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California Emerging Technology Fund Annual Report 2009

Introduction

California is home to a wellspring of innovation that has given rise to the evolution of information technology and broadband (a generic term for high-speed Internet access and use). Yet computer and broadband use by Californians as a whole is only on par with the national average—at 55% for having a broadband connection at home and 75% for overall computer use—as confirmed by the results of an inaugural annual survey on *Californians & Information Technology* conducted in June 2008 by the Public Policy Institute of California in partnership with CETF and ZeroDivide. More challenging, however, is that computer and broadband use statistics vary widely by income, English-proficiency, and other socio-economic factors. For example, only 33% of households with under \$40,000 annual income and 34% of Latino households have broadband access at home, while use by upper-income English-speaking households exceeds 90%. This differential in access to and adoption of broadband technology by subgroups of the state population is referred to as California’s Digital Divide.

Tables of Results from the Inaugural Annual Survey on Californians & Information Technology

All percentages apply to California except the U.S. percentage. Low Income means Californians with under \$40,000 Annual Household Income.

Percentages for Overall Computer Use

U.S.	74
All Californians	75
Latinos	58
Low Income	58
Rural	66
With Disability	60
Los Angeles Metro	70

Percentages for Overall Internet Use

U.S.	73
All Californians	70
Latinos	48
Low Income	49
Rural	63
With Disability	57
Los Angeles Metro	61

Percentages for Internet At Home

U.S.	62
All Californians	63
Latinos	40
Low Income	40
Rural	58
With Disability	57
Los Angeles Metro	55

Percentages for Broadband At Home

U.S.	55
All Californians	55
Latinos	34
Low Income	33
Rural	51
With Disability	36
Los Angeles Metro	48

Mission and Background

The mission of the California Emerging Technology Fund is to close the Digital Divide and ensure that California is a global leader in the deployment and adoption of broadband. Today, the ability to be “connected” instantly through the Internet to information, services and digital tools is increasingly critical for access to and success in education, jobs and economic opportunity. High-speed Internet networks are essential 21st Century infrastructure—as vital to commerce, economic competitiveness and quality of life as the transportation system was to the last century. In addition, broadband is a “green technology” that can significantly reduce impacts on the environment by offsetting vehicle trips, decreasing the use of resources, and saving energy.

The magnitude of California’s Digital Divide is unacceptable for global competitiveness. That is why the California Public Utilities Commission directed the establishment of the California Emerging Technology Fund in approving the 2005 mergers of SBC–AT&T and Verizon–MCI. AT&T and Verizon are contributing to CETF a total of \$60 million in seed capital over five years. CETF has launched an all-out effort to close the Digital Divide within a decade (by 2017—ten years after beginning operations) with the overarching theme of Get Connected California!

The Opportunity Divide

There are more than 17 million Californians without a broadband connection and more than 13 million without an Internet connection at home, numbers equal to the populations of the 5th and 8th largest states in the nation.

Although broadband infrastructure is available to 96% of California households, the 4% (or approximately 500,000 households and 1.4 million people) without access in rural and remote areas are spread out over about 25% of the state’s land area—equal to the size of the 37th largest state in land area, or about the size of Kentucky. Another challenge is that the

consumer devices (such as computers, PDAs, and cell phones) that connect to broadband are not all designed to be universally accessible to people with disabilities. In reality, the Digital Divide is another facet of the “opportunity divide” or the “economic divide” for too many Californians.

Magnitude Comparison to a List of the Five Largest U.S. States Ranked According to 2008 Census Bureau Population Estimates in Millions

First, California	37 million
Second, Texas	24 million
Third, New York	19 million
Fourth, Florida	18 million
Fifth, Illinois	13 million
Californians Without Broadband	17 million

Strategic Action Plan

In April 2007, the CETF Board of Directors adopted a Strategic Action Plan to drive the initial phase of work and grant investments. It is based on:

- a) extensive review of research and literature about factors contributing to the Digital Divide and “best practices” for Digital Inclusion;
- b) Fact Finding Conversations with community leaders and practitioners of Digital Inclusion; and
- c) input from stakeholders and experts, including peer review facilitated by the California Foundation for the Environment and the Economy.

The Strategic Action Plan sets forth the values and commitments to operate with an intense focus on measurable outcomes, a discipline of continuous performance improvement, and a culture of accountability. It also identifies the 5As of Broadband Adoption as a framework to organize efforts to close the Digital Divide.

The 5As of Broadband Adoption

Access plus Applications plus Affordability plus Accessibility plus Assistance add up to Broadband Adoption.

Five Categories of Strategic Action

CETF is employing five overall categories of strategic action integrated into a comprehensive plan to close the Digital Divide:

Civic Leader Engagement

- Organize Fact Finding Conversations to identify best practices and prospective partners.
- Convene urban Regional Roundtables among civic leaders to reach agreement on priority strategies to accelerate adoption.
- Join with other funders to establish Regional Broadband Collaboratives.

Venture Philanthropy Grantmaking

- Partner with community-based organizations that are trusted messengers and honest brokers to reach the target populations.
- Build organizational capacity among grantees to expand successful projects.
- Foster collaboration and synergy among grantees to leverage impact.

Public Policy Promulgation

- Encourage the State of California to adopt an official goal of Digital Literacy to help drive demand.

- Promote public policies that support and complement major grantmaking and other strategies, such as telehealth-telemedicine, smart housing, and smart infrastructure.
- Develop model policies and ordinances for local and regional governments to incorporate into existing planning processes and authorities.

Public Awareness and Education

- Inform elected officials, policymakers and thought leaders about the benefits of broadband, to enlist them as champions.
- Target information and media into disadvantaged neighborhoods to encourage adoption.
- Mobilize volunteers in major events to demonstrate the value of broadband.

Strategic Partnerships

- Collaborate with the State of California (Governor's Administration and Legislature) and the California Public Utilities Commission to accelerate infrastructure deployment and technology adoption.
- Invite research institutions to peer review strategies and monitor progress.
- Recruit other major funders to co-invest in closing the Digital Divide.

The integration of these five different kinds of strategic action will result in the most cost-effective leveraging of the CETF seed capital.

Three Priority Consumer Communities for Grantmaking

The data regarding the Digital Divide in California points to three different kinds of challenges that CETF has identified as priority consumer communities for grantmaking:

- Rural and Remote Areas
- Disadvantaged Urban Neighborhoods
- People With Disabilities

For each priority consumer community, CETF is pursuing promising strategic investments based on identified best practices that promote one or more of the 5As of broadband adoption. The matrix CETF Summary of Grant Investments through December 2008 is organized according to major strategies within each priority consumer community. Grants awarded to date for each priority consumer community provide a sufficient spectrum of experience to determine “best practices” and to identify the most cost-effective strategies that can be scaled up to achieve the mission of closing the Digital Divide.

Mapped View of Aggregated Broadband Demand Regional Projects

The printed version of this annual report includes a map image of the state of California showing the outlines of each of the state's 58 counties. Color and symbols on this map indicate the geographic areas covered by 7 Rural Regional Consortia, 6 Urban Regional Broadband Roundtables, and other grant impacts. The Rural Regional Consortia are:

- Redwood Coast Connect
- Northeastern California Connect
- Upstate California Connect
- Gold Country Connect

- Central Sierra Connect
- Eastern Sierra Connect
- San Joaquin Valley Partnership

Accessible text naming the counties in each group and providing detailed grant information can be found in the CETF Summary of Grant Investments through December 2008, which is a companion document to this report.

The geographic areas for the Urban Regional Broadband Roundtables are indicated by their names as follows:

- Sacramento Metro
- North – East Bay
- Tri-County Monterey Bay
- Los Angeles Metro
- Inland Empire
- San Diego – Imperial Border

The geographic areas of grant impact are indicated in 42 of the 58 counties excluding:

- Contra Costa
- Imperial
- Marin
- Monterey
- Napa
- Riverside
- Sacramento
- San Benito

- San Luis Obispo
- Santa Barbara
- Santa Clara
- Santa Cruz
- Solano
- Sonoma
- Ventura
- Yolo

Overview of Grant Investments

As a grantmaker, CETF embraces the principles of “venture philanthropy” and seeks to partner with stakeholders and grantees to build capacity, facilitate collaboration, and achieve “high returns” on seed capital investments. CETF has a goal to leverage four-fold the \$60 million seed capital in order to achieve an impact of at least \$240 million by seeking an average of 1:3 matching funds across the entire portfolio.

CETF conducts grantmaking through both an open Request for Proposals (RFP) process and Invited Proposals to implement the adopted Strategic Action Plan. All grant applications, referred to as Investment Proposals, are rigorously reviewed by several evaluators before the CETF Board of Directors considers them for approval. All grantees submit Quarterly Progress Reports, participate in Annual Reviews, and prepare a Final Report as a condition of quarterly grant payments.

As of the end of 2008, the CETF Board of Directors has approved the commitment of \$20 million of seed capital (which is projected to be leveraged more than 1:3 by match funding) and has released \$6.7 million in grant payments. The matrix CETF Summary of Grant Investments provides an

overview of the grantees, committed CETF seed capital, and projected outcomes. The pie charts and map show appropriate distribution and mix of seed capital investments throughout California.

Tables of Pie Chart Data on the Distribution Percentages of 2007–2008 Grants

Priority Consumer Communities

Rural	28
Urban	63
Disabled	9

Regional Distribution

Northern California	45
Southern California	55

People Served

African-American	25
Asian-American	7
Caucasian	16
Latino	22
Latino English Language Learner	26
Other	3
Native American	1

5As Distribution

Access	31
Applications	30
Affordability	12
Accessibility	11
Assistance	16

Table of Composite Outcomes from All Grants (rounded to conservative projections)

Telemedicine Sites connected to California Telehealth Network	500
Housing Units Connected	30,000
People Trained for Digital Workforce	1,300
Youth Becoming Digitally Literate	2,800
Adults Becoming Digitally Literate	5,600
Computers Refurbished	22,000
People Reached Through Distance Learning	30,000

Major Policy Initiatives

The pace at which the Digital Divide can be closed is significantly determined by the policy environment in which grantmaking and other strategies are employed. Thus, CETF has launched major policy initiatives to accelerate broadband adoption, beginning with a foundational focus on Digital Literacy, increasingly considered a basic skill in the global marketplace and a fundamental requisite for fully utilizing the power of broadband technology. In addition, CETF urges policymakers to adopt policies that promote broadband applications.

Digital Literacy and School2Home

Digital Literacy is defined as using digital technology, communications tools and/or networks to access, manage, integrate, evaluate, create and communicate information in order to function in a knowledge society. CETF has convened experts and stakeholders to reach agreement on recommendations for the State to adopt Digital Literacy as an official goal for California—thus helping drive the demand for broadband adoption. CETF also is facilitating the development of a statewide initiative—called School2Home—to provide all students in low-performing middle schools with affordable computers and broadband connections at home and to assist schools in integrating the use of technology into teaching and learning.

School2Home is aimed at ensuring that the current generation of youth living in disadvantaged neighborhoods are not left behind on the other side of the Digital Divide, but rather are provided the skills and opportunities to succeed in a digital world. School2Home is endorsed by both Governor Arnold Schwarzenegger and State Superintendent of Public Instruction Jack O'Connell.

Telehealth – Telemedicine

Telehealth – telemedicine is a primary strategy to drive deployment into rural and remote areas through the development of the California Telehealth Network (CTN), a major initiative being sponsored by a consortium of key stakeholders led by the University of California. CETF is providing the principal match to \$22.1 million from the Federal Communications Commission to build a robust statewide network that will bring specialized health and medical care to underserved communities, both rural and urban. CETF envisions telehealth – telemedicine as a signature component of healthcare reform in California, providing cost-effective delivery of scarce services as well as empowering individuals to take more responsibility for their own health. As this vision becomes a reality, there will be increased consumer demand for broadband, including faster speeds.

Smart Housing

A powerful strategy to reach disadvantaged Californians is to provide broadband connectivity in all publicly-supported housing. If the State of California, local governments and redevelopment agencies adopted “smart housing” policies requiring broadband as part of construction whenever public funds are used to build homes affordable to lower income families, the quest to close the Digital Divide would be measurably advanced.

Smart Infrastructure

The State of California and all other public agencies have the ability to accommodate installation and upgrades of highspeed Internet access by integrating broadband into the construction of large infrastructure projects, such as transportation, water, education, and other community facilities. This strategy is referred to as “smart infrastructure” in which: (a) all public buildings are constructed with state-of-the-art broadband connectivity and are available as stationery locations for wireless networks; and (b) rights-of-way associated with the construction of other infrastructure are available for broadband conduit or wireless towers. Prudent management of these kinds of public assets to joint-venture with the private sector through fair competition will facilitate and accelerate world-class broadband deployment.

Model Policies and Ordinances

Local governments and regional agencies have key planning responsibilities and land use regulatory authorities, such as oversight of general plans and blueprints for sustainability that can promote broadband deployment and adoption. CETF is working with experts and stakeholders to develop model policies and ordinances as resources for local and regional governments.

Framework for Accountability: Focus on Outcomes

CETF has adopted a framework for accountability with metrics that will track progress for both the “supply” (deployment) and “demand” (adoption) dimensions of the Digital Divide. The framework provides a transparent discipline for the work of CETF.

Supply Metrics

The baseline for the supply side of the metrics is the broadband availability mapping that CETF facilitated for the Governor's California Broadband Task Force Final Report in January 2008, showing that 96% of California households have access to broadband infrastructure. However, the 4% of the population without access (the first A of the 5As in adoption) represent a significant portion of the state's land area. Closing the Digital Divide requires increased ubiquity of broadband infrastructure, which also will support economic development in rural communities and enhance public safety and security. CETF will coordinate with the CPUC and State to periodically update the broadband access mapping.

Demand Metrics

The baseline for the demand side of the metrics is an inaugural statewide Annual Survey: Californians & Information Technology conducted in June 2008 by the Public Policy Institute of California (PPIC) in partnership with CETF and ZeroDivide. The first Annual Survey confirmed that California as a whole only mirrors the national average at 55% for broadband adoption, and that socio-economic factors are significantly associated with differential rates of adoption by sub-groups of the population (most notably low-income households at 33% and Latinos at 34%). The initial survey compels an intense commitment to increasing broadband adoption among lower-using populations, which will require the strategies that address the other four As of adoption—applications, affordability, accessibility and assistance. The Annual Survey will be conducted annually by PPIC for five years through 2012.

5As Metrics

Overall, the goal of adoption is an "outcome" measured by the increase in the number and percentage by demographic group (including geographic region)

of people using broadband. It reflects both demand and supply metrics. The 5As are “inputs” to the adoption outcome. There are additional metrics for each of the 5As.

Summary of Seed Capital, Grant Commitments and Expenditures To Date

Summary Table of Financial Status Through 2008

Seed Capital Received	\$36,000,000
Interest and Earned Income	\$2,021,791
Contributions for Specific Programs	\$495,500
Grants Approved	\$20,124,500
Grant Payments	\$6,725,069
Non-Grant Expenditures	\$3,179,403
Non-Grant Expenditures are divided into Program Expenditures of \$2,162,025 and Administrative Costs of \$1,017,378	—
Total Assets – Total Liabilities and Equity (As of December 31, 2008)	\$28,812,471

Summary of Financial Status covers July 2006 through December 2008. Figures based on CETF Audited Statements through June 30, 2008 (available online) and unaudited CETF Financial Reports through December 31, 2008.

Independent audits concluded that approximately 60% of operating budget (exclusive of grants) is related to Program (such as Digital Literacy Initiative, Public Awareness and Education Program, Regional Roundtables and Information Technology to support grants) resulting in 3% Administrative Costs of Seed Capital received to date. Total non-grant expenditures equal 8.3% of Seed Capital plus Interest and Earned Income (\$38,021,791).

Digital Inclusion

Digital Inclusion means everyone, regardless of who they are or where they live, can participate in and take advantage of the economic, educational, health, and civic opportunities afforded by broadband technologies. More than just access to the Internet, Digital Inclusion means all potential users know how to use it to improve their lives through increased access to information and services.

For more information, please visit: www.cetfund.org

Testimonials

We are very grateful for the community-based organizations, industry trailblazers, civic leaders and policymakers who have joined CETF as partners in accelerating the deployment and adoption of broadband technology. Together, we will ensure that California is a global leader in Digital Inclusion.

Sunne Wright McPeak, President and CEO,
California Emerging Technology Fund

The California Emerging Technology Fund is leading the charge in California to close the Digital Divide. In doing so it has exceeded our expectations at the CPUC. The leadership of CETF has positioned California to serve as a model for the nation as we strive to make broadband universal throughout our rural and urban areas.

Michael R. Peevey, President, California Public Utilities Commission;
Chairman, California Emerging Technology Fund

California is fortunate to have an organization such as the California Emerging Technology Fund to assist the State in achieving our goals for broadband connectivity and digital competitiveness. We must engage a spectrum of stakeholders to help us achieve our vision and CETF is a pivotal

partner in that endeavor.

Teresa Takai, State Chief Information Officer, State of California

California has achieved much to bring broadband to those without it through a unique partnership of state government, the broadband providers, and CETF.

I am most excited about our commitment to the California Telehealth Network, and the Digital Divide work being done with communities that are low income, very rural or with disabilities.

Rachelle Chong, Commissioner, California Public Utilities Commission;
Chairman, CETF Board of Expert Advisors

AT&T is a strong proponent of broadband infrastructure as a critical component of our 21st century California economy. That's why we're a proud supporter of the California Emerging Technology Fund's efforts to further close the Digital Divide, through programs such as the Digital Literacy Initiative and School2Home. AT&T remains committed to doing our part to make affordable broadband even more widely available.

Ken McNeely, President – External Affairs for AT&T California, AT&T

Verizon commends the California Emerging Technology Fund for providing leadership and vision to the California Telehealth Network. Telemedicine is one of the many consumer services that will benefit from the ongoing deployment of a robust broadband network throughout the state.

Tim McCallion, President, West Region, Verizon

California Emerging Technology Fund Lists of Staff; Directors; CPUC Commissioners; Expert Advisors; and Roundtable Sponsors

CETF Staff

Sunne Wright McPeak, President and CEO

Luis Arteaga, Director of Emerging Markets

Raquel Cinat, Associate Vice President

Alana O'Brien, Vice President of Operations

Gladys Palpallatoc, Associate Vice President

Darren Sandford, Vice President for Technology Deployment

Agustin Urgiles, Director of Education Applications

Susan Walters, Senior Vice President

Jorge Jackson, Senior Consultant In Memorium

Board of Directors

Chairman: Michael R. Peevey, President,
California Public Utilities Commission

Secretary: Dr. Barbara O'Connor, Professor,
California State University, Sacramento

Treasurer and Founding CFO: Rich Motta, Consultant & Retired Vice
President, AT&T

Jeff Campbell, Director, Technology and Trade Policy , Global Policy and
Government Affairs , Cisco Systems, Inc.

The Honorable Martha M. Escutia, Former State Senator, Partner,
Manatt | Phelps | Phillips

Joe Gross, President and CEO, Sustainable Systems, Inc.

Barbara Johnston, Executive Director, Medical Board of California

Jim Kirkland, General Counsel, Trimble Navigation Limited

Ross LaJeunesse, Head of State Policy, Western US, Google, Inc.

The Honorable Lloyd Levine, Former State Assemblymember

Gordon R. "Sam" Overton, President, Commission on Disability,
City of Los Angeles

Carol Whiteside, President Emeritus and CEO, Great Valley Center

President and CEO, Sunne Wright McPeak,
California Emerging Technology Fund

Executive Committee

Michael R. Peevey – Chairman

Barbara O'Connor – Secretary

Richard Motta – Treasurer

Investments Committee

Michael R. Peevey – Chairman

Barbara O'Connor – Secretary

Richard Motta – Treasurer

Martha M. Escutia – Chairman, Urban Disadvantaged Neighborhoods

Jim Kirkland – Chairman, Rural Remote Areas

Sam Overton – Chairman, Accessibility

Audit Committee

Carol Whiteside – Chairman

Jeff Campbell

Lloyd Levine

Nominating Committee

Ross LaJeunesse – Chairman

Joe Gross

Barb Johnston

Rural and Remote Areas Committee

Jim Kirkland – Chairman

Jeff Campbell

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Lloyd Levine

Carol Whiteside

Urban Disadvantaged Neighborhoods Committee

Martha M. Escutia – Chairman

Joe Gross

Rich Motta

Accessibility Committee

Sam Overton – Chairman

Rich Motta

Barbara O'Connor

Rachelle Chong

CPUC Commissioners

Michael R. Peevey – President

John A. Bohn

Rachelle Chong

Dian M. Gruenich

Timothy Alan Simon

CPUC Order on the Composition of the CETF Governing Board

The governing board of the CETF will be composed as follows: The Commission will select four appointees. Assuming that this proposal is also adopted in the pending Verizon and MCI proceeding, SBC shall nominate three appointees and Verizon shall nominate one appointee. We encourage SBC to appoint members with a diverse set of skills, backgrounds, and

strengths. Therefore, SBC can appoint no more than one SBC employee among its three appointees.

These eight appointees shall determine the remaining four appointees to the governing board. We encourage the board to make the final four appointments based upon the goal of making broadband as ubiquitous as possible in California.

CETF Board of Expert Advisors

Chairman, CETF Board of Expert Advisors: Rachelle Chong, Commissioner, California Public Utilities Commission

Michael Banner, Los Angeles Economic Development Corporation

Francois Bar, University of Southern California, Annenberg School for Communication

Kofi Bonner, Lennar

Thomas Brill, Sempra Energy

Dannielle Campos, Bank of America Charitable Foundation

Raul Cardoza, Los Angeles Trade Technical College

Roger Caves, San Diego State University

Milton Chen, The George Lucas Educational Foundation

Randy Chinn, Senate Energy, Utilities and Communications Committee

Steve Clute, National Electrical Contractors Association and International Brotherhood of Electrical Workers

Cathy Creswell, California Department of Housing and Community Development

Jim Dolgonas, Corporation for Education Network Initiatives

Laura Efurd, ZeroDivide

Sally Jo Fifer, Independent Television Service

Jim Fruchterman, Benetech

Andrea Gerstenberger, University of California, Office of the President

Johnnie Giles, Comcast California – Comcast Cable

Larry Goldberg, Media Access Group at WGBH

Blanca Gordo, University of California, Berkeley

Lucy Greco, University of California, Berkeley

Robert Haga, California Public Utilities Commission

Dewayne Hendricks, Tetherless Access

Paul Hernandez, The MAAC Project

Susan Hildreth, California State Library

Bill Huang, Los Angeles County Economic Development Corporation

Dennis Huang, Asian Business Association

Deborah Kaplan, California State University

Brenda Kempster, Kempster Group

Josh Kirschenbaum, PolicyLink

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Jed Kolko, Public Policy Institute of California

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Pat Lanthier, Rivera/Lanthier & Associates

Margaret Laws, California HealthCare Foundation

Wendy Lazarus, The Children's Partnership

Michael Liang, Business, Transportation and Housing Agency

Elva Lima, Verizon

Maria Alicia Lopez-Freeman, California Science Project

Bryan Martin, 8x8 Incorporated

Christine Martin, The California Telemedicine & eHealth Center

Rene Martinez, East Los Angeles College

Sandi McCubbin, Lang, Hansen, O'Malley & Miller

Wally McGuire, Flex Your Power

Lauri Medeiros, UCSF Foundation

Milo Medin, M2Z Networks, Inc.

Ali Modarres, Edmund G. "Pat" Brown Institute of Public Affairs

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John Ramos, Smart Capitol Venture

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Phil Risken, Sprint Nextel

Darryl Rutherford, California Rural Housing

Cathy Sandoval, Santa Clara University School of Law

Gary Schooyan, Southern California Edison

Jenifer Simpson, American Association of People with Disabilities

Bea Stotzer, New Economics for Women

Emy Tseng, City and County of San Francisco

Denita Willoughby, AT&T

Nick Young, Trillion

Lydia Yu, University of California, Office of the President

Urban Regional Broadband Roundtable Sponsors

Tri-County Monterey Bay Regional Broadband Roundtable

Community Foundation for Monterey County

Association of Monterey Bay Area Governments (AMBAG)

California State University, Monterey Bay (CSUMB)

Inland Empire Regional Broadband Roundtable

City of Riverside

Office of Technology Transfer and Commercialization (OTTC)

Inland Empire Economic Partnership (IEEP)

Environmental Science Research Institute (ESRI)

North – East Bay Regional Broadband Roundtable

County of Solano

Solano Economic Development Corporation

Contra Costa Council

University of California, Davis

Los Angeles Metro Regional Broadband Roundtable

Los Angeles Area Chamber of Commerce

Community Partners

Edmund G. “Pat” Brown Institute of Public Affairs

United Way of Greater Los Angeles

USC Center for Sustainable Cities

San Diego – Imperial Border Regional Broadband Roundtable

San Diego Regional Economic Development Corporation

San Diego Association of Governments (SANDAG)

San Diego Regional Chamber of Commerce

CommNexus San Diego

AeA San Diego

Sacramento Metro Area Regional Broadband Roundtable

Sacramento Area Council of Governments (SACOG)

California State University, Sacramento

Community Services Planning Council

Sacramento Area Commerce and Trade Organization (SACTO)

Sacramento Region Community Foundation

Sacramento Regional Research Institute (SRRI)

Sierra Health Foundation

University of California, Davis, Center for the Study of Regional Change

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