Overview of 3-Year Strategic Plan
Fiscal Year 2022-2023 – Fiscal Year 2024-2025
May 2022

Purpose for 3-Year Strategic Plan: Performance During Next 3 Years Defines CETF Future
✓ Aligns with State Deployment Funds and End of Current Federal Administration
✓ Focuses on Horizon for State Implementation of Broadband For All Action Plan
✓ Is Consistent with Board-Adopted Cash Flow for T-Mobile Funds

Overall Goals: Ubiquitous Deployment and Universal Adoption Coupled with Institutionalization
— Recognize that CETF does not directly control the primary factors that impact these Goals, but can provide the “energizing” vision, “forcing” leadership, and “jumpstarting” investments to be a pivotal catalyst that causes actions by Controlling Agencies (primarily Government).
— This requires charting a “strategic critical path” of deliverables and major milestones that is informed by data and shaped by experience and “invites and inspires” stakeholders.
— Evaluation of impact and success should assess both: (a) accomplishing the deliverables and meeting the milestones (inputs); and (b) achieving the Overall Goals (outcomes).

➢ Ubiquitous Deployment: 99% Deployment at Speeds Sufficient to Support Distance Learning and Telemedicine (>100/20)
  • Sustain robust positive partnership with CDT and CENIC-GoldenStateNet (GSN) to ensure middle-mile network expenditures are driven by last-mile deployment to Unserved HHs.
  • Facilitate productive collaboration between GSN and Metropolitan Planning Organizations (MPOs) and Regional Broadband Consortia (RBCs), including valued input on middle-mile network and last-mile projects.
  • Oversee completion of Request for Qualifications for Prospective Partnerships (RFQPP) processes by SANDAG-SCAG and #SanJoaquinValleyNetwork and foster public-private collaboration for at least 5 signature deployment projects.
  • Secure prioritization of GSN projects by number of Unserved HHs reached with public accounting for this metric: CDT; CENIC; Oversight Committee; Legislature.
  • Manage Regional Digital Equity Coalition (bi-weekly meetings) and Digital Equity Grants to RBCs (monthly Learning Community) to implement Best Practices Check List.
  • Develop a model for streamlining project approvals and permit (MPOs, RBCs).
  • Collaborate with CPUC on CASF Public Housing Account Workshops to secure applications for publicly-subsidized housing complexes (<$25M in FY).

➢ Universal Adoption: 99% Adoption Statewide with 90% of Low-Income HHs Connected
  • Support CDT-CBC in preparation of State Digital Equity Plan to submit to NTIA (end 2022).
  • Launch and lead statewide mobilization in collaboration with California Department of Technology (CDT) and California Broadband Council (CBC) to enroll 90% eligible low-income HHs in Affordable Connectivity Program (ACP) and secure >$3B federal funds for California.
  • Secure passage of Digital Equity Bill of Rights (AB2753).
  • Secure passage of Affordable Internet and Net Equality Act (AB2751) and implementation.
• Support and expand Los Angeles County model (collaborate with CSAC + 10 Counties).
• Engage CPUC in cooperation with Commissioners to allocate CASF funds into 3 Accounts to support adoption (as defined and set forth by CETF, which includes digital literacy).
• Facilitate statewide partnership to implement federal funding and/or competitive grants for adoption, including Digital Navigators and digital literacy with CETF Framework for Digital Literacy Standardized Proficiency Sills (Self-Assessment Tool).
• Expand School2Home to 25,000 new students with improved academic performance (T-Mobile funding and agreement for >12 Districts).
• Seek CDE, CBE, and U.S. Department of Education partnership on elevating School2Home.
• Facilitate advancement of Neighborhood Transformation in Contra Costa County and Los Angeles County: renew Partnership Agreements and fund Integrated Services Teams (Family Navigators) with Digital Inclusion (Digital Navigators) strategies, including Libraries.
• Manage SJDIP through September 2023 and achieve 5,300 Adoptions (Rounds 1, 2, 3).
• Complete Telemedicine SNF Pilot and FCC Telemedicine Grant Implementation and engage State to establish statewide mission-driven non-profit to optimize Telehealth for better patient outcomes and improved population health.
• Pursue funding to focus on Medicare-Medical seniors to become digitally proficient for use of telehealth per correspondence to State HHS (including implementing the $25,000 Kaiser Foundation Grant as a “pilot” for expanded work).
• Work with publicly-subsidized housing complexes to secure grants for connectivity and adoption and facilitate a statewide Learning Community.
• Continue collaboration with California Reinvestment Coalition to engage financial industry in supporting and investing in broadband for Community Reinvestment Act (CRA) credits.
• Facilitate working relationships between RBCs and Digital Equity CBOs with the leadership of AB617 Communities to assist them in securing funding for deployment and adoption.

➢ Institutionalize Digital Inclusion with State and Regional Agencies to Achieve Digital Equity: Implement Deployment and Adoption Strategies to Build Capacity in Partners
• Ensure CDT-California Broadband Council leads preparation of the State Digital Equity Plan to submit to NTIA and is the forum for accountability on Digital Equity (building upon the prominent partnership of CETF in 4 CDT-CBC Roundtables in April-May). Facilitate CDT-CBC Work Group to develop a statewide collaborative to seek funding for adoption, including digital literacy and Digital Navigators
• Continue leadership role for adoption on CBC and work with all State Agencies on mobilization for promotion of ACP.
• Engage CDT and CDE to promote ACP (Big 3 Eligibility Groups) and try to engage ISPs. Continue work with Southern California Transformation and MPOs to engage all stakeholders, including ISPs to promote ACP.
• Invest in developing cooperative working relationships with
• Lead and support Regional Broadband Consortia to get 50% of all Local Governments to adopt or utilize Best Practices Check List.
• Expand partnerships with IOUs to reach all CARE customers.
• Secure State support for statewide non-profit mission-driven telehealth organization.
• Continue as “secretariat” for Pew-USC-CETF Research Collaboration on adoption.

➢ Expand Communications to Optimize Credibility and Impact
Funding Opportunities: Additional Revenue Streams Leverages and Extend T-Mobile Funds

- T-Mobile School2Home Implementation Delayed a Year: Shifts More Funding Into FY25-26
- Agreements with LAUSD and Other School Districts: Leverage T-Mobile S2H Funds
- Counties: $200,000 for Dedicated Position (could be shared among neighboring Counties)
- Federal Grants: NTIA (through State and competitive applications) and US Department of Education (focus for Hawksbill and CETF).
- Partnership with CDT for Digital Literacy Training (Digital Navigators, Standardized Assessment)
- CASF Adoptions Account – Need to Carefully Consider Appropriateness and Risks
- Foundations: SVEF for School2Home; Pew; Benton (multi-year joint ventures)
- Partnerships with ISPs and Tech Companies: State Legislation May Help
- Other Revenue Streams for Programs (not Core Staff): Revivn Could Go Statewide
- Partnership with New America Digital Equity Foundation: Spectrum Auction; Other

Overall Approach for Management of New Revenue Streams

- CETF Checking Account for Smaller Grants (<$1-5M): SCAG Grant (will net <$66,000 by CETF Management); FCC Telehealth (securing reimbursement for $65,000 SNF Pilot Carts)
- School2Home Checking Account for School Partnerships (and U.S. Dept. of Education?)
- Frontier Partnership: Will Net <$500,000 for Grantees and Advertising (Expend from Account)
- Digital Equity Donation and Partnership Accounts: Private Contributions
- Open Separate Account for Larger Government Grants as for ARRA NTIA Grants