

# 5 Overarching Strategies to

CETF pursues 5 Overarching Strategies to achieve optimal impact and a higher return on investment of the original \$60 million seed capital:



These strategies are interrelated and mutually reinforcing as outlined on the next page.

# Close the Digital Divide

## 1. CIVIC LEADER ENGAGEMENT

Engage and mobilize a “critical mass” of regional and local leaders to sustain a focus on closing the Digital Divide and to integrate Digital Inclusion into key strategies to promote regional economies and address local challenges.

- Rural Regional Aggregation Demand Projects
- Urban Regional Roundtables
- 15 Regional Consortia with Funding from California Advanced Services Fund

## 2. VENTURE PHILANTHROPY GRANTMAKING

Establish and support a network of “trusted messengers” and “honest brokers” to reach priority consumer groups in target communities.

- \$30.4M in Grants to More Than 100 Community-Based Organizations (CBOs) and Public Agencies—Leveraging More Than \$126M in Matching Funds
  - » CETF 1.0: \$20.8M to 57 CBOs
  - » CETF 2.0: \$2.6M to Match \$14.3 in 2 ARRA NTIA Grants for 20 CBOs and Their Partners
  - » CETF 3.0: \$7M *Get Connected!* Fund to Increase Broadband Adoption for 41 CBOs and Their Partners
- Capacity Building and Learning Communities
- Accountability for Performance and Results: Met and Exceeded Outcome Goals

## 4. PUBLIC AWARENESS AND EDUCATION

Increase overall awareness among priority consumer communities about the benefits of broadband as a foundation and support for all other strategic actions.

- Statewide Annual Survey on Broadband Adoption to support Civic Leader Engagement
- *Get Connected!* Public Awareness and Education Program: GetConnectedToday.com Website (Online Basic Digital Literacy in 4 Languages); Community Connect Fairs; Multilingual Media Messages Based on Research
- *Internet For All Now* Public Education and Social Media Mobilization Initiative

## 3. PUBLIC POLICY INITIATIVES

Provide a positive public policy environment to optimize the impact of grants and to accelerate broadband adoption, including participation in regulatory proceedings to secure affordable broadband for all households.

- Digital Literacy: Executive Order and Action Plan; Workforce Training Policy; Career Pathways and ICT Partnerships
- School2Home: Technology and Parent Engagement Integrated into Teaching and Learning for Low-Performing Middle Schools as Centerpiece for Neighborhood Transformation
- California Telehealth Network: Medically-Underserved Rural and Urban Communities Connected to Medical Centers for Access, Quality of Care, and Cost Savings
- Smart Housing: State and Federal Policy to Connect All Publicly-Supported Housing; Tool Kit; Partnership with Housing Authority of the City of Los Angeles; National Housing Conference; HUD ConnectHome
- Smart Communities: Smart Infrastructure Policy; Resource Guide for Local and Regional Government Leaders; Broadband as a Green Strategy; Local Government Roundtable
- Affordable Broadband: FCC Broadband Lifeline; Public Benefits in Corporate Consolidations

## 5. STRATEGIC PARTNERSHIPS

Forge collaboration and shared funding with governments, foundations, and employers to joint venture investments on major initiatives to sustain focus and efforts to close the Digital Divide.

- Partnership with National Non-Profit EveryoneOn to Increase Broadband Adoption
- Collaboration with Energy Utilities to Get Low-Income Consumers Online
- Neighborhood Transformation Partnerships with County, City, and School Leaders



C Davis

Com iCare



**1**  
Civic Leader Engagement

Venture Philanthropy Grantmaking

**2**

**Achieve  
98% Deployment  
and  
80% Adoption**

Public Policy Initiatives

**5**  
Strategic Partnerships

**4**

Public Awareness and Education

**3**

1. Civic Leader Engagement

# 1. Civic Leader Engagement

Engagement of civic leaders in stakeholder organizations was the foundational strategy to leverage the original \$60 million seed capital. Civic leadership is a powerful fulcrum to optimize the impact of all other strategies to close the Digital Divide in a state as large and diverse as California. CETF initially convened leaders in rural counties and funded the formation of Regional Consortia to implement Rural Regional Aggregation Demand Projects to identify needs, aggregate demand, and map assets to encourage broadband deployment. CETF also convened leaders around Urban Regional Roundtables to formulate action plans to integrate broadband applications into initiatives addressing local priorities, such as economic development, education, workforce training, and health care. CETF provided small matching grants for the formation of Urban Regional Consortia. CETF then sponsored legislation to fund Regional Consortia through the California Advanced Services Fund (CASF) because the evidence showed their cost-effective positive impacts in driving to achieve broadband deployment and adoption goals. Today there are 15 Regional Consortia across California engaging the spectrum of stakeholders—local elected officials, government agencies, employers, community organizations, and broadband providers—to collaborate to close the Digital Divide.

Statewide organizations representing local elected officials—California State Association of Counties (CSAC), Rural County Representatives of California (RCRC), and League of California Cities (LCC)—are providing pivotal leadership in advancing Digital Inclusion. CSAC, RCRC, and LCC joined CETF to convene Local Government Roundtables in 2013 and 2015 to identify opportunities and strategies to accelerate broadband deployment and adoption. County, city, and school officials throughout California are highlighting the needs for high-speed Internet services in their jurisdictions and leading by example on a variety of innovative initiatives.

Regional Consortia



California State Librarian Greg Lucas hosted a policy forum co-sponsored by the California Emerging Technology Fund, Governor's Tribal Advisor Judge Cynthia Gomez, CENIC, California Center for Rural Policy, and California Telehealth Network. Department of Technology, Rural County Representatives of California, League of California Cities, and California State Association of Counties participated. Assemblymembers Reginald Byron Jones-Sawyer, Mark Stone, Jim Wood, and Eduardo Garcia addressed the forum, which was facilitated by Former Assemblymember Lloyd Levine.







## 2. Venture Philanthropy Grantmaking

## 2. Venture Philanthropy Grantmaking

CETF regards grants as “investments” for which there must be measurable returns and tangible results—referred to as “venture philanthropy” grantmaking. CETF committed \$30.4 million—more than half of the original seed capital—to grants for more than 100 non-profit community-based organizations (CBOs) and public agencies. Grantees were selected because of their capacity to deliver outcomes and their credibility as “trusted messengers and honest brokers” for the priority consumer communities. In addition to meeting their performance requirements for specific deliverables and outcomes, grantees were engaged as partners in driving to the statewide goals for closing the Digital Divide. CETF also facilitated collaboration among grantees through “learning communities” to enhance their effectiveness and expand their capacity.

In 2010, CETF received 2 American Recovery and Reinvestment Act (ARRA) grants from the U.S. Department of Commerce National Telecommunications and Information Administration (NTIA) totaling \$14.3 million to increase broadband adoption in California. The 2 grants supported 20 CBOs and CETF provided half of the required cash match. The NTIA ARRA funding built upon the initial round of CETF grantmaking and the investment in development of the *Get Connected!* Public Awareness and Education Program, allowing the federal government to better leverage ARRA funds for greater impact. The NTIA grants were completed in 2013.

The first round of grantmaking was referred to as “CETF 1.0” because it coalesced a critical mass of partner CBOs as a foundation for reaching a sufficient number of Californians to close the Digital Divide. Leveraging CETF funds with the ARRA NTIA grants was referred to as “CETF 2.0” because it built on that foundation and took collaboration to the next level of impact. The last round of grantmaking using original seed capital was referred to as “CETF 3.0” because it relied on the “lessons learned” from the first 2 phases and focused integrated efforts on increasing broadband adoptions in the poorest communities. It also promoted “Neighborhood Transformation” as a comprehensive framework to achieve Digital Inclusion by effectively tackling the “wall of poverty.”

CETF emphasized accountability for performance as a basis for grant payments. The cumulative results over the decade generally met or exceeded performance objectives, training more than 800,000 people in digital literacy and achieving more than 250,000 broadband adoptions by low-income households. In addition, grantees generated more than \$126 million in cash match, a 3.7 match ratio which surpassed the 3.0 target set by the CETF Board of Directors. (Please see a complete list of all grantee partners on pages 29–31 and visit [CETFund.org](http://CETFund.org) for Final Reports.)

## CALIFORNIA EMERGING TECHNOLOGY FUND SUMMARY OF GRANT INVESTMENTS, 2010-2017

| CETF 1.0 Grantee Partner  | Amount                                       |
|---|--|
| 21st Century Communities<br>Casa Familiar, CD Tech, Los Angeles Housing Partnership, Inc.<br>Mission Economic Development Corporation, New Economics for Women, Self-Help Enterprises | \$60,000                                     |
| 2-1-1 LA  | \$100,000                                    |
| Alliance for Technology Access  | \$10,000                                     |
| Amador-Tuolumne Community Resources, Inc.   | \$250,000                                    |
| California Dental Association Foundation  | \$25,000                                     |
| California Resources and Training<br>California Black Chamber of Commerce Foundation<br>California Hispanic Chamber of Commerce Foundation, Asian Business Center                     | \$287,000                                    |
| California State University (CSU) Foundation  | \$750,000                                    |
| California State University East Bay  | \$20,000                                     |
| California Telehealth Network (FCC Rural Pilot and Sustainability)  | \$3,285,837                                  |
| California Telehealth Network (Operating Seed Capital)  | Direct Payments \$425,567<br>Grant \$700,000 |
| Center for a New Orange County  | \$50,000                                     |
| Center for Accessible Technology  | \$455,000                                    |
| Centro Latino for Literacy  | \$300,000                                    |
| Chico State University Foundation<br>(for Northeastern California Connect matched by The McConnell Foundation)  | \$250,000                                    |
| Chico State University Foundation (for Upstate California Connect)  | \$250,000                                    |
| City of Firebaugh*  | \$633,000                                    |
| Community Christian College   | \$153,000                                    |
| Community Development Technologies Center   | \$750,000                                    |
| Community Foundation for Monterey County  | \$5,000                                      |
| Community Partners<br>California Community Technology Policy Group, Broadband Institute of California   | \$250,000                                    |
| Computers for Youth   | \$666,000                                    |
| Connected Nation  | \$50,000                                     |
| Contra Costa Economic Partnership   | \$5,000                                      |
| Desert Mountain Resource Conservation and Development Council   | \$110,000                                    |
| El Concilio of San Mateo County   | \$750,000                                    |
| EmpowerNet California*  | \$250,000                                    |
| FirstMile.US  | \$10,000                                     |
| Goodwill Industries of San Francisco, San Mateo and Marin Counties*   | \$600,000                                    |
| Humboldt State University Foundation (matched by Humboldt Area Foundation)  | \$250,000                                    |
| Latino Community Foundation   | \$25,000                                     |
| LINK Americas Foundation  | \$100,000                                    |
| Little Tokyo Service Center Community Development Corporation   | \$250,000                                    |
| Mission Language and Vocational School*   | \$150,000                                    |
| Non-Profit Housing Association of Northern California   | \$100,000                                    |
| Oakland Technology Exchange West – Tech Exchange<br>Fiscal Agent: Marcus Foster Institute   | \$300,000                                    |
| OCCUR*  | \$600,000                                    |
| One Economy Corporation   | \$1,400,000                                  |
| Palo Alto Institute for Research and Education  | \$25,000                                     |

\*EmpowerNet California Partner

|  |                          |
|--|--------------------------|
| Public Policy Institute of California                            | \$290,000                |
| San Bernardino Economic Development Agency                       | \$5,000                  |
| San Diego Futures Foundation                                     | \$450,000                |
| Sierra Economic Development Corporation                          | \$250,000                |
| Southeast Community Development Corporation                      | \$486,000                |
| Tech Soup  | \$500,000                |
| The ACME Network   | \$680,000                |
| The Children's Partnership (for School2Home)                     | Development \$415,000    |
| Fiscal Agent: Tides Center                                       | Implementation \$369,300 |
| The Salvation Army   | \$100,000                |
| The Stride Center*   | \$620,000                |
| University of California, Merced                                 | \$190,000                |
| University of California Office of the President, UC Davis (CTN) | \$244,163                |
| Valley Vision  | \$5,000                  |
| Venice Arts  | \$140,000                |
| West Contra Costa Unified School District                        | \$20,000                 |
| World Institute on Disability—A-Team                             | \$380,000                |
| Alliance for Technology Access, Center for Accessible Technology |                          |
| World Institute on Disability                                    |                          |
| YMCA Greater Long Beach  | \$550,200                |
| YMCA of the East Bay (for Building Blocks for Kids)              | \$520,000                |
| Youth Policy Institute   | \$292,000                |

\*EmpowerNet California Partner

| <b>CETF 2.0 Grantee Partner</b>                                     | <b>Amount</b> |
|---|---------------|
| <b>Broadband Awareness and Adoption</b>                             |               |
| 2-1-1 California/United Ways of California                          | \$1,810,000   |
| Access Now  | \$77,800      |
| Center for Accessible Technology                                    | \$593,955     |
| Chicana Latina Foundation   | \$602,348     |
| Dewey Square Group  | \$1,360,000   |
| Latino Community Foundation   | \$850,000     |
| Radio Bilingüe  | \$900,000     |
| Social Interest Solutions   | \$1,699,999   |
| <b>Access to Careers in Technology</b>                              |               |
| California Resources and Training                                   | \$770,000     |
| Caminos Pathways  | \$292,341     |
| Chrysalis   | \$335,306     |
| EmpowerNet California   | \$360,000     |
| Goodwill Industries of San Francisco, San Mateo, and Marin Counties | \$476,000     |
| Mission Economic Development Agency                                 | \$122,659     |
| OCCUR   | \$150,000     |
| San Diego Futures Foundation  | \$1,945,000   |
| Southeast Community Development Corporation                         | \$389,953     |
| The ACME Network  | \$1,150,000   |
| The Stride Center   | \$1,219,900   |
| Youth Radio   | \$147,983     |

| <b>CETF 3.0 Grantee Partner</b>  | <b>Amount</b> |
|--|---------------|
| 2-1-1 California / United Ways of California   | \$600,000     |
| Able-Disabled Advocacy   | \$525,000     |
| Building Blocks for Kids (YMCA East Bay and The Tides Center)  | \$76,000      |
| C2C EveryoneOn   | \$100,000     |
| California Community Builders  | \$25,000      |
| California Foundation for Independent Living Centers   | \$430,000     |
| California State University Monterey Bay   | \$75,000      |
| Chicana/Latina Foundation  | \$100,000     |
| City of Mount Shasta   | \$7,500       |
| Community Centers, Inc.  | \$100,000     |
| ConnectHome Fresno – Fresno Housing Authority  | \$50,000      |
| ConnectHome Los Angeles – Housing Authority of the City of Los Angeles   | \$50,000      |
| Economic Development Collaborative Ventura County  | \$5,000       |
| Eden Housing   | \$100,000     |
| Energy Utilities Strategy (2-1-1 San Diego and 2-1-1 Los Angeles)  | \$75,000      |
| Families in Schools  | \$69,800      |
| Fresno State University Foundation (San Joaquin Valley Partnership)  | \$630,000     |
| Fresno State University Foundation (Fresno County Rural AgTech Pilot Project)  | \$75,000      |
| Greenlining Institute  | \$25,000      |
| iFoster  | \$290,000     |
| Jewish Vocational Services, Inc.   | \$185,000     |
| Kids Progress, Inc. (Housing Authority of the City of Los Angeles in partnership with Southeast Community Development Corporation and ReliaTech) | \$257,000     |
| Korean Churches for Community Development  | \$33,500      |
| LA Cleantech Incubator (OurCycyle LA)  | \$133,586     |
| Latino Community Foundation, Chicana Latina Foundation   | \$400,000     |
| Manchester Technologies, Inc.  | \$60,000      |
| Mission Economic Development Corporation   | \$145,000     |
| National Hispanic Media Coalition  | \$150,000     |
| Oakland Technology Exchange West – Tech Exchange<br>Fiscal Agent: Oakland Public Education Fund  | \$260,000     |
| Radio Bilingüe   | \$325,000     |
| Reading & Beyond Bridge Academy  | \$75,000      |
| Southeast Community Development Corporation  | \$250,000     |
| Tahoe Prosperity Center  | \$5,000       |
| The Stride Center  | \$245,000     |
| THINK Together   | \$36,000      |
| Valley Vision (Yolo County Rural AgTech Pilot Project)   | \$75,000      |
| West Contra Costa Unified School District  | \$25,000      |
| YMCA of Greater Long Beach   | \$869,500     |
| YMCA of Metropolitan Los Angeles   |               |
| THINK Together   |               |
| Anaheim Family YMCA  |               |
| YMCA of the Central Bay Area   |               |
| YMCA of Cambria  |               |
| Youth Policy Institute   | \$200,000     |

## ACKNOWLEDGMENTS OF OTHER PARTNERS

In addition to the grantees, the following non-profit and government agencies assisted CETF in implementing strategic program initiatives: Valley Vision (\$368,000 for Regional Consortia Summit, Local Government Roundtable, research on “broadband as a green strategy,” and implementation of School2Home and Neighborhood Transformation); California Center for Rural Policy, Humboldt State University Foundation (\$120,000 for broadband deployment in Rural California); Radio Bilingüe (\$100,000 for public policy support and media outreach on affordable offers); East Bay Economic Partnership for East Bay Broadband Consortium (\$64,000 for Neighborhood Transformation and Regional Consortia Summit); Chicana Latina Foundation (\$50,000 for public policy support); National Hispanic Media Coalition (\$50,000 for public policy support to advance *Get Connected!*); Inland Empire Economic Partnership and Inland Empire Regional Broadband Consortium (\$40,000 to incorporate broadband into priority initiatives); World Institute on Disability (\$37,500 for longitudinal survey of adoption by people with disabilities); The Stride Center and EmpowerNet (\$32,500 for integration of digital literacy into workforce preparation); National Housing Conference (\$25,000 to convene stakeholders nationwide and prepare recommendations for federal policy); National Utility Consumer Rights Association (\$25,000 for assistance with energy utilities strategy); CENIC (\$20,000 for research on infrastructure funding and Tribal Leader consultations); Southeast Community Development Corporation (\$15,000 for ICT workforce training); East Bay Economic Development Alliance (\$10,000 for ICT employer assistance); HackerLab of Sacramento (\$10,000 for ICT workforce training); California Community Builders (\$8,100 for feasibility of telemedicine in Firebaugh affordable housing); Amador Tuolumne Community Action Agency for Central Sierra Broadband Consortium (\$5,000 for broadband surveying); Desert Mountain Resource Conservation and Development Council for Eastern Sierra Connect Broadband Consortium (\$5,000 for leadership roundtables).

## VIAL AWARDS

CETF sponsored awards to recognize extraordinary performance and achievements by CETF grantees in honor of Don and Rosemary Vial because their lives capture the heart and soul of commitment to closing the Digital Divide and promoting Digital Inclusion. Don Vial long served California as a leader in labor relations, energy policy, and telecommunications, including as President of the California Public Utilities Commission and Chair of the California Foundation for the Environment and Economy. Rosemary Vial always has been an outspoken advocate for fairness and equity. The Vial Awards were presented in 2010 and 2012. The Regional Consortia Summit in 2018 will pay tribute to the Vials.



Vial Award nominees and winners in 2010 (left to right): Individual Award Winner Robert Cabeza, YMCA of Greater Long Beach; Louis Nava, San Diego Futures Foundation; Barrie Hathaway, The Stride Center; Kathleen Mooney, Families in Schools; Organizational Award Winner Community Development Technologies Center represented by Benjamin Torres and Ronald Garcia; Emily Simas, Computers for Youth; Naomi Uchida-Boas, Little Tokyo Service Center; Jeff Hancock, San Diego Futures Foundation; Les Peters, YMCA of Greater Long Beach; Rosemary Vial; Patricia Celidon, Community Development Technologies Center; Liz Vial, daughter of Don and Rosemary Vial; Patrick Mason, California Foundation for the Environment and the Economy.



Vial Award nominees and winners in 2012 (left to right): Michael Graff-Weisner, Chrysalis; Peter Manzo, 2-1-1 California; Alicia Orozco, Chicana Latina Foundation; Kathy Valenzuela, Latino Community Foundation; Barrie Hathaway, The Stride Center; Linda Garcia, Dewey Square Group; Bill Watanabe, Little Tokyo Service Center; Rebekah Reali and Anne Young, Goodwill Industries of San Francisco, San Mateo, and Marin Counties; Bruce Buckelew, Oakland Technology Exchange West; Martina Tran, Youth Radio; Organizational Award Winner The ACME Network represented by Deborah Brooks; Steve Karp, Redwood Coast Connect; Cesar Zaldivar-Motts, Southeast Community Development Corporation; Louis Nava, San Diego Futures Foundation; Sergio Flores, Stevenson Middle School (not pictured Individual Award Winner Pamela Stiles, Stevenson Middle School). Also nominated were Social Interest Solutions and World Institute on Disability.

### **Vial Awards Panel of Judges:**

#### **Patrick F. Mason**

President, California Foundation for the Environment and the Economy

#### **Paul Hernández,**

San Diego Civic Leader

#### **Chet P. Hewitt**

President and CEO, Sierra Health Foundation

#### **Maria Alicia Lopez-Freeman**

California Science Project, University of California, Los Angeles

#### **Alvertha Bratton Penny**

Senior Vice President of Programs, California Community Foundation

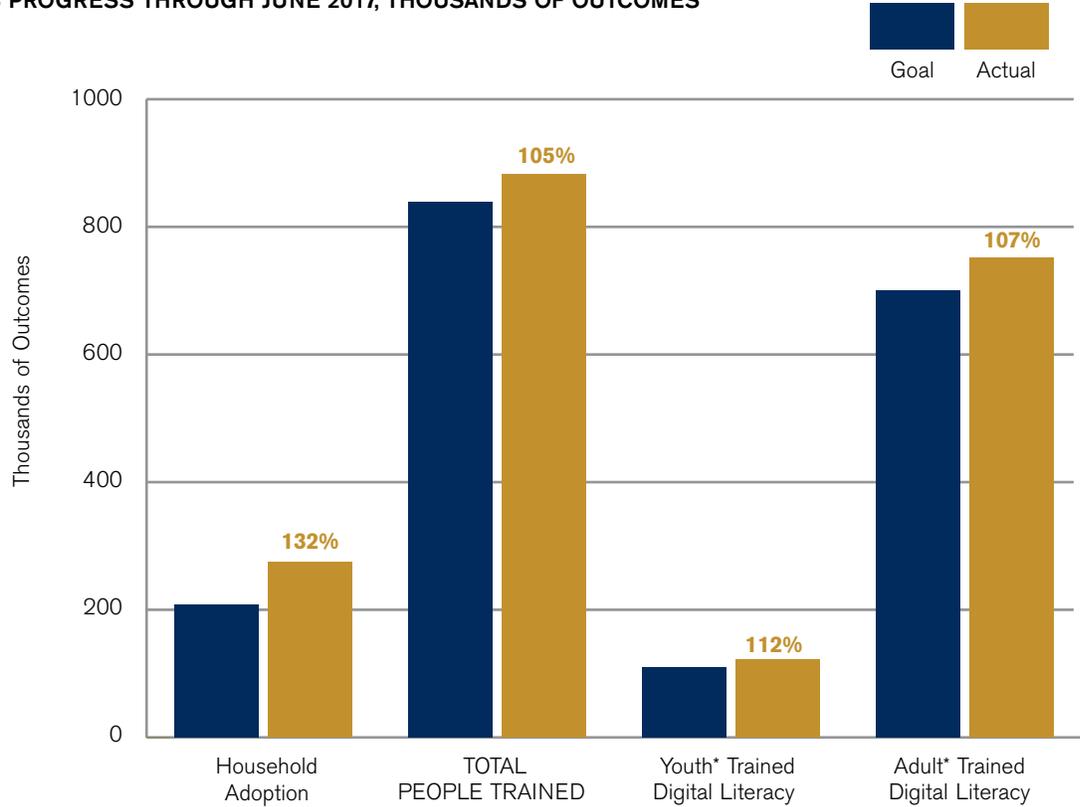
#### **Dr. Ali Modarres**

Chair, Department of Geosciences and Environment, California State University Los Angeles.

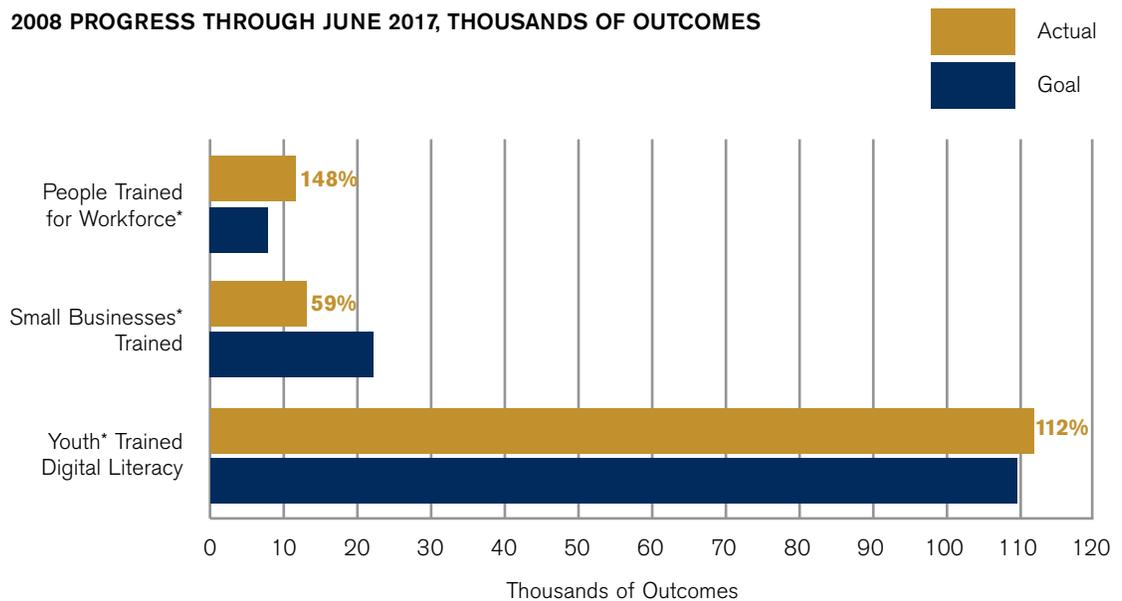
# Grantees Met and Exceeded Performance Goals

## GRANTEE PERFORMANCE

California Emerging Technology Fund Grants  
2008 PROGRESS THROUGH JUNE 2017, THOUSANDS OF OUTCOMES



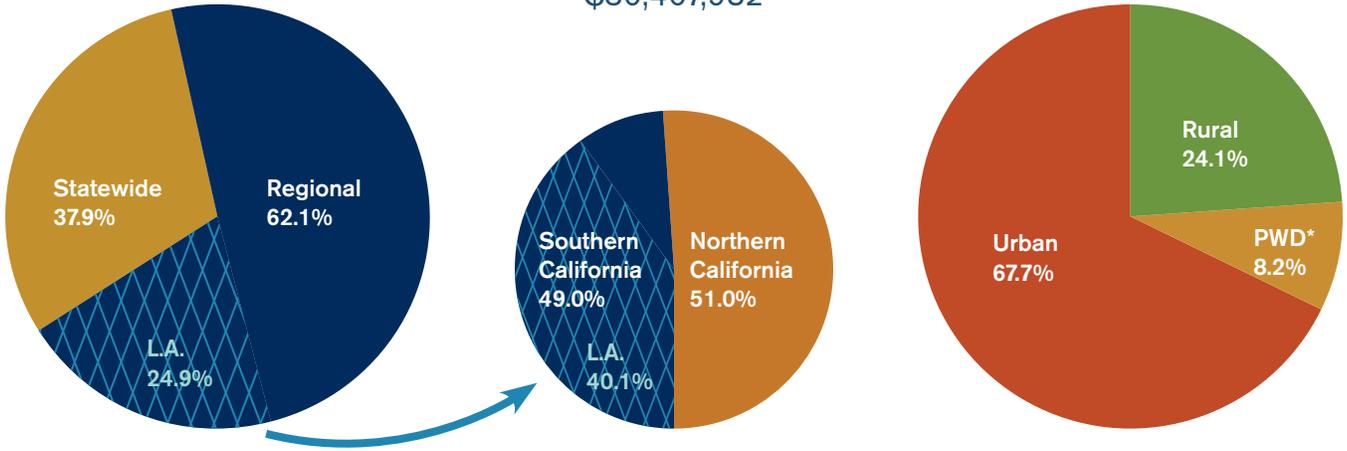
California Emerging Technology Fund Grants Performance  
2008 PROGRESS THROUGH JUNE 2017, THOUSANDS OF OUTCOMES



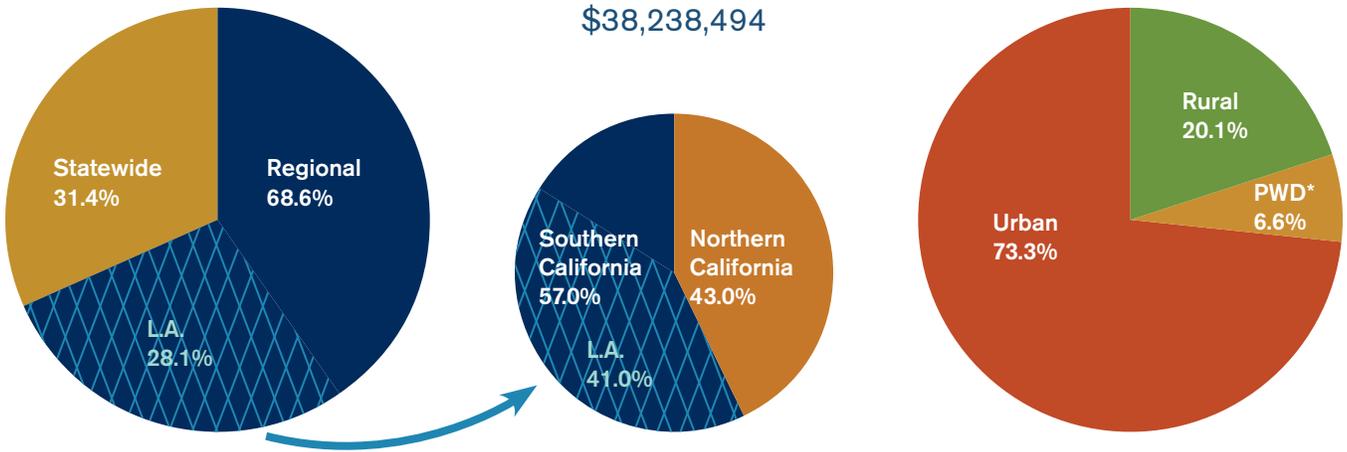
\* Included in Total Trained

## DISTRIBUTION OF GRANTS

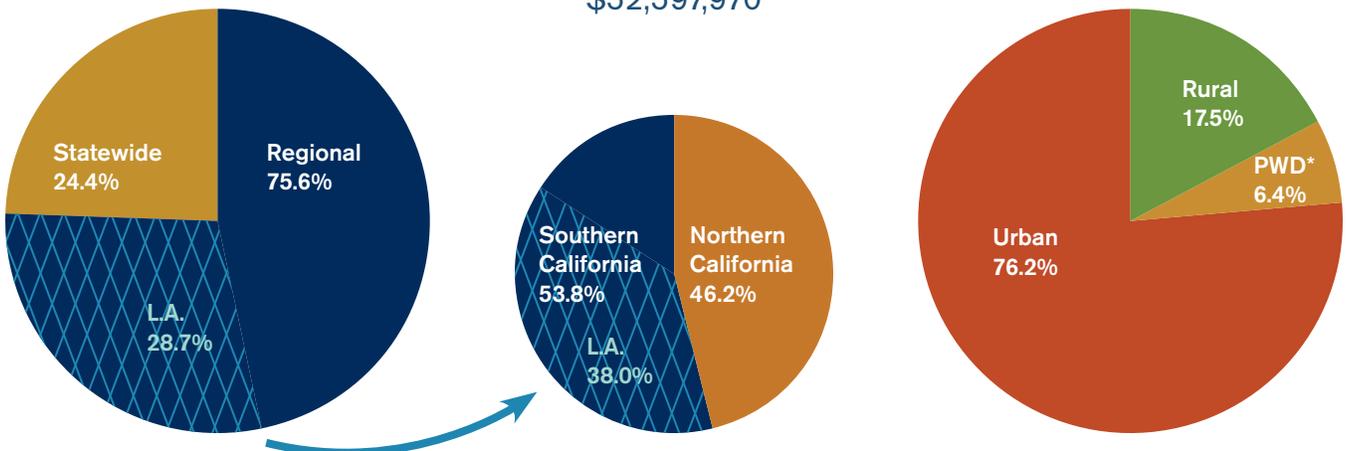
CETF Grants  
\$30,407,982



CETF Grants + Major Programs  
*Get Connected!* and School2Home  
\$38,238,494



CETF Grants + Major Programs + NTIA Grants  
\$52,597,970



\*People with Disabilities



Youth Radio was a community partner for the NTIA grant to increase access to careers in technology.



The *Get Connected!* Public Awareness and Education Program provided information multi-language information materials for all CBO partners.



Southern Missionary Baptist Church earned a new computer lab by achieving the most broadband adoptions among faith-based organizations in a mobilization organized by Dewey Square Group.



Latino Community Foundation collaborated with community organizations to deliver digital literacy training, including in the San Rafael Canal Area.



Southeast Community Development Corporation supported CBOs throughout the state with their mobile computer lab.



Radio Bilingüe and Chicana Latina Foundation collaborated with radio stations throughout California to reach unconnected residents.

## LESSONS LEARNED FROM VENTURE PHILANTHROPY GRANTMAKING

A hallmark of the California Emerging Technology Fund Venture Philanthropy Grantmaking is FOCUS on specified deliverables and quantified outcomes in Grant Agreements, accountability for RESULTS through Quarterly Reports, Annual Site Reviews, and Final Reports as a basis for grant payments, and facilitated interaction among PEOPLE in Learning Communities to share experiences, address common problems, and collaborate. As an investment partner, CETF engages, informs, monitors, assists, and helps grantees correct course when needed—all critical factors in reaching success. This culture of partnership is the foundation for meeting and exceeding performance goals. CETF conducted overall evaluations and analysis for each round of grants and applied the Lessons Learned to subsequent grantmaking.

### Lessons Learned by CETF in Grantmaking

- Focus on results identified in a clear action plan with accountability for achieving results, based on individual grantee performance and overall success in closing the Digital Divide.
- Develop grantee executive leadership and staff management capacity to achieve successful outcomes that enhance potential for organizational sustainability.
- Promote collaboration with other complementary organizations to enhance and leverage resources and effectiveness of each partner.
- Leverage funds to enhance the success of a project and prospects for sustainability.
- Incorporate Digital Literacy training and affordable computing devices and broadband subscription offers with public awareness about broadband benefits to optimize adoption.

### Lessons Learned by Grantee Partners in Achieving Adoptions

- Augment broadband availability and Digital Literacy curriculum with additional services to achieve and sustain adoptions among hard-to-reach populations.
- Drive sustainable adoption and broadband subscription with a full spectrum of services and additional incentives.
- Link commitment to job placements with Digital Literacy training and workforce preparation.
- Provide access to affordable computer hardware and ongoing technical assistance.
- Pursue sustainability by integrating Digital Literacy, broadband adoption and information technology strategies into all projects to align with priorities of specific funders.

With limited resources available for broadband adoption, distribution of information about affordable broadband offers and assistance with signing up for reduced-cost Internet service should be incorporated into existing health and human services agencies and public utilities that serve large numbers of low-income households to “institutionalize” Digital Inclusion. An increasing amount of government information and other opportunities, such as applying for a job or college, are available only online. It should become the policy of the State of California to get online all low-income residents and disadvantaged populations to help them save time and money and ensure that public services are more efficient and cost-effective.





3. Public Policy Initiatives

### 3. Public 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. CETF launched major policy initiatives to accelerate broadband adoption, and worked with stakeholders throughout the state to promote innovative practice to integrate broadband and computing technologies into strategic solutions and major initiatives. CETF also advanced public policy through the regulatory process as a legal party before the FCC and CPUC to secure affordable broadband rates and public benefits for broadband deployment and adoption. In addition, CETF serves on the California Broadband Council, the official forum for continued promotion and oversight of public policies to accelerate broadband deployment and adoption. The following summarizes each public policy initiative and highlights major Results.

#### DIGITAL LITERACY AND WORKFORCE DEVELOPMENT

Digital Literacy is defined as using digital technologies, communications tools, and/or networks to access, manage, integrate, evaluate, create, and communicate information in order to function in a knowledge society. Digital Literacy is essential both to drive demand for broadband adoption

Assemblymember Cecilia Aguiar-Curry (as Mayor of the City of Winters), California Department of Technology Deputy Director Adelina Zendejas, and CETF President and CEO Sunne Wright McPeak helped deliver computers to students and families completing School2Home training at Winters Joint Unified School District (WJUSD). The success of WJUSD points to the need for bold public policy to advance Digital Inclusion.



and to ensure that broadband adoption is sustainable, which is why CETF began public policy work in 2007 by reviewing literature, rubrics, and standards worldwide about information and communication technology (ICT) skills and preparing a base framework for California policymakers. CETF also declared libraries as the “digital hubs for communities” and participated in several forums to promote that role. Today, the ability to access employment, education, healthcare, and financial services is dependent on digital skills. Most job applications and all unemployment forms must be filed online. Digital Literacy is required for workforce readiness because almost every job requires use of some type of digital technology and an increasing number of employers need workers with ICT skills. In K–12 education, the shift to Common Core Standards curricula and computerized assessments requires students to be familiar with using computers to do their homework and take tests.

#### Highlights of Results:

- CETF convened experts and stakeholders to develop and publish the *California ICT Digital Literacy Policy Framework* for the Governor’s Office and Legislature that summarized global practices and set forth standards and performance indicators with consensus from testing and assessment companies. This ICT Digital Literacy Framework was referenced in the President’s Broadband Opportunity Council report.
- CETF sponsored the Governor’s Executive Order on Digital Literacy in 2009 that built upon the Governor’s Broadband Task Force Report *State of Connectivity* to put California on a path to become a national leader on Digital Inclusion. As a result, the California Technology Agency (CTA) prepared the action plan *Digital Literacy Pathways in California* in consultation with other State agencies and stakeholders. CETF funded LINK Americas Foundation, Inc. to assist CTA in launching the iCALIFORNIA Digital Literacy Campaign.
- CETF sponsored EmpowerNet California, a collaborative among workforce training organizations, to develop a Tool Kit to assist workforce preparation organizations in training “hard-to-employ” Californians for careers in information technology. CETF and EmpowerNet secured resolutions from local Workforce Development Boards (WDBs) to promote ICT training in all career pathways.
- CETF facilitated collaboration with the California Workforce Association (CWA) and California Workforce Development Board to conduct a webinar series for WDBs to conduct a webinar series for WDBs to integrate ICT career pathways into workforce training. CETF also supported: East Bay Economic Development Alliance to assist East Bay WORKS focus on ICT skills and develop an online directory of ICT training programs; and Southeast Community Development Center to underwrite advanced ICT skills training for their students from the community college.
- CETF and The Stride Center implemented the SlingShot Initiative for Contra Costa County to spur employer-driven training for ICT skills.



| School District  | School   |
|--|--|
| <b>Los Angeles Unified School District</b>   | Robert Louis Stevenson Middle School<br>Partner: Partnership for Los Angeles Schools |
|  | John Muir Middle School<br>Partner: LA's Promise                                     |
|  | LA Promise Charter Middle School<br>Partner: LA's Promise                            |
|  | Madison Computer Science and Engineering Design Magnet                               |
|  | Edwin Markam Middle School<br>Partner: Partnership for Los Angeles Schools           |
|  | Mark Twain Middle School   |
|  | San Fernando Institute for Applied Media<br>Partner: Youth Policy Institute          |
|  | Joseph LeConte Middle School<br>Partner: Youth Policy Institute                      |
|  | Maclay Middle School<br>Partner: Youth Policy Institute                              |
|  | Christopher Columbus Middle School   |
|  | San Fernando Middle School   |
|  | Johnnie Cochran Middle School  |
|  | Maywood Center for Enriched Studies  |
|  | Monsenor Oscar Romero Charter Middle School<br>Partner: Youth Policy Institute       |
| <b>Riverside Unified School District</b>   | Central Middle School  |
|  | Chemawa Middle School  |
|  | University Heights Middle School   |
| <b>Oakland Unified School District</b>   | West Oakland Middle School   |
|  | Frick Middle School  |
|  | Melrose Leadership Academy   |
| <b>West Contra Costa Unified School District</b>   | Lovonya DeJean Middle School   |
| <b>Winters Joint Unified School District</b>   | Shirely Rominger Intermediate School   |
|  | Winters Middle School  |
|  | Winters High School  |
|  | Wolfskill Continuation School  |
| <b>Inglewood Unified School District</b>   | Crozier Middle School  |
| <b>Sacramento City Unified School District</b>   | Leataata Floyd Elementary School<br>Partner: Valley Vision                           |
|  | Garnet J. Robertson Intermediate School (BESD)                                       |
| <b>Bayshore Elementary School District</b><br><b>Jefferson Elementary School District</b><br>Partner: San Mateo County Office of Education                                   | Thomas R. Pollicita Middle School (JESD)   |
|  | Benjamin Franklin Intermediate School (JESD)   |
|  | Fernando Rivera Intermediate School (JESD)   |
|  | Franklin D. Roosevelt Elementary School (JESD)                                       |
| <b>San Bernardino City Unified School District</b>   | Arrowview Middle School  |
|  | Curtis Middle School   |
|  | Del Vallejo Middle School  |
|  | Golden Valley Middle School  |
|  | Serrano Middle School  |
| <b>Alum Rock Union School District</b><br><b>Oak Grove School District</b><br>Partners: San Jose Mayor's Office,<br>Silicon Valley Education Foundation (East Side Alliance) | Clyde L. Fischer Middle School   |
|  | Caroline Davis Intermediate School   |

## SCHOOL2HOME

School2Home is an innovative cost-effective initiative to close both the Achievement Gap and the Digital Divide by integrating computing and broadband technologies into teaching and learning in low-performing middle schools with an intense focus on parent engagement. School2Home has 10 Core Components based on research and experience about “what works” to turn around low-performing schools and optimize the benefits of technology in education. School2Home provides the essential framework anchored in best practices to turn around low-performing schools and the requisite platform to successfully integrate the use of technology to support innovative pedagogy, personalized learning, and other school-improvement programs (including STEM and STEAM). School2Home also helps students to master competencies under Common Core Standards. Once School2Home has been fully implemented in a school, “rooting the culture” of using technology to engage parents and drive education improvement, students show significant gains in academic performance that outpace comparable schools and statewide averages. CETF continues to lead and manage School2Home with a “critical mass” of district and school partners that achieve success to drive education policy and practice statewide.

### Highlights of Results:

- CETF and The Children’s Partnership developed School2Home in collaboration with stakeholders statewide, including the California Department of Education (CDE), educators, broadband providers, and technology companies. It was launched in 2009 for beta testing in 2 schools (Stevenson Middle School in Los Angeles Unified School District and Central Middle School in Riverside Unified School District). Over the decade, School2Home partnered with 12 districts and 35 schools, reaching more than 600 teachers and 14,000 student and their parents in high-poverty communities.
- School2Home teacher professional learning curriculum was developed in consultation with CUE and peer reviewed by California State University leading faculty. Parent training materials were developed in collaboration with Families in Schools. School2Home always is customized for each school and district to complement and incorporate it into ongoing other existing school-improvement initiatives.



### School2Home 10 Core Components

1. Assessment, Planning, and School Leadership
2. Technology Bundles for Students and Teachers
3. Teacher Professional Learning
4. Teacher Coaching and Mentoring
5. Parent Engagement and Education
6. Student Tech Experts Development
7. Online Resources
8. Learning Academies
9. Affordable Home Broadband
10. Evaluation

- An annual Leadership Academy is convened for all School2Home School Leadership Teams to share their progress and “lessons learned.” Each School Leadership Team develops an action plan by the end of the 2-day event to improve implementation of the program. To date, 7 Leadership Academies have been conducted, receiving positive feedback and high marks from participants. CDE, CUE members, and the California Collaborative for Education Excellence are key contributors to the Leadership Academy.
- An independent evaluation is completed annually to measure progress for accountability and provide feedback to CETF and schools for continuous improvement of School2Home. The comprehensive evaluation includes: interviews of principals; surveys of teachers, students, and parents; analysis of academic performance over time and in comparison to a cohort of comparable schools; analysis of compliance with Local Control Accountability Plans and statewide priorities; and effective use of technology. Surveys show that participating parents increase broadband adoption by about 10% for English-speaking families and by about 50% for Spanish-speaking families.
- School2Home is cost-effective at about \$1,000 per student for full implementation. This is in contrast to other middle school turn-around programs funded through U.S. Department of Education School Improvement Grants which have averaged \$1,710 per student.

***School2Home Is the Centerpiece of Neighborhood Transformation***

Residents in low-income neighborhoods also often are confronted with an interrelated set of factors and forces—a “wall of poverty”—that constitute a huge barrier to overcome and escape. Some of these factors get in the way of children being able to succeed in school, but they are not the direct responsibility of schools. However, the “wall of poverty” can be overcome and shattered by counties and cities aligning their existing resources and delivering human services through multi-disciplined Integrated Services Teams organized around school attendance areas that are accountable for moving families and their children out of poverty and into self-sufficiency—with measurable outcomes for a better future. Obviously, getting a good education, including



Senator Ricardo Lara saluted students, parents and teachers at Stevenson Middle School (from which he graduated) for completing School2Home training and receiving their computers to take home to support academic achievement.

the ability to use technology and acquire digital skills, is fundamental to escaping poverty and becoming self-sufficient. Thus, School2Home also is the “centerpiece” of a strategy referred to as Neighborhood Transformation, which fully embraces and incorporates Digital Inclusion. CETF is pursuing Neighborhood Transformation to complement and augment School2Home with a group of visionary local elected officials and pacesetter counties and cities.

## TELEHEALTH-TELEMEDICINE

Telehealth-Telemedicine is the ability to promote healthy behavior and provide medical care remotely using broadband connectivity between facilities, thus expanding access to vital services and improving the quality of care by linking critical expertise to medically-underserved communities. It also has the potential to help control healthcare costs by being able to monitor patients at home (decreasing follow-up visits) and synthesizing volumes of data on treatment protocols to improve patient outcomes. Promoting telehealth-telemedicine services also is an effective strategy to drive broadband deployment into rural communities and encourage adoption at home. CETF was a key partner working with the University of California and a consortium of State agencies, providers, and foundations to establish the California Telehealth Network (CTN). CETF delineated the vision for CTN to grow to a robust network with sufficient scale to become sustainable and function as an agile intermediary to connect medically-underserved communities and populations with quality medical resources to improve access and population health.

### Highlights of Results:

- CETF provided \$3.6 million to match an initial grant of \$22.1 million from the FCC to build the CTN network and contributed more than \$1 million in operating seed capital as well as pro bono administrative and management support services to ensure success.



Kaiser Permanente Chairman and CEO Bernard Tyson (center right) presented a \$1 million grant check to California Telehealth Network President and CEO Eric Brown (center left). From left to center: UnitedHealth Group Senior Director, Treasury Steven Henry; CTN Co-Chair and UC Office of the President CIO Tom Andriola; and Kaiser Executive Vice President of Community Raymond J. Baxter. From center to right: Kaiser Permanente Northern California Regional Vice President, External and Community Affairs Yvette Radford; CTN Co-Chair and Kaiser Permanente Vice President and Business Information Officer Kevin Hart; and Kaiser Foundation Hospitals and Health Plan, Inc. Executive Vice President and CIO Dick Daniels.

- CETF facilitated the establishment of CTN as a non-profit organization and prepared all the essential corporate policies and management procedures to stand up CTN as an independent operating entity. CETF strongly recommends that CTN return to being an independent California-based non-profit with all Directors residing in the state.
- CETF led efforts to secure additional funding for CTN, including helping obtain a \$10 million NTIA ARRA grant, facilitating government approvals for UnitedHealth to redirect committed funds, and obtaining a \$1 million grant from Kaiser Permanente.
- CETF secured pro bono assistance and provided funding to refine the business plan with a disciplined schedule to reach 1,000 sites by 2018, including a significant increase in participation by safety-net community clinics. CETF worked with CTN to develop the metrics and procedures for regularly tracking CTN utilization for performance accountability.
- CETF funded other healthcare leaders to coordinate services with CTN: UC Merced to connect initial telemedicine sites in the San Joaquin Valley (with California Partnership for the San Joaquin Valley and AT&T), California Dental Association (with Verizon), and Palo Alto Institute for Research and Education.



Dr. Earl Ferguson of Ridgecrest Hospital reads a cardiogram remotely using telemedicine technology.

CETF and the Housing Authority of the City of Los Angeles trained “community coaches” to encourage public housing residents to get online at home. At Jordan Downs, the coaches reached out to residents in bilingual teams.





The children and residents living in Mar Vista Gardens were excited to get Internet connectivity in their homes.

## SMART HOUSING

Smart Housing refers to the policy to ensure publicly-subsidized housing has affordable high-speed Internet connectivity in all units to help residents get out of poverty and transform their lives. There are about 300,000 publicly-subsidized multi-family housing units in California, but most residents are not online. CETF has been a leading voice nationally to advance Smart Housing. In 2013, the Legislature and Governor authorized \$25 million in CASF for publicly-subsidized housing broadband connectivity and Digital Literacy training, making California the first state to address these needs. It was estimated that the CASF funding would reach about 20% of the existing units. More CASF support is needed to get online all residents. At the federal level, CETF partnered with the National Housing Conference to prepare a report on Smart Housing released in 2015. In that same year, the U.S. Department of Housing and Urban Development (HUD) and the White House launched ConnectHome with 27 pilot sites across the nation. HUD also pursued changes in regulations to promote Smart Housing that were proposed by CETF in 2009.

### Highlights of Results:

- CETF formulated a model policy for Smart Housing, compiled the first comprehensive analysis of costs for connecting residents in affordable housing, briefed state and local policymakers, and facilitated forums with stakeholders to gather input. CETF and the California Department of Housing and Community Development jointly requested that HUD amend federal policies to promote Smart Housing.
- CETF partnered with the Non-Profit Housing Association of Northern California to prepare a Tool Kit and to work with other affordable housing organizations to implement Smart Housing and help promote supportive policies at the federal, state, and local levels of government.

- CETF and the Housing Authority of the City of Los Angeles (HACLA) in collaboration with Kalpesh Wireless, Southeast Community Development Center, and ReliaTech implemented the Smart Housing Pilot Partnership to demonstrate the value of broadband connectivity for public housing residents. CETF contributed \$300,000 to connect all 600 units at Mar Vista Gardens and to increase broadband adoption by residents from 48% to 79% in a year.
- CETF was selected by EveryoneOn to help implement ConnectHome at the 2 California sites in Los Angeles and Fresno. CETF contributed \$50,000 to each site. HUD Secretary Julian Castro met with CETF to confer on Smart Housing and express appreciation for supporting ConnectHome.
- CETF conducted numerous workshops throughout California and provided technical assistance to affordable housing organizations to encourage applications for CASF Public Housing Account grants. As a result, enough applications were submitted to the CPUC by October 1, 2016 to almost fully utilize all available funds. However, delays in reviewing and approving applications, challenges from incumbent providers, and subsequent laws passed by the Legislature have put the majority of pending applications in jeopardy. Legislators, CPUC, and stakeholders need to find a workable solution that will get all residents in publicly-subsidized housing connected at home.



HACLA CEO Douglas Guthrie and COO Ken Simmons and CETF Director Darrell Stewart and President and CEO Sunne Wright McPeak announced the partnership to connect Mar Vista Gardens and provide digital literacy training for the residents.

## SMART COMMUNITIES

Smart Communities refers to a policy commitment and focused effort by local governments and civic leaders to optimize broadband deployment as a community grows or redevelops, incorporating it into major public buildings, transportation facilities, and other infrastructure projects. It also means optimizing the use of broadband and other information technologies to deliver public services and integrating it into solutions to major problems to increase efficiency and enhance quality of life. CETF has published several reports that are considered significant reference materials for policymakers and continues to facilitate public policy forums.

### Highlights of Results:

- CETF partnered with Community Partners, California Community Technology Policy Group, and Broadband Institute of California (Santa Clara University School of Law) to compile case studies of municipal wireless projects and published a report that continues as a vital resource for local governments considering public networks: *Wired for Wireless: Towards Next Generation Digital Inclusion and Next Generation Government-Led Wireless Networks*.
- CETF and the Center for a New Orange County compiled and analyzed county and city policies and ordinances on broadband and prepared a sample policy: *Getting Connected for Economic Prosperity and Quality of Life: A Resource Guide for Local and Regional Government Leaders to Promote Broadband Deployment and Adoption*.
- CETF and Valley Vision collaborated on a compendium of research and literature about broadband as a “green strategy” and published a summary report to promote Smart Communities titled: *Can the Internet Help Save the Environment? YES*.
- CETF funded the Inland Empire Economic Partnership and the Inland Empire Regional Broadband Consortium to incorporate broadband into planning, education, workforce preparation, healthcare, and housing to brand the Inland Empire as a “Smart Region.”
- CETF has submitted testimony to the California Air Resources Board and California Transportation Commission urging incorporation of broadband deployment and adoption as an integral strategy to achieving their missions. CETF will continue to work to “institutionalize” the Smart Communities concept into policies and programs of existing public agencies.



EveryoneOn met with CETF to discuss affordable broadband strategies (left to right): EveryoneOn Chief Executive Officer Chike Aguh; Regional Manager-Bay Area Rania Ahmed; Chief Programs Officer Veronic Creech; and CETF Senior Vice President Susan Walters.



CONNECTATE!

GET





1

Civic Leader Engagement

Venture Philanthropy

2

Achieve  
98% Deployment  
and  
80% Adoption

5

Strategic Partnerships

Public Policy Initiatives

3

4

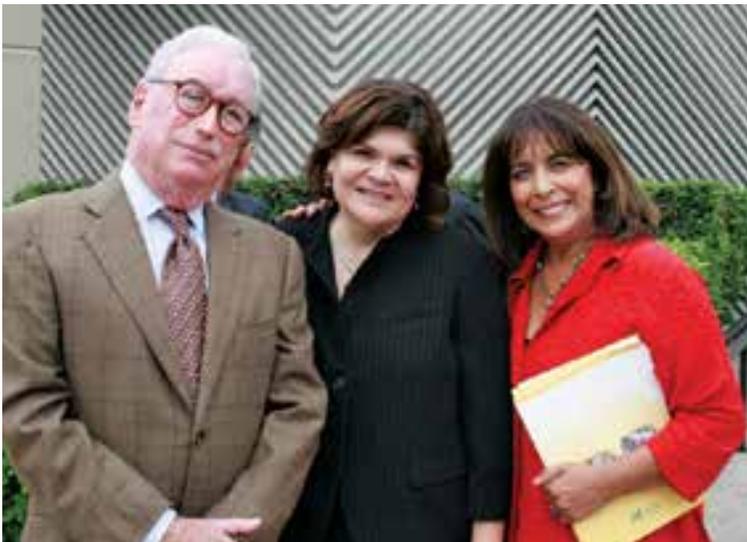
Public Awareness and Education

**CONNECTED!**

*Your Life Made Easier*

## 4. Public Awareness and Education

CETF launched the *Get Connected!* Public Awareness and Education program to raise overall awareness about the benefits of broadband, particularly high-speed Internet access at home, as a foundation for all other strategic actions. The initial 2-year goal in 2008 was to increase adoption among low-income and Latino households statewide by 10 percentage points: the result was a 16 percentage point increase, demonstrating the value of focused public information, outreach, and mobilization as an integral component of an overall drive to increase broadband adoption. *Get Connected!* resources include a multilingual website (GetConnectedToday.com) to help non-users learn the basics about computing devices and broadband, public service announcements, and technical assistance to conduct Community Connect Fairs. Local governments across California, including all 58 counties, passed *Get Connected!* resolutions to declare their commitment to getting all residents online. CETF partnered with United Ways of California/2-1-1 California, *La Opinion*, National Hispanic Media Coalition, and Radio Bilingüe to produce print and broadcast materials for grantees. CETF also developed social media channels and tools for the *Internet For All Now* mobilization to inform policymakers and regulators. More than 137 key leaders and organizations endorsed the CETF position on broadband lifeline and more than 70,000 individuals participated in social media to send more than 250,000 emails to the FCC in support of the CETF recommendations. And, CETF continues to publish the newsletter *Let's Talk Broadband* to keep policy makers and stakeholders up to speed on broadband issues.



Former CPUC President and CETF Chair Michael Peevey and Former Senator Martha Escutia represented CETF at the Community Connect Fair in Vernon. The City of Vernon donated more than \$300,000 to purchase the mobile computer lab operated by the Southeast Community Development Corporation.

Los Angeles Mayor Antonio Villaraigosa and impreMedia CEO Monica Lozano (now President and CEO of the College Futures Foundation) launched *La Opinion* Club Digital.



CETF President and CEO Sunne Wright McPeak and Chair Michael Peevey announced the launch of *Get Connected!*



Thousands of residents attended Community Connect Fairs to learn about high-speed Internet technology, attend digital literacy training, and participate in raffles to win a computer.



## COMMUNITY CONNECT FAIRS

Community Connect Fairs have been held throughout California. Today, CETF is collaborating with Regional Consortia, Legislators, broadband providers, and community organizations to sponsor Community Connect Fairs to sign up unconnected and underconnected residents for affordable high-speed Internet service offers.

Los Angeles



Boyle Heights



Long Beach



Chinatown



Pico Union



Vernon



Inland Empire



Adelante



Southeast Communities



MacArthur Park Taste of Soul



Mariachi Festival



Radio Bilingüe promoted broadband at its annual Mariachi Festival attended by United Farm Workers leader Dolores Huerta.



**CETF** 1 THIRD STREET, SUITE 300  
SAN FRANCISCO, CA 94103

PAY TO THE ORDER OF Southeast Community Development Corporation

Five thousand

FOR \_\_\_\_\_ *Samuel*

\*0000000110\* \*2109882490 9346800009\*

These residents completed all the digital literacy ICT courses offered by Southeast Community Development Corporation (SCDC) supported by CETF funding. However, they were still eager to learn more for job skills and daily living. So, CETF made a modest additional grant for SCDC to arrange for a community college instructor to continue their training.





1  
Civic Leader  
Engagement

2  
Venture  
Philanthropy  
Grantmaking

Achieve  
98% Deployment  
and  
80% Adoption

3  
Public Policy  
Initiatives

4  
Public Awareness  
and Education

5  
Strategic  
Partnerships

5. Strategic Partnerships

## 5. Strategic Partnerships

It is essential for CETF to forge Strategic Partnerships with government, foundations, and employers to sufficiently align strategies and investments to help grantees get to scale with broadband adoption. For example, the Strategic Partnership with EveryoneOn provides an opportunity to engage broadband providers on a national scale and to interact with federal policymakers for greater impact. CETF provided initial funding and office space for EveryoneOn to hire staff in California. CETF and EveryoneOn are collaborating now on promoting affordable broadband offers.

CETF is urging the CPUC Low Income Oversight Board to engage energy utilities as partners to get all of their low-income customers online to both close the Digital Divide and increase energy efficiencies. Energy providers know the value of having all of their clients online in order to save costs, improve

The CETF Board of Directors joined the Bell Technology Center and Southeast Community Development Corporation (SCDC) for a tour, including the SCDC mobile digital learning lab (left to right): Barbara O'Connor, Rich Motta, Carol Whiteside, Darrell Stewart, Lloyd Levine, Emma Hernandez, Cesar Zaldivar-Motts, Jim Kirkland, and Rachele Chong.



communications, and help their customers save time and money. CETF worked with the California Foundation for Independent Living Centers and Sacramento Municipal Utility District (SMUD) to develop a model for outreach and assistance to get their low-income customers online. CETF has entered into 2 pilot projects with investor-owned utilities (San Diego Gas & Electric Company with 2-1-1 San Diego; and Southern California Gas Company with 211 LA County) and is exploring other partnerships (Southern California Edison and PG&E).

Strategic Partnerships with both Frontier and Charter have been launched to implement the public benefit agreements resulting from corporate consolidations. CETF also is underwriting assistance to the University of California, Riverside School of Public Policy to help develop its Center for Broadband Policy and Digital Literacy.

CETF in collaboration with the network of partners throughout California provides an “investment ready” opportunity for foundations and other public-purpose investors to leverage expertise for a higher return on their government and philanthropy dollars.



Assemblymember Miguel Santiago (right) with Cindy Howell, Vice President, State Government Affairs—West Region, Charter Communications (center) and Peter Hidalgo, Charter Director for Government Affairs, announced Charter Communication’s affordable Internet offer, Spectrum Assist.



CETF Senior Vice President Susan Walters led a learning community of Frontier grantees to achieve broadband adoption. Colleen Camicia presented Frontier’s affordable broadband offer.

