Digital Dodge City

Full Report – July 2013

The Dodge City Public Library, The City of Dodge City and the Dodge City Community College have been leading "Digital Dodge City," a community wide initiative to determine the digital future of Dodge City. Community leaders have participated in public events and completed a "stakeholder alignment" survey to help define Dodge City's current and future needs, as well as the resources necessary to ensure community members have access to and understand how to use information technology. The objective is to stimulate community-wide discussion and engage diverse stakeholders in planning efforts to create and support a healthy, prosperous and cohesive 21st century community – not leaving people behind as Dodge City matches the accelerating pace of technological change.

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Scope

- Community initiative aimed at expanding access to and use of information technology.

Stage

- Formation.

Location

- Dodge City and surrounding Ford County, Kansas.

Stakeholders

Lead Local Institutions and Organizations
- Dodge City Government
- Dodge City Library
- Dodge City Community College

Supporting External Institutions and Organizations
- Institute for Library and Museum Services (ILMS)
- OCLC
- Kansas Statewide Broadband Initiative
- Center for Digital Inclusion, University of Illinois at Urbana-Champaign
- WayMark Systems

Different Types of Stakeholders Involved
- 31 different types of stakeholders:
  1. Local City and County Govt (general)
  2. Elected City Officials
  3. Public Agencies (general)
  4. Library Staff/Leadership
  5. K-12 School Educators/Administrators
  6. Higher Ed, Community College Educators/Administrators
  7. Higher Education, University Educators/Administrators
  8. Adult Education Training and Devt. Program Educators/Administrators
  9. Economic Development Agency Staff/Leadership
  10. Community Center Staff/Leadership
  11. Public Housing Agency Staff/Leadership

12. Regulatory Govt Agency Staff/Leadership
13. Other Public Agency Staff/Leadership
14. Not-for-profit Community-Based Organizations (general)
15. Not-for-profit Religious Leaders
16. Not-for-profits Serving Low Income and Homeless
17. Not-for-profits Serving People with Disabilities
18. Not-for-profits Serving Ethnic Communities/Cultures
19. Not-for-profit Labor Organization Staff/Leadership
20. Other Not-for-profit
21. Business (general)
22. Broadband Service Providers
23. Technology Association Staff/Leadership
24. Chambers of Commerce and Other Business Groups
25. Other Business Organization Staff/Leadership
26. Local Media (TV, Radio, Newspaper)
27. Public Energy Utility
28. Health Care Providers
29. Community Residents (general)
30. Resident in Neighborhood with High Speed Broadband
31. Resident in Neighborhood not Served by High Speed Broadband

Number of Stakeholders Surveyed
- 111 stakeholders surveyed in April/May 2013

Motivation
- Increasing access and opportunities for the most disadvantaged in society (low income, elderly, and disabled)
- Expanding educational services (K-12, technical skills, and higher education)
- Enabling local business and regional economic development
- Improving access and outcomes in health care
- Building a stronger, more resilient community
- Ensuring that Dodge City is not left behind at a time of accelerating technological change

Main Findings

### Potential Points of Alignment
- Broad agreement on the value of increased education on digital matters.
    - *Sample comment: "Educating and enabling the entire community on a digital level would help things run more smoothly as well as break down barriers that exist here. . ."*

- A generally shared value on increasing opportunities for the most disadvantaged and bridging across cultures in society through access to digital resources.
  - *Sample comment: "There is a definite divide between demographics in Dodge City and people want to change that."*
- A generally shared value on increasing capabilities at all levels of the education system so students are better prepared for a digital economy.
  - *Sample comment: "That technological literacy is necessary for full inclusion in the community. That folks who don't have digital literacy are at a disadvantage. That digital literacy is a necessary skill for the future"*
- A generally shared value on improving the lives of community residents though increased digital services from public and private sectors.
  - *Sample comment: "Desire to improve the lives of residents."*
- A broadly shared view that increased coordination is needed among community organizations with respect to digital technologies.
  - *Sample comment: "It is widely shared that digital access is essential. However there is no coordinated strategy for moving the community toward such access." Also, see the chart below for quantitative date reinforcing the importance of this issue.*
- Top priorities for digital services to be made more broadly available are: K-12 Education Programs, College and University Education Programs, Health Care Information, Public Safety Information, and Workforce Training.
  - *See the "leader board" in the full report on page 23.*

Potential Points of Misalignment
- A key point of contention involves questioning the role of the public sector in facilitating digital inclusion – raising questions about alternative use of public resources.
  - *Sample comment: "To what extent should tax payers' money as well as grant money go to providing low income, disabled, or senior citizen households with information and/or Internet access?"*
- A second point of contention involves questioning what are seen as "cross subsidies" with private sector fees for digital services.
  - *Sample comment: "I think that internet access is still a privilege, and I am not willing to pay more for my access just so lower-income families and such do not have to pay or get a reduced cost for theirs."*
- ***Additional note:*** On many issues there is a core group of 4-6 stakeholders (out of 111) with very negative views, with over a dozen stakeholders holding negative views on some issues.

Comparing "Importance" with current "Adequacy" on aspects of digital inclusion
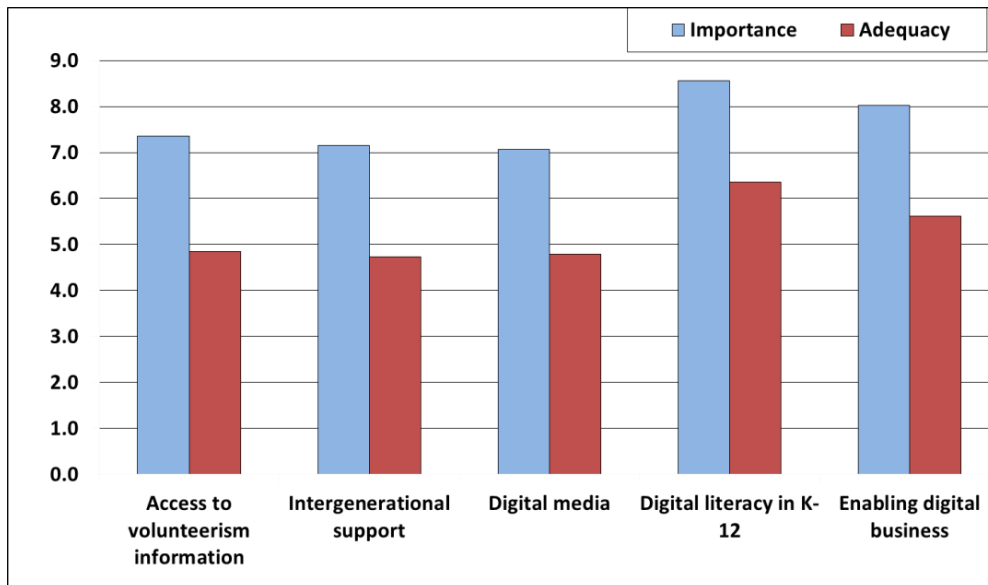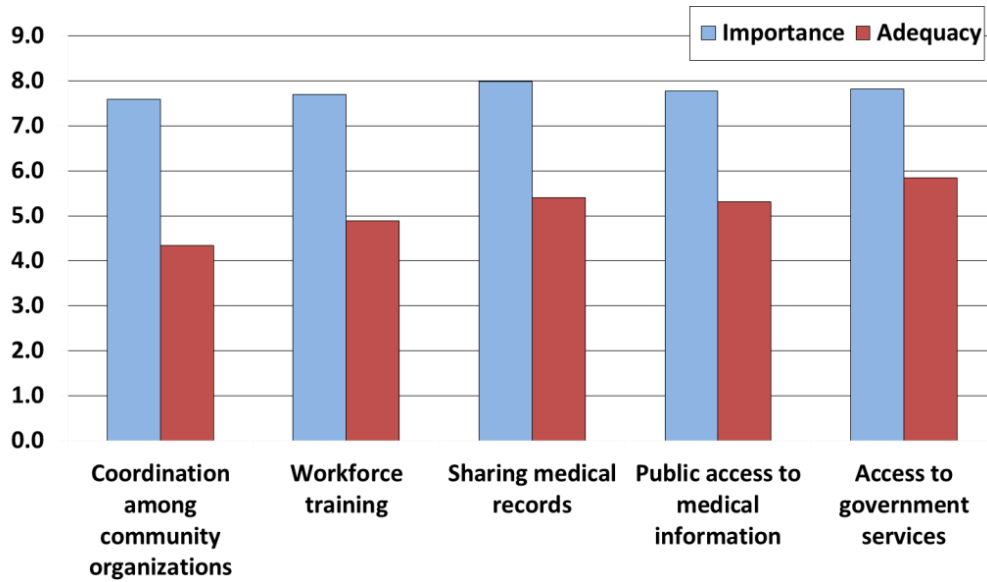
Analysis: On all ten dimensions there is a substantial gap between how "important" an item is, versus how "adequate" it is at present. Digital literacy for K-12 is the most important overall. While sharing medical records electronically ranks next in importance, nearly half of the stakeholders did not respond to this item – indicating either a gap in knowledge or a reluctance to answer this question. The biggest gap between "importance" and "adequacy" is around coordination by community organizations – a key issue to address.

Process

Change Process
- Convene stakeholders
  - A. Define stakeholders
  - B. Survey stakeholders and share results
  - C. Identify points of alignment
  - D. Identify points of misalignment
- Develop a shared community understanding of digital inclusion
  - A. In-person full community meetings
  - B. Working group meetings
- Create a community action plan
- Implement the plan
- Evaluate and revise the plan

Note: *The overall change process is from "Building Digital Communities." It integrates tools and methods for stakeholder alignment from "WayMark Systems."*

Milestones   As of July 2013

OCLC Process and Associated Tasks	Q1 2013	Q2 2013	Q3 2013	Q4 2013	2014
Pre-Process * Selection of Dodge City as OCLC pilot. * Stakeholders defined.	■				
A. Convene stakeholders * Stakeholder alignment focus group dialogue sessions (4 in April). * Stakeholder alignment summit session (May). * Potential working groups identified.		■			
B. Develop a shared community understanding of digital inclusion * In-person meetings and online survey. * Digital Dodge City overview and full report distributed to stakeholders. * Additional data collected.		■	■		
C. Create a community action plan * Working group leaders and members confirmed. *Working group goals and demonstration projects defined. * Working group goals merged into a cohesive plan with reasonable milestones identified. * If necessary, funding sources identified.			■	■	

D. Implement the plan * Working group demonstration projects implemented. * Coordination with parallel initiatives.			███	███	███
E. Evaluate and revise the plan * Process for evaluation and revision to be determined.					███

Immediate Next Steps – Working Groups

- ***Increased Technical Support***
    - o Goal: Increased affordable technical support for all, particularly community members struggling to use digital tools.
    - o Data Needed: Resource mapping of local technical support.
- ***Increased Access to Digital Resources (merged Awareness of Existing Digital Resources with Increased Access to Local Resources)***
    - o Goal: Increased awareness of existing digital resources (local and national).
    - o Data Needed: Resource mapping of local computer and internet access, wifi access, training and technical support.
- ***Affordable Internet Service***
    - o Goal: Increased availability of affordable internet service.
    - o Data Needed: Broadband service offerings by price, speed and area available.
- ***Increased Cultural Understanding***
    - o Goal: Increased cultural understanding through integration of the multiple cultures in Dodge City and the associated technology uses and needs.
- ***Increased Community Involvement***
    - o Goal: Increased community involvement and parental engagement resulting in more volunteerism in schools and general community activities.
- ***Local Business Strengthened***
    - o Goal: Increased communication between businesses and between customers and businesses resulting in increased sales of local businesses.
    - o Data Needed: Resource mapping of local business technical and social media support.
- ***Strengthened K-12 Education***
    - o Goal: Community resources supporting K-12 technology initiatives, particularly community involvement in K-12 technology and at home and public internet access.

II. Logistics

Project Team:
      Pat Canavan, WayMark Systems
      Greta Clark, Dodge City Community College
      Joel Cutcher-Gershenfeld, University of Illinois and WayMark Systems
      Jon Gant, University of Illinois
      Mike Haberman, University of Illinois
      and WayMark Systems
      Jane Longmeyer, Dodge City
      LaEisha Meaderds, University of Illinois
      Mark Nolan, University of Illinois
      and Waymark Systems
      Cathy Reeves, Dodge City Public Library
      Angela Siefer, OCLC
      Martin Wolskey, University of Illinois

Session Designs:

Session 1 Design (April, 2013):
      Welcome
      Introduction to Digital Inclusion
      Introduction to Stakeholder Alignment
      Dialogue, Part I
      Survey
      Dialogue, Part II
      Concluding Comments

Session II Design (May, 2013):
      8:30   Registration and breakfast
      9:00   Welcome and overview
      9:15   Dodge City today
      9:30   Discussion
      9:45   Stakeholder alignment data
      10:00 Discussion
      10:15 Additional stakeholder alignment data
      10:30 Discussion
      10:40 Break
      10:50 Elements of a shared vision of success
      10:55 Prioritize elements of vision
      11:10 Working groups
      11:45 Reports and next steps
      12:00 Adjourn

Introduction to Digital Inclusion:

Building Digital Communities

Digital Inclusion Defined:
- The ability of individuals and groups to access and use information and communication technologies.

Motivation:
- 1 in 5 Americans do not use the internet
- U.S. Internet Use & Home Internet Service
  - Insert Data
- Barriers to Internet Use and Home Use
  - Cost
  - Relevance
  - Digital Skills

Building Digital Communities Process:
- Convene Stakeholders
- Develop a Shared Community Understanding of Digital Inclusion
- Create a Community Action Plan
- Implement the Plan
- Evaluate and Revise the Plan

Introduction to Stakeholder Alignment:

Definition of Stakeholder Alignment:

The extent to which interdependent stakeholders orient and connect with one another to advance their separate and shared interests.

Dimensions Along Which Stakeholders can be Aligned (or Misaligned):
- Behavioral alignment
- Structural alignment
- Strategic alignment
- Cultural alignment

Steps in the Process:

Phase I: Navigator (1.0)
1.1   Define scale and scope
1.2   Form launch team
1.3   Plan launch events

Phase II: Map (2.0)
2.1   Specify stakeholders
2.2   Identify interests
2.3   Develop instrument(s)
2.4   Survey representative sample
2.5   Visualize alignment/misalignment

Phase III: Journey (3.0)
3.1   Construct shared vision of success (future state)
3.2   Assess strengths and weakness (current state)
3.3   Align resources and support systems (delta state)
3.4   Charter appropriate forums (delta state)
3.5   Establish milestones and metrics (delta state)
3.6   Address misaligned incentives (delta state)
3.7   Ensure internal alignment (delta state)
3.8   Manage leadership transitions (delta state)
3.9   Check and adjust (new current state and new future state)

IV. Stakeholder Alignment Focus Group Sessions

Potential Elements of a Shared Vision for Success – From April 2013 Sessions

- Local Business Strengthened
- Increased Community Involvement
- Improved Reputation of Dodge City
- Increased Education of Community Members
- Increased Cultural Understanding
- Strengthened K-12 Education
- Increased Parental Engagement
- Increased Public Safety
- Improved Personal Finance
- More Empowered Disabled Community Members
- Increased Access to Local Resources
- Impact on Health of Community Members
- Affordable Internet Service for all Community Members
- More Supported and Independent Elderly Community Members
- increased Technical Support
- Increased Employment
- More Technology Savvy Community Members
- Improved Internet Service

Selected Challenges in Achieving Full Community Access and Use of Information Technologies– From April 2013 Sessions

- Barriers – Cost
  – Affordability for many families
  – Funding for public access
- Barriers – Relevance
  – Information is not current
- Barriers – Digital Skills
  – Generation gap
- Barriers – Cultural
  – Children of refugees educating parents
- Barriers – Access
  – School I-pad program only works at school, not at home
- Barriers – Online Content
  – Job search on-line doesn't work through a phone

Selected Current Resources for Digital Inclusion – From April 2013 Sessions
- DC public library has free access to computers when open and free wifi
- DC Community college library has free tech support for mobile devices
- DC hospital has free wifi
- Some businesses offer free wifi
- DC school district has free wifi (password protected) during school hours and students required to have iPads
- DC airport has free wifi
- Multiple residential broadband providers with completive pricing
- A senior center has public access computer lab
- A nursing home has a computer lab for residents
- A non-profit (Ally) offers technology access
- Courthouse has computers for restricted use (access to records)
- Kansas Works has computers for restricted use (job search)
- YMCA has after school program and mobile lab
- Bright Beginnings has job application training for recent immigrants

V. Stakeholder Alignment Survey Results

Stakeholder Roles	Primary	Secondary
Local City, County, and Tribal Govt (general)	4.5%	0.9%
Elected City Official	0.9%	0.9%
Public Agencies (general)	4.5%	2.7%
Library Staff/Leadership	6.3%	2.7%
K-12 School Educator/Administrator	5.4%	4.5%
Higher Ed, Community College Educator/Administrator	11.7%	4.6%
Higher Education, University Educator/Administrator	2.7%	0.9%
Adult Education Training and Devt. Program Educator/Administrator	1.8%	0.9%
Economic Development Agency Staff/Leadership	2.7%	0.9%
Community Center Staff/Leadership	0.9%	1.8%
Public Housing Agency Staff/Leadership	1.8%	0.9%
Regulatory Govt Agency Staff/Leadership	1.8%	--
Other Public Agency Staff/Leadership	2.6%	--
Not-for-profit Community-Based Organization (general)	9.9%	3.6%
Not-for-profit Religious Leader	0.9%	0.9%
Not-for-profit Serving Low Income and Homeless	--	0.9%
Not-for-profit Serving People with Disabilities	0.9%	--
Not-for-profit Service Ethnic Communities/Cultures	0.9%	--
Not-for-profit Labor Organization Staff/Leadership	--	0.9%
Other Not-for-profit	3.6%	0.9%
Business (general)	1.8%	2.7%
Broadband Service Provider	1.8%	--
Technology Association Staff/Leadership	--	0.9%
Chambers of Commerce and Other Business Groups	3.6%	--
Other Business Organization Staff/Leadership	4.5%	0.9%
Local Media (TV, Radio, Newspaper)	1.8%	0.9%
Public Energy Utility	1.8%	0.9%
Health Care Provider	0.9%	0.9%
Community Residents (general)	2.7%	10.8%
Resident in Neighborhood with High Speed	11.7%	0.9%
Resident in Neighborhood not Served by High Speed	1.8%	--

Data Input:
   I-Pad: 72 (65%)   Web: 39 (35%)

***Experience with digital literacy, public internet access, technology training, and high
speed internet***
- None: 3.6%
- Under 3 years: 7.2%
- 3-7 years: 17.1%
- 8-15 years: 34.2%
- Over 15 years: 37.8%

Gender:
- Female: 48.1%
- Male: 51.9%

Hours on line in a typical day (e-mail, web searches, on-line programming, etc.)
- None: 0.9%
- Under 1 hour: 3.6%
- 1-2 hours: 18.9%
- 3-5 hours: 35.1%
- 6-10 hours: 32.4%
- Over 10 hours: 9.0%

***How familiar are you with initiatives or activities around "digital inclusion" or "high
speed internet connections" in your community?***

25.2%	This is the first I have heard of these ideas
35.1%	I am aware of these ideas but I have no direct experience
27.9%	I have participated in discussions about these ideas, but not actively involved otherwise
11.7%	I am actively involved in these ideas, beyond participating in discussions about them

***How important is it to you to reside in a community where everyone has access to high-
speed internet connections, whether in their home or through community
organizations (such as libraries or community centers)?***

Not	1.8%
Slightly	3.6%
Somewhat	17.1%
Very	36.9%
Essential	40.5%

***How important is it to you that all community members have high-speed internet
access at home?***

Not	2.7%
Slightly	5.5%
Somewhat	27.3%
Very	50.0%
Essential	14.5%

How would you characterize the views *within your own household, neighborhood or organization* when it comes to the idea of digital inclusion in your community?

- Never really talked about.
- . . . I would say our neighborhood's view is mixed. Some feel it necessary, others feel it is out of their reach or they are unable to learn at this stage of life, others would embrace it wholeheartedly.
- . . . We view digital communication as essential in maintaining connection and as our primary source of information.
- Being a telecommuter, the need for digital inclusion is imperative.
- It is a matter of priorities. Access is available to those who want it.
- We live in a rural area, just outside of city limits. . . we have one viable Internet source. It is limiting due to speed and reliability.
- It is important, but not necessarily to have in every home. Public access in a location that is secure is very important. That could be a library or a public facility. The exception to this would be someone with a disability who is not mobile.
- We are ready for easier access to medical, governmental information . . .
- The view of our organization, the City of Dodge City, is that it is necessary to develop digital inclusion in our community. . .
- This a need not being met in our community. Tax entities are NOT working together!
- We recognize that digital communication is absolutely essential. We communicate digitally and are frustrated when government, health and community organizations aren't sufficiently digital. We support access for everyone, including those with disabilities and whose first language is not English.
- Digital inclusion is not a right.
- . . . digital inclusion is absolutely essential in today's world. You're left behind without it.
- Digital inclusion has slowly been developing for many years now in this community, but could be much more extensive.
- It will help foster better "community" and quality of life in our community.

**Comparing "Importance" with current "Adequacy" on aspects of digital inclusion**
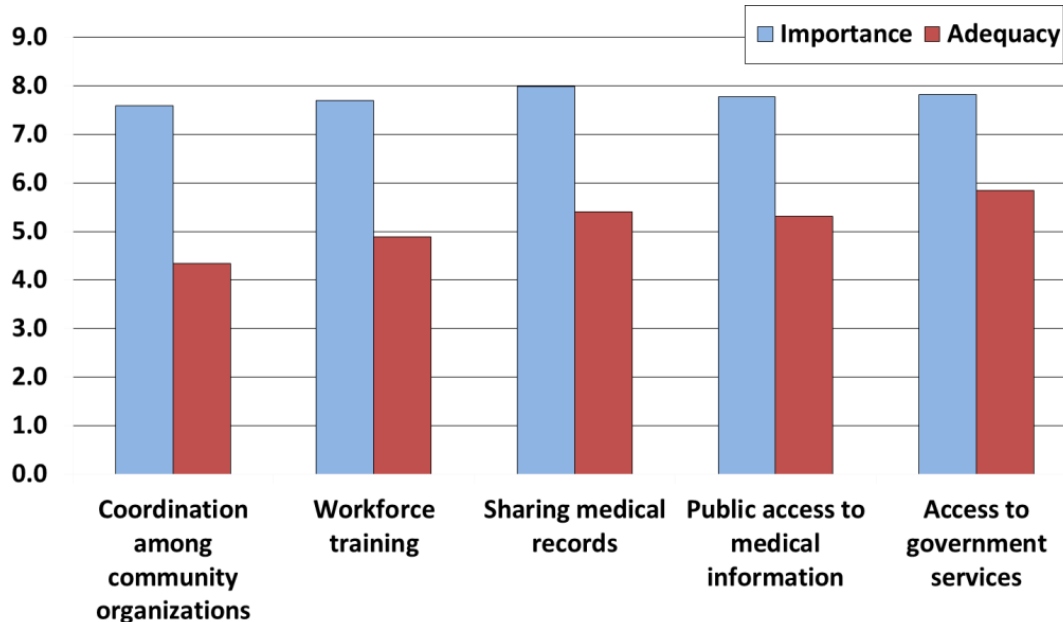
Analysis: *There is a considerable gap between "importance" and "adequacy" on all dimensions – providing overall motivation for "Digital Dodge City." The gap is largest with respect to "coordination among community organizations," which is an area that stakeholders see as in particular need of attention. The gap is smallest with respect to "access to government services," which may suggest that there are some examples of success to be found. Note these are just five of ten items examined – the rest are on the following page. The full text of the questions, along with the mean and standard deviation (on a scale of "0" to "9") is below. Additional commentary is provided with the z-flowers™ that provide insight into the full range of stakeholder views.*

Survey Questions	Mean (s.d.)
How important is it that community organizations work together to coordinate information technology access and use services to low-income households, the disabled and seniors?	7.59 (1.8)
How adequate are the current levels of coordination among community organizations providing information technology access and use services to low-income households, the disabled and seniors?	4.34 (2.3)
How important is it to make workforce training and development information available over the internet in our community?	7.70 (1.6)
How adequate are the current levels of workforce training information available online in our community?	4.89 (2.4)
How important is it to enable medical professionals to share medical records (securely) with each other and patients over the internet in our community?	7.98 (1.6)
How adequate are the current levels of secure sharing of medical records over the internet in our community?	5.40 (3.0)

How important is it to enable community members to get access to medical or health care information over the internet?	7.77 (1.6)
How adequate are the current levels of access for community members to medical or health care information over the internet?	5.31 (2.6)
How important is it to enable community members to get access to government and public agency services or information over the internet?	7.82 (1.6)
How adequate are the current levels of community members' access to government and public agency services or information over the internet?	5.84 (2.1)

## Focused Look at Importance/Adequacy: Coordination Among Community Organizations
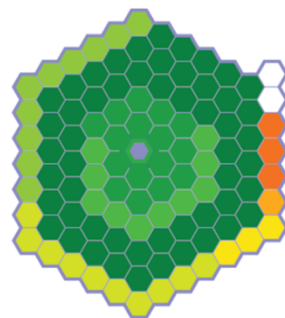
importance: coordination
$\mu(\sigma) = 0.84 (0.2)[n=106, 2]$
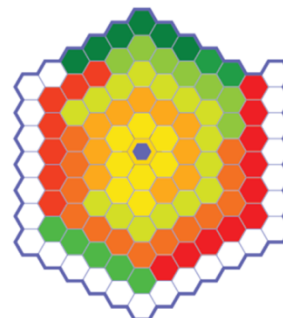
adequate: coordination
$\mu(\sigma) = 0.42 (0.28)[n=83, 25]$

Analysis: These z-flowers[TM] illustrate the gap between "importance" and "adequacy" for "coordination among community organizations. There are four stakeholders with red or orange hexagons on the left, indicating that it is not important. Most stakeholders' responses are green – indicated that this coordination is important. When asked how "adequate" things are now, a substantial number of stakeholders are either negative (with red or orange hexagons) or don't know (with blank hexagons). There are eight stakeholders who respond positively – these are "bright spots" to be better understood.

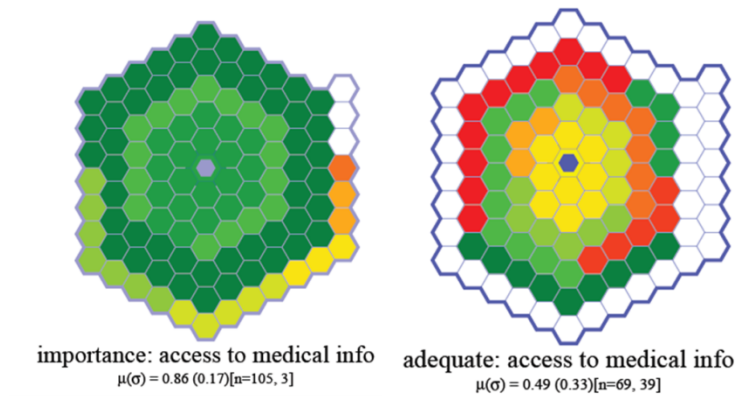## Focused Look at Importance/Adequacy: Medical Records
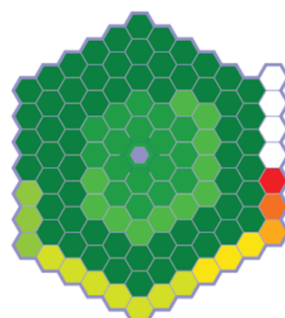
importance: share medical records
$\mu(\sigma) = 0.87 (0.19)[n=104, 4]$

adequate: share medical records
$\mu(\sigma) = 0.57 (0.33)[n=55, 53]$

Analysis: These z-flowers™ illustrate the gap between "importance" and "adequacy" around the sharing of medical records. The vast majority of stakeholders see this as important, though there are three who are negative in their responses. In assessing how adequate things are now, the majority of the stakeholders have not responded, indicating either that they don't know or don't want to respond on this item. Either way, it suggests that this is an area where there are gaps in knowledge or views that need to be better understood. Among the stakeholders who did respond, the views are bi-modal – with some viewing the current situation as very positive (the dark green hexagons) and some viewing the current situation as very negative (the red hexagons).

Focused Look at Importance/Adequacy: Information

importance: access to medical info
$\mu(\sigma) = 0.86\ (0.17)[n=105, 3]$

adequate: access to medical info
$\mu(\sigma) = 0.49\ (0.33)[n=69, 39]$

Analysis: These z-flowers™ illustrate the gap between "importance" and "adequacy" for medical information. This is important for nearly all stakeholders. When asked how adequate things are now, many stakeholders do not respond, either indicating that they don't know or that they choose not to share their views 9though not as many non-responses as compared to sharing information on medical records. Among those who did respond, there is a bi-model split similar to that on sharing information on medical records.
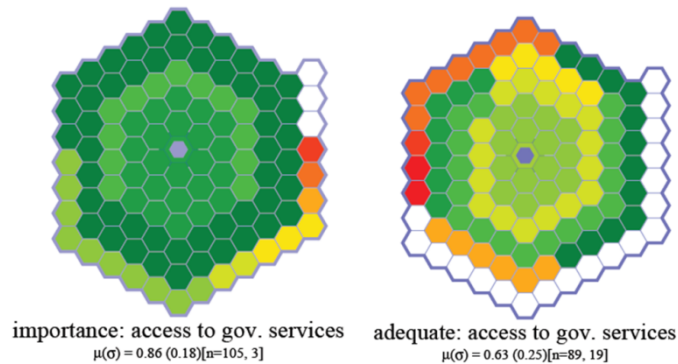
Focused Look at Importance/Adequacy: Access to Workforce Training

importance: workforce training
$\mu(\sigma) = 0.85\ (0.17)[n=106, 2]$

adequate: workforce training
$\mu(\sigma) = 0.52\ (0.27)[n=77, 31]$
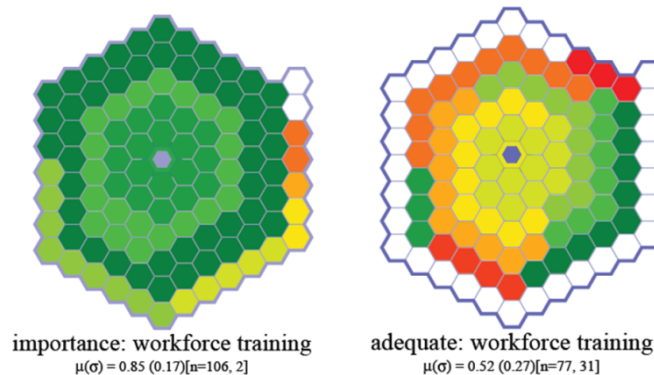
Analysis: These z-flowers™ illustrate the gap between "importance" and "adequacy" for workforce training. There is broad support for the importance of digital access to

workforce training (but for a few stakeholders) and, as was the case with other questions, a bimodal distribution in the perceptions of the current adequacy of services now available. More needs to be understood about the "bright spots" where stakeholders answered favorably (dark green hexagons), as well as the "barriers" where there were strong negative responses.

Focused Look at Importance/Adequacy: Access to Government Services

importance: access to gov. services
$\mu(\sigma) = 0.86 \, (0.18)[n=105, 3]$

adequate: access to gov. services
$\mu(\sigma) = 0.63 \, (0.25)[n=89, 19]$

Analysis: These z-flowers™ illustrate the gap between "importance" and "adequacy" for access to government services. There is broad support for the importance of digital access to these services (but for a few stakeholders) and, as was the case with other questions, a bimodal distribution in the perceptions of the current adequacy of services now available. More needs to be understood about the "bright spots" where stakeholders answered favorably (dark green hexagons), as well as the "barriers" where there were strong negative responses.

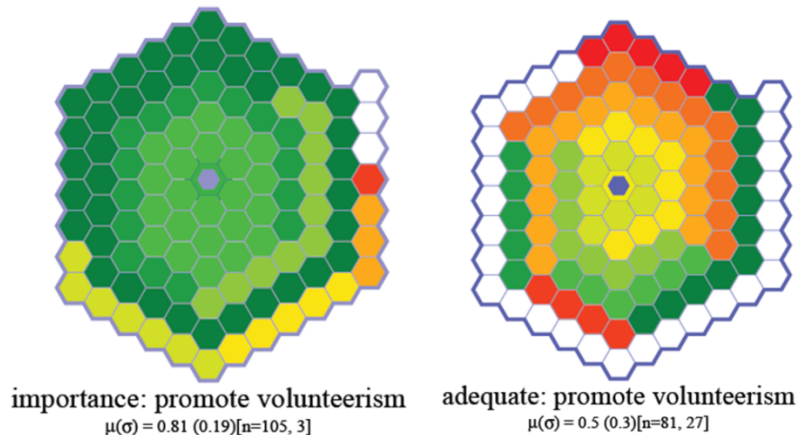**Comparing "Importance" with current "Adequacy" on additional aspects of digital inclusion**
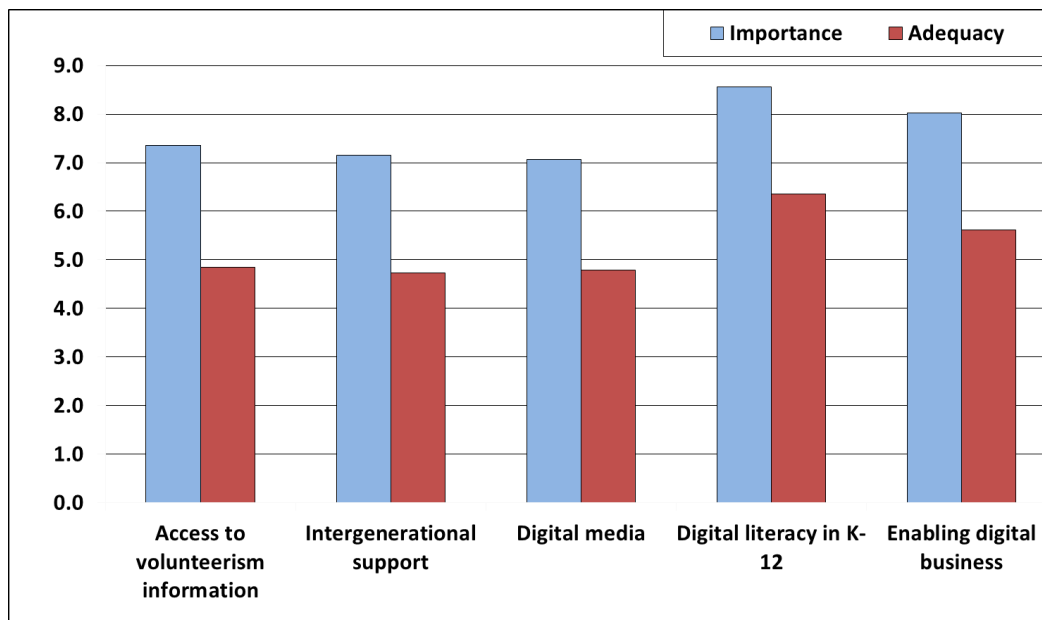
Analysis: *There is a considerable gap between "importance" and "adequacy" on all dimensions – providing additional motivation for "Digital Dodge City." "Digital literacy in K-12" and "enabling digital business" stand out as most important. Note these are just five of ten items examined – the rest are above. The full text of the questions, along with the mean and standard deviation (on a scale of "0" to"9") is below. Additional commentary is provided with the z-flowers™ that provide insight into the full range of stakeholder views.*

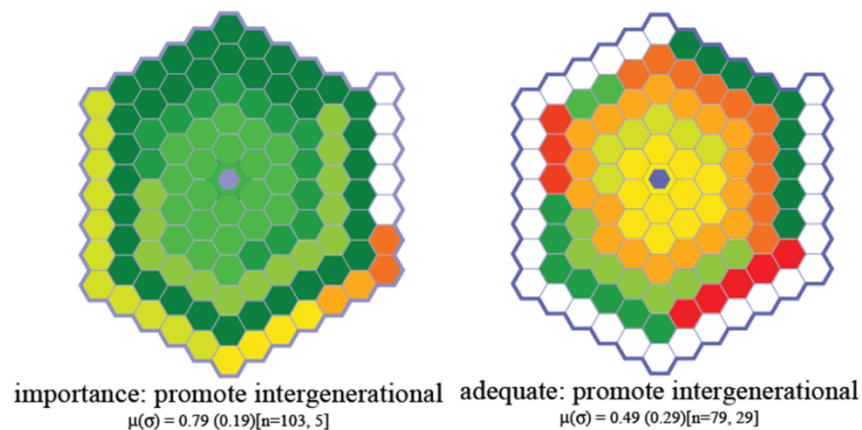| Survey Questions	Mean (s.d.)
How important is it to use internet technology to promote volunteerism and community connections in our community?	7.36 (1.8)
How adequate are current internet technologies for promoting volunteerism and community connections in our community?	4.84 (2.6)
How important is it to use internet technology to promote intergenerational connections in our community?	7.16 (1.8)
How adequate are the current levels of use of internet technology to promote intergenerational connections in our community?	4.73 (2.5)
How important is it to produce, archive, and distribute local media programs and other digital content produced by local voices in our community?	7.06 (1.7)
How adequate are the current levels of producing, archiving, and distributing local media programs and other digital content produced by local voices in our community?	4.79 (2.4)
How important is it to promote digital literacy in K-12 schools in our community?	8.56 (1.0)

How adequate are the current levels of digital literacy programming in K-12 schools in our community?	6.36 (1.9)
How important is it to understand the digital needs of businesses in our community?	8.02 (1.3)
How adequate are the current levels of support for the digital needs of businesses in our community?	5.62 (2.1)

Focused Look at Importance/Adequacy: Voluntarism

importance: promote volunteerism
$\mu(\sigma) = 0.81\ (0.19)[n=105, 3]$

adequate: promote volunteerism
$\mu(\sigma) = 0.5\ (0.3)[n=81, 27]$

Analysis: These z-flowers^{TM} illustrate the gap between "importance" and "adequacy" for digital mechanisms to promote volunteerism. There is broad support for the importance of promoting volunteerism (but for a few stakeholders) and, as was the case with other questions, a bimodal distribution in the perceptions of the current adequacy of mechanisms now available. More needs to be understood about the "bright spots" where stakeholders answered favorably (dark green hexagons), as well as the "barriers" where there were strong negative responses, which are more prevalent on this dimension compared to most of the others.
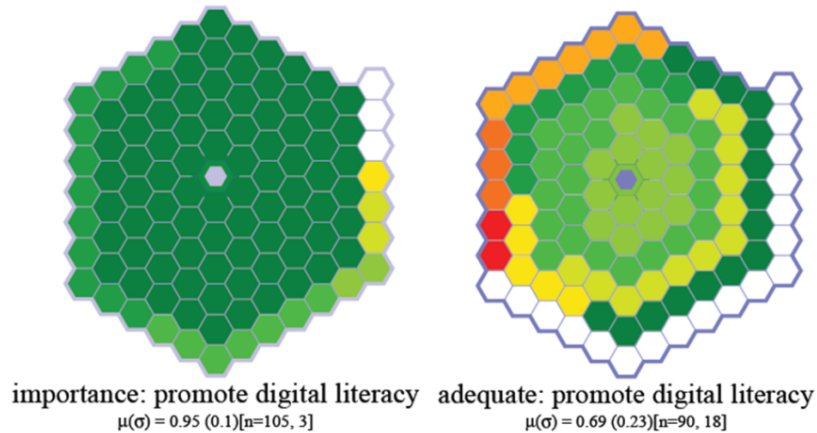
Focused Look at Importance/Adequacy: Intergenerational Support
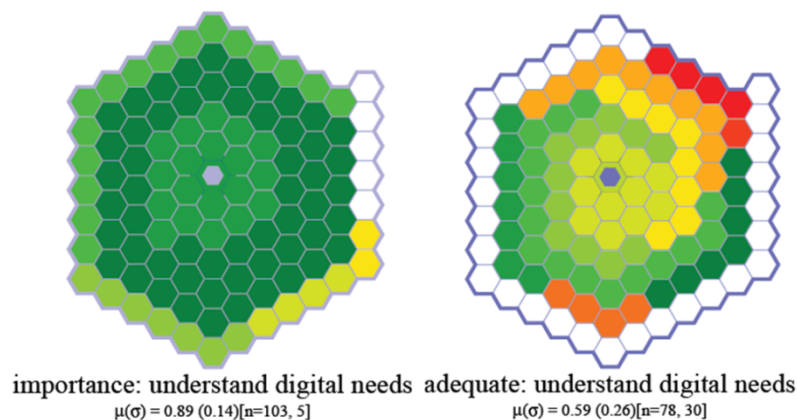

importance: promote intergenerational
$\mu(\sigma) = 0.79\ (0.19)[n=103, 5]$

adequate: promote intergenerational
$\mu(\sigma) = 0.49\ (0.29)[n=79, 29]$

Analysis: These z-flowers[TM] illustrate the gap between "importance" and "adequacy" for promoting intergenerational realtions. There is broad support for the importance of digital access to these services (but for a few stakeholders) and, as was the case with other questions, a bimodal distribution in the perceptions of the current adequacy of mechanisms now available. More needs to be understood about the "bright spots" where stakeholders answered favorably (dark green hexagons), as well as the "barriers" where there were strong negative responses.
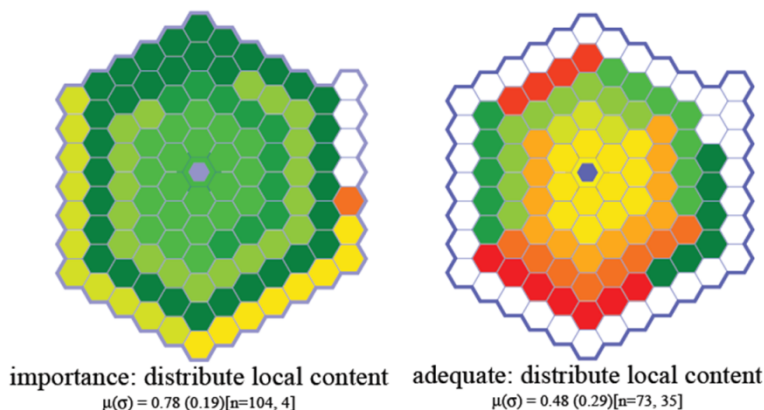
Focused Look at Importance/Adequacy: Digital Literacy

importance: promote digital literacy
μ(σ) = 0.95 (0.1)[n=105, 3]

adequate: promote digital literacy
μ(σ) = 0.69 (0.23)[n=90, 18]

Analysis: These z-flowers[TM] illustrate the gap between "importance" and "adequacy" for access to government services. There is near total support for the importance of digital access to these services – making this a clear point of alignment among the stakeholders. While there are some negative responses on the adequacy of the current situation, the overall current perception is more positive than most of the other questions.

*F*ocused Look at Importance/Adequacy: Digital Needs

importance: understand digital needs
μ(σ) = 0.89 (0.14)[n=103, 5]

adequate: understand digital needs
μ(σ) = 0.59 (0.26)[n=78, 30]

Analysis: These z-flowers™ illustrate the gap between "importance" and "adequacy" for understanding digital needs. There is near total support for the importance of understanding these needs – making this a clear point of alignment among the stakeholders. While there are more negative responses than "digital literacy" on the adequacy of the current situation, the overall current perception is still more positive than most of the other questions.

Focused Look at Importance/Adequacy: Distribution of Local Content

importance: distribute local content
μ(σ) = 0.78 (0.19)[n=104, 4]

adequate: distribute local content
μ(σ) = 0.48 (0.29)[n=73, 35]

Analysis: These z-flowers™ illustrate the gap between "importance" and "adequacy" for the distribution of local content. There is near total support for the importance of distributing local content (with just one negative stakeholder). There are a number of "bright spots" on the adequacy of the current situation, but the majority of stakeholders are neutral or negative on this dimension, making it another bimodal distribution.

"Leader Board" for Digital Services

Note: All stakeholders were asked to allocate 100 points among nine service domains, with the first lise in priority order based on the average number of points allocated. Then, with the same list, stakeholders were asked to select the three most complementary service domains, which is the second list, also in priority order based on what is most complementary.

Services to Make More Broadly Available (100 points)

1.	**K-12 Education Programs**	17.8 (9.0)
2.	**College and University Education Programs**	15.7 (10.9)
3.	**Health Care Information**	13.4 (8.8)
4.	**Public Safety Information**	12.9 (8.5)
5.	**Workforce Training Programs**	12.2 (7.8)
6.	**Civic Information**	**9.**7 (6.2)
7.	**Digital Media Services (books, music, video)**	9.5 (8.3)
8.	**Community Green Energy**	5.1 (5.3)
9.	**Local Foods information**	4.8 (3.5)

Top three complementary investments
1. **College and University Education Programs**   1.22 (1.2)
2. **K-12 Education Programs**   1.09 (1.1)
3. **Health Care Information**   0.83 (1.1)
4. **Workforce Training Programs**   0.79 (1.2)
5. **Public Safety Information**   0 .73 (1.1)
6. **Civic Information**   0.47 (1.0)
7. **Digital Media Services (books, music, video)**   0.37 (0.9)
8. **Community Green Energy**   0.07 (0.4)
9. **Local Foods information**   0.04 (0.3)

Analysis: Among various possible digital services to prioritize, stakeholders clearly highlighted K-12 Education Programs, College and University Education Programs, Health Care Information, Public Safety Information, and Workforce Training Programs. Interestingly, "Health Care" is number three on both lists, yet many stakeholders responded with "don't know" or otherwise chose not to answer the question on the adequacy of current services. Thus, this ranking is likely more of a general sense of priority, not necessarily grounded in direct experience.

Based on what you now know, what do you see as the <u>core values and assumptions that are widely shared</u> among stakeholders associated with digital inclusion in your community? *(selected responses)*
- I don't know
- Value the access to digital information . . .
- Multi-cultural inclusion
- Desire to improve the lives of residents
- Cost effective access for the entire community and appropriate training for all community members
- There is a definite divide between demographics in dodge city and people want to change that
- Educating and enabling the entire community on a digital level would help things run more smoothly as well as break down barriers that exist here. . .
- . . . I would guess that all of the stakeholders wish they could financially do more for our Hispanic community and our demographic that cannot afford to personally provide their own inclusion into the digital community
- That technological literacy is necessary for full inclusion in the community. That folks who don't have digital literacy are at a disadvantage. That digital literacy is a necessary skill for the future
- It is widely shared that digital access is essential. However there is no coordinated strategy for moving the community toward such access.
- Educators believe it is essential, business sees it at a luxury.
- I think there is a false assumption that our community has wide access to the Internet. This has been made thinking most people have smart phones, and know

how to use them to access Internet information, or have the ability to pay for the extra data that is required.
- A necessity for sustainability.
- Most assume a level of knowledge and accessibility that is an overestimation. . .
- Democracy, inclusion, and egalitarianism.
- We need to get to the lower income households that can't afford to pay for computers or the internet and show them where they can go. There also need to be equipment and plans available for purchase that would fit a small budget. I think most people assume that everyone can get on the internet or knows where to go if it's not available at home. . .

What are _core values and assumptions on which you perceive debate or disagreement_ or divergence among digital inclusion stakeholders? *(selected responses)*
- I don't know.
- There may be some debate over whether 100% community access is necessary or even achievable.
- How to fund access to those who don't currently have any access to digital information?
- Am I my brother's keeper? Is this a tax issue? Bias and prejudice against persons living in poverty, immigrants, persons with limited English proficiency. Resistance of older citizens to learn new technology, yet it is a valuable tool for connection for the elderly. Again, cost is an issue.
- Cost and territorialism . There will be expectations of "this universal access is someone else's problem." I don't want to take on this issue. It is someone else's issue. Partnerships and coalition s will be hard to form.
- Nature and severity of the "problem." Role of government and business in the "solution."
- The digital inclusion within the schools is not quite there. Students have access at school but not at home and the devices become more of a toy than a learning tool. . .
- It is debated that there is a need for a community wide network. Who would be in charge of it, government or cooperate?
- Security – personal information.
- There appears to be a shared assumption that iPads are the answer. I fear this strategy is expensive. . . and outdated too soon. I believe the process would be well served by challenging that assumption so that we can begin to think outside the box.
- I think that internet access is still a privilege, and I am not willing to pay more for my access just so lower-income families and such do not have to pay or get a reduced cost for theirs.
- Access and cost especially among low income, immigrants and refugee populations.
- Conservative attitudes to change. Basic cynicism.
- To what extent should tax payers' money as well as grant money go to providing low income, disabled, or senior citizen households with information and/or Internet access?

   Analysis: This selection of qualitative responses reveals a number of points of tension that could have the potential to undermine "Digital Dodge City." These include

differences of views around the use of public resources or subsidies with private fees to help those who are more disadvantaged. While these views were not expressed in the public dialogue sessions, they were surfaced in the survey. When presented at the summit session, there was acknowledgement that such views are present and that ways need to be developed to constructively engage these perceptions.

Views on Public Access

| Survey Questions	Mean (s.d.)
How important is it that our community has sufficient <u>free access</u> to the internet (in libraries, community centers, or other locations) to support the needs of residents, workers, and visitors.	8.36 (1.1)
How important is it that public access technology in our community is located in <u>safe facilities with sufficient levels of privacy and security.</u>	8.41 (1.2)
How important is it that local and state government online services are designed <u>for multilingual and multicultural use.</u>	7.89 (1.9)
How important is it that there is outreach to raise <u>awareness and educate the public</u> about the benefits of using high speed internet and other digital technologies	7.79 (1.6)
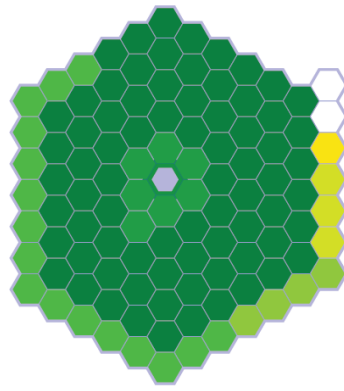
sufficient free access
μ(σ) = 0.92 (0.12)[n=106, 2]
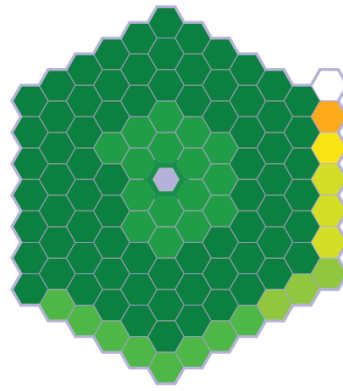
access located in safe facilities
μ(σ) = 0.93 (0.12)[n=107, 1]
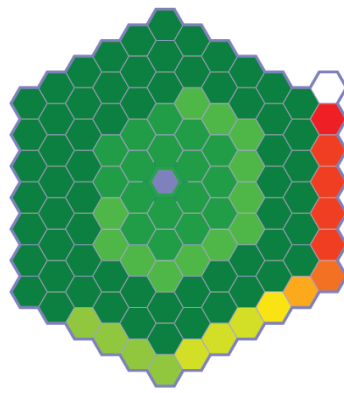
multilingual online services
μ(σ) = 0.87 (0.22)[n=107, 1]
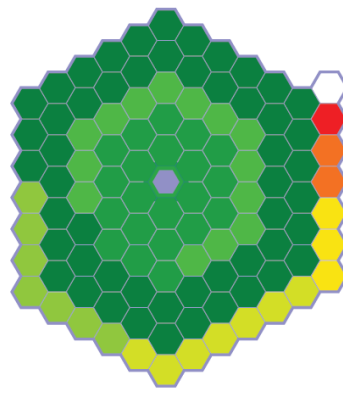
outreach to raise awareness
μ(σ) = 0.85 (0.19)[n=107, 1]

Analysis: These z-flowers^{TM} illustrate complete alignment around the importance of there being "sufficient" free access to digital resources and that the access be in safe facilities. While the vast majority of stakeholder are also supportive of multilingual and multicultural services, as well as outreach to educate the public, there are some stakeholders with strong negative views along these dimensions. It will be important to understand the nature of these negative views to assess the degree to which they may be barriers.

Current and Future State on Points of Access
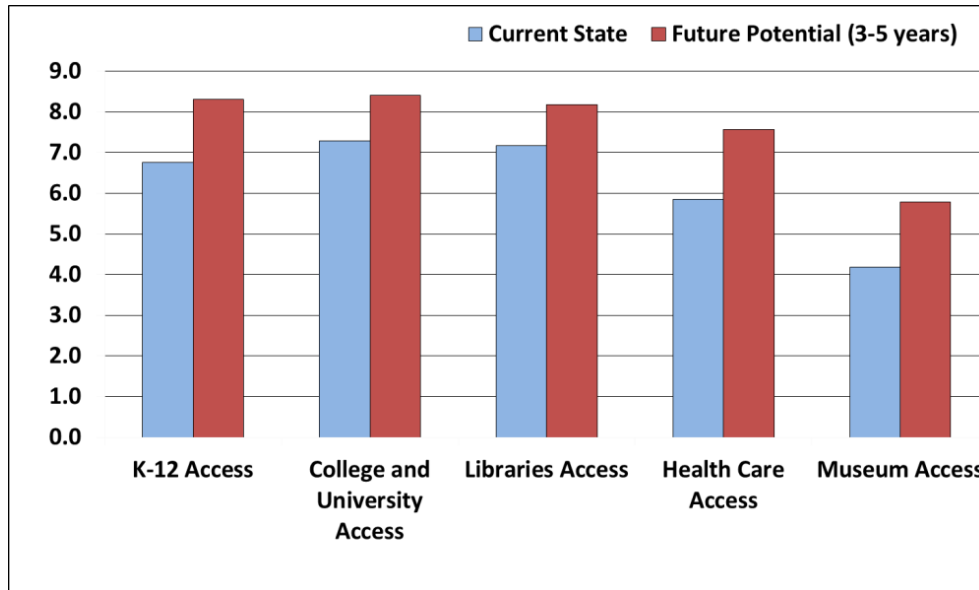
Analysis: Access is rated highly in K-12, community college, and the library, though additional improvement is seen as possible in the next 3-5 years. There are not as high ratings for access via health care institutions or museums and the future potential is rated as much lower in the case of museums.

Survey Questions	Mean (s.d.)
The current state for internet access to <u>K-12 educational institutions.</u>	6.75 (1.8)
Your future projection (in 3-5 years) for internet access to <u>K-12 educational institutions.</u>	8.31 (1.2)
The current state for internet access to <u>College and University educational institutions.</u>	7.28 (1.7)
Your future projection (in 3-5 years) for internet access to <u>College and University educational institutions.</u>	8.40 (1.2)
The current state for internet access to <u>public libraries.</u>	7.17 (1.9)
Your future projection (in 3-5 years) for internet access to <u>public libraries.</u>	8.18 (1.4)
The current state for internet access to <u>medical/health care facilities.</u>	5.85 (2.3)
Your future projection (in 3-5 years) for internet access to <u>medical/health care facilities.</u>	7.56 (1.9)

The current state for internet access to <u>museums</u>.	4.19 (2.5)
Your future projection (in 3-5 years) for internet access to <u>museums</u>.	5.76 (2.4)

What will be the key to _sustaining_ a digital inclusion initiative over the next 3-5 years? *(selected responses)*
- Keeping people involved and moving toward a reachable goal.
- Having a workable plan that can be achieved.
- Continued partnerships among community entities.
- Cooperation and affordability.
- A whole community buying into the idea.
- The ability for the state, county, and city organizations to work together for a COMMON goal that will benefit all.
- Knowing that the entire community won't agree, but it is okay to move forward.
- Educating the public. Developing stakeholder agreements/alliances.
- Lowering costs of cell phones and plans Improved rural Internet options.
- Training -- People need to know the advantages and where to go.
- School district will be the key.
- Education on what it can do to help the community.
- The political willpower to support this with funding including taxes.
- Public awareness! Education!
- Benefit is perceived to be great enough to warrant the cost and resources.
- Getting the buy-in of diverse groups within the community.
- Starting digital inclusion in schools as early as possible.
- Good digital content (i.e. modern websites for local businesses).
- People taking a community-wide perspective--moving beyond immediate concerns.
- It is vitally important to have free and readily available Internet/computer access in places like public libraries.

If you could use a word or phrase (including a metaphor or visual image) to best convey your views on digital inclusion in your community, what would it be? *(selected responses)*
- It is the future! And the future is here.
- A circle with all of the community inside it.
- Adequate bandwidth is as important to commerce in rural areas as are good roads.
- Inside the loop for the future.
- Build cooperation and stakeholder alliances.
- Uneven distribution.
- Some have it; some don't.
- Is this really progress?
- Those who seek, find. You cannot force anything on anyone.
- The future is at our fingertips.
- Get 'er done!
- Investment in the future.
- It is a luxury, not an essential.
- We need to begin now.

- The glass is half full and half empty.
- The train is moving and we need to get on board.
- Helpful. Necessary. Strengthens social fabric of our community.
- We are all in this together whether we realize it or not.
- We need it, but a lot of education is necessary for people like me.
- A way to bring people together; a level playing field for all socioeconomic groups.
- Equality of access.
- Technology is good as long as used properly.
- Computers will ruin our nation!!! You have to work and do a honest day's job. . .
- We may have to tease the donkey along with a carrot out front of it.
- As technology grows we need to as well.
- Essential. A community will be left behind without it.

VI. Stakeholder Alignment Summit Dialogue Session

Comment: All participants in the summit had self-adhesive "dots" to vote on the elements of success that should be an initial focus, and here are the results.

Votes   **Elements of Success for Which Working Groups May be Formed**

37   Affordable Internet Service for all Community Members , including improved services
29   Increased Community Involvement, including Increased Parental Engagement
25   Knowledge/Awareness of Existing Digital Resources
25   Knowledge/Awareness of Existing Digital Resources
20   Local Business Strengthened
19   Increased Access to Local Organizational/Institutional Resources
18   Increased Technical Support
18   Strengthened K-12 Education
17   Increased Cultural Understanding

Votes   **Addl. Elements of Success**

15   Improved Reputation of Dodge City
10   More Technology Savvy Community Members
9   Increased Education of Community Members
8   Impact on Health of Community Members
5   More Supported and Independent Elderly Community Members
4   Increased Employment
2   More Empowered Disabled Community Members
2   Improved Personal Finance
1   Increased Public Safety

Potential Charge to Working Groups:
1) What individuals or organizations should be part of this working group – list them on the chart?
2) What would be 1-3 potential short-term goals for this working group?
   – How frequently will this group have to meet over the next twelve months to accomplish these goals?
   – What connections will be needed with other groups – with whom do you need to coordinate?
3) Who should be the initial chair or co-chairs of this working group?
4) What additional inputs or guidance can you offer this working group based on the stakeholder alignment data and other information?

Working groups focused on strategic topics:

- ***Increased Technical Support***
  - o Goal: Increased affordable technical support for all, particularly community members struggling to use digital tools.
  - o Data Needed: Resource mapping of local technical support.
- ***Increased Access to Digital Resources (merged Awareness of Existing Digital Resources with Increased Access to Local Resources)***
  - o Goal: Increased awareness of existing digital resources (local and national).
  - o Data Needed: Resource mapping of local computer and internet access, wifi access, training and technical support.
- ***Affordable Internet Service***
  - o Goal: Increased availability of affordable internet service.
  - o Data Needed: Broadband service offerings by price, speed and area available.
- ***Increased Cultural Understanding***
  - o Goal: Increased cultural understanding through integration of the multiple cultures in Dodge City and the associated technology uses and needs.
- ***Increased Community Involvement***
  - o Goal: Increased community involvement and parental engagement resulting in more volunteerism in schools and general community activities.
- ***Local Business Strengthened***
  - o Goal: Increased communication between businesses and between customers and businesses resulting in increased sales of local businesses.
  - o Data Needed: Resource mapping of local business technical and social media support.
- ***Strengthened K-12 Education***
  - o Goal: Community resources supporting K-12 technology initiatives, particularly community involvement in K-12 technology and at home and public internet access.