



Invitation to Participate: Workforce Development Board Digital Skills Pilot Initiative

Issuance Date: Wednesday, May 18, 2022

Closing Date and Time: Applications due no later than 11:59 p.m. PT, Wednesday, June 15, 2022

Summary of Opportunity: As part of an effort to drastically increase the number of individuals currently underrepresented in the tech sector with in-demand digital skills, New Profit and Jobs for the Future (JFF) are seeking up to ten workforce development boards interested in piloting digital IT technology training solutions for a period of approximately 15 months. Selected workforce development boards will receive capacity funding for participating in this pilot and may choose to offer either the suite of Google Career Certificates or the IBM SkillsBuild cognitive learning platform, or both solutions simultaneously. For more information on each of these products, please see Section II. Capacity funding will vary depending on the type and number of solutions offered by the workforce board. For more information on award amounts, please see Section III. Participating boards will work closely with JFF to develop a pilot implementation plan to include recruitment of target populations, learner supports, employer partnerships, KPIs, and data collection methods.

Eligibility: This funding opportunity is open to all workforce development boards, and all workforce boards are encouraged to apply. Preference will be given to applicants that can demonstrate a strong commitment to recruitment of specified target populations. Applicants are encouraged to include referral partners and employers as strategic collaborators. Consortia of workforce boards are encouraged to apply but should represent a discrete labor market or training landscape.

Submission Details: Please **express your intent to apply via this [Interest Form](#) by 11:59 p.m. PT, Friday, May 27, 2022**. All final applications must be submitted via the electronic [application tool](#) no later than **11:59 p.m. PT, Wednesday, June 15, 2022**. All applications must be received no later than the due date with all sections of the application completed in accordance with instructions provided. Please contact **Jonathan Osei at JFF** (josei@jff.org) with any questions related to this opportunity.

Informational Webinar: JFF will host an information webinar to learn more about this opportunity as well as other digital skill training opportunities being funded by Google.org and

administered by JFF that are currently circulating. This webinar will be held on **May 26, at 3:00 p.m. ET**. To join the webinar live, please [register using this link](#). If you are unable to attend at the scheduled time, a recording of the webinar will also be made available on JFF's [Public Sector Digital Jobs Initiative](#) web page. Visit this page for updates about this opportunity and others as new details become available in the coming weeks.

Acknowledgments

About Jobs for the Future

JFF drives transformation of the American workforce and education systems to achieve equitable economic advancement for all. www.jff.org

About New Profit

[New Profit](#) is a venture philanthropy organization that backs social entrepreneurs who are advancing equity and opportunity in America. New Profit exists to build a bridge between these leaders and a community of philanthropists who are committed to catalyzing their impact. New Profit provides unrestricted grants and strategic support to a portfolio of organizations led by visionary social entrepreneurs to increase their impact, scale, and sustainability. It also partners with social entrepreneurs and other cross-sector leaders to shift how government and philanthropy pursue social change to ensure that all people can thrive. Since its founding in 1998, New Profit has invested over \$350M in 130+ organizations and, through the America Forward Coalition's collective advocacy efforts, has unlocked over \$1.7B in government funding for social innovation.

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I. Overview

The nation's 530+ local workforce development boards (WDB) and 2,400 American Job Centers (AJC) are in a prime position to drive impact at scale. Across the country, future-focused WDBs are adapting their operations, strategies, technologies, and investments to the changing world of work and the ever-shifting labor market brought on by COVID-19. They are doing this through strategic partnerships committed to making an impact in their communities. While K-12 and postsecondary educational institutions play critical roles in helping to prepare the next generation of workers for success, local WDBs and AJCs are finding innovative ways to respond to the new realities of today's dynamic economy. In some cases, future-focused organizations within the workforce system have been able to stay ahead of the curve to meet the diverse needs of workers and emerging industries.

Despite widespread pandemic job losses, demand for skilled workers in IT occupations has remained relatively stable. IT occupations are projected to grow 11 percent nationwide through 2029 and add a total of 4.4 million jobs through 2030.¹ On average, individuals with IT skills earn 600 percent, or roughly \$4.4 million, more over the course of their lifetime than a worker receiving minimum wage without IT skills.² Digital skills provide a career pathway into middle- and high-skill jobs; however, 80 percent of roles within the IT profession request a four-year degree for employment.³ This degree requirement within the IT sector is a barrier to inclusion and economic advancement as Black, Hispanic, and Native Americans are less likely to hold a degree than white applicants.

WDBs are a critical source of career exploration and job training for these individuals, and recent events have accelerated the rate at which the public workforce system must reimagine its purpose, products, policies, and services to meet the complex demands of shifting regional economies. Digital transformation is no longer an option for workforce boards, and those that are prepared to meet the moment are finding new and innovative ways to increase access and opportunity for their customers through immersive virtual training experiences.

JFF recently released its [Field Guide for Workforce Technology Solutions](#), a comprehensive guide to helping workforce boards assess their training technology needs, explore the costs and benefits of potential solutions, design an effective implementation strategy, and measure impacts through data collection and analysis. This guide provides readers with important questions for consideration, mini case studies, quick tips, and valuable insights based on lessons learned from past implementation pilots.

¹ Job posting data is from Burning Glass Technologies Labor Insight. Education level is based upon nationwide IT job postings for the one-year period from June 2019 to May 2020. Data extracted by S. Lamback in May 2020.

² Burning Glass Technologies, *Beyond Tech: The Rising Demand for IT Skills in Non-Tech Industries* (Boston, MA: Burning Glass Technologies, August 2019), www.burningglass.com/research-project/beyond-tech/.

³ Wage data is drawn from Emsi 2020.2 Class of Worker data. Extracted by S. Lamback in May 2020. Job posting data is from Burning Glass Technologies Labor Insight. Education level based upon nationwide IT job postings for the one-year period from June 2019 to May 2020. Data extracted by S. Lamback in May 2020.

Background on JFF's Digital Jobs Strategy and Public Sector Expansion

With funding and support from [Google.org](#), JFF is developing a comprehensive [digital jobs strategy](#) to support on-ramps to high-quality technology careers for individuals currently underrepresented in the public sector, especially women of all racial backgrounds, people from indigenous backgrounds, Black workers, Hispanic workers, and those from other racialized backgrounds. JFF's current work is focused on three main areas:

- Conducting research and analysis to identify opportunities and gaps related to the digital jobs ecosystem and synthesizing recommendations to the field on how to support on-ramps to these roles.
- Supporting both design and systems change for three initial sites that have been selected for six-month planning grants to support regional digital jobs strategies.
- Distributing 15,000 Google Career Certificates to nonprofits and workforce agencies to support the scaling of these specific credentials and developing pathways for individuals to enter the technology sector without a four-year degree.

This effort will build on both current and prior JFF work focused on digital jobs that was supported by Grow with Google, Verizon, Salesforce, and others.

As part of this effort, and through generous funding from Google.org and New Profit, JFF is pleased to solicit applications from WDBs to pilot the Google Career Certificates within the communities they serve. In addition, IBM is generously providing capacity funding for boards to pilot their SkillsBuild platform, a collection of modularized IT courses and programs that help learners gain targeted technical skills across a variety of IT careers and skill sets. The Center for Youth and Communities at Brandeis University will serve as a learning partner and evaluator for this initiative.

The Opportunity for Future-Focused Workforce Development Boards

This pilot provides a unique opportunity for WDBs to not only build their cross-sector networks, but also offer clients that have been dislocated from the workforce an exciting and innovative way to train for in-demand careers more quickly and **at no cost to the learner**. According to labor market information from Burning Glass Technologies, entry-level jobs in high-demand fields like programming, IT support, and cybersecurity have strong projected growth, offer median earnings of at least \$25 per hour, and can serve as a launching point for other roles in the IT field.⁴ This opportunity will also generate national visibility for pilot sites through advertising and marketing support provided by New Profit and JFF.

WDBs will be a driving force behind increasing the number of individuals from underrepresented populations that are equipped with in-demand IT skills that enable swift employment in living wage jobs or entry into more advanced credential programs at educational institutions. Finally,

⁴ Vanessa Bennett and Sara Lamback, *Transforming IT Training Programs Into Successful Career On-Ramps* (Boston, MA: Jobs for the Future, July 2020), www.iff.org/resources/transforming-it-programs-successful-career-ramps/.

participating sites will play a critical role in supporting and informing New Profit and JFF's goal to scale digital skill development and digital transformation within the public sector by identifying the following:

- How WDBs can support robust, regional digital jobs⁵ strategies that expand on-ramps to technology careers for their local populations, especially groups currently underrepresented in the tech sector.
- Best practices and insights on the role of digital transformation within WDBs and how they can best leverage technology and partnerships to support this work.
- Key implementation strategies and lessons learned that inform future technology adoption as well as learner needs and supportive services that promote success.

Through this initiative, it is the hope of JFF and New Profit that workforce regions will be able to identify a set of best practices and key insights that enable a broad range of public sector organizations all across the country to integrate cloud-based digital skills training technologies into their existing portfolio of offerings, with an emphasis on recruitment and retention of populations underrepresented in the tech sector such as Black, Hispanic, Indigenous, LGBTQIA, and female learners. JFF will provide design support, subject matter expertise, and peer learning opportunities to organizations selected for participation. Insights gleaned from these pilots will highlight the gaps, opportunities, and needs of workforce boards, learners, and employers. JFF and Brandeis University (evaluator) will collate these findings into a set of implementation case studies and a comprehensive “how-to guide” that will build on JFF's [Field Guide for Workforce Technology Solutions](#) and inform the field more broadly.

II. Training Solution Details

Workforce boards will have the opportunity to pilot one or both of the digital training solutions identified below. Boards will be asked to select which solution(s) they intend to pilot when completing the application process. **We encourage WDBs to attend information sessions being hosted by Google and IBM in early June.** This is an opportunity to learn more about each solution and ask questions. For specific days and times of these info sessions as well as dial-in information, please see the “Schedule” section of the [Public Sector Digital Jobs Initiative](#) web page.

[Google Career Certificates](#)

[Google Career Certificates](#) provide job seekers with access to more than 1.3 million in-demand

⁵ Digital jobs provide information technology (IT) expertise for consumers and businesses to help them establish, maintain, or upgrade their computer systems, networks, or software with an emphasis on cloud computing, the collection and storage of big data, and cybersecurity.

jobs through rapid reskilling without the need for a college degree or prior experience in the fields of data analytics, IT support, project management, user experience (UX) design, and IT automation. These certificates are taught and developed by Google employees with decades of experience in these fields; they are hands-on, practical, and rigorous. The certificates are 100 percent virtual, can be completed in 3 to 6 months part-time, and are offered on the Coursera learning platform.

Workforce boards, American Job Center staff, and all learners will have direct access to Coursera's technical assistance center to troubleshoot user or administrative issues as they arise and to help answer questions related to course content. Workforce boards and AJC staff will also have access to JFF's repository of tools and resources, which was created based on JFF's previous Google Career Certificate implementation pilots with community colleges and non-profit organizations. This includes the Google Employer Consortium, an established group of employers that have expressed a willingness to consider completers of the Google Career Certificates for roles within their companies, as well as the Google learning community which includes a quick start guide for new providers, a program facilitators guide, and a variety of briefs highlighting lessons learned, best practices, and FAQs.

To further explore the suite of Google Career Certificates and review an FAQ doc, please click [here](#).

IBM SkillsBuild

[IBM SkillsBuild](#) is a free, digital training program that helps adults develop valuable new skills and find jobs, regardless of their background or education. As of 2022, IBM SkillsBuild operates in 159 countries, offering over 1,000 courses in 19 languages in technical disciplines such as cybersecurity, AI, quantum computing, or data analysis, as well as workplace skills such as Design Thinking. Participants can earn IBM-branded digital credentials. Most learners start with no experience and can be ready to apply for IT jobs within six months through participation in hands-on, project-based learning and mentoring support.

Learners are able to earn badges and other industry-recognized credentials across a broad range of digital skills and disciplines. Disciplines include customer engagement, project management, cybersecurity, and data analytics. Learners may also explore the fundamentals of a variety of different tech jobs to better understand their career options and required skills and credentials to land jobs in those fields. All learning is self-paced and 100 percent online.

IBM will provide training and support to American Job Center staff to ensure they feel knowledgeable speaking with learners about the various learning opportunities, module options, and instructional pathways available through SkillsBuild. IBM will also be available to learners and staff as needed to respond to technical assistance needs as they arise throughout the duration of the pilot.

To further explore the IBM SkillsBuild platform, please click [here](#).

III. Eligibility, Award Amounts, and Pilot Timeline

Eligibility

This funding opportunity is open to all WDBs and all are encouraged to apply. Preference will be given to applicants that can demonstrate a strong commitment to recruitment of the specified target populations emphasized in Section I. Applicants are encouraged to include referral partners and employers as strategic collaborators. Consortia of WDBs are encouraged to apply but should represent a discrete labor market or training landscape.

Award Amounts

This pilot initiative has total funding in the amount of \$570,000 generously provided by Google and IBM. New Profit will administer funds and oversee all grant agreements with selected WDBs. Applicants selected for this opportunity will be eligible to receive the following, dependent upon the technologies being implemented:

Boards implementing *ONLY* Google Career Certificates: These selected boards will be eligible to receive an award up to, but not exceeding **\$150,000** for the duration of the pilot period.

Boards implementing *ONLY* IBM SkillsBuild: These selected boards will receive an award of **\$45,000** for the duration of the pilot period.

Boards implementing *BOTH* Google Career Certificates and IBM SkillsBuild: These selected boards will work with New Profit to identify an appropriate funding amount for the pilot period based on the scope and scale of the applicant's implementation effort. If applying to pilot both technologies, separate KPIs will be established for each technology as part of the pilot planning process.

NOTE: Due to the limited amount of funding available for this pilot initiative, New Profit reserves the right to negotiate budgets and award amounts with selected WDBs to ensure an adequate number of grantees and diverse representation of regions. Preference will be given to applicants that demonstrate a strong plan for achieving the diversity, equity, and inclusion priorities and KPIs of the initiative as well as an ability to leverage existing and new partnerships and resources in order to do so.

Timeline

Applications are due no later than **11:59 p.m. PT, Wednesday, June 15, 2022**. Once received, selected participants are expected to be informed in early July 2022, with a formal award announcement anticipated no later than July 31, 2022. Following a period of design and planning, with support from JFF, selected sites are expected to launch their chosen training solution no later than mid-October of 2022. The training period of the pilot will conclude after approximately 12 months from the date funding awards are announced. The final three months

of the pilot will be dedicated to job placement activities and data collection and transfer. Data collection and transfer is expected to be completed no later than the end date of the pilot.

IV. Key Responsibilities and Conditions for Award

Workforce boards selected for this opportunity will be required to:

- Submit all RFP application materials on time and in accordance with provided instructions
- Designate a primary point of contact for grant management and coordination with New Profit and JFF staff
- Using a template provided by JFF, engage with JFF during months 1-3 to design and document a pilot implementation plan to include all required elements as identified in the **Outline for Application Submission (Section VI)**. This plan will include a timeline for implementation, organizational capacity strategy, identification of key partner organizations and roles they will play, development of site-specific KPIs based on current labor market conditions and anticipated job demand, and agreements about the data to be collected to support the KPIs
- Include a comprehensive strategy for recruiting, retaining, and supporting Black, Hispanic, Indigenous, LGBTQIA, and female learners or other underrepresented populations in the tech sector as part of the pilot design plan
- Seek approval of training solutions on your regional ETPL
- When possible, enroll participants through WIOA, thereby providing access to expanded wraparound supports and job services
- After launching solutions, engage in occasional email correspondence and bi-monthly discussions with JFF (and periodically with Brandeis University) to assess implementation activities, address concerns or questions, and provide insight into recruitment, retention, and data collection strategies supporting the pilot
- Engage with Coursera technical support and IBM technical support as needed to ensure timely and effective technology integration, useability, and learner support
- Late in the pilot period, engage in targeted discussions with JFF and Brandeis University to identify key findings from pilot implementation efforts, outcomes and impacts, lessons learned, and innovative approaches to achieving agreed upon KPIs
- Pilot sites may be asked to collaborate directly with New Profit to provide insights regarding the grant management and planning process
- Pilot sites will be asked to collaborate directly with Brandeis University to identify data needs and agreements, provide agreed upon data and datasets, or discuss key pilot findings, outcomes, and lessons learned. This may require occasional participation in one-on-one interviews or focus groups or responding to written questionnaires provided by Brandeis University.

V. Data Requirements

JFF will require participating WDBs to report a standard data set for individual learners enrolled in either the Google Career Certificates or IBM SkillsBuild. JFF will work with Coursera, Google, and IBM, as well as participating WDBs to access learner progress and completion data directly from digital platforms. Workforce boards should also be prepared to participate in informal interviews with JFF, Brandeis University or other implementation partners for evaluative purposes toward the end of the program as well as work with them to assist in designing and implementing any learner surveys that may be required to gather data elements.

Basic KPIs to be measured for either training solution include: Number of individuals enrolled, Number of individuals that accessed the platform, Number of individuals completed (certificates for Google and individual modules for SkillsBuild), and Number of individuals employed, promoted, or transferred to continuing education. Pilot sites will work with JFF to determine ambitious, but realistic target goals for these indicators based on current market conditions and anticipated job demand throughout the region.

JFF and Brandeis University will work with selected WDBs to identify additional data points to be collected (many of which are gathered as part of WIOA enrollment) for each training solution. These data points may potentially include the following: Race, Ethnicity, Education Level at Entry, Gender, Date of Birth, Income at Entry, Employment and Education Status at Entry, Job Readiness and other supports provided, Job Placement Start Date, Salary/Wage at Placement, Job Title/Occupation, Industry of Employment, and Employer Name.

More details regarding data definitions and required formats will be provided during the contract phase of the project.

Finally, to ensure that performance measures are customized to each WDB and to better understand regional contexts, applicants will be asked to answer a few questions as part of the RFP submission process that asks boards to consider what success as part of this pilot initiative looks like for their organization and community.

VI. Outline for RFP Application Submission

The RFP application process will be completed using SurveyAnyplace, an online survey platform. You may access the application tool [here](#). The tool **does not allow users to save their progress and return**. Therefore, it is highly recommended that you prepare all responses in advance and copy and paste them into the proper fields once you are ready to submit. **To populate your responses prior to submitting, a Word version of the application questions is available [here](#). Remember to download and save a copy prior to entering your responses.**

To complete your submission, please be prepared to provide the following information and brief narratives (250 words or less per question):

Part I: Basic Information

1. **Name of Organization:**
2. **Mailing Address:**
3. **Are you applying for this opportunity as the lead of a consortium of workforce development boards? (Yes/No)**
 - a. **Important:** If yes, please **include letters of support** from all partner organizations as part of your submission materials (please be prepared to upload all letters as a single document).
4. **Indicate which of the following best describes the region to be served as part of this initiative. You may select more than one.**
 - a. Urban
 - b. Suburban
 - c. Rural
5. **Please list the counties and, if applicable, bordering states that you anticipate serving as part of this initiative.**
6. **Primary Point of Contact:**
 - a. Full Name:
 - b. Organization:
 - c. Title:
 - d. Email Address:
 - e. Phone Number:
7. **Which training solution would your workforce board like to implement during the pilot period?**
 - a. Google Career Certificates
 - b. IBM SkillsBuild
 - c. Both

For the questions below, please respond to all questions within each section as thoroughly and succinctly as possible. If responding for a consortium, please respond for your organization while also referencing how a consortium approach strengthens your potential to be a good fit for this pilot opportunity.

Part II: Digital Jobs Training and Employment Landscape *(brief narratives of 250 words or less)*

1. **Vision and Demand for Digital Jobs:** In what ways does your board feel this opportunity will help you better understand and respond to the digital jobs landscape in your community or region? Please specify one to three goals your organization hopes to accomplish through this initiative. Please provide recent (pulled within last 6 months) labor market data demonstrating demand for cross-industry tech sector occupations within your region (File upload is limited to **one 2MB file** in Word, Excel, or PDF format): Examples of key data to include:
 - o Regional industry growth/decline from the last 6 months
 - o Regional occupational growth/decline from the last 6 months
 - o Living wage as defined by the [MIT Living Wage Calculator](#)

- Current occupational job openings and wages – ensure living wage
 - In-demand skills/competencies
 - Top employers hiring digital or tech-related occupations
 - Qualitative/Anecdotal information or data specific to labor market shifts/changes due to COVID-19, automation, future of work, etc.
2. **Relevant Programming:** Describe the current state of IT training programs and/or industry-recognized credentials in your community and (if relevant) offered by your organization. Why are you interested in piloting the solution(s) you have chosen, and what opportunities or gaps remain in the local training ecosystem?
 3. **Employer Relationships:** Describe the depth and breadth of your organization's or consortium's current collaboration with businesses that employ IT professionals. Do you have existing tech sector employer champions? What is the current level of awareness of the Google Career Certificates or SkillsBuild in your region? What is your plan to create greater industry awareness and, to the extent possible, ensure high-quality entry-level jobs for those who complete training?
 4. **Inclusive Hiring Practices:** What specific opportunity do you see in your region to diversify digital jobs? Which local industries and/or employers, if any, are leading in hiring people without postsecondary education credentials? Which, if any, are leading in supporting the hiring of workers who are Black, Indigenous, Latinx, female, LGBTQIA, or others who are currently underrepresented within the IT industry? If currently unaware of any, what is your plan for identifying businesses committed to increasing inclusive hiring practices and engaging them in the planning process?
 5. **Do you intend to enroll as many participants as possible through WIOA? Please provide any comments around potential challenges in doing so in the box provided.**
 - (Y/N)
 - Comment box

Part III: Organizational Capacity and Experience *(brief narratives of 250 words or less)*

1. **Organizational Capacity:** If selected to participate in this pilot, please describe why your organization is well-positioned to lead this effort in your community and briefly describe the resources, expertise, and staff capacity you would dedicate to this effort to ensure strong performance and outcomes.
2. **Serving Priority Populations:** Describe your organization's experience serving the populations being prioritized for this planning grant. Why do you feel it's important for your organization to lead efforts that aim to diversify the tech industry for your service region? Describe how new or existing partnerships will be leveraged to help ensure recruitment of priority populations being targeted through this initiative?

3. **Participant Learning Supports:** Aside from WIOA-provided services, describe the learner supports you planning to provide yourself or through partnership with other organizations throughout the duration of the pilot? How will these supports be designed and delivered? Examples might include things like:
 - a) Providing a dedicated digital jobs navigator role to help individuals explore potential IT careers and access continuing education providers.
 - b) Expanding opportunities for work-based learning for digital jobs.
 - c) Supporting robust program retention and job placement services for participants.
 - d) Creating a learning community for pilot participants to connect peer-to-peer throughout their training experience.

4. **Organizational Experience in Leading Tech Training Initiatives:** Explain why your workforce development board is currently well-suited to pilot the solution(s) chosen by responding to each of the following:
 - a. Do you have experience implementing cloud-based training technologies?
 - b. What is your level of commitment to becoming a technology leader in your community?
 - c. What are your key needs for innovative new training technology solutions given your client demographics, labor market needs, and industry base?

Part IV: Partnerships and Community Influence *(brief narratives of 250 words or less)*

1. **Core Partnerships:** If not already addressed in previous sections, describe any additional community or regional partnerships you plan to create or build upon to ensure any or all of the following: a) critical wraparound and career navigation services for learners, c) robust job search support and guidance, d) integration of these training solutions into existing programs of study, e) connections to continuing education opportunities along a training pathway for those that complete training, f) high-quality employment opportunities for those that complete training, and/or f) data collection and/or participant experience feedback.

2. **Community Connections and Influence:** Describe why job seekers, partner organizations, and employers in your workforce region view your organization as a strong fit to lead this pilot by focusing on the following key topics:
 - a. Your reputation as a strong leader/intermediary within your community
 - b. Your ability to usher in new and innovative ways to connect your community to economic growth and development opportunities
 - c. Your history and ability to connect to and recruit Black, Hispanic, Indigenous, and other underrepresented populations and provide the supportive services and career guidance needed to ensure strong outcomes.
 - d. Your willingness to explore and try out new types of training technologies and modalities in an effort to more effectively meet the needs of your customers and community.

Part V: Data Collection and Evaluation

1. **Do you anticipate any challenges collecting or transferring, to the pilot evaluator, any of the above mentioned data points (take into consideration basic KPIs as well as WIOA metrics). If so, please name these challenges in the space provided.**
 - b. (Y/N)
 - c. Comment box
2. **What, if any, additional key performance indicators would you like to use to measure the success of this pilot based on the context and dynamics of your regional labor market and digital jobs ecosystem?**
3. **Are you currently able to collect data for the KPIs you listed in the previous question? If so, what tools or relationships would you leverage to collect this data? If not, what tools or relationships would you need to acquire to be able to collect this data?**

Part VI: Budget Template

Budget Breakdown: Using the form provided in the application tool, please provide a basic budget breakdown across the following categories. If piloting only the Google Career Certificates, budget may not exceed \$150,000 (budget may be lower based on intended scope and scale). If piloting only IBM SkillsBuild, budget may not exceed \$45,000. If choosing to pilot both, budget should not exceed \$165,000. Budget narrative is not required.

- a. **Staffing** – Consider any additional staffing necessary to execute program goals.
- b. **Consultants and vendors** – Include the costs of any coaches/navigators, consultants, or other capacity support with whom you will partner or contract to achieve program outcomes.
- c. **Other direct costs** – Costs associated with any other project-related expenses such as supplies, printing/media, postage, and telecommunications. Please note that all “other direct costs” should be in direct support of this project and should not be used to cover every day operational costs. Purchase of capitalized equipment (value of >\$5,000 and useful life of >1 year) is not permitted.
- d. **Indirect costs** – Costs covering the administration of the organization including finance and accounting, human resources, information technology, and executive support.
- e. **Total Costs** – Total costs of program implementation and operation

All WDBs are eligible to apply. However, those wishing to apply will not be able to save their application progress and return later; the entire application must be completed and submitted in

one session. **To populate your responses prior to submitting, a Word version of the application tool is available [here](#).**

Submission checklist - Please be sure you have the following prepared prior to accessing the online application form. This will streamline the application submission process.

- If applying as the lead organization of a regional consortium or partnership with other workforce development board(s), please include a **letter of support** from your partnering board(s) that demonstrates their commitment to the project and specifies their role(s) throughout the pilot period (combined into a single file of 2MB or less for upload).
- Complete responses to all questions listed above in Section VI, ready to be copied and pasted into the application submission tool.
- Required attachment for Digital Jobs Labor Market Data – Please submit as a single document (combined into a single file of 2MB or less for upload).
- Letter of support from CEO or Board Chair explaining confidence in WDB's role in leading the pilot and confirming the WDB's ability to receive funding. Max file size 2MB.