



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Dolan Beckel

SUBJECT: APPROVAL OF DIGITAL
INCLUSION GRANT AWARDS

DATE: February 9, 2020

Approved

Date

2/19/2020

RECOMMENDATION

Adopt a resolution:

- (a) Approving the award of Digital Inclusion grants to the following organizations in the amounts specified:
- (1) Ace Charter Schools \$50,000
 - (2) Alum Rock Union School District \$125,000
 - (3) Catholic Charities of Santa Clara County \$100,000
 - (4) Cristo Rey San José High School \$25,000
 - (5) First Community Housing \$75,000
 - (6) Goodwill of Silicon Valley \$25,000
 - (7) Hoover PTA \$25,000
 - (8) International Children Assistance Network, Inc. (ICAN) \$20,000
 - (9) Indian Health Center of Santa Clara Valley \$37,500
 - (10) International Rescue Committee, Inc. (IRC) \$10,000
 - (11) Lit Lab \$37,500
 - (12) Latinos United for New America (LUNA) \$20,000
 - (13) NPower, Inc. \$25,000
 - (14) Rocketship Education dba Rocketship Public Schools \$25,000
 - (15) Sacred Heart Community Service \$50,000
 - (16) The San José Library Foundation \$150,000
 - (17) San José Community Media Access Corp. \$5,000
 - (18) City of San José Parks, Recreation and Neighborhood Services (PRNS) \$25,000
 - (19) Step Up And Do Something! Inc. \$5,000
 - (20) Street Code Academy \$5,000
 - (21) Tech Exchange (The Oakland Public Education Fund) \$100,000
 - (22) Third Street Community Center \$10,000
 - (23) The Vietnamese Voluntary Foundation, Inc. (VIVO) \$50,000
- (b) Authorizing the City Manager to approve the form of the grant agreements between the grantees and the City's fiscal agent, California Emerging Technology Fund (CETF) with the City as a third-party beneficiary.

- (c) Authorizing the City Manager to negotiate and execute an amendment to the City's agreement with CETF to clarify the administration of the grant awards.
- (d) Authorizing a \$1,000,000 payment from the Digital Inclusion Fund to CETF to distribute the grant awards to the grantees pursuant to the agreement with CETF.

OUTCOME

Approval of the recommendation will allow funding the first round of digital inclusion grants to twenty-three San José community-based organizations (CBOs). This action advances the City of San José's digital inclusion partnership goal to extend technology's reach and empower all residents and communities, especially those who are historically under-represented or under-served.

EXECUTIVE SUMMARY

The main goal of the Digital Inclusion Fund and Partnership is to ensure that 50,000 San José households are connected to the internet, obtain a working digital device, and achieve digital skills proficiency levels that allow them to fully participate in the digital economy. In a bold effort to advance this goal, over the last year the Digital Inclusion Partnership established an Advisory Board, launched the inaugural round of grant applications, received and evaluated thirty complete applications, and now recommends funding the applications of twenty-three CBOs. Over the next year, the City will work closely with CETF and the CBOs to monitor their digital adoption efforts.

BACKGROUND

The Journey to Digital Inclusion

San José aims to become the most innovative city in America by 2020, in which technology's opportunities empower all residents and communities to enjoy the benefits of a connected digital life, especially those residents who are historically underserved.

In 2016, when the City learned it lagged behind peer cities in digital inclusion and equity efforts, San José made the daring decision to launch the largest Digital Inclusion effort in the United States.

The City's commitment to closing the Digital Divide began in earnest with the Council's unanimous approval in March 2016 to enable San José's *Smart City Vision*, and to prioritize digital inclusion as one of the top five pillars of the *Smart City Vision*.

Meanwhile, there was no dedicated funding source nor business model, either through public or private philanthropic funding, to pursue and implement digital inclusion programs at scale.

In 2018, under the leadership of Mayor Liccardo, Council Member Carrasco, Council Member Arenas, Council Member Davis, and Mayor Liccardo proposed a bold policy statement that established the Digital Inclusion Fund and the Digital Inclusion Partnership approach to create a sustainable fund source to close the digital divide for digitally underserved residents in the City of San José.

Unanimously adopted by the City Council, this Digital Inclusion Fund policy because the first and most expansive municipal initiative in the nation to ensure the knowledge and opportunity of home internet access is utilized by all residents of San José so they may participate and thrive in the digital economy.

Under this policy direction, the City devised a strategic plan to further the digital inclusion vision, build a sustainable funding model through public-private partnerships with the major telecommunications companies, and identify a digital inclusion implementation partner to operationalize the Digital Inclusion Fund by the end of 2019.¹

A complete history of San José Digital Inclusion Partnership can be found in Attachment 1.

ANALYSIS

The overall grant application process was carefully established over a six-month period, allowing time for staff to conduct outreach, develop the grant application in collaboration with CETF, collect and fairly evaluate applications, rely upon the Digital Inclusion Advisory Board's diverse public and private sector expertise, and ensure continuity of experience for all San José-based CBOs. The process for scoring and evaluating grant applications was thoughtful, collaborative, and metrics driven, as it allowed each reviewer to evaluate a sub-set of applications with which they had little to no familiarity, and to maintain data-driven decision making with careful consideration given to realistic adoption goals. Promotional efforts proved successful through strategic outreach efforts by the City, CETF, and the Digital Inclusion Advisory Board members to encourage applications from community-based organizations based across the City. Ultimately, thirty complete applications were received for the first round of grant awards. Twenty-three applications are recommended to enter into an agreement with the City and receive funding.

The City and CETF ensured that the grant design and application process was fair, consistent, accessible and designed to maximize impact across several stakeholders with broad and wide outreach to potential grantees. Seven community-based workshops were hosted in October and November 2019 at San José libraries and community centers throughout San José. Each workshop was well attended by San José community members, and key aspects of the workshops were:

¹ Establishment of a Digital Inclusion Fund

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- High attendance and enthusiasm, totaling 157 attendees;
- High-quality discussion of the three key components of digital inclusion (see below);
- Heavy communications efforts utilized to convey the necessary digital adoption rate of \$250/per household;
- Extensive promotion to new and well-established CBOs to encourage them to apply; and
- Consistent implementation of “office hours” by CETF to accommodate the questions of potential applicants who could not attend the regularly-scheduled workshops or who may have needed additional support with their grant application.

The Digital Inclusion grant process represents a new model for accountability within the City, as robust measurements of outcomes, indicators and metrics will be taken and held to account.

The Three Key Components of Digital Inclusion

The Digital Inclusion Program’s efforts will effectively solve the problem of providing the digitally underserved with high-speed internet access at home via addressing the three key components of Digital Inclusion:

- 1) Access Programs which provide internet connectivity to residents;
- 2) Device Programs which ensure every resident has a working device; and
- 3) Digital Literacy Programs which enhance digital skills to access jobs, educational opportunities, and critical services.

The achievement of these three goals in tandem is defined as a “Full Adoption.” As shared with City Council in February 2019², the \$250 per household adoption rate is based on CETF’s ten years of benchmarking with the California Public Utilities Commission across California and correlated to the local market conditions to drive performance by integrating digital inclusion programs with existing programs.

A Performance-Based and Reach-Based Grant Making Process

The City and CETF utilized the \$250 per Household basis to drive its Digital Inclusion performance and reach goals to drive performance through the grant design and scoring process. It also enabled the City and CETF to provide CBOs with realistic adoption standards to include in their applications and integrate digital inclusion into existing programs with greater efficiency rather than a stand-alone new program. As was discussed in conversations with several community members at the public information sessions, the \$250 per Household figure provided a reasonable framework for providing meaningful value to households of all income levels in San José. Moreover, in aligning this metric to larger California benchmarks, the scope of the City’s impact was expanded across the entire City.

² February 12, 2019 Digital Inclusion Fund Council Memorandum

Performance Based

The varying capabilities of San José CBOs (from new and emerging to well known) was strongly considered during the grant design process. At every stage of the grant process, CBOs with well-established track records of providing digital inclusion programs were engaged and evaluated in the same fashion as those with new and emerging programs. By utilizing the \$250 per Household basis as a guideline for all CBOs, the City was able to evaluate each application and discern the true performance capacity of each CBO.

Reach Based

Performance metrics were utilized to evaluate each CBOs need and reach, as well. Through testimonials given at our community engagement forums and individual “office hours” information sessions, City and CETF staff encouraged each CBO to present realistic depictions of their community’s digital inclusion needs and the CBOs corresponding ability to reach as many San José residents as possible across a variety of communities including but limited to non-English speakers, elderly residents, and Spanish and Vietnamese communities.

Grant Scoring

On November 15, 2019, the CETF received a total of 30 San José Digital Inclusion grant applications requesting \$3,500,256 in funding for which \$1,000,000 is available. The Applications were inventoried, reviewed for meeting minimum requirements (completing the required section), and assigned to reviewers.

Each application was reviewed by at least five people: one representative of the City Manager’s Office; one CETF staff member; and three members of the Advisory Board (including the Mayor and his staff). Each representative reviewed the applications using the following content guide, which was voted on and approved by the Digital Inclusion Advisory Board in September 2019.

Table 1: Grant Scoring Criteria

Criteria	Value	Guide to Content
Clarity in the description of relevant experience and capacity to reach low-income households and vulnerable populations in-language and in-culture to achieve Adoptions.	20	<ul style="list-style-type: none"> • Is the description of experience clear and specific? • Does the description describe specific experience working with low-income households? • Does the description explain how previous outreach was done in-language and in-culture? • Is there an articulated relationship between the experience and the 3 barriers to Adoption by low-income households?

Criteria	Value	Guide to Content
<p>Demonstrated track record of performance in achieving tangible results and quantified outcomes in low-income neighborhoods and vulnerable populations (or, clarity in justification for ability to deliverable tangible results).</p>	<p>15</p>	<ul style="list-style-type: none"> • Are there specific examples of achieving tangible results and quantified outcomes that indicate a reliable track record? • Are the track record examples in low-income neighborhoods or with vulnerable populations (likely to be unconnected)? • Are the cited outcomes likely to be predictive for Adoptions? <p>[If “no” to above, how persuasive is the justification of the ability to deliver tangible results?]</p>
<p>Experience and established working relationships with key stakeholders that serve and interact with low-income households (or, clarity in justification for ability to work with low-income households).</p>	<p>15</p>	<ul style="list-style-type: none"> • Is there a clear description of established working relationships? • Are there specific examples of working relationships with key stakeholders that interact with low-income households? • Is there evidence of working relationships with government agencies or public service programs (for distribution channels)? <p>[If “no” to above, how persuasive is the justification of the ability to deliver tangible results?]</p>
<p>Focus and quality of delineated Objectives, Activities, and Deliverables to achieve Adoptions or other Outcomes among low-income households.</p>	<p>25</p>	<ul style="list-style-type: none"> • Are there clear Project Goals, Objectives and Deliverables that align logically in support of outcomes and Adoptions? • Is there a demonstrated understanding of the 3 barriers to Adoption addressed in the Project Goals and Objectives? • Is there a logical sequence and relationship for Deliverables? • Do the Activities delineate a critical path to addressing the 3 barriers and achieving the Project Goals and Objectives? • Does the number of outcomes and Adoptions seem feasible?

Criteria	Value	Guide to Content
Reasonableness of Work Plan and Budget to achieve the proposed number of Adoptions or Other Outcomes. Innovation in leveraging existing resources.	25	<ul style="list-style-type: none"> • Do the delineated Activities align with the Deliverables in a logical sequence for steady progress towards the outcome? • Is the build up to the rate of Adoptions sufficient to achieve the stated number (should be at a steady pace by the 3rd quarter, hitting and sustaining a peak by at least the 4th quarter). • Does the Budget align with the Work Plan Activities? • Does the Budget align with the Personnel FTEs to demonstrate responsibility for implementation? • Is there a grantee match from other resources in-kind or cash?
TOTAL POSSIBLE POINTS	100	

Scoring Rubric

The reviewer scores were compiled, and overall average scores for each application were calculated using both quantitative and qualitative methodologies. The three quantitative methodologies were:

- 1) Average of All Scores;
- 2) Average Minus Outlier Scores; and
- 3) Average Minus the Highest and Lowest Scores.

Average of All Scores and Average Minus Outlier Scores

Five City staff and two CETF staff individually computed the total scores of all applications and mathematically calculated the average of scores across all categories. Finding somewhat similar results, the outlier categories were removed, and scores were computed to yield an average. The final analysis determined that both evaluation criteria resulted in a similarly narrow scoring range.

Average Minus the Highest and Lowest Scores

A third methodology was used to verify the results mentioned above. Here, staff removed the highest and lowest scores and computed the resulting average scoring range. By employing this third method and yielding similar results, the accuracy of the first two scoring methodologies was confirmed.

Qualitative Review

Applications receiving an Average Score of 85 or greater from one or more of the three methodologies were placed into a pool for deeper assessment of project design, especially clarity about outcomes and adoptions. Additional consideration was given to applications that received the highest score from each reviewer and/or received a qualitative assessment of “Definitely

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Consider” by two or more reviewers. Further analysis was performed on distribution of scores across the five scoring criteria to determine if variations in weighting may have skewed the scores.

An additional review was conducted of smaller organizations that could reach targeted populations not covered by other applicants. Only five applications received a reviewer qualitative assessment of “Decline.” Utilizing multiple methodologies enabled in-depth analysis and consideration of the applications. CETF incorporated these analyses and a description of their grant application scoring process (Attachment 2).

Finally, considerable thought and collaboration was required to determine how to maximize the impact of the grant awards. Collectively, the City has agreed that overall impact will be measured over time. The Digital Inclusion Fund will be directly accountable for metrics, and robust measurement will be critical for success. The full list of recommend grant awards is provided in Table 2.

Table 2: List of Recommended Grant Awards

Grant Applicant	Broadband (Affordable Internet) Access Programs	Device Program	Digital Literacy Program	Proposed Full Adoptions	Recommended Grants
ACE Charter School	x	x	x	200	\$50,000
Alum Rock Union School District	x	x	x	500	\$125,000
Catholic Charities of Santa Clara County	x	x	x	400	\$100,000
Cristo Rey San José High School	x	x	x	100	\$25,000
First Community Housing	x	x	x	300	\$75,000
Goodwill of Silicon Valley	x	x	x	100	\$25,000
Hoover PTA	x	x	x	100	\$25,000
International Children Assistance Network, Inc. (ICAN)	x	x	x	80	\$20,000
Indian Health Center of Santa Clara Valley	x	x	x	150	\$37,500
International Rescue Committee, Inc. (IRC)	x	x	x	40	\$10,000

Grant Applicant	Broadband (Affordable Internet) Access Programs	Device Program	Digital Literacy Program	Proposed Full Adoptions	Recommended Grants
LitLab	x	x	x	150	\$37,500
Latinos United for a New America (LUNA)	x	x	x	80	\$20,000
NPower Inc.	x	x	x	100	\$25,000
Rocketship Education d/b/a Rocketship Public Schools	x	x	x	100	\$25,000
Sacred Heart Community Service	x	x	x	200	\$50,000
The San José Library Foundation	x	x	x	600	\$150,000
San José Community Media Access Corp.	x	x	x	20	\$5,000
City of San José Parks, Recreation and Neighborhood Services (PRNS)	x	x	x	100	\$25,000
Step Up And Do Something! Inc.	x	x	x	20	\$5,000
StreetCode Academy	x	x	x	20	\$5,000
Tech Exchange (The Oakland Public Education Fund)	x	x	x	400	\$100,000
Third Street Community Center	x	x	x	40	\$10,000
The Vietnamese Voluntary Foundation, Inc. (VIVO)	x	x	x	200	\$50,000
Total				4,000	\$1,000,000

Examples of Broadband (Affordable Internet) Access Programs that provide connectivity to residents:

1) Through a local, trusted CBO, a San José resident receives information about affordable internet offers available to them in San José, and income requirements to qualify. If needed, the resident may also receive assistance in language and in culture about how to sign-up for the affordable internet service options.

2) A San José resident will be directed to a Technology Fair to receive additional information in language and in culture about access to affordable internet service options.

Examples of Device Programs that ensure every San José resident has a working device:

1) As a result of working with a local, trusted CBO, a San José resident learns about technology resources via a local library event, and they receive a laptop or desktop computer after participating in the library's event.

2) In partnership with local corporations such as Zoom, a San José resident will be provided with a repurposed device.

Examples of Digital Literacy Programs that enhance digital skills to access jobs, educational opportunities, and critical services:

1) A San José resident learns about free basic digital literacy courses being offered in language and in culture by a local, trusted organization. The course curriculum will be tailored to the skill level and needs of the program participants.

2) A San José parent takes a skills-based digital literacy course at their child's school, allowing them to understand the school's communication portal and better support their child's education. The CETF Grant Matrix (Attachment 3) presents a holistic picture of all thirty applications, including each applicant's original grant request and estimate of adoptions. Also attached is the CETF Grant Project Design Summary (Attachment 4).

CONCLUSION

Based on thorough grant design and community engagement, the staff recommends approving twenty-three applications for the first round of Digital Inclusion Partnership grants.

CETF and the City are committed to building ongoing support through a community of practice convening model to assist the "ramp up" period of awarded CBOs. Moreover, CETF will also work closely with the seven unfunded applicants to improve the metrics and language of their applications, so that these applicants are in a good position to resubmit stronger applications in the second round of grant applications, tentatively scheduled for late 2020. Responsibility remains with the staff to maximize impact using a reliable reach and impact model with CETF as the implementation partner.

EVALUATION AND FOLLOW-UP

This is the first year of implementation in the decade-long journey of connecting 50,000 San José households to the internet. The first round of Grant Awards will provide connectivity to 4,000 San José residents, representing 8% of our total goal.

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CETF will administer the funds to the grantees, monitor their progress, and report back to the City on a regular basis. Staff will report back to Council in future Council Meetings with data on the success of the first round's implementation, including recommendations for subsequent grant rounds to improve the grant process and learn from community-based organizations based on their real-world implementation experience. At minimum, the data will include:

- The number of households connected;
- The number of devices distributed; and
- The number and level of digital literacy training achieved.

As the Education and Digital Literacy lead for the City, the Library Department will provide guidance for the digital literacy metrics and educational outcomes to further define key results for which the CBOs will be held accountable for their performance and grant payments in subsequent years. Currently, CETF is recommending that the second round of grant consideration be limited to consideration of only the applications received for the first round that were not funded or not fully funded. CETF's recommends this approach to the second round in order to harness the enthusiasm of all Applicants and achieve the City of San José's overall goals. As the staff learns more and evaluates over the coming months, we will consider this option to maximize impact using the performance and reached-based measures.

CLIMATE SMART SAN JOSE

The recommendation in this memo aligns with one or more Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

The Digital Inclusion Partnership conducted numerous Community Forums during the Open Application Period. Each Community Forum was held in a Library branch or community center in a different part of San José, as to maximize community engagement in the public sessions. Additionally, several audience-specific forums were held at the request of certain community groups, such as the Vietnamese American community, District 3, and the Elderly/Aging-in-place community.

Three grant workshops and four community forums were held, which were attended by 157 San José community members. At each of these seven community events, the dialogue between City and CETF staff and the community ranged from general to specific. Some residents attended to gather general information about the Digital Inclusion grant program's offerings, while others attended in order to have a dialogue about specific aspects of the program.

This memorandum will be posted on the City's Council Agenda website for the February 25, 2020 Council Meeting.

COORDINATION

This memo was coordinated internally with the City Attorney's Office, the City Manager's Budget Office, and the Library Department.

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

FISCAL/POLICY ALIGNMENT

This recommendation aligns with the City's Broadband and Digital Inclusion strategy approved by the City Council in November 2017, and the creation of the Digital Inclusion Fund in May 2018.

COST SUMMARY/IMPLICATION

Site lease revenue for small cell sites are anticipated to generate approximately \$21 million over a ten-year period and will be recognized and appropriated to the Digital Inclusion Program appropriation. The \$21 million is made up of contributions from AT&T, Mobilitie, and Verizon. Lease revenue may vary based on changes to the number of sites, timing of permitting and lease of each site, and number of carriers. Lease revenue may also be impacted by a federal court review of the FCC ruling on small cell infrastructure. Fundraising in the amount of \$10 million is not guaranteed and will be recognized as funds are received.

Necessary resources to support the Digital Inclusion Program were included in the 2019-2020 Operating Budget, including staffing in the Office of Civic Innovation and Digital Strategy. If it is determined that an outside auditor will be necessary to monitor the performance and utilization of funds, this will not impact the current grantees receiving up to \$1,000,000 but will reduce the funds available to award to future grantees.

The payment to CETF from the Digital Inclusion Program appropriation will fund the first-round grant payments to 23 grantees. The grants will be disbursed to the grantees in phases, with the first phase totaling \$250,000, and subsequent phases not to exceed the total allocation of \$1,000,000. The first phase will be paid in March 2020, pending City Council approval.

BUDGET REFERENCE

The table below identifies the fund and appropriations associated with the recommended budget actions.

Fund #	Appn #	Appn Name	Total Appn	Requested Budget Action	2019-2020 Adopted Operating Budget Page	Last Budget Action (Date, Ord. No)
001	204M	Digital Inclusion Program	\$2,400,489	N/A	IX - 36	10/22/2019, 30325

CEQA

Not a Project, PP 17-003, Agreements/Contracts (New or Amended) resulting in no physical changes to the environment, and PP 17-004, Government Funding Mechanism or Fiscal Activity with no commitment to a specific project which may result in a potentially significant physical impact on the environment.

/s/
DOLAN BECKEL
Director, Office of Civic Innovation and
Digital Strategy

For questions, please contact J. Guevara, Broadband Manager, at (408) 535-8123.

Attachments:

- Attachment 1 – History of San José’s Digital Inclusion Partnership
- Attachment 2 – CETF Overview and Recommendations
- Attachment 3 – CETF Recommendations from the Advisory Board
- Attachment 4 – CETF Grant Project Design Summary

The History of San José's Digital Inclusion Partnership

Council Approves Broadband and Digital Inclusion Strategy

- November 13, 2017 – Council unanimously approved the Broadband and Digital Inclusion strategy recommendation to promote economic development, digital inclusion, and support for Smart Cities and Internet of Things by negotiating an exchange of value with the telecoms to accelerate broadband internet access while simultaneously closing the digital divide for underserved communities.

Council Approves Acceptance of Facebook Gift

- December 2017 - Council unanimously approves acceptance of a \$1,000,000 gift from Facebook to support a combination of educational, workforce, and digital inclusion initiatives. The digital inclusion initiatives include (1) funding of an independent recommendation for governance and execution of the Digital Inclusion Fund and (2) seed funding of \$300,000 for digital inclusion programs supported by the Digital Inclusion Fund.

Council Directs Creation of Digital Inclusion Fund

- May 1, 2018 - Council approves the first value exchange agreement with AT&T for a limited small cell deployment and directs the City Manager to allocate small cell usage fee revenue to create a Digital Inclusion Fund that serves two purposes:
 - (1) “**Broadband Operations**” - Funds Broadband Infrastructure and Solutions Deployment Oversight Capacity, Process Improvements, Permitting Capacity
 - (2) “**Close Digital Divide**” - Funds efforts to close the digital divide, including building and operating community networks, distributing devices, and investing in digital literacy and skills through programs.

Council also directs the City Manager's Office to return with a plan to mobilize and govern this digital inclusion fund to close the digital divide in San José.

Council Approves AT&T, Verizon, and Mobility (Sprint) Small Cell Agreements

- June 26, 2018 - Council unanimously approves the largest fiber and small cell deployment in the nation generating an estimated \$500 million in private sector investment and \$24.1 million in revenue for the Digital Inclusion Fund over 10 years.

City Manager's Office Selects Dalberg for Digital Inclusion Fund Evaluation

- August 2, 2018 - Dalberg Advisors is selected as the leading bidder in a competitive request for proposal to recommend a governance structure for the Digital Inclusion Fund.

Smart City Committee Approves Donor Advised Fund Model

- September 6, 2018 - The Smart City and Service Improvements Committee approves the report which recommends an external donor advised fund to govern the Digital Inclusion Fund and administer grants for digital inclusion programs. A donor advised fund is an external organization separate from the City which is advised by a board with significant City and cross stakeholder representation. The organization selected would manage and operate the donor advised fund.

City and Dalberg Recommend California Emerging Technology Fund (CETF)

- December 2018 – The City and Dalberg evaluate the options and recommend CETF as donor-advised fund manager, as CETF’s mission alignment, clear commitment, urgency to advance digital inclusion, approach to building local capacity, expertise, lean management approach, and ability to scale immediately were well suited.

Council approves the Donor Advised Governance Structure of the San José Digital Inclusion Fund with CETF as the Digital Inclusion Implementation Partner

- February 2019 – Council considered Dalberg’s review of models across the country (and in selected nations) and found CETF to be a unique organization. California is the only state that has such a non-profit with a primary mission to close the Digital Divide by addressing the challenges of both “supply” and “demand” to increase the use of technologies enabled by ubiquitous high-speed Internet access.

Civic Innovation executes contract with CETF

- May 14, 2019 - City executes a contract with CETF to govern and implement a donor advised fund.

Digital Inclusion Advisory Board is Established

- August 2019, The City Manager’s Office (CMO) recruited and established the inaugural Digital Inclusion Advisory Board. Eighteen prominent public and private, cross sector professionals were recruited to serve the City by providing analysis and guidance in their subject area of expertise. The Advisory Board assists the CMO by providing feedback on the application process, by providing scoring and voting on the recommendations made by the CMO, and by promoting the Digital Inclusion Partnership among their representative communities.

Grant Applications Process

- The application window was open for six weeks, beginning in early October 2019. Throughout the ensuing six weeks, heavy promotional efforts were made to ensure the widest reach possible. Ultimately, 30 applications were received and deemed eligible for evaluation and scoring.

CMO-Appointed Advisory Board Scored and Voted on Applications

- At the November and December 2019 meetings, the Advisory Board participated in the scoring and voting of the individual applications. Each Advisory Board member was tasked with evaluating a subset of applications individually assigned to them. Collectively the Board voted to approve (See: “Grant Scoring” in Analysis Section) the recommendation of the CMO to fund twenty three of the thirty applications received, not to exceed \$1,000,000 total for the first grant round.



**San José Digital Inclusion Grant Applications
CETF Overview and Recommendations
January 2020**

Overview

On November 15, 2019 by 5PM, the California Emerging Technology Fund (CETF) received a total of 30 San José Digital Inclusion Grant Applications requesting \$3,500,256 in funding for which \$1,000,000 is available. The Applications were inventoried, reviewed for meeting minimum requirements (completing the required section), and assigned to Reviewers. Each Application was reviewed by at least 5 people: 1 Representative of the City Manager’s Office; 1 CETF Staff Member; and 3 Members of the Advisory Board (including the Mayor and his staff).

The Reviewer Scores were compiled and Overall Average Scores for each Application were calculated using 3 methodologies: (1) Average of All Scores; (2) Average Minus Outlier Scores; and (3) Average Minus the Highest and Lowest Scores. Further analysis was performed on distribution of Scores across to 5 Scoring Criteria to determine if variations in weighting skewed Scores. Those Applications receiving an Average Score of 85 or greater from 1 or more of the 3 methodologies were placed into a pool for deeper assessment of Project Design, especially clarity about Outcomes and Adoptions. Additional consideration was given to Applications that received the Highest Score from each Reviewer and/or received a Qualitative Assessment of “Definitely Consider” by 2 or more Reviewers. CETF also analyzed smaller organizations that could reach targeted populations not covered by other Applicants. Only 5 Applications received a Reviewer Qualitative Assessment of “Decline”. The result was more in-depth analysis and consideration of 23 of the 30 Applicants for Grants.

CETF Approach on Recommendations to Digital Inclusion Advisory Board and City Manager

In formulating recommendations for Grant awards, CETF sought to optimize impact in achieving the Overall Goals, which means taking into account the interest and enthusiasm of Applicants to harness goodwill for the City of San José in promoting Digital Inclusion as well as evaluating the focus of the Project Design and quality of the Applications. Thus, CETF proposed to work positively with all Applicants, including those that did not receive the highest Average Scores in the First Round. Further, most of the highly-scored Applications needed additional information and refinements of the Work Plans and Budgets by the Applicants to prepare enforceable Grant Agreements with transparency and accountability.

In proposing a specific amount for Grant awards, CETF analyzed all the Applications to ensure a spectrum of Project Designs to gain sufficient learning experiences from the First Round and took the following into consideration:

- Focused on proposed Adoption Outcomes (vs. Partial Adoptions) stated in the Application and used that figure @ \$250 as the basis for the recommended Grant award amount.
- Assessed the likelihood of achieving the proposed Adoption Outcomes in a year and lowered the number in some cases to be realistic based on statewide experiences.
- Prioritized incorporation of Digital Inclusion into ongoing services for optimal effectiveness and leveraging existing resources (versus establishing a separate program).
- Determined feasibility of phasing in implementation of larger Grant requests (and 2-year requested Grants) without impairing Project Design.
- Identified the opportunities to tap into significant existing channels of interacting with target populations to distribute information about available affordable offers.

Digital Inclusion Advisory Board Recommendations

The Advisory Board unanimously recommended the following to the City Manager’s Office:

- Award 23 Grants for a total of \$1,000,000 to the Applicants on the attached list to achieve 4,000 Adoptions, subject to acceptable information received from and mutual agreement with the Applicants, with final determinations to be made by the City Manager’s Office.
- Agree that the Second Round of Grants be based upon the Applications received for the First Round that were not funded or not fully-funded so the interest and enthusiasm of all Applicants can be harnessed to achieve the Overall Goals for the City. CETF will work with the Applicants not funded in the First Round to refine their Project Design and improve the quality of their Application. This approach also allows sufficient time to focus on the success of the First Round Grantees while helping build capacity among Applicants. Acknowledge that the City reserves the right to invite Applications to address geographic areas of segments of the population not served by the First Round Applications. The Third Round of Grants will be an open Invitation and Application process.
- Approve the timetable below for the Second and Third Rounds of Grants.

There are 3 primary considerations for timing of future Rounds of Grants:

- Cash flow into the Digital Inclusion Fund.
- Interest and commitment of Applicants in First Round.
- Effective management that aligns Grant Agreements with City Fiscal Years (July-June).

Recommended Timetable for Grant Agreements and Implementation

- First Round: March 1, 2020 – June 2021 (First Quarter is 4 months; Fourth Quarters ends March 31, 2021 with Final Reports, including Lessons Learned, due by June 30, 2021).
- Second Round: July 2021 – June 2022 (First Round Applications not funded or not fully funded will be considered for Second Round. Targeted Applications also may be invited).
- Third Round: Grant Agreements begin July 2022 (Applications released October 1, 2021 and due January 31, 2022; reviewed, scored and recommended by March 31, 2022; action by City Council in early April 2022; Grant Agreements completed by June 30, 2022 to begin implementation July 1, 2022).

**San Jose Digital Inclusion Grant Applications
Recommendations from the Advisory Board
Based on Application Scoring and Input from the CETF**

Grant Applicant	App. #	Grant Request	# of Years	Application Digital Adoptions	Proposed Full Adoptions	Recommended Grants
Ace Charter Schools	01-19	\$125,000	1	200	200	\$50,000
Adaptable Security Group	02-19	\$37,500	1	150		
Alum Rock School District	03-19	\$437,500	1	500	500	\$125,000
Au Lac Institute	04-19	\$8,190	1	0		
Catholic Charities SCC	05-19	\$400,000	2	1,600	400	\$100,000
SJ City Parks, Recreation	06-19	\$100,000	2	400	100	\$25,000
Cristo Rey High School	07-19	\$137,000	1	200	100	\$25,000
First Community Housing	08-19	\$104,826	1	350	300	\$75,000
Goodwill	09-19	\$25,000	1	100	100	\$25,000
Grace Art	10-19	\$7,500	1	30		
Guru	11-19	\$25,000	1	100		
Hoover PTA	12-19	\$25,000	1	100	100	\$25,000
Indian Health Center	13-19	\$100,000	2	400	150	\$37,500
ICAN (Children's Network)	14-19	\$20,000	1	80	80	\$20,000
IRC (Rescue Committee)	15-19	\$10,000	1	40	40	\$10,000
LUNA (Latinos United)	16-19	\$20,000	1	50	80	\$20,000
Literacy Lab	17-19	\$126,375	1	500	100	\$25,000
NPower	18-19	\$50,000	1	0	100	\$25,000
Pivotal	19-19	\$1,032,822	2	600		
Rocketship	20-19	\$25,000	1	50	100	\$25,000
Sacred Heart CS	21-19	\$50,000	1	200	250	\$62,500
SJ Media Access Group	22-19	\$4,998	1	20	20	\$5,000
Step Up	23-19	\$12,500	1	50	20	\$5,000
Streetcode	24-19	\$5,520	1	0	20	\$5,000
Tech Exchange	25-19	\$100,000	1	450	400	\$100,000
SJ Library Foundation	26-19	\$360,000	2	500	600	\$150,000
Tenacious	27-19	\$50,000	1	200		
Third Street	28-19	\$7,500	1	30	40	\$10,000
VIVO	29-19	\$75,000	1	250	200	\$50,000
Willow Glen Ed Foundation	30-19	\$18,025	1	35		
Total		\$3,500,256		7,185	4,000	\$1,000,000
<i>January 20, 2020</i>						

	01-19	03-19	05-19	06-19	07-19
Applicant	Ace Charter Schools	Alum Rock Union School District	Catholic Charities of Santa Clara County	City of SJ Parks, Recreation & Neighborhood Services	Cristo Rey San José High School
Requested Amount	\$125,000	\$437,500	\$400,000	\$100,000	\$137,000
Actual Amount (Adoptions X \$250)	\$50,000	\$125,000	\$100,000	\$25,000	\$25,000
Length of Time	1 year	1 year	2 years	2 years	1 year
Outcomes	700	1,750	1,600	400	200
Actual Adoptions	200	500	900	240	200
Proposed Full Adoptions	200	500	400	100	100
Proficiency	500	500	1,600	240	200
Cost Per Outcome (Application)	\$178.57	\$250	\$250	\$250	\$137
Actual Cost Per Outcome (Calculated)	\$250/\$150	\$250	\$250	\$250	\$685
Project Design: Experience/track record/justification serving low-income/vulnerable households in language and in culture. Criteria 4: Focus and quality of delineated objectives, activities and deliverables to achieve adoptions among low-income/vulnerable households.	98% middle and high school students served are low-income Latinos in the downtown, Santee, Mayfair and ESUHSD neighborhoods (mostly ELLs). High level of teacher, student and family engagement. Strong integration plan, existing funds and partnerships. Project to be managed by Community Engagement and IT Managers that are representative of community served. (1) Recruit a task force of 20 parents to identify device, broadband access and Digital Literacy needs and relevance using materials in language and culture. (2) Provide laptops and Digital Literacy skills to >500 students, includes pre/post assessments and \$50,000 match. (3) Explore options for digital device donations. Provide 200 households with devices. (4) Provide 200 households with Digital Literacy skills in Span/Eng., includes pre/post assessments, device and broadband access.	Provision 2 School District- all students qualify for free breakfast and lunch for all students. High number of ELL students. High level of teacher, student and family engagement. Strong integration plan, existing funds and partnerships. Project to be managed by Grant Coordinator, Tech Support Specialists and Community Liaisons at each school. (1) Provide 1,750 households with Chromebook and hot spot take-home program. (2) Provide 500 households with Digital Literacy skills, includes pre/post assessment. (3) Provide Parent Square App at each school to increase home-to-school communication. (4) Create Student Tech Teams at each of the 5 schools.	Outreach and program delivery focused in Santee neighborhood to families with young children; downtown to seniors; and Zanker Rd. main office to individuals seeking jobs and pursuing citizenship. Culturally and linguistically appropriate staff and strong partnerships. Project to be managed by IT Director and 2 Tech Trainers and Outreach Coordinator (to be hired). (1) Build Connectivity Team. (2) Assess digital needs. (3) Establish connectivity labs. (4) Provide 900 households with leveled Digital Literacy skills, mention of certification but not assessment. (5) Host graduation resource fair with information about broadband and device access.	Educational and recreational activities for San José seniors and youth at Mayfair, Alum Rock, Roosevelt, Seven Trees and Alma Community Centers. Strong integration plan, existing funds and partnerships. Project to be managed by 0.5 FTE Community Coordinator. (1) Make Digital Literacy Curriculum widely available to partner agencies. (2) Provide 240 households with ongoing drop-in basic literacy classes at 5 Community Centers. (3) Identify and contact at least 1000 unconnected households to support with connecting to affordable broadband services. (4) Convene Digital Skills Collaborative to coordinate community Digital literacy efforts.	Serve low-income Latino high school students from the Mayfair and East San José neighborhoods (mostly immigrant families). High level of teacher, student and family engagement. Not sure who will manage the project (Vice Principal or HR Director)? Will they be hiring contractors to deliver Digital Literacy courses? (1) Provide 200 households with Digital Literacy skills, no mention of assessment. (2) Create Household Digital Access Plans with \$200 stipends.
Funding Justifications:	(1) Proposed Adoptions (vs. partial Adoptions). (2) Technology integration into ongoing operations for sustainability.	(1) Proposed Adoptions (vs. partial Adoptions). (2) Phasing in larger Grants (and 2-year Grants) without impairing Project Design. (3) Technology integration into ongoing operations for sustainability.	(1) Proposed Adoptions (vs. partial Adoptions). (2) Likelihood of achieving proposed Adoptions in a year. (3) Incorporation into ongoing services (vs. separate program). (4) Phasing in larger Grants (and 2-year Grants) without impairing Project Design. (5) Significant Distribution Channels for Affordable Offers.	(1) Proposed Adoptions (vs. partial Adoptions). (2) Likelihood of achieving proposed Adoptions in a year. (3) Incorporation into ongoing services (vs. separate program). (4) Phasing in larger Grants (and 2-year Grants) without impairing Project Design. (5) Significant Distribution Channels for Affordable Offers.	(1) Proposed Adoptions (vs. partial Adoptions). (2) Likelihood of achieving proposed Adoptions in a year.

	08-19	09-19	12-19	13-19	14-19
Applicant	First Community Housing	Goodwill of Silicon Valley	Herbert Hoover PTA	Indian Health Center	International Children Assistance Network
Requested Amount	\$104,826	\$25,000	\$25,000	\$100,000	\$20,000
Actual Amount (Adoptions X \$250)	\$75,000	\$25,000	\$25,000	\$37,500	\$20,000
Length of Time	1 year	1 year	1 year	2 years	1 year
Outcomes	350	100	100	400	80
Actual Adoptions	350	100	100	400	80
Proposed Full Adoptions	300	100	100	150	80
Proficiency	350	100	100	400	80
Cost Per Outcome (Application)	\$300	\$250	\$250	\$250	\$250
Actual Cost Per Outcome (Calculated)	\$300	\$250	\$250	\$250	\$250
Project Design: Experience/track record/justification serving low-income/vulnerable households in language and in culture. Criteria 4: Focus and quality of delineated objectives, activities and deliverables to achieve adoptions among low-income/vulnerable households.	Affordable housing for families, seniors, individuals with developmental/mental disabilities and formerly homeless. Strong integration plan and community engagement and involvement. Project to be managed by the Technology Program Manager. (1) Work with onsite Resident Service Coordinator to build a volunteer/resident Ambassador Team to support with outreach and relevance. (2) Provide 350 residents with Digital Literacy skills, includes pre/post assessment. (3) Seek discounted/donated devices from supportive partners. (4) Ensure that 350 residents are connected to broadband.	Serve 4,000 low-income job seekers annually with barriers to employment (incarceration, veterans, mental illness and disabilities). Strong track record and staff mirror similar experiences to participants. Already existing Digital Literacy program funds will support with broadband and device access at home. (1) Provide 100 current program participants with Digital Literacy skills, includes pre/post assessment. (2) Provide low-cost broadband information and support to 100 participants. (3) Assess device access needs and assist 100 participants to get a device through cost-sharing approach.	Serve 700 middle school families, 300 students are ELLs, 70% low socioeconomics. Strong community engagement and involvement and partnerships with school staff, feeder elementary schools and neighborhood association. Project to be managed by PTA members/volunteers. Funds are for devices, but who will teach the classes? (1) Build awareness about benefits to being online and low-cost broadband options at PTA events and meetings. (2) provide 100 families with Digital Literacy skills in English and Spanish, includes pre-post assessment. (3) Assist 100 families to sign-up for affordable broadband service.	Serve 22,000 members with their health, 90% live at or below 200% of federal poverty level, 73% are cultural minorities. Strong integration plan and community engagement and involvement. Culturally and linguistically proficient staff. Project to be managed by Community Engagement Coordinator. Provided a detailed budget. (1) Focus Group of 20 members/patients to conduct Community Forum to identify digital needs and program implementation plan. (2) Increase awareness about affordable broadband offers to at least 8,000 patients/members through letters, flyers and text messages. (3) Provide Digital Literacy skills to 400 members, includes pre/post assessment. (4) Identify options to acquire affordable digital devices. (5) Provide assistance to members to connect to affordable broadband offers.	Serve 1,100 individuals of all ages, majority are low-income monolingual Vietnamese speaking families that have lived in the U.S. less than 10 years. Strong ties to the community, integration plan, relevance and partnerships. Culturally and linguistically appropriate staff. Project to be managed by Community Outreach Specialist. (1) Promote awareness of digital inclusion and literacy through current programs and services, radio talk show and social media. (2) Identify options and secure affordable devices. (3) Provide Digital Literacy skills for 80 households. (4) Assist 80 unconnected households to sign-up for affordable home broadband service.
Funding Justifications:	Likelihood of achieving proposed Adoptions in a year.			(1) Likelihood of achieving proposed Adoptions in a year. (2) Phasing in larger Grants (and 2-year Grants) without impairing Project Design.	

	15-19	16-19	17-19	18-19	20-19
Applicant	International Rescue Committee, Inc.	Latino United For A New America	Literacy Lab	NPower Inc.	Rocketship Public Schools
Requested Amount	\$10,000	\$20,000	\$126,375	\$50,000	\$25,000
Actual Amount (Adoptions X \$250)	\$10,000	\$20,000	\$25,000	\$25,000	\$25,000
Length of Time	1 year	1 year	1 year	1 year	1 year
Outcomes	40	100	4,800	479	100
Actual Adoptions	40	50	0	0	50
Proposed Full Adoptions	40	80	100	100	100
Proficiency	40	100	4,800	479	50
Cost Per Outcome (Application)	\$250	\$200	\$7.68	\$104.38	\$250
Actual Cost Per Outcome (Calculated)	\$250	\$200	\$26	\$104	\$250
Project Design: Experience/track record/justification serving low-income/vulnerable households in language and in culture. Criteria 4: Focus and quality of delineated objectives, activities and deliverables to achieve adoptions among low-income/vulnerable households.	Serve refugees, asylums and immigrants from over 50 countries in the South Bay. 100% of program participants are low-income. Strong track record, integration plan and partnerships. Project to be managed by Employment Specialist. Need to develop Work Plan. (1) Connect 40 households with universal device access and broadband connectivity.	Social Justice organizations primarily serving undocumented residents in East San Jose. Strong community engagement and involvement. Culturally and linguistically proficient staff. Project to be managed by Director. (1) Connect 50 households to Affordable Broadband services. (2) Provide Digital Literacy skills to 100 households.	Would like to serve 4,800 households in San José through newly established relationship with Catholic Charities who serve low-income families through their Family Resource Centers. Strong corporate partners with plans to expand model nationwide. Understand that community partnerships are critical to their success. Project to be managed by CEO and Program Success Manager. 1) Distribute 9,600 Kidappolis books with custom internet promotion inserts and kidappolis application through partnership with Catholic Charities Family Resource Centers. (2) 4800 Caregivers learn to provide dual generation of users with Digital Literacy skills, increased tech use/comfort and added awareness of local agency supports. (3) 3360 children will increase academic/technology confidence and improve academic skills.	Serve veterans and young adults from underserved communities (focus on young women of color). Young adult households should not exceed 200% of the Federal Poverty Level. Strong corporate/community partnerships. No mention of providing information/support with connecting to affordable broadband options, and some mention of loaner devices. Seem to be using funds to supplement current program design/cost- no real evidence of integration. (1) Recruit, vet and enroll 100 participants in 23-week Tech Fundamentals Program through job fairs/resource fairs, women's conferences, diversity/inclusion events and military focused events. (2) Provide 100 participants with Digital Literacy skills training (in-class and remote instruction) and CompTIA IT industry credentialing for tech careers. (3) Provide students with professional development and workplace exposure in 7-week tech based internships. (4) Place graduates in quality tech jobs or continuing education.	Serve 5,500 TK-5th grade students in San José, 82% low income, 73% Latino. Strong integration plan and community engagement and involvement. Culturally and linguistically proficient staff. Project to be managed by Directors. Who will facilitate workshops? Budget is for equipment and supplies. (1) Recruit working group of stakeholders within the organization to make recommendations about device access and Digital Literacy class planning. (2) identify 500 families that may likely qualify for affordable home broadband service. (3) Assist 100 families to sign-up for broadband. (4) Provide 50 families with Digital Literacy skills. (5) Provide Chromebooks for 100 families.
Funding Justifications:		Significant Distribution Channels for Affordable Offers.	Significant Distribution Channels for Affordable Offers.	(1) Proposed Adoptions (vs. partial Adoptions). (2) Likelihood of achieving proposed Adoptions in a year.	

	21-19	22-19	23-19	24-19	25-19
Applicant	Sacred Heart Community Service	SJ Community Media Access Corp.	Step Up And Do Something	StreetCode Academy	Tech Exchange
Requested Amount	\$50,000	\$4,998	\$12,500	\$5,520	\$100,000
Actual Amount (Adoptions X \$250)	\$62,500	\$5,000	\$5,000	\$5,000	\$100,000
Length of Time	1 year	1 year	2 years	1 year	1 year
Outcomes	200	20	50	25	450
Actual Adoptions	200	20	50	25	450
Proposed Full Adoptions	250	20	20	20	400
Proficiency	200	20	50	25	450
Cost Per Outcome (Application)	\$250	\$249.91	\$250.00	\$44	\$222
Actual Cost Per Outcome (Calculated)	\$250	\$250	\$250	\$221	\$222
Project Design: Experience/track record/justification serving low-income/vulnerable households in language and in culture. Criteria 4: Focus and quality of delineated objectives, activities and deliverables to achieve adoptions among low-income/vulnerable households.	Serve 60,000 low-income individuals and families each year. Strong track record, integration plan and community engagement and involvement. Project to be managed by multiple Managers and Coordinators. Who will facilitate workshops? (1) Recruit 12 member leaders to form a Digital Inclusion Committee. (2) Increase awareness among all residents in SHCS member neighborhoods about available affordable broadband offers and relevance through letters and calls. (3) Identify options for device access. (4) Arrange with a partner to create and teach a standardized Digital Literacy course. (5) Assist 200 households to sign up for affordable broadband service.	Serve 20,000 youth from diverse and low-income communities to explore job opportunities in media, sports production, etc. Strong partnerships. Project to be managed by CEO and Community Media Specialists. Need support with developing Work Plan. (1) Provide visual and Digital Literacy training for 20 low-income youth in East San José at the Hillview Library Branch, includes pre/post assessments.	Work with youth of color in East Side San Jose to engage and empower their community. Project to be managed by Community Outreach Specialist and Digital Literacy Trainer. (1) recruit and train 20 High School/College students as neighborhood Digital inclusion Champions. (2) Increase awareness about affordable broadband services and assist 50 households to get connected. (3) Identify options for affordable devices. (4) Provide Digital Literacy skills to 50 households.	Would like to serve a group of 25 low-income students from East San José through partnerships with SJSU and Eastside Alliance. Strong track record in East Palo Alto, Menlo Park and North Fair Oaks. Culturally and linguistically appropriate staff that are SJSU students. Project to be managed by Program Director and Coordinator. Need support with developing Work Plan. (1) Provide a 6-week bilingual (Span/Eng.) course for 20-25 students to acquire basic computer skills, employment and job research skills.	Serve 49,000 households across the Bay Area with digital inclusion needs. Deep experience in supporting low-income households with device access. Strong track record, partnerships and linguistically appropriate staff. Project to be managed by Director of Strategic Partnerships, Program Managers and Coordinators. (1) Coordinate 3 tech fairs with SJPL that convene 10 Community Partners and 150 households in need of digital inclusion supports. (2) Refurbish 450 computers from 5 San José Tech companies for distribution to under connected households. Train 5 youth to learn hardware troubleshooting and refurbishing process. (3) Provide assistance to 450 households with affordable internet sign-up.
Funding Justifications:					

	26-19	28-19	29-19
Applicant	The San José Public Library Foundation	Third Street Community Center	Vietnamese Voluntary Foundation
Requested Amount	\$360,000	\$7,500	\$75,000
Actual Amount (Adoptions X \$250)	\$150,000	\$10,000	\$50,000
Length of Time	2 years	1 year	1 year
Outcomes	1,100	30	300
Actual Adoptions	500	30	200
Proposed Full Adoptions	600	40	200
Proficiency	1,100	30	200
Cost Per Outcome (Application)	\$327	\$250	\$250
Actual Cost Per Outcome (Calculated)	\$327	\$250	\$250
Project Design: Experience/track record/justification serving low-income/vulnerable households in language and in culture. Criteria 4: Focus and quality of delineated objectives, activities and deliverables to achieve adoptions among low-income/vulnerable households.	Serve San José residents through 25 Library Branch locations with outreach focused on low-income households, vulnerable populations in high-need neighborhoods. Strong track record, integration plan, partnerships and community engagement and involvement. Project to be managed by Community Programs Administrator, Digital Literacy Program Specialist and a Library Clerk (to-be-hired). (1) Provide Digital Literacy skills to 500 households, includes pre/post assessment. (2) provide 500 households with refurbished devices. (3) Leverage existing programs, participants and partnerships to reach communities most in need. (4) Pilot a device lending and Wi-Fi hotspot program through 5 Library Branches.	Serve youth in downtown San José. 91% are Latino, 53% ELLs, 93% are eligible for FRL. 30% do not have access to a computer or tablet at home. High level of school, community and family engagement. Strong integration plan, existing funds, relevance and partnerships. Project to be managed by Executive Director, Program Supervisor and Coordinator that are representative of community served. (1) Develop workshop materials and presentations specific to the digital needs and language of community, includes pre/post assessment. (2) Increase awareness about affordable broadband options and benefits of having access at home. (3) Assist unconnected households to enroll and set-up affordable broadband at home.	Serve Vietnamese immigrant community in Santa Clara County. Strong integration plan, relevance and partnerships. Culturally and linguistically appropriate staff. Project to be managed by Program Manager, Digital Literacy Trainer and Community Outreach Coordinator that are representative of community served. (1) Recruit 40 community members to become Digital Inclusion Champions to host forums. (2) Increase awareness in the neighborhood about affordable broadband offers and benefits of being online through letters, flyers and calls. (3) Identify options for affordable devices. (4) Provide Digital Literacy skills training for 200 households, includes pre/post assessment. (5) Assist unconnected households to sign-up for affordable home broadband service.
Funding Justifications:	(1) Likelihood of achieving proposed Adoptions in a year. (3) Incorporation into ongoing services (vs. separate program). (4) Phasing in larger Grants (and 2-year Grants) without impairing Project Design. (5) Significant Distribution Channels for Affordable Offers.		Proposed Adoptions (vs. partial Adoptions).