



# **A BLUEPRINT: From Digital Divide to Digital Provide**

**A step-by-step program to bring Information  
Technology to your community through successful  
public/private collaboration.**

The Dell logo is located in the bottom-right corner. It features the word 'DELL' in a bold, blue, sans-serif font. The letter 'E' is stylized with a diagonal slash through it. A small 'TM' trademark symbol is positioned to the upper right of the 'L'. The logo is set against a purple background.



# **How San Diego County, California, used an innovative IT outsourcing initiative as the springboard to a county-wide outreach program to bridge the digital divide.**

Printed November 2001

## **ABOUT THIS GUIDE**

Dell™ Computer Corporation and the San Diego Futures Foundation (commonly referred to as SDFF or the Foundation) are proud to present this unique history and guide. It provides a "blueprint" on how to establish a community-based program to address an issue of great and growing concern: The "digital divide" – the gap between those people who do and do not have access to a personal computer or the Internet and who do not have the skills necessary to use technology. The approach outlined in this plan is based on the premise that a collaborative effort of public and private partnerships is critical to the success of a long-term program.

This initiative represents a perfect example of Dell's ability to develop one-to-one relationships with our customers to help ensure that we respond to their unique needs. In fact, it reflects one of our major goals: ensuring that we assist customers in achieving their business and constituency objectives.

The architect of Dell's portion of the plan is a senior marketing manager who has spent four years on the board of directors of an Austin-area non-profit organization. As she traveled the United States on behalf of Dell, she repeatedly presented the SDFF story to various groups, including a national forum of public administrators. Their keen interest in a business-oriented approach to the problem of the digital divide – one that involved creating "financial self-sufficiency" – was one of the motivating factors in the preparation of this guide.

## HOW SAN DIEGO COUNTY WENT FROM OUTSOURCE TO OUTREACH

In 1999, the Board of Supervisors of San Diego County, California, voted to enter into what is believed to be the biggest state or local government technology privatization arrangement ever. The county sought to remove itself from the IT business entirely by outsourcing all of its computer and telecommunications operations to private enterprise.

*But that's just the beginning of the story.*

As part of the proposal process, the County Board of Supervisors required all competing entities bidding on the outsourcing contract to include in their proposals an "added value" plan for giving back to the community of San Diego. This plan was to be above and beyond the requirements in the IT outsourcing contract.

Computer Sciences Corporation (CSC), one of the world's leading consulting and information technology services firms, teamed with another technology giant, Science Applications International Corporation (SAIC) of San Diego, California to form "the Pennant Alliance." Joining them was Pacific Bell and Avaya Inc., world-class providers of telecommunications and electronics. The Pennant Alliance was awarded the seven-year \$644 million contract. The solution for the added value requirement was the creation of the San Diego Futures Foundation, a 501(c)3 non-profit organization, with the purpose of giving back to the citizens of San Diego County.

Specifically, the Foundation was established to:

- Ensure all residents of San Diego County had access to IT resources
- Increase computer literacy
- Provide computer-related job training to a broader range of county residents

*The Foundation provided a solution to a dilemma facing not only San Diego County, but any government entity endeavoring to expand e-government capabilities.*



## WHY IS DELL INVOLVED WITH AND COMMITTED TO THE SAN DIEGO FUTURES FOUNDATION?

Dell was selected by the Pennant Alliance to provide the necessary hardware and services required to help fulfill San Diego County's vision of e-government and its goal of having constituents conduct their business with the county online instead of in line. As part of that innovative team, Dell was also very interested in the Pennant Alliance and San Diego County's shared vision of ensuring that underrepresented citizens had access to those online-government services through the San Diego Futures Foundation. *This shared vision parallels Dell's own goal of ensuring equal access to technology.* It was a natural fit, therefore, for Dell to work with the San Diego Futures Foundation to develop this blueprint and to share best practices.

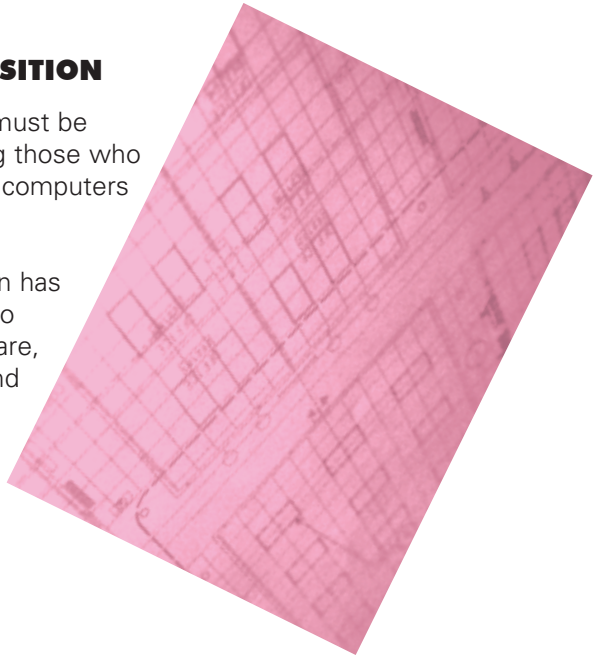
In the case of San Diego, Dell was able to not only provide the needed hardware and services to the Pennant Alliance, but was also able to bring additional resources and community outreach experience to assist the County and the Foundation in their digital inclusion efforts. Dell is pleased to have developed a collaboration that represents how private/public partnerships can work to meet the needs of the community. Dell is interested in supporting State and Local Government customers whose vision in equipping communities for the digital world match our own. Our focus is on:

- Inclusive technology access and training
- Building simple, sustainable and repeatable programs
- Innovative approaches for reaching all underserved communities
- Ensuring a long-term commitment of time, resources and enthusiasm

### THE VALUE PROPOSITION

For e-government to succeed, it must be accessible to *all* citizens, including those who currently may not have access to computers and the "information highway."

Since its inception, the Foundation has developed comprehensive plans to provide not only computer hardware, but software, services, training and technical resources for the community as well.



*Its mission statement sounds ambitious, but the San Diego Futures Foundation has been an astonishing success:*

"The San Diego Futures Foundation is committed to helping bridge the *Digital Divide* in San Diego County. Our mission is to make information technology available to the broadest range of San Diego County residents, through the delivery of computer hardware, software, communications, training and education. The Foundation works to achieve this goal by facilitating collaborative partnerships with community-based organizations, non-profit organizations, volunteer groups, government, businesses, and community leaders throughout the San Diego region. The Foundation also pursues grants, contributions, technology industry partnerships, in-kind donations and other resources to help fund projects related to our mission."

During its first 18 months, the Foundation delivered 2000 computers to more than 100 schools and local organizations throughout the greater San Diego area. It established an intern program to provide technical support and training and conducted 50 teacher workshops involving more than 1100 local educators from a wide variety of service-based organizations. The Foundation has also initiated a community-facing Web site called CountyNet, and was honored with two prestigious awards for its innovative leadership and community partnership.



During its first 18 months, the Foundation delivered 2,000 computers to more than 100 schools and organizations.

The program works for three reasons:

- It has the full support of both county government and private industry.
- It makes maximum use of existing resources. No reinvention of the wheel here.
- It takes a results-oriented business approach through a dedicated, professional staff and Board of Directors who maximize best business practices.

Although the Foundation's annual operating budget is \$100,000, the value to San Diego citizens in terms of increased access to computers, the Internet, technology training and e-government services is immeasurable.

## BLUEPRINT OVERVIEW

*This blueprint is divided into four "Steps."*

- 1. Building the infrastructure**
  - Refurbishment and service delivery through Technology Outreach Centers
  - Interns
  - Volunteers
  - Call Center and Help Desk
  
- 2. Setting a menu of programs and services**
  - Computer donations
  - CountyNet
  - Small/Disadvantaged business outreach
  - Teacher workshops
  - Teacher mentors
  - Technology training for girls
  
- 3. Strategic partnerships**
  - The County of San Diego
  - The Pennant Alliance
  - Dell Computer Corporation
  - Microsoft
  - Other strategic partners
  
- 4. Bridging the digital divide in your community**
  - Structure
  - Leverage
  - Partnership
  - Sustainability

As with any program as far-reaching and multi-faceted as the San Diego Futures Foundation, these steps often can and do overlap. And since each different state, county and local situation may call for variations on the San Diego solution, these steps should be seen as workable suggestions that can help provide a framework for a program customized to meet your specific needs.

## Step One

## Building the Infrastructure

An initial challenge for the Foundation was to determine how service would be delivered. With an expected 3,000 to 5,000 computers coming out of the county every year, along with the needed technical support and training to go with them, the Foundation needed a way to deliver services to the schools and organizations that it serves. *This is where SDFF got creative.* With a staff of only three full-time employees, the Foundation leveraged existing community resources as ways to refurbish the donated systems and to deliver effective service.



Technology Outreach Center students delivering computers for an after school program.

### **REFURBISHMENT AND SERVICE DELIVERY: TECHNOLOGY OUTREACH CENTERS**

As a way to get computers ready for donation to the community, SDFF enlisted the help of community colleges, technical vocational schools and other organizations to establish Technology Outreach Centers (TOCs). TOCs act as distribution and service hubs to help refurbish computers, build and test networks, deliver systems and networks to recipients, provide training and other educational programs and host on-site and other technical services for each region of the county. SDFF has five TOC partners, including Palomar College, San Diego City College, National City Adult School, Pangea Foundation and Epicentre-The San Diego Regional Teen Center.

TOC students are enrolled in computer repair and networking classes and refurbish computers on behalf of the Foundation. By working on the donated machines, students get real-world experience, rather than tearing down and reassembling the same school computers over and over again. The donated systems are not only refurbished, but, where possible, upgraded by the students. Students install operating systems and necessary drivers as well as other system components.

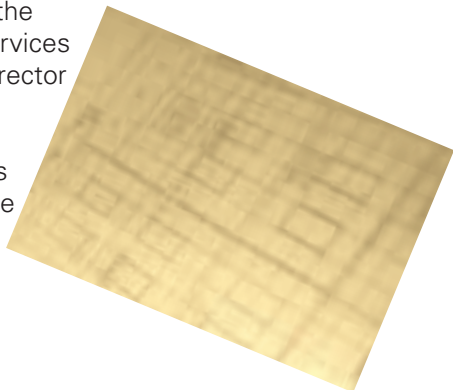
The TOCs have the facilities, classes, and students to provide this service to the Foundation because they are already teaching IT courses. By leveraging these existing resources, the Foundation incurs no additional costs for facilities and other resources. The Foundation purchases additional peripheral hardware, such as CD-ROM drives, modems, network or sound cards. Once the computers have been refurbished, the Foundation makes arrangements with each receiving organization for them to be delivered or picked up.

The benefits to the Technology Outreach Centers include educational enhancement through on-the-job training in computer hardware and network development, expansion of technology educational offerings to students, partnering opportunities with the technology community and links to hardware resources. SDFP works with each TOC to develop programs where the TOC can use some of the computers it refurbishes in conjunction with its own plans. One TOC uses SDFP computers to establish labs where they can teach A+ Computer Training classes to high school students. Another established an adult computer literacy program for community members, and yet another prepares computers for the city and county's after-school programs.

## **INTERNS**

The Foundation uses college-level computer engineering student interns to install and support the computers and networks it provides to its clients. Through specific partnerships, students gain real-world work experience while helping provide the Foundation's clients with a high level of services. Interns gain experience in working and consulting with clients, creating networks, troubleshooting issues and managing real-world projects. In addition to gaining valuable workforce skills, interns help the community by providing technical support to organizations that offer social services to seniors, veterans, the disabled, low-income and under-served communities. Interns also provide training, graphics, Web design, and Web development services and can earn college credit through their internships.

Interns are recruited through the TOCs, vocational training schools and the Foundation's Web site. Any intern who would like to gain three units of college credit for service to the Foundation can do so by enrolling at a specified community college. The Foundation will pay the tuition cost for this credit. As requests for services are received, the Foundation's Technology Director assigns specific tasks to interns based on an assessment of their education, training and specific skill sets and then closely supervises and monitors their work. As interns gain more experience, some are assigned as project managers for specific tasks or sites.





## VOLUNTEERS

SDFF uses a large number of volunteers throughout the community to provide technology training and assistance, to assist in transporting computers and equipment, to install computers and to assist with various Foundation programs. Volunteers from organizations like *Women In Technology International* and *Techniquelle* contribute to SDFF's success.

Although the Foundation has a volunteer form on its Web site, most of the volunteers have been recruited through word of mouth. For instance, when the Foundation wanted to provide a *Technology Training for Girls* program, a number of women working in the technology industry volunteered to assist. Those women were able to draw upon their work and social communities for additional volunteers and financial support. Other community organizations also provide volunteers to assist. However, the most important and successful method of recruiting volunteers has been simply to tell the community about the Foundation's goals. It seems that everyone wants to help this winning cause.



San Diego County Supervisor Pam Slater, pictured left, takes an interest in Technology Training for Girls program.

## CALL CENTER AND HELP DESK

Working with Foundation College San Diego, a nationally accredited technical college that offers a variety of computer courses, including PC Support/Help Desk classes, SDFF established a Call Center and Help Desk to provide better quality service to its clients. Students who attend Help Desk training at the college become Help Desk Analysts for two hours each day. The Call Center gives SDFF clients assistance with technical issues, but just as importantly, it gives SDFF staff a way to collect valuable information and learn how they can do a better job of distributing hardware, tracking issues and providing services.

Local industry partners have donated Help Desk software and are donating their time and expertise in planning for the initial launch of the Help Desk. Since so many non-profit and community-based organizations do not have full-time IT support, Help Desk support can be of great value. Students at the Help Desk get the opportunity to gain work experience and will also be able to use SDFF's Client Relationship Management (CRM) software. Since CRM applications are used by organizations to gather product and service information, obtain quotes, place and track orders and work toward other e-business service solutions, this experience is readily transferable to practically any employment opportunity the students may seek.

## Step Two

## Setting a Menu of Programs and Services

### **Programs:**

*The Foundation has turned out to be far more than just a program to collect and deliver computers.* While its core purpose is to help bridge the digital divide by collecting, refurbishing and distributing donated computers to schools, non-profits and community-based organizations throughout the county, that is just the beginning of the services it offers. From the very outset, the SDFF's guiding members knew that to truly address technology challenges in San Diego, they would have to provide full end-to-end services to their clients in exactly the same manner any successful IT company would. Consequently, they set about developing an infrastructure and a menu of programs and services to offer to San Diego organizations.



The Foundation has turned out to be far more than just a program to collect and deliver computers.

## **COMPUTER DONATIONS**

SDFF receives between 3,000 and 5,000 surplus computers per year - systems discarded and donated as the result of county upgrades. The Foundation only works with machines that are Intel® Pentium® I, or better. Older systems are sold for salvage, with the proceeds coming back to the Foundation. The good news for the community is that after another year-and-a-half, all of the computers coming out of the county will be three year-old Dell computers with CD-ROM drives. This means that a larger number of more advanced systems will be available to schools and non-profits.

To date, the Foundation has received all of its computers through the outsourcing contract. However, the Foundation has recently begun working with local corporations to secure other computer donations that can either be recycled or sold for salvage to obtain funds for upgrading existing systems. Since personnel resources are limited, the Foundation does not take computers from individual donors.

Applicants eligible to receive computer donations include schools, non-profits and community-based organizations. The criteria used for selecting an organization for computer equipment and services includes its ability to provide:

- Public access to the computers
- Computer training to others
- Services to under-represented communities

In addition, the Foundation creates partnerships with other organizations that add value to SDFF offerings through in-kind donations of peripherals, software, human capital and other services.

While applications for computer hardware are reviewed just twice a year, organizations can receive other services - engineering and network support, troubleshooting, Web development, and training classes - at any time. As part of the application process, organizations are required to fill out the Foundation's application that doubles as a technology planning and assessment tool ([www.sdfutures.org/forms/AssessmentTool.pdf](http://www.sdfutures.org/forms/AssessmentTool.pdf)). This not only assists organizations in planning for their technology requirements, but helps the Foundation plan for the appropriate hardware, software, technical support and training.



Computer delivered to recipient at Chula Vista Veteran's Home.

## COUNTYNET

CountyNet is a technical services program that includes the development of:

- A Web portal to direct the community to public resources
- Low-cost technical services for non-profits
- A Virtual Private Network connecting SDFF with its service partners

Dell will play a vital role in the development and support of the Foundation's CountyNet initiative. The CountyNet platform will be based entirely on the powerful combination of Dell computers and Microsoft software. Additionally, Dell systems engineers and architects will assist the Foundation in the design, implementation, and support of the CountyNet platform.

*The CountyNet.net Web portal* is currently being developed by the Foundation's Technology Director with help from Dell, Microsoft, Internet Strategy, Inc. and a team of students from the Senior Experience Program in the College of Business Administration at California State University San Marcos.

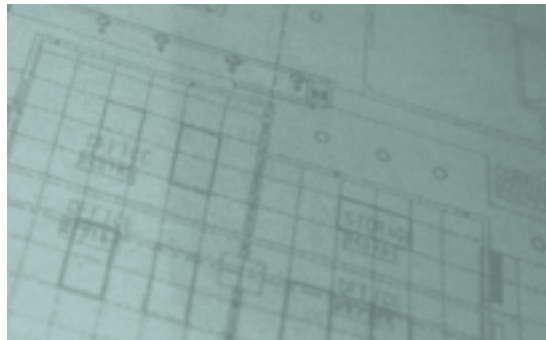
The portal will provide the public with a one-stop source for locating valuable community services. Through the assistance of the County of San Diego's Health and Human Services Agency, CountyNet.net will provide such community information as crisis lines and emergency contacts, emergency assistance information, education, employment, family support and healthcare services, financial and legal assistance, housing information and assistance, youth support programs, domestic violence programs, substance abuse resources, as well as services to seniors, the disabled and veterans. In addition, it will provide bulletin boards, calendars of events, messaging services and links to computer hardware, software and training.

*The CountyNet services plan* includes the development of low-cost technical services for community organizations, including systems engineering, maintenance, troubleshooting and repair, training, technical consulting, network setup and maintenance, Web development/hosting/consulting, software hosting and consulting, Internet content filtering and help desk support. These services are provided by interns and volunteers and are managed by paid staff.

*The CountyNet Virtual Private Network* will connect SDFP to its TOCs, Help Desk and other partners. It will allow SDFP to collect and manage client data, catalog and manage computer inventory at TOCs, dispatch interns and volunteers for technical support and provide an overall platform for Client Relationship Management.

## **SMALL/DISADVANTAGED BUSINESS-OUTREACH**

According to Dr. Waldo Lopez-Aqueres, Director of Economic Policy Research at the Tomas Rivera Policy Institute, the reason many minority-owned businesses do not engage in e-business or e-commerce is because of a lack of information and lack of financial and subject matter resources. Industry leaders report the need for minority business owners to understand they must become Web savvy to both grow and maintain their existing business base. Ninety-six percent of all businesses in San Diego are small businesses and many are minority-owned. Since current research indicates that many small and minority-owned businesses do not have a Web presence or the in-house knowledge to conduct e-business, the Foundation wanted to address this growing technology divide through a Small Business Outreach Program.

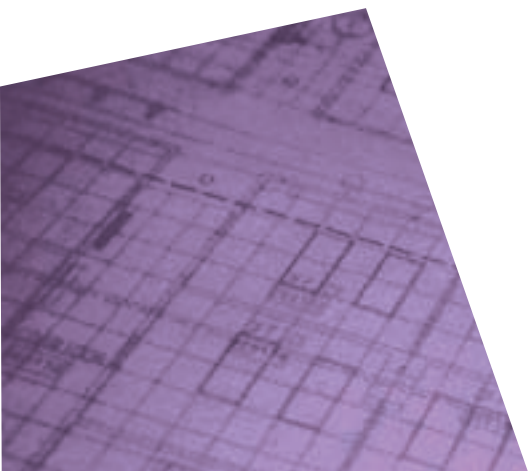


This pilot program was started in 2001 with industry experts, including the U.S. Small Business Administration's Service Corps of Retired Executives (SCORE), SAIC's Supplier Diversity Office and e-business experts like Internet Strategy, Inc. and other local Internet companies. The program provides workshops on the advantages of conducting e-business, including Web pages, e-commerce and shopping carts. It also includes a partnership with local community college students who, to gain experience and provide community service, will build Web sites for small businesses. Businesses were recruited through SAIC's Supplier Diversity Office, SCORE and local Hispanic print media. The San Diego Futures Foundation also invited students from its TOCs and other colleges and universities. SDF is continuing to evaluate and assess effective ways to provide technology training to small businesses.

## **TEACHER WORKSHOPS**

Pennant Alliance partner, Pacific Bell, has taken the lead in working with the Foundation to provide customized workshops and presentations for educators, administrators and librarians in San Diego County. Workshop and presentation topics include: searching the Internet, Web content development, information literacy, Internet safety, videoconferencing and media streaming. Further support is also provided online by the Pacific Bell Education First Knowledge Explorer Web site, [www.kn.pacbell.com](http://www.kn.pacbell.com).

The workshops and presentations are provided throughout California by technology-savvy Education Advocates, all of whom are former classroom teachers and librarians employed by Pacific Bell. The Advocates share their experiences and techniques with teachers and librarians by providing customized training, hands-on workshops and timely presentations by request at school and/or library site locations. Required workshop participation is a minimum of ten attendees. Advocates are available at no cost to provide in-service training, staff development, conference presentations and technology planning assistance. They work closely with Pacific Bell account teams so they can put education customers in touch with someone who can help them make informed decisions about telecommunications and technology.



## TEACHER/MENTORS

Thanks to a grant from Avaya Inc., another Pennant Alliance partner, the Foundation recently began implementation of a pilot teacher-training program to provide on-site training and mentoring to teachers at 10 elementary schools in San Diego. Through this unique program, 10 technology-savvy teachers will be selected *and paid* to assist other teachers at their respective schools. Teacher/mentors will provide general technical help to their peers on-site and will assist in developing technology use and development plans for each school.

## TECHNOLOGY TRAINING FOR GIRLS

With the help of participating partners, the Foundation has begun a unique technology-training program designed specifically for girls. This program provides age-appropriate technology projects on a weekly basis to selected girls' organizations and provides the computer hardware, as well. The pilot program provided Web development training to teens who assisted in the design and development of a Web site for a local girls club. Women volunteers installed a computer lab at a selected organization and then designed and delivered eight weeks of technology projects for girls ages five to 13, providing both technical expertise and successful role models for young girls. The Foundation is currently working with other organizations in San Diego to provide a one-day symposium for middle- and high-school girls to increase women's participation in math, science and technology.



With the help of participating partners, the Futures Foundation has begun a unique technology-training program designed specifically for girls.

## Step Three

## Strategic Partnerships

*If Step One is building the infrastructure and Step Two is setting a menu of programs and services, then the element that connects and makes them both work is the establishment of key strategic partnerships.*

SDDF's success is due in large part to its strategic partners. Many non-profits, corporations and civic organizations – like the San Diego Urban League ([www.sdul.org](http://www.sdul.org)), the Chicano Federation ([www.chicanofederation.org](http://www.chicanofederation.org)) and the Metropolitan Area Advisory Committee Project ([www.maaproject.org](http://www.maaproject.org)) – have all supported SDDF programs and initiatives by providing a number of resources, assisting with transportation, refurbishment, training and volunteers. Additionally, the following partners have played a major role in ensuring its success.

### **THE COUNTY OF SAN DIEGO**

In addition to the support and visionary leadership offered by the County Board of Supervisors, SDDF works with many agencies within the county to obtain data for



San Diego County Supervisor Ron Roberts, pictured standing left, works with local veteran organization in his districts.

CountyNet.net and to obtain information on programs or groups that may benefit from its services. The Foundation recently received an award from the County's Aging and Independence Services for "Innovative Leadership in the Community" for intergenerational programs linking students with seniors, installing computer labs at senior sites and providing interns to design and develop a Web site for organizations providing services to seniors. ([www.co.san-diego.ca.us](http://www.co.san-diego.ca.us))

## **THE PENNANT ALLIANCE**

Computer Sciences Corporation ([www.csc.com](http://www.csc.com)) and Science Applications International Corporation ([www.saic.com](http://www.saic.com)) each contributes \$50,000 in operating funds annually to the San Diego Futures Foundation. They also provide three full-time staff members as an in-kind donation. These companies also provide facilities, computers and other services to assist the Foundation in its efforts. In fact, many of the training sessions conducted by the Foundation are held at Pennant Alliance training facilities throughout San Diego County. The Pennant Alliance also provides facilities for meetings and other community events. Pacific Bell ([www.pacbell.com](http://www.pacbell.com)) has been instrumental in donating and conducting teacher workshops for the Foundation and Avaya Inc. ([www.avaya.com](http://www.avaya.com)) awarded the Foundation \$10,000 for its teacher/mentor program. ([www.pennantalliance.com](http://www.pennantalliance.com))

## **DELL COMPUTER CORPORATION**

The Dell State & Local Government organization has contributed a limited number of its peripherals and award-winning desktops to assist the Foundation in advancing its mission. Dell is working with the foundation to share what it has learned about digital inclusion from its State & Local Government clients nationally and the programs being implemented in their communities. Dell also supports the Foundation's CountyNet initiative by providing the expertise of its systems engineers who assist other State and Local Government clients in defining their technical requirements to help ensure proper planning and long-term project success. Because Dell is committed to client success and practices superior corporate citizenship, as defined in its mission statement, the company will continue to play an active role with the Foundation in defining and sharing best practices with other communities who are interested in advancing their digital divide efforts. ([www.dell.com/slg](http://www.dell.com/slg))

## **MICROSOFT CORPORATION**

Microsoft's State and Local Government representatives were early supporters of the Foundation. Microsoft realized that the Foundation's vision of empowering people through technology closely resembles their own vision of empowering people through great software – any time, any place and on any device. And, because Microsoft is committed to long-term success, they know the value of contributing to the community and the value of creating a diverse workforce. Through their partnership with the Foundation, Microsoft will help to ensure that underserved populations have the opportunity to learn the computer skills needed in today's work place. Microsoft's contribution of software and technology will enable the Foundation to develop a solid platform from which to deliver services and operate its business. This platform will be based on Microsoft's .NET initiative and will include technologies such as Windows 2000 server, SQL 2000, Exchange 2000, SharePoint portal technologies, MSN Messenger, and Passport authentication. ([www.microsoft.com](http://www.microsoft.com))



## **COX COMMUNICATIONS**

Cox Communications is partnering with SDFF through its Cox Tech Centers program to mutually identify needed computer centers. SDFF will donate the computers and installation services and Cox will provide free Internet access to the specified organizations. To date, Cox and SDFF have partnered at a local girls club and at a senior center and have selected several other organizations to benefit from this unique partnership. ([www.cox.com](http://www.cox.com))

## **ARMED FORCES COMMUNICATIONS ELECTRONICS ASSOCIATION (AFCEA)**

SDFF partnered with AFCEA's San Diego Chapter to provide computers to the AFCEA San Diego Education Committee's "Targeting Needy Schools" program. SDFF and AFCEA have installed and wired more than 110 computers at area schools. SDFF and AFCEA recently received an award from San Diego City schools for this innovative community partnership. ([www.afcea-sd.org](http://www.afcea-sd.org))

## **DOITSMARTER**

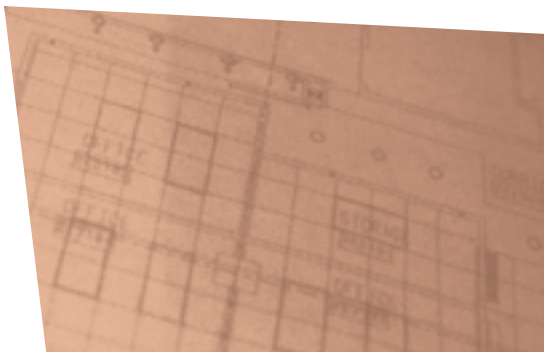
SDFF is working with DoITSmarter to initiate the first Help Desk program for non-profits. DoITSmarter is supplying Help Desk software, training, technical support and assistance in establishing this vital program. ([www.doitsmarter.com](http://www.doitsmarter.com))

## **INTERNET STRATEGY, INC.**

As a leading eBusiness solution provider, iStrategy is dedicated to helping SDFF bridge the gap between technology and non-profit organizations. iStrategy is proud to be the development partner in SDFF's CountyNet.net Web portal project. The company's CEO, Steve Hundley also provides expertise, time, and resources in developing and presenting workshops for small disadvantaged businesses. Headquartered in San Diego and founded in 1994, iStrategy's success has been its strength in recognizing opportunities and defining effective strategies for its clients, while combining its technical expertise with rapid development and deployment. ([www.istrategy.com](http://www.istrategy.com))

## **ST. BERNARD SOFTWARE**

This company is providing its *iPrism* Internet filtering appliance technology for those SDFF/Cox Communications joint computer technology centers that require Internet filtering. ([www.stbernard.com](http://www.stbernard.com))



## Step Four

## Bridging the Digital Divide in Your Community

Although having a single source of computers to distribute to the community was a major impetus for the San Diego Futures Foundation's programs, it is not essential to establish a non-profit organization to provide similar services.

What is essential to the success of any digital inclusion program, however, is to have *local political support*, as well as the right partnerships and a plan that goes beyond a year or two.

**STRUCTURE:** The Foundation's Board of Directors consists of representatives from each of the Pennant Alliance companies (two from CSC), the county's chief technology officer, and one appointment for each of the county's Board of Supervisors to ensure equal coverage throughout the county. This board composition ensures participation by government and industry alike.

**LEVERAGE:** Cities and counties wishing to implement similar programs need to inventory existing government, industry, and academic institutions to determine how these organizations can leverage their resources toward a common goal. In the case of the Foundation, the use of community resources made it possible to distribute 2,000 computers with only three full-time staff. Although there is no direct cost to the County of San Diego, the Pennant Alliance donates three full-time staff, as well as facilities and support to SDFF and contributes \$100,000 annually for operating and program expense, as part of the required contract commitment.

**PARTNERSHIP:** The Foundation has been able to partner with others in the community who provide cash or in-kind services. *Having the right level of political and corporate support can greatly facilitate these partnerships.* While the annual value of SDFF services is substantial, the value to citizens of having increased access to computers, the Internet, technology training and e-government services is practically incalculable.

**SUSTAINABILITY:** The Pennant Alliance proposal for added value to the community included having the Foundation incorporate as a 501(c)3 non-profit organization so that it could do fund raising, apply for grants and receive corporate contributions. The Alliance wanted to ensure that the Foundation remained a viable non-profit organization long after the San Diego County Outsourcing and Telecommunications contract is completed.

## THE FOUNDATION STAFF

**BECKY STAWISKI**, *Executive Director, San Diego Futures Foundation.*

Becky has performed in this capacity since December of 1999 when the organization was first founded. Ms. Stawiski served as the Proposal Manager for Science Applications International Corporation (SAIC) during the request for proposal phase of the competitive bid for the San Diego County Outsourcing and Telecommunications contract. She helped conceptualize the idea of a non-profit foundation as a way for corporations to give back to the community as part of the added value to the contract.

As a former consultant to SAIC, she has managed and written proposals for more than five years. Becky also held full-time positions at SAIC in contract management, financial control and configuration management. She serves on the Armed Forces Communications Electronics Association (AFCEA) Educational Committee, the San Pasqual IT Subcommittee, the Executive Council of the Academy of Information Technology, the Ray and Joan Kroc Community Center Education Committee, the Neighborhood House Community Partnership Committee, and is a LEAD San Diego graduate.

**LYNN ANDERSON** serves as Program Manager for San Diego Futures Foundation. Since joining the organization in May of 2000, she has established policies and procedures, community partnerships, and the Technology Outreach Center infrastructure for the Foundation's hardware and donation program. As a 14-year employee of Pennant Alliance partner, Science Applications International (SAIC), Anderson has held positions in business development, program management, and applied scientific research and development.

Holding a Bachelor's degree from the University of Minnesota, she is a graduate of the Chicano Federation Leadership Training Institute and the University of Phoenix Global Business School. Her community service and professional organization memberships include Women in Technology International (WITI), Techniquelle, Toastmasters International, and the Armed Forces Communications Electronics Association (AFCEA) Scholarship Selection Committee.

**JEFF HANCOCK** is the Foundation's Technology Director. Jeff has over 16 years' experience in multi-platform computer systems engineering, programming, solution development and management with an emphasis on training and services. He has provided corporate consulting and technical support and sales and technical training management. He successfully developed and managed client training for 400 users at the San Diego Workforce partnership and 600 users for the Port of San Diego. Jeff serves as an advisor to many of the local training schools and Regional Occupation Programs (ROP) and serves as an advisor to organizations assisting constituents with disabilities.

## THE ARCHITECT OF THE DELL PROGRAM

**DEEANNE SAFFORD**, *Senior Marketing Manager, Government Programs, Dell Computer Corporation.*

DeeAnne is responsible for driving the marketing and advertising that influence Dell's state, local and federal government sales. She is also responsible for strategic initiatives and program management for the government sector, including E-government, digital divide and accessibility.

In addition to her 20 years of experience in the personal computer industry, DeeAnne is also actively involved in community service. For the last four years she played an instrumental role as a member of the board of directors for Court Appointed Special Advocates (CASA) of Travis County, whose mission is to help find safe, permanent homes for neglected children. One of her key messages is to work out business partnerships with corporations rather than simply asking for donations.

DeeAnne earned her Master of Business Administration degree from Nova University in Fort Lauderdale, Florida.

### IS THERE AN IDEA HERE FOR YOU?

For more information on how a Foundation or similar organization might work in your constituency, you may contact your Dell account representative or:

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For a look at current SDFP news, please visit their Web site at <http://www.sdfutures.org>.

For information regarding Dell's State & Local Government business, Dell's award-winning product and service offerings, as well as a version of this blueprint available for download, please visit our Web site at <http://www.dell.com/slg>.

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