

## Sustainability Planning Worksheet

This worksheet supports intermediaries in building long-term sustainability strategies across services, systems, and partnerships to ensure that regional digital jobs pathways are resilient, inclusive, and impact-driven. The template promotes collaborative planning with stakeholders to integrate sustainability into all core phases of pathway development.

### Vision Statement

Describe the long-term vision for sustaining and evolving digital jobs pathways in the region.

What long-term outcomes do you desired for learners, workers, and employers in the region? (Could the goal be 80% of digital jobs pathway graduates obtaining a quality job within six months of completing their training, for example?)

What pathways are most critical to build, strengthen, and sustain in the region? (For example: A pathway for entry- and midlevel cybersecurity specialists)

What combination of strategies will support sustainability? (Braided funding and employer-led consortia, perhaps?)

## Stakeholder Engagement Planning

Identify the internal teams and external partners critical to sustainability. Include partners from all sectors, such as community-based organizations, employers, funders, workforce agencies, and policy advocates.

Stakeholder Name	Type (Internal/External)	Role in Sustainability	Engagement Strategy
Example: Local tech council	External	Drive advocacy, host meetings and events, link employers	Quarterly check-ins and state workforce roundtables

## Strategic Sustainability Focus Areas

The following sections lead you through the process of identifying effective approaches to successfully completing five important steps in the process of planning and building sustainable digital jobs pathways. They open with guiding questions and include tables that you can use to document at least one tactic and associated implementation activities.

### Strengthening Pathways and Partnerships

Guiding questions: Which partnerships are most essential for long-term impact? How can articulation agreements or MOUs promote sustainability?

Tactic	Activity	Desired Outcome	Responsible Parties and Timeline	Key Resources or Barriers	Progress Metrics
Example: Formalize a career ladder that starts at an IT support role and leads to a position as a cybersecurity specialist	Create articulation agreement between the local community college and workforce board	Seamless learner transition and credit stacking	Workforce board and community college, Q2 2026	Resources: Shared learning management system  Barrier: Transcript alignment	MOU signed

### Building Employer Commitment

Guiding questions: Where do employers fall on the engagement maturity model? What shared value opportunities or co-investments could deepen buy-in?

Tactic	Activity	Desired Outcome	Responsible Parties and Timeline	Key Resources or Barriers	Progress Metrics
Example: Develop a regional cybersecurity apprenticeship consortium	Align job requirements, share curriculum needs	Collective buy-in for talent development	Intermediary and employers with tech jobs, Q2 2026	Resources: HR reps at employers with tech jobs  Barriers: Legal coordination	Four employers commit

### Facilitating Network-Building

Guiding questions: What formal and informal networks are well positioned to support regional support pathway work? How can peer learning or governance structures (such as advisory councils) support sustainability?

Tactic	Activity	Desired Outcome	Responsible Parties and Timeline	Key Resources or Barriers	Progress Metrics
Example: Establish a digital jobs pathway advisory roundtable	Hold quarterly meetings with representatives of training providers, CBOs, and employers	Shared vision and streamlined programming	Intermediary, ongoing	Resources: Skilled staff and a tech platform that enables remote meetings  Barriers: participant availability	Four meetings per year, 80% retention

**Advancing Regional Supportive Services**

Guiding questions: Which community-based organizations are integral partners for services like childcare, transportation, and housing? How can services be integrated directly into the pathway infrastructure?

Tactic	Activity	Desired Outcome	Responsible Parties and Timeline	Key Resources or Barriers	Progress Metrics
Example: Embed tech-specific wraparound supports into the pathway	Bundle wireless internet access, loaner laptops, and digital literacy support	Boost retention among underserved learners who lack access to tech devices and services	CBO and the local workforce agency, Q2 2026	Resources: Local tech grant program Barriers: Device inventory	90% of learners complete tech access intake

### Managing Programs Effectively

Guiding questions: What funding streams (WIOA, TANF, or Perkins, for example) can support sustainability? What level of investment will be necessary to support the implementation of tech systems and tools such as data dashboards, customer relationship management systems, and learning management systems?

Tactic	Activity	Desired Outcome	Responsible Parties and Timeline	Key Resources or Barriers	Progress Metrics
Example: Map sources of federal funding that can be used to support digital training programs	Analyze grants that can be used to offset the cost of CompTIA and AWS courses	Targeted applications and shared strategy	Intermediary, Q3 2026	Resources: Grant researcher Barriers: Time limitations	Funding inventory completed

## Collaborative Funding and Resource Strategies

Complete the activities below to identify collective resources needed to sustain digital jobs pathways while identifying gaps and aligning funding strategies across partners.

### Resource Mapping by Function

Identify who contributes what and how across core pathway functions.

Pathway Function	Existing Contributors (Organization, Role)	Contribution Type (staff, in-kind, funding)	Current Gaps	Potential Funding or Partners
Instruction	Example: Community college faculty	Adjunct hours	Limited expertise in AI	Coursera
Support services				
Employer engagement				
Technology and equipment				
Program coordination				
Evaluation and reporting				

## Funding Streams Inventory

Track current and potential funding sources supporting the regional digital jobs ecosystem.

Funding Source	Lead Entity	Status (Active, Lapsed, Potential)	Timeline	Notes
Example: WIOA	Workforce development board	Active	Ongoing	Supports eligible learners' tuition

**Sustainable Funding Strategies**

Use this table to develop actionable next steps to strengthen financial sustainability.

Priority Area	Action Steps	Lead Partner/Owner	Timeline	Notes
Diversify funding streams				
Strengthen cost-sharing agreements				
Explore co-investment opportunities				
Build shared grant infrastructure				

**Reflection Questions:** 

Can agreements about responsibility for shared costs and/or infrastructure be formalized through MOUs with partners?

How can data and impact metrics be used to make the case to funders?

Are there philanthropic or public funding programs focused on supporting digital jobs initiatives?

## Monitoring and Adaptation Plan

Quarterly Review Process: Who will review and update this plan each quarter?

Data Collection: What key performance indicators will be used to track pathway success and partner engagement?

Plan Revisions: How will insights be captured and reflected in evolving strategies?

## Wrap-Up

What does success look like in three years? Five years?

What circumstances or conditions could jeopardize sustainability? How will they be addressed and mitigated?

How will successes be celebrated and publicized to sustain momentum?