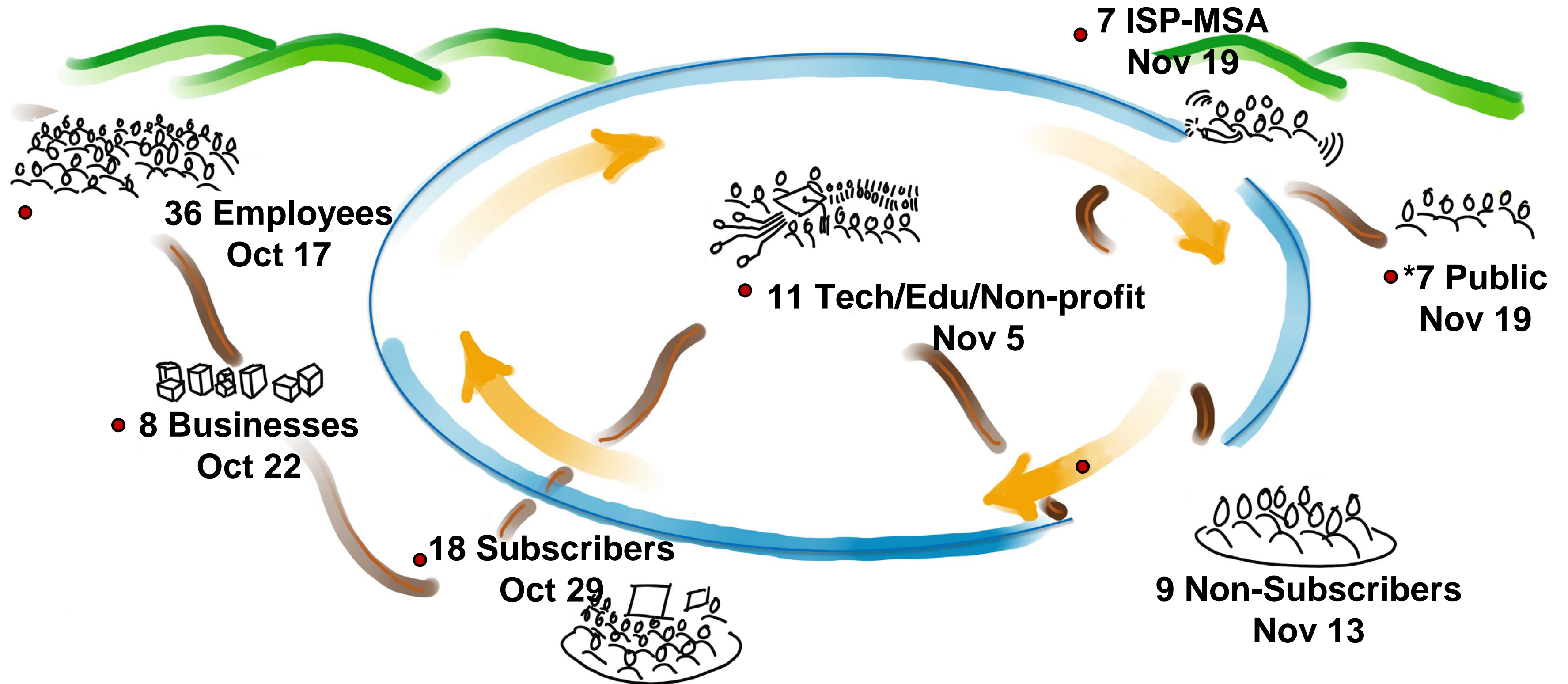*…"Radical" ideas*

Conclusion, Q&A

Helping People Reach Agreements

Stakeholder Collaboratives

Stakeholder Collaborative Meetings

7 ISP-MSA
Nov 19

36 Employees
Oct 17

11 Tech/Edu/Non-profit
Nov 5

*7 Public
Nov 19

8 Businesses
Oct 22

18 Subscribers
Oct 29

9 Non-Subscribers
Nov 13

About the Data

Our goal: create a positive, generative forum in which stakeholders could express views freely and candidly.

➢ **The data are based on deep listening**

➢ **NOT quantitative or statistical in nature**

➢ **Our synthesis involved in-depth synthesis of stakeholder input**

➢ **Our qualitative analysis & observations show consistent patterns (themes) in stakeholder responses**

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Input on Policy Goals

City of Tacoma Resolution No. 39930

- **"policy goals will be utilized in shaping a new course for the use and preservation of the assets of Click!"**

- **"the community policy goals listed above…and approved by the Board are approved by City Council."**

- **"requests for information, proposals, or qualifications … will be sought to determine how…the community policy goals can be achieved through collaboration and/or restructuring of Click!.**

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A "POLICY GOAL":

- **Documents an agreement by people in an organization**

- **Names the beliefs they share**

- **Describes the goals they want to achieve together**

- **Guides their decisions & actions**

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Ranking the Policy Goals

For deciding the future of the Click! network and who will operate it:

Rank the policy goals in order, from 1 to 12.

➢ **Use 1 for the Policy Goal you feel is most important in your decision process.**

➢ **Use 12 for the Policy Goal you feel is least important.**

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The 12 Policy Goals

Your Input: TPU POLICY GOALS

These policy goals will be used by providers to prepare their competitive proposals. The goals will also be used by the City Council and the TPU Board in evaluating proposals. **Which policy goals should be most important in this process?** <u>Prioritize the Policy Goals below</u> by numbering them 1 (highest) through 12 (lowest).

DOG: Continuing public ownership of the telecommunications assets, especially those assets necessary for Tacoma Power operations

DRAGON: Ensuring geographically, economically, and technologically equitable access

GOAT: Creating low-income affordable access to telecommunication services

HORSE: Enforcing net neutrality principles for all customers

MONKEY: Allowing open access to telecommunication assets by other telecommunication providers, to the extent such access benefits customers

RABBIT: Preserving competition among telecommunication providers that benefits customers (such as high-quality, technologically up-to-date, and reasonably priced telecommunication services), including restricting transfer of ownership or operations that reduce competition

OX: Safeguarding the use of telecommunications services by Tacoma Power, the City, and other local governments

RAT: Maintaining financial stability of the telecommunications business operations utilizing the Click! assets

SNAKE: Promoting economic development and educational opportunities

ROOSTER: Providing job options and security for Click! staff and protecting the intellectual capital of the system

TIGER: Protecting customer privacy

PIG: Preserving Click!'s goodwill, including via its market-leading customer service for telecommunications customers

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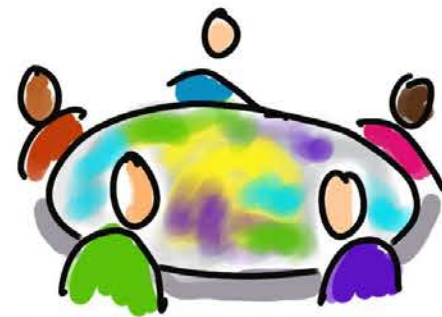FOR DIALOG & RESOLUTION
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Participant Experience: Policy Goals

1. Individual
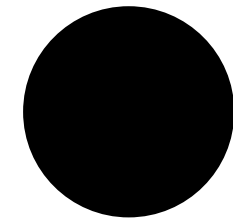Thinking

Ranking of
Policy Goals

2. Table Group
Agreement

3. Additional
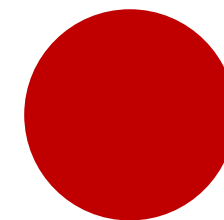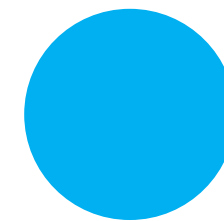Input Form

4. Special
Questions

Let's Look at the Data

● Top 3 policy goals ranked by individuals

Top 3 policy goals selected by small groups ●

Bottom 3 policy goals selected by small groups ●

Policy Goals: Top 3 and Bottom 3

Stakeholder Group:	Number of Participants	Ox	Rat	Snake	Rooster	Tiger	Pig	Dog	Dragon	Goat	Horse	Monkey	Rabbit
Employees	36	● 🔴	🔴	🔵	● 🔴 🔵	🔵	🔵	● 🔴	🔵	🔵	🔵	🔵	🔴
Subscribers	18	🔵		🔵	🔵	● 🔴	🔴 🔵	● 🔴		● 🔴	🔴 🔵	🔵	🔴 🔵
Non-Subscribers	9	🔵	🔴 🔵		●	🔴	🔵	🔴	🔵	● 🔴	🔴	🔴 🔵	● 🔴
Businesses	8		🔴 🔵	🔴 🔵	🔵			🔴		🔴	● 🔴 🔵	● 🔴	● 🔴
Tech/Edu/Non Profit	11	● 🔴	🔴	🔵	🔵		🔵	● 🔴	● 🔴	● 🔴		🔵	🔴 🔵
ISP-MSA	7		🔵	🔵			🔵	● 🔴	🔵		🔵	● 🔴	● 🔴
Public	7*		🔵		🔵	🔵		🔵 ● 🔴		🔵	🔴 🔵	● 🔴	● 🔴

* 3 members of the public were also present at the ISP/MSA collaborative.

● Top 3 policy goals ranked by individuals

🔴 Top 3 policy goals selected by small groups

🔵 Bottom 3 policy goals selected by small groups

Similar Policy Goals

Several stakeholder saw similarities in pairs of Policy Goals:

Dog & Ox

Continuing public ownership of the telecommunications assets, **especially those assets necessary for Tacoma Power operations**

Safeguarding the **use of telecommunications services by Tacoma Power**, the City, and other local governments

Goat & Dragon

Creating low-income affordable access to telecommunication services

Ensuring geographically, economically, and technologically **equitable access**

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Consistently Prioritized

DOG*
*GOAT
RABBIT

TOP
POLICY GOALS

OX*
*DRAGON
MONKEY
TIGER
RAT

SNAKE
ROOSTER
HORSE
PIG

BOTTOM
POLICY GOALS

Overlapping policies
Dog/Ox*
*Goat/Dragon

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Top Policy Goals for Future of Network

DOG RABBIT GOAT

- **Continuing public ownership of the telecommunications assets, especially those assets necessary for Tacoma Power operations**

- **Preserving competition among telecommunication providers that benefits customers (such as high-quality, technologically up-to-date, and reasonably priced telecommunication services), including restricting transfer of ownership or operations that reduce competition**

- **Creating low-income affordable access to telecommunication services**

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All Policy Goals Important

- **Through ranking, stakeholders engaged with the Policy Goals, explored what they understood (or not), and grasped their importance**

- **Every policy goal was considered important**

- **"Bottom 3" Policy Goals: often selected by groups because their "Top 3" Policy Goals would "take care of" these other goals**

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Input on Services & Network Features

Focus Questions

1. **What services/products do customers MOST NEED or WANT?**

2. **What other features of the network must be in place to achieve the top 3 policy goals?**

3. **What is ONE radical, creative THING you would want from the network to make it extraordinary & wonderful for customers?**

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Participant Experience: Services

1. Individual Thinking

2. Table Group Brainstorming

3. Additional Input Form

4. Special Questions

What Does the Data Show?

Input on services and features
correlates across all 4 input modes

SERVICES
FEATURES
IDEAS
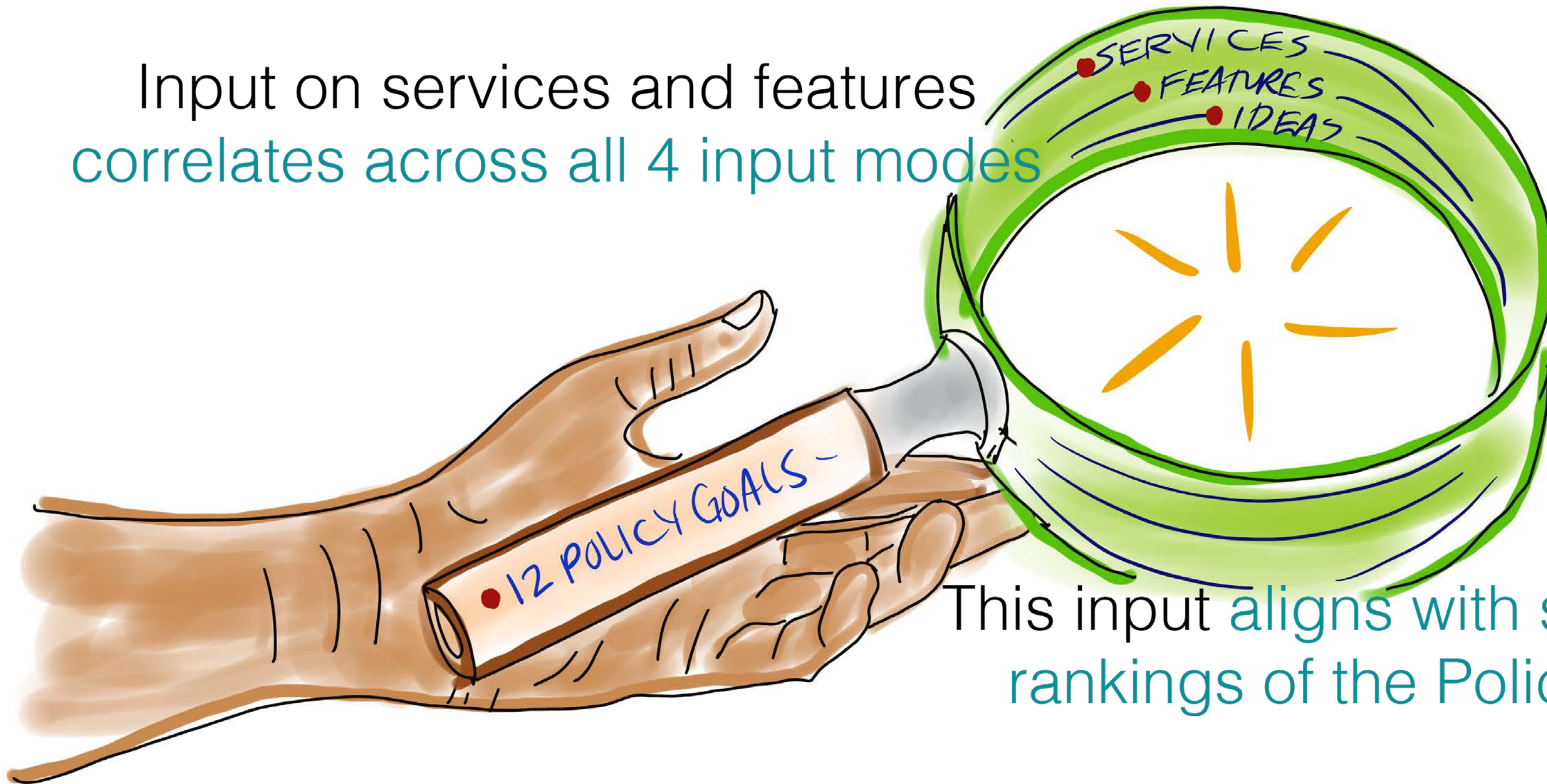
12 POLICY GOALS

This input aligns with stakeholder rankings of the Policy Goals.

Lens for Understanding the Data

"What do stakeholders want from the network, under each Policy Goal?"

This data synthesis translates Policy Goals into concrete recommendations, actions, and ideas.

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Synthesis Priority Order

Continuing public ownership of the telecommunications assets, especially those assets necessary for Tacoma Power operations

Dog

SERVICES

- Choice of services
- Bundle broadband services
- Some say: "cable is dead"

NETWORK FEATURES

- Keep public and local
- Represent local concerns
- Fiber two way robust

RADICAL IDEAS

- Monetize dark fiber assets
- Shorter term lease with oversight
- Be transparent with the public

"Where click! Is concerned, all of the policy goals can easily be met if Click! stays with public ownership. Everything else flows from that."– a Subscriber

People were generally were not able to hear or understand that the Click! network WILL REMAIN PUBLICLY OWNED.

Many stakeholder groups saw similarity of this Policy Goal with Ox.

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Preserving competition among telecommunication providers that benefits customers (such as high-quality, technologically up-to-date, and reasonably priced telecommunication services), including restricting transfer of ownership or operations that reduce competition

Rabbit

SERVICES

- High speed, reliable, internet for streaming and not cable

- Offer other services such as Voice, IPTV, Over-the-Top (OTT) app based video, Wi-Fi hotspots, and cloud storage services

- Bundled service and Mega Package that includes all the services

NETWORK FEATURES

- Local control for consistency, quick response, innovative business practices

- Focus on internet for innovative services

- Financial penalties for not making TPU/Government Service Level Agreement

RADICAL IDEAS

- Convert network to Fiber-to-the-Home/Premises

- Offer digital TV antenna for over-the-air local broadcast stations

- Metered Internet service

Public ownership means … "local jobs, money stays in our community, local and responsive service to our customers, and true competition for price and competitive pricing for all income levels." – Member of the Public

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Creating low-income affordable access to telecommunication services

Goat

SERVICES

- Offer basic services at low cost and reliable
- Options to increase speed, increase costs

NETWORK FEATURES

- Subsidize low cost for low income for student access
- Offer economic bundling

RADICAL IDEAS

- Free Community W-Fi
- Free base internet service of 5 Mbps
- Discounted service for low income families
- Customizable packages for affordability
- Free month a year of service, EVERY YEAR!
- Free VoIP service

Many stakeholder groups saw similarity of this Policy Goal with Dragon.

"Whatever is decided, thought needs to be given to ensure that cable/internet is accessible to all who want it. Having some sort of price scale based on poverty level is crucial." – Tech/Edu/Non Profit Group

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Ensuring geographically, economically, and technologically equitable access

Dragon

SERVICES

- Expand affordable access to TPU footprint

NETWORK FEATURES

- Low $ bar to getting access to basic services (equitable access);
- Wireless access for low income families, homework access

RADICAL IDEAS

- Expand Click! footprint to Tacoma Power footprint by 2028
- Basic Package (streaming) for all residents
- Internet for schools, transient community, and free internet to properties like Spaceworks
- Offer Public Access (part of PEG) channels

Many stakeholder groups saw similarity of this Policy Goal with Goat.

Only favored as a top 3 policy goal with high-tech & education stakeholders, who see the impacts of the digital divide, daily.

"[I want] affordable standard rates that don't frequently change. Providing for Tacoma Public School students in regard to internet access and equipment." – Stakeholder Group

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Safeguarding the use of telecommunications services by Tacoma Power, the City, and other local governments

Ox

SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ Keep network management in municipal control	▪ A group that maintains critical assets to make sure they are healthy	▪ Support for City Wi-Fi ▪ Cell service for City employees ▪ Leverage network for Smart Utility initiatives Leverage network for Smart City initiatives, like advanced metering, muni Wi-Fi, parking meters, traffic signals, security/monitoring cameras

"City should retain majority control of Tacoma's network in infrastructure."– Business Group

Many stakeholder groups saw similarity of this Policy Goal with Dog.

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We listened…

Protecting customer privacy

Tiger

SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ Low cost/affordable, reliable, net-neutral, consistent, privacy protecting service;	▪ The highest privacy controls available, exceptional customer service, open market firewall/security	• none offered

"Strong cyber security network is important." – Subscribers Group

Few stakeholders responded to this Policy Goal; they felt this goal would be "taken care of" if their top 3 policy goals were implemented.

Others noted that federal and state laws protect customer privacy; therefore, no policy goal is needed to cover this topic.

However, customer privacy was selected by both subscribers and non-subscribers as one of their top 3 policy goals.

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Allowing open access to telecommunication assets by other telecommunication providers, to the extent such access benefits customers

Monkey

SERVICES

- Equal opportunity to all players

NETWORK FEATURES

- More ISPs competing for the market share=more profit for Click!

RADICAL IDEAS

- Offer/expand access to cloud services through MSAs

- Lease dark fiber assets (i.e. MSAs, cellular backhaul, etc)

- Eliminate ISP partners

- Open Access Network for Video, Internet and Voice services

- Expand the number of MSAs and ISPs using the network

"One provider should not have to filter/do business through a competitor." – ISP/MSA

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Maintaining financial stability of the telecommunications business operations utilizing the Click! Assets

Rat

SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ Financial stability = Cost allocation	▪ Financial and operational excellence; ▪ Bundle cable, phone, internet	▪ Keep technology up to date without a tax increase/assessment. ▪ Marketing w/ healthy budget and experienced marketing executives

"[Get] cost effective network equipment that utilizes other products besides Cisco." – Employee

"[Do] marketing with a healthy budget and experienced marketing executives." – Employee

Few stakeholders understood this Policy Goal (except for Employees).

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Promoting economic development and educational opportunities

Snake

SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ 1-10 GB, high speed, cloud, secure, affordable	▪ Local call center, training for youth and low rates ▪ Access public schools	▪ Offer classes on Internet and use of technology (i.e. Internet security) ▪ Enable distance learning through partnerships with higher ed

"Provide wireless or wired access for low income families so students have access at home as well as in school." – Tech/Edu/Non Profit group

No individuals selected Snake as their Top 3/Bottom 3 Policy Goal, but small groups did, in their discussions.

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Providing job options and security for Click! staff and protecting the intellectual capital of the system

Rooster

SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ not applicable	▪ Maintain quality employees for the legacy knowledge of the infrastructure for maintenance	▪ Keep legacy staff for network continuity

"Keep click customer service employees employed with new ownership!" – Employee

"Stop the group approach and meet with each staff member individually to chart a path." – Employee

Employees are proud of the network and want to see it succeed.

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Enforcing net neutrality principles for all customers

Horse

SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ Low cost/affordable ▪ Reliable ▪ Consistent ▪ Privacy protecting	▪ Net neutrality upheld locally	▪ None offered

"I do not want to support a company that does not equal net neutrality across all operations (even in other cities)." – Business

"Net neutrality" seemed to mean different things among stakeholders.

For lay people, it seems to mean access to the Internet at the same speeds for all and many chose this as a top 3 policy.

Those in the industry tended to choose this policy as least important.

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Preserving Click!'s goodwill, including via its market-leading customer service for telecommunications customers

Pig
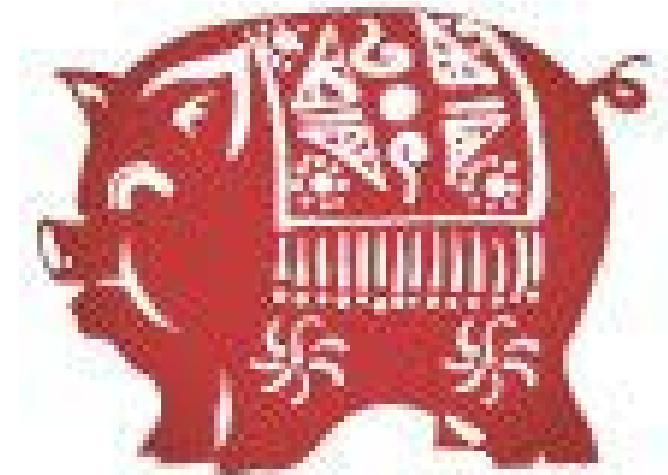
SERVICES	NETWORK FEATURES	RADICAL IDEAS
▪ A commitment to the community, customer service and a history of performance ▪ Reliable, fast, stable, fast internet	▪ Customer first, fair billing, fast phone survey customers ▪ Keep public access, TV for now, free tech education	▪ Local customer services with call center and lobby, long term contract restricting contract, innovative up to date business practices. Think 20 years down the road;

"Do not hire an outsourced call center to provide customer service. They are not invested in our community."– Employee

"Customer service with Click! has been amazing. It would be wonderful to maintain a personable company." – Subscriber

Employee pride in customer service is confirmed by positive comments from subscribers and non-subscribers.

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Themes on Public Private Partnership

➢ **All stakeholders appreciate, value and agree the public ownership is a priority.**

➢ **Appreciation of Click!'s level of customer service was highlighted and the request that future private partner be held to same level of service.**

➢ **Request City and TPU create a measurement structure to ensure the partner is being held accountable to the 12 policy goals.**

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Comments about Stakeholder Collaborative

"the round table discussion was great idea, hearing other people's ideas allowed me to change and broaden some of mine."—Subscriber

"The small groups allowed everyone to be heard."– Non-Subscriber

"Lots of input from different people. It felt good to hear from the public regarding a publicly owned asset. We LOVE click!"– Subscriber

"The mix of participants @ the table helped me see different perspectives." – Employee

"Would have helped to have some preparatory material sent with the invitation." – High-Tech & Education

"I wonder if we could have used more time to discuss the details of this policy /decision making?" – Subscriber

"Quick, high energy process. Very Good." – Tech/Edu/Non Profit

"All good." – Business

"Needed wine." – Non-Subscriber

"We got down to some important conversations. Discussed things as an organization that we don't discuss as a whole. Was good that the utility asked us." – TPU Employee

"Good dialog and interaction." – ISP/MSA

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Next steps?

➢ **Share synthesized results with the negotiation team**

➢ **Provide input on suggested Performance Measurements**

➢ **Policy makers use this in selection of private partners**

➢ **Policy makers and partner use this data to help public understand decisions and expectations about future of system**

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Q&A

Thank You

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Stakeholders' input on policy goal priorities & network services

APPENDIX

Policy Goals: Top 3 and Bottom 3

Stakeholder Group:	Number of Participants	Ox	Rat	Snake	Rooster	Tiger	Pig	Dog	Dragon	Goat	Horse	Monkey	Rabbit
Employees	36	●🔴	🔴	🔵	●🔴🔵	🔵	🔵	●🔴	🔵	🔵	🔵	🔵	🔴
Subscribers	18		🔵	🔵	🔵	●🔴	🔴🔵	●🔴		●🔴	🔴🔵	🔵	🔴🔵
Non-Subscribers	9		🔵🔴🔵		●	🔴	🔵	🔴	🔵	●🔴	🔴	🔴🔵	●🔴
Businesses	8		🔴🔵	🔴🔵	🔵		🔵	🔴		🔴	●🔴🔵	●🔴	●🔴
Hi-Tech & Education	11	●🔴	🔴		🔵		🔵	●🔴	●🔴	●🔴		🔵	🔴🔵
ISP-MSA	7			🔵	🔵		🔵	●🔴	🔵			●🔴	●🔴
Public	7*			🔵	🔵		🔵	●🔴	🔵		🔴🔵	●🔴	●🔴

* 3 members of the public were also present at the ISP/MSA collaborative.

● Top 3 policy goals ranked by individuals

🔴 Top 3 policy goals selected by small groups

🔵 Bottom 3 policy goals selected by small groups

Safeguarding the use of telecommunications services by Tacoma Power, the City, and other local governments

Ox

Stakeholder Group:	Number of Participants	Ox
Employees	36	⚫ 🔴
Subscribers	18	🔵
Non-Subscribers	9	🔵
Businesses	8	
Hi-Tech & Education	11	⚫ 🔴
ISP-MSA	7	
Public	7*	

Observations

- Those who related to this goal (employees and hi-tech & education) ranked this goal as one of their top 3

- Other stakeholders with a residential/citizen perspective (subscribers and non-subscribers) ranked it as one of their bottom 3 policy goals

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Maintaining financial stability of the telecommunications business operations utilizing the Click! Assets

Rat

Stakeholder Group:	Number of Participants	Rat
Employees	36	🔴
Subscribers	18	
Non-Subscribers	9	🔴 🔵
Businesses	8	🔴 🔵
Hi-Tech & Education	11	
ISP-MSA	7	
Public	7*	🔵

Observations

- In individual rankings, this policy goal was not selected by enough people to rise to top 3
- Yet, in small group work, this policy goal was relegated to either a "top 3" policy goal or a "bottom 3" policy goal

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Promoting economic development and educational opportunities

Snake

Stakeholder Group:	Number of Participants	Snake
Employees	36	🔵
Subscribers	18	🔵
Non-Subscribers	9	
Businesses	8	🔴 🔵
Hi-Tech & Education	11	🔴
ISP-MSA	7	🔵
Public	7*	🔵

Observations

- In individual rankings, this policy goal was not selected by enough people to rise to top 3
- Yet, in small group work, this policy goal was relegated to either a "top 3" policy goal or a "bottom 3" policy goal

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Promoting economic development and educational opportunities

Rooter

Stakeholder Group:	Number of Participants	Rooster
Employees	36	⚫ 🔴 🔵
Subscribers	18	🔵
Non-Subscribers	9	⚫
Businesses	8	🔵
Hi-Tech & Education	11	🔵
ISP-MSA	7	🔵
Public	7*	🔵

Observations

- In small group work, all but the non-subscribers chose this as a "bottom 3" policy goal.

- Many said that this goal would be "taken care of" if their top 3 policy goals were implemented.

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Protecting customer privacy

Tiger

Stakeholder Group:	Number of Participants	Tiger
Employees	36	🔵
Subscribers	18	⚫ 🔴
Non-Subscribers	9	🔴
Businesses	8	
Hi-Tech & Education	11	
ISP-MSA	7	
Public	7*	

Observations

- Many said that this goal would be "taken care of" if their top 3 policy goals were implemented; Others noted that federal and state laws protect customer privacy; therefore, no policy goal is needed to cover this topic.

- However, customer privacy was selected by both subscribers and on-subscribers as one of their top 3 policy goals.

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Preserving Click!'s goodwill, including via its market-leading customer service for telecommunications customers

Pig
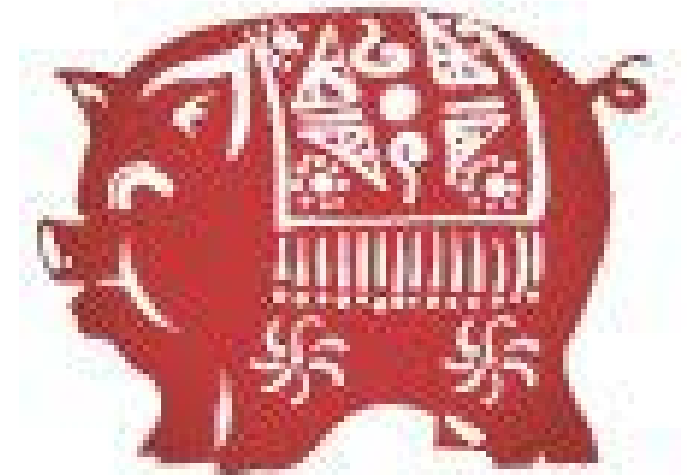
Stakeholder Group:	Number of Participants	Pig
Employees	36	🔵
Subscribers	18	🔴🔵
Non-Subscribers	9	🔵
Businesses	8	🔵
Hi-Tech & Education	11	🔵
ISP-MSA	7	🔵
Public	7*	🔵

Observations

- Understandably, one of the subscribers small groups chose this customer service-oriented policy goal as one of their top 3.

- However, small groups in ALL stakeholder groups chose this policy goal as one of their bottom 3, because their top 3 policy goals would "take care of" this one.

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Continuing public ownership of the telecommunications assets, especially those assets necessary for Tacoma Power operations

Dog

Stakeholder Group:	Number of Participants	Dog
Employees	36	● ●
Subscribers	18	● ●
Non-Subscribers	9	●
Businesses	8	●
Hi-Tech & Education	11	● ●
ISP-MSA	7	● ●
Public	7*	● ●

Observations

- Consistently ranked by individuals as a top 3 policy goal.

- Ranked by all stakeholder groups as a top 3 policy goal.

- Fits with our observation that people generally were not able to hear or understand that the Click! network WILL REMAIN PUBLICLY OWNED.

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Ensuring geographically, economically, and technologically equitable access

Dragon

Stakeholder Group:	Number of Participants	Dragon
Employees	36	🔵
Subscribers	18	
Non-Subscribers	9	🔵
Businesses	8	
Hi-Tech & Education	11	⚫ 🔴
ISP-MSA	7	🔵
Public	7*	🔵

Observations

- Only favored as a top 3 policy goal with high-tech & education stakeholders (including non-profits) who see the impacts of the digital divide, daily.

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Helping People Reach Agreements

Creating low-income affordable access to telecommunication services

Goat

Stakeholder Group:	Number of Participants	Goat
Employees	36	🔵
Subscribers	18	⚫ 🔴
Non-Subscribers	9	⚫ 🔴
Businesses	8	🔴
Hi-Tech & Education	11	⚫ 🔴
ISP-MSA	7	
Public	7*	

Observations

- Favored by many stakeholder groups as a top 3 policy goal
- Only TPU employees saw this as a bottom 3 policy goal

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Enforcing net neutrality principles for all customers

Horse

Stakeholder Group:	Number of Participants	Horse
Employees	36	🔵
Subscribers	18	🔴 🔵
Non-Subscribers	9	🔴
Businesses	8	⚫ 🔴 🔵
Hi-Tech & Education	11	🔵
ISP-MSA	7	🔵
Public	7*	🔴 🔵

Observations

- People understand "net neutrality" in different ways.

- For lay people, net neutrality seems to mean that all have access to the Internet at the same speeds, and they tended to make this policy one of their top 3.

- Those in the industry have a more informed definition, and tended to choose this policy as least important.

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Allowing open access to telecommunication assets by other telecommunication providers, to the extent such access benefits customers

Monkey

Stakeholder Group:	Number of Participants	Monkey
Employees	36	🔵
Subscribers	18	🔵
Non-Subscribers	9	🔴 🔵
Businesses	8	⚫ 🔴
Hi-Tech & Education	11	🔵
ISP-MSA	7	⚫ 🔴
Public	7*	⚫ 🔴

Observations

- ISPs and MSAs and Businesses understandably chose this as one of their top 3 policy goals.

- The public stakeholders reflected this bias, since 3 of the 7 members of the public were ISP/MSA stakeholders, too.

- Non-subscribers were divided, with some choosing this policy goal as one of their top 3 or one of their bottom 3 policy goals.

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Preserving competition among telecommunication providers that benefits customers (such as high-quality, technologically up-to-date, and reasonably priced telecommunication services), including restricting transfer of ownership or operations that reduce competition

Rabbit

Stakeholder Group:	Number of Participants	Rabbit
Employees	36	🔴
Subscribers	18	🔴 🔵
Non-Subscribers	9	⚫ 🔴
Businesses	8	⚫ 🔴
Hi-Tech & Education	11	🔴 🔵
ISP-MSA	7	⚫ 🔴
Public	7*	⚫ 🔴

Observations

- Consistently selected as a top 3 policy goal in both individual rankings and in small groups within each stakeholder group.

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Services/Features: Group-Specific Questions

Special Questions

SUBCRIBERS: What services are necessary for you to continue your subscription to a city-owned network?

NON-SUBSCRIBERS: What would motivate you to switch from your current service to the Click! Network?

BUSINESS: What about the network will make it stand out as a competitive product for your business?
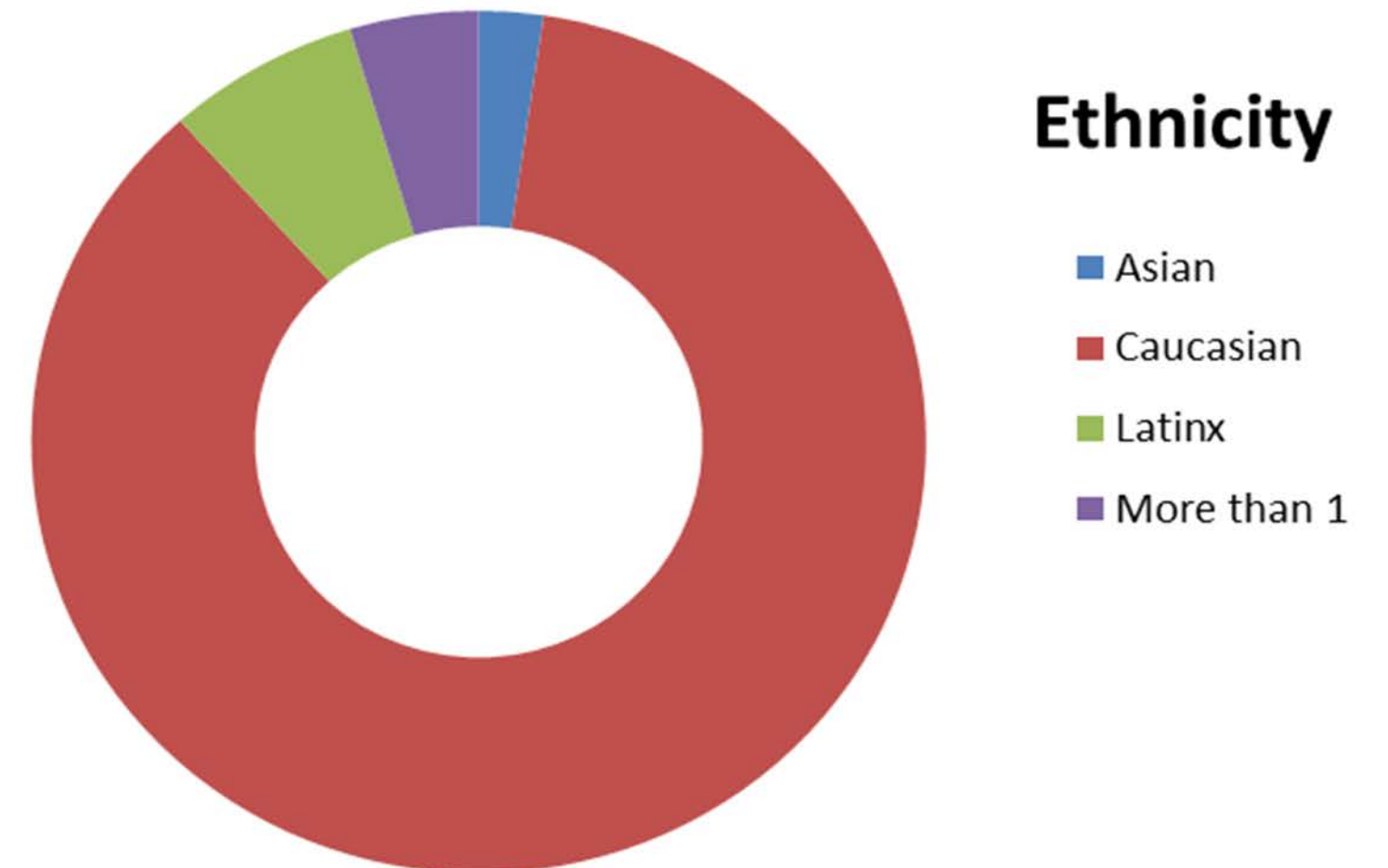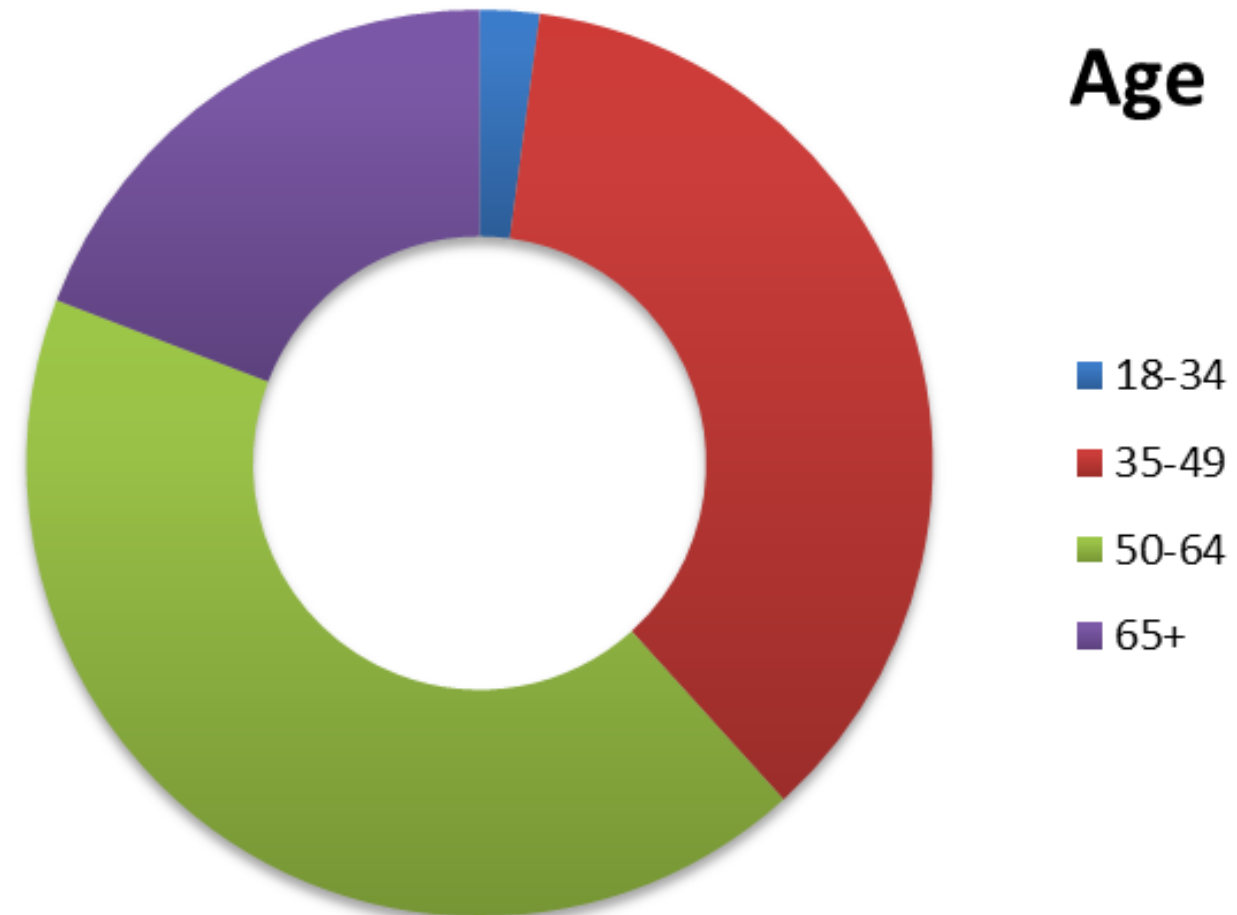
TECH/EDU/NON-PROFIT: What about the network will make it stand out as a competitive product for your business or institution?

ISP/MSA: What are the most valuable aspects of this publicly-owned network, to (1) YOU as a service provider and (2) the COMMUNITY?

PUBLIC: What community interest is not being met today, that this network could provide in the future?
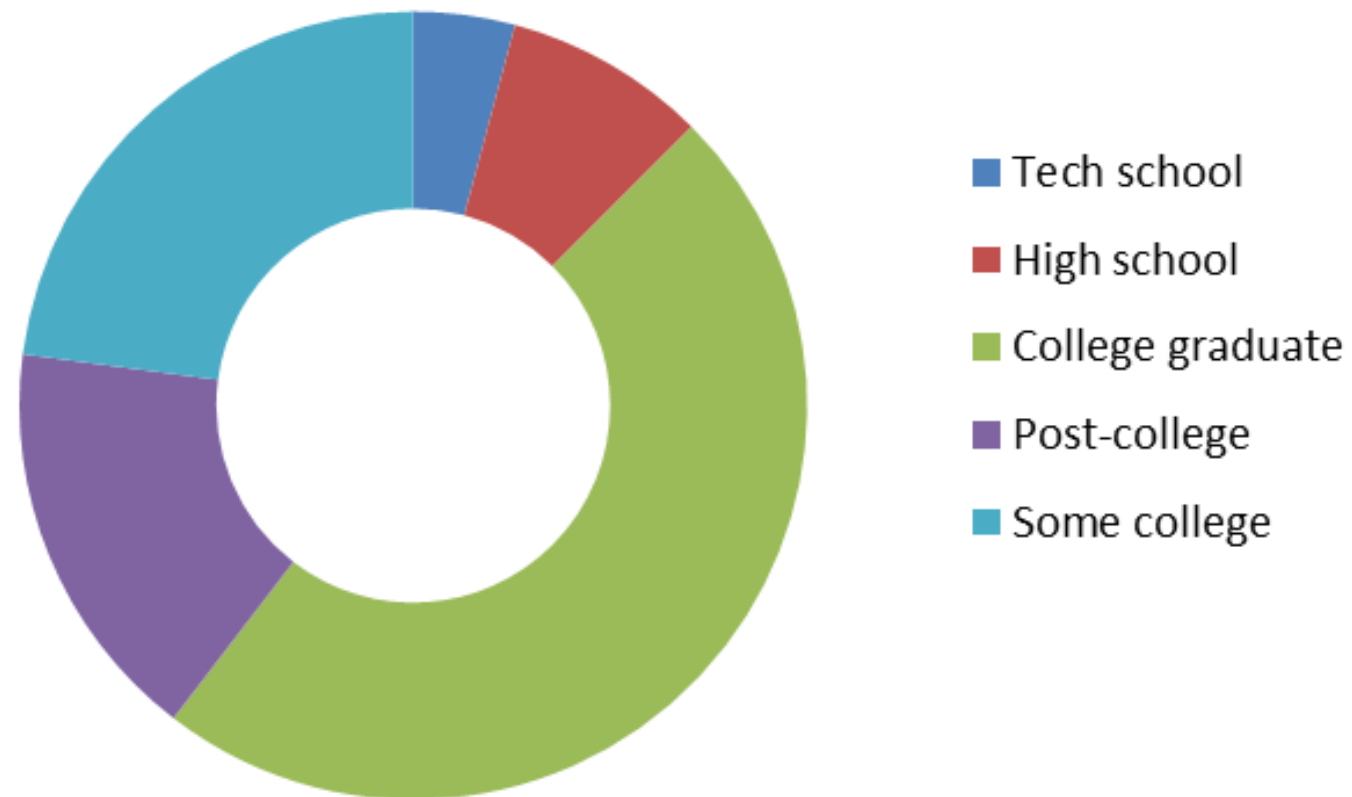
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Stakeholder Demographics

Age
- 18-34
- 35-49
- 50-64
- 65+

Ethnicity
- Asian
- Caucasian
- Latinx
- More than 1

Stakeholder Demographics Cont.