

America Connects Consortium

Regional Development Agendas

“We need systemic, collaborative effort rather than one fire at a time. It’s the only way we could do this.”
- Roger Holt, PLUK, Montana

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A Partner of the America Connects Consortium (ACC)
Led by Education Development Center, Inc. (EDC)

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CONTEXT

A central goal of the America Connects Consortium is to support the development of strong, active regional networks of CTCs and allied organizations, such as technical assistance providers, businesses, and funders. Such networks facilitate mutual support among CTC staff and can effectively promote the development of a range of community resources that enable CTCs to thrive.

Regional resource development plans help regions to work together to define their funding and other support requirements. The Consortium aims to help catalyze and support the development of regional teams to create development plans and seek local and regional resources. As city-, state-, and region-wide coalitions, consortia, organizations and projects emerge throughout the U.S., ACC partners are increasingly sought after for advice and resources about regional organizing. The intent is to encourage and support such work as much as possible, in a manner that does not infringe upon local autonomy.

This document details the regional development efforts of three emerging CTC networks in the hope that the lessons learned will be of benefit to others that are getting underway. The three networks are:

- Information Technology Resources Collaboration in Denver, Colorado;
- Community Technology Organizing Consortium, in Greater Los Angeles; and
- a group, as yet unnamed, working statewide in Montana.

These initiatives share certain characteristics: they are relatively open in terms of participation, they are regional (city-, state-, or multi state-wide) in nature, and they are primarily focused on enhancing the impact, efficacy, and work of community technologists. Additionally, they each received local meeting sponsorship from The America Connects Consortium. (For more information on these local meetings, visit the [ACC website](#)). They do, however, vary significantly in terms of their size, duration of existence, and organizing processes.

The ITRC is the only one of the three that existed more than a year and a half ago. Currently shifting from a loose network of community technology stakeholders to a more formalized organization, their experience offers fruitful insight about regional development.

Los Angeles practitioners founded CTOC just over a year ago. CTOC exists as a large and inclusive urban network that draws its membership primarily from community technology centers.

In Montana, several individuals spearhead a recently articulated endeavor to generate the awareness, volume and support necessary to attain consortia pricing of hardware and software. Their rural and targeted approach contrasts with more urban networking efforts.

WISDOM FROM THE FIELD

Establish Explicit Leadership:

Leadership can come from an individual, or a group of individuals, but the role should be explicit. Both CTOC (Los Angeles) and the ITRC (Denver) have faced challenges in this capacity. Some members of CTOC believe that the size of their planning committee combined with the absence of a designated leader(s), sometimes stalls them. They also feel that some of the group's natural leaders "hang back," concerned about having too much influence.

Balance Member Input with Decisiveness:

Good leaders engage their constituents as they make decisions. Doing so leads both to better informed decisions, as well as empowerment and buy-in from constituents. CTOC, ITRC, and those involved with the Montana initiative all demonstrate strength in this area, but occasional preoccupation with "process" sometimes causes hesitance to act decisively among leadership in both ITRC and CTOC. Finding a balance is not simple, but recognizing the need for it can go a long way.

Realize that Startup Funding Is Rare:

Almost everyone noted that in the beginning *there will be no funding*. Even when a group obtains funding relatively quickly, the work involved with obtaining it goes uncompensated. Everyone noted that they kept initial costs as low as possible, and that it was out-of-pocket.

Explicitly Accept Heavy Time Commitments:

Almost everyone notes that regional organizing takes time! Being explicit about this, whether as current leaders, or with prospective new leaders, may mitigate tensions that arise as people try to follow through with roles. Leadership in the Montana initiative notes that their work has been years in the making, and they fully recognize the level of commitment they are making.

Establish a Clear Organizational Structure:

Again, the single most important piece of advice is to be explicit. An organizational structure explains the nature and bodies of leadership, division of labor, responsibility, and authority within a group. Numerous possibilities exist and choices usually draw from the preferences of founding members. Group members must know how they can get more involved, how their leaders were selected, and who is accountable for their needs. Leaders benefit from articulating the strengths and challenges posed by their particular structure, and what strategies can mitigate such challenges.

Plan Efficiently and Effectively:

Determining a vision, mission, and goals can be challenging. Avoid overly broad objectives, which can be unclear, but do not become so wrapped up in the phrasing of a mission that work becomes sidetracked. Be willing to evaluate your organization in the future against these goals. Terry Lankutis, from Montana, recommends a [technology-planning tool published by Apple](#). She says that its general principles are applicable to any planning process. ITRC has been particularly conscientious about this work, utilizing periodic strategic planning retreats, although members acknowledge that they have become too absorbed in it occasionally.

General Comments:

- Several people commented that the principles laid out in CTCNet's [Center Startup Manual](#) were readily adaptable to beginning a regional development group.
- “*You have to meet people where they are.*” In other words, if your organizational vision doesn't mesh with others' desires after you have articulated your point of view, you may need to put some of your desires on hold, or abandon them altogether, in order to make the group successful. Leaders indicated this can be one of the greatest personal challenges.
- *Don't let the challenges get you down.* Step back from your group now and then in order to gain perspective. Be willing to talk openly and constructively not just about challenges but also about potential strategies to address them.

Resources that Address Common Challenges

- **Running Meetings**

- [Planning Tips](#) from America Connects Regional Coordinators

- From the collective wisdom of various regional development leaders around the country, some ideas about planning a successful meeting.

- [Consensus Tips](#) from the Unitarian Universalist Association YRUU

- The process of consensus doesn't occur by itself. Some quick points to help groups using a consensus model do so successfully.

- [Facilitation Library](#) from the Management Assistance Program for Nonprofits

- Good facilitation can mean the difference between a focused, productive meeting and one that wanders or has participants looking at their watches.

- [Group Skills Library](#) from the Management Assistance Program for Nonprofits

- From icebreakers to conflict management, lots of helpful resources.

- **Leadership Burnout and Rotation**

- [Recognizing Burnout](#) from Mercer University

- (.pdf file) Developed as a student leader resource, but a helpful (and cute) personal tool to help us realize and admit when we are burning out.

- Fostering New Leadership

- You know you're burned out, but wonder who will do the work if you don't. Regional development leaders frequently have full-time jobs, making constant development of new leaders critical.

- Create opportunities: tiers of leadership [such as committees](#) allow members to demonstrate skills and follow through
 - Be open: Keep all group members aware of leadership opportunities
 - Notice potential leaders: watch for active group members
 - Recruit new leaders: Once you've noticed someone, specifically discuss opportunities with them
 - Encourage group members: Credit and praise people for good work
 - Let them lead: Be willing to step back from your own leadership role

CASE STUDY 1: LOS ANGELES, CALIFORNIA **Community Technology Organizing Consortium**

Mission and Goals: CTOC is a consortium of organizations and entities working in community-based technology efforts in Southern California. They are an organizing resource for community technology efforts to exchange information, pool collective experiences, and advocate for equitable community access to technology.

Organizational Structure: Volunteer planning committee provides overall direction and does much of the work of CTOC. Working subcommittees, which include planning committee members and other CTOC members, focus on events, policy and other CTOC goals. Community Partners®, the community and capacity building organization that oversees Computers In Our Future, provides administrative support for CTOC.

Decision-Making: The planning committee and subcommittees use a consensus-based model. Leaders solicit input both personally and via evaluation forms from general membership.

Membership Criteria: Open. No requirements or criteria for membership. CTOC has an informal definition of active membership, taking into consideration frequency of meeting attendance, participation on the planning committee or a subcommittee, and/or frequent posting to the group's email list.

Number of Members: There are over 100 members of CTOC, between 30 and 50 of whom are active. Approximately 12 people serve on the planning committee.

Delegation of Work: Members volunteer to perform tasks. Community Partners® provides administrative support.

Communication Tools: CTOC maintains a Yahoo! Groups email list, utilizes Evite for event notices, offers a website, and also communicates with postal mail.

Other Networks with which CTOC Communicates: Computers In Our Future (CIOF), the San Diego Community Technology Group (SDCTG), an emerging network in Northern California, and CTCNet. Most of the communication is informal, and initiated by individual members of the planning committee.

Funding: For six months of CTOC's existence, Community Partners® agreed to donate administrative support to the organization. At the end of those six months, CTOC successfully applied for a grant in part to cover the costs of continuing that support, as well as other expenses such as those associated with events. A member of the planning committee along with a staff member of Community Partners® co-wrote the grant application to a local family foundation.

Evaluation: CTOC uses an evaluation form at each meeting to gauge members' satisfaction and areas of interest. They also track attendance and repeat attendance at events, as well as postings to the email list.

Who's Involved? Participants include representatives from a broad range of CTCs, with diverse programs and participating populations. These include centers located in housing developments, and multi-service centers, as well as stand-alone centers. Community colleges, workforce development programs, and assistive technology centers are also represented, as are centers with a religious or ethnic emphasis. A smaller number of members represent technical assistance providers or are individuals interested in bridging the digital divide. All members come from the Greater Los Angeles Area, which includes Los Angeles, Santa Barbara, Ventura, Riverside, and San Bernardino Counties.

Background

California CTC practitioners began discussing the formation of a regional group at CTCNet's 1997 national conference in Pittsburgh, Pennsylvania. Discussions during the conference were energized,

but little follow up occurred. At the 1999 CTCNet conference in Chicago, Illinois, another excited group discussion ensued. Participants noted that they put together fantastic flip chart plans. Unfortunately, those notes were lost and “never made it east of the Mississippi.” Again, progress stalled on the formation of a California regional group.

In the meantime, however, staff and directors of Greater Los Angeles CTCs were also talking. They felt LA contained a critical mass of centers and that even if a statewide group existed, there remained a need for more localized CTC organizing. Founding members of CTOC note that prior to its formation, they were more likely to find out about a center around the corner at CTCNet’s *national* conference, than within their own city.

By Spring 2000, a core group of LA CTC practitioners moved forward, hosting several area “Networkshop” training events and finally opting to build a more formal group. They decided to call themselves the Community Technology Organizing Consortium and developed a mission and a set of goals to drive their work. At CTCNet’s 2000 conference in Atlanta, discussions focused around outreach and mobilization of Los Angeles constituents.

In October 2000, the group hosted their first formal event, combining a “Meet the Funders” panel with extensive networking time. They continue to meet bimonthly, addressing diverse issues, including funding sources, the importance of policy issues and engaging in advocacy, network security, disability access, curriculum development and more. They recently implemented a computer donation project in partnership with Technology For All.

Current Primary Challenges:

- The identity of CTOC’s organizational leadership and structure needs further clarification. In the past, anyone interested in becoming more involved with CTOC was invited to join the planning committee. Planning committee members also frequently tapped individuals outside of CTOC to attend committee meetings. The lack of process for joining the planning committee, and the lack of other outlets for increased levels of participation and leadership meant that the committee spent most of its time orienting new members about CTOC’s past, rather than addressing its present and future. Some members also expressed concern that some of the group’s natural leaders “hang back,” perhaps due in part to the decision to focus on consensus without identifying official leadership.
- CTOC needs to foster new leadership. Many founding members of CTOC are burning out, but there are not enough people to take over their workload. As founders leave the planning committee, CTOC increasingly needs new committed leaders to continue this work. The planning committee has not had a specific strategy to cultivate new leadership.
- CTOC needs to clarify and potentially re-examine the scope of its mission and goals. Some members express concern that the mission and goals articulated over a year ago are too broad. Other meta-level concerns include the relationship of CTOC to national networks such as CTCNet.
- The role of CTC members versus non-CTC members should be clarified. Some non-CTC members of CTOC do not feel an assured sense of belonging or ownership. They need a better sense of their role within the group.

CTOC’s Plan of Action:

- Members agreed to be more deliberate about inviting people to join the planning committee. This has allowed the committee to begin focusing more regularly and consistently on CTOC's present and future.
- CTOC recently created subcommittees to work on specific tasks, such as events or policy. The subcommittees address several issues. They provide a new outlet for increased participation and leadership within CTOC as well as an opportunity for group members to focus on particular interests, like policy. Potential new leaders gain the opportunity to become more invested and experienced with CTOC before making a more intense commitment to the planning committee. The planning committee, in turn, gains the opportunity to observe the skills and follow-through of its potential members.
- The planning committee decided to hold a strategic planning retreat in the near future. They felt that this type of retreat provided the most opportunity and distance with which to re-examine meta-level concerns such as mission and goals.
- Individual members of the planning committee made a commitment to be more persistent in openly addressing concerns about CTOC. This commitment will help the planning committee to address challenges more directly in the future.

CASE STUDY 2: DENVER, COLORADO

Information Technology Resources Consortium (ITRC)

Mission and Goals: ITRC's mission is to assist member organizations in developing technology solutions for under-served populations by actively promoting relationships and collaborative efforts among its members, businesses, academic institutions, government agencies and community based organizations.

Organizational Structure: An executive committee acts as the group's leadership body. A paid consultant provides interim administrative and organizational development support as ITRC transitions to a more formal entity. A working group focuses on the development of shared industry standards that will inform a common workforce development curriculum.

Decision-Making: The executive committee generally forms decisions by consensus. Although they act as the ITRC's leadership body, the committee frequently brings recommendations regarding important issues to the larger membership.

Membership: Unrestricted although primarily CTC practitioners and those who support their work. ITRC informally defines active members as those who attend meetings frequently and volunteer for tasks frequently.

Number of Members: There are approximately 30-40 members; 15-20 are active, 4 of whom sit on the executive committee.

Delegation of Work: Members accept work on a voluntary basis. A paid consultant offers administrative and organizational development support.

Communication Tools: ITRC uses an email list, a website and postal mail to communicate with its members and the outside world.

Other Networks with which ITRC Communicates: America Connects Consortium, HUD Neighborhood Networks, CTCNet, Technology For All

Funding: Initially, ITRC expenses were out of pocket. The Enterprise Foundation, an ITRC member, recently provided ITRC with six months of funding for an interim consultant.

Evaluation: ITRC has not engaged in any formal evaluation process to date. They informally evaluate their impact on member CTCs. They also track their membership and attendance. The workforce development working group plans to consider how to measure their impact on the Denver community.

Who's Involved? ITRC members represent a broad range of programs serving diverse constituents, including a number of Neighborhood Networks, as well as several stand alone CTCs and CTCs that are part of multi-service agencies. Many of the centers focus on or offer workforce development programs. Others involved in ITRC include technical assistance providers, local foundations, and other supporters of community technology. The ITRC's members almost exclusively draw from Denver and its immediate vicinity.

Background

In late 1998, staff members of several Denver CTCs began talking about collaborative efforts across communities. They discussed the idea of developing workforce/industry standards upon which a common curriculum could be based. They thought they might join together to coordinate schedules in order to more efficiently serve Denver residents. Finally, they imagined that a local consortium might act as a clearinghouse for information about Denver CTCs and grant opportunities affecting them.

Mark Cooper, who worked with the USWest Curtis Park CTC, brought people together for the first couple of meetings by contacting everyone he could think of with a stake in Denver's CTCs. The

group that became the Information Technology Resources Consortium (ITRC) hosted its first formal meeting in January 1999, and continues to meet regularly. Mark Cooper left the group in the spring of 1999, at which point members asked Danny Perry, then working with the Enterprise Foundation, to take Mark's leadership role.

Since then, the ITRC has become a shared learning space. The group has offered information about programming and curricula, provided products and used equipment, connected its members to foundations and funders, and provided a "playing field on which to assess what you do and what others' critiques will be." They currently have a workgroup that is in the process of developing industry standards that can inform a common workforce development curriculum. Individuals pursuing the idea of creating a new CTC particularly benefit from the group's ability to provide a variety of operational models as resources.

Danny Perry left Denver recently, leaving a temporary leadership vacuum. Group members decided that the ITRC should become a more formalized entity that would be less reliant on individual voluntary leadership. The Enterprise Foundation provided six months of funding for a consultant experienced in capacity-building and organizational development to assist the group facilitate this transition. After undergoing a recent strategic planning session, the group's mission and goals are more specific. Currently, ITRC is examining a variety of more formalized organizational options.

Current Primary Challenges

- As ITRC transitions to a more formalized group, it needs to clarify organizational structure and leadership.
Members share the belief that the executive committee must take a more assertive leadership role within the group. Sometimes lack of good facilitation after the executive committee brings an issue to the larger group means that no decision occurs.
- ITRC needs to grow its membership.
ITRC has not aggressively recruited new members in recent history, partly due to lack of clarity about its future. Now that members have better clarified ITRC's mission, goals, and organizational direction, new members will add capacity and strength to the group.
- ITRC needs to better articulate its value to members and the community.
Group members anecdotally discuss the ITRC's value, but share concern that they do not have language or clarity about specific member benefits.
- Group members need to move beyond individual organizational missions toward a shared ITRC agenda.
ITRC needs to better articulate the benefits it offers members and their organizations, but so too do members need to support it as its own entity beyond their own agendas.

ITRC's Plan of Action

- An interim consultant with organizational development skills will support ITRC for six months.
As the ITRC transitions to a more formalized entity, group members sometimes have very different visions for the future. The consultant helps to articulate and clarify different options and then to facilitate the ensuing discussions. She will also seek grant opportunities to seed the new organization.
- The executive committee and the membership will clarify their respective roles.

The relationship between the two continues to evolve. Many agree that general members need to have as much input as possible, but that the executive committee must take a more assertive leadership role.

- The workforce development working group focuses on developing a common curriculum based on shared industry standards.

IIRC decided to work on this project because it offered an opportunity for clear measures and outcomes. Successful results mean a very tangible offering to members and the wider community. Current members showed very high levels of enthusiasm for the project, and their work on it has increased their level of excitement about the IIRC.

- The IIRC recently incorporated training events into its regular meetings.

Group members felt training events added tangible value beyond networking to regular meeting attendance.

CASE STUDY 3: MONTANA

Mission and Goals: Long-term, the project aims to acquire consortium pricing of hardware and software for Montana's various community institutions, families, and individuals. Short-term, those involved plan to build the awareness, volume of demand, and support systems that will provide the backbone for pricing negotiations.

Organizational Structure: Loose and informal. Terry Lankutis, one of the group's conveners, currently provides much of the needed leadership and facilitation.

Decision-Making: Consensus.

Membership: Anyone interested can be involved. They are working toward establishing a train the trainer model so that around the state, residents can tap on their own community members for technology support.

Number of Members: Over a dozen people were involved in convening this group. Primary leadership currently comes from one individual, while the group considers various organizational options.

Delegation of Work: Currently all on a volunteer basis.

Communication Tools: Email, telephone, interactive video network, streaming video, postal mail

Other Networks with which the Montana Group Communicates: America Connects Consortium, CTCNet

Funding: No funding currently. Explorations with [Parents, Let's Unite for Kids \(PLUK\)](#), a Montana based nonprofit, regarding grant opportunities and potential organizational parenting underway. PLUK provides parents of children with disabilities information, support, training and assistance to aid their children at home, school, and as adults. PLUK has a substantial commitment to community technology work as a means of supporting their broader mission.

Evaluation: No formal process yet envisioned.

Who's Involved? Those planning or participating in this initiative include parents, educators, special education administrators, representatives from community and tribal colleges, University representatives, and other individuals.

Background

In rural states like Montana, community technology means something different than in urban areas such as Los Angeles. Poverty and its limitations to technology access and training exist just as vehemently in rural US as in urban US. However, geographic dispersion in states means that many communities do not have a readily accessible community hub. In areas where such a hub does exist, residents may live hundreds of miles away from it, so establishing a fixed location CTC at which local residents could check their email, access health information online and learn about excel spreadsheets makes little sense. The lack of suitable CTC locations makes the need to facilitate individual ownership of hardware and software critical. Without affordable technology pricing, widespread individual ownership is not possible.

For these reasons, rural community technologists in Montana and other rural areas must rely much more on bringing technology and training to people in their homes and schools. Often, families and schools first request or require assistive technology, to aid a family member or student who has a disability. Experience in Montana shows that when technology is introduced specifically for one or two people, the impact generally expands. When one family member acquires the tools to go online, the rest of the household generally follows suit. A classroom that attains funding for a computer to assist one student subsequently exposes others students to the same technology.

Terry Lankutis, a private trainer in Montana, and Roger Holt of Parents Let's Unite for Kids (PLUK) in Billings, Montana both share an interest in community technology, with a focus on assistive technology. Terry and Roger, along with the handful of others they knew across the state who were interested in community technology, also share a long-standing dialogue about the need to pursue consortium pricing for hardware and software in Montana.

In January 2001, the interest in consortium pricing reached a critical point. Terry brought a group together to discuss the possibilities, interest, and level of commitment to the concept, knowing that there could be no forward movement without a group working on the idea. Those assembled asserted a strong commitment to the idea, but with their collective knowledge quickly realized that the awareness, support and volume of demand needed to negotiate such arrangements with most companies did not yet exist in Montana. They decided to focus first on building awareness and support around the state, wanting to ensure that people knew what to buy and what to do with it before they purchased it at a low price.

Roger explains that in his efforts to train people across the state on behalf of PLUK, he has put hundreds of thousands of miles on his car. Terry has done the same in her work with schools. The training they would need to begin statewide required a different strategy.

In January 2001, PLUK conducted its first training event via an [interactive video network](#). The network was created in the same spirit that rural telephone co-ops were years ago, and acts as a cost-effective means of connecting communities across the state. Schools, community organizations, hospitals, tribal colleges, community centers, and other groups have access to this network. Rather than travel hundreds of miles to offer training at just one location, PLUK decided to pilot use of the network for their own training purposes. PLUK continues to employ this strategy, and the group Terry and Roger put together decided it would also work well for them.

In September, the group conducted its first training event, sponsored by CTCNet and the America Connects Consortium. They are discussing potential for formalizing the group and also in dialogue with PLUK about potential organizational sponsorship or parenting. Their project will be one to watch in the next year, and reminds those that support community technology efforts of the need to consider the different definitions and strategies for delivering access and training in low-income, low-access areas.

Current Primary Challenges:

- Building the awareness, support and volume of demand necessary to leverage consortium pricing of hardware and software for Montana residents.
Terry's experience, in particular, with software and hardware companies suggests that without substantial volume of demand and support systems for use, they are unlikely to negotiate consortium pricing.
- Creating systems and structures that mitigate the challenges posed by the state's ruralness. Montana's rural nature requires creative strategies to facilitate mass outreach and training.

Plans of Action:

- Terry and others are working to build a solid leadership team.
Those involved possess rich knowledge about Montana's communities, technology needs, and issues around consortia pricing. Additionally, people have been tapped with

the intention of bringing together different talents (for instance, an ability to generate enthusiasm and present ideas well).

- The group continues to engage PLUK in a conversation about potential funding opportunities and organizational parenting.
They recognize that the project's success hinges in part on their ability to achieve long-term sustainability. As a respected Montana agency frequently used as a digital divide and community technology resource, PLUK may offer a natural parent.
- The group is utilizing the state's interactive video network as their highest level of outreach and training.
The interactive video network offers the most efficient means to reach a large number of rural communities simultaneously. Project leaders can easily convene a statewide meeting or training event with the use of this technology.
- They envision and work toward a "train the trainer" model of technological support.
Not only does this approach facilitate a local, and thus more direct, level of support, it also offers an opportunity to grow new leaders statewide who can add input and insight as the group works toward its eventual goal of consortia pricing.

APPENDIX 1: CONTACT INFORMATION FOR REGIONAL DEVELOPMENT EFFORTS

For additional information about the regional development efforts outlined in these case studies please contact:

COMMUNITY TECHNOLOGY ORGANIZING CONSORTIUM (CTOC)

CTOC c/o Community Partners
600 S. Olive Street, Suite 2400
Los Angeles, CA 90014
Tel: 213/439-9640, x22
Email: ctocinfo@ctocnet.org
Web: <http://www.ctocnet.org>

Selected representative members:

Community Partners
<http://www.CommunityPartners.org>

Bresee Foundation
<http://www.bresee.org>

Renaisci Inc.
<http://www.renaisci.com>

Angelus Plaza
<http://www.rhf.org/locations/angelus.shtml>

iverCity.com
<http://www.iverCity.com>

Computer Access Center
<http://www.cac.org>

Connect LA
<http://www.connectla.org>

Chinatown Service Center
<http://csc.apanet.org/>

US Dept. of Housing & Urban Development
<http://www.HUD.gov>

California Technology Network
<http://www.CalTek.net>

INFORMATION TECHNOLOGY RESOURCES CONSORTIUM (ITRC)

Kit Williams
Interim Coordinator
7362 Sourdough Drive
Morrison, CO 80465
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Selected representative members:

Technology For All
<http://www.techforall.org>

HUD Neighborhood Networks
<http://www.hud.gov/nnw/nnwindex.html>

Urban Peak
<http://www.urbanpeak.org/>

YouthBiz
<http://www.youthbiz.org/>

The Enterprise Foundation-Denver
<http://www.enterprisefoundation.org/cities/denver/index.asp>

The Piton Foundation
<http://www.piton.org>

Rocky Mountain Mutual Housing Association
<http://www.rmmha.org>

Providers Resource Clearinghouse

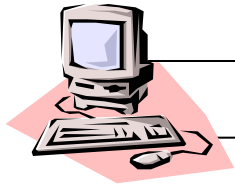
Mayor's Office of Workforce Development
<http://www.mowd.org/>

Boulder Community Network
<http://bcn.boulder.co.us/>

MONTANA INITIATIVE

Terry Lankutis
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APPENDIX 2: ITRC MISSION AND GOALS



Information Technology Resources Consortium

MISSION STATEMENT

ITRC believes that information technology is a powerful tool to improve the economic and personal development of families and individuals.

ITRC's mission is to assist member organizations in developing technology solutions for under-served populations by actively promoting relationships and collaborative efforts among its members, businesses, academic institutions, government agencies and community based organizations.

ITRC GOALS

- Support ITRC members by:
 - Offering networking opportunities that enhance relationships and collaboration between members, and provide timely and relevant information
 - ITRC will providing opportunities to collaborate and exchange resources as appropriate (money, volunteers, hardware, software, etc.), as well as increase the pool of resources available for ITRC members
 - Developing program initiatives that enhance the efforts of ITRC's members
 - The first initiative will be in workforce development
- Development ITRC into a strong and thriving organization
 - Increase membership
 - Raise funds for operation and staff
 - Devise strategies that will make ITRC a sustainable organization

ACKNOWLEDGEMENTS

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