

Digital Navigators: Regional Digital Hubs Targeted Population Specialists

Notice of Funding Availability (NOFA)

Funded by BEAD (Broadband Equity Access and Deployment Program)

Publication Date: October 10th, 2024

Deadline for Submissions: November 10th, 2024

Table of Contents

Introduction.....	3
1. Scope of Work, Project Objectives & Outcomes	4
2. Funding Mechanism.....	7
3. Funding Disbursement & Allowable Use of Funds	8
3.1. Allowable Uses of Funds.....	8
3.2. Payment Terms and Method	9
4. Work Plan.....	10
5. Requirements	10
5.1. Key Requirements	10
5.2. Transparency, Accountability, And Oversight Required.....	10
5.3. Project Term	11
6. Proposal Submission.....	12
6.1. Questions & Answers	12
6.2. Expression of Interest	12
6.3. Webinar	13
6.4. Allowed and Prohibited Communications.....	13
7. Response Evaluation.....	13
8. Selection Process.....	14
9. Timeline: Important Dates & Deadlines	14
10. Appendix 1. Work Plan	15

Introduction

The Puerto Rico Office of Management and Budget (“OMB”) through its Puerto Rico Broadband Program (“PRBP”), issues this Notice of Funding Availability (“NOFA”) to obtain proposals for subgrantees as defined in this NOFA.

The PRBP was created in 2022 within the OMB to ensure all Puerto Ricans have access to fast and reliable internet service, using both local and federal funds. The PRBP, via its Executive Committee, coordinates, authorizes, and executes the disbursement of Puerto Rico’s broadband funding, working with key stakeholders. The program is designed to increase digital equity by bringing essential broadband infrastructure to all residents over five years through the deployment of broadband infrastructure projects and digital equity programs.

The Broadband Equity Access and Deployment (BEAD) Program, created under the Bipartisan Infrastructure Law, is a pivotal initiative designed to extend high-speed internet access across the United States. BEAD is committed to closing the digital divide by providing funding for essential activities such as planning, infrastructure development, and broadband adoption efforts. As part of this mission, more than \$334 million has been allocated to Puerto Rico to improve its broadband infrastructure. These investments will help guarantee equal access to high-speed internet, stimulate economic growth, and strengthen community connectivity across the entire island.

To further the digital equity goals of the PRBP, five distinct programs will be launched, supported by BEAD funding. These initiatives include: an Open Access Underground Conduit System, Digital Navigators and Literacy Program, an Online Government Services Program, a Workforce Development Program, and an Affordable Devices Program. The goal is to create a comprehensive portfolio that target infrastructure and technical solutions gaps and builds the necessary connectivity and skills for digital participation by all.

The Digital Literacy Program Coordinator and Digital Navigator NOFAs will launch a coordinated effort to help close the digital divide in Puerto Rico. Through these initiatives, individuals will not only gain the basic digital competencies needed to access vital services but also unlock pathways to new employment opportunities and greater community and civic engagement. This effort is central to the PRBP’s pillars of fostering digital inclusion and creating a future where every resident can thrive in the digital age. This is the **Digital Navigators NOFA**, which focuses on empowering underserved and disadvantaged communities in Puerto Rico by providing residents with one-on-one assistance to access essential digital services and develop the skills needed to thrive in the digital world. Through this program, Digital Navigators will help individuals gain the competencies required to access vital services, secure employment, and engage more fully in their communities. This initiative aligns with the PRBP’s pillars of fostering digital inclusion and ensuring that every resident can participate in the opportunities of the digital age. The selected subgrantees will work with the subgrantee of the Digital Literacy Program Coordinator NOFA to ensure they receive all necessary resources and that their own Digital Navigators are properly trained by the Digital Literacy Program Coordinator.

The OMB is issuing this NOFA to solicit proposals from interested Proponents to partner on two projects, Regional Digital Hubs and Targeted Population Specialists. This includes hiring and managing Digital Navigators, delivering personalized digital literacy support to underserved and unserved communities and Puerto Ricans of all ages, and collaborating with the Digital Literacy Program Coordinator to ensure consistent training and service delivery. The projects are described as follows:

Regional Digital Hubs: The organizations selected as a regional digital hub will be required to serve as the key point of contact and administrator of digital equity programs for the Smart Island Zone (defined in section 1) for which they are selected. They will be organizations that already have an established presence in the region and access to locations where people already gather that can be used to provide digital support and literacy programs. In addition, they will hire / designate and manage Digital Navigators in the region, ensuring coverage of key community anchor institutions (e.g., libraries, other community centers) and Smart Island’s Multiservice and Internet Centers (MICs)¹ with Digital Navigator services.

Targeted Population Specialists: The organizations selected should have experience designing and launching programs for target populations outlined in the Digital Equity plan as needing specific digital interventions (more details below), and the ability to provide digital equity services to these populations. They will help ensure coverage of the typically underserved and unserved communities through targeted interventions and specialized services with a proven positive impact on the target communities.

To address the digital skills gap, the PRBP has allocated funding to provide grants for the establishment and support of the above two programs.

1. Scope of Work, Project Objectives & Outcomes

The Puerto Rico Broadband Program is issuing this NOFA to select multiple subgrantees to design and implement the Digital Navigators Program. The program includes the following two projects.

Project: Regional Digital Hubs

In the effort to ensure equal digital access for all, the PRBP has developed 10 Smart Island Zones, which are regional areas across Puerto Rico. More information on these zones can be found here <https://public-bead-cai.vercel.app/map>.

These zones are as follows and can be seen on the map below:

Aguadilla	Humacao
Arecibo	Caguas
Vega Baja	Guayama
San Juan	Ponce
Ceiba	Mayagüez

¹ The MICs will operate as hubs in the regions and once they are ready, the program expects the subgrantees to leverage those sites as well for device outreach and distribution



Figure 1: PRBP Smart Island Zones

Subgrantees will be responsible for serving as a Digital Hub and main point of contact for individuals and organizations within the Smart Island Zone for which they are selected. They must work to provide digital equity services and program offers (e.g., Digital Navigator coverage or trainings, curriculums created) for municipalities in their region and provide Digital Navigator coverage of Multi Service Centers within the zone specified by PRBP. MICs are physical locations that individuals can visit for access to internet and technical support.

Project: Targeted Population Specialists

In the effort to ensure digital equity across all underserved and unserved communities, the PRBP has developed a plan to collaborate with specialized organizations referred to as Targeted Population Specialists. These organizations will provide tailored digital equity services to specific groups that historically face greater barriers to digital access. These Target Populations are outlined in the PRBP Digital Equity Plan².

Target Populations include (but not limited to):

- Older adults (60+ years old)
- Students and/or children
- Incarcerated individuals
- Individuals with disabilities
- Veterans
- Populations in rural areas

Subgrantees selected as Targeted Population Specialists will be responsible for designing and delivering customized interventions, workshops and events that meet the unique needs of their designated populations. They will work within their communities to provide targeted digital literacy services and ensure that individuals in these groups

² See [https://docs.pr.gov/files/Broadband/Documentos/PRBB_EquityPlan_R-2%20-%201210%20\(1\).pdf](https://docs.pr.gov/files/Broadband/Documentos/PRBB_EquityPlan_R-2%20-%201210%20(1).pdf)

receive the necessary support to improve their digital skills and participate fully in the digital economy (e.g., access to telehealth, online learning).

Scope of Work

The Digital Navigator Program aims to address the digital inclusion gap in Puerto Rico, particularly among underserved and disadvantaged communities. This program will deploy Digital Navigators, through both the Digital Regional Hubs and the Targeted Population Specialists, who will help residents acquire the digital skills needed to access essential services, employment opportunities, and educational resources. The organizations selected should commit to collaborate with the Digital Literacy Program Coordinator to ensure the Digital Navigators deployed are adequately prepared to serve their respective communities. While the organizations selected for this NOFA will be responsible for attracting and hiring the Digital Navigators, they will not be directly responsible for developing the training curriculum and will be collaborating directly with the Digital Literacy Program Coordinator for the training of the navigators.

In Appendix 1 – Work Plan, subgrantees must indicate which program(s) they are applying for and which Smart Island Zone and Target Population they will serve. Subgrantees are encouraged to apply for multiple zones and or populations that they believe they can adequately serve. Below please see the recommended approach for the Digital Navigators program. The role of the subgrantees will include the following responsibilities:

Community Outreach

- Develop and manage network of partner organizations that can help facilitate delivery of digital equity initiatives.
- Ensure coverage of MICs. PRBP has a plan to deploy MICs through the whole island, with expected presence of these centers in all the 78 municipalities. Specific details will be provided as that project advances.
- Ensure interested partner organizations in the Smart Island Zone have necessary resources and technology to facilitate delivery of digital skills as needed.
- Ensure program delivery is adapted to meet the needs of different groups, both regionally and demographically (e.g., in Spanish).
- Leverage Digital Navigators to host events, workshops and programs to facilitate digital literacy learning for the community (e.g., in Spanish).
- Develop marketing and outreach materials to retain participants and increase utilization of Digital Navigator program resources.

People Management

- Attract and hire Digital Navigators that are well-equipped to serve the target populations.
- Coordinate delivery of Digital Navigator resources, both online and in-person, across fleet of Digital Navigators and partner digital hubs.
- Develop retention strategy to ensure continuity of staff for community, even beyond duration of the program.

Program Management, Efficiency and Sustainability

- Collect data from community through Digital Navigator channels (e.g., exit surveys, regular reports).
- Develop innovative strategies for program sustainability past initial funding period.
- Minimize or manage costs efficiently across allocated funds.

Objectives:

- Develop a network of community anchor institutions to serve as local hubs, ensuring partner organizations are equipped to deliver digital literacy services as needed.
- Attract, hire and retain Digital Navigators capable of serving target populations, coordinating both online and in-person service delivery, and ensuring that digital literacy resources are available across all regions.
- Expand community outreach to ensure the program reaches a diverse range of populations in Puerto Rico, using tailored marketing and outreach materials to boost participation and resource utilization.
- Promote program sustainability through innovative strategies, ensuring the program's long-term viability beyond the initial funding period.

Outcomes:

- Increased digital literacy and participation among underserved and unserved populations, empowering individuals to access services, employment, and educational opportunities.
- Establishment of a sustainable network of Digital Navigator hubs across Puerto Rico, supporting long-term community engagement and digital resource distribution.
- Improved capacity and retention of Digital Navigators, ensuring continuity of service and expertise across communities.
- Clear feedback loop from participants and performance metrics (e.g., KPIs) established for tracking the program's impact on participants, including skill development and resource access.
- Ongoing program evaluation and improvement based on community feedback and data analysis, ensuring continuous adaptation to the needs of Puerto Rico's diverse communities.

2. Funding Mechanism

Funding for this grant program comes from Puerto Rico's BEAD Program. As part of this program, the PRBP has been selected as grantee to develop this Digital Navigators NOFA, among others. The PRBP is establishing this fair, open, and competitive process for selecting subgrantees.

The issuing agency reserves the right to make multiple awards under this NOFA, to allocate different phases or components of the project to different applicants, or to decline to fund any or all phase(s) if it is deemed to be in the best interest of the agency. Funding decisions will be based on the applications submitted, the agency's evaluation of the proposed approaches, and evolving program needs and priorities. The agency may also adjust the scope of funding allocations as necessary to align with program goals and available resources.

3. Funding Disbursement & Allowable Use of Funds

To address the digital skills gap, the PRBP has allocated funding to provide “grants” for the establishment and support of the above two programs.

- For the Regional Digital Hub project, the PRBP anticipates grants to be awarded per Smart Island Zone, based on evaluation criteria and total Digital Navigators proposed, with potential for higher and lower ranges accepted for more or less populated zones. The PRBP anticipates offering awards between \$1,000,000-\$2,000,000 per Smart Island Zone for the full duration of the program. These ranges are estimations and the PRBP reserves the right to offer grants outside these ranges depending on the proposals. Respondents are eligible to apply for more than one Smart Island Zone.
- For the Targeted Population Specialists, the PRBP anticipates grants to be awarded based on the evaluation criteria and total population addressed. The PRBP anticipates offering several awards between \$100,000-\$500,000 for the full duration of the program. These ranges are estimations and the PRBP reserves the right to offer grants outside these ranges for compelling proposals.
- Respondents can apply for either or both grant types.
- Estimated amounts are not final and are subject to change. The PRBP reserves the right to adjust based on the level of funding available. Final awards and participant counts may also be adjusted depending on the number of successfully submitted proposals.

3.1. Allowable Uses of Funds

The funds awarded in this NOFA must be used to assist PRBP program awardees in the activities listed in the Scope of Work.

If granted an award, Proponents may utilize grant funds to:

Community Outreach

- Advertise the program and reach potential beneficiaries through marketing and outreach campaigns (on their own or via partners/third parties).
- Develop marketing materials needed to support outreach efforts for the region or targeted population.

- Recruitment and event coordination for digital literacy and navigator outreach activities.

People Management

- Hire and pay salary and/or benefits for multiple Digital Navigators and one Digital Hub Program Coordinator to manage the program in each Smart Island Zone.
 - o We anticipate having at least 5-8 Digital Navigators per Smart Island Zone, with potential for more in more populated zones. However, we welcome justification for additional Digital Navigators per Smart Island Zone as needed (e.g., based on academic preparation). We also understand there can be additional resources that can be trained as Digital Navigators as part of the program
- Purchase necessary equipment, such as computers and office supplies, to support Digital Navigators and staff. In addition, *Digital Navigators who complete the training program will be granted a device through the Affordable Devices program (these programs will be complementary).*
- Implement scheduling and coordination tools to manage staff deployment and daily operations across regional hubs.
- Travel costs associated with Digital Navigators providing digital resources at multiple locations across the Smart Island Zone (e.g., estimated cost per mile).

Program Management, Efficiency, and Sustainability

- Technological resources necessary to stand up and sustain the program, including tools for data collection, analysis, and reporting.
- Technological supplies such as laptops, MiFi devices, cables needed to equip physical locations to serve as a resource for internet access and digital skills training (e.g., build out a computer lab, equip training spaces).
- Develop and implement people management tools or software for coordinating the program's operating model, including resource planning and scheduling.
- Ensure resources are dedicated to collecting feedback from the community and improving and maintaining program effectiveness, including any required travel or logistics for program operations.

3.2. Payment Terms and Method

The Digital Navigators program will work on a payment schedule with the selected subgrantee(s), to disburse funds twice a year based on specific milestones.

Given that this program lasts until the end of 2029, the payment schedule will be distributed along the five years of duration of the program.

To help set up the operations at the beginning of the program, the PRBP may agree to make an initial upfront payment of up to 10% of the total cost of the project.

4. Work Plan

Under this Section Proponents must provide a detailed Work Plan indicating how they plan to execute the Scope of Work and meet the objectives of this NOFA, including a detailed proposed pricing proposal for the proposed Scope of Work. The PRBP will be evaluating responses based on the criteria described in the Response Evaluation section. Projects need to be holistic, detailed, and provide confidence to PRBP that the Proponent will be able to manage the Smart Island Zone or target population they are applying for independently in coordination with all relevant stakeholders.

The format and instructions for the Work Plan submission is contained in the Appendix 1 Form. Proponents must submit Appendix 1 filled out. Additional details could be included as appendix to the proposal.

5. Requirements

5.1. Key Requirements

Proponents must meet the following requirements:

- Proponents shall be companies properly accredited to provide services in the broadband value chain in Puerto Rico at the time of the submission of their Proposals and comply with all applicable Puerto Rico or U.S. laws and/or requirements.
- Proponents must have adequate resources to perform the project, or the ability to obtain them within the jurisdiction of Puerto Rico. It is critical that the proponents have proficient Spanish speakers for interacting with the public
- Proponents must have a satisfactory record of performance, integrity, and business ethics.
- Proponents shall provide a listing and brief description of legal actions for the past five years.
- Proponents must submit a complete Proposal covering all necessary topics outlined in this NOFA.
- Proponents must upload required documents as attachments with response as detailed in section 6 (Proposal Submission).
- If a selected proponent is not up-to-date and/or fails to diligently comply with Puerto Rico's contracting requirements, this will be cause to for-go any other contracting efforts and select the next qualified entity.

5.2. Transparency, Accountability, And Oversight Required

Subgrantees each have a critical role to play in ensuring that the BEAD Program is implemented in a manner that ensures transparency, accountability, and oversight sufficient to, among other things:

1. Minimize the opportunity for waste, fraud, and abuse;
2. Ensure that recipients of grants under the Program use grant funds to further the overall purpose of the Program in compliance with the requirements of the Infrastructure Act, the NOFO, 2 C.F.R. Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards)³, the terms and conditions of the award, and other applicable law; and
3. Allow the public to understand and monitor grants and subgrants awarded under the Program.

Subgrantees will also need to:

1. Comply with the reporting requirements set forth in Section I.E of the NOFO⁵.
2. Comply with the obligations set forth in 2 C.F.R. Part 200 and the Department of Commerce Financial Assistance Standard Terms and Conditions.
3. Establish and widely publicize telephone numbers and email addresses for the subgrantees' internal ethics office (or comparable entity) for the purpose of reporting waste, fraud or abuse in the Program. Subgrantees shall produce copies of materials used for such purposes upon request of the Federal Program Officer.

The recipient of a subgrant shall submit a regular report, at least every three months, for the duration of the subgrant to track the effectiveness of the use of funds provided. Each report shall describe each type of project and/or other eligible activities carried out using the subgrant and the duration of the subgrant. That regular reporting should also include:

- Budget of expenses incurred since most recent report.
- Number of Digital Navigators hired; total hours of digital equity services provided.
- Tracking of community impact from program including, number of people having attended an event or completed the digital literacy curriculum.
- Summary of outreach / marketing efforts conducted.
- Overview of feedback collected and strategy to continuously improve program.

5.3. Project Term

PRBP will prioritize programs that start working on the Scope of Work under this Digital Navigator NOFA as soon as the subgrantee is selected and the grant agreement is signed (end of 2024 or beginning of 2025) and until the end of 2029.

³ <https://broadbandusa.ntia.doc.gov/sites/default/files/2022-05/BEAD%20NOFO.pdf>

6. Proposal Submission

Responses to the NOFA submitted after the prescribed deadline will not be accepted. The only required document in the Proposals is Appendix 1 Form filled out. It may include any exhibits, appendices and/or attachments to be deemed complete. All correspondence, documents and related information submitted by Proponents in connection with this NOFA would be preferred to be written in English (please contact the PRBP team for any exceptions / requests to do so in Spanish). All applications must adhere to Proposal Package requirements, use the required format, and include all the requested information. Only one Proposal Package will be accepted from each applicant. All applications must include a certification and signature that all the information submitted in the Proposal is true and accurate. Clearly identify one designated contact person for the Proposal engagement.

Proponents should submit their responses to the [smartisland.pr.gov](https://www.smartisland.pr.gov) website in a single PDF of maximum 10 MB.

Should a Proponent choose to amend its submitted proposal, it may only do so by submitting, before the submission deadline, an entire revised proposal marked as "Amended Proposal." The PRBP will consider submitted amended proposals to replace and supersede all earlier submissions.

6.1. Questions & Answers

Any questions regarding this NOFA or the evaluation shall be submitted in writing via electronic mail only to the following address: FAQ@smartisland.pr.gov and must reference this specific NOFA in the subject line of the email as "Q&A NOFA Digital Navigators". No telephone inquiries will be accepted. Answers will be posted on PRBP's website at <https://www.smartisland.pr.gov/>.

Questions must be submitted by October 17, 2024, at 4.30 pm; answers will be provided by October 21, 2024, at 4.30 pm. The OMB reserves the right to extend this deadline based on the volume and timing of questions.

6.2. Expression of Interest

The PRBP will strongly appreciate it if potential Proponents could express their interest in this program by sending an email to info@smartisland.pr.gov by October 16, 2024, at 4.30pm. Please provide the following information in your email:

- Name of the Proponent Entity.
- Name of the Point of Contact, email, and phone number for contact.
- In the subject line, add "Digital Navigators NOFA | Interest from [name of your Proponent Entity]."

Please note that this Expression of Interest does not imply any commitment from the Proponents to present a proposal to this program.

6.3. Webinar

PRBP will conduct a Webinar to present the program and answer any questions from interested entities. The Webinar will take place on October 17, 2024. A link will be posted in the PRBP website (<https://www.smartisland.pr.gov/>) and will be sent to all organizations that expressed their interest in the program in the form detailed in the previous sub-section. Answers to questions addressed in the Webinar will be incorporated into the Q&A document that will be published on October 21, 2024, to ensure transparency and equal access to information among Proponents.

6.4. Allowed and Prohibited Communications

Only questions and requests for clarifications on this NOFA submitted by Proponents as per the Questions and Answers section are allowed. Communications by prospective Proponents with officials and/or representatives of PRBP, PROMB, other government entities, the Government of Puerto Rico and any of its instrumentalities, or any other parties associated with the PRBP, regarding the contents of this NOFA or its qualification and selection process, are prohibited during the submission and selection processes. Failure to adhere to this requirement may result in the disqualification of submitted applications.

Verbal inquiries or emails sent to addresses not specified in this NOFA will not be addressed or considered by the PRBP.

7. Response Evaluation

The PRBP will examine all Proposals in a proper, objective and timely manner to determine if they meet the submission requirements. The final evaluation and selection will be based upon the criteria listed below:

Maximum points	Category	Description
50	A. Community Outreach	<ul style="list-style-type: none">- Demonstrated ability to engage and serve Smart Island Zone and/or the target populations through Digital Navigators.- Clear strategy on how Digital Navigators will engage with community and deploy resources.- Established partnerships or strategies to partner with community organizations, schools, and CBOs to serve as physical locations for delivery of digital skills events, workshops, and programs.- Comprehensive marketing strategy to attract and retain program participants, focusing on underserved populations and leveraging anchor institutions for engagement.

Maximum points	Category	Description
		<ul style="list-style-type: none"> - Effective utilization of tools and technology needed to maximize program impact.
15	B. People Management	<ul style="list-style-type: none"> - Ability to hire Digital Navigators that can serve as effective social workers, including the number of Digital Navigators hired and the minimum qualifications required. - Proven Digital Navigator retention strategy to ensure continuity and familiarity for the communities served. - Clear plan for staff management, including the operational model for ensuring Digital Navigators' effective time management and scheduling across multiple hubs.
35	C. Program Management, Efficiency & Sustainability	<ul style="list-style-type: none"> - Proven experience managing similar programs with measurable outcomes, including tools and processes for effective program management and fund usage. - Commitment of resources and leadership team to Puerto Rico. - Metrics and processes for evaluating program success and collecting community feedback. - Sustainability plan for scaling the program and maintaining impact beyond initial funding. - Efficient use of funds, ensuring resources are allocated strategically to maximize program impact and minimize cost waste.

8. Selection Process

A committee of OMB staff and/or consultants will review the proposals and evaluate them based on the aforementioned criteria. The OMB staff and/or consultants reserve the right to request additional information from Proponents on an as-needed basis during the evaluation process. Following this, the OMB may enter negotiations with the Proponents to expand or contract the scope of work and adjust the grant amount accordingly.

9. Timeline: Important Dates & Deadlines

The following is the proposed timeline for this project:

Target Date	Event
October 10, 2024	Publication of NOFA
October 17, 2024	Questions & Answers Submission Deadline

October 17, 2024	Webinar
October 21, 2024	Submission of PRBP Responses to Questions
November 10, 2024	Proposal Submission Deadline
Dec' 24 – Jan' 25	Notice of Award Expected
2025-2029	Program duration

Please note that each deadline above is set by end-of-day at 4:30 pm (local Puerto Rico time).

Please note that the NOFA timeline includes target dates and may change subject to the sole discretion of PRBP. It is the responsibility of Proponents to periodically review PRBP's website for regular updates to the NOFA timeline and other important information.

10. Appendix 1. Work Plan

Notification of Funds' Availability for the Digital Navigator NOFA by the Puerto Rico Broadband Program

General information

Name of the organization	
Registration number of the organization (EIN) or (RUP)	
Unique Entity Identifier (UEI) from SAM.gov	
Address of principal offices	
Name of the point of contact	
Email of the point of contact	
Phone of the point of contact	
Name of the legal representative[1]	
Position of legal representative	
Legal status of legal representative	
City of residence of legal representative	
Email of the legal representative	
Phone of the legal representative	

If you are applying for the **Regional Digital Hubs Project**, please indicate which Smart Island Zones you are planning to cover by marking "YES" in the table below.

Regional Digital Hubs

Aguadilla	
Arecibo	
Vega Baja	
San Juan	
Ceiba	

Humacao		
Caguas		
Guayama		
Ponce		
Mayagüez		

For any Smart Island Zone you selected, please include a list of physical locations managed by your organization or existing partner organizations that you can use for Digital Navigators to deliver in-person engagement of digital equity resources. The first row is filled out as an example in blue.

Smart Island Zone	Partner Organization / Location	Address	Already done events here	Capacity to host events	Additional Details (e.g. people served annually)
<i>San Juan</i>	<i>Club de Leones Community Center</i>	<i>Condominio Riverside Plaza, River Side, 71 Cll Santa Cruz #74, Bayamón, 00961, Puerto Rico</i>	<i>Yes</i>	<i>Two 20-person rooms</i>	<i>Have hosted annual digital literacy workshops for ~500 members</i>

If you are applying for the Targeted Population specialist Project, please indicate which populations you are planning to primarily serve by marking “YES” in the table below.

Targeted Population Specialist

Older Adults (60+ years old)	
Students and/or children	
Incarcerated persons	
People with disabilities	
Veterans	
Populations in rural areas	
Other (please specify and refer to PRBP’s Digital Equity Plan as needed)	

For any Target Population you selected, please include any organizations or institutions that have physical locations that you have already partnered with or

plan to partner with for Digital Navigators to deliver in-person engagement of digital equity resources. The first row is filled out as an example in blue.

Targeted Population	Partner Organization / Location	Address	Already done events here	People served annually	Additional Details
<i>Senior Citizens</i>	<i>Club de Leones Community Center</i>	<i>Condominio Riverside Plaza, River Side, 71 Cll Santa Cruz #74, Bayamón, 00961, Puerto Rico</i>	<i>Yes</i>	<i>1,000</i>	<i>Have hosted annual digital literacy workshops</i>

1. Community Outreach

1.A. Please describe your plan for how Digital Navigators will engage with the community.

- What events, workshops, office hours and programs do you intend to use to facilitate learning of digital skills?
- How will you leverage both in-person and online engagement to ensure the program is inclusive and accessible by all?

- [To be completed]

1.B. Please describe any partnerships that will help expand the reach of the program.

- Do you have any established relationships with community organizations such as schools, CBOs or NGOs that can help with outreach of the program? How will you prioritize locations of in-person programming to maximize impact?

- [To be completed]

1. Community Outreach

1.C. Please describe your organizations experience in delivering similar programs.

- Please include a list of any programs completed in the past 5 years, including locations, dates, number of organizations you partnered with, and number of people served.
- Please list any differentiating capabilities your organization has regarding community outreach, and any and any tools, technology or resources you plan to use to expand outreach.

- [To be completed]

1.D. Please describe your intended marketing strategy to ensure the programs resources are fully utilized. How will you, through the Digital Navigators, attract and retain participants for the program?

- What follow-ups will be used to maintain engagement?

- [To be completed]

2. People Management

2.A. Please describe the strategies you will use to attract, hire / designate and retain Digital Navigators.

- Please detail how many Digital Navigators you will hire, what is the expected salary, how many hours they are expected to work per week towards community digital equity initiatives (e.g., full-time or part-time), and what the minimum qualifications for being a Digital Navigator will be.

- [To be completed]

2.B. Please describe your retention strategy for Digital Navigators to ensure they will be a consistent resource for the community.

Specifically describe any bonuses or benefits you plan to use.

2. People Management

- [To be completed]

2.C. Please describe your intended plan to manage Digital Navigators across the Smart Island Zone or for the intended target populations.

- What will be the operating model for the program? Who will manage scheduling of events and resources?
- How will you ensure Digital Navigators devote time to multiple locations to ensure adequate support for all members of the community?

- [To be completed]

3. Program Management, Efficiency & Sustainability

3.A. Please describe your experience in managing similar programs.

- Please include a list of any programs completed in the past 5 years, including locations, dates, number of organizations you managed / partnered with, and number of people served.
- Please list any differentiating capabilities your organization has in regard to program management, and any tools or resources you plan to use to stand-up the program and ensure efficient management.

- [To be completed]

3.B. Please describe how you will hire a regional program coordinator, and any additional resources will be hired to manage the program.

Please also describe how senior leadership at your organization will be involved in this program.

- [To be completed]

3. Program Management, Efficiency & Sustainability

3.C. Please describe your intended strategy to evaluate the success of the program.

- What will you measure as the KPIs?
- How will you ensure data is collected and analyzed? How will community feedback be collected and integrated to improve the program?

- [To be completed]

3.D. What is your strategy to ensure the longevity and sustainability of the program past the initial funding period?

- What innovative approaches can be used to sustain the program?
- Do you plan to make any co-investments or catalyze any other funding sources?

- [To be completed]

3.E. Please describe what efforts you will take to minimize costs and ensure programs funds are used efficiently. Please also fill out the budget template below.

- [To be completed]

Proposed Program Pricing and Total Outcomes – please fill out and provide detail via attachment

Instructions: The below table is just one way in which you can submit the Program Pricing. Proponents can submit their Proposed Pricing in the format and way the deem more appropriate. However, the Proposed Pricing should have a split per year and a proposed disbursement schedule. An example has been provided in blue.

Item	Cost per item	Quantity	Total	Note / Explanation
Community Outreach				

Item	Cost per item	Quantity	Total	Note / Explanation
People Management				
<i>Digital Navigators</i>	<i>\$xxk</i>	<i>5</i>	<i>\$xxk</i>	<i>E.g., cost of staffing Digital Navigators salary and benefits</i>
Program Management				

Please include the total expected program cost and requested funding.

	Y1	Y2	Y3	Y4	Y5	Total
Overall Program Cost:	\$					