



CALIFORNIA PUBLIC UTILITIES COMMISSION

**California Teleconnect Fund
Administrative Committee
(CTF-AC)**

**Strategic Plan
2026–2028**

Adopted by the CTF-AC March 2, 2026

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Foreword

The California Teleconnect Fund Administrative Committee (CTF-AC) is proud to present its first Strategic Plan for 2026–2028. This plan establishes a clear roadmap to guide the Committee’s work in advising and supporting the California Public Utilities Commission (CPUC) in the administration of the California Teleconnect Fund program. It represents more than a set of goals; it reflects our shared vision, core values, and commitment to advancing digital equity for all eligible Californians.

Through discounted telecommunications services, the CTF program supports schools, libraries, community colleges, government-owned hospitals and health clinics, and community-based organizations, 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 thoughtfully and strategically.

Through the collaborative work of the Committee, we have established a formal framework that brings cohesion to our work, clarifies our roles, and aligns our efforts with statewide objectives. It strengthens our governance structure, deepens accountability, and ensures our work remains both intentional and impactful. The plan also provides flexibility, allowing the Committee to adapt to evolving needs while remaining rooted in the mission of universal service.

We extend our sincere gratitude to the dedicated members of the Committee, CPUC staff, and community stakeholders whose insight, collaboration, and commitment made this plan possible. Together, we are not only stewarding a vital public resource, but also helping build a more connected, inclusive, and resilient California.

Sincerely,

Jarrid Keller

Chair, California Teleconnect Fund Administrative Committee

March 2026

Introduction, Vision, and Mission Statement

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, new state broadband infrastructure investments, community needs, and federal funding programs to maximize the inflow of federal funds to California
- **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

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

Strategic Goals and Objectives

Goals 1-3: Growth & Capacity Building

Increase Program Awareness

- 1** 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.

Strengthen Governance and Representation

- 2** Recognizing the importance of strong internal governance, the Committee will conduct targeted recruitment to fill all primary and alternate positions by Q4 2026. In addition, we will modernize bylaws to reflect current needs and introduce orientation and training programs to build committee capacity and effectiveness.

Support e-CAP Onboarding

- 3** 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.

Strategic Goals and Objectives

Goals 4-6: Oversight & Policy Engagement

Ensure Comprehensive Reporting Compliance

- 4** The CTF-AC will implement standardized procedures to ensure compliance with all statutory and regulatory reporting requirements. This includes establishing consistent formats and timelines, monitoring applicable laws and CPUC directives, assigning clear accountability for report preparation and review, and maintaining accuracy, timeliness, and transparency. Procedures will be periodically evaluated and improved to uphold effective oversight and governance of the Fund.

Monitor and Respond to Policy Shifts

- 5** The telecommunications landscape continues to evolve, particularly at the federal level. The Committee will maintain a vigilant watch on policy developments, especially changes to E-Rate and Rural Healthcare programs of the Federal Communications Commission (FCC).

Support CPUC Outreach Efforts

- 6** 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.

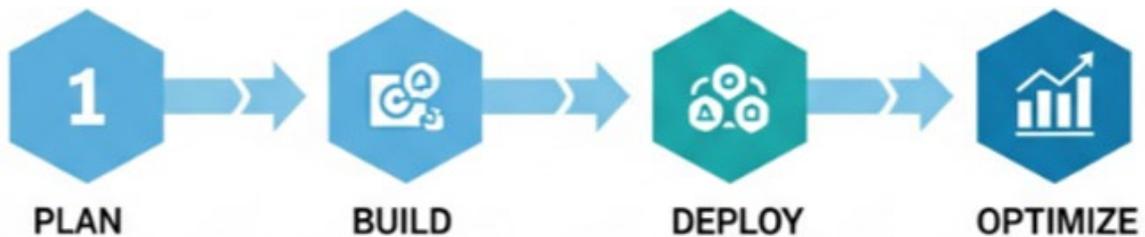
Implementation Framework

The strategic goals are supported by a robust implementation framework that includes defined quarterly milestones from 2026 through 2028. 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 2028



Monitoring and Review

Execution of the strategic plan will be monitored through ongoing tracking of key deliverables, milestones, and outcomes associated with each strategic goal. The Committee will conduct quarterly assessments to evaluate progress, identify emerging challenges, and determine whether adjustments are needed to maintain alignment with program priorities and CPUC directives.

Adaptive management strategies will allow the Committee to make mid-course corrections when necessary, ensuring the plan remains responsive to evolving policy, funding, and technological developments. Stakeholder feedback, including input from eligible institutions, community partners, and CPUC staff, will be incorporated on a regular basis to strengthen implementation and inform future actions.

Together, these monitoring and review processes will help ensure transparency, accountability, and continuous improvement as the Committee works to advance the goals of the California Teleconnect Fund program through 2028.