



**California Emerging Technology Fund  
5-Year Strategic Plan  
July 2017 – December 2022**

**Overview and Mission**

The mission of the California Emerging Technology Fund (CETF) is to close the Digital Divide in California by accelerating the deployment and adoption of broadband and other advanced communications services to unserved and underserved communities. CETF is a unique organization in the nation—no other state has a non-profit with a primary mission to close the Digital Divide by addressing the challenges of both “supply” and “demand” to increase the use of technologies enabled by ubiquitous high-speed Internet access. CETF is a vital catalyst for bringing together diverse stakeholders—from elected officials and policymakers, to regional and local civic leaders, to community-based organizations (CBOs) and broadband providers—to collectively address the challenges associated with the many facets of the Digital Divide. During the next 5 years CETF will continue to pursue this mission while building sufficient capacity in other institutions to carry on the functions of CETF so that CETF can conclude operations at the end of 2022 if the Board of Directors so decides. During this time, CETF also will implement the obligations and partnerships set forth in the Memoranda of Understanding (MOUs) with Frontier and Charter Communications.

**Overall Goals**

A hallmark of CETF is a discipline focused on outcomes and accountability for results. In the last decade the overall goals have been to achieve 98% deployment and 80% adoption. For the next 5 years the Overall Goals will be to achieve:

- 98% Deployment in Each Region
- 90% Adoption Statewide

CETF also will strive to build capacity in other institutions that could incorporate the functions of promoting broadband deployment (because of their responsibility and activity in rural areas) and adoption (because of their interaction with low-income households and other disadvantaged populations). The objective will be to work toward a circumstance such that CETF can conclude operations at the end of 2022 without any significant sacrifice of institutionalized capacity to continue to close the Digital Divide and advance Digital Inclusion in California. CETF will work systematically with public and private organizations and agencies that (a) have infrastructure responsibilities, particularly in rural communities, and (b) interact with large populations of low-income and disadvantaged populations in incorporate broadband deployment and adoption functions.

## **Core Mission: Promote Policy and Practice to Achieve Overall Goal**

On November 11 the CETF Board of Directors reviewed the MOU with Charter and reaffirmed that the agreement authorized use of Charter funds for the Core Mission to promote policy and practice statewide to close the Digital Divide in California to achieve the Overall Goals. Thus, the 5-Year Strategic Plan is designed to achieve the Goals while building capacity in existing organizations and agencies to carry on the CETF functions to advance Digital Inclusion. In reviewing the proposed 5-Year Strategic Plan the Directors should consider the following questions to refine and/or determine if there is a better approach:

- How best can broadband deployment to unserved areas be achieved?
- Which organizations and agencies that high interaction with low-income households?
- What are the strategies with the highest leverage or impact?

There are significant new factors and constraints that impact the opportunities and strategies to achieve the Core Mission:

- The California Advanced Service Fund (CASF) capitalized by the telephone surcharge is the only realistic mechanism in California available to support broadband deployment and adoption (unless the Legislature and Administration are willing to enact a new fee or tax or approve new General Fund expenditure).
- The FCC Lifeline Broadband program is uncertain. The available affordable offers from providers have a limited timeframe (for the most part) so the opportunity needs to be optimized with intensity.
- There is growing awareness among policymakers and existing institutions about the need to close the Digital Divide, but breaking through the inertia of bureaucracies and securing sufficient leadership is still an uphill struggle requiring sustained focus and energy. CETF still is the pivotal catalyst for action.

The following are the proposed priority strategies and actions to achieve the Core Mission.

- Secure passage of the Internet For All Now Act (goal is to secure enactment in 2017 but need to be prepared for sustaining effort to end of session in 2018).
  - Negotiate with stakeholders to reach agreement by mid-April.
  - Gather data and documentation of CASF impact to share with Legislators.
  - Mobilize supporters: meetings with Legislators in Capitol and District; town halls and community fairs; traditional media; social media.
- Implement Internet For All Now Act and support administration of CASF.
  - Work with CPUC Commission and CASF staff on rules, regulations and processes for implementation. Engage and mobilize stakeholders.
  - Plan and convene workshops with Regional Consortia to optimize their roles. Facilitate a “learning community” among the Regional Consortia as model for CPUC.

- Recruit applications for Infrastructure Account based on work with Regional Consortia, Frontier and Charter MOUs, and CAF2 recipients (Frontier and AT&T).
  - Plan and organize workshops for affordable housing organizations regarding Public Housing Account. Provide technical assistance to recruit applicants.
  - Plan and organize workshops for CBOs regarding Adoption Account (if included in IFAN Act). Provide technical assistance to recruit applicants.
  - Monitor progress and analyze progress. Prepare reports with observations, conclusions and recommendations for policymakers. Participate in Legislature reviews of CASF.
- Optimize opportunities to sign up for available affordable broadband offers.
- Confer with providers on their plans; continue to encourage goals (comparable to Frontier and Charter MOU obligations). Attempt to foster collaboration.
  - Develop public information program: print and broadband media (Radio Bilingue); distribution to schools, energy utilities, and human services agencies.
  - Establish technical assistance mechanisms (call centers, CBOs to assist): United Ways of California (2-1-1); CFILC; The Stride Center.
- Implement and conclude the Frontier Partnership with robust engagement.
- Manage the CBO grantee program to achieve 50,000 adoptions. This will require working closely with Frontier to revise its affordable offer. It also involves continuing to work closely with the CBO grantees through quarterly “learning communities” and monitoring their progress with reports to Frontier and CETF Board.
  - Collaborate with Frontier on deployment MOU and CAF2 commitments, with a particular focus on the Northeast Region Project to achieve 98% access with CASF assistance. CETF will continue to work with California Center for Rural Policy to develop a concept proposal and support Frontier in a CASF application
  - Work with Frontier on installation of the 50 WiFi public hotspots, including media and monitoring of impact.
  - Collaborate with Frontier on its progress to achieve 150,000 additional adoptions.
  - Serve on the Consumer Advisory Board.
- Implement the Charter Partnership with robust engagement.
- Organize and convene civic leader roundtables in 8 counties. Prepare summary reports and follow up on action plans.
    - Monterey
    - San Bernardino
    - Riverside
    - Imperial
    - Tulare
    - Stanislaus
    - Kern
    - Modoc
  - Assist Charter with developing regional deployment plans to achieve 98% access and facilitate permitting.

- Develop plans for program priorities below (School2Home and Digital Inclusion).
  - Coordinate with Charter for launch, other collaboration, and media coverage.
  - Develop mutually-acceptable format and prepare annual reports for Charter.
- Pursue the energy utilities strategy (to the extent pilots show promise) to reach all low-income customers of the investor-owned utilities (IOUs) regulated by CPUC.
    - Continue policy work with CPUC and LIOB to secure agreement on strategy. Brie key Legislators on strategy to secure support.
    - Develop and launch pilot projects with SDG&E, SCG-LADSWP, SCE, PG&E.
    - Work for timely distribution about available affordable offers which probably will require facilitation of collaboration between IOUs and broadband providers.
    - Continue as partner with SMUD and CFILC.
    - Develop full roll-out implementation plans based on pilot projects and facilitate implementation to achieve expected impact and results. Monitor and report to CETF Board, regulators, and Legislature.
- Build capacity among existing organizations and agencies to establish and institutionalize Digital Inclusion and embed the functional role of CETF.
    - Secure adoption of California Transportation Commission (CTC) guidelines for transportation plans (STIP, ITIP, RTIP) to implement “Dig Once” statute and embrace “broadband as a green strategy” to reduce congestion and environmental impacts.
    - Secure action by California Air Resources Board (CARB) to embrace “broadband as a green strategy” as a “best practice” to reduce greenhouse gas emissions.
    - Work with California State Association of Counts (CSAC), Rural Counties Representatives of California (RCRC), and League of California Cities (LCC) to promote broadband policies for their members (in coordination with Regional Consortia).
    - Establish and implement a working partnership with the Federal Reserve Bank to encourage broadband deployment assistance and digital literacy among customers as part of Community Reinvestment Act (CRA) compliance (and when closing branches).
    - Work with counties and other human services agencies to inform low-income and other disadvantaged populations about affordable broadband and to provide referrals to resources.
- Continue to conduct the statewide adoption survey.
    - Collaborate with the UC Berkeley Institute for Governmental Studies to conduct the statewide adoption survey bi-annually (2018, 2020, 2022) and distribute results.
    - Expand briefings to policymakers, stakeholders, and foundations.

**Program Priorities: School2Home and Digital Inclusion Targeted in Charter Service Areas**

CETF will implement School2Home and Digital Inclusion in the Charter Service Areas with Charter funds. Program investments outside of these areas will depend on the CETF Board of Directors allocating carry-over earnings from the original Seed Capital.

- Lead and manage School2Home (focused in Charter Service Areas), which takes advantage of availability of devices for students and parents and drives adoption.
  - Manage the partnerships with LAUSD, IUSD, RUSD and SBCUSD (>25 schools). Achieve success with 4 districts and then expand as appropriate.
    - Update 10 Core Components for adoption and adaptation by any district or school or other organization.
    - Convene and facilitate Los Angeles Region Learning Collaborative.
    - Organize and conduct annual Leadership Academy.
    - Prepare annual Evaluation Reports with deeper review of academic performance and longitudinal tracking of students.
    - Continue to explore fundraising opportunities and strategic partnerships.
  - Complete the partnership with the San Jose Mayor's Office and Silicon Valley Education Foundation (East Side Alliance) with 2 schools (2 districts).
  - Transfer capacity for School2Home functions to existing organizations, with a particular focus on California Collaborative for Education Excellence (CCEE). Continue to engage California Department of Education (CDE), CUE and ISTE. Reach out to California School Boards Association (CSBA), Association of California School Administrators (ACSA), and California Teachers Association (CTA).
  - Develop and publish "School2Home in A Box" as a tool to support capacity building.
  - Provide input to Legislature and Administration about the importance of focusing available resources on low-performing schools in low-income neighborhoods—an additional focus for Local Control Funding Formula reforms (3 million of 6.2 million students in public schools attend low-performing schools).
  
- Develop a strategy and manage grants to CBOs to promote Digital Inclusion to increase broadband adoption among low-income households and disadvantaged populations, particularly People with Disabilities (PWD).
  - Convene stakeholders and develop strategy for outreach to PWD to promote broadband adoption to fulfill obligation in Charter MOU. Identify mechanisms for agencies serving PWD to inform constituencies about available offers. Partner with CFLIC to expand outreach and technical assistance in Charter Service Areas.
  - Identify respected and capable CBOs in School2Home neighborhoods to increase broadband adoption among low-income households.
    - Manage grants to CBOs.
    - Organize and convene grantee workshops ("learning community").
  - Facilitate implementation of Neighborhood Transformation Action Plans in <5 pacesetter communities (part of Core Mission work) in collaboration with School2Home partners (School2Home2Community" concept).
    - Connect CASF Public Housing grant efforts to publicly-subsidized housing in School2Home neighborhoods.
    - Facilitate ICT Digital Literacy workforce training in School2Home neighborhoods as need and opportunities arise.

## Timetable for 5-Year Strategic Plan Aligned to Legislative Sessions

The following is the relationship of the 5-Year Timetable for CETF operations in comparison to the Legislative Sessions:

1. FY17-18 Legislative Session Ending December 2018
2. FY18-19 Legislative Session Ending December 2018
3. FY19-20 Legislative Session Ending December 2020
4. FY20-21 Legislative Session Ending December 2020
5. FY21-22 Legislative Session Ending December 2022  
Close-Out through End of 2022 (close doors)

Legislative Session December 2016 – December 2018 (middle of FY18-19)

Legislative Session December 2018 – December 2020 (middle of FY20-21)

Legislative Session December 2020 – December 2022 (6 months following FY21-22)

## Metrics for Success

In addition to achieving the Overall Goal of 98% deployment and 90% adoption, the following metrics for success emerged from Directors and staff:

- Digital Inclusion incorporated into public policy with active leadership to implement.
- Institutionalized capacity in existing institutions and agencies with embedded practice in anchor institutions to assist clients with broadband adoption.
- California is recognized as a national leader in closing the Digital Divide.

## Budget Framework

Amount	Budget and Program Component
\$2.5M Statewide 10 FTEs	Core Mission: Policy and Practice to Achieve Overall Goal and Institutionalize Digital Inclusion; Rural Deployment Collaboration; Bi-Annual Surveys and Progress Reports
\$2.0M Charter Areas	School2Home: \$350,000 Core Program; \$1,525,000 SC Schools; \$125,000 Learning Academies and CCEE Collaboration; Development and Distribution of “School2Home in a Box” to Education Organizations
\$2.0M Charter Areas	Digital Inclusion: People with Disabilities Outreach and Adoption; Grants to CBOs; Neighborhood Transformation; Energy Utilities Strategy
<b>\$6.5M</b>	<b>TOTAL (= Current Run Rate)</b>

Note: Most public policy work will be done by Core Mission Personnel, but \$2.5M doesn’t include Special Counsel or Energy Utilities Consultant.

### Basis of 10 FTEs for Core Mission

- Experience in last decade of effort required to implement Work Plans and achieve results.
- Validation of personnel allocation by NTIA and OMB (audited time sheets).
- Run rate matches average when CETF had 12 people.