



**BROADBAND USA**  
CONNECTING AMERICA'S COMMUNITIES



## NTIA Pre-Event Workshop

**“Developing Successful BTOP Proposals to Close the Digital Divide in Minority Communities”**

*Sunday, January 31, 2010 – San Antonio, TX*

*Thursday, February 4, 2010 - Detroit, MI*

*Thursday, February 11, 2010 - Atlanta, GA*



**Presented by**

**Helen R. Foster, JD**

*Director, Research & Development*

**Ty Austin**

*Director, Strategic Initiatives*



*“Members collaborating to generate revenue & control costs”*

# Introduction

- Today's Workshop Purpose:
  - *Gain insights from us & others in today's audience with experience on how to develop a successful BTOP proposal via:*
    - Partnering: Lead and Sub-recipients
    - IT Tools: Budget Narrative
    - Project Visioning
  - Get to know each other

# Introduction

- Today's Workshop Purpose:
  - **No details** on Round 2 Application Procedures in NOFA
    - Those will be covered during tomorrow's main event
  - **Disclaimer:** Our views are not necessarily those of NTIA

## Workshop Agenda

8:00 a.m. – 8:45 a.m.	Coffee/ Registration
9:00 a.m. – 9:45 a.m.	Opening Remarks Welcome & Introduction Keynote
9:45 a.m. – 10:00 a.m.	Break

BTOP TRACK	BIP TRACK
<b>BTOP Policy Review</b> 10:00 a.m. – 11:00 a.m. <b>Elements of a Successful Application</b> 11:00 a.m. – 12:30 p.m.	<b>BIP NOFA Review</b> <b>BIP Application: Technical Review</b> <b>BIP Mapping</b> 10:00 a.m. – 12:00 noon
12:30 noon – 1:30 p.m.—Lunch	12:00 p.m. – 1:30 p.m.—Lunch
<b>Compliance</b> 1:30 p.m. – 3:00 p.m. <b>Technical Support: Submitting Your Application</b> 3:00 p.m. – 4:00 p.m.	<b>BIP Application: Financial Review</b> <b>BIP EZ Grants Review</b> 1:30 p.m. – 4:15 p.m.
4:00 p.m. – 4:15 p.m.—Break	
<b>Overview of Broadband Technology and Licensed Spectrum—FCC</b> 4:15 p.m. – 5:00 p.m.	

# Introduction

- Workshop Benefits:
  - Help you become more efficient when working with current and new partners
  - Make new friends
  - Reconnect with old friends
  - Help you focus for tomorrow's event to:
    - Be a lead applicant; or
    - Seek a partnership with a lead applicant

# Introduction

- Our experience:
  - Successfully won a “TOP” grant award via partnerships with:
    - State & Local Governments
    - Large & Small Companies
    - Universities & Colleges
    - Community-based Organizations
  - DelACCESS facilitates collaboration between our members to generate revenue and control costs



State of Delaware  
Office of the Governor

For Immediate Release:  
Wednesday, Nov. 24, 2004

Contact: Kate Bailey  
(302) 577-8229  
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Helen Foster  
(302) 547-1179

## **Gov. Minner Announces \$500,000 Grant That Will Benefit Delaware Businesses**

*Dover* – Governor Ruth Ann Minner announced today a \$500,000 Technology Opportunity Program grant from the United States Department of Commerce to DX-CEEDS, Inc., the manager of DelEXCHANGE, a non-profit corporation that connects government and corporate purchasing professionals with small businesses, particularly those that are minority- and women-owned.

From the Metro Wilmington Urban League (MWUL)  
 & Delaware Technology Park (DTP)  
 To... *DeIACCESS Consortium*



2001 – 2003 : MWUL & DTP  
 2004 – 2007 : DX-CEEDS  
 2008 – Present: DeIACCESS

**6,000+ RFXs from 200+ organizations**  
 in DE, MD, NJ, PA

Organization Type	%
State Agencies	30.1%
Counties	28.8%
Cities	22.2%
School Districts	10.2%
Non-Profits	4.5%
Universities or Colleges	1.7%

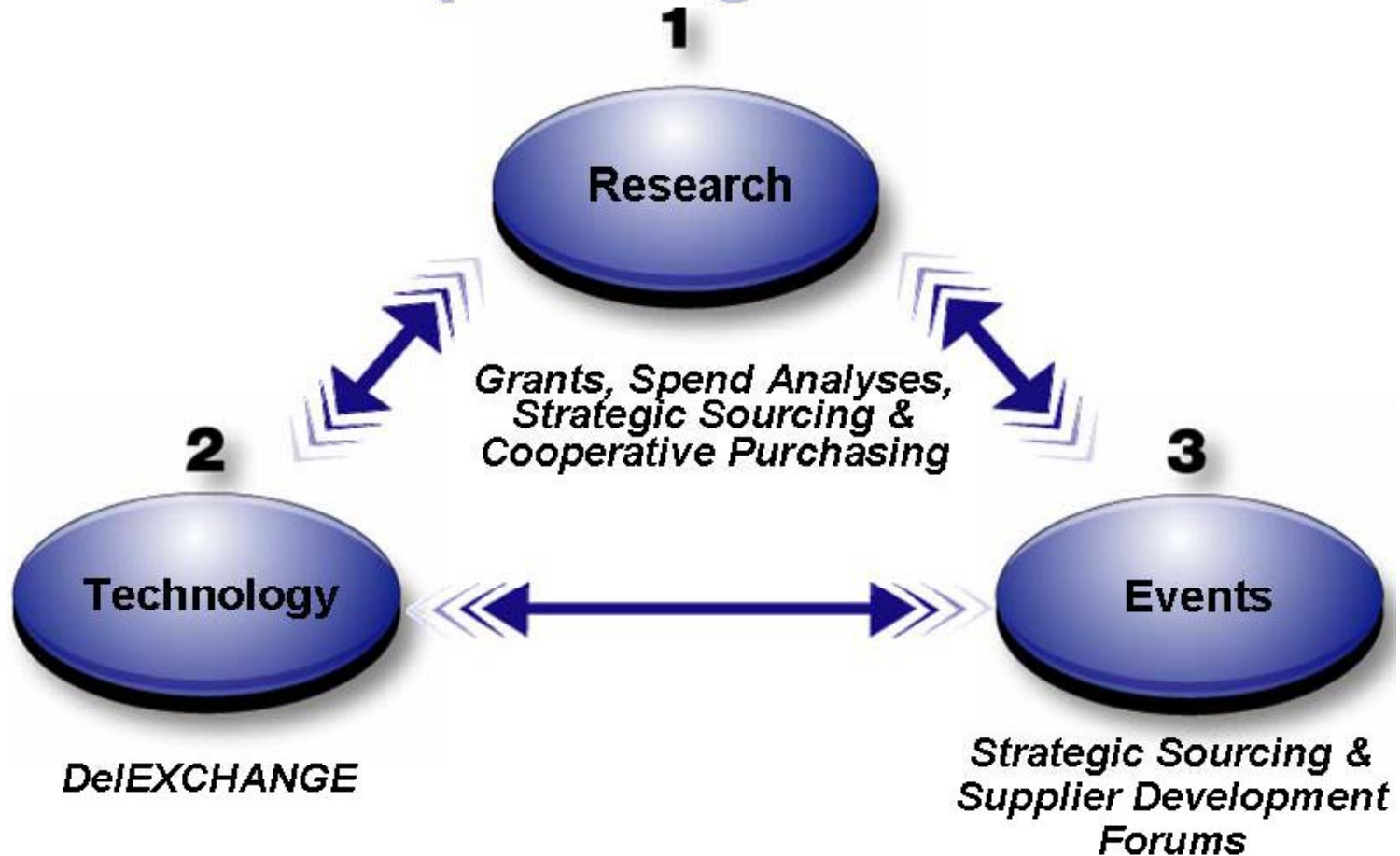






*"Members collaborating to generate revenue & control costs"*

## Operating Model



# Agenda

**3:15-4:00pm**

**Us: 1. Strategic Partnering**

**You: Please share your partnering experiences**

**4:00 – 4:45pm**

**Us: 2. Technology Tips to Prepare Your Application**

**You: Please share your partnering experiences**

**4:45 – 5:15pm**

**Us: 3. Tools for Developing a Vision for Your Project**

**You: Please share your partnering experiences**



# How do these 3 agenda segments connect to NOFA 2?

1. Strategic Partnering
2. Technology Tips to Prepare Your Application
3. Tools for Developing a Vision for Your Project

**I. Overview:** Describes the broadband initiatives in the Recovery Act, the first round of funding, and an overview of the next round of funding.

**II. Funding Opportunity Description:** Provides a more thorough description of BTOP and the funding priorities.

**III. Definitions:** Sets forth the key statutory terms and other terms used in BTOP.

**IV. Award Information:** Describes funding availability, grant terms, as applicable, and other award information.

**\* V. Eligibility Information and General Program Requirements:** Establishes eligibility criteria, eligible and ineligible costs, and general program requirements.

**\* VI. Application and Submission Information:** Provides information regarding how to apply, application materials, and the application process.

**\* VII. Application Review Information:** Establishes the evaluation criteria for application review.

**VIII. Anticipated Announcement and Award Dates:** Identifies the initial announcement date for certain awards and provides other information regarding BTOP.

**IX. Award Administration Information:** Provides award notice information, administrative and national policy requirements, terms and conditions, and other reporting requirements for award recipients.

**X. Other Information:** *Sets forth guidance on funding, compliance with various laws, confidentiality, discretionary awards, and authorized signatures*

# 1. Strategic Partnering Keys to Success

A. “Partnering Tips” Lists

B. Focus on your best, most successful  
“existing” business relationships

# 1. Strategic Partnering Keys to Success

NOFA 2

~Page 30

## A. Eligible Entities

The following entities are eligible to apply for funding:

- a. States, local governments, or any agency, subdivision, instrumentality, or political subdivision thereof;
- b. The District of Columbia;
- c. A territory or possession of the United States;
- d. An Indian tribe (as defined in Section 4 of the Indian Self-Determination and Education Assistance Act (25 U.S.C. § 450b));
- e. A native Hawaiian organization;
- f. A non-profit foundation, a non-profit corporation, a non-profit institution, or a non-profit association;
- g. Other non-profit entities;
- h. For-profit corporations;
- i. Limited liability companies; and
- j. Cooperative or mutual organizations.

# 1. Strategic Partnering Keys to Success

## A. “Partnering Tips” from:





# 1. Strategic Partnering Keys to Success

## A. “Partnering Tips” from NTIA & RUS

For the second round of program funding, NTIA and RUS have launched

**BroadbandMatch**, a new online tool to facilitate **voluntary partnerships** among prospective applicants to the agencies’ broadband grant and loan programs.

***Find partners for broadband projects***

***Helping you combine expertise***

***Create stronger proposals***

<http://match.broadbandusa.gov>

[Recovery.gov](#) | [White House](#) | [NTIA](#) | [Rural Utilities Service](#) | [NTIA Privacy Policy](#) | [NTIA Accessibility](#) | [USDA Accessibility](#)

# 1.Strategic Partnering Keys to Success



## A. Other “Partnering Tips” from: ***“Strategic Alliances”***

Prepared by Stephen Boykin

Office of Legislative, Education and Intergovernmental Affairs

October 2009

<http://match.broadbandusa.gov/BTOPpartners/BPMTips.aspx>

# 1. Strategic Partnering Keys to Success

## A. Other “Partnering Tips” from:



<http://web.sba.gov/subnet/search>

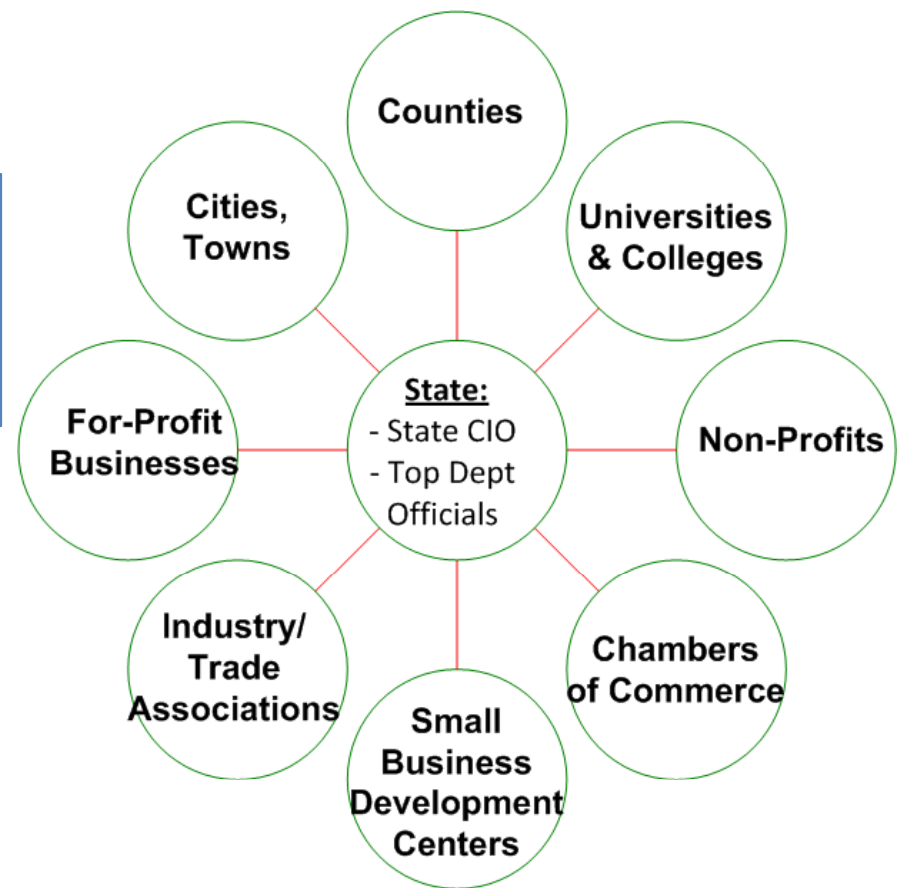


# 1. Strategic Partnering Keys to Success

## B. Focus on your best, most successful “Existing Business” Relationships with: Customers AND Vendors

**For Profits: Focus on your 1 or 2 “best” public sector clients/customers**

**Public Sector Entities: Focus on your 1 or 2 “best” vendors/suppliers**

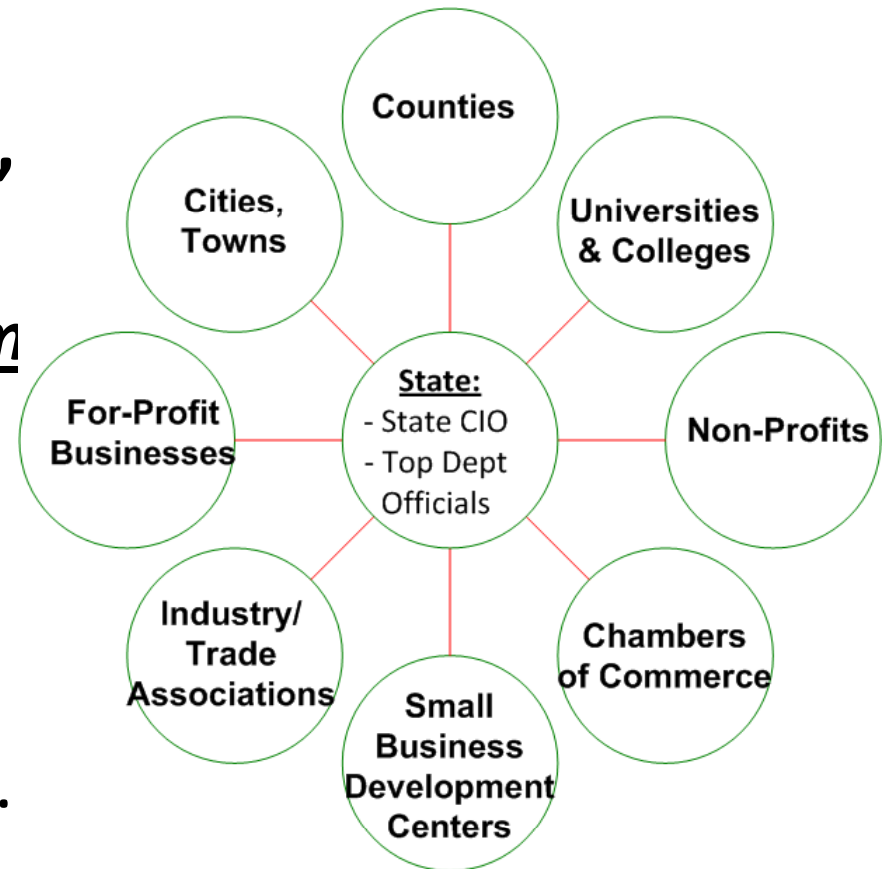


# 1. Strategic Partnering

## Keys to Success

...then “Focus on the top”

...to get executive buy-in from your partner to either be the lead with 1 or more strong partners or be a sub-recipient/partner when the other organization is the lead.



# 1. Strategic Partnering Keys to Success

## MOUs are important

### Metropolitan Wilmington Urban League and Delaware Technology Park, Inc. Joint Project Description and Understanding

---

The purpose of this letter is to document the discussions and outline the understanding between the Metropolitan Wilmington Urban League (hereinafter referred to as "MWUL"), a 501c3 non-profit organization and Delaware Technology Park (hereinafter referred to as "DTP"), a 501c3 non-profit organization. It is understood that the parties will co-develop a web-based service that includes a business-to-business directory, a procurement opportunity matching service, and an environment that promotes events to the small business and entrepreneurial community.

The MWUL is undertaking this project in support of its economic development strategic plan to: 1) identify and profile minority businesses in Delaware, 2) develop an interactive database that would assist in profiling all small businesses, while at the same time making it easier to identify minority-owned business by procurement managers within government and commercial entities; and 3) promote events that encourage networking between the minority and broader business communities. This project will seek to enhance the value of the current MWUL web project by providing seamless database connectivity to the MWUL Affiliate web site. The MWUL Affiliate web site is designed to primarily benefit its members, other supporters and the general public in a way that would be broader in scope than the Delexchange target business community. The DTP is undertaking this project in support of its economic development mission to provide information technology leadership to government, private industry and academia throughout the State of Delaware.

This project is essential to further the mission of the MWUL in that it will provide a much needed service to both the minority and broader small business communities in a way that will allow the MWUL to focus on its core organizational strength, advocacy. MWUL has determined that this project cannot be done as effectively without the participation of the DTP because its staffing and operating structure are not organized to lead and manage the information technology management and programming personnel required for such a project.

# 1. Strategic Partnering Keys to Success

## MOUs are important

### 2004 DeIEXCHANGE *Buyer Partners:*

**Government & Corporations** with more than 100 employees:

- MBNA (BofA) – Purchasing Dept.
- State Agency - Dept. Admin. Serv.

### 2004 DeIEXCHANGE *Suppliers Partners:*

**Small businesses** with 100 or less employees:

- Construction Firms:
  - Primes & Subs
- IT Companies:
  - System Integrators to consultants

### 2004 DeIEXCHANGE *Marketing Partners:*

**Economic Development Organizations**

- A University-related Research Park (DTP)
- An affiliate of the NUL (MWUL)
- DE Small Business Development Center
- DE Chamber of Commerce
- NAWBO
- MSDC-PA-NJ-DE
- First State Community Loan Fund

# **1. Strategic Partnering Keys to Success**

## **MOUs are important**

- 1. Why?,**
- 2. Roles,**
- 3. Responsibilities,**
- 4. Financial Terms,**
- 5. Primary Contact,**
- 6. Confidentiality,**
- 7. Term,**
- 8. Dispute Resolution**
- 9. Both Executive Signatures**

# 1. Strategic Partnering Keys to Success

## MOUs are important - *Sustainability*

### 2010 DelACCESS *Core* Members:

#### Only Government, Academic & 501c3

- State Agencies:
  - DE OMB: GSS & OMWBE
- County - New Castle County
- University – DE State University (HBCU)
- 501c3 University-related Research Park: Delaware Technology Park (DTP) organization affiliated with University of Delaware

### 2010 DelACCESS *Associate* Members:

#### Only For-Profit Companies

- Lockheed Martin (SBIR-Focus)
- Businesses: Small, Mid-Sized
  - Construction Firms:
    - Primes
    - Subs
  - IT Companies:
    - System Integrators to consultants

### 2010 DelACCESS *Partners*:

- DE Small Business Development Center
- DE Chamber of Commerce
- Select Greater Philadelphia
  - PA, DE, NJ Counties
  - Philadelphia Chamber of Commerce

*Insight Center for Community  
Economic Development*



**In June 2009, DelACCESS partnered with a national research center (Insight) that identifies best practices in the area of public sector supplier diversity and linking it to small business programs.**

**50-state study**

***Inclusive Business Initiative***

**Reports available at: [www.insightccd.org](http://www.insightccd.org)**

**Selected counties (~42 of 3,100) study  
*Small Business Development Initiatives***

**Reports available at: [www.delaccess.org](http://www.delaccess.org)**

***Example:***

***New Castle County, DE***

***Top 10% in county size  
nationwide : ~#120  
(pop. 529,000 - 2008 est.)***

***DE is 45th state size  
(pop. 885,000 - 2009 est.)  
2002 US Census***



**New Castle County  
Procurement-based  
Small Business  
Development Strategies**  
*Using  
Nationwide Best Practices  
Research*



**December, 2009**

**Implementation Leaders**

**Yvonne A. Gordon,  
Chief of  
Administrative  
Services**

and

**Mike Svaby,  
Acting General  
Manager, Special  
Services**

**With the Research and Development Support of**



In Partnership With

**DeIACCESS  
CONSORTIUM**

Tim Lohrentz, Director of Inclusive Business Initiatives, Insight Center  
Helen R. Foster, Director of Research & Development, DeIACCESS Consortium

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permission of New Castle County.**

**DeIACCESS Consortium  
Small Business Development Model™**



**For more information go to:**

<http://www.delaccess.org/sbdm>

# 1. Strategic Partnering Keys to Success

*Please  
Share  
Your  
Experiences*

*(Remember to Stand...  
start with a brief intro:  
Your name & organization please)*

## 2. Using Technology to Collaborate and Prepare Your Application

### A. Overview

- Applying via BTOP website (to open ~2/16..."TAWK")
- Keep your best technology-proficient exec admin very close
- Key software programs: (PC or Mac)  
Word Processing, Spreadsheet, Graphics, Intranet

### B. The SF 424 and Budget Narrative Tips by Project Types:

- Comprehensive Community Infrastructure (CCI)
- Public Computing Centers (PCC)
- Sustainable Broadband Adoption (SBA)

## 2. Using Technology to Collaborate and Prepare Your Application

### A. Overview: Key software programs: (PC or Mac)

We use what most people use: *MSOffice, plus Adobe*

1) Word Processing - Word

2) Spreadsheet - Excel

3) Graphics - Visio

4) Adobe Reader

Adobe Acrobat Professional – Combine output from each

5) Intranet (LAN) / Extranet (WAN/Internet)

## 2. Using Technology to Collaborate and Prepare Your Application

### B. BTOP Funds Available by Project Type:

1) Comprehensive Community Infrastructure (CCI)

***\$2.4B: \$5M - \$150M***

*500 to 15,000 awards?*

2) Public Computing Centers (PCC)

***\$150M: \$500K - \$15M***

*10 to 300 awards?*

3) Sustainable Broadband Adoption (SBA)

***\$100M: \$500K - \$15M***

*7 to 200 awards?*

## 2. Using Technology to Collaborate and Prepare Your Application

### B. Evaluation Criteria by Project Type:

All have same point weights:

- 1) Purpose: 20 points
- 2) Benefits: 20 points
- 3) Viability: 30 points
- 4) Budget & Sustainability: 30

However, each project type has different scoring sub-criteria elements, as on pages 57 – 70 of NOFA 2:

- CCI: pages ~57 – 63
- PCC: pages ~63 – 66
- SBA: pages ~66 - 70

## 2. Using Technology to Collaborate and Prepare Your Application

### B. The SF 424, etc. (Adobe PDF)

Make sure you download latest free version of "Adobe Reader" (9.x)  
[www.adobe.com](http://www.adobe.com)

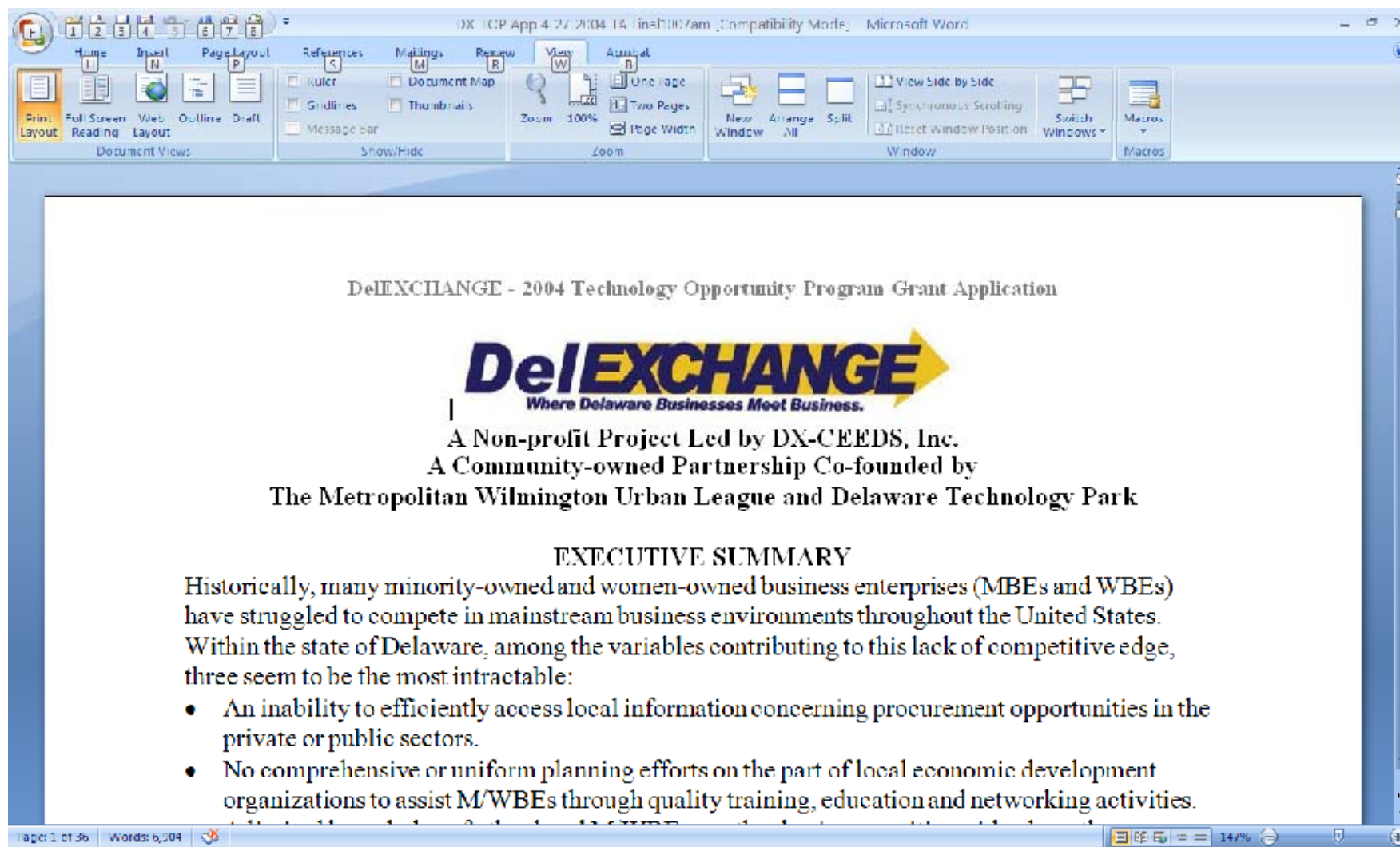


Application for Federal Assistance		1. Date Submitted	Applicant Identifier
<b>2. Type of Submission</b> <input type="checkbox"/> Original <input type="checkbox"/> Continuation <input checked="" type="checkbox"/> Electronic <input type="checkbox"/> Electronic Continuation		3. Date Received by State	State Application Identifier
		4. Date Received by Federal Agency	Federal Identifier
<b>3. Applicant Information</b> Legal Name: Address (give city, county, state, and zip code): Innovation Way - Suite 304 Newark, DE 19711 New Castle County		<b>ORGANIZATIONAL UNIT:</b> Name, telephone number, and the inside number of the person to be contacted on matters involving this application: E-mail: <a href="mailto:info@delaccess.org">info@delaccess.org</a>	
<b>4. Employer Identification Number (EIN):</b>  <b>5. Type of Application:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> REPROVISION <input type="checkbox"/> RENEW If Renewal, enter appropriate letter(s) in parenthesis: A. Increase Award    B. Decrease Award    C. Increase Duration <input type="checkbox"/> <input type="checkbox"/> D. Decrease Duration    Other (specify):		<b>7. Type of Applicant (enter appropriate letter in box)</b> <input type="checkbox"/> A. State    I. State Chartered Institution of Higher Learning B. County    J. Private University C. Municipal    K. Public Utility D. Township    L. Individual E. Institute    M. Public Organization F. International    N. Other (Specify)    Non-Profit O. Special District P. Independent School District Q. State of Federal Agency: U.S. Department of Commerce (ITA)	
<b>6. Catalog of Federal Domestic Assistance Number: 11.852</b>  Title - Technology Opportunity Program		<b>8. Description Title of Applicant's Project:</b>  EXCHANGE	
<b>9. Areas Affected by Project (cities, counties, states, etc.):</b> State of Delaware			
<b>10. Proposed Project:</b> San Date: 8/20/2010		<b>11. Congressional Districts of:</b> a. Applicant: At-Large    b. Project: At-Large	
<b>12. Estimated Funding:</b> a. Federal b. Applicant c. State d. Local e. Other f. Project's Income g. Total		<b>13. Is Application Subject to review by State Executive Order 12372 Process?</b> A. Yes: <input checked="" type="checkbox"/> This pre-application application was made available to the State Executive Order 12372 Process for review on: _____ Date: _____ B. No: <input type="checkbox"/> Program is not covered by E.O. 12372. Or <input type="checkbox"/> Program has not been selected by State for review	
		<b>14. Is the Applicant Delinquent on Any Federal Debt?</b> <input type="checkbox"/> Yes    If "Yes," explain below or attach an explanation. <input checked="" type="checkbox"/> No	
<b>15. To the best of my knowledge and belief, all data in this application/pre-application are true and current, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached conditions if the assistance is awarded.</b>			
A. Direct Place of Applicant Representative  D. Signature of Authorized Representative		B. Title  C. Telephone Number: 202-452-1123  E. State	
<small>Form SF 424 (Rev. 1/01)    Form SF 424 (Rev. 1/01)</small>			



## 2. Using Technology to Collaborate and Prepare Your Application

### B. Project Purpose Tips (20 Points) - MS Word 2003/2007 (2010?)



## 2. Using Technology to Collaborate and Prepare Your Application

### B. Project Purpose Tips (20 Points) - MS Visio 2003/2007 (2010?)



A Non-profit Project Led by DX-CEEDS, Inc.  
 A Community-owned Partnership Co-founded by  
 The Metropolitan Wilmington Urban League and Delaware Technology Park

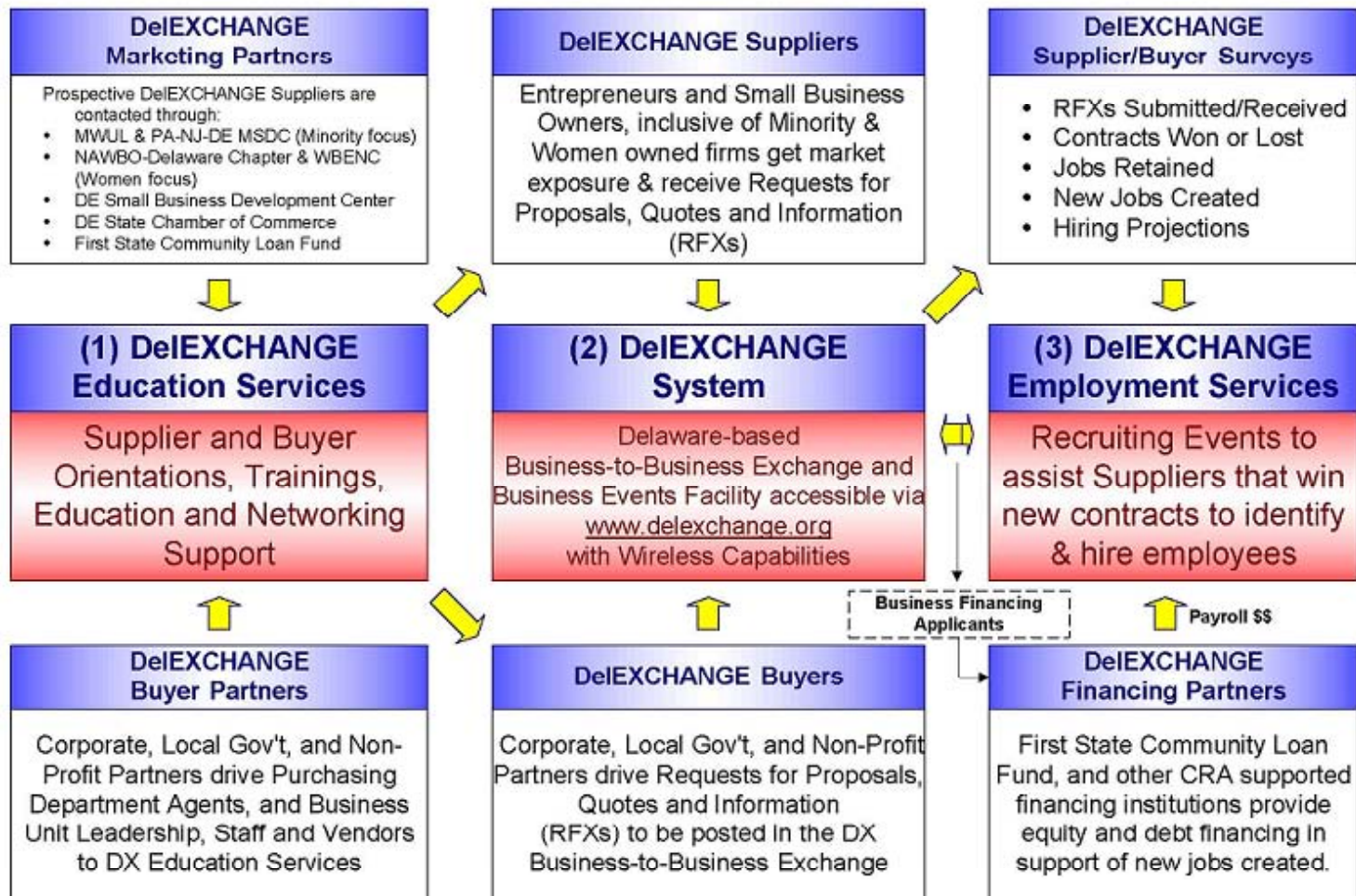
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## 2. Using Technology to Collaborate and Prepare Your Application

### B. Project Purpose Tips (20 Points) - MS Visio 2003/2007 (2010?)

#### DeIEXCHANGE Cluster-based Economic Development Framework



Department of Commerce - NTIA - 2004 Technology Opportunities Program (TOP) Grant - Appendix 1-D: Page 5

## 2. Using Technology to Collaborate and Prepare Your Application

### B. The *Budget Narrative* Tips

**MS Excel 2003 or 2007 (2010?)**

**Budget & Sustainability: 30 points**

**Use  
Templates  
&  
Macros**



DeIEXCHANGE Budget Narrative

Category	Description of Budget Item	Federal	Matching	Program Income	Total
Supplies	<b>General Office Supplies.</b> Paper, pens and pencils, computer disks, laser printer cartridges, staplers, file folders, etc. are estimated at \$1,000 per year for a total of \$3,000.	\$500	\$2,500		\$3,000
	<b>Laptop Computers.</b> Thirty-three (33) laptop computers will be acquired to support the DeIEXCHANGE Buyer and Supplier Education Services Strategy. Twelve laptops will be for attendees, and 1 for the Education Coordinator at each of the 3 primary education facilities in Wilmington, Newark and Dover. These laptops will use wireless technology to connect with the internet ready local area network at each facility. Each laptop will be configured with 512MB of RAM, a 2.4GHz processor, 100GB hard drive, Wireless LAN Adapter, Windows XP and MSOfficeXP software and will cost \$1,500 each.	\$20,250	\$29,250		\$49,500
	<b>LCD Projectors.</b> Three (3) portable LCD projectors will be used by the Education Coordinators, and periodically by the Project Director and Project Coordinator for Marketing and Buyer Partner presentations. The LCD Projector costs are estimated to be \$2,000 each, for a total project cost of \$6,000.	\$3,000	\$3,000		\$6,000
	<b>Outreach.</b> DeIEXCHANGE Marketing Partners will be requested to mail, e-mail or fax a letter to their Delaware-based members, clients and vendors, similar to the MBNA Vendor Letter in the Appendix. It is estimated that each Marketing Partner will have an average of 2,500 Delaware small business members or clients with some overlapping multiple organizations. The Marketing Partners are likely to include references to DeIEXCHANGE in multiple mailings, e-mails or faxes that they already have budgeted. So for purposes of this budget, we are using an estimated average cost of \$1.33 per member or client contacted via any combination of direct communication pieces. Therefore the in-kind cost of these annual communications from the six Marketing Partners, MSDC-PA-NJ-DE, NAWBO-Delaware, Delaware Small Business Development Center, First State Community Loan Fund, Metropolitan Wilmington Urban League and Delaware State Chamber of Commerce is projected to be $6 \times 2,500 = 15,000 \times 1.33 = \$20,000$ per year $\times 3$ years for a total of \$60,000.		\$60,000		
	<b>Workstation.</b> One (1) personal computer will be installed at the Delaware Technology Park to be used by the Executive Admin Assistant. The computer will be configured with 512MB of RAM, a 2.4GHz processor, 100GB hard drive, Wireless LAN Adapter, Windows XP and MSOfficeXP software and will cost \$2,000.	\$1,000	\$1,000		\$2,000

424A - 3

## 2. Using Technology to Collaborate and Prepare Your Application

### B. Collaboration Tools – Intranets: Microsoft, Cisco-WebEx, etc.

DeIACCESS Consortium - Windows Internet Explorer

http://delaccess.webexone.com/login.asp?loc=&link=

DelACCESS Consortium

**Member Login**

Login Name:

Password:

Remember me

**Log In**

[Forgot your password?](#)

[Login trouble?](#)

**Not a member?**

[Enter as a Guest](#)

[Request an Invitation](#)

**About DeIACCESS Consortium**  
http://delaccess.webexone.com

**The mission of the DeIACCESS Consortium is to assist members to implement revenue-generating and cost control best practices in a way that improves their operational effectiveness.**

**This portal provides access to DeIEXCHANGE and other DeIACCESS Consortium information and services.**

**6,000+ RFXs from 200+ organizations in DE, MD, NJ, PA**

Organization Type	%
State Agencies	30.1%
Counties	28.8%
Cities	22.2%
School Districts	10.2%
Non-Profits	4.5%
Universities or Colleges	1.7%

**Core and Associate Members receive full access.**

**Guests receive access to a sampling of current and past DeIEXCHANGE RFXs.**

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**DeIACCESS CONSORTIUM**

Done

Internet 100%

## 2. Using Technology to Collaborate and Prepare Your Application

### B. Collaboration Tools – Intranets: Microsoft, Cisco-WebEx, etc.



The diagram illustrates a central hub for integrated applications. At the center is a box titled "Integrated Applications" containing a promotional offer for a 30-day test drive. Surrounding this central box are five circular icons, each representing a different application: Document Manager (top-left), Task Manager (top-center), Discussion Forums (top-right), Online Calendar (bottom-left), and Database Manager (bottom-right).

**Document Manager**

**Task Manager**

**Discussion Forums**

**Online Calendar**

**Database Manager**

**Integrated Applications**

**Take a FREE 30 Day Test Drive!**

*See what everyone is talking about.*

Enter Your Company or Group Name

(example: ABC Consulting)

**Get Started!**

ZERO OBLIGATION • FULLY FUNCTIONAL VERSION • NO CREDIT CARD

**To learn more go to:**

**<http://www.delaccess.org/webex>**

## 2. Using Technology to Collaborate and Prepare Your Application

*Please  
Share  
Your  
Experiences*

*(Remember to stand...start with a brief intro:  
Your name & organization please)*



# 3. Your Project's Vision

## Is Your Approach to Innovation: Closed or Open? (*Henry Chesbrough*)

**Old Approach:** Closed innovation says successful innovation *requires control* of idea generation.

**New Approach:** Open Innovation says that *“knowledge” is not proprietary* to the organization, it resides in employees, suppliers, customers, competitors, and universities.

### **3. Your Project's Vision**

Use the knowledge you have inside  
or  
someone else will.

Innovation has shifted from being “closed”  
to being “open” ...

### **3. Your Project's Vision**

...so learning & embracing

partnering is a key

attitude & skill

to bring to your project's vision.

# **3. What is Your Project's Vision?**

- a) Visioning Resources
- b) "Cover Story" from Idealist.org
- c) "Business Model Generation"
- d) MindTV.org
- e) Visionaries.org

# 3. What is Your Project's Vision?

a) Visioning Resources (Source: <http://www.e-lead.org/resources/resources.asp?ResourceID=19> )

**A Visioning Process for Designing Responsive Schools:** Written by a professor of architecture, this online handbook emphasizes the need for brainstorming, collaborating, and problem solving in designing a responsive school. While his primary focus is on the literal design process of the physical space, it serves as an apt metaphor for the collaborative visioning process required to create a cohesive learning environment.

**Creating a Vision:** This phenomenal toolkit for educators includes steps toward creating a vision. This website describes the key components and benefits of visioning, as well as the pitfalls. *(From The National School Board Association)*

**Creating New Visions for Schools:** This book includes seven activities that foster reflection and focused action. The activities help all involved form concrete images of a learning-centered school, align the vision and mission, and develop plans for action. *(From The Designing Schools for Enhanced Learning Initiative at the Regional Laboratory for Educational Improvement of the Northeast and Islands )*

**Serve Leaders Institute:** The Serve Leaders Institute provides information to help novices facilitate visioning meetings. Specifically, this website teaches novices the process of visioning through a series of mini-lessons. These lessons include activities in the following areas: developing leadership, focus questions, personal values, gap analysis, symbolic leadership, and implementing your vision.

# **3. What is Your Project's Vision?**

b) "Cover Story" from Idealist.org

This is a basic 2 hour workshop outline:

- 1) Introduction to exercise and scenario sugg. time 10 mins
- 2) Explain process and roles suggested time 5 minutes
- 3) Silent Brainstorming suggested time 10 minutes
- 4) Group Determine Focus suggested time 15 minutes
- 5) Group work on rest of Cover Story sugg. time 40 mins
- 6) Hear from Process Observer suggested time 10 minutes
- 7) Have group finish poster suggested time 10 minutes
- 8) Convene for Gallery Walk and Wrap sugg. time 20 mins

# **3. What is Your Project's Vision?**

## c) "Business Model Generation"

Alexander Osterwalder, Ph.D, and Professor Yves Pigneur, Ph.D

[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

### **Methodology Practiced By:**

ERICSSON 

**3M**

**Deloitte.**

**Change the way you think about business models**

**Co-created by 470 strategy practitioners**

**An innovative book publishing business model**

# **3. What is Your Project's Vision?**

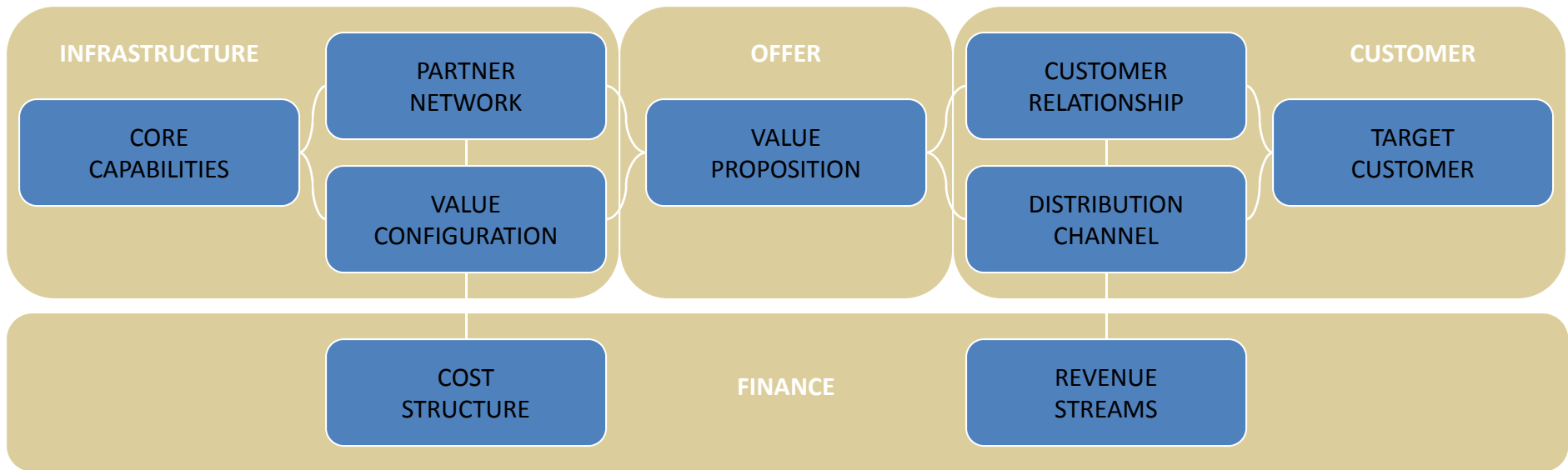
c) "Business Model Generation"

A customized Business Model  
PowerPoint Template for NTIA's BTOP Applicants  
has been adapted by DelACCESS Consortium

*A "Project-based Business Model" Template*

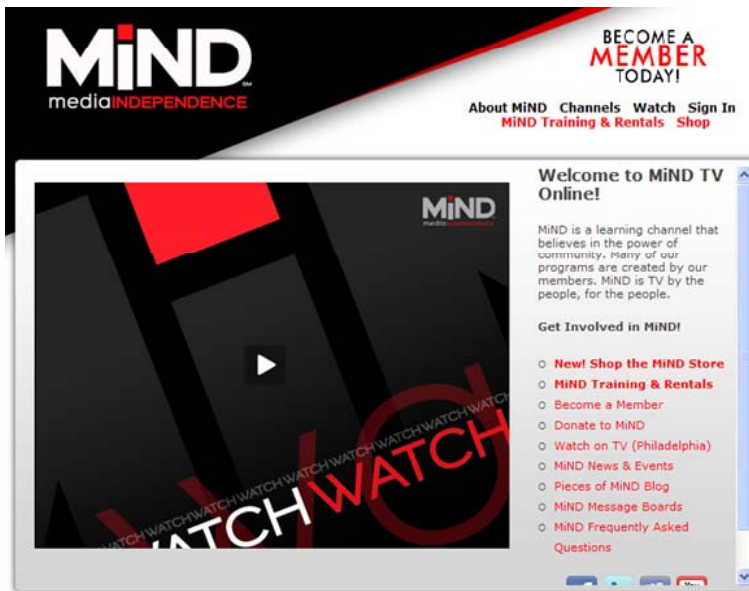


# Project Business Model Template



**A project's business model describes the value an organization offers to various customers and portrays the capabilities and partners required for creating, marketing, and delivering this value and relationship capital with the goal of generating sustainable income streams.**

# 3. What is Your Project's Vision?



<http://www.mindtv.org/>

## Next on MiND TV



### **Not What The Doctor Ordered**

Member: *K Lasker*

Skit and Rally about Single Payer Health Insurance.



### **Culture Trek: Jamaica - Blue Mountain and Emancipation Park**

Member: *Independence Media*

In this episode, the students climb Blue Mountain and spend a day at Emancipation Park.



### **Golf Psychology: The Learning Cycle**

Member: *Colin Cromack*

"Why can't I do that all the time?!" is the golfer's warcry. The answer lies within your MiND.



### **Japanese Calligraphy with Mayumi - Part 4**

Member: *Aby Rao*

In this last and concluding part of the series, Mayumi delivers a commentary of various forms of calligraphy. She talk...



### **Erin McKeown: Rhode Island Is Famous For You & Melody**

Member: *Independence Media*

Musical artist, Erin McKeown, brings her sunny mezzo-soprano voice and electric guitar to MiND TV for a performance of...

# 3. What is Your Project's Vision?



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Host Sam Waterston  
The Team

[Episode Listings](#)

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**Visionaries - Changing the World One Story at a Time**



<http://www.visionaries.org/>

### **3. What is Your Project's Vision?**

*Please  
Share  
Your  
Experiences*

*(Remember to stand...start with a brief intro:  
Your name & organization please)*

# Wrap-Up

*Are there  
any other experiences  
you're willing  
to share?*

*(Start with a brief intro:  
Your name & organization please)*

Please provide us  
your feedback  
by filling out  
the session evaluation form.

*Drop form in the basket  
in the back or  
near the registration desk.*

# Thank You!

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