



**California Emerging Technology Fund
Senior Vice President Position Description
March 2025**

Overview of the California Emerging Technology Fund

The California Emerging Technology Fund (CETF) was founded as a public benefit from the mergers of SBC-AT&T and Verizon-MCI approved by the California Public Utilities Commission (CPUC) in 2005. The CPUC secured a commitment from AT&T and Verizon to contribute the Seed Capital to establish CETF with the mission to close the Digital Divide by accelerating the deployment and adoption of broadband to unserved and underserved communities. CETF is a unique organization in the nation—no other state has such a non-profit organization with a mission that requires strategies to address the challenges of both “supply” (Deployment) and “demand” (Adoption) to increase the use of technologies enabled by ubiquitous high-speed internet access. CETF uses “broadband” as a generic term for high-speed Internet infrastructure, including both wireline and wireless networks, which also now is the State definition in statute.

As originally envisioned by the CPUC, CETF has been 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 internet service providers (ISPs)—to collectively address the challenges associated with the many facets of the Digital Divide. By State law, CETF reports annually to the Legislature through the CPUC and is the only non-State Agency on the California Broadband Council. CETF is assigned responsibilities in the Governor’s Broadband For All Executive Order and Action Plan to promote affordable home internet connectivity to get all residents online. Thus, in addition to complying with all federal and State laws and regulations governing non-profit organizations, CETF has extraordinary public reporting obligations requiring focused attention to details and complete accuracy in all work products.

The work of CETF is guided by Strategic Action Plans adopted by the Board of Directors. CETF is performance-driven and outcomes-focused with metrics for accountability that drive a disciplined culture to achieve results—tangible “returns on investment” of the original Seed Capital and of all dedicated revenues from Memoranda of Understanding (MOUs) negotiated as public benefits from corporate consolidations, grants, contacts with public agencies, and partnerships with private organizations. CETF set Overall Goals for the first decade (ending 2017) at 98% Deployment and 80% Adoption, which were achieved. The Overall Goals for the subsequent 5-Year Strategic Plan and following 3-Year Strategic Plan were 98% Deployment by region and 90% Adoption, which also were achieved. The current 5-Year Strategic Plan (beginning FY24-25) sets forth Overall Goals for Ubiquitous Deployment (99% Deployment statewide and within each region), Universal Adoption (99% Adoption statewide and 90% for low-income households), and Deep Institutionalization (incorporation of Digital Inclusion into strategic programs)—see CETF 2023 Progress Report.

CETF operates relatively efficiently in comparison to other organizations with cumulative expenditures at 94% in Program and 6% in Support activities according to independent annual audits. Given the amount of State and federal funding for broadband Deployment and Adoption, CETF will continue to pursue contract and grant funding, which will require diligent management.

CETF restructured staffing to engage a Chief Operating Officer (COO) as of July 2024, which has added significant capacity for the organization to manage an increased number of contracts and grants. The position of Senior Vice President will further enhance staffing capacity to support the President and CEO in collaboration with the COO to chart the course for the future of CETF. The Senior Vice President shall be able to perform all roles and responsibilities of the President and CEO as needed and shall become: (a) knowledgeable about all aspects of CETF strategies, programs, initiatives, management practices, and operations in order to lead and sustain the high-performance standards with a focus on quantified outcomes; and (b) a thought leader and policy advocate for all aspects of the CETF mission to close the Digital Divide. Investment in the position of Senior Vice President is intended to allow the President and CEO to focus more on developing opportunities for the future of CETF. The Senior Vice President shall provide executive leadership that includes both oversight of all facets of CETF as well as extensive writing of strategic plans, preparation of written reports for the Board of Directors, analysis of data with exceptional accuracy and attention to detail and formatting of graphs for presentations, editing of drafts prepared by other personnel, and development of agreements with public agencies, partners, and contractors. The Senior Vice President must be capable of managing multiple responsibilities simultaneously while also preparing quality written work products in timely manner.

CETF currently maintains 11 bank accounts, 5 of which are used for checking, to ensure separation of revenue streams and greater transparency for accounting. The Approved Budget for Fiscal Year 2024-2025 is \$11.3 million (with management of a total of \$13.5M including contracts and grants). As of June 2024, CETF Total Assets and Liabilities exceeded \$18M. The CETF Treasurer-CFO, a Director and Officer of the Board, oversees all bank accounts and manages all relationships with financial institutions. The Senior Vice President shall coordinate with the COO to monitor the bank accounts, collect and track expenditure data, and prepare various reports required by funders. The COO is responsible for internal accounting and account reconciliations. However, the Senior Vice President also shall be able to prepare all invoices, payment memos, and reimbursement requests if necessary to support the President and CEO and to assist the COO in the absence of either executive.

The CETF Board of Directors has authorized 13 full-time equivalent (FTE) personnel positions in a combination of employees and contractors. CETF uses a payroll service and contracts for administrative recordkeeping for the 401K Retirement Plan. The President and CEO administers the Personnel Policies and manages human resources, including: prepares Position Descriptions and Employment Agreements; maintains all Attendance and Leave Records; prepares Vacation Accrual Reports; calculates Monthly 401K Contributions for the Employer and Employees; compiles the Annual 401K Retirement Plan Summary for Form 5500; develops Timesheet Templates when needed for grants and programs; compiles timesheet records; receives Individual Advocacy Records and prepares Annual Advocacy Report; submits quarterly lobbying reports to the Secretary of State; and conducts regular and annual Employee Performance Evaluations. The Senior Vice President shall become familiar with and able to perform all of these functions, some of which may be conducted in the future in coordination with the COO or by the COO.

Overall Role and Responsibilities

The overall role of the Senior Vice President is to study and understand the mission and culture of CETF and become able to perform all duties and responsibilities of the President and CEO as necessary. The Senior Vice President shall assist the President and CEO in the administration and management of all program strategies and activities pursuant to policies and decisions by the Board of Directors, including engaging the spectrum of stakeholders to facilitate consensus on policies and mobilizing partners for success in program implementation. The Senior Vice President also shall help ensure Team compliance with the Personnel Policies, Writing Style Guidelines, and quality standards for work products. The Senior Vice President shall work collaboratively with the Chief Operating Officer (COO) who is responsible for assisting the President and CEO in the administration and management of all financial activities of CETF. The Senior Vice President shall become familiar with and capable of performing essential management functions, such as preparation of invoices for reimbursement by funders and verification of accuracy of all financial transactions at the end of each month and each Fiscal Year to prepare for the Annual Audit. The Role and Responsibilities of the Senior Vice President require deep engagement and "hands-on" administration and management of CETF with excellent analytical, strategic thinking, and writing skills coupled with a commitment to continuous improvement in executive leadership as well as the ability to work with all external partners and stakeholders. Given the major mission, statewide operations, and relatively lean staffing structure for CETF, every Team Member is responsible for specific deliverables, including the Senior Vice President, who must be a "doer" as well as an "overseer" to optimize the impact of CETF.

Responsibilities and Duties

Specific Responsibilities and Duties of the Senior Vice President include, but are not limited to, the following functions and tasks.

Program Leadership, Administration, and Management

- Develop annually the Fiscal Year Draft Work Plan for review and finalization by the President and CEO and consideration and approval by the Board of Directors.
- Prepare annually the Fiscal Year Individual Work Plan template for each Team Member to complete and submit. Incorporate and integrate all Fiscal Year Individual Work Plans into the Fiscal Year Overall Detailed Work Plan for the Team to use regularly for Team Advances and assessing progress toward deliverables and outcomes.
- Confer with the COO annually on development of the Fiscal Year Draft Budget to support implementation of the Work Plan and finalize to present to the Executive Committee and Board of Directors for adoption. In consultation with the COO, prepare Budget Amendments as needed for approval by the Board of Directors.
- Lead and oversee performance and activities of all Team Members and management of the Digital Equity Ecosystem, including preparing Agendas for weekly Team Meetings and semi-annual Team Advances, participating in regular meetings of the Adoptions, School2Home, and Communications and Advocacy Teams, and coaching Team Members as appropriate.
- Develop processes, procedures, and management forms to track progress and measure program results and impacts in comparison to Overall Mission and Overarching Goals.

- Identify, engage, and convene the full range of stakeholders and partners related to programs to strengthen collaboration and foster institutionalization of Digital Inclusion. Develop positive working relationships with State Agencies, Administration Officials, Legislators and Members of Congress, Local Governments, School Districts and County Offices of Education, industry and labor organizations, and community-based organizations (CBOs) throughout California.
- Prepare written overviews and PowerPoint slides to deliver public presentations, including to the Legislature and the California Broadband Council.
- Identify prospective revenue streams, including public and private grants and contracts, to support implementation of the current 5-Year Strategic Plan (FY24-25 through FY28-29, prepare quality competitive applications, and lead activities to secure funding.
- Develop detailed work plans and management documents to implement programs supported by new revenue streams, including processes for collecting and analyzing performance data and presenting information in reports for funders
- Prepare Annual Reports as required by law or agreements with funders, including the AB1338 Report for the California Public Utilities Commission (CPUC) to submit to the Legislature and pursuant to public benefits in MOUs.

Policy Promulgation and Communications

- Oversee and support the Director of Policy and Communications and engage with the Advocacy Team, which includes registered lobbyists for CETF.
- Develop written proposals for legislation pursuant to priorities and direction from the Committee on Policy, Legislation, and Regulations and the Board of Directors as reflected in the Fiscal Year Work Plan. This requires becoming familiar with and capable of researching existing statutes and codes to assist in appropriate citations in legislation.
- Engage Legislators, Administration Officials, and stakeholders to shepherd bills through the Legislature and secure the Governor's signature.
- Prepare and/or edit Letters of Support for Board positions on policies, legislation, and regulations and Sample Letters of Support to mobilize partners to secure passage.
- Develop and support strategies for mobilization of support on CETF positions on policies and legislations, including doing direct outreach to key stakeholders to secure commitments.
- Guide and oversee media strategies to advance CETF positions, including outlining and writing media announcements as necessary and drafting messages for social media. Serve as a primary representative and spokesperson for CETF with the media.
- Oversee and provide substantive written input to CETF participation in legal proceedings before the CPUC and Federal Communications Commission (FCC), including negotiating with other legal parties when appropriate and meeting with Commissioners and staff.
- Engage credible thought leaders to validate the work and impact of CETF.
- Develop the concepts and outline for CETF Progress Reports, write the content, and work with the designer to complete the layout and publish the work product.
- Work with the Vice President of Operations (VPO) and Director of Policy and Communications to maintain and update landing pages for the CETF and Internet For All websites. (It is not planned that either website will be redesigned again, but landing pages will be added for specific functionality.)

Organizational Governance

- Oversee and assist the VPO in planning and arranging meetings of the Board of Directors and Board or Expert Advisors, including convening periodically public forums and roundtables with partners and stakeholders.
- Assist the President and CEO in preparing Agendas for meetings of the Board of Directors and Standing Committees (Executive, Audit, and Nominating Committees).
- Prepare assigned Update Reports for Agenda Books for meetings of the Board of Directors and assist the President and CEO and COO in editing staff draft Update Reports for Agenda Books. Coordinate with the VPO to organize and compile Agenda Books for printing and posting.
- Assist the President and CEO in preparation of Summary of Recommendations and PowerPoint Presentations for Board Meetings.
- Staff the Institutionalization Committee, including preparing Agendas, compiling background materials, and recording Minutes. Lead the CETF outreach to engage donor-advised funds and cultivate contributors, generating reliable future revenue streams.
- Provide strategic leadership and oversee the California Green Technology Initiative, including reaching out to large employers to secure participation in the CETF-Revivn Partnership and engaging financial institutions to contribute to the CRA Digital Equity Fund to generate a reliable revenue stream to purchase computing devices for low-income households completing Digital Literacy Training
- Assist the President and CEO in staffing meetings of the Executive, Audit, and Nominating Committees and preparing Minutes. Assist the COO and VPO in taking notes at Board Meetings and preparing Draft Minutes that require minimal editing by the President and CEO.
- Maintain accurate attendance records for Board and Committee meetings and prepare monthly Payment Memos for stipends to Directors (which may be done with or by the COO).
- Work with CETF General Counsel on legal matters, including updating or amending Bylaws and corporate policies as may be needed. Ensure that all corporate policies are signed by all Directors and personnel and properly maintained in CETF files.
- Maintain records and file timely quarterly reports on lobbying with the Secretary of State.

Personnel Administration and Management

- Assist the President and CEO in administering Personnel Policies and managing human resources.
- Prepare and update Position Descriptions and Employment Agreements as needed.
- Develop and/or edit staff draft Grant Agreements and Letters of Engagement.
- Assist the President and CEO in maintaining all personnel Attendance and Leave Records, including preparing Vacation Accrual Reports semi-annually and reviewing leave requests for reasonableness, compliance with Personnel Policies, and fairness to all Team Members.
- Support the President and CEO in calculating monthly 401K contributions for the employer and employees, and compiling the Annual 401K Retirement Plan Summary for Form 5500.
- Coordinate with the President and CEO and COO to update timesheet templates when needed for grants and programs, compiles timesheet records.
- Collect and record Individual Advocacy Reports and prepare the Annual Advocacy Report.
- Assist the President and CEO in the recruitment, engagement, and training of all personnel.
- Assist the President and CEO in preparation of annual Personnel Performance Evaluations, including participating in the Performance Review Meeting with each Team Member.
- Maintain compensation records on employees and contractors for tax filings.

Financial Management Oversight

- Review Draft Monthly Financial Reports prepared by the COO, verify accuracy, and approve for acceptance as official records for internal purposes and the Board of Directors, including: Budget vs. Actual Expenditures; Detailed Profit and Loss Statements; Bank Reconciliations; Balance Sheets for each bank account; and Consolidated Balance Sheet.
- Track and maintain records of encumbered funds for each Budget Line Item consistent with Approved Budgets.
- Update cash flow statements and accurate forecasts in coordination with COO for CEO and Board of Directors and inform and confer with Treasurer-CFO to ensure adequate balances in operating checking accounts.
- Assist the President and CEO and COO to develop and maintain records to manage status of CETF grants to other entities on a monthly basis, including obligations for each grant, summary of payments, and outstanding liabilities.
- Assist the President and CEO and COO to develop and maintain records to manage and track status of grants received by CETF to ensure accurate accrual accounting and timely submission of invoices to funders.
- Prepare and manage all personnel and other expenditure reimbursements from grants to offset Budget obligations and work with COO to properly document for grant reimbursements.
- Oversee and monitor capital acquisitions, inventory list, and depreciation report. Negotiate, approve, and oversee management of lease agreements.
- Assist the President and CEO and COO to support the Annual Audit on-site field examinations. Manage, in collaboration with the COO, replies to all auditor outstanding issues to retrieve and transmit all requested information and documents. In coordination with COO, review and draft Annual Audits Financial Statements, prepare management response, work to reconcile any issues, and secure final Draft Audit Financial Statements for the Audit Committee.
- Oversee and approve preparation of tax filings, including maintaining records on employees, Directors, and contractors for reporting for tax filings (Forms 990 and 199).
- Coordinate with COO and Officer Manager to oversee retention, storage, and disposition of all financial records consistent with policies adopted by the Board and Audit Committee.

Quality Performance Requirements for All CETF Personnel

As a valued member of the Team, each person is expected to: report to work regularly and on time; work cooperatively with Team Members and others; treat others fairly, honestly and with respect; and adhere to the highest possible code of ethics. In addition, each employee is expected to:

- Achieve the highest-possible standards for performance and quality of work products, including clarity, coherence and consistency in articulating an overall vision and direction for the program responsibilities and duties.
- Produce highest-possible quality written documents to ensure maximum effectiveness in communications. Essential aspects of quality written documents include, but are not limited to:
 - Compliance with the CETF Writing Style Guidelines and universally-recognized rules of grammar, punctuation, and spelling, as well as parallel construction of sentences, paragraphs and documents.
 - Precision and accuracy in presentation of data, statistics, and conclusions.

- Consistency in use of concept descriptions and preferred terminology as set forth in base documents for programs and projects.
- Consistency and logic in formatting and formulation of headings.
- Accuracy and consistency in details, such as names, abbreviations, dates, and numbers.
- Perform efficiently under specified timeframes and with the highest-possible standards for quality work, including managing numerous tasks simultaneously.
- Operate a computer proficiently using Word, PowerPoint and Excel (PC/Windows platform).
- Work collaboratively with other staff members as a Team, including providing assistance to other Team members for completion of responsibilities and tasks not listed in the specific Position Description but assigned by the President and CEO.
- Represent well the organization and effectively speak in public to public officials, corporate executives, community organizations, stakeholders and prospective partners or investors.
- Comply with all corporate policies adopted by the Board, including but not limited to: Code of Ethical Conduct; Nondiscrimination Policy; Conflict of Interest Policy; Indemnification Agreement; and Drug-Free Workplace Policy.

Qualifications

- Extensive experience in executive leadership and management, including working for and with a Board of Directors and developing annual Work Plans and Budgets, with a desire to continue to grow and a drive to accomplish a mission.
- Extensive experience in working with leaders in government, business, labor, community-based organizations, and philanthropy to achieve a shared vision and common goals.
- Experience in public policy promulgation and advocacy, preferably with substantive knowledge related to closing the Digital Divide, promoting Digital Inclusion, and achieving Digital Equity, with a track record of accomplishment in securing collaboration for successful results.
- Interest in learning about all aspects and programs led and managed by CETF.
- Ability to communicate clearly and effectively verbally and in written work products.
- Acceptance and acknowledgment that unanticipated demands and urgent needs outside of the control of CETF may arise from time to time which require focus and diligence to complete prioritized work assignments.
- Ability to manage time well, plan ahead, anticipate demands, manage multiple work streams at once, and complete all assignments on time based on established timeframes.
- Willingness and ability to pay attention to details, check work and correct mistakes, and minimize repetition of mistakes. Commitment to absolute accuracy in internal records and public reports.
- Ability to understand and oversee financial management procedures and determine accuracy of financial reports for reliance by a Board of Directors.
- Willingness to learn, accept new challenges, work diligently, strive for excellence in written work products, and relate to a wide range of stakeholders and partners with a positive attitude that inspires others to join forces to accomplish a shared vision and achieve common goals.

Compensation

This Senior Vice President will be compensated at a starting Base Salary of \$192,000 annually (\$16,000 monthly) plus an annual Eligible Performance Incentive Pay (commensurate with experience and quality of performance). Total Eligible Compensation will be competitive with excellent opportunities for professional development and growth. CETF also provides quality health and retirement benefits with paid holidays and vacation leave.

Request for Qualifications

Interested applicants are requested to submit the following information:

- Letter of Interest which concisely addresses the following questions:
 - Why are you interested in serving as CETF Senior Vice President?
 - What are the most valuable skills and experiences that you would bring to the position?
 - What do you think will be the biggest challenges in serving as CETF Senior Vice President?
- Resume (with general scope of responsibilities for the last three positions).
- Letters of Reference from at least 3 sources with first-hand observation of the quality of the candidate's work products.

Qualified applicants will be referred to the recruitment firm of Robert Half to be screened, interviewed, vetted, and recommended to CETF for consideration. CETF may request additional information and/or submissions from finalists.