ACCESS I

CONNECTING THE SAN JOAQUIN VALLEY

ADVANCED COMMUNICATIONS CONNECTIVITY FOR E-COMMERCE STRATEGIC SUCCESS

SUMMARY REPORT

August 2002

NEW VALLEY

CONNEXIONS

www.greatvalley.org/nvc

Contents

1. ACCESS EXECUTIVE SUMMARY
Advanced Communications Connectivity for E-commerce Strategic Success

Connecting to Compete in the New Economy, a New Valley Connexions report released in May 2000, identified two challenges in the San Joaquin Valley. First, while there was a "river" of optical fiber running the length of the Valley along Highway 99, it was difficult to get affordable, high-speed connectivity outside of the centers of the larger cities. As many as two thirds of the Valley's 3.3 million people were limited to slow dial-up connections, and for some rural areas even dial-up did not work reliably. Second, even where the high-speed services were available, there was little evidence that they were being used to maximum effectiveness except in the education system. Few cities had well maintained websites, few small and medium businesses were using e-commerce technologies, only a small portion of the workforce was ready for computer and Internet-based jobs, and people living in low-income communities had few opportunities to learn the new skills.

The ACCESS program is designed to address these two challenges. Launched in June 2001, this partnership program of the Great Valley Center and the California Technology, Trade and Commerce Agency, Division of Science, Technology and Innovation attracted the participation of nine counties – Fresno, Merced, Kern, San Joaquin, Kings, Stanislaus, Madera, Tulare, and Mariposa. In Phase I, with the help of a team of consultants, each county formed a steering committee and used a standardized *Readiness for the Networked World* guide to conduct community assessments. More than 700 people participated in assessment workshops. The assessments revealed that the communications infrastructure was not as limiting as people feared, but there was a great deal of work to do in developing applications, in training a skilled workforce and in writing supportive public policies. Workshop participants learned that building information infrastructure should not be left exclusively to the communications companies and the technical professionals. They saw that by working together to electronically connect parent to teacher, social worker to healthcare provider, grower to agricultural commissioner, and construction contractor to building inspector, the economy becomes stronger, and people have access to the information they need for making everyday decisions at any time of the day or night from home, office, library, or school.

In Phase II, the consultants helped teams of people in each county from the communications, business, government, education, and non-profit sectors develop "action initiatives" – ideas for projects to enhance connectivity and increase the constructive use of the network. The teams developed more than 70 ideas, each with a clear project concept, a set of measurable outcomes, a set of first steps, and a list of people who are committed to making their initiative succeed. Communications companies provided maps showing where they offer high-speed services, and they developed specific projects to improve connectivity in rural communities. Government agencies proposed to put more services on-line. Schools and businesses plan to team up to develop new workforce training programs. Governments want to work with community organizations to develop community portals. Developers are looking into new technologies that will allow every new home, office, and factory to have at least 100 megabits available on opening day.

The counties are now embarked on Phase III – implementation of the 70+ action initiatives. Some of those initiatives are already creating jobs, mitigating air quality, and contributing to the Valley's economy. Others will take a year or more to have an impact.

The Great Valley Center is working with consultants on ACCESS II, a new Rural E-Commerce project that will identify a set of *regional* networking projects that will benefit multiple counties.

2. PROJECT BACKGROUND

Mission:

To help the communities and businesses in the nine counties of the San Joaquin Valley use advanced communications services to increase the number and quality of jobs and to enhance its competitiveness in the global economy.

THE SAN JOAQUIN VALLEY

Producing half of California's agricultural output, covering 14% of its land, and providing homes for 10% of its population, the San Joaquin Valley represents a significant portion of California's economy. But the valley is undergoing tremendous growth and change:

- The economy is dependent on a single sector, the agricultural base.
- Per capita income is almost 30% lower than the State average.
- Unemployment is twice the State average.
- The population is growing faster than any other region in the State.

The Valley's employment base has to change to include a wider diversity of industries and more jobs that offer higher wages. Two critical requirements of companies that offer better wages are 1) access to a workforce that is skilled with computers, and 2) access to advanced communications services.

The ACCESS project was designed to address the challenges facing the San Joaquin Valley. By championing the benefits of access to technology for economic development, ACCESS is encouraging wide spread deployment and use of the infrastructure the Valley needs to grow and thrive in the 21st Century.

PROJECT BACKGROUND

Senator Jim Costa and Assemblymember Dennis Cardoza sponsored a 1998 Legislative budget item that created a Central Valley initiative to fund telecommunications planning in the San Joaquin Valley. In 1999, a grant from that initiative allowed the Great Valley Center to create **New Valley Connexions**[1], an economic development initiative that focuses on identifying and enhancing technology development opportunities in the San Joaquin Valley. In early 2001, the California Technology, Trade and Commerce Agency, Division of Science, Technology and Innovation awarded a Rural E-Commerce Grant to the Great Valley Center for San Joaquin Valley ACCESS - Advanced Communications Connectivity for E-commerce Strategic Success. The one-year project began in June 2001. A follow-on project, ACCESS II, is now underway.

The goal of the Rural E-Commerce Program is to support the development of an effective rural e-commerce business assistance infrastructure that encourages and supports the improvement and growth of rural communities throughout the state. It seeks to create and retain jobs by encouraging rural small businesses to use the new technology tools of e-commerce to improve their ability to compete in the new economy. The program provides matching grants to California non-profit corporations and public institutions.

In April 2001, Governor Davis announced $2 million in grants for nine California non-profit and educational institutions to help create the infrastructure that industries in California's rural areas need to compete. The Great Valley Center submitted a proposal for a Rural E-Commerce Grant to continue the work of **New Valley Connexions**. The Center identified nine counties in the San Joaquin Valley that wanted to work with the ACCESS program:

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[1] For more information about **New Valley Connexions**, see www.greatvalley.org/nvc.

- Fresno
- Kern
- Kings
- Madera
- Mariposa
- Merced
- San Joaquin
- Stanislaus
- Tulare

The Great Valley Center's proposal was funded for one year for $375,000. The funds covered the needs of eight counties. Mariposa County joined the program with its own funds.

A collaborative regional effort, ACCESS began with the support and involvement of the Boards of Supervisors of all the counties, the County Chief Information Officers, the San Joaquin Valley Broadband Task Force, the California Central Valley Economic Development Corporations, the educational community, telecommunications companies, and other business and community leaders.

With their own resources and funding from the cities, the Great Valley Center, and New Valley Connexions Stanislaus County began its own program in 1999. It subsequently received support from the ACCESS program for implementation projects. Kern County also started early using its own funds to support the first phase. Both counties contributed lessons learned from their projects to the other counties.

Project oversight and coordination was provided by the Great Valley Center. Seth Fearey and Mike Freeman of Connected Communities provided consulting services.

The ACCESS team collaborated with the following other grantees in this cycle of the Rural E-Commerce program:
- AcceleratorOnline!
- Milken Institute's San Joaquin Initiative
- Golden State Capital Network
- Bakersfield College Foundation E-Business Center

Other elements of the program that are not described in detail in this report are:
- Creating web-based maps of high-speed[2] communications services for the entire valley.
- Exploring public policy options.
- Documenting and strengthening public access centers.

For more information on these elements, visit www.greatvalley.org/access.

PRIOR WORK

The ACCESS program benefited tremendously from the New Valley Connexions project, also funded through the California Technology, Trade and Commerce Agency. One component of that project was the preparation of a telecommunications strategy for the San Joaquin Valley.

Written by Seth Fearey of Connected Communities and Patrick Lanthier of Rivera/Lanthier & Associates, *Connecting to Compete in the New Economy* and its *Technical Supplement*[3] laid the groundwork for conducting community assessments and for the formation of the San Joaquin Valley Broadband Task Force (BBTF). The BBTF provided oversight and advice for the project and greatly facilitated the sharing of best practices. The report also recommended the creation of the San Joaquin Valley Communications Leadership and Information Center (CLIC). CLIC is being incubated by the Great Valley Center with support from Governor's 2001-2002 Workforce Investment Act 15% Discretionary Fund, the U.S. Department of Agriculture, and the Community Technology Foundation of California.

The project also benefited from a study, *The Economic Future of the San Joaquin Valley*,[4]

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[2] In this report the term "high-speed" refers to communications technologies that exceed 200k bits per second in at least one direction.
[3] www.greatvalley.org/nvc/publications/ connect_compete.htm
[4] www.greatvalley.org/nvc/publications/ econ_fut_sjv.htm

prepared by Collaborative Economics[5] for *New Valley Connexions*. The report identified several emerging industry clusters that use technology. The "water cluster," for example, launched a project to develop a web portal to market globally the irrigation equipment produced by manufacturers headquartered in the Valley.

GUIDING PRINCIPLES

The strategy for the ACCESS project was based on four key principles:

- Increase both the supply of high-speed communications services and the demand for those services.
- Create a grassroots movement to build a broad base of support for connectivity.
- Work with all sectors of the regional economy to build infrastructure that benefits the full economy.
- Include the communications service providers as full partners in the process.

PROJECT GOALS

The goals of the project were to:

- Improve access to high-speed communications services in the Valley,
- Increase the use of e-commerce technologies by rural businesses,
- Engage local governments in telecommunications planning, and
- Increase the number of high paying jobs in the Valley.

This report describes how the ACCESS program was structured, the processes used, the results and successes achieved, and lessons learned.

ACKNOWLEDGEMENTS

ACCESS could not have succeeded without the participation of hundreds of San Joaquin Valley residents who contributed their ideas and energy at numerous meetings. Their collaborative efforts help make the Valley a very special place for everyone.

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[5] www.coecon.com

3. PROCESS – THE THREE PHASE MODEL

The ACCESS program engaged each county in a three phase model:

<u>Phase I. Community Assessment.</u> Review the county's connectivity and set goals.
<u>Phase II. Action Initiatives.</u> Develop ideas for how to achieve the community's connectivity goals.
<u>Phase III. Implementation.</u> Begin work implementing the Action Initiatives developed in Phase II and continue to identify new project opportunities.

PHASE I - ASSESSMENT

ACCESS was designed in partnership with the San Joaquin Valley Broadband Task Force, and in particular, the Chief Information Officers (CIO) of each county. The first step in the process was to enlist the aid of the CIO's in forming steering committees for each county. The steering committees consisted of 10 – 15 people from the community who were leaders in the key sectors, such as business, government, education, healthcare, and community-based organizations. In addition, each committee included one or more communications companies. Their participation was considered essential to the success of the program.

The county steering committees developed lists of people to invite to the assessment workshops. The goal was to ensure that the people participating in the assessment were knowledgeable about the availability and use of technology in their sector.

The assessment was conducted with the aid of the *Networked World Community Assessment Guide* developed by the Computer Systems Policy Project (CSPP).[6] The *Guide* looks at five dimensions of community connectivity:

- **The Network** – the quality of the communications infrastructure.
- **Networked Places** – the availability of places and equipment to connect to the network.
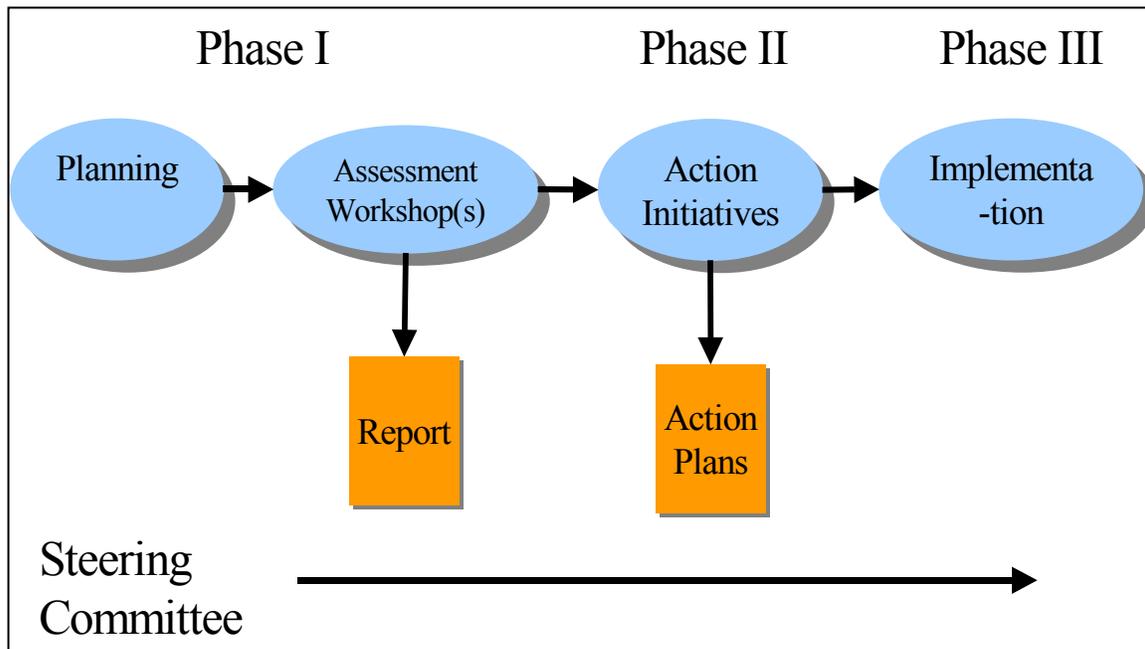
- **Networked Applications and Services** – the content that makes the network valuable.
- **Networked Economy** – the quality of the workforce, consumer use of e-commerce, business transformation.
- **Networked World Enablers** – public policy support, tools for security and privacy, and ubiquity.

Workshop participants identified the stage of readiness for their county for each of these dimensions. The stages generally correspond to the following levels:

Stage 1 – Dial up connectivity, some use of e-mail and the web
Stage 2 – Some use of broadband and e-commerce technologies
Stage 3 – Wide-spread use of broadband and e-commerce technologies
Stage 4 – Full integration of the network into everyday work and life

Participants were also encouraged to discuss what stage they would like to achieve in 12-18 months and to brainstorm ideas for projects to move the county toward their goals.

At the beginning of each workshop a few participants were invited to share their personal experiences with using the Internet. Those stories were collected in a short document, *Local Perspectives*.[7]

The results of each county's assessment were documented in 20-25 page reports. Copies of the report have been circulated to members of the steering committee, workshop participants and the County Boards of Supervisors.

PHASE II – ACTION INITIATIVES

The steering committees selected four sectors for development of action initiatives and prepared lists of people to invite to workshops. Most counties invited people from the business, government, and education sectors. For the fourth sector, counties added one of the following sectors: agriculture, real estate, telecommunications, library, or community-based organizations. Except in Stanislaus County, the program was not able to attract sufficient participants from the healthcare sector for the process to work.

Each team participated in a series of facilitated workshops:
1. Brainstorm action initiatives
2. Critique proposed conceptual plans
3. Critique proposed action plans

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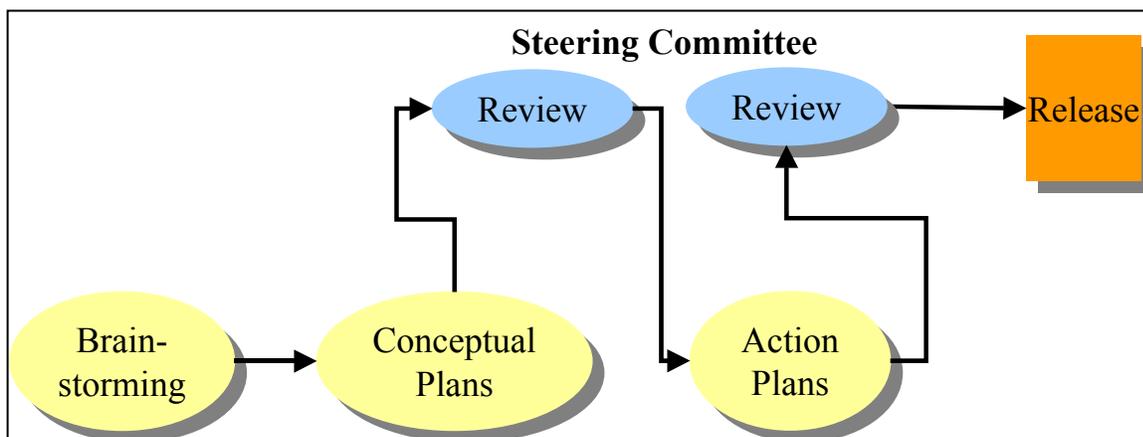
[7] www.greatvalley.org/access/pdf/
sjv_local_perspectives.pdf

The Steering Committees reviewed the ideas and offered suggestions to strengthen them. The criteria for action initiatives were:

- Addresses an important challenge for the sector.
- Has a champion willing to coordinate the development of the idea.
- Will have measurable results in 12-18 months.
- Is collaborative.
- Makes a demonstrable difference.
- Addresses a key challenge or opportunity in the sector.

Ideas that connected multiple sectors were encouraged.

Each county developed between 5 and 12 action initiatives. In some cases, initiative champions liked their ideas so much they began implementation immediately, without waiting for the formal support of the Steering Committee.

PHASE III – IMPLEMENTATION

With the final review of the action initiatives by the steering committee, each county takes responsibility for their implementation. Each steering committee has to determine its on-going role and goals. Most committees have made the following decisions:

- Present the work of the ACCESS program to the County Board of Supervisors along with recommendations for how the Board can provide support.

- Prepare and distribute a short version of the assessment report in brochure format that can be shared widely with one-page summaries of the action initiatives.
- Re-visit the composition of the steering committee to ensure that it has the right mix of people for the implementation phase.
- Continue to meet as a steering committee every 2-3 months. The committee will get updates on the action initiatives, provide advice, and seek out new ideas for projects.

The Broadband Task Force will continue to advise the process, generate ideas, and provide opportunities for the counties to compare notes on their projects. Representatives of the Task Force will update the San Joaquin Valley Regional Supervisors Association as appropriate.

In a related project, the Great Valley Center is incubating the San Joaquin Valley Communications Leadership and Information Center (CLIC).[8] Based on a recommendation of *Connecting to Compete in the San Joaquin Valley*, CLIC will act as an information resource center for connectivity projects throughout the San Joaquin Valley. CLIC has received funding from the Governor's 2001-2002 Workforce Investment Act 15% Discretionary Funds, the U.S. Department of Agriculture, and the Community Technology Foundation of California.

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[8] www.greatvalley.org/clic

4. ANALYSIS OF ASSESSMENT RESULTS

All of the nine counties had completed their readiness assessments by the end of 2001. The result of each assessment is contained in the assessment reports that are listed in the Appendix.

The following table summarizes the findings of the assessment workshops according to the five elements of the CSPP Community Assessment Guide.

Summary Stages of Readiness

	NETWORK	PLACES	APPLICATIONS	ECONOMY	ENABLERS
Fresno	2+/3	2	2	2-	1
Kern	2	2	1+	2	1+
Kings	2+	2	1+	1+	1+
Madera	2/3-	1+	1+	1+	1
Mariposa	1+	1+	1+	1+	1-
Merced	1/2	2-	1+	1	1+
San Joaquin	3-/3	2-	1+	2	1
Tulare	2/3	2-	1+	1	1+

- The readiness stages are described on page 8.
- In the Network column, the first score is for the rural parts of the county, the second is for urban areas.
- Stanislaus County is not included in this table because they conducted their assessment in 2000 using the first version of the CSPP Readiness Assessment Guide. The new guide has a different structure.

ANALYSIS BY CSPP ELEMENT

1. THE NETWORK

In general, workshop participants learned that the availability of high-speed services in their county was better than they had believed. The urban areas scored a 2 or 3. Only Mariposa County and the rural portions of Merced County scored a 1. These findings from September and October of 2001 confirm the analysis in *Connecting to Compete*. Cities located close to the fiber optic cables running along Highway 99 had good access to Digital Subscriber Line (DSL) service. Many residential communities within 10-15 miles of Highway 99 had access to cable modem service. Dispersed homes and businesses on the Valley floor and in the foothills had poor access to high-speed services.

2. NETWORKED PLACES

Workshop participants reported that the majority of schools and government facilities were connected to the Internet. They thought about 50% of homes had computers, and 40% had Internet access. This situation was comparable to California and U.S. averages.[9]

3. NETWORK-BASED APPLICATIONS AND SERVICES

With the exception of Fresno County, the use of the network was seen to be lagging much of the United States. There were few government services on-line, small businesses have not

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[9] An April 2002 survey by the Public Policy Institute of California found that 69% of people in the San Joaquin Valley use a computer at work, home or school. About 60% use the Internet at least sometimes, and 55%-60% use a computer at home. (See www.ppic.org.) An August 2000 survey by the U.S. Census Department found that 51% of households had computers, and 41.5% had Internet access. (See www.census.gov.)

advanced beyond e-mail, and few community-based organizations had even a website. K-12 schools, on the other hand, were reported to be doing well, with many teachers trained in the use of the new technologies in instruction.

4. NETWORKED ECONOMY

The counties with the largest population centers reported more workforce training programs and use of the Internet by businesses to recruit workers. Small and medium businesses were not yet changing their business models to take advantage of the networked world. Most counties reported that fewer than 33% of consumers purchased goods or services on-line.

5. NETWORKED WORLD ENABLERS

Every county reported that there was consider-able work to be done to help policy makers appreciate the importance of the new communications infrastructure and how their decisions can affect deployment.

Participants also reported that there was little understanding in the community of how to protect e-mails and servers from viruses and hackers.

GEOGRAPHIC ZONE ANALYSIS

Another way of looking at the results of the assessments on a San Joaquin Valley-wide scale is illustrated in the diagram below.

When looking at the Valley in terms of the availability, or supply, of high-speed services versus the demand for those services there are four zones.

Supply of high-speed services was good in Zones 1 and 2. In Zones 3 and 4 high-speed services were harder to find and/or too expensive for many people.

Demand for services was concentrated in Zones 1 and 3. In Zone 4 demand was very low, with the exception of Los Banos.

ACCESS Project Area: The San Joaquin Valley
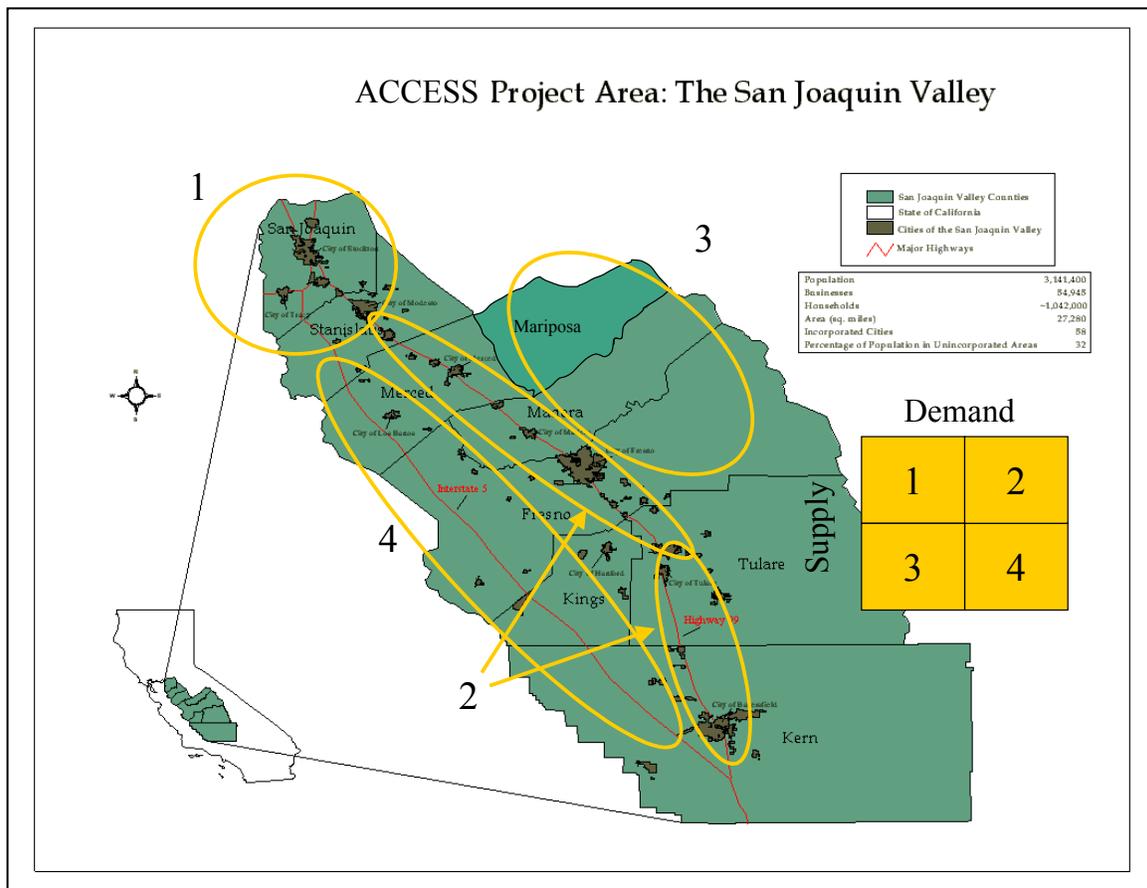
In Zone 2 demand was uneven and concentrated in the largest businesses and government agencies.

In other words, supply and demand were strong and reasonably well balanced in Stockton, Tracy and Modesto. Both supply and demand were weak in the sparsely populated western side of the Valley floor, with the exception of Los Banos where demand was fairly strong. Demand was also strong in eastern Mariposa and Madera Counties where the infrastructure was weak. Most likely the demand comes from people who left the Bay Area and Sacramento to work out of their homes.

The most economically critical region is along Highway 99 where both the availability of high-speed services and demand were uneven. The urban centers of Fresno, Clovis, Bakersfield, and Modesto were able to get at least DSL service, but their surrounding neighborhoods and cities like Reedley, Parlier, Hanford, Atwater, Oakdale, and Chowchilla had no access to high-speed services. This region, Zone 2, is also the core of the Valley's economy, where most of the small businesses, manufacturing plants, and housing are located.

What is left out of this geographic perspective is the situation for smaller rural businesses, particularly growers, food processors, poultry, dairy, and ranchers with scattered facilities and no access to robust, reliable, and affordable, high-speed services. Large processors can afford to pay for the construction of new lines; small and medium size businesses can not. Wireless technologies appear to offer the best solution, but who will build and operate the networks?

ECONOMIC SECTOR ANALYSIS

The following generalizations apply across the key economic sectors.

Government. Most cities had websites, but almost none offered any on-line transactions at the time of the assessment. In the larger cities most government employees had e-mail and access to the Internet. In smaller communities, governments limited access to just a few employees. The use of Intranets to support internal administrative functions was very limited. But workshop participants reported that the major cities were working on their electronic government strategies, and some were beginning implementation. A few counties, including Fresno and Madera, were planning or building Institutional Networks to connect all of their facilities and, in some cases, connect to cities within the county.

Business. The best connected businesses were large food processors like Hilmar Cheese and Foster Farms and manufacturers like CertainTeed and Waterman Industries. Growers and the vast majority of small businesses reported that e-mail was popular and that they used the Internet to buy basic supplies. Few small or medium size businesses had websites or the ability to do on-line transactions, such as take an order or update a customer address.

Education. The K-12 schools and institutions of higher education had done an outstanding job of getting high-speed connections to their sites and classrooms. Teachers had been taking classes and integrating the Internet into their instruction. These tools were not universally available or accepted, so there was still work to be done. The K-12 schools had not developed Intranets for administrative purposes, and they had not created on-line services for parents. Many K-12 schools had websites, but the information they provided was very limited. A few schools in Clovis and Tracy were testing laptops for every student. Results to date are very encouraging.

Healthcare. It was difficult to attract healthcare providers to the workshops. At best a representative from the county hospital or other major provider would show up for a workshop. The meetings did not attract private practitioners, pharmacies, or insurance companies. There were reports that some of the major hospitals were moving to electronic patient records and were using the Internet to e-mail images and documents for insurance processing. The Valley is also home to a few telemedicine pilot projects, including collaborations with UC Davis.

Agriculture. Workshop participants reported that growers typically did not make much use of high-speed networks. Food processors were much more likely to have high-speed connections and to rely on information systems. The agricultural supplies companies, which are often global, were seen as being highly sophisticated users. Poultry farms and other livestock businesses reported frustrations getting affordable high-speed connections at their remote locations. The County Agricultural Commissioners did not have permit applications on-line. Workshop participants commented that putting permits on-line could save them a lot of driving time and improve air quality.

Real Estate. Most real estate agents depend on e-mail and the Internet for their day-to-day operations. Some brokers were listing properties on-line and attracting interest from as far away as Europe and Asia. Most builders are using the latest Category 5 wiring in new homes and offices, but there was no encouragement from the building codes or local ordinances to install wiring for high-speed connectivity to the Internet. The Rio Mesa Televillage in Madera County was seen as the leader for the Valley.

Hospitality. Some of the counties with tourism industries reported that their use of the Internet to promote tourism was limited and uncoordinated. Mariposa, for example, had three competing tourism portals, none of them very effective. Connectivity was a barrier for some tourism businesses and boards; a lack of awareness of the potential of the Internet to attract tourists was holding back others.

5. ANALYSIS OF ACTION INITIATIVES

To ensure that the project ideas would meet real needs, each Phase II sector workshop began with a review of the assessment findings. Then participants identified key challenges for their sector in their county. Participants were encouraged to develop ideas that used high-speed communications technologies to address those challenges. The consultants discouraged ideas that were simply demonstrations of new technologies that would have little lasting impact.

The sector teams developed more than 70 ideas for action initiatives, an average of almost eight per county. While this outcome is remarkable, one has to be cautious in drawing conclusions. The strength and weakness of the grassroots approach is that every initiative must have local leadership. This means each idea will meet a genuine need in the local community, but the project may fade away if the initiative champion gets a new job or the project runs into an unanticipated barrier. With this caution in mind, the following patterns were identified in the types of initiatives.

PATTERNS BY SECTOR

Every county decided to include its business, government, and education sectors in the program. The choice of a fourth sector varied by local needs. The following classification of projects by sector is imperfect, because many projects involve multiple sectors.

Government	29%
Business	25%
Education	22%
Telecom	10%
Agriculture	8%
Real Estate	4%
Community	1%
Library	1%

Given the strong leadership role of the County Chief Information Officers, a high percentage of government initiatives was expected. In most counties, the business community showed up in force, especially when counted with agriculture and real estate. Community-oriented projects were often included in government and education sector projects. The libraries were strong contributors to the discussion, but most were already well connected.

PATTERNS BY INITIATIVE CATEGORY

The projects are categorized according to the five elements of the CSPP Assessment Guide (see page 7 for descriptions of the categories). The assessments gave the highest marks to the Network and the lowest to Enablers. Projects appear in all five categories:

Network	14%
Places	12%
Applications	36%
Economy	26%
Enablers	12%

There is strong interest for creating more on-line applications, especially in the government sector. Institutions of higher education and training proposed many workforce development projects, often in partnership with the business community. Most counties struggled with the Enablers category, unsure how to approach policy leaders.

PATTERNS BY COUNTY

The number of initiatives in each county ranged from five to 12, with a median and average of eight. San Joaquin County decided to skip the brainstorming step in the process. The steering committee selected five ideas from the assessment workshops and focused its energy on helping them succeed. Madera County developed 12 initiatives, but the

steering committee was reviewing its list of projects as the funded portion of the program came to an end. It is likely that one or more will not go forward into Phase III.

The two counties with relatively strong infra-structure, San Joaquin and Stanislaus, did not develop any Network initiatives. Four counties did not develop any Enablers projects. This may be because they have recently developed strong support from elected officials, or it may be an area to develop for future initiatives.

PATTERNS BY ACTION INITIATIVE

Similar projects appeared in multiple counties. This was due, in part, to the consultants learning from other projects and suggesting ideas to the teams. But no project went forward unless there was someone local who believed in the idea and was willing to champion it. (See the Appendix for a list of all of 72 project ideas.)

Portals. The idea of creating a one-stop source of information on the web was very popular, showing up in almost every county. The portals varied in emphasis. Several focused on government services, others on tourism, transportation alternatives, or community resources.

E-Government. Five counties made commitments to developing and implementing on-line public services. Some are building institutional networks that will link county and city facilities with fiber optic cables and new applications and services.

Technical Training. Eight counties created workforce development initiatives to increase the supply of workers skilled in using computers and networks. Most of these initiatives target the needs of small businesses; Stanislaus and San Joaquin counties created two initiatives that focus on training for the agriculture sector. Kings and San Joaquin counties want to add internship programs to

help students in vocational education programs get the hands-on experience they need to compete for jobs.

Connecting Schools with Parents. The K-12 schools of the San Joaquin Valley are generally very well connected to the Internet, but they have not used the network to increase the flow of communication with parents. Four counties will work to put more information for parents on-line; several of those are targeting low-income families for home computers and training.

Access Centers. Four counties plan to increase the number of access centers in their communities, helping underserved communities cross the Digital Divide and enlarging the number of potential users of new, on-line government services.

Pesticide Permitting. The Agricultural Commissioners in three counties are working to put pesticide application permitting and/or use reporting on the Web. San Joaquin County already has pesticide application transactions on-line. The Commissioners are working with local software and service vendors to develop solutions that might be adopted in other parts of California and the United States.

Computer Recycling. Local governments reported difficulties with recycling, refurbishing, and disposing of excess computers. Four counties are reviewing their policies and looking for new approaches. A state prison in Atwater recently opened Unicor – a new facility that takes computers and other electronic equipment out of the waste stream and refurbishes some for donation to needy organizations.

Social Services Data Integration. San Joaquin and Merced counties are looking into ways to integrate social services databases to improve client service. The goal is to reduce the number of redundant systems and provide government and non-profit agencies with more accurate and current information about their clients.

Wired Real Estate Developments. Madera and Merced counties are investigating ways to encourage local developers to build wired neighborhoods, offices and industrial parks. In Kern County the real estate team is planning to set up two showcase homes to demonstrate the new technologies to both builders and consumers. The Rio Mesa Televillage has already brought national attention to the Valley.

Coordinate Utilities Construction. Every county was encouraged to organize regular meetings of the public works departments with the utilities to coordinate construction projects. A model for such meetings, developed by San Joaquin County, was circulated to the other counties. By facilitating the sharing of construction plans the meetings can help reduce costs for installing fiber optic cables and reduce traffic disruptions. Fresno and Merced counties created action initiatives to do this; others reported they already have good relationships with the utilities.

For more information on the action initiatives and for contacts, visit:

www.greatvalley.org/access.

6. PHASE III – STANISLAUS COUNTY'S EXPERIENCE

Following the release of *New Valley Connexions'* *Connecting to Compete* report in May 2000, Stanislaus County decided it would begin implementing some of the recommendations for local action. With its own funding, support from the cities, grants from the Great Valley Center and *New Valley Connexions*, and assistance from Connected Communities, the County completed Phases I and II of what would become the ACCESS process. The County then used its share of funds provided by the ACCESS program to support Phase III - the implementation of the action initiatives it had developed.

The Connecting Stanislaus County program is led by Richard Jantz, Deputy Executive Officer, Economic Development and John Emerson, the County Chief Information Officer. This partnership allows Connecting Stanislaus to lead projects both within local government and in the broader community. Keith Boggs, Senior Management Consultant for the County, is the project coordinator.

Connecting Stanislaus County's first project was to organize a telecommunications review for the Board of Supervisors and other community leaders. At the special information session, communications companies[10] made brief presentations on their offerings and strategies. The Board members asked questions and learned a great deal about what was available to local businesses and residents.

The County created a Connecting Stanislaus brochure for widespread distribution. Inside the brochure is a description of the program, a map of high-speed service availability in the County, and a pocket for project descriptions.

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[10] The presenters were Pacific Bell, Evans Companies, Charter Communications, Cable One, Arrival Communications, SONNET Networking, Jato Communications, PG&E, and the Modesto and Turlock Irrigation Districts.

Thousands of copies of the brochure have been distributed.

ACTION INITIATIVES

Community Portal. In 2001, the team conducted a survey of features people would like in the portal. They formed partnerships with the Modesto Bee and the Chamber of Commerce and all City Managers. The project won financial support from the Workforce Investment Board. A Request for Proposal for development of the portal was published at the end of 2001. The portal is expected to go live in October 2002 in conjunction with the second annual Stanislaus County Technology Fair.

Centralized GIS Systems. In 2001, the County began the upgrade process to its GIS system with the goal of allowing public access viewing of maps on the Internet. The County and the City of Modesto are now adding more data layers and building a new, countywide, regional GIS council. The goals of the new council are to facilitate cost sharing and standardize data sets. The GIS maps will be made available in a phased approach through the community portal.

Share E-Government Strategies. The cities and County formed the E-Government Strategies Task Force in 2000 to share tools and strategies for putting government services on-line. The group meets quarterly to discuss technology issues and new opportunities. Two of the cities did not have web presence at the start of this endeavor. The community portal, one of the taskforce's first projects, will bring these smaller jurisdictions into the conversation on e-government strategies, and provide them with fresh design templates and significant staff training.

Technology Training. A team of business and education leaders identified a need for more technical training classes to enhance the quality of the workforce. They were awarded grants of $140,000 from the California Technology, Trade, and Commerce Agency, $50,000 from the Workforce Investment Board, and $97,550 in in-kind contributions to develop classes on e-commerce, and office productivity tools. Partners include Modesto Junior College, Stanislaus Career Network, Stanislaus County Office of Education, and the County Chief Executive Office. The first classes launched   in August 2002 and are targeted toward the four sectors that voiced the need in the original assessment: small business, agriculture, community-based organizations, and health care. Seven course offerings have been designed (four core and three electives). A mobile van will be made available to small businesses, not-for-profits and agricultural groups in extremely rural settings where it is hard to find publicly accessible computers. The mobile lab is equipped with 12 laptops connected to the Internet by wireless modem and a trained Modesto Junior College Workforce Training Center instructor/ facilitator.

Bridging the Digital Divide. The first project was to prepare Spanish and English language guides to public Internet access centers in Stanislaus County. These resource guides were published in both English and Spanish. More than 33,000 copies were distributed to all K - 3rd grade student households in Stanislaus County.

The Digital Divide team has partnered with Compaq to open access centers in Newman, Oakdale, Keyes, Hughson, Downtown Modesto (SeniorNET lab), and the Agricultural Center on the west side of Modesto.

Connecting Stanislaus organized a two-day technology fair in October 2001 that attracted more than 1,000 people to workshops and vendor exhibits. At the next fair, in October 2002, prizes will be awarded to student web designers and local businesses for innovative uses of the Internet. Sponsors include the Modesto Chamber of Commerce, the Modesto Bee, the County Office of Education, the Modesto Junior College Workforce Training Center, Stanislaus Career Network, SBC/Pacific Bell, CompUSA, Fire2Wire, Expedition Communications, SaveMart Supermarkets, and Clear Channel Communications.

Adopt E-Commerce Practices. The County government has created an internal group to promote the use of the Internet for customer interactions. Creating a government portal is a first priority. The portal will include "no wrong door" access to city, county and other public agencies throughout the County. The team is also working to put pesticide application and use forms on-line.

For more information regarding the Technology Fair and support program initiatives, see:

www.connectingstanislaus.com.

7. PROJECT IMPACT

The impact of the ACCESS program will unfold over several years as the action initiatives deliver their first results. Some changes have already occurred.

DELIVERABLES

The project has delivered the following tangible and intangible products:

- A report for each county on the status of the its information infrastructure, including the ability to access high-speed services, the availability of network-based applications, the readiness of the workforce, and the level of public policy support for rapid deployment of the new services.
- More than 70 documented action initiatives, with measurable outcomes and champions, that will increase connectivity in each county.
- A committee structure that will provide on-going leadership for the program at the county level.
- A network of 50 to 150 people in each county who understand the importance of these issues and support the program.

These products are assets that can be used to market the community to communications companies, to potential employers looking for work sites, and to grant-making agencies interested in providing financial support for connectivity programs. These assets demonstrate that each community regards high-speed communications services as critical to its economic future and that all sectors of the community are willing and able to work together to achieve success.

BETTER HIGH-SPEED COMMUNICATIONS SERVICE AVAILABILITY

There has been a significant improvement in access to high-speed services in many parts of the San Joaquin Valley.

- Modesto, Bakersfield and Merced now have companies providing high-speed wireless services that reach into the surrounding neighborhoods. Merced Net plans to offer high-speed wireless service in Los Banos by the end of summer 2002.
- SBC/Pacific Bell made substantial progress on Project Pronto, increasing the availability of DSL service by more than 40%.
- The cable television companies completed their plant upgrades in several counties, allowing them to offer cable modem service to many of the neighborhoods and businesses in the cities along Highway 99.
- In Mariposa County, Sierra Tel and Ponderosa Telephone began offering DSL service and high-speed wireless service to dispersed homes and businesses in the foothills.

These improvements are substantial, but there are still major gaps in service. Many smaller towns and isolated homes and businesses on the Valley floor are no closer to getting service. Some major cities lack a choice of service providers, and it can take a long time to get a new service installed. Frustrated business leaders in the City of Fresno are investigating the feasibility of building a municipally owned network to provide an alternative service provider.

MORE NETWORKED PLACES

The Public Policy Institute of California found there was about a 5% increase in the use of the computers and the Internet in the San Joaquin Valley between 2001 and 2002.[11]

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[11] www.ppic.org/publications/surveylist.html

AmeriCorps*VISTA members identified 130 public access centers in the following counties:

Fresno (west only)	11
Merced	36
San Joaquin	22
Stanislaus	42
Tulare	19

There is no information on the growth of networked places in business, education, or government. The computer refurbishing initiatives plan to put networkable computers into the homes of more low-income families for Internet access. The large number of government-oriented initiatives is likely to increase the number of Internet-connected computers in local government facilities.

NEW APPLICATIONS & SERVICES

The *Local Perspectives* stories (see Appendix) collected at the start of the program identified a wide variety of local use of the Internet for business, schools, and government, but there is no documentary evidence that there has been an increase in use as yet. Based on the action initiatives, a surge in on-line government and business services is expected in the next year.

A BETTER NETWORKED ECONOMY

Workforce training programs have experienced strong demand for classes in computers and the Internet, but many graduates have had to re-locate out of the Valley to find appropriate work. The new action initiatives will increase training programs and internships and create more jobs in the Valley for technically trained workers.

The creation of more jobs is expected in the following areas:

- Construction of new networking facilities by communications companies.
- Wiring new networked neighborhoods, office parks, and industrial parks.
- Providing technical support for Internet Service Providers, government agencies, schools, and larger businesses.

- Developing portals and applications for government agencies and businesses.
- Developing new tools and services for schools to connect to parents.
- Instructors to help teachers, business people, job seekers, and others learn new skills.
- Technicians to refurbish and recycle excess computers.

GREATER UNDERSTANDING OF THE POLICY ISSUES

Many county supervisors are now more aware of the critical role of high-speed communications infrastructure in economic development. County staff members and economic development organizations are starting to play a leadership role resolving connectivity issues and in creating value in the network by developing applications. Mariposa, Kern, Fresno, and Merced counties each created telecommunications policy projects. Merced, for example, is focusing on policies to encourage greater use of towers for wireless communications.

More needs to be done to help the leaders of smaller cities understand these issues and create policies to encourage communications companies and real estate developers to do more to provide connectivity.

NEW EXCITEMENT IN THE VALLEY

The ACCESS program created excitement about the potential of high-speed services to act as a catalyst for change. Program participants realized that you do not have to be a technologist to understand why networks are important. The program provided participants with a new vocabulary and a framework for talking about this new form of economic infrastructure. Workshop participants began talking to each other about common challenges and the possibility of cross-sector, collaborative solutions. The conversations stimulated their curiosity and encouraged positive, community-based action.

8. LESSONS LEARNED

The ACCESS program has been remarkably successful. More than 1,000 people participated in the program. Of the 70+ action initiatives generated by the process, many will improve connectivity and services and create new jobs. The following are some of the key lessons learned about creating and coordinating a large, multi-county connectivity program.

- The support of the **County Boards of Supervisors** was essential. The Supervisors and Chief Administrative Officers encouraged their staffs to provide leadership in their counties and stayed in touch with the results.

- The **County Chief Information Officers** did a remarkable job of taking ownership for ACCESS in their counties and coordinating the process. Economic development was a new field for many of them, and they embraced its challenges and rewards.

- The county **steering committees** worked well. Attendance varied, but in almost every case the members of the committees took their responsibilities seriously and generously contributed time and talent to the process.

- The support of the **communications companies** was critical to the program's success. Telephone, wireless, cable companies, and Internet Service Providers collaborated to identify issues and create action initiatives. Many of them shared their service maps. The Internet Service Providers gave us valuable insights into local demand and service availability.

- The Phase II **action initiative workshops** worked well. More ideas were contributed than expected. The initiatives are ambitious,

and the enthusiasm of the initiative champions was strong.
But there is always room for improvement.

- **Participation by city staff members** was not strong. Some, but not all of the large cities were represented at the meetings, but very few of the small cities showed up. In Phase III, county leaders will have to reach out to get the cities involved.

- Support from the **economic development organizations** was uneven. Some were active participants from the start. Others have not yet become involved.

- The **local media** did not provide support in most counties. Winning visibility in the press will be much more important in Phase III.

- In some cases, it was difficult to get assessment reports posted to **local websites**. No county used the web to market the program or capture information on meetings or documents. With time and experience the web may be used more routinely to support collaborative community programs.

The ACCESS program has built momentum for maximizing the potential of advanced communications services in the San Joaquin Valley. There is new interest in businesses, schools, local governments and other organizations in building the new hard and soft infrastructures needed to compete in the information age.

Ultimately, ACCESS is about developing local leadership and stewardship. The steering committees need to continue meeting and encouraging the initiative champions. And the initiative champions need to persist, take chances, and collaborate to make a difference in their communities.

9. NEXT STEPS – ACCESS II

To help keep the momentum of the ACCESS program going, the Great Valley Center was awarded a rural e-commerce grant from the California Technology, Trade and Commerce Agency to develop a set of regional action initiatives that will enhance connectivity across the San Joaquin Valley. These initiatives will involve the participation of many of the counties in the ACCESS program.

The following ideas for regional initiatives are being evaluated:

Business Licensing Portal. Develop a web portal that guides entrepreneurs through the multi-agency regulatory process for establishing or expanding a business.

Economic Development Portal. Create a regional economic development portal and identify and procure best-in-class tools and services for city and county economic development portals.

E-Commerce Seminars. Organize a series of seminars on e-commerce topics appropriate to the Valley's needs and priorities.

Valley-Wide Planning System. Develop a Valley-wide, on-line, GIS resource to help planners work on a regional scale. Applications could include environmental impact reviews, land and water use, air quality, and optical fiber resources.

Public Policy Roadmap. Form a team of policy experts to identify and develop public policies that support the rapid deployment of advanced communications services in the Valley.

Extend Digital California. Develop a plan and raise funds to extend high-speed lines from K-12 administrative centers to all public schools in the San Joaquin Valley.

Information Literacy. Prepare guidelines for information literacy competencies at key grades in the K-12 system, community colleges, and other workforce training programs.

Agri-Food Informatics Research Institute. Establish a research institute in the Valley for the study of how information is used by the agriculture industry, and how information can be used to increase productivity and competitiveness. Train specialists who can be hired by industry.

Ag Permitting Data Standards. Organize a statewide or possibly multi-state initiative to standardize on-line e-permitting transactions for growers, processors, and government agencies.

One Book, One Valley. Get the entire Central Valley to read and discuss the same book at the same time. Use the Internet to raise awareness of the program, provide curricula, support discussion, and capture local history.

For more information on ACCESS II, visit:
www.greatvalley.org/access

10. A Vision of a Connected San Joaquin Valley in 2004

What If… all the action initiatives developed through the ACCESS program achieved their goals? Two years from now, how would the San Joaquin Valley be different?

In 2004, the network is more widely accessible and affordable than it was in 2002. Downtown businesses are able to get a high-speed service at a reasonable price. High-speed wireless services are popular, especially in sparsely populated areas. A few communities have new service providers, non-profit organizations with locally appointed boards of directors. Their mission is to serve customers the other providers do not reach, and to help provide a choice of service providers.

In the home, computers are far more useful. Community portals make it easy to find out what is going on around town, find local businesses, and register kids for sports activities. Parents go on-line to check up on their children's homework assignments, and students go on-line to research assignments and even submit homework. Other people use the Internet to take advanced classes at home, develop new skills, and qualify for better paying jobs.

A young entrepreneur with dreams of starting a manufacturing services business now goes on-line to learn how to write a business plan, how to incorporate, and where to get help with financial and legal questions. She gets all the forms off the web and posts job openings on low-cost job listing services.

Food processors, early adopters of computers for production management, connect to growers during the harvest season to get hourly reports on yields and direct trucks to the optimal processing plant. Growers are providing detailed electronic records on the history of the crop, including fertilizer and pesticide application dates, lot numbers, and vendors.

Some government workers went through dramatic changes at work. First, many of the paper forms they used every day, like time cards, went on-line. Records and benefits programs are now on-line. And if employees don't check their e-mail regularly, they miss meeting announcements. Another change is that fewer people are coming to the office to get forms and advice. More government employees act as consultants, providing technical advice on how to run businesses more safely and avoid costly mistakes in building designs.

Healthcare workers in several counties have a new resource at their fingertips. When a client comes in, the counselor can review the client's history of visits to that office and to other healthcare providers. If a client moves, one entry automatically updates the records seen by the other providers. More insurance claims forms are being completed and submitted on-line, saving time, paper, and storage space, and reducing data entry errors.

Visitors to the San Joaquin Valley have discovered a host of new attractions through tourism portals. There are more directories of bed and breakfast hotels, slow food restaurants, and a calendar of festivals, fairs, and concerts.

The people of the San Joaquin Valley have a choice. If business, government, and other leaders get involved in the action initiatives and learn how to take advantage of the new technologies, the Valley will become more competitive and attractive to both businesses and residents. If they stick to traditional practices, technology-based businesses and knowledge workers will locate in other regions where the communications infrastructure allows them to thrive.

APPENDIX

Attached Items
        Contacts
        Action Initiative Tables
        Directory of Action Initiatives

Available on-line at www.greatvalley.org/access:
        County Assessment Reports
        Action Initiatives
        Local Perspectives
        Steering Committees and Participants Lists
        Phase III Memorandum
        San Joaquin County Utilities Meetings Case Study
        Article on ACCESS Prepared for the Benton Foundation

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ACTION INITIATIVES BY COUNTY AND SECTOR

	Agriculture	Business	CBO	Education	Gov't	Library	Real Estate	Telecom	Totals
Fresno		1		3	4			1	9
Kern				1	2		1	2	6
Kings	2	2		2		1		1	8
Madera		5		3	2		1	1	12
Mariposa		3		1	3				7
Merced	1	2	1	2	3		1		10
San Joaquin		1		2	2				5
Stanislaus		2		2	3				7
Tulare	3	2			2			2	9
Totals	6	18	1	16	21	1	3	7	73
	8%	25%	1%	22%	29%	1%	4%	10%	100%

ACTION INITIATIVES BY COUNTY AND CSPP FRAMEWORK ELEMENT

	Network	Places	Applications	Economy	Enablers	Total
Fresno	1		3	2	3	9
Kern	2			2	2	6
Kings	1	2	2	3		8
Madera	2	2	4	4		12
Mariposa	1	1	2	2	1	7
Merced	1	1	5	1	2	10
San Joaquin			3	2		5
Stanislaus		1	3	2	1	7
Tulare	2	2	4	1		9
Totals	10	9	26	19	9	73
	14%	12%	36%	26%	12%	100%

ACTION INITIATIVES BY CSPP FRAMEWORK ELEMENT AND SECTOR

	Agriculture	Business	CBO	Education	Gov't	Library	Real Estate	Telecom	Total
Network		1			1		3	5	10
Places	1		1	6	1	1			10
Applications	5	4		4	12				25
Economy		12		5	1			1	19
Enablers		1		1	6			1	9
Totals	6	18	1	16	21	1	3	7	73
	8%	25%	1%	22%	29%	1%	4%	10%	100%

San Joaquin Valley ACCESS

Advanced Communications Connectivity for E-Commerce Strategic Success

ACTION INITIATIVES, JULY 2002

Title	County	Sector	Theme	Prime Contact	Organization
Assess rural demand in detail	Tulare	Telecom	Network	Greg Pierro	Wireless Internet Services
Centralized GIS systems	Stanislaus	Government	Applications	Keith Boggs	Stanislaus County
Connect schools to parents	Madera	Education	Places	Steve Imrie	Madera School District
Connect schools to parents	Merced	Education	Places	Sharon Twitty	County Office of Education
Connect schools to parents	San Joaquin	Education	Applications	David Haggerty	CB Richard Ellis Real Estate
Connect schools to parents	Stanislaus	Education	Places	Keith Boggs	Stanislaus County
Coordinate utilities construction	Fresno	Telecom	Enablers	Sherry Forath	Time Warner Telecom
Coordinate utilities construction	Merced	Government	Enablers	Steve Dunn	
Coordinating committee for tech initiatives	Kern	Government	Enablers	Janette Pell	Kern County
County technology fairs	Stanislaus	Business	Enablers	Keith Boggs	Stanislaus County
Create a tourism academy for local tourist-based businesses	Mariposa	Business	Economy	Dennis Hermanson	Tourism & Economic Dev.
Create access centers for distance learning	Mariposa	Education	Places	Dean Bernacchhi	Mariposa School District
Create ag business planning tools	Tulare	Agriculture	Applications	Jim Sullins	UC Cooperative Extension
Create more access centers	Tulare	Agriculture	Places	George Bjarke	Tulare County
Create more Internet access at libraries	Kings	Library	Places	Steve Fjeldsted	Kings County Library
Education telecom action team	Fresno	Education	Enablers	Art Serabian	County Office of Education
E-Government program	Fresno	Government	Applications	Phil Atkisson	Fresno County
E-Government program	Madera	Government	Applications	Dennis Patrick	Madera County
E-Government program	Mariposa	Government	Applications	Rick Peresan	Mariposa County
E-Government program	Stanislaus	Government	Applications	Keith Boggs	Stanislaus County
E-Government program	Tulare	Government	Applications	George Bjarke	Tulare County
Enhance broadband wireless	Tulare	Telecom	Network	Bryan Cooley	OACYS.com
Enhance rural broadband access	Kings	Telecom	Network	Mark Cowart	Kings County
Enhance wireless network for public safety	Mariposa	Government	Network	Pelk Richards	Sheriff
Explore feasibility of municipal network	Fresno	Business	Network	Ashley Swearingen	Central CA Futures Institute
Increase Government content on web	Fresno	Government	Applications	John Kallenberg	Fresno County Library
Map telecom service availability	Madera	Telecom	Network	Jennifer Shehorn	Economic Dev. Com.
Map telecom services in county	Kern	Telecom	Network	Janette Pell	Kern County
On-line IT class catalog	Fresno	Education	Economy	Tom Wielicki	CSU Fresno
On-line teacher calibration	Merced	Education	Applications	Sylvia Smith	County Office of Education

San Joaquin Valley ACCESS
Advanced Communications Connectivity for E-Commerce Strategic Success

ACTION INITIATIVES, JULY 2002

Title	County	Sector	Theme	Prime Contact	Organization
On-line teacher training	Madera	Education	Applications	Hye Ok Park	CSU Fresno
Portal for agriculture information	Kings	Agriculture	Applications	Bruce Roberts	US Co-op Extension, Davis
Portal for community and tourism	Mariposa	Business	Applications	Roger Biery	Sierra Communications
Portal for education & community	Fresno	Education	Applications	Dan Resciniti	County Office of Education
Portal for government services	Stanislaus	Government	Applications	Keith Boggs	Stanislaus County
Portal for local biz & community	Merced	Business	Applications	Rick Breeze-Martin	
Portal for regional government & community	San Joaquin	Government	Applications	Clark Bennett	San Joaquin County
Portal for tourism	Madera	Business	Applications	Janine Marklund	Fruit Basket Restaurant
Portal for tourism	Tulare	Business	Applications	John Keyes	Sequoia Regional Visitors Council
Portal for transportation info	Madera	Government	Applications	Mike Fuller	Maderans Making a Difference
Promote new technologies for rural telecom	Kern	Telecom	Economy	Janette Pell	Kern County
Put pesticide permitting on-line	Kings	Agriculture	Applications	Bruce Roberts	US Co-op Extension, Davis
Put pesticide permitting on-line	Tulare	Agriculture	Applications	Dave Greenwood	County Ag Commission
Put pesticide use reporting on-line	Merced	Agriculture	Applications	Dan Cizmowski	Merced Ag Commission
Recycle used computers	Fresno	Government	Economy	Hal Eidal	Fresno County
Recycle used computers	Kings	Education	Economy	Tim Hollabaugh	College of the Sequoias
Recycle used computers	Tulare	Government	Places	Jim Kiesel	Tulare County
Recycled computers clearinghouse	Merced	CBO	Places	Sam Ronveaux	United Way
School tech rights access centers	Madera	Education	Places	Kim Imrie	Madera School District
Social services data integration	Merced	Government	Applications	Andrea Baker	Merced County
Social services data warehouse	San Joaquin	Government	Applications	Lani Schiff-Ross	San Joaquin County
Technical interns for small biz	Kings	Business	Economy	John Lehn	Kings Co EDC/JTO
Technical interns for small biz	San Joaquin	Business	Economy	Gillian Murphy	Delta College & SBDC
Technology training for ag biz	Stanislaus	Business	Economy	Keith Boggs	Stanislaus County
Technology training for business	Merced	Business	Economy	Brian Haynes	Merced Net
Technology training for business	Stanislaus	Education	Economy	Keith Boggs	Stanislaus County
Technology training for business	Tulare	Business	Economy	Dave Greenwood	Tulare County
Technology training for small biz	Kings	Business	Economy	John Lehn	Kings Co EDC/JTO
Technology training for small biz	Madera	Business	Economy	Frederic Martin	Working Arts
Technology training for small biz	Mariposa	Business	Economy	Vince Kehoe	Yosemite Bank
Technology training in ag & healthcare	San Joaquin	Education	Economy	Hazel Hill	Delta College Vocational Ed
Technology training program	Kern	Education	Economy	John Hester	University of Phoenix

San Joaquin Valley ACCESS
Advanced Communications Connectivity for E-Commerce Strategic Success

ACTION INITIATIVES, JULY 2002

Title	County	Sector	Theme	Prime Contact	Organization
Telecom policy committee	Mariposa	Government	Enablers	Bob Stewart	Mariposa County
Telecom policy review	Kern	Government	Enablers	Jan Bans	SBC/Pacific Bell
Telecommuting policy	Fresno	Government	Enablers	Bob Werner	Fresno County
Video network for distance training	Madera	Business	Economy	Mark Stamas	North Fork CDC
Virtual business incubator	Madera	Business	Economy	Jim Flanagan	North Fork Chamber of Commerce
Wired buildings demonstrations	Kern	Real Estate	Network	Frank Tripicchio	Frank Tripicchio Real Estate
Wired business incubator	Madera	Business	Economy	Jim Claybaugh	Economic Development Commission
Wireless tower siting policies	Merced	Government	Enablers	Tom Putney	Foster Farms
Wiring new real estate developments	Madera	Real Estate	Network	Jennifer Shehorn	Economic Development Commission
Wiring new real estate developments	Merced	Real Estate	Network	Nellie McGarry	State Senate

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