Southeast PA Region Apprenticeship Initiative: Pathways for Opportunity Youth in Information Technology and Behavioral Health Careers

a. Statement of Need: Led by Philadelphia Works (PW), five counties comprising the Southeast Pennsylvania (SEPA) Region (Bucks, Chester, Delaware, Montgomery, and Philadelphia) submit this proposal to train a greater number of opportunity youth as apprentices and scale regional apprenticeship programs in the high-growth, H-1B industries of Information Technology (IT) and Behavioral Health. This section details the need and establishes rationale for SEPA’s approach.  

i. American Apprenticeship Needs Assessment: Opportunity youth are those ages 16-24 not enrolled in school or employed, and are disproportionately minority youth. One-quarter of Philadelphia’s opportunity youth are African American and half of Philadelphia’s African American men ages 16-24 are unemployed and less than 60% graduate from high school. Of the 518,000 youth 16-24 in SEPA, almost 24% are unemployed and only a third are enrolled in high school, college or graduate school. Lack of job opportunity and financial stability pose significant challenges for youth, whose average earnings are less than $13,637 a year (ACS 2011-2013). Gaps in skills and training required to connect opportunity youth to meaningful employment, and the viability of the American Apprenticeship solution, are detailed below.

(1) Skill & Training Gaps. There are 14 union apprenticeships and two Registered Apprenticeship programs active in SEPA: Computer Support Specialists (CSS) and Community Health Workers. Apprenticeships offered through the proposed project will build from these. Of the 158 opportunity youth who entered existing apprenticeship programs, 46% completed an apprenticeship and moved on to more post-secondary education. Youth in these programs often needed a bridge to successfully enter an apprenticeship; and bridge programs are difficult to fund. Youth with significant barriers who do not participate in bridge programs exit
apprenticeships early, and have to start over, as mastered skills and credentials earned are not portable or standardized across apprenticeships or employment. Skills and training gaps are a primary issue, but the challenge is exacerbated by the lack of work-readiness of opportunity youth, dispersed programs meant to provide pre-vocational training and the few employers that understand apprenticeship programs. The SEPA Region’s strategic approach to the American Apprenticeship Initiative will address these challenges by recruiting more opportunity youth to apprenticeships in high-growth H-1B industries, increasing the number of standardized pre-apprenticeships that create pipelines into apprenticeship opportunities, creating portable credentials, and engaging multiple employers. (2) Evidence of Needed Innovations and Training. Innovation is needed to address the challenges described above. The current learning approach to apprenticeship programs in SEPA is time-based, rather than competency-based, which lengthens training time for some, and the pre-apprenticeship-to-apprenticeship pathway model is underdeveloped, underutilized and not visible to employers. Further, there is no specified, data-driven approach to demonstrate ROI in apprenticeships to employers, and curricula are not standardized so employers spend significant time identifying and recruiting valuable candidates. Remediation of these challenges requires a systems-level approach. Currently, there is no central strategic oversight or governing body in SEPA that could take this on. As proposed herein, the SEPA Region American Apprenticeship Collaborative would be such a body, ensuring alignment and leveraging of resources (such as WIOA funding to reimburse wages for on-the-job training); quantifying the benefits of apprenticeships to incentivize employers to adopt the apprenticeship model; identifying gaps in training and standardizing curricula; connecting talent to available opportunities; and connecting the disparate entities that comprise the opportunity-youth-serving apprenticeship system.
**ii. Industry and Labor Market Information**: This project provides structure and credentialing to high-growth occupations on H-1B career pathways in Behavioral Health and IT that require technical skills, but have few credentials attached. Industry and labor market information informing SEPA’s approach follows. **(1) High-growth H-1B Industries. Behavioral Health:** Behavioral Health Technicians, while not a defined occupation under O*Net, include Direct Support Professionals in a wide range of settings caring for those with intellectual disabilities, mental health challenges, and drug and alcohol dependencies. 868 clinical and non-clinical healthcare visas were granted in 2014 across the five-county region for occupations aligned with Behavioral Health. Eight H-1B visas were for Social Workers or Mental Health Counselor/Therapists, which are steps along the Behavioral Health Technician career pathway that can be achieved with increased education, training and credentialing.

![Diagram showing career pathway and wages](image-url)
Staffing Patterns for Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities in 5 Counties

The region has a mature healthcare industry. Growth continues despite consolidation of healthcare systems. Industries related to Behavioral Health care are predicted to increase employment by more than 5,600 jobs over the next 5 years. There are 14,273 jobs related to residential intellectual disabilities facilities alone in the region; providers and programs have proliferated to meet the complex service needs of consumers. Workers occupations related to Behavioral Health Technicians make up over 30% (2014) of those jobs, out of which 12% (of 30) are residents 19 – 24 years. These statistics fail to capture the growing demand for homecare based on new changes in both federal and Pennsylvania policy. In February 2015, Governor Wolf signed Executive Order 2015-05 to address inconsistent care given “direct care workers typically earn low-wages and receive no benefits, paid time off or standardized training; and as a result, the pool of direct care workers… in Pennsylvania suffers from high turnover and

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>31-1011</td>
<td>Home Health Aides</td>
<td>5,051</td>
<td>225</td>
<td>26.5%</td>
<td>Less than high school</td>
<td>Short-term on-the-job training</td>
</tr>
<tr>
<td>39-9021</td>
<td>Personal Care Aides</td>
<td>3,025</td>
<td>92</td>
<td>15.8%</td>
<td>Less than high school</td>
<td>Short-term on-the-job training</td>
</tr>
<tr>
<td>21-1093</td>
<td>Social and Human Service Assistants</td>
<td>1,244</td>
<td>76</td>
<td>6.5%</td>
<td>High school diploma or equivalent</td>
<td>Short-term on-the-job training</td>
</tr>
<tr>
<td>31-1014</td>
<td>Nursing Assistants</td>
<td>1,030</td>
<td>26</td>
<td>5.4%</td>
<td>Postsecondary non-degree award</td>
<td>None</td>
</tr>
<tr>
<td>21-1014</td>
<td>Mental Health Counselors</td>
<td>911</td>
<td>47</td>
<td>4.8%</td>
<td>Master's degree</td>
<td>Internship/residency</td>
</tr>
<tr>
<td>39-9041</td>
<td>Residential Advisors</td>
<td>768</td>
<td>37</td>
<td>4.0%</td>
<td>High school diploma or equivalent</td>
<td>Short-term on-the-job training</td>
</tr>
<tr>
<td>21-1011</td>
<td>Substance Abuse and Behavioral Disorder Counselors</td>
<td>738</td>
<td>96</td>
<td>3.9%</td>
<td>High school diploma or equivalent</td>
<td>Moderate-term on-the-job training</td>
</tr>
<tr>
<td>21-1015</td>
<td>Rehabilitation Counselors</td>
<td>500</td>
<td>20</td>
<td>2.6%</td>
<td>Master's degree</td>
<td>None</td>
</tr>
<tr>
<td>21-1023</td>
<td>Mental Health and Substance Abuse Social Workers</td>
<td>418</td>
<td>32</td>
<td>2.2%</td>
<td>Bachelor's degree</td>
<td>None</td>
</tr>
<tr>
<td>31-1013</td>
<td>Psychiatric Aides</td>
<td>386</td>
<td>20</td>
<td>2.0%</td>
<td>High school diploma or equivalent</td>
<td>Short-term on-the-job training</td>
</tr>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>359</td>
<td>20</td>
<td>1.9%</td>
<td>Associate's degree</td>
<td>None</td>
</tr>
<tr>
<td>21-1022</td>
<td>Healthcare Social Workers</td>
<td>86</td>
<td>3</td>
<td>0.4%</td>
<td>Master's degree</td>
<td>None</td>
</tr>
</tbody>
</table>
inconsistent quality.” There is an acknowledged need to standardized training, deepen competencies and build ROI to employers.

**IT:** Computer User Support Specialists hold many job titles such as Help Desk Support Assistant, Help Desk Technician, PC Network Support, Customer Support Technicians, Tech-Deskside Support, Computer Technician and IT Field Technician. There were more than 27,000 certified visas associated with Computer and IT occupations in SEPA in 2014. Specifically, there were 14 visas for CSS positions and over 19,000 visas for Computer Systems Analysts, a next step in the career pathway after completing the equivalent of a 2-year degree. Top industries for computer support analysts are displayed below in the inverse staffing patterns for three occupations in the career pathway; all are H1-B Visa regional occupations. Demand for Computer User Support Specialists is expected to expand by 520 jobs over the next 5 years and Software Application Developers to expand by over 740 jobs in the 5-county region (EMSI).
(2) Skills, Abilities and Credentials Required. Required entry skills and credentials for the Behavioral Health Apprenticeship are: a high school diploma or GED, basic computer use, effective interpersonal communication, documentation skills, accountability, teamwork, organizational skills, conflict resolutions skills, ability to cope with stress, ability to use independent judgment to accomplish results, and a valid driver’s license. Skills gained in the proposed apprenticeship would include writing skills, computer skills for record keeping, normal growth and development, basic knowledge of mental health diseases and treatment methods, developmental/intellectual disabilities, drug and alcohol and the recovery model, direct care skills, safety in the workplace and client rights. IT positions usually require a credential like the CompTIA A+ certification, Microsoft Office Specialist or the European Computer Driving License. These help employees advance to more specialized positions within companies over time. However, there are no industry-specific sets of competencies that move workers between companies or to higher-earning positions. (3) Average Wages. Behavioral Health Technicians in
post-secondary certificate programs in the region earn an average of $11.96 per hour as a new entrant and make a median wage of $16.66 per hour with experience and related college credits. Entry level wages are $13.98 per hour for Computer User Support Specialists and rise to a median of $30.68 per hour. Wages for mid-skilled jobs are high in computer occupations as evidenced in the career pathway above. (4) Demographic Data. 65% of workers employed in Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities are women; 27% are 25 to 34 years old and 9% are 19 to 24 years old. Workers in IT are 70% male in the region and 80% white. Proposed apprenticeships provide an access point for underrepresented groups like women and minority workers to higher paying, career-path employment opportunities outside post-secondary education.

a. Expected Outcomes and Outputs: The SEPA Region’s strategic approach to train a greater number of apprentices and scale apprenticeship programs in the region is three-pronged: 1) expand existing apprenticeships in high-growth industries to engage multiple employers; 2) build standardized, employer-validated pre-apprenticeship curricula that will be replicated across opportunity-youth-serving employment and training programs; and 3) create an oversight structure to ensure opportunity-youth-serving systems alignment. Anticipated outcomes and outputs aligned with this approach, and SEPA’s capacity to evaluate outcomes, follow.

Project goals, milestones, outputs, and outcomes: Goals aligned with SEPA’s innovative strategic approach: 1. Place 310 opportunity youth of into Registered Apprenticeships over five years by creating two new apprenticeships with broader employer appeal, thereby engaging multiple employers to enroll a total of 170 IT apprentices (CSS and IT Specialist tracks) and 140 Behavioral Health Technician apprentices; 2. Increase successful entry into and completion of registered apprenticeships by establishing standardized, employer-validated pre-apprenticeship
curricula for adoption across Career & Technical Education Programs, Out-of-School youth programs, TANF employment and training programs, and other programs recruiting opportunity youth; and 3. Ensure opportunity-youth-serving systems alignment through creation of a strategic oversight structure, the SEPA Region American Apprenticeship Collaborative. This body will provide apprenticeship oversight for the five-county region that will coordinate resources, identify best practices, monitor shifts in technical skill sets or knowledge that require revisiting curriculum, and implement outreach to both youth and employers on the benefits of registered apprenticeships as a win-win strategy for developing in-demand talent. (1) Feasibility of goals. The SEPA Region is fully committed to the strategic approach outlined in this narrative, and achievement of the Collaborative’s goals is well underway due to the energy and buy-in generated through the proposal planning process. Commitment from employers and pre-apprenticeship partners for standardized pre-apprenticeship curricula has been secured. Employers, workforce professionals, training and educational providers, union representatives, and county and city staff have coalesced to form the Collaborative, regardless of the outcome of this application. Perhaps most significantly, the SEPA Region’s efforts to increase employer sponsors of registered IT and Behavioral Health apprenticeships have already netted results; the Collaborative has reached 5 employer sponsors. SEPA Region partner Communities In Schools (CIS) has identified three new employers who are eager to sponsor both IT apprenticeship tracks. CIS has met with the PA Department of Labor & Industry (the SAA) to begin the process of approving their new approach (see letter attached). PW, as an organizer of the Philadelphia TechHire Initiative, has identified 13 employers willing to engage in six-month internships for IT Specialist positions and these may, after employer education, convert to apprenticeships. The SEPA Collaborative will reach 20 and 30 IT apprentices in Years One and Two, respectively,
and gradually increase to 45 by Year Five for a cumulative total of 170, given current employer commitments from CIS, JARVUS, String Theory, and SpringBoard Media and the anticipated pool of employers from those involved in the Philadelphia TechHire Initiative. Another partner, District 1199C Training & Upgrading Fund, is working with TAIG/NHS as a sponsor for new Behavioral Health Technician apprenticeships. TAIG/NHS is the largest non-profit provider of human services in Pennsylvania and provides a range of services in mental health, intellectual disabilities and addictive diseases in the region. TAIG/NHS estimates it may need as many as 250 Behavioral Health Technician apprentices over the next five years. For this occupation, one employer will likely sponsor 10-20 new apprentices each year, reaching 40 entering Behavioral Health Technician apprentices by Year Five for a cumulative total of 140. Other companies are ripe for recruitment once the SEPA Region has ensured through outreach messaging that the benefits (e.g., fully trained and committed employees) are fully understood. Funding would permit SEPA to move faster in achieving outcomes, designing and validating curricula, building outreach messaging, aligning apprenticeships with college credit, and providing support to opportunity youth.

c. Project Design: The proposed project will strengthen the pipeline of motivated, qualified opportunity youth who can be directed into American Apprenticeship programs through the development and implementation of innovative, hybrid or competency-based pre-apprenticeship curricula that better ensure participants’ employability, align with available apprenticeship positions, and result in portable credentials that are recognized by multiple providers and employers. 310 apprenticeship positions will be created: 170 IT apprentices and 140 Behavioral Health Technicians. A new governing body, the SEPA Region American Apprenticeship Collaborative, and dedicated staff will oversee all Registered Apprenticeships to share learning,
identify synergies, and develop meaningful work-based experiences for apprentices and pre-apprentices. The following sections describe the innovations in detail.

i. Expanding American Apprenticeships in H-1B industries and occupations: (1) Expansion Strategies. This project will expand Registered Apprenticeships in H-1B industries and occupations in the region by increasing the number of IT apprentices to 170 from 6 and by creating a new Behavioral Health Technician apprenticeship for 140 participants. As described in detail in Sections a.i-a.ii, the number of unemployed, out-of-school youth in SEPA who lack skills and access to employment is staggering, but few opportunities exist. Expanding the number of apprenticeships will increase meaningful career-related employment within this group and provide on-the-job technical and soft skill training youth need to be successful. For ten years, CIS and the School District of Philadelphia have worked together to build and enhance the only Pennsylvania Registered IT Apprenticeship: the CSS Program, where CIS acts as employer-of-record and the District provides the site for learning and work experience. This program is part of the Urban Technology Project, which garnered national attention with the visit of the US Secretary of Labor who stated, “The Urban Technology Project is exactly the type of model for how we train the workforce of tomorrow.” The apprenticeship will be expanded in two ways. First, CIS, JARVUS, Springboard Media, and String Theory Schools are presently in conversations with the regional PA State Apprenticeship Agency (SAA) representative and the U.S. DOL region II, Multi-State Director, Office of Apprenticeships to determine the process and timeline for making the CSS apprenticeship a group-sponsored, non-joint apprenticeship with the approval of the PA Apprenticeship and Training Council. This is a time-based model with a single employer sponsor, but will move to a hybrid multi-employer model (requested change to go before SAA, summer 2015). The second modification of the Communities In
Schools apprenticeship is to add another occupation, IT Specialist, a competency-based, modular format. In the current model, participants start with generalized training, followed by a specialized, time-based module in Computer Support. In the new model, apprentices undergo generalist training and have the option to choose from specialized modules, e.g., programming, database management, web development and administration, networking, or client-side support. Participants who complete the new program earn the title of IT Specialist, regardless of module.

Behavioral Health Technician apprentices will support the needs of TAIG/NHS, a major regional employer sponsor that needs quality, consistently-trained direct service workers. TAIG/NHS is committed to standardizing and advancing direct service workers caring for persons with intellectual or developmental disabilities through a Registered Apprenticeship. For the American Apprenticeship Initiative, District 1199C proposes to re-establish the Behavioral Health Apprenticeship, renamed Behavioral Health Technician. District 1199C has a robust career pathway in Behavioral Health, with a state-approved 375-hour Behavioral Health Technician curriculum, nine partnering employers, and an articulation agreement with Philadelphia University leading to an Associate’s Degree in Health and Human Services. District 1199C’s experience in implementing healthcare apprenticeship programming along with a comprehensive Behavioral Health career pathway model will ensure it can implement the project in accordance with the requirements and expectations established by the US Department of Labor and the Pennsylvania Apprenticeship and Training Council. This apprenticeship will provide workers with rising wages as they gain competencies to promote worker retention over the long-run. Skills learned in the Behavioral Health Apprenticeship are critical to working with consumers living with mental health challenges, drug and alcohol dependencies, as well as intellectual disabilities.

(2) Promoting apprenticeship with employers. Critical to the expansion of
Registered Apprenticeships are 18 employer engagement events over the project’s five years. Project partners stand ready to immediately engage employers through existing structures. PW, the City of Philadelphia, and Comcast lead the White House TechHire Accelerated IT Pipeline Initiative in Philadelphia called “Phit for IT,” which consists of 16 large IT employers and now recruiting smaller employers starting in May. IT partners in the American Apprenticeship Initiative will use “Phit for IT” employer meetings to inform and educate employers about the benefits of Registered Apprenticeship and recruit additional employer partners. Similarly, District 1199C manages an employer-led healthcare Industry Partnership that provides an educational forum. Employers in IT and healthcare will be invited to provide feedback on additional needs for apprenticeship. Other venues include WIB and employer relationships with multiple Chambers of Commerce, and outreach by economic development partners and Community Colleges. (3) Expanding opportunities in IT occupations. The proposed project will expand apprenticeships in IT to 170 from a current low of 6, building from CIS’ existing CSS apprenticeship, described above in (1).

ii. Innovations to Increase the Return on Investment in Apprenticeship: The proposed project will increase the return on investment in apprenticeship by a) providing additional supports for youth that will help them address barriers and remain on the pathway to meaningful employment through apprenticeship, b) standardizing curricula and credentials so employers spend fewer resources identifying and hiring qualified candidates, c) adopting hybrid and competency-based objectives for curricula that may accelerate training, d) leveraging WIOA funding to reimburse wages, and e) quantifying the benefits of apprenticeship to entice additional employers to adopt the apprenticeship model. (3) Quantifying benefits to employers. In an effort to promote the value of Registered Apprenticeships, project partners will collect and disseminate information on
a) retention in all positions that become an apprenticeship, b) the cost of recruiting and hiring a replacement, c) the cost of vacant positions on productivity, and d) the ability to take on new work or improve client care. However, these benefits will not be apparent in the early stages of this project, so project partners may initially rely on employer sponsors with several years of experience.

**iii. Innovations to Expand Access to Underrepresented Populations:** To ensure a sustained, rich supply of talent for apprenticeship programs over the long-term, additional effort will be made to expand access to Registered Apprenticeship programs by underrepresented populations, specifically to opportunity youth ages 16-24. (1) **Participant outreach and recruitment.**

Outreach and recruitment of minority and low-income youth is a cornerstone of this project. PW will adopt a targeted recruitment plan that incorporates strategies currently used to identify and enroll similar populations, including the use of the state workforce data system, media announcements and web-based stories, and postings on CareerBuilder and/or Craigslist. PW will also collaborate with youth workforce development providers including Philadelphia Youth Network (PYN), Philadelphia YouthBuild Charter School, Philadelphia Housing Authority (PHA), PowerCorpsPHL, RESCare, Communities In Schools, and others, to extend its outreach to communities throughout the five-county region through a minimum of 27 promotional events that will strengthen interest and recruitment into pre-apprenticeship programs. Providers specialize in the engagement of out-of-school and unemployed youth, and will play a central role in enlisting participants and preparing them for apprenticeships through development of critical competencies in communication/business acumen and technical skills. For example, the Philadelphia Opportunities Industrialization Center (OIC) will coordinate with the Project Manager and community-based organizations to provide job placement and readiness services.
for pre-apprenticeship and apprenticeship recruits, including General Education Development (GED) prep, entry-level job skill development, computer literacy, and computer skill training. In addition, PW will partner with American Job Centers (branded PA CareerLink® in Pennsylvania) to make available workshops in industry awareness, pre-vocational preparation, financial literacy, interviewing and other work preparation topics that will gauge participating youths’ skills and aptitudes. The centers will direct qualifying opportunity youth into pre-apprenticeship programs based on their interest, aptitude, and motivation. PW estimates that it will be able to engage approximately 500 opportunity youth, and enroll 390 of these participants in pre-apprenticeship programs. **(2) Breaking barriers and increasing opportunities.** Quality pre-apprenticeships that provide support and act as a bridge to apprenticeships will help youth overcome current barriers to workplace opportunities. For Registered Apprenticeship programs, robust pre-apprenticeships are critical to the successful bridging of opportunity youth into formal apprenticeships. The Collaborative will establish standardized, employer-validated pre-apprenticeship curricula for adoption across Career & Technical Education Programs, Out-of-School youth programs, TANF employment and training programs, and other programs recruiting opportunity youth. Within the first year, 2 pre-apprenticeships will be standardized and employer validated through competitively procured processes. PW will collaborate with youth workforce development providers to host a minimum of three outreach events in the region that will recruit 80 opportunity youth within the first six months of the program. A first set of pre-apprenticeships will be launched and completed by end of Year One. By Year Five, 390 opportunity youth will have enrolled in pre-apprenticeship programs, and 280 are expected to complete the programs within the 5 year timeframe. In addition, paid internships that engage opportunity youth in IT will be delivered over the summer months through the summer
WorkReady program managed by PYN. By Year Five, 60 individuals will have completed IT internships and proceeded to a pre-apprenticeship program. (3) Supportive services and retention strategies. PW and partners will identify supportive services to ensure youth persist in training. Procured services for transitional and work supports will deliver one-on-one retention strategies. Workforce Investment Boards in the five counties will identify formula dollars including WIOA and TANF youth funds to reduce the barriers of access for youth seeking to complete structured pre-apprenticeships. PW will also secure pre-apprenticeship funds for internships or “first work experiences” that are available through City partners including the PA Department of Human Services, PA Department of Labor & Industry, PHA, and YouthBuild. Counties will reach out to Industry Partnerships and Alliances and use internship programs to build capacity and linkages to pre-apprenticeships.

iv. Partnership and Policy Innovations that Create a Supportive Ecosystem for Apprenticeship: (1) Collaboration with partners. PW will engage a broad range of required and optional partners to supports its project goals of building curriculum, developing pre-apprenticeship programs, and designing employer-vetted Registered Apprenticeships through the SEPA Region American Apprenticeship Collaborative. The Collaborative will act as a strategic oversight council that will ensure the sustainability and scaling of apprenticeship opportunities through continual monitoring of progress, collection of data, provision of feedback and organization of efforts around pre-apprenticeship and apprenticeship development. Using one Collaborative with dedicated members to oversee all registered apprenticeships will help share learning, identify synergies, adjust for changes in and cultivate opportunities for expansion for apprenticeships and pre-apprenticeships in the region. The Collaborative will comprise a range of program partners, including: (a) Five-county workforce investment boards (WIBS)
representing Philadelphia, Chester, Montgomery, Delaware, and Bucks Counties that will guide the strategic, leveraged use of WIOA and TANF funds and build alignment with the public workforce and local workforce development strategies. (b) **Educational institutions**, including the School District of Philadelphia, a technical school and four county community colleges that are committed to join the Registered Apprenticeship College Consortium and will play a leading role in the enhancement of pathways for degree seekers entering and exiting the apprenticeship programs. (c) **Youth workforce development providers**, comprised of the Philadelphia Youth Network (PYN), Philadelphia YouthBuild Charter School, Philadelphia Housing Authority (PHA), PowerCorpsPHL, RESCare, OIC Philadelphia, CIS, and others, that will utilize their network and expertise to oversee the outreach and recruitment of opportunity youth to foundation programs and pre-apprenticeship programs. (d) **Employers** including TAIG/NHS Human Service, CIS (employer of record), the City of Philadelphia, JARVUS, Springboard Media and String Theory Schools will collaborate with the Regional Representative of the **Pennsylvania Apprenticeship and Training Council** and when possible, the **U.S. DOL Region II, Multi-State Director, Office of Apprenticeships**, to complete required paperwork, seek input to finalize apprenticeship opportunities, and advocate for apprenticeship supports at the public policy level. (2) **Partner commitments, contributions and leveraged resources.** Members of the Collaborative will contribute expertise, resources and personnel to ensure program needs are sufficiently met. Partners such as PHA and District 1199C will make several existing facilities available for training and program activities. District 1199C, CIS and the Philadelphia OIC have committed to providing personnel for on-the-job training and administration functions. Education institutions will lead training, as well as curriculum development and college credit for apprenticeships, to support the matriculation of participants.
from apprenticeships into 2-year degree programs. The School District of Philadelphia has experience working the community colleges to develop computer science curriculum, and the existing credit and non-credit offerings can be used to meet the articulated needs of IT and healthcare employers for both the pre-apprenticeship and apprenticeship programs. WIBs will partner with youth workforce development providers to conduct outreach to employers and youth to participate in pre-apprenticeship and apprenticeship programs. Providers including PYN and Philadelphia OIC will draw on their expertise in serving opportunity youth to implement foundation and bridge programming that will provide initial outreach and identification of program participants, offer critical career and life skills support through their existing services, and that will ultimately funnel youth into pre-apprenticeship and apprenticeship programs. Providers including PowerCorpsPHL, Philadelphia YouthBuild Charter Schools and PHA will coordinate with the foundation program partners to develop and enhance pre-apprenticeship programs, recruit qualifying participants, and develop employer-approved curricula to support participants’ growth and eventual placement into formal apprenticeship programs. Employers will interview and select apprenticeship candidates, confirm all release time requirements, and champion apprenticeships at the state level through employer events and networking opportunities in order to support scaling of the program. Employers will play a leading role by working directly with youth workforce development providers and educational institutions to provide feedback and approval for curricula, coordinate opportunities for on-the-job learning, and share best practices for support and retention. (3) Public Commitment to Sustainability. PW is committed to ensuring the sustainability of the American Apprenticeship program by working with public partners to scale the number of apprenticeships for IT and Behavioral Health positions. PW will capture and formally address best practices, challenges and gaps in
funding. Throughout the program, PW will seek federal funding through WIOA and TANF employment and training funds. It will also petition the Commonwealth to make funding available for curriculum development through their legislated commitment to industry partnerships. State funds made available through JOBS1st, a joint project between the PA Department of Labor & Industry and PA Department of Commerce & Economic Development, might also be partially directed towards apprenticeships based on the contribution apprenticeships make towards the economic development needs of the region. Employers will remain the biggest investors in sustaining apprenticeships, and PW is committed to actively engaging these partners in the growth and scale of the program. Employer-led partnerships will be expected to direct a portion of their sustainability funds to developing pre-apprenticeships and to paying portions of the cost if the Return on Investment is shown to be significant. IT employers in Philadelphia such as the TechImpact program for CompTIA A+ certification already help fund training for candidates before hiring. Employers participating in the TechImpact program commit about $8,000 per trainee before hire, which can be leveraged to support apprenticeship programs and also serve as a model to other employers seeking to establish similar infrastructure. The City of Philadelphia will contribute toward the growth and sustainability of the program by funding internships for participants in the specified sectors. PW plans to secure additional financial supports by leading the Collaborative in fundraising through private employers, foundations and government sources.