



# REVIEW

## CTF Administrative Committee Strategic Plan (2025–2027)

# SWOT Analysis Summary

Key insights from our committee assessment



## Strengths

- Support of CTF staff
- Enhanced reporting capabilities
- Dedicated members who care about the program
- Effective community outreach and awareness
- Accessibility throughout the state



## Opportunities

- Expanding Internet Access & Affordability
- Funding & Policy Advocacy
- Technology Infrastructure & Innovation
- Partnerships & Community Engagement
- Sustainability & Future-Proofing Programs



## Weaknesses

- Lack of primary and alternate representatives
- Inconsistent meeting attendance
- Limited resources for program expansion
- Communication gaps between regions



## Threats

- Policy changes affecting program implementation
- Funding uncertainties
- Demographic shifts in service communities
- Competing priorities for community resources

# Why We are Here

The CTF Administrative Committee serves as an **advisory board** to the California Public Utilities Commission under Public Utilities Code § 280(a).





We guide program development and implementation to advance **universal service** through discounted rates for qualifying institutions.

Our scope includes schools, libraries, hospitals, health clinics, and community organizations as outlined in **Chapter 278 of the Statutes of 1994**.

All Committee responsibilities operate under Commission direction, control, and approval to ensure regulatory compliance and effective governance.

# Why a Strategic Plan?

This plan ensures the CTF-AC fulfills its mandate with purpose and accountability. It:

-  **Aligns our work with CPUC directives**
-  **Provides a clear roadmap for action**
-  **Enhances transparency and impact**
-  **Prepares us for policy and program shifts**

It turns our responsibilities into results through structured, measurable objectives.

# Strategic Plan Components

Our comprehensive approach to strategic planning includes these key elements:

## Purpose & Vision

Defines our aspirational goals and the fundamental reason for our existence

## Membership Structure

Outlines roles, responsibilities, and representation across our committee

## Priorities & Goals

Identifies key focus areas and specific objectives to be achieved

## Implementation & Metrics

Details actionable steps and measures to track progress and success

## Governance & Compliance

Establishes protocols for decision-making and regulatory adherence

## Monitoring & Review

Creates systems for ongoing assessment and strategic adjustments



# Vision Statement



## Equitable Access

Ensuring telecommunications services reach all eligible California communities regardless of geographic or economic barriers



## Proactive Outreach

Actively identifying and engaging underserved communities to maximize program participation and impact



## Reliable Funding

Maintaining sustainable financial support through effective governance and transparent administration

Our vision centers on transforming telecommunications access across California's most vulnerable communities. Through strategic partnerships and community-focused initiatives, we aim to bridge the digital divide and create lasting connectivity solutions that empower educational institutions, healthcare facilities, and community organizations.





# Mission Statement

## Strategic Oversight

Providing comprehensive governance and direction to ensure CTF program objectives align with community needs and state telecommunications goals

## Transparent Administration

Maintaining open, accountable processes that build stakeholder trust and demonstrate responsible stewardship of public resources

## Inclusive Engagement

Fostering broad participation from diverse stakeholders to ensure program decisions reflect the full spectrum of California's eligible communities



# Increase Program Awareness

1

## Multilingual Materials Development

Creating comprehensive outreach resources in Spanish, Mandarin, and other prevalent community languages to ensure broad accessibility

2

## Community Partnership Building

Establishing strategic alliances with local organizations, schools, and healthcare facilities to leverage existing trust networks

3

## Digital Engagement Platform

Hosting monthly informational webinars and creating online resources to reach geographically dispersed communities

Our ambitious goal targets a 50% increase in CTF awareness within underserved areas by June 2026. This comprehensive approach combines grassroots community engagement with digital outreach strategies, ensuring no eligible entity remains unaware of available telecommunications funding opportunities.





# Strengthen Governance & Representation

1

## Recruitment Campaign

Conducting targeted outreach to identify qualified candidates for vacant committee positions across all stakeholder categories

2

## Bylaws Modernization

Updating governance documents to reflect current operational needs and ensure clear succession planning protocols

3

## Capacity Building

Implementing orientation programs and ongoing training to enhance committee member effectiveness and engagement

Achieving full committee representation with designated primaries and alternates by Q4 2025 strengthens our governance foundation. This initiative ensures continuity of operations while bringing diverse perspectives essential for effective telecommunications policy oversight and community representation.



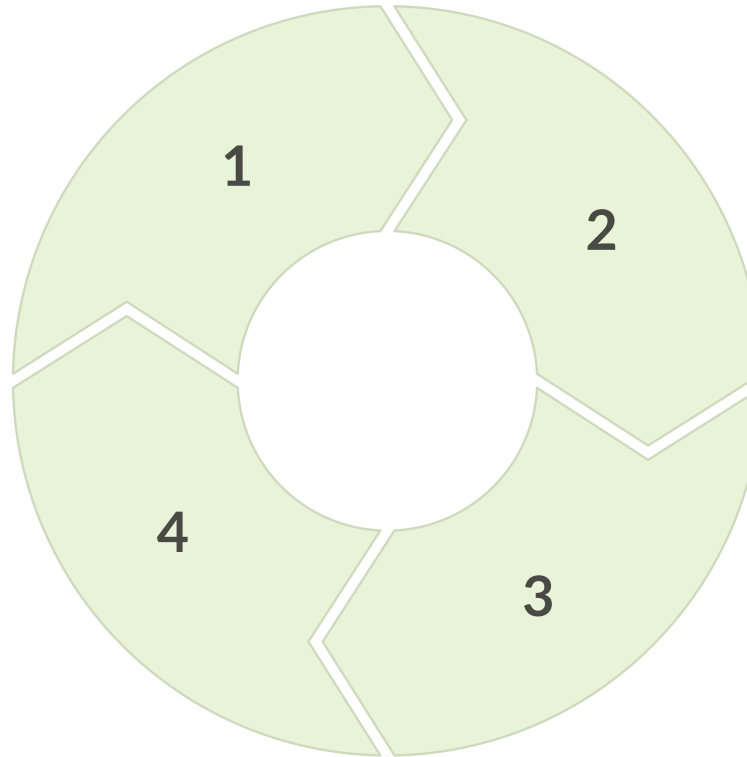
# Monitor and Respond to Policy Shifts

## Policy Surveillance

Continuously monitoring federal E-Rate program changes and telecommunications policy developments that could impact CTF operations

## Implementation Readiness

Creating operational protocols that enable rapid response to policy changes without disrupting service to eligible communities



## Stakeholder Coordination

Engaging state partners, federal agencies, and community organizations to maintain aligned advocacy positions and information sharing

## Response Planning

Developing comprehensive adaptation strategies that protect California's telecommunications funding interests while maintaining program integrity



# Improve Community Engagement



## Regional Partnerships

Collaborating with local government agencies, educational cooperatives, and community organizations to host accessible feedback sessions across California's diverse regions



## Structured Feedback Collection

Implementing systematic approaches to gathering, analyzing, and responding to community input that directly influences program improvements and policy recommendations



## Communication Refinement

Using community insights to enhance outreach strategies, simplify application processes, and improve program accessibility for all eligible entities

Our commitment to hosting three regional feedback sessions by June 2026 ensures authentic community voice in CTF administration. These sessions create valuable opportunities for two-way communication, building stronger relationships while gathering insights that drive meaningful program enhancements.

# Implementation Framework

## Timeline Structure

Strategic initiatives are organized into quarterly milestones spanning 2025-2027, ensuring consistent progress monitoring and timely course corrections. Each quarter features specific deliverables that build toward annual objectives while maintaining operational flexibility.

This structured approach balances ambitious goals with realistic capacity constraints. Regular milestone reviews enable adaptive management while maintaining momentum toward transformative outcomes for California's telecommunications landscape.

## Role Assignments

Clear responsibility distribution ensures accountability: Saira and the Outreach Subcommittee lead awareness campaigns, Jarrid and Geoff manage reporting systems, the Chair and Coordinator oversee governance improvements, and Geoff monitors policy developments.



# Evaluation Metrics

50%

Awareness Increase

Target growth in CTF program recognition within underserved communities

100%

Role Completion

Percentage of committee positions filled with primary and alternate representatives

4

Quarterly Reports

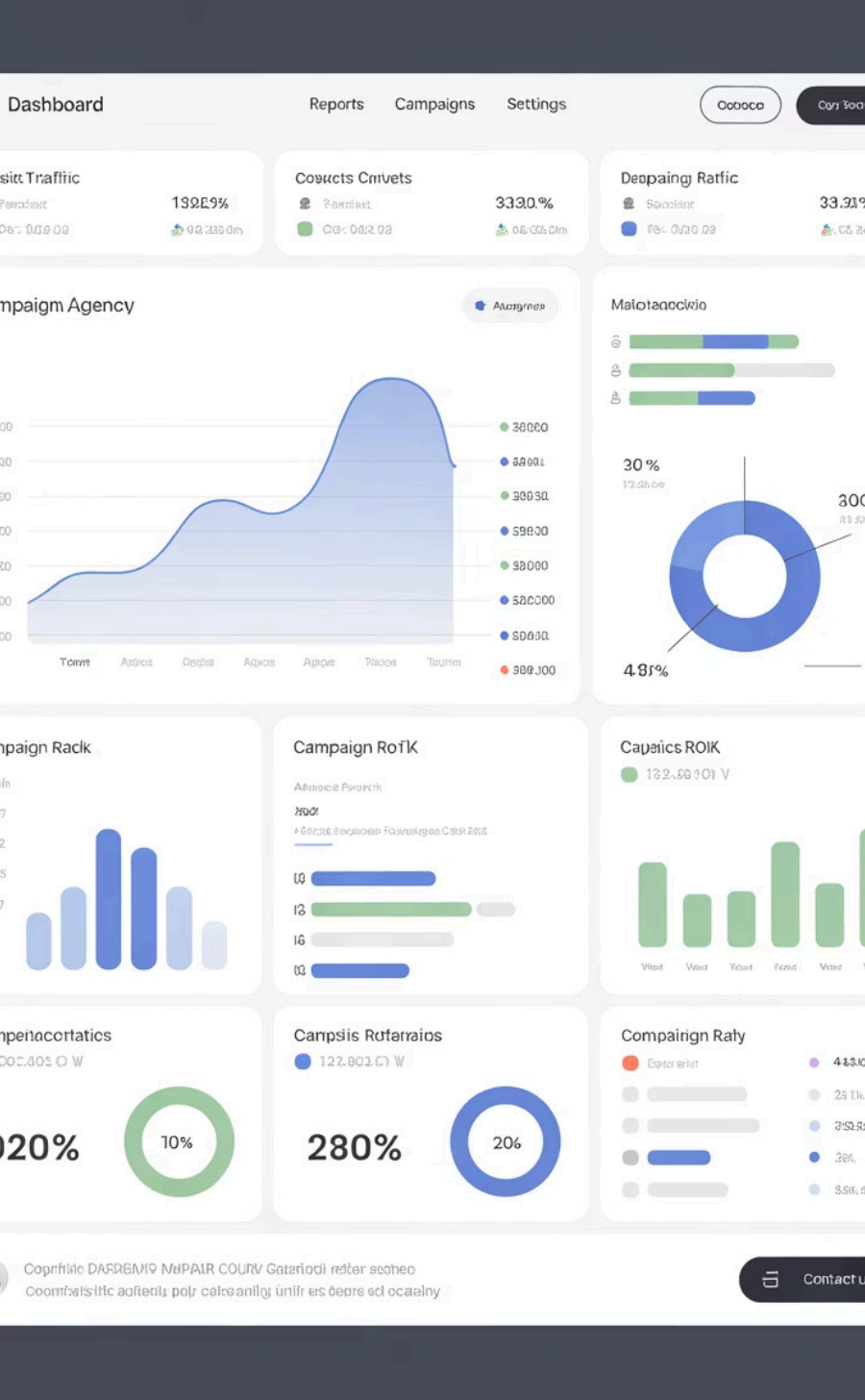
Regular transparency publications measuring program effectiveness and community impact

3

Regional Sessions

Community engagement events fostering direct stakeholder feedback and program improvement

These quantifiable metrics provide objective measures of strategic plan success while enabling continuous improvement. Regular assessment against these benchmarks ensures accountability and demonstrates tangible progress toward our vision of equitable telecommunications access.



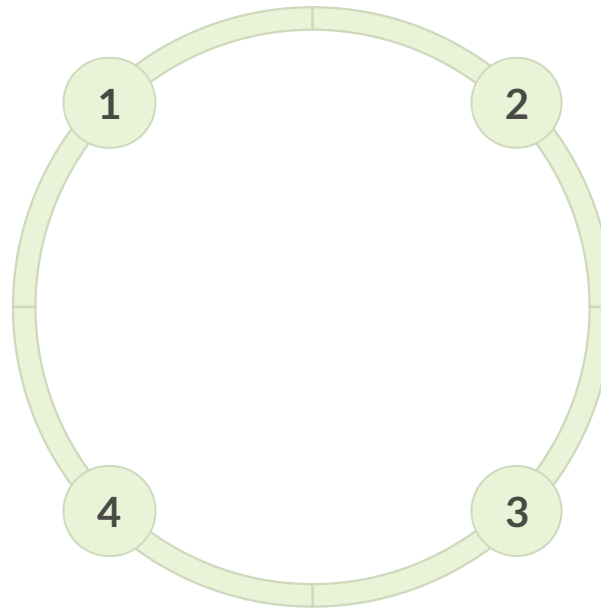
# Monitoring and Review

## Dashboard Tracking

Continuous monitoring through Strategic Plan Dashboard ensuring real-time visibility into progress across all strategic initiatives

## Stakeholder Input

Incorporating community feedback and committee insights into ongoing strategy refinement and priority adjustment processes



## Quarterly Assessment

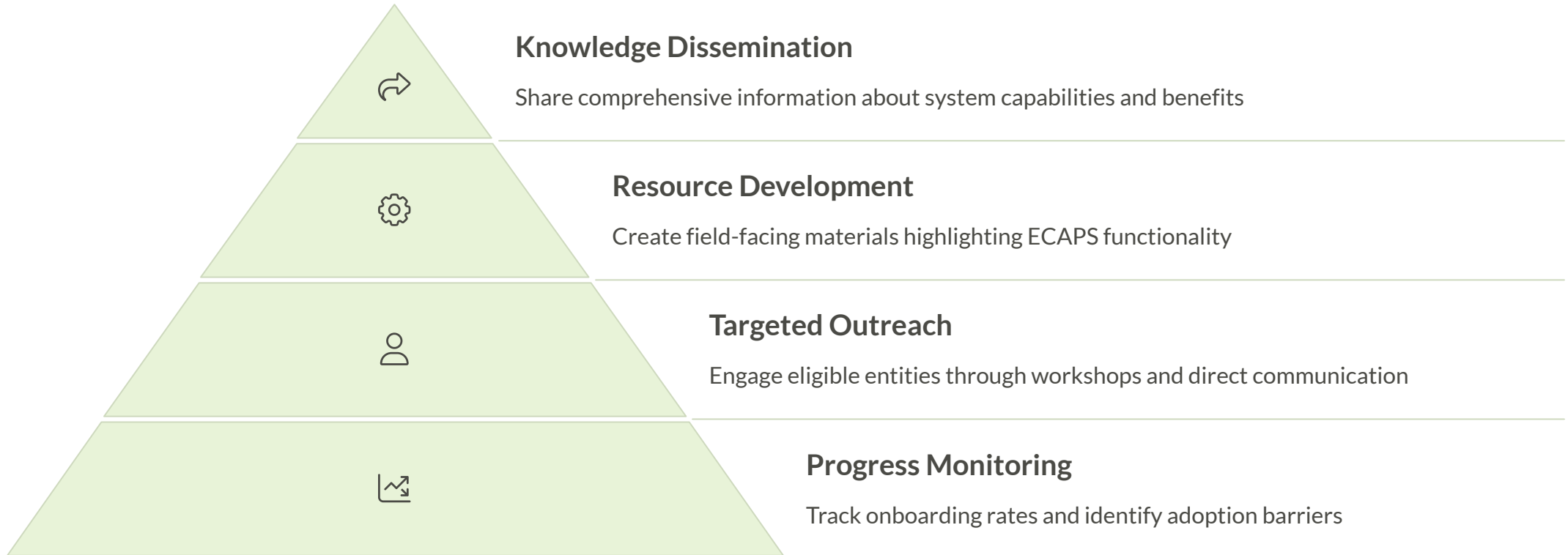
Regular comprehensive reviews evaluating milestone achievement, identifying implementation challenges, and celebrating successes

## Adaptive Management

Flexible adjustment processes that enable responsive strategy modifications based on changing conditions and emerging opportunities

# Goal 3: Support ECAPS Onboarding

Facilitating seamless transition for eligible entities into the Electronic Claims and Processing System (ECAPS)



Strategic support for ECAPS implementation ensures eligible entities can efficiently access program benefits while improving overall administrative effectiveness and data integrity across the Commission's telecommunications initiatives.

# Goal 4: Ensure Comprehensive Reporting Compliance

Establish standardized processes to meet all statutory reporting obligations consistently and transparently by 2026.



## Standardize Reporting Templates

- Develop uniform templates for annual reports
- Create streamlined Form 700 filing procedures
- Establish clear guidelines for statutory obligations



## Enhance Public Transparency

- Publish all reports on CTF website
- Ensure accessibility of public documents
- Provide searchable archive of historical reports



## Implement Tracking Systems

- Monitor Form 700 filing deadlines
- Track annual report completion status
- Create automated reminder notifications



## Measure Compliance Success

- Evaluate reporting timeliness and completeness
- Assess information quality and comprehensiveness
- Report compliance metrics to committee quarterly

# Next Steps

If we are aligned on this strategic framework, we will proceed with implementation through the following actions:

## Finalize Committee Agreement

Secure formal adoption of the strategic priorities and goals by the full Administrative Committee.

## Draft Full Strategic Plan Document

Develop the comprehensive narrative strategic plan document based on the approved framework outline.

## Identify Writing Leads

Assign responsibility for developing each major section of the strategic plan to ensure accountability and subject matter expertise.

These coordinated actions will transform our strategic framework into an actionable roadmap that guides CTF Administrative Committee activities through 2027.



# 9/8/25-Strategic Plan Implementation:

01

---

## Committee Agreement & Adoption

- Review draft framework with the full Administrative Committee.
- Secure formal adoption of strategic priorities and goals.

02

---

## Finalize & Adopt Strategic Plan

- Incorporate committee feedback into the final version of the plan.
- Present the polished plan to the Administrative Committee for formal adoption.
- Publish and distribute the final plan to all relevant stakeholders.

**California Teleconnect Fund (CTF)  
Administrative Committee  
Strategic Plan  
2025–2027**

Adopted by the CTF Administrative Committee  
Prepared for the California Public Utilities Commission

# Foreword

The California Teleconnect Fund (CTF) Administrative Committee is proud to present its first-ever Strategic Plan for 2025-2027, a milestone moment in our evolution as a governing and advisory body. This plan represents more than a set of goals; it embodies our shared vision, core values, and unwavering commitment to advancing digital equity for all eligible Californians.

Through discounted telecommunications services, the CTF program supports essential community institutions, public schools, libraries, health clinics, hospitals, and nonprofit organizations for helping to close the digital divide and expand opportunity across the state. In an era of rapid technological and policy change, this plan positions the Committee to respond proactively and strategically.

For the first time, the Committee has a unified roadmap that brings cohesion to our work, clarifies our roles, and aligns our actions with statewide objectives. It strengthens our governance structure, deepens our accountability, and ensures our efforts are both intentional and impactful. The plan offers structure, but also flexibility, enabling us to adapt to shifting needs while remaining rooted in our mission of universal service.

We extend our sincere gratitude to the dedicated members of the Committee, CPUC staff, and community stakeholders whose insights, collaboration, and hard work made this plan possible. Together, we are not only stewarding a vital public resource we are building a more connected, inclusive, and resilient California.

# Table of Contents

Foreword .....2

Introduction and Vision .....4

Strategic Planning Framework and SWOT Analysis.....5

Strategic Goals and Objectives.....6

Implementation Framework and Evaluation Metrics .....8

Evaluation Metrics .....9

Monitoring, Review, and Next Steps.....10

DRAFT

# Introduction and Vision

## Introduction

The CTF Administrative Committee serves as an advisory body to the California Public Utilities Commission (CPUC), pursuant to Public Utilities Code §280(a). Our mission is to advance universal service by providing discounted telecommunications services to qualifying schools, libraries, health clinics, hospitals, and community-based organizations. These efforts are guided by Chapter 278 of the Statutes of 1994 and implemented under CPUC oversight to ensure compliance, transparency, and impact.

This strategic plan ensures the Committee fulfills its mission with purpose and accountability. It provides a clear roadmap, aligns with CPUC directives, enhances visibility, and strengthens the program's capacity to respond to shifting policy, fiscal, and technological landscapes.

## Vision Statement

To ensure equitable access to telecommunications services for California's eligible communities through proactive outreach, reliable funding, and strong governance.

## Mission Statement

The CTF Administrative Committee provides oversight and strategic direction to support the effective, transparent, and inclusive administration of the California Teleconnect Fund. We are committed to:

- Strategic Oversight: Aligning program objectives with state telecommunications goals and community needs.
- Transparent Administration: Building trust through open and accountable governance.
- Inclusive Engagement: Ensuring decisions reflect California's full diversity of eligible institutions and populations.



# Strategic Planning Framework and SWOT Analysis

This plan is grounded in a structured framework composed of six strategic goals that reflect our commitment to service equity, compliance, and future-readiness. Each goal includes specific objectives, deliverables, and timelines, with success measured by defined metrics.

Our framework incorporates:

- Purpose and Vision
- Membership Structure
- Priorities and Goals
- Implementation and Metrics
- Governance and Compliance
- Monitoring and Review

<b>Strengths</b> <ul style="list-style-type: none"><li>• Strong support from CTF staff</li><li>• Enhanced reporting capabilities Dedicated and knowledgeable members</li><li>• Robust community outreach and awareness</li><li>• Program accessibility statewide</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Lack of designated primary and alternate representatives in some roles</li><li>• Inconsistent member attendance</li><li>• Limited resources for program expansion</li><li>• Communication gaps between regions</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>• Expanding broadband access and digital affordability</li><li>• Legislative and policy advocacy opportunities</li><li>• Infrastructure modernization and innovation</li><li>• Strategic partnerships with community organizations</li><li>• Long-term sustainability planning</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Federal and state policy volatility Uncertain long-term funding</li><li>• Changing demographics in eligible populations</li></ul>

# Strategic Goals and Objectives

<b>Goal 1: Increase Program Awareness</b>	To increase awareness of the California Teleconnect Fund (CTF), the Committee will launch a comprehensive statewide outreach campaign. This campaign will target eligible institutions and underserved communities by providing multilingual materials, partnering with trusted local organizations, and utilizing digital platforms such as webinars and online guides. These efforts aim to bridge communication gaps and improve understanding of CTF benefits, application processes, and available support.
<b>Goal 2: Strengthen Governance and Representation</b>	Recognizing the importance of strong internal governance, the Committee will conduct targeted recruitment to fill all primary and alternate positions by Q4 2025. In addition, we will modernize bylaws to reflect current needs and introduce orientation and training programs to build committee capacity and effectiveness.
<b>Goal 3: Support e-CAP Onboarding</b>	To support the CPUC's efforts to transition to the e-cap platform, the Committee will actively share system benefits and capabilities, develop helpful resources, and engage eligible entities through targeted workshops and communication. This goal aims to improve onboarding rates, identify challenges, and ensure institutions are equipped to take full advantage of the system.

<b>Goal 4:</b> <b>Ensure Comprehensive Reporting Compliance</b>	<p>The telecommunications landscape continues to evolve, particularly at the federal level. The Committee will maintain a vigilant watch on policy developments, especially changes to the E-Rate program. We will coordinate closely with CPUC staff and stakeholders to develop a rapid-response strategy by September 2025, ensuring continuity of service and program stability regardless of external shifts.</p>
<b>Goal 5:</b> <b>Monitor and Respond to Policy Shifts</b>	<p>The telecommunications landscape continues to evolve, particularly at the federal level. The Committee will maintain a vigilant watch on policy developments, especially changes to the E-Rate program. We will coordinate closely with CPUC staff and stakeholders to develop a rapid-response strategy by September 2025, ensuring continuity of service and program stability regardless of external shifts.</p>
<b>Goal 6:</b> <b>Support CPUC Outreach Efforts</b>	<p>The Committee will collaborate with the CPUC to enhance outreach, particularly by establishing regional partnerships and creating structured mechanisms to gather feedback. This input will help refine communication strategies, simplify application procedures, and make the program more accessible for all eligible entities.</p>

# Implementation Framework and Evaluation Metrics

## Implementation Framework

The strategic goals are supported by a robust implementation framework that includes defined quarterly milestones from 2025 through 2027. This phased approach ensures accountability, tracks progress, and allows for timely adjustments.

Roles and responsibilities are clearly delineated:

- Outreach Lead: Coordinates public messaging and engagement
- Reporting Lead: Oversees compliance documentation and tracking
- Governance Lead: Manages committee structure and meeting logistics
- Policy Liaison: Monitors legislative and regulatory changes

This framework ensures that strategic actions remain aligned with available resources and evolving priorities.

# Evaluation Metrics

To measure success, the Committee will track progress through a series of key performance indicators:

**50%**

## **Awareness Increase**

Increase in awareness of the CTF program within underserved communities

**100%**

## **Committee Positions**

Committee positions filled with primary and alternate representatives

**4**

## **Quarterly Reports**

Publication of reports detailing program impact and transparency

**3**

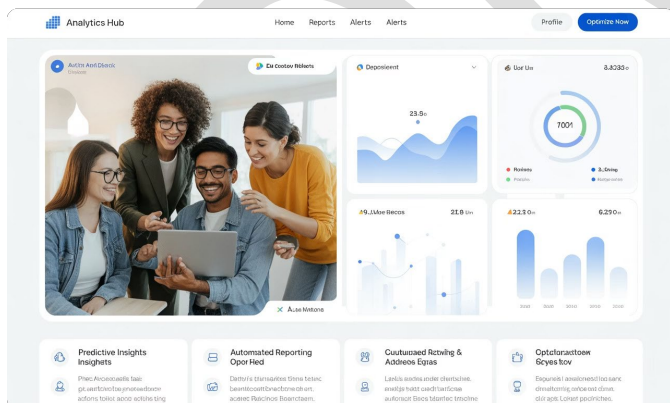
## **Engagement Sessions**

Regional community engagement sessions by Regional community engagement sessions by 2027

# Monitoring, Review, and Next Steps

## Monitoring and Review

Strategic plan execution will be monitored through ongoing tracking of deliverables and outcomes. The Committee will conduct quarterly assessments to evaluate progress and identify challenges. Adaptive management strategies will allow for mid- course corrections, and stakeholder feedback will be continuously incorporated to enhance implementation.



## Next Steps

With the strategic plan now in place, the following actions will ensure timely execution:

### Finalize Committee Agreement

Formally adopt the strategic goals and secure commitment from all committee members.

### Assign Implementation Leads

Designate writing and implementation leads to oversee each plan section.

### Launch Q3 2025 Work Plan

Focus on outreach, governance strengthening, and ECAPS support as initial priorities.

These coordinated efforts will translate vision into action and drive the program forward through 2027.