

ORGANIZATIONAL MISSION, HISTORY, AND PARTNERSHIPS:

The **Bay Area Video Coalition (BAVC)** is the nation's most advanced nonprofit media technology access and training center. *In order to level the playing field, support the creation of high-quality independent media, and develop current and future mediamakers, BAVC's mission is to serve low-income communities and the nonprofit sector through training, access, and technical expertise on the newest communications technologies.* Since its founding in 1976, BAVC has helped noncommercial clients to produce over 10,000 video programs, and has educated over 30,000 students in every aspect of video, audio, and new media. In 1997, the City of San Francisco challenged BAVC to capitalize on its unique position at the intersection of digital technology and the nonprofit sector to play a key role in technology-based workforce development. In response, BAVC launched *JobLink*, a model digital technology training program for low-income San Francisco residents. In its first six years, *JobLink* has trained over 450 low-income individuals in advanced technical skill sets that are in demand in today's workplace, and placed them into new careers with living wages and real opportunities for advancement. BAVC is also bringing the *JobLink* curriculum to low-income users nationwide by creating interactive training tools on DVD and related web content. *JobLink's* innovative on-the-ground and web-based approach to workforce development has received recognition from national stakeholders in economic development, technology, and eLearning (see Page 11).

As a leader in the field, BAVC has developed strategic partnerships with other local workforce development organizations under the umbrella of the **San Francisco Information Technology Consortium (ITC)**, and with **One Economy Corporation**, a national organization creating Internet access and content for low-income communities. Now, BAVC proposes to leverage these partnerships, its experience in workforce development, and its expertise in web production and interactive learning to help low-income individuals secure employment in an increasingly competitive marketplace and an increasingly under-resourced nonprofit support sector.

PROJECT NEED:

While low-income communities face an increasingly competitive job market in San Francisco, reduced funding for local workforce development agencies has created a need for a cost-effective strategy to provide personalized job search support to a broad audience of job seekers.

Since the late 1990s, the San Francisco Bay Area has experienced significant economic and workforce fluctuation, shaped by accelerating technological innovation and local sensitivity to global economic market shifts. The rapid rise and decline of the "tech boom," accompanied by rapid changes in industrial capacity, has resulted in a more competitive economic climate.¹ At the same time, San Francisco's cost of living has nearly doubled in the past ten years and continues to rise.² The convergence of these factors has created mounting obstacles for low-income adults seeking living-wage, family-supporting jobs and a higher standard of living.

Workforce developers nationwide have long recognized the need to provide low-income job seekers with the training they need to access living-wage employment. As field-based practitioners in one of the most competitive economic climates in the country, the trainers of the San Francisco Information Technology Consortium (ITC) have also recognized that without job training, support services, and case management, the city's low-income communities will continue to be excluded from living-wage jobs. However, in an increasingly competitive economic landscape, low-income constituents need more than just training: they also need intensive support to find a job after training or a lay-off. In fact, finding employment now

requires the multiple sustained and coordinated elements of a professional “job campaign.” The populations that need good jobs the most—low-income unemployed and the working poor—are also least likely to have the experience and resources they need to launch such a job campaign.

Although San Francisco’s low-income communities clearly need support to effectively compete for jobs, San Francisco’s nonprofit workforce trainers simply do not have the resources to provide coordinated job search assistance to the estimated 26 thousand unemployed adults in the county.³ While initial strategies deployed in the federal Workforce Investment Act of 1998 promoted “one-stop centers” with intensive one-on-one services for individuals, recent public and private funding cuts have rendered San Francisco’s workforce agencies incapable of reaching the growing number of unemployed or underemployed individuals. Furthermore, San Francisco’s workforce trainers have not yet identified best practices in career development that are shown to be effective for low-income job seekers. While leading local trainers have each developed their own job search strategies and tools over years of service to thousands of low-income clients, they continue to duplicate the costs of job search services—an unsustainable strategy in a climate of reduced funding. Though the need to provide career development support to low-income job seekers is now more pressing than ever, local trainers lack a sustainable, cohesive, and cost-effective approach to providing individualized assistance.

PROJECT SOLUTION:

Recognizing the challenges that local trainers face in providing job search support to low-income communities, BAVC proposes to leverage networking technology to create a new job search assistance model for San Francisco that is effective, scalable, and sustainable.

With over 27 years at the forefront of media and communications technology, BAVC is bringing together workforce trainers, economic developers, and technology access providers to develop powerful, widely-disseminated job-seeking tools for low-income constituents. By building inter-organizational capacity for San Francisco’s nonprofit sector and by leveraging Internet access programs that reach more low-income individuals every day, the Job Campaign Manager initiative is an innovative new model for addressing the region’s workforce challenges.

The Job Campaign Manager initiative will deliver proven and practical job search tools and resources to low-income, English- and Spanish-speaking San Francisco residents through Internet connections available at the nonprofits and public housing sites that serve them (see Page 13). The initiative leverages the broad reach of the Internet, the interactive capabilities of media technologies to provide online instruction to users, and recent innovations in web-based databases to create an online, personalized job campaign organizer for every user. While the Job Campaign Manager initiative capitalizes on the power of emerging network and database technologies for effective service delivery with a broad reach, BAVC knows that on-the-ground programs and person-to-person strategies are the foundation for success. Content and best practices for the Job Campaign Manager initiative will be derived from members of the ITC that bring a proven track record of supporting low-income communities in securing and excelling in living-wage jobs with real opportunities for advancement. The web-based tools and personalized job search management database created based on these best practices will be delivered via the Internet through One Economy Corporation’s bilingual web portal, the Beehive (www.thebeehive.org), reaching low-income populations citywide and, eventually, nationwide.⁴ An active user base of low-income unemployed and underemployed adults in San Francisco will be cultivated from among the established constituencies of the project partners—clients of ITC

organizations and residents of public housing units that One Economy Corporation serves. By leveraging existing networks and partnerships with organizations that have service infrastructure in place to connect low-income populations to technology, BAVC can give users the double benefit of virtual job search resources and person-to-person outreach, training, and technical support. The www.thebeehive.org web portal is an ideal delivery pathway for the online Job Campaign Manager toolbox, bringing higher-quality support to more low-income residents than any agency could provide or reach on their own. By centralizing cross-sector job campaign techniques and delivering job search resources through emerging network and database technologies, the Job Campaign Manager initiative is a cost-effective approach that simultaneously connects a broad audience of low-income users to personalized job search support, and reduces service duplication among local training providers.

PROJECT COMPONENTS:

The Job Campaign Manager initiative consists of three strategic and complementary elements:

1. The Online Job Campaign Manager:

The Job Campaign Manager will consist of a high-capacity, web-based toolbox of educational and practical tools designed specifically for low-income job seekers. Best practices drawn from ITC expertise will inform a series of interactive educational and personalized database resources that enables users to map out and sustain the varied elements of a job campaign. The Job Campaign Manager will be accessible in English and Spanish and include two core components:

✓ Interactive tools will teach users about critical elements of a job campaign in any industry

Educational activities and tools will instruct users in self-assessment, networking, different types of interviews, resume-writing, portfolio management, and local job search resources. These tools will provide users, both individuals and community-based organizations, with a standardized roadmap for mounting a job campaign. BAVC will build these interactive tools using the latest applications for interactive learning, delivered at multiple bandwidth capacities.

✓ A personalized database function will enable each user to manage their job campaign

The database function will offer complete information storage and retrieval capabilities to manage every element of each user's job campaign process, including: electronic storage and retrieval of resumes and application materials; employer contact and interaction management; interview tracking and follow-up planning; portfolio management; and templates and storage for correspondence. While many middle- and upper-income job seekers utilize tracking and planning tools such as Microsoft Outlook, or wireless "organizers" such as those produced by Palm, Blackberry, and Handspring,⁵ our low-income clients cannot afford these tools or a home computer, or do not have the computer literacy proficiency to use them effectively (see Page 15). The online Job Campaign Manager replaces these by providing each user with a free personal profile and storage center to effectively manage their job campaign.

2. Network Access for Low-Income Communities:

The Job Campaign Manager will be available online through One Economy Corporation's web portal, the Beehive (www.thebeehive.org), in English and Spanish. In Years 1 and 2, we will reach at least 400 low-income adults via established network access sites:

✓ One Economy Corporation works with the San Francisco Housing Authority (SFHA) and private affordable housing companies to connect residents to its suite of comprehensive online tools for self-sufficiency through the Beehive. They have installed in-home Internet access in

San Francisco's 148-unit Heritage Homes, and in-home wireless Internet access in 195 units within the Hayes Valley development. In the next two years, One Economy will add broadband access and connectivity to 600 more units at Hayes Valley, Bernal Dwellings, and Plaza East. Each site will also have one dedicated access workstation for the Job Campaign Manager.

✓ Low-income clients of ITC will access the Job Campaign Manager through the Beehive web portal from each organization's Internet-connected computer labs for students. Each organization will also have one dedicated access workstation for the Job Campaign Manager.

3. Complementary Training and Skill-Building

While the Job Campaign Manager will deliver vital and practical resources, low-income job seekers cannot successfully compete for higher-wage jobs without access to skills training. The Job Campaign Manager builds upon existing workforce development efforts in the region, starting with the technology training programs offered by the partners in this project. ITC members' range of training pathways extends from the San Francisco Housing Authority's basic computer skills instruction to introductory web proficiency programs at Goodwill to the most advanced media technology instruction of BAVC's *JobLink* program (see Pages 11-12). With comprehensive training complete, ITC clients can use the Job Campaign Manager to sustain their job search after training. However, users may require support to use the Manager effectively. BAVC will conduct an outreach campaign to constituents of ITC member organizations and the targeted affordable housing sites and will provide these with a series of information sessions and seminars to introduce clients to the online tools. Partner organizations will provide ongoing technical assistance to users citywide through online forms, email, and one-on-one guidance.

EXPECTED PROJECT OUTCOMES:

For Low-Income Users:

- *Produce career development resources for online delivery and develop an active user base of at least 400 low-income San Francisco residents in the first 2 years.* For job seekers, the ability to access tools anytime through www.thebeehive.org provides ongoing and customized job search support after training, during a career change, or after a lay-off.

For Partner Organizations:

- *Create standardized job campaign practices for use by ten ITC workforce trainers.* For workforce trainers, the consolidation of career development best practices will result in the creation of a centralized, standard job campaign agenda, sharing expertise and resources between organizations for more cost-effective support services.
- *Aid ITC agencies in meeting job placement goals in shrinking labor market.* With powerful new job search resources, ITC agencies can place more graduates in employment.
- *Share best practices with national stakeholders and create a replication plan for other regions.* The use of best practices and network technologies makes this project easily replicable for other regions experiencing similar challenges in workforce development.

For Employers:

- *Help employers identify job candidates and facilitate the hiring process.* The Job Campaign Manager helps users conduct professional and standardized job campaigns, enabling employers to identify qualified candidates within a large pool of applicants.

INNOVATION:

This project builds on previous efforts to leverage emerging network and telecommunications technologies in bringing educational tools and employment resources to low-income users. Like

previous TOP grantees, such as 2000 TOP grantee Connecticut Association for United Spanish Action's Project Nexo, the Job Campaign Manager initiative seeks to bring workforce development resources to a diverse body of partners and the One-Stop System.⁶ Just as TOP-sponsored distance learning models such as City-Parish of East Baton Rouge's Baton Rouge Works! project deliver job-related resources to underserved locations, BAVC's Job Campaign Manager uses existing phone lines and higher bandwidth DSL and T1 connections to link low-income users with workforce development resources.

However, the Job Campaign Manager also represents a significantly more dynamic approach to serving low-income job seekers and a leap forward from these earlier models. It moves beyond the standard employment networks (such as Baton Rouge Works!) that consolidate job listings and link employers to job seekers on the web.⁷ Instead, the Job Campaign Manager combines interactive educational tools, highly-personalized database technology, and full storage and retrieval capabilities to help users learn about and manage every stage of the job search—not just find job leads. It also represents a step beyond standard eLearning strategies (as in Project Nexo) by pairing education with the practical tools to get users started on their own job campaign. With its comprehensive set of tools and educational components, the Job Campaign Manager addresses every element of an extensive job search, not just job leads or skills training.

COMMUNITY INVOLVEMENT:

1. Partnerships

BAVC, a founding member of the ITC, provides the most advanced media technology training in the Consortium. **Previous Role:** In addition to its 27 years of experience in the nonprofit technology field, BAVC produces award-winning interactive learning materials and is designing and packaging a range of educational web content for One Economy's national and regional Beehive sites. **Project Role:** As lead applicant, BAVC will convene local career specialists to identify best practices for job searches, conduct focus groups, and incorporate these into the creation of the online Job Campaign Manager toolbox. BAVC will provide access point hardware to partner organizations, participate in evaluation, and lead project dissemination.

One Economy Corporation is a national nonprofit organization dedicated to maximizing the potential of technologies to help low-income people build assets and raise their standard of living. One Economy provides these tools through the www.thebeehive.org portal, an online hub for low-income users featuring both national and local resources. **Previous Role:** Since 2000, One Economy and BAVC have jointly coordinated the development and design of web-based educational content for the local and national Beehive. **Project Role:** One Economy will host the online Job Campaign Manager on the Beehive website and provide user access points at its four partner public-housing sites in San Francisco (see Pages 11-14, 16, and 18-19).

ITC is a collaborative agency managed by the San Francisco Private Industry Council and comprised of leading Bay Area technology-based workforce development trainers: BAVC, Goodwill Industries of San Francisco, Jewish Vocational Service, Glide Memorial Church, San Francisco Housing Authority, San Francisco Department of Human Services, City College of San Francisco, OpNet, and Arriba Juntos. **Previous Role:** For two years, ITC has coordinated an innovative career-ladder-based workforce training program with its member organizations.

Project Role: At a series of "best practices" seminars, ITC organizations will develop content for web-based career development tools. ITC clients will be recruited for focus groups in the development phase, and will have access to the completed toolbox in the next 2 years.

Organizations will have dedicated Job Campaign workstations with hardware provided by BAVC (see Pages 11-13 and 17).

Hi-Beam Consulting provides evaluation services to governmental agencies, nonprofits, and public institutions across the country. Hi-Beam's recent federally-funded evaluation clients include the Lowell (MA) Telecommunications Corporation (Department of Education, Community Technology Center project) and the Miami Museum of Science (National Science Foundation project). **Previous Role:** Chief evaluator Kathleen Tyner has extensive experience in the evaluation of media and network technologies in education. **Project Role:** Hi-Beam Consulting will perform a critical analysis of the Job Campaign Manager's impact on targeted constituents, and evaluate progress towards expected outcomes (see Page 20).

2. Community Assessment, Input, and Feedback

To ensure the widest user base of the core technology applications of the Job Campaign Manager, the project must be accessible to: 1) a bilingual, multiethnic, economically diverse population; and 2) a range of computer proficiency types, from remedial to advanced. To fulfill these criteria, BAVC will convene focus groups selected from a cross section of trained and untrained users from ITC member organizations. The diversity of ITC's clients make possible cost-effective focus groups that represent a wide array of users, including Goodwill Industries' hardest-to-serve, lowest-income clients, City College students making mid-career job industry shifts, Glide Memorial Church's displaced or homeless clients, and Arriba Juntos' primarily Latino participants. A minimum of eight focus groups will contribute to the content development stage and test the technical prototypes (see Page 21).

3. End User Support

BAVC will conduct a series of outreach seminars at each ITC member organization and at the four public housing sites to inform users of the availability of the Job Campaign Manager and introduce them to its functions. BAVC will coordinate three follow-up support sessions at each organization, led by technical support staff from the individual organization. Online user support on www.thebeehive.org includes tutorials in Computer Basics and Internet Basics, and additional support is available through an email Help Desk, with responses within 24 hours⁸ (see Page 13).

EVALUATION AND DISSEMINATION:

1. Evaluation Plan

Hi-Beam consulting will conduct an in-depth evaluation of the project. In Year 1, Hi-Beam will gather baseline information about the targeted constituents, uses of the tool, and satisfaction with the Job Campaign Manager experience. Data gathered about users of the Job Campaign Manager will be compared to legacy data for non-users collected by ITC organizations. The data will be cross-tabulated by access site, user demographics, skill and knowledge levels, degree and kind of services provided, and job placement. Results of Year 1 data collection for participants provide a baseline for subsequent, comparative research in Year 2. Evaluation activities will use both qualitative and quantitative methodologies. Quantitative data collection will occur through the use of online questionnaires, user satisfaction surveys, training exit questionnaires, online user traffic data, the collection of user demographics, records of constituents' access and use of the Job Campaign Manager, and an analysis of workforce development services provided by each member organization. Interview and focus group protocols will be designed to collect qualitative data. Qualitative data will be collected through focus groups, stakeholder interviews, and analysis of user responses to open-ended items on online questionnaires (see Pages 29-32).

2. Dissemination

The Job Campaign Manager will reach at least 400 San Francisco residents through the Beehive website, available to users through Internet-connected workstations. An outreach campaign will reach residents of One Economy's connected housing units and the clients of ITC organizations. The Beehive website will also serve as the primary outlet for wider dissemination of information, publicity, and outreach for the Job Campaign Manager. One Economy provides localized content and support for the Beehive in 12 "Digital Communities" (San Francisco, Portland, Seattle, Los Angeles, Chicago, Battle Creek, Atlanta, Boston, New York, Philadelphia, Baltimore, and Washington, D.C.) and will launch services to San Jose, Sacramento, Springfield, Kentucky, Albuquerque, Miami, Cleveland, and Chattanooga by the end of 2003.⁹ In addition, the Job Campaign Manager will be featured as key component of each ITC member's career development services at public housing and workforce development conferences and seminars at the city, state, and national levels. BAVC will disseminate the application by presenting and demonstrating the project model at a minimum of two national conferences, including the Community Technology Centers' Network (CTCNet)'s Annual Conference of more than 1,000 independent community technology centers, and the National Association of Housing and Redevelopment Officials (NAHRO)'s national conferences for housing development leaders.

Upon completion of the core technology templates, the Job Campaign Manager can be delivered to other regions through our network of partners. One Economy will have extensive national operations in 20 cities by end of 2003. Furthermore, ITC partner Goodwill Industries is connected to its network of 208 organizations internationally,¹⁰ and the San Francisco Housing Authority operates in a field of 3,200 local authorities that comprise the Department of Housing and Urban Development (HUD)'s national system.¹¹ Finally, other ITC partners provide key outlets for regional scaling, as collectively, the consortium serves over 9,000 individuals per year.¹² With these networks, national scaling of tested technology is cost-efficient and likely.

PROJECT FEASIBILITY:

1. Technical Approach:

A web-based approach builds on the resources of participating partners and reaches the broadest number of low-income constituents. Low-income users, at home and at community access centers, are increasingly online.¹³ However, the Beehive's online career resources—the only of their kind designed specifically for multiethnic, low-income users—do not currently allow for the personalized storage and retrieval functionality that this project provides through relational database management server(s) with extensive storage capacity. In total, it includes:

✓ **Access:** As a web-based application hosted on www.thebeehive.org, the Job Campaign Manager will be accessed through already-installed DSL and T1 ethernet connections at BAVC, ITC organizations, One Economy's connected housing communities, and, in the long term, any Internet-connected community center, library, or home. The targeted organizations already provide lab access and have computer center upgrade plans that include added Internet capacity and workstations in the future. Additional hardware to create a dedicated access point at each organization will be provided during the project to facilitate user testing and evaluation.

✓ **Core Technical Capacity:** The Job Campaign Manager's hardware and software includes dedicated server(s) and robust database capacity. In the development phase, application and test data is stored on BAVC's internal servers, accessible through our existing network firewall to beta-testers via a standard web browser interface. In the deployment phase, content, functionality components, and data will be stored on the www.thebeehive.org server(s). The application's core

structure will comply with ANSI standards for SQL-, Oracle-, and DB2-based databases for a user load of up to 10,000. BAVC will add server and database capacity to meet project demands.

✓ **Hardware Maintenance:** In the development phase, BAVC's internal technical team, who currently support over 100 workstations and 8 multimedia suites in a 14,000 square-foot facility, will provide support and maintenance. In the deployment phase, One Economy support staff, with sufficient capacity to support a network capable of accommodating over approximately 60,000-65,000 individual users per month,¹⁴ will perform ongoing maintenance.

2. Applicant Qualifications

BAVC is extremely well-positioned to lead this project: in 2001, BAVC's in-house Product Development team launched an interactive DVD series to bring our successful training curricula to users nationwide (see Pages 24-25). BAVC also develops interactive web content for One Economy's Beehive site (see Pages 22-23). Directed by BAVC's Executive Director, senior Education and Product Development staff will coordinate project development and design (see Pages 26-28). ITC leadership will coordinate the input of member organizations' Career Specialists to refine best practices for online implementation (see Pages 26-28). In the project deployment phase, One Economy leadership and regional directors will oversee the management and maintenance of server and storage capacity within their extensive existing Beehive network (see Pages 26-28). Finally, with significant experience evaluating federally-funded projects, Hi-Beam Consulting is well-equipped to provide in-progress assessments and overall evaluation of progress towards outcomes at the completion of the 2-year project period (see Pages 26-28).

3. Project Implementation and Completion

Content and design development take place concurrently during Q1-Q4; application prototypes are deployed, tested, and redeployed in Q5-Q6; product launch and complete evaluation of outcomes will happen during Q7-Q8. The total project time is 24 months (see Page 21).

4. Privacy and Security

Participating organizations will not give away or sell any information it collects through the Job Campaign Manager. We reserve the right to release user information when required by law. All organizations will use existing standards to deter improper use of the network: each maintains terms of agreement with users to prevent abuse, and can have users removed efficiently. BAVC and One Economy will augment their encryption systems to secure users' personal information.

5. Sustainability:

To ensure the sustainability of the project beyond the grant period, BAVC will secure non-federal sources. BAVC and the project partners have an outstanding record of securing funding from corporate partners (Cisco Systems, AOL Time Warner, and Microsoft) and from leading private sources, including the Ford Foundation, the Rockefeller Foundation, the Annenberg Foundation, the San Francisco Foundation, and the Annie E. Casey Foundation. Sustainability is bolstered by yearly income from BAVC's extensive fee-for-service programs, which are currently planned to represent 45% of a \$4.9 million budget by 2005. Although we have chosen this project model in part due to its built-in replicability, the deployment of the Job Campaign Manager on a national scale through other regional workforce training hubs and/or the Beehive will require building significant capacity to accommodate user loads upwards of 65,000 users.

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ENDNOTES TO PROJECT NARRATIVE

¹ Dardia, Michael. "Still Looking for a Bottom." In Bay Area Economic Pulse, published by the Bay Area Council and the Bay Area Economic Forum. Volume 8, Issue 2: Spring 2003. Source: <http://www.bayareacouncil.org/pubs/bep/Spring2003.pdf>.

² "San Francisco Bay Area Prices Jump 2.3 Percent Over the Past Two Months." Press Release by the U.S. Department of Labor's Bureau of Labor Statistics: March 31, 2003. Source: <http://www.bls.gov/ro9/cpisanf.pdf>.

³ "Quarterly Briefing: San Francisco's Labor Market." Report by the Private Industry Council of San Francisco: February 2003. Source: http://www.picsf.org/research/misc2003/quarterly_02-03.pdf.

⁴ San Francisco is One Economy's chief beta-test site for its access programs to connect affordable housing communities to technology and the Internet, but also operates "Digital Communities" in 11 other cities: Portland, Seattle, Los Angeles, Chicago, Battle Creek (MI), Atlanta, Boston, New York, Philadelphia, Baltimore, and Washington, D.C.

⁵ CNET.com's manufacturer retail prices for cited products: Handspring, \$150-\$500; Palm, \$85-\$550; and a range of products using Blackberry software, \$330-\$500 (not including monthly connection fees). Source: http://computers.cnet.com/hardware/0-1087.html?tag=stbc_gp.

⁶ See the Connecticut Association for United Spanish Action (CAUSA)'s Project Nexa, a 2000 TOP grantee. Source: <http://ntiaotiant2.ntia.doc.gov/top/docs/nar/pdf/096000023n.pdf>.

⁷ Ibid. See also 1996 TOP grantee Boulder Community Network's One Stop Career Network project (http://ntiaotiant2.ntia.doc.gov/top/details.cfm?tiap_no=960103) and 1995 TOP grantee Hermandad Mexicana Nacional Legal Center's mobile job kiosk model (http://ntiaotiant2.ntia.doc.gov/top/details.cfm?tiap_no=954056). Other job seeker and employer matching applications include for-profit online resources such as Monster.com and Hotjobs.com.

⁸ See the Beehive website at <http://www.beehive.org/help/default.asp>.

⁹ "Beehive to Expand to 11 New Cities in 2003." Press release by One Economy Corporation: January 28, 2003. Source: <http://www.one-economy.com/report/beehive-update.asp>.

¹⁰ Goodwill Industries International 2001 Annual Report. Source: http://www.goodwill.org/index_gii.cfm/1642/.

¹¹ Source: <http://www.ci.sf.ca.us/sfha/intro/intro.htm>.

¹² Total number served compiled from individual organization websites and Annual Reports. See the ITC website for full listing: <http://www.sfittraining.org/about/about.htm>.

¹³ In fact, individuals in the lowest-income households represent the fastest growing segment of the Internet use population. (See *A Nation Online: How Americans Are Expanding Their Use of the Internet*. U.S. Department of Commerce: February, 2002.) At the same time, the expansion of the Community Technology Center model has brought access to the Internet to more low-income communities nationwide. (See Davies, Pinkett, Servon, and Wiley-Schwartz. *Community Technology Centers as Catalysts for Community Change: A Report to the Ford Foundation*. BCT Partners: January, 2003.)

¹⁴ One Economy usage weblogs. See also "Beehive to Expand to 11 New Cities in 2003." Press release by One Economy Corporation: January 28, 2003. Source: <http://www.one-economy.com/report/beehive-update.asp>.