THE CLIC/AAPB / BROADBAND BREAKFAST SUPER SESSION:
Starting and Sustaining Successful Community Broadband Initiatives
Starting & Sustaining Successful Community Broadband Initiatives

The CLIC-AAPB Super Session
with Elizabeth Walker
On May 1, 2023
• Who We Are
• Why the Need
• What We Did
• How We did It
• Where We Are
• What Comes Next
• What We Learned
Who We Are

Brownsville, Texas Demographics

<table>
<thead>
<tr>
<th>Category</th>
<th>Pre COVID-19</th>
<th>Post COVID-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>182,781</td>
<td></td>
</tr>
<tr>
<td>Median Income</td>
<td>$36,499</td>
<td></td>
</tr>
<tr>
<td>Persons in Poverty</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>Immigrant Population</td>
<td>29.5%</td>
<td></td>
</tr>
<tr>
<td>Food Insecurity Rate</td>
<td>17.8%</td>
<td></td>
</tr>
</tbody>
</table>

Persons without health insurance 34.6% 58%*

Unemployment Rate 5.8% 17.6%

Barrier to Broadband Access & Remote Work 52% 79%
Why the Need: Ripped from the Headlines
Why the Need: In Our Own Words

- 66.59%* Brownsville households without cable, fiber optic, or DSL
- 23.08% Brownsville households with no broadband of any type, including cellular data plans
- 32% Speed tests that failed to pass the FCC’s broadband definition speed of 25/3 Mbps
- 93% Respondents who indicated a likelihood to sign up for enhanced broadband services if made available
- 38% Respondents who indicated their options for internet were too slow, unreliable, too expensive, or not available
- 99.2% Speed test results that fell below 1000 Mbps for download speed
- 65.5% Speed test results that fell below 100 Mbps for download speed
Of the 1,594 respondents from Brownsville who took the survey, **approximately 1,475 (93%) indicated a likelihood to sign up** for enhanced broadband services if made available.

<table>
<thead>
<tr>
<th>Likeliness to Sign Up</th>
<th>Number of Surveys</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes definitely</td>
<td>653</td>
<td>41%</td>
</tr>
<tr>
<td>Likely yes</td>
<td>321</td>
<td>20%</td>
</tr>
<tr>
<td>I would consider it</td>
<td>501</td>
<td>31%</td>
</tr>
<tr>
<td>Probably not</td>
<td>86</td>
<td>5%</td>
</tr>
<tr>
<td>Definitely not</td>
<td>33</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total number</strong></td>
<td><strong>1,594</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td><strong>Positive</strong></td>
<td><strong>1,475</strong></td>
<td><strong>93%</strong></td>
</tr>
<tr>
<td>Percentage of total responses</td>
<td><strong>1,475</strong></td>
<td><strong>93%</strong></td>
</tr>
</tbody>
</table>

“Make [internet] more affordable...Offer senior citizens and/or veteran discounts on service like some providers do.”

“It is crucial that all places (homes, restaurants, stores, etc.) have a good broadband internet so that all tasks from work or school can be completed without any problems.”

“My neighborhood is not new and there is an BISD elementary school out here. HOW DO WE NOT HAVE INTERNET ACCESS?”

“Widely available, cheap as possible, and available yesterday.”

“If speeds were faster and cheaper, everyone from Brownsville would sign up!”

“Fiber needs to be available in Brownsville, it’s cheaper and faster than cable internet.”

"It is crucial that all places (homes, restaurants, stores, etc.) have a good broadband internet so that all tasks from work or school can be completed without any problems.”
Access

Of the 824 respondents who took the speed test, approximately 260 (32%) had their results fall below the Federal Communications Commission’s broadband definition speed of 25 Mbps download and 3 Mbps upload speed.

<table>
<thead>
<tr>
<th>25/3 Mbps</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 25/3</td>
<td>564</td>
<td>68%</td>
</tr>
<tr>
<td>Under 25 download but over 3 upload</td>
<td>117</td>
<td>14%</td>
</tr>
<tr>
<td>Over 25 download but under 3 upload</td>
<td>31</td>
<td>4%</td>
</tr>
<tr>
<td>Under on both</td>
<td>112</td>
<td>14%</td>
</tr>
<tr>
<td>Not meeting FCC Broadband definition</td>
<td>260</td>
<td>32%</td>
</tr>
</tbody>
</table>

“Latency and upstream are a complete joke.”

“No wonder I have such a problem uploading videos for teaching purposes!! Thank you for this information.”

“My son was denied a job online because the internet was too slow.”

“I have to rely on hotspots for internet access since broadband is not offered at my location at this time and sometimes it is not fast enough to support 3 children signed in to online classes.”

“The internet is not fast enough for online school work and is not reliable for multiple Zoom calls.”
Of the 1,594 respondents from Brownsville who took the survey, the two most popular demanded service offerings were the 250 Mbps download / 250 Mbps upload tier with 411 (26%) responses and the Gigabit 1,000 Mbps download / 1,000 Mbps upload tier with 363 (23%) responses.

<table>
<thead>
<tr>
<th>Selected Service</th>
<th>Number of Surveys</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low cost option</td>
<td>218</td>
<td>14%</td>
</tr>
<tr>
<td>100/100</td>
<td>292</td>
<td>18%</td>
</tr>
<tr>
<td>250/250</td>
<td>411</td>
<td>26%</td>
</tr>
<tr>
<td>500/500</td>
<td>310</td>
<td>19%</td>
</tr>
<tr>
<td>1 Gbps</td>
<td>363</td>
<td>23%</td>
</tr>
<tr>
<td>Total number</td>
<td>1,594</td>
<td>100%</td>
</tr>
</tbody>
</table>

“Speed to support families with children learning remotely and parents working from home at the same time.”

“A faster speed and better connectivity would help us all. We are constantly being buffered and disconnected. "[Spectrum] is worthless.”

“Bringing another provider to end the monopoly in the Valley or at least bring good, fast and reliable internet.”

“1 Gig all the way and available everywhere. I’m happy with the prices y’all mentioned”
Access

Of the 824 respondents who took the speed test, **23% of the surveys who currently subscribe to services greater than 100 Mbps** and **21% of the surveys who currently subscribe to services between 25 and 50 Mbps** were **below the advertised speed**.

<table>
<thead>
<tr>
<th>Advertised Speeds</th>
<th>Tested Average Speed</th>
<th>Tested Download Speed Under Advertised Speed (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Mbps</td>
<td>9.96 Mbps</td>
<td>2.05 Mbps</td>
</tr>
<tr>
<td>5 – 14 Mbps</td>
<td>22.72 Mbps</td>
<td>3.87 Mbps</td>
</tr>
<tr>
<td>15 – 24 Mbps</td>
<td>37.46 Mbps</td>
<td>5.82 Mbps</td>
</tr>
<tr>
<td>25 – 50 Mbps</td>
<td>39.01 Mbps</td>
<td>11.21 Mbps</td>
</tr>
<tr>
<td>51 – 100 Mbps</td>
<td>55.63 Mbps</td>
<td>9.97 Mbps</td>
</tr>
<tr>
<td>More than 100 Mbps</td>
<td>101.18 Mbps</td>
<td>9.47 Mbps</td>
</tr>
<tr>
<td>I don’t know</td>
<td>39.78 Mbps</td>
<td>8.19 Mbps</td>
</tr>
</tbody>
</table>

“Reliable internet would enhance the ability for everyone to work from home and improve the ability of students to work from home.”

“It would be great if we actually got the speeds we are paying for.”

“Wishing I could keep working on something and not be kicked out of the page.”

“This is the best we can expect of local cable service.”

“I am paying for significantly more speed than I am getting.”

“No wonder I have such a problem uploading videos for teaching purposes!!!”

“I don’t know. I am paying for significantly more speed than I am getting.”
Among survey respondents who provided additional comments, **affordability was mentioned by 31%** of respondents.

<table>
<thead>
<tr>
<th>Comments mentioning cost/price/affordability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number mentioning</td>
</tr>
<tr>
<td>Total number of comments</td>
</tr>
<tr>
<td>Percent</td>
</tr>
</tbody>
</table>

"Broadband needs to be reliable and more people need access to affordable high-speed internet - not just those who can pay for it. It should be a public good (like water, sewer, etc.)."

"Allow for increased competition to make internet more affordable."

"Why not make it more affordable for everyone?"

"Bring fiber optic internet at an affordable price."

"We are a low-income family and paying a very high price for internet because we need reliable internet since we have 4 kids in class at once."

"ACCESSIBILITY and AFFORDABILITY. I can't stress this enough. Only with both in mind could this be a game-changer for Brownsville."
Texas Broadband Plan – Key Takeaways

The State of Texas’ inaugural Broadband Plan was released by the Texas Broadband Development Office (within the Office of the Comptroller) on June 15, 2022.

● The City of Brownsville’s broadband initiative was highlighted as an example of a collaborative partnership to build a fiber-optic network, focusing on middle and last mile service.

● According to the Listening Tour, sentiment has been consistent: slow data speeds, unreliable access, affordability and coordination are critical areas of concern across Texas.

● Specific to South Texas, about 620,000 households are without fiber internet and will likely require upgrades to ensure future-proof long-term quality connectivity.

● Affordability challenges may be exacerbated by high prices driven by lack of competition, as more than 500,000 households are only served by one Internet Service Provider, the highest rate of any region in the state.

● As per the report, only fiber technology provides the highest-quality internet, meaning speeds of 100/10 Mbps or faster.
<table>
<thead>
<tr>
<th><strong>Network Location</strong></th>
<th>Brownsville, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Size</strong></td>
<td></td>
</tr>
<tr>
<td>Middle Mile: 100 Miles</td>
<td>Last Mile: 550 Miles</td>
</tr>
<tr>
<td><strong>Budgeted Cost</strong></td>
<td></td>
</tr>
<tr>
<td>Middle Mile: $19.5mm</td>
<td>Last Mile: $70mm</td>
</tr>
<tr>
<td><strong>Scope</strong></td>
<td>Broadband Feasibility &amp; Digital Inclusion Plan, Municipal Middle Mile and FTTP Deployment in 2023</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>July 2020 – Present</td>
</tr>
<tr>
<td><strong>Anticipated Completion</strong></td>
<td></td>
</tr>
<tr>
<td>Middle Mile: 24 months</td>
<td>Last Mile: 36 Months</td>
</tr>
<tr>
<td><strong>Network Type</strong></td>
<td>Aerial &amp; Underground</td>
</tr>
</tbody>
</table>
What We Did

The structure established through this negotiation process has resulted in the following:

- **Middle Mile**
  - City is investing **$19.5 Million in American Rescue Plan Act funding**
  - Lit will oversee design, construction, and operation/maintenance of the network.
  - The Middle Mile network will connect Community Anchor Institutions and select BPUB sites.

- **Last Mile**
  - Lit Texas/BTX Fiber will be investing **$70mm in private equity funding** to build the Last Mile network.
  - BTX Fiber will build the Last Mile network progressively as the Middle Mile network is built.
  - BTX Fiber will be available to homes and businesses City-wide.

Fiber Internet Is Coming to Brownsville!

Introducing BTX Fiber

BTX Fiber is a new fiber internet project to serve residents and businesses in Brownsville, Texas. The project is a public-private partnership between Lit Communities and the City of Brownsville.
Accessibility

- Closing the fiber gap for Brownsville, as identified in the State of Texas Broadband Plan.
- The City will be the owner of Middle Mile infrastructure to serve essential locations and enable infrastructure integrity and service standards.
- The proposed network architecture and equipment will be designed as “future proof” with ability to upgrade network speed capacity as it becomes available.
- The Middle Mile network will be safe, reliable, and resilient by redundant ring architecture that is 100% underground.
- With open architecture, the Middle Mile will be available through a lottery system to other potential Internet Service Providers, enabling market competition and revenue generation.
- Rather than investing in the technology of yesterday (copper, hybrid coaxial), BTX Fiber is committing to bring the best available technology to the City through a fiber-optic deployment and a suite of services supported by open application services.
- The Last Mile network will pass every home and business in the City, not just government buildings.
- Affordability is top of mind for all partners: BTX Fiber is committed to participating in the Affordable Connectivity Program (ACP) and offering plans that are accessible for Brownsville’s residents and businesses.
BTX Fiber’s Speed Tiers

● BTX Fiber will serve Brownsville’s residents and businesses with the fastest and highest quality broadband internet services available.

● To that end, we are proposing a variety of services ranging from affordable lower-tier speeds through gigabit and commercial tiers.

● BTX Fiber understands the importance of affordability when offering broadband access and will be implementing a 100 Mbps download / 100 Mbps upload service tier that is 100% subsidized through the Affordable Connectivity Program (for eligible households).

● Packages will start at $29.99/month for eligible households and offer symmetrical speeds of:
  ○ 100 Mbps,
  ○ 250 Mbps,
  ○ 500 Mbps, and
  ○ 1,000 Mbps (1 Gig).
### How We Did It: Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEC 2019</td>
<td>Create and Convene Digital Inclusion Task Force with seven community partner institutions</td>
</tr>
<tr>
<td>DEC 2020</td>
<td>Publish Broadband Feasibility &amp; Digital Inclusion Plan</td>
</tr>
<tr>
<td>JULY 2021</td>
<td>ARPA Allocation; Issue Request for Qualifications (RFQ)</td>
</tr>
<tr>
<td>AUG 2021</td>
<td>Evaluate RFQ Responses to improve RFP</td>
</tr>
<tr>
<td>DEC 2021</td>
<td>Issue &amp; Evaluate Request for Proposals (RFP)</td>
</tr>
<tr>
<td>JAN 2022</td>
<td>Select Business Model</td>
</tr>
<tr>
<td>FEB 2022</td>
<td>Interview Respondents</td>
</tr>
<tr>
<td>MAR 2022</td>
<td>Negotiate Public-Private Partnership (PPP); Approve Term Sheets</td>
</tr>
<tr>
<td>JULY 2022</td>
<td>Execute Fiber Coordination Agreement</td>
</tr>
<tr>
<td>DEC 2021</td>
<td>Manage Project (high level design, permits)</td>
</tr>
</tbody>
</table>
Fiber Network – Scope and Scale

Network Architecture
- Priority A, B, C Sites
- COB Sites – 59 total
- BPUB Sites – 206 total
- BPUB AMI – 39 Towers
- Fiber Last Mile Network (FLMN)
- Smart City (COB): Streetlights, Traffic Control Boxes (best effort)
- Other Stakeholders: BISD, CC, SoT, USG, etc (best effort)
- Boca Chica Spur (priced separately)

Contractual Relationship Options
- Build, Transfer, (Operate, BT(O))
- Build, Operate, Transfer (BOT)
- Build, Own, Operate (BOO)
- Public-Private Partnership (PPP)
- Hybrids of above

Respondent Qualifications
- Technical experience
- Financial capacity
# Business Models

<table>
<thead>
<tr>
<th>Business Model</th>
<th>Description</th>
<th>Examples</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Policy Only</td>
<td>City uses policy tools and standards to streamline construction and reduce the cost of building infrastructure.</td>
<td>Santa Cruz County, CA Knoxville, TN</td>
<td>Low risk/reward option to support incentives to accelerate broadband investment but no “quick wins” to improve services</td>
</tr>
<tr>
<td>Public Services</td>
<td>City financed or shared financing with other public organizations</td>
<td>Seminole County, FL Leesburg, FL Columbia County, GA</td>
<td>Improves the cost, access and collaboration among public organizations without forcing the city to compete with private broadband providers</td>
</tr>
<tr>
<td>Open Access</td>
<td>City financed and operated Wholesale services only to retail broadband providers Retail providers deliver Internet, telephone, and other services</td>
<td>Palm Coast, FL Danville, VA Provo, UT</td>
<td>Enables more competition and choice but difficult to incentivize broadband providers to use municipal infrastructure</td>
</tr>
</tbody>
</table>
## Business Models

<table>
<thead>
<tr>
<th>Business Model</th>
<th>Description</th>
<th>Examples</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>City provides conduit and/or dark fiber to businesses, broadband providers, and other public organizations</td>
<td>Santa Monica, CA</td>
<td>Improves the cost and availability of fiber infrastructure to providers, businesses, and community organizations, not generally used for residential</td>
</tr>
<tr>
<td></td>
<td>City does not provide retail services</td>
<td>Palo Alto, CA</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lakeland, FL</td>
<td></td>
</tr>
<tr>
<td>Municipal Retail – Business Only</td>
<td>City financed and operated Fiber services</td>
<td>Fort Pierce, FL</td>
<td>Enables the city to directly improve services to businesses but requires the city to compete with broadband providers and operate the network.</td>
</tr>
<tr>
<td></td>
<td>Internet and often telephone and data services to businesses</td>
<td>Hudson, OH</td>
<td></td>
</tr>
<tr>
<td>Municipal Retail – Residential</td>
<td>City financed and operated Fiber and sometimes cable services</td>
<td>Bristol, VA</td>
<td>Enables the city to provide major improvements to residential services but requires significant investment and operational capabilities.</td>
</tr>
<tr>
<td></td>
<td>Internet and often television and telephone to residents and businesses</td>
<td>Morristown, TN</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ashland, OR</td>
<td></td>
</tr>
</tbody>
</table>
Lessons Learned

Cities should consider broadband networks as long-term infrastructure programs.

Cities should gain strong local support from their stakeholders.

Cities should focus on the benefits of municipal broadband.

Cities should take measured steps to ensure their strategies are well-planned and executed.

Municipal broadband initiatives generally require a careful balance of community benefit and financial sustainability to remain successful over the long-term.

Cities should focus on their strengths when evaluating options for municipal broadband and find solutions that build on current competencies.
Public-Private Partnership General Terms

Social Purpose

• Accessibility – control High Level Design; expedite delivery with design/build to premise
• Affordability – guarantee discounted rates for qualifying households
• Equity – service delivery expectations

Fiscal Prudence

• Revenue sharing – franchise and/or service fees
• Allocate to Infrastructure Maintenance Fund
• Enhance workforce and economic development
Private–Public Partnership (P3) Negotiations

- Develop Selection Criteria
- Interview all vendors 1-on-1
- Developed P3 Framework Questions
- Authored Partnership Agreements

**Timeline:**
- Presentation of Term Sheet: March 30, 2022
- Letters of Intent Agreed: May 17, 2022
- Final Negotiated Agreement Achieved: July 15, 2022
- Presentation of P3 Agreements for Execution: July 20, 2022
PPP Potential Structure

- Debt Financing
  - Principal + Interest Out
  - Funds

- Engineering & Construction Contract
  - Progress Payments

- Operations-Maintenance Contract
  - Monthly Payments

- Private Partner
  - Operating Contract Revenues

- Shareholder Agreement
  - Paid-In Equity
  - Paid-Out Earnings

- Institutional Stakeholder Agreements
  - Advances, Revenues
  - Revenues

- Commercial Customer Contracts
  - Revenues

- ISP FLLM & VAN Contracts
  - Revenues

- Services Contract(s)
  - Paid-In Equity
  - Paid-Out Earnings

- COB
  - Paid-In Equity

- BPUB
Where the Public-Private Partnership Process Stands at Present

Fiber Network Coordination Agreement

Private Partner (LIT)

COB

BPUB

Institutional Stakeholder Agreements
Commercial Customer Contracts
BTX Fiber License (LIT)
Competitively Awarded FLMN License(s) Awarded by Auditor

Advances, Revenues
Revenues
Revenues

FMMN Operating License (IRL)
FMMN Operating Services
Franchise/License Revenues

Engineering & Construction Contract (LIT)
Operations & Maintenance Agreement (LIT)

COB-PUB Operating Level Agreement

Construction Progress Payment
Title
WHEREAS, in lieu of certain Right of Way Agreement and IRU fees, Lit/BTX (direct or through a subcontractor) shall provide: (i) operations and maintenance services to the FMMN, (ii) a project plan and design for the FTTP Network that includes capacity for at least three (3) Service providers, (iii) in-kind services to certain City buildings that will be specified and mutually agreed by the City and Lit/BTX, (iv) affordable services to FTTP customers as defined in ARPA, and (v) FTTP connection to priority locations identified in the Middle Mile Network Priority List; and
The Fine Print: Texas Statutory Constraints on the FMMN

WHEREAS, neither the City nor BPUB will provide telecommunications services, pursuant to the Texas Utilities Code; and

WHEREAS, in accordance with Texas Utilities Code, Section 54.202, BPUB is not offering, nor shall it offer, for sale to the public, pursuant to this or any other agreement, either directly or indirectly through a telecommunications provider: (1) a service for which a certificate of convenience and necessity, a certificate of operating authority, or a service provider certificate of operating authority is required; or (2) a nonswitched telecommunications service used to connect a customer's premises with: (A) another customer's premises within the exchange; or (B) a long distance provider that serves the exchange; and

WHEREAS, any conflict between a provision of this or any related agreement and the prior two recitals shall yield to, and be harmonized to the greatest extent possible with, such prior two recitals; and

WHEREAS, in accordance with Texas Utilities Code, Section 54.2025, a municipality is not prevented from leasing any of the excess capacity of its fiber optic cable facilities (dark fiber), so long as the rental of the fiber facilities is done on a nondiscriminatory, non-preferential basis; an
Dark Fiber: Contractual Terms Allowing City to Support Community Anchor Institutions

WHEREAS, City and Lit have agreed to work together to ensure the construction of a quality, open access, Fiber Middle Mile Network ("FMMN") throughout the entire city and its underserved areas utilizing the City’s property acquired through its Public Use Easement and Right of Way Agreement, including but not limited to installing fiber connections and end-customer equipment installed along various community anchor institutions and points of interconnection throughout the network footprint; and

Open Access: Contractual Terms Requiring FTTP Network Capacity for Competitive ISPs

WHEREAS, the project plan and design for the FTTP Network shall allow for a minimum of three (3) service providers, one of which shall be Lit/BTX; and

WHEREAS, the parties agree that the remaining two (2) FTTP partners that will be connected to the FMMN shall be determined by lottery under the terms set forth herein; and

WHEREAS, nothing in this Agreement shall prevent other internet service providers or wireless providers from accessing City or BPUB right of way under Texas Local Government Code Chapters 283, 284 or similar regulatory framework; and
What Comes Next: Stakeholder Responsibilities

- Negotiate Operations and Maintenance Agreements
- Negotiate Dark Fiber Leases
- Leverage Job Creation through Local Manufacturing and Training Programs
Texas Southmost College and BTX Fiber are developing an Install Tech training program in 2023 and applying for the Skills Development Fund Grant administered by the Texas Workforce Commission.

The program will use classroom and lab space within the Electrical program at TSC to train 12-15 candidates in Q3/Q4 to provide installation services for residential and business subscribers to the BTX Fiber network.

What Comes Next: Workforce Development

Curriculum Development: 210-230 hours (6-weeks) training program

- Orientation and Overview of Communications/Cabling
- Understanding of the Job Role (Day in the Life)
- Fiber Optics 101
- Voice and Video/Wifi Overview
- Equipment and Tools
- Building and Installing Communication Cables
- Safety
- Products and Services/Customer Interaction
- Install Tickets
- Troubleshooting
- Supervised Installation and Troubleshooting on jobs (observed by the trainer)
- Unsupervised jobs
What We Learned

Keep agile.
Stay focused.
Augment staff.

Policy Makers
Business Partners
Equity Investors
Community Stakeholders
Prospective Customers
Subject Matter Experts
Who We Thank:
Mayor Trey Mendez and Brownsville City Commission;
Lit Communities, LLC/BTX Fiber, LLC; CMG Consulting, LLC; GrantWorks; Jordana Barton-Garcia with Connect Humanity Fund
Questions?
How We Connect
Elizabeth.Walker@brownsvilletx.gov