

CAPED



County of Webb

Consortium for Apprenticeship Partners
in Economic Development

Science | Technology | Engineering | Arts | Mathematics (STEAM)

Preparing the next generation of industry leaders

www.caped.us

Presented to Webb County Commissioner's Court

The Honorable Judge Tano Tijerina

February 22, 2016

CAPED

TALENT DEVELOPMENT STRATEGY: BEST PRACTICES



By: **Sylvia O. Praesel, M.A.**

Strategic Planning & Development
Consultant



KEY INDUSTRIES
LAREDO, TEXAS
REGION

CAPED

TALENT DEVELOPMENT STRATEGY: BEST PRACTICES

The Consortium for Apprenticeship Partners in Economic Development (CAPED) is an industry-led consortium of economic development, education and workforce leaders collaborating for talent development and retention through apprenticeships to build a strategic pipeline of youth for skilled jobs to create economic vitality and sustainability.

By: Sylvia O. Praesel, M.A.
Strategic Planning & Development

KEY INDUSTRIES
LAREDO, TEXAS
REGION

SNAP SHOT VIEW: LAREDO-WEBB SWOT ANALYSIS

➤ Young workforce

⚡ Lack of a skilled workforce



Source: Texas A&M Engineering (TEEX), South Texas Strategic Competitiveness Report, March 2015

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CAPED STRATEGY

The underlying concerns for communities across America:

1. Baby Boomer generation is coming closer to retirement which has raised the alarm that solutions need to be created and implemented.
2. 60% of students cannot find a job in their field of study,¹ and there is lack of skilled workforce. Therefore, we must develop, diversify and retain talent.
3. \$1.3 trillion in student loan debt, 25% in default, 29% in deferment and a record number suicides.²

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THE CHANGING FACE OF REGIONAL PARTNERSHIPS FOR JOBS

Solutions:

BROOKINGS ARTICLE QUOTE:

- **“focus has been shifting toward growing new jobs by strengthening and leveraging existing assets already present in the region’s firms, industry clusters, and supply chains.”**
- Instead of marketing and branding; focus on leveraging assets (i.e. airport), and strengthen industries;
- Creates industry-specific degrees related to those industries present in our region.

• Source: <http://www.brookings.edu/blogs/the-avenue/posts/2015/08/04-regional-partnerships-carlson>

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SOULUTIONS: *Across-the-board collaboration with apprenticeships is key...*

Direct quote from the Interim Report to the 84th Legislature, by Texas House Committee on Economic and Small Business Development states in part "communities that break down the structural barriers between businesses, education, and community groups and that collaborate to renew their talent creation and economic systems will attract new businesses and retain current ones. Those that don't will wither and die." Source: [Interim Report to the 84th Legislature, Texas House Committee on Economic and Small Business Development](#)

Consortium for Apprenticeship Partners in Economic Development (CAPED)

Impact & Diversity

8 KEY INDUSTRIES & 3 REGIONAL ASSETS

LEVERAGE ASSET & STRENGTHEN INDUSTRIES

1. AEROSPACE & AVIATION*
2. BANKING
3. CONSTRUCTION
4. EDUCATION
5. ENERGY
6. ENTERTAINMENT*
7. ENTREPRENEURSHIP
8. HEALTHCARE
9. HOSPITALITY*
10. HOMELAND SECURITY
11. INTERNATIONAL TRADE

* Leverage assets and strengthen industry

Create industry-specific degrees to create direct meaningful jobs to create sustainability.

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TRANSFORMATIONAL STRATEGIC PLAN

- 1. MENTORSHIP:** Leverage willing and qualified skilled retirees to teach as adjunct via long-distance learning in their area of expertise (can teach from any where in Texas/globe); and/or create mentorship programs with retirees for industry knowledge transfer (e.g. SCORE.org)
- 2. Talent Development:** leverage *and assets* in the area and directly link education degrees with industry needs and assets by creating public-private partnerships for apprenticeship programs (80% on the job training and 20% classroom training); the apprentice becomes a skilled employee and has a 90% chance of being hired by the company. U.S. DOL offers apprenticeship grants for payment of wages.³
- 3. P3s:** priate companies will offer to pay a student's tuition contingent upon student remaining with company for a minimum of 3-5 years. No debt!

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DIFFERENT TYPES OF APPRENTICESHIP PROGRAMS

School based vs. Work-based/Registered vs. Non-Registered

- 1. Registered Apprenticeships**
(U.S DOL school-based setting; available for certifications, training, associates degrees and bachelor's degrees)
- 2. Unregistered Apprenticeships**
(private sector funded; work-based setting)
- 3. Youth Apprenticeships**
(alternative to college ; private sector training; common in Germany and all over Europe)

(*Not to be confused with traditional internships).

Coalition for Apprenticeship Partners in Economic Development (CAPED)

APPRENTICESHIP vs. INTERNSHIP

APPRENTICESHIP

- Apprenticeships have direct work-experience based on industry techniques – hands-on training.
- Apprenticeships are industry-specific and strategic to regional or immediate industry need and demands.
- Apprenticeship takes years to complete and student is an apprentice until the end of the degree program; classroom training is tied to the apprenticeship model.
- Apprenticeships are paid either hourly wages or salaried.
- Apprenticeships create a highly skilled or experienced worker upon graduation.
- Programs qualify for apprenticeship grants, but must register with the Texas Workforce Commission to qualify for apprenticeship grants.
- Apprenticeship grants pay for the apprentice wages; wages begin at the standard entry-level pay but must increase on a yearly basis as the apprentice gains more skilled knowledge.
- An apprenticeship program must establish an apprenticeship committee, consisting at minimum of two members from the industry and two members from the public entity.

INTERNSHIP

- Internships are often generalized rather than specified for a particular trade or skill set.
- Internships are generally one semester or one summer.
- Internships are typically volunteer placements.
- Most internships don't pay wages or salary.
- Internships are ambiguous and not necessarily directly related the degree course work.
- Internships give you college credit and don't have classroom instruction attached to the experience.
- Internships are geared to providing the exposure to a certain industry or the corporate world.
- Internship programs are not required to register with Department of Labor and offer no government funding for paying interns.

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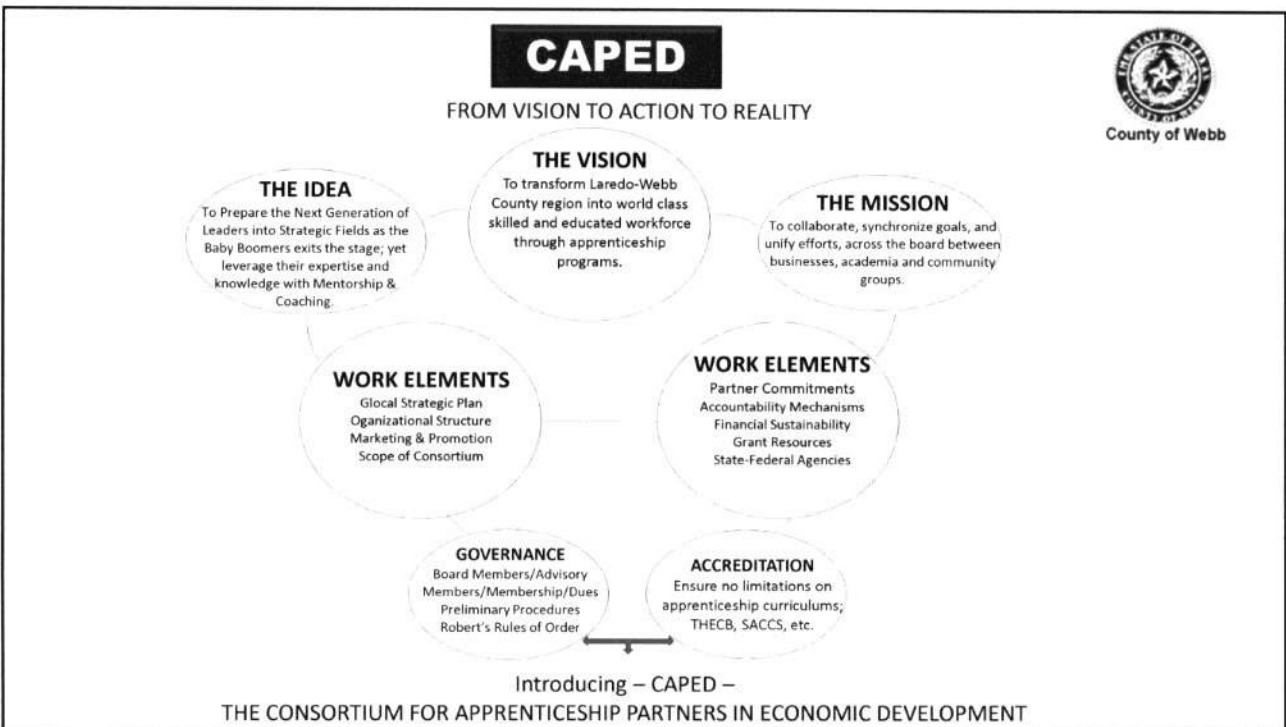


STRENGTHENING OUR INDUSTRIES?

To address the human capital needs with international markets that impact south Texas, the top key industries must be strengthened and be aligned with strategic academic programs to fit those human capital industry needs:

	Top Regional Industries	*Sector	Employees
1.	International Trade/Transportation Industry <small>(Laredo MSA: trade, transportation, utilities)</small>	Private companies in logistics, transportation, manufacturing	31,000
2.	Homeland Security Industry <small>(Laredo MSA: "government")</small>	Border Patrol (CBP inspectors, law enforcement, ICE agents)	2,200 (?)
3.	Healthcare/Medical Industry	Hospitals, clinics, social services	26,552 (LDF)
4.	Energy, Oil, Gas (Renewables) Industry	Drilling, well services, equipment, manufacturing	Pending
5.	Education Industry	Educators, higher education, public, private, vocational	12,825 (LDF)
6.	Entrepreneurship Business Industry	Diverse professionals; micro entities, SBDC members	Pending
7.	Construction Industry	HVAC, electricians, plumbers, welders, craftsman	Pending
8.	Banking Industry	Banks, financial institutions (CPAs?)	7,070 (LDF)

* Industry job figures are still being verified and researched; currently using two sources. Laredo MSA is too broad and lumps up super sub-sector industries.



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Thank you !!



Questions, Comments, Feedback,
Suggestions...



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#apprenticeships #CAPED
#AbolishStudentLoanDebt



SYLVIA O. PRAESEL, M.A.
Development Director

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Science | Technology | Engineering | Arts | Mathematics

Preparing the Next Generation of Industry Leaders

February 22, 2016

Presented to:

The Honorable Tano Tijerina

Webb County Judge, Laredo, Texas

Webb County Commissioners:

The Honorable Frank Sciaraffa, Precinct 1

The Honorable Rosaura "Wawi" Tijerina, Precinct 2

The Honorable John Galo, Precinct 3

The Honorable Jaime Canales, Precinct 4

On behalf of the Consortium for Apprenticeship Partners in Economic Development (CAPED)

Documents Enclosed:

- I. CAPED Synopsis
- II. List of Engaged Leaders
- III. Power Point Presentation
- IV. Letters of Endorsement & Support

Prepared by:

Sylvia O. Praesel, M.A.

Consultant, Strategic Planning & Development

T: 512.988.0503

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Preparing the Next Generation of Industry Leaders

SYNOPSIS

The Consortium for Apprenticeship Partners in Economic Development is an industry-driven consortium of economic development, education, workforce leaders and academic institutions which seek to collaborate and implement best practices through the creation of public-private partnerships in talent development.

The Leadership Team includes:

- Blas Castaneda, Consultant, CTA Global Solutions
- Mercurio Martinez, Small Business Development Center, Texas A&M International University
- Sylvia Praesel, Consultant, Strategic Planning & Community Development
- Rodney Rodriguez, Executive Director, Laredo Community College, Economic Development Center
- Erasmo Villarreal, Government & Community Development

Purpose for Approach:

Laredo being the #1 Inland Port, a robust strategy for talent development and retention will meet the human capital demands that impact the bi-national agenda and international markets.

1. With the Baby Boomer generation coming to a closer retirement, leaders across America are scrambling to plan for the future and begin filling the void of seasoned professionals leaving the workforce. This has raised the alarm that robust solutions must be created and implemented for a long-term workforce strategy.
2. 60% of students that graduate cannot find a job in their field of study, therefore, developing and retaining talent is critical to the sustainability and growth of regions
3. Texas youth unemployment rate is 10.8%; ages 18-24.
4. \$1.3 trillion in student loan debt, 25% in default, 29% in deferment, the time is now to established robust strategies for the next generation of leaders.

Innovative Solutions:

1. Leverage retirees for mentorship programs within their area of expertise to help prepare the next generation of leaders.
2. Implement apprenticeship programs (80% on-the-job training/20% classroom instruction) that will align each student/apprentice into a meaningful job in their field of study, using creative non-traditional solutions which will help guarantee new and sustainable jobs for the region. Leverage strong partnerships between community colleges, workforce system, employers and industry groups to transform the way we design and deliver courses through accelerated learning strategies; collaborate for innovative uses of technology to enhance learning scope and activities; redesign curricula; leverage distance learning and work-based training through Registered Apprenticeships.
3. Offer a tax-credit to employers that hire apprentices in collaborative programs.
4. Create public-private partnerships for apprenticeships that will offer to pay for a student's tuition in exchange for the apprentice staying with the company for a minimum of 3-5 years, thus, alleviating the student loan debt ratio.

Solutions for Youth Soft Skills Training:

Academic institutions focus on the **hard skills** education and training such as math, advanced math, ability to measure, knowledge of fractions; **soft skills** include basic professionalism such as courtesy, good attendance, personal appearance, how to handle difficult situations in the workplace, ethics, communication, leadership. Generally, soft skills are more important in most business careers than hard skills.

- High Priority Goal: Establish an "Apprentice Academy" as a HUB for industry needs; partner with workforce solutions and/or chamber and other job placement HR businesses that are in contact with industry demands, connecting youth helping identify jobs that are a good fit; leverage willing and able retirees for mentorship programs for industry-specific coaching and training in for soft skills development (based on regional needs: work ethics, customer service, financial management, business etiquette, tactical strategies for communication, etc.).

BUILD A WORKFORCE. TRANSFORM LIVES. CREATE SUSTAINABILITY.

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Preparing the Next Generation of Industry Leaders

Objective – To launch a pilot program with the apprenticeship model of learning and create a world-class workforce in collaboration with private sector leaders in the Laredo-Webb County area; whereby establishing a foundation to implementing apprenticeships across-the-board in key industries that need to be strengthened. Targeted key industries include but not limited to, education, entrepreneurship, construction, healthcare, homeland security and international trade.

Key Stakeholders – discussions with key community leaders and stakeholders over a period of one year have been fruitful and being embraced to develop and design apprenticeship programs in demand occupations. Discussions with Gerry Schwebel, IBC/NASCO, Jaime Loera, Rheem, Manufacturing, Gonzalo Prida, International Trade in addition to other leaders in healthcare at LMC are ongoing, simultaneously with academic institutions.

Regional Support – discussions with elected officials and key community leaders in support of this effort have led to introducing city and county resolutions in support of initiative:

- The Honorable Congressman Henry Cuellar
- The Honorable Judith Zaffirini
- The Honorable Tracy King,
- The Honorable Richard Pena Raymond
- The Honorable Mayor Pete Saenz, Jr., City of Laredo
- The Honorable Tano E. Tijerina
- Miguel Conchas, Laredo Chamber of Commerce
- Rogelio Trevino, Texas Workforce Solutions of South Texas
- Olivia Varela, Laredo Development Foundation

To bolster additional support and pursuant to best practices recommendations introducing legislation for an apprenticeship tax-credit to employers is being supported through the office of State Representative Richard Raymond who will be filing a bill this coming session relating to offering a \$7,500 tax credit to employers who hire an apprentice.

Funding Resource – several funding resources have been identified through the U.S. Department of Labor, for apprenticeship grants, Rogelio Trevino is working with CAPED for Texas Workforce Commission apprenticeship grants with eligible partnerships and other career pathway grants are available to fund a pilot project; exploring other grant opportunities with DOL, DOE, DOC for up to \$2 million for career pathways. Private sector seed funding from foundations and local groups has been identified.

Essential Element – Unification of Efforts.

The Interim Report to the 84th Legislature by House Committee on Economic and Small Business Development reaffirms the movement. In part, the reports states: *“A new U.S. era has arrived. The availability of better educated talent with up-to-date career skills now largely determines where businesses will be located in the United States or anywhere in the world. Those communities that break down the structural barriers between business, education and community groups and that collaborate to renew their talent creation and economic system will attract new businesses and retain current ones. Those that don’t will wither and die.”* [Click here for full report.](#)

~~~ Synchronize Goals & Unify Efforts ~~

With a 10.8 % youth unemployment rate¹ in Texas and employers struggling to find qualified and experienced candidates, it's crucial to the sustainability of the Laredo-Webb County region that efforts and goals be synchronized across-the-board at multiple integrated levels to work together and encourage as many like-minded leaders and interested industries to join the consortium. This will increase opportunities for consortium federal funding, and the vision will unfold in a more streamlined effort for implementation and sustainability. Working in the spirit of unity and in one accord will transform the Laredo-Webb County region.

¹ <http://www.governing.com/gov-data/economy-finance/youth-employment-unemployment-rate-data-by-state.html>

CAPED

Leadership Team

Blas Castaneda, Consultant, CTA Global Solutions, Laredo, Texas (Project Investigator)
Sylvia O. Praesel, M.A., Consultant, Strategic Planning & Best Practices Research (Team Lead)
Rodney H. Rodriguez, Laredo Community College, Economic Development Center (Team Lead)
Mercurio Martinez, Jr., Small Business Development Center, Texas A&M International University (Team Lead)
Erasmio Villarreal, Business & Workforce Development (Board of Directors)

Board of Directors

Jaime Loera, LMA, President, Rheem Manufacturing, Nvo. Laredo, Tamps. Mx.
Jorge Leal, Assitant Chief Executive Officer, Laredo Medical Center
Elmo Lopez, CEO, Gateway Community Health Center, La redo, Texas
Julio Madrigal, Executive Director, TAMIU, Office of Special Programs
Javier Moctezuma, Education & Business
Imelda Navarro, International Bank of Commerce, Laredo, Texas
Gonzalo Prida, Multimodal Logistics, International Trade
Gerry Schwebel, NASCO, International Bank of Commerce, Laredo, Texas

Advisory Board Members

Maria Eugenia Calderon, Texas A&M International University, VP of Global Initiatives, Binational Center
Andrew L. Carranco, Rio Grande Power Alliance, LLC, Entrepreneurship, Laredo, Texas
Betty Flores, Business and Workforce Strategies, Laredo, Texas
Dr. Conchita Hickey, Dean, Texas A&M International University, P-16 Treasurer
Cliffe Killam, Killam Development, Energy, Oil & Gas, Laredo, Texas
Jeff Labenz-Hough, Eagle Ford Consortium, San Antonio, Texas
Leodoro Martinez, Eagle Ford Consortium
Lic. Francisco Marquez, GEMCO, International Trade, Laredo, Texas
Ramiro Mendoza, Student/TAMIU Dorm Manager
Javier Montemayor, UISD Board President & Attorney, Laredo, Texas
David Newman, BP Investment, Business & Industry
Elvia Teeters, Student/Teacher
Rogelio Trevino, Texas Workforce of South Texas, Laredo, Texas
Jonathan Ruiz, HR Employment Solutions, Workforce Development
Roxanne Vedia, Dean of Workforce, Laredo Community College

Strategic Alliances & Supporters

Elected Officials:

The Honorable Henry Cuellar, U.S. Congressional TX-District 28
The Honorable Judith Zaffirini, Texas Senate District 21
The Honorable Richard Pena Raymond, Texas House of Representatives, District 42
The Honorable Tracy King, Texas House of Representatives, District
The Honorable Tano E. Tijerina, Webb County Judge
The Honorable Mayor Pete Saenz, Jr., City of Laredo

Strategic Alliances:

Andres Alcantar, Commissioner, Texas Workforce Commissioner, Austin, Texas
Miguel Conchas, Laredo Chamber of Commerce
Aaron S. Demerson, Director, Texas Workforce Commission, Austin, Texas
Dr. Guillermo Dominguez, Director, TAMIU, School of Engineering
Hector "Tito" Garcia, LISD Board of Trustee
Mario Pena, IBC Bank, Laredo, Texas
Rick Rodriguez, UISD Board President
J.D. Salinas, AT&T, San Antonio, Texas
Jenifer Sarver, Sarver Strategies, Austin, Texas
Olivia Varela, Laredo Development Foundation
et. al.

Chair, Eagle Ford Shale
Legislative Caucus
Texas Judicial Council
Vice Chair, Agriculture, Water,
and Rural Affairs



Judith Zaffirini
State Senator, District 21
President Pro Tempore, 1997

Committees
Health and Human Services
Natural Resources
and Economic Development
State Affairs

February 9, 2016

To Whom It May Concern:

This is to express my support for the Consortium for Apprenticeship Partners in Economic Development (CAPED), which would bring critical workforce development to Laredo and Webb County. By establishing apprenticeship programs to align student apprentices to meaningful jobs in their fields of study, CAPED hopes to guarantee new and sustainable jobs necessary for our region to remain competitive and continue to grow economically.

What's more, by creating public-private partnerships with businesses that would agree to pay tuition for students who participate in the apprenticeship company for at least three years, CAPED could help alleviate student loan debt while promoting relevant job training and providing skilled personnel. This approach dramatically could increase economic activity and the health of our regional economy.

Equally important, participants would be encouraged to pursue their academic higher education, thereby also improving quality of life and their outlook for an even brighter future. Accordingly, it is my pleasure to support CAPED's efforts and goals.

Very truly yours,

A handwritten signature in cursive script that reads "Judith Zaffirini".

Judith Zaffirini

JZ/sg

TEXAS HOUSE OF REPRESENTATIVES

HOUSE COMMITTEE ON HUMAN SERVICES
CHAIR



HOUSE COMMITTEE ON JUDICIARY
AND CIVIL JURISPRUDENCE

RICHARD PEÑA RAYMOND
STATE REPRESENTATIVE
DISTRICT 42

January 27, 2016

Re: Letter of Endorsement and Support for CAPED

To: Members of the Consortium for Apprenticeship Partners in Economic Development (CAPED), Board of Directors, Advisory Board Members, Community Leaders, Elected Officials and Constituents

I am greatly pleased to write this letter in support of as well as to endorse the efforts of the Consortium for Apprenticeship Partners in Economic Development (CAPED). This industry-led development initiative is greatly needed in our region and I am cooperating to help make this a reality by following best practices in other states to bolster and incentivize employers to promote apprenticeship programs.

I am proposing legislation to offer a tax credit to employers that hire apprentices. I will be introducing a bill in the next legislative session to offer employers a \$7,500 tax credit for every apprentice they hire that is in public-private partnership with an academic institution, community organization or agency that fosters workforce and talent development. Language for this bill is currently being evaluated and drafted by the Texas Legislative Council.

Local businesses often seek qualified candidates with experience but have difficulty finding prospects. We need these programs particularly in emerging STEM fields with technologically advanced industries. I can see the value of apprenticeships because they offer the student experience in their area of study while they are paid to learn during the program. Upon graduation the students are experienced and qualified candidates in demand occupations relevant to the region's needs. Industries such as healthcare, manufacturing, transportation, trade and logistics, entrepreneurship, construction, real estate, hospitality, and retail.

I believe it is important for the constituents of Texas House District 42 to have a program like this in place. Thank you in advance for your efforts in this undertaking. Should you have any questions regarding this legislation, please do not hesitate to contact me or my Capitol office at 512-463-0558.

Sincerely,

A handwritten signature in cursive script that reads "Richard Peña Raymond".

Richard Peña Raymond

STATE CAPITOL, ROOM 1W.4
P.O. Box 2910
AUSTIN, TEXAS 78768-2910
(512)463-0558
FAX (512) 463-6296
E-MAIL: RICHARD.RAYMOND@HOUSE.STATE.TX.US
WEBSITE: HTTP://WWW.HOUSE.STATE.TX.US

DISTRICT OFFICE:
CITY HALL, 3RD FLOOR
1110 HOUSTON STREET
LAREDO, TEXAS 78040
(956) 753-7722
FAX (956) 753-7729

Laredo



Development Foundation

Date: January 25, 2016

To: Members of the Consortium for Apprenticeship Partners
in Economic Development (CAPED)
Board of Directors

Re: Letter of Endorsement and Support

On behalf of the Laredo Development Foundation (LDF) and in my capacity as Executive Director, I am pleased to endorse the objectives, goals and strategies of the CAPED and its Project for talent development and express our commitment to participate in this Project as it relates to support for economic development, talent creation and retention. These workforce development initiatives are a critical component to the growth and sustainability of our region.

This project has been presented to me and my team and has been deemed a necessary improvement for the region's readiness and response capabilities. The capabilities include but, are not limited to:

- Competitive Workforce Development and Readiness
- Talent Development and Retention
- Economic Development
- Regional Sustainability
- Innovative Transformation

I am pleased to endorse the preparation of the initiatives undertaken by CAPED with the support of the City of Laredo and Webb County Judge and Commissioners.

Signature: _____

Organization: Laredo Development Foundation (LDF)

Contact: ovarela@ldfonline.org

Copy to: City of Laredo and Webb County Judge and Commissioners



January 22, 2016

1701 E. Hillside Rd.
P.O. Box 1757
Laredo, Tx. 78044-1757
Tel: 956.722.3973
Fax: 956.725.2341
www.southtexasworkforce.org

Rogelio Treviño
EXECUTIVE DIRECTOR

Re: Letter of Endorsement and Support

Dear Members of the Consortium for Apprenticeship Partners in Economic Development (CAPED) Board of Directors,

On behalf of the Workforce Solutions for South Texas (WSST) and in my capacity as Executive Director, I am pleased to endorse the objectives, goals, and strategies of the CAPED and its Project for talent development. WSST is committed to participate in a Pilot Project for apprenticeship initiatives for economic development and workforce strategies with talent creation and retention. WSST will also commit to partner with CAPED by utilizing allowable and available resources to apply for, and if awarded, utilize funding for the initiative. This initiative is a critical component to the growth and sustainability of our local businesses and international markets.

This project has been presented to myself and the Workforce Solutions Board and has been deemed a necessary improvement for the region's readiness and response capabilities. The capabilities include but, are not limited to:

- Critical infrastructure Development
- Talent Development
- Economic Development
- Regional Sustainability
- Innovative Transformation

I am pleased to endorse CAPED and enter into a consortium effort for the preparation of the initiatives undertaken by CAPED with the support of the City of Laredo, Webb County, Laredo Development Foundation, Laredo Chamber of Commerce and other key stakeholders supporting this vision.

Respectfully,

Rogelio Treviño,
Executive Director

CC: City of Laredo
Webb County Judge and Commissioners
Laredo Development Foundation
Laredo Chamber of Commerce

*Relay Texas 800-735-2989 (TDD) 800-735-2988 (Voice)
Equal Opportunity Employer/Program*

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an Equal Opportunity Employer*

American Apprenticeship Grant Award Summaries

West

Board of Regents, Nevada System of Higher Education (NSHE), obo Truckee Meadows

Community College – Reno, NV

Truckee Meadows Community College was awarded a \$2.2 million grant to fund the Northern Nevada College Apprenticeship Consortium. This consortium, which includes employers Tesla Motors and Panasonic will develop registered apprenticeship programs to increase the skills and career opportunities for 400 workers in the burgeoning advanced manufacturing sector in Northern Nevada.

Managed Career Solutions, Inc. – Los Angeles, CA

MCS Economic Development Corporation was awarded \$2.9 million to fund the OpenTech LA Regional Apprenticeship Collaborative. Funds will be used for the development and implementation of new registered apprenticeship and pre-apprenticeship programs in the emerging IT and health information technology industry and for the expansion of existing programs in biotechnology. The grant will serve 1,000 workers in CA, MD, and MI. Participating employers include; DIRECTTV, Farmers Insurance, and Toyota.

Mission College – Santa Clara, CA

Mission College was awarded \$2.9 million to lead the Silicon Valley High Tech Apprenticeship Initiative (SVHTAI). The grant will fund the creation of two registered apprenticeships in the hightech industry sector of Silicon Valley; Computer User Support Specialist (Help Desk Specialist) and Data Center Technician. The initial SVHTAI apprenticeship programs will serve at least 310 students in Northern CA, across 60 key employers. SVHTAI partnered with training institutions, workforce investment boards and employers, including Cisco Systems, Plantronics and IBM to create registered apprenticeships in the high-tech industry sector of Silicon Valley aimed at meeting the needs of regional employers and the local population.

Able-Disabled Advocacy, Inc. – San Diego, CA

Able-Disabled Advocacy, Inc. was awarded a \$3.2 million grant to lead the San Diego Pathways2Paychecks Apprenticeship Program. The program will apply a blended learning approach

with Skillsoft curricula that includes online courses available 24/7, classroom instruction and hands-on activities. Partners such as the San Diego Workforce Partnership/Workforce Investment Board will ensure maintenance of quality standards. The program will train 300 adults, 80% representing those from underserved populations, including individuals with disabilities, Veterans and women in the Information and Communications Technologies and Advanced Manufacturing industries in San Diego County, CA.

Los Rios Community College District – Sacramento, CA

Los Rios Community College District was awarded \$5 million dollars to fund the Northern California Community College American Apprenticeship Initiative. The program will establish an apprenticeship model in Northern CA for Advanced Manufacturing where none currently exists. The District will improve advanced manufacturing coursework to align with industry needs and will redesign and schedule college classes to support apprenticeships. The program will reduce the number of H-1B visas by training 1,000 workers for regional job openings. Primary private sector partners include Siemens USA and TriTool.

City and County of San Francisco, CA – San Francisco, CA

The City and County of San Francisco was awarded \$2.9 million to fund the TechSF: Applied Learning Accelerator project. At least 300 individuals will be placed in both pre-apprenticeships and state-recognized registered apprenticeship programs within the Information and Communications Technology industry to realize transferable college credits and wage gains as they develop portable, industry-recognized credentials and advance in their occupation. Twenty employers, including Air BnB, LinkedIn and Salesforce.com will benefit from and participate in the project.

State of Oregon, Employment Department – Salem, OR

The State of Oregon's, Employment Department was awarded \$3 million to fund the Oregon-AIM program for apprenticeship. The program will register new and expand existing apprenticeship programs in seven in-demand occupations and will utilize innovative training models, including online delivery for related classroom training. To reach underrepresented populations, the project will recruit through Oregon TANF JOBS, Oregon Supplemental Nutrition Assistance Program (SNAP) OFSET (Oregon Food Stamp Employment Transition), 50/50 Employment & Training programs. The program will serve 370 participants in the State of OR in the high-demand Advanced

Manufacturing industry.

Central New Mexico Community College – Albuquerque, NM

Central New Mexico Community College was awarded a \$2.9 million grant to fund the Information Technology Apprenticeship Program. On-the-job learning and job related technical instruction will be offered to 300 new and incumbent workers in 5 career paths in the Albuquerque area. The project will produce the first RACC Registered Apprenticeships in the state and is designed to be scalable statewide through a partnership and infrastructure developed with the DOL TAACCCT-funded SUN PATH consortium of community colleges working in IT and Health.

UAW-Labor Employment and Training Corporation – Cerritos, CA

UAW-Labor Employment and Training Corporation was awarded a \$5 million grant to fund the UAW American Apprenticeship Initiative Program. The grant will be used for the development of new registered apprenticeship and pre-apprenticeship programs and for modification of existing programs. A number of underserved workers will be assisted, including 500 job seekers and 975 incumbent workers in high skilled occupations within the Advanced Manufacturing Industry.

Washington State Department of Labor and Industries – Olympia, WA

Washington State Department of Labor and Industries was awarded a \$5 million grant to fund the creation of an information technology apprenticeship program and diversify participation in existing traditional apprenticeship programs. Partnering with the Washington Technology Industry Association (WTIA), Microsoft, AT&T, Impinj, F5, and Accenture, this apprenticeship program will target recruiting women, people of color, and transitioning military members into more than 600 IT apprenticeships and more than 400 in the traditional trades (i.e. construction, plumbing, etc.) within the State of Washington. In addition to a revolutionary training curriculum that speeds the time to acquire IT skills, WTIA will launch a statewide marketing campaign to recruit a more diverse population of apprentices.

State of Hawaii Department of Labor and Industrial Relations, Honolulu, HI

The Hawaii Department of Labor and Industrial Relations was awarded a \$2.9 million grant to fund the ITWorks: Hawaii's Apprenticeship Initiative. The project will broaden the use of registered apprenticeship to benefit 28 registered IT apprenticeships, the expansion of 8 existing IT apprenticeships and 28 innovative workplace methods. The project will serve 300 apprentices in the

burgeoning IT industry, including 100 incumbent and 90 underrepresented participants.

South Seattle College – Seattle, WA

South Seattle College was awarded a \$4.8 million grant to fund the Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering project (PATAM). It will serve at least 1,000 workers (300 from underrepresented populations) in the State of WA by creating three new and expanding on 12 existing apprenticeship programs in the Advanced Manufacturing and Maritime sectors.

Alaska Department of Labor and Workforce Development – Juneau, AK

The Alaska Department of Labor and Workforce Development (ADOL) was awarded a \$2.9 million grant to fund the Alaska Apprenticeship Initiative. Healthcare is Alaska's largest new job producer. ADOL will partner with the Southcentral Foundation (SFC); Alaska Mental Health Trust Authority; Health Care Cost Management Corporation of Alaska, Inc. (HCCMCA); and the Alaska Vocational Technical Education Center (AVTEC) to create Pre-apprentice and apprentice programs that will focus on entry-level priority occupations in the Healthcare Industry. Approximately 450 new apprentices will be registered in the program; ninety percent of those served will be underrepresented populations, including Alaska Natives and American Indians.

Midwest

Macomb Community College- Warren, MI

Macomb Community College was awarded a \$3.9 million grant to fund Michigan Apprenticeship Program Plus (MAP+). The project will target apprenticeship pathways in IT and manufacturing occupations. MAP+ will register a new apprenticeship in Digital Sculpting, an area with growing hiring needs in the auto industry, and will work with Federal Financial Aid and the United Auto Workers to find innovative ways to leverage funding to create more apprenticeship opportunities. The program will serve 600 apprentices, in the two largest metropolitan areas of Michigan. Employer partners include Atlas Tool, Formtech and Autocam Precision Components Group.

Wisconsin Department of Workforce Development, Bureau of Apprenticeship Standards -
Madison, WI

Wisconsin Department of Workforce Development, Bureau of Apprenticeship Standards was awarded a \$5 million grant to fund the Wisconsin Apprenticeship Growth and Enhancement

Strategies (WAGE\$) project. WAGE\$ will register new apprenticeships in 12 high-growth occupations in the Advanced Manufacturing, Healthcare, and IT industries as well as expanding on other existing programs. The project will train 1,000 new apprentices and 542 upskilled incumbent workers. Partners including the Wisconsin Workforce Development Association and the Wisconsin Technical College System will help provide a framework for developing, promoting and delivering effective apprenticeship programs statewide. Successful programs such as the Veterans in Piping (VIP) program provided by the United Association of Journeymen and Apprentices of the 18 Plumbing and Pipe Fitting Industry (UA), and the Chicago Women in Trades (CWIT) programs will be leveraged to provide entry points for specific underrepresented populations.

AHIMA Foundation – Chicago, IL

AHIMA Foundation was awarded \$4.9 million to fund the Managing the Talent Pipeline in Health Information (MTP) apprenticeship program. Working with healthcare employers ranging from Pfizer to the Seattle Children's Hospital, the AHIMA Foundation is using a competency-based, on-the-job apprenticeship training program in healthcare informatics to help recent college graduates and career switchers break into well-paying healthcare data management careers. As a unique feature, the medical coding apprenticeship will feature a training track for high functioning people with autism spectrum disorders. MTP will increase access to healthcare sector apprenticeship opportunities for 1,200 participants nationwide.

Milwaukee Area Workforce Investment Board, Inc. – Milwaukee, WI

Milwaukee Area Workforce Investment Board, Inc. was awarded a \$3 million grant to expand seven new registered apprenticeships in IT, Healthcare, Manufacturing, and Construction. The project will serve 1,200 people, including 300 apprentices in the Midwest US. Employers include Quicken Loans, Meridian Health, General Motors, Emerson, Building and Construction Trades Council of St. Louis and St. John Providence Health System, and Goodwill.

Focus: HOPE – Detroit, MI

Focus: HOPE was awarded a \$3 million grant to fund the Focus: HOPE American Apprenticeship Program. Focus: HOPE has over three decades experience providing the residents of Detroit with gateway skills to seek better employment. The funds will be utilized to register four new apprenticeship programs, expand three existing programs and promote career pathways through

education during apprenticeship. The program will serve 300 apprentices in targeted occupations in the Advanced Manufacturing and IT industries in the State of MI.

Milwaukee Institute of Art and Design – Milwaukee, WI

Milwaukee Institute of Art and Design was awarded a \$3 million grant to fund the AIM-High Wisconsin Apprenticeships in Manufacturing & HighTech Wisconsin project. With participation from such employers as the Harley-Davidson Motor Company and GE Healthcare Systems, AIMHigh will serve 300 workers in the IT, Construction, and Advanced Manufacturing industries in the state of WI, developing a highly skilled workforce able to meet industry needs through

Apprenticeships.

Southeast Michigan Community Alliance – Taylor, MI

Southeast Michigan Community Alliance was awarded a \$4 million grant to lead the Advance Michigan Center for Apprenticeship Innovation (CAI) project. Located in a White House designated Investing in Manufacturing Communities Partnership area, the project will engage organizations focused on special populations in STEM careers. These may include organizations like the Michigan Council of Women in Technology, Detroit Area Pre-College Engineering Program and Black Girls Code. Funds will be utilized to establish or expand apprenticeship programs responsive to the evolving technical needs in the high-demand, new-age automotive and transportation sectors of the Advanced Manufacturing industry. CAI will serve 853 workers in the State of MI.

Illinois Manufactures' Association Education Foundation – Springfield, IL

Illinois Manufactures' Association Education Foundation was awarded a \$3.9 million grant to fund the Illinois Advanced apprenticeship Consortium. Working with local manufacturers, the project will serve at least 7,130 collectively through apprenticeship, pre-apprenticeship and career pathway programs in the State of Illinois. In order to leverage funding, apprenticeships will be embedded within Illinois Pathways, the State's public-private career pathway system initiative. The Consortium includes the German American Chamber of Commerce Midwest and Harper College, a public community college.

Homework Hangout Club, Inc. – Decatur, IL

Homework Hangout Club, Inc., a non-profit and community based organization that offers job training) was awarded a \$2.9 million grant to lead the American Apprenticeship Workforce Center

project in partnership with three trade unions, the Painters/Glaziers, the Carpenters/Millwrights, and the Plumbers/Pipefitters. The project will implement pre-apprenticeships, job placement programs and union-based registered apprenticeships for 300 underrepresented workers in the Construction Industry in the city of Decatur and Macon County, IL.

William Rainey Harper College – Palatine, IL

William Rainey Harper College was awarded a \$2.5 million grant to fund the Apprenticeships On Demand (AOD) which integrates related technical instruction and on-the-job learning to train workers in high-growth and in-demand occupations. Those completing the program may earn Associate's and Bachelor's degrees paid for by employers in the Manufacturing, Insurance, and IT Industries. In a first-of-its-kind apprenticeship program for the insurance industry, Harper has partnered with Zurich North America, a global insurance company, to upskill workers into middleincome jobs AOD will train 348 workers in Illinois.

Minnesota Department of Employment and Economic Development – St. Paul, MN

The Minnesota Department of Employment and Economic Development was awarded a \$5 million grant to fund the Minnesota Apprenticeship Initiative (MAI). This demand-driven model is led by more than 100 employer partners and will bring 814 individuals into newly registered apprenticeships in 29 high-growth occupations spanning five industries. The program will provide on-the-job, industry recognized, credentialed training in 29 high-growth occupations. MAI will serve apprentices and incumbent workers in the Agriculture, Advanced Manufacturing, Healthcare, IT, and Transportation industries.

Mid-Atlantic

International Transportation Learning Center- Silver Spring, MD

The Transportation Learning Center was awarded a \$5 million grant for the National Public Transportation Partnership for Apprenticeship project. The funds will support the implementation of new registered apprenticeships for Signals Maintainers and Transit Coach Operators, as well as for the expansion of existing programs. A total of 1,297 frontline workers in the public transportation/electro-mechanical industry in metropolitan areas of the US will be trained. Private sector partners include Wider Opportunities for Women and Amalgamated Transit Union.

West Central Job Partnership-New Castle PA

West Central Job Partnership was awarded a \$2.9 million grant for the Greater Oh-Penn Manufacturing Apprenticeship Network. The project will target advanced manufacturing occupations, leading to Industrial Engineer and Mechanical Engineer positions, and will serve 500 participants in 14 contiguous counties on the border of Ohio and Pennsylvania. The Network will fill critical gaps through targeted recruitment of workers from specific demographics- including veterans, unemployed/underemployed, low-skilled individuals and foster children.

Philadelphia Works – Philadelphia, PA

Philadelphia Works was awarded a \$2.9 million grant to lead the Southeast Pennsylvania Region American Apprenticeship Initiative. The funds will be used for the creation of a new Behavioral Health registered apprenticeship and the expansion of an existing Computer Support Specialist/IT apprenticeship. The project will serve 500 apprentices in PA, focusing on youth and women. Key partners include Philadelphia School District, Philadelphia Housing Authority, and Philadelphia YouthBuild. Participating employers include TAIG/NHS Human Services, JARVUS and Springboard Media.

Shenandoah Valley Workforce Investment Board- Harrisonburg, VA

The Shenandoah Valley Workforce Investment Board was awarded \$4 million to fund the Valley to Virginia Apprenticeship Initiative (V2V). The project will target skilled trades in the advanced manufacturing industry and in-demand occupation in H-1B career pathways including; Mechatronics, Industrial Maintenance Technician, CNC Machine Operator, Welder and Production Technician. V2V will serve 600 participants in Virginia. Promotion for V2V will include a just launched yearlong campaign, "InDEMAND Careers in the Shenandoah Valley" including 26 television spots promoting high-wage, high-growth, high-demand jobs closely aligned with apprenticeships.

International Brotherhood of Teamsters – Washington, DC

The International Brotherhood of Teamsters was awarded a \$5 million grant to lead the IBTEmployers American Apprenticeship Program (IBT). In cooperation with participating motor carrier employers including ABF Freight and National Retail Systems, Inc., IBT plans to develop a CDL apprenticeship program to train 1,060 transitioning military personnel and entry-level/incumbent transportation workers at four Army posts and six cities across the US.

J. Sargeant Reynolds Community College - Goochland, VA

J. Sargeant Reynolds Community College was awarded a \$2.9 million grant to lead the Apprentice Virginia: Collaborative Workforce Solutions in Information Technology & Advanced Manufacturing project. Partnerships with key employers including DuPont Spruance and Rolls-Royce as well as the South Central, Resource, Crater Regional and West Piedmont Workforce Investment Boards will ensure program sustainability. The project will create and expand pre-apprenticeship and apprenticeship opportunities for over 330 workers in targeted H-1B industries of IT and Advanced Manufacturing in VA.

National Joint Apprenticeship and Training Committee- Upper Marlboro, MD

National Joint Apprenticeship and Training Committee was awarded a \$4.7 million grant to fund the Pre-Apprenticeship Program (Pre-APP) to increase employment and training opportunities in targeted H-1B industry occupations within the electrical industry including: Electrical Engineers, Civil Engineers, and Network Administrators. The Pre-APP program proposes to serve 1000 apprentices in 5 years (200 each year) from 13 proposed electrical training centers across the United States by building a pre-apprenticeship curriculum based on apprenticeship requirements, creating pre-apprenticeship opportunities for underrepresented populations, and increasing skilled workers for the electrical industry.

Marshall University Research Corporation – Huntington, WV

Marshall University Research Corporation, on behalf of the Robert. C. Byrd Institute for Advanced Flexible Manufacturing was awarded \$4.9 million to fund the National Advanced Manufacturing Apprenticeship Program. The program will expand existing innovative apprenticeships and promote advanced manufacturing pre-apprenticeships for women, transitioning military personnel, and disadvantage youth. The program will provide standardized, industry-endorsed online instruction and on-the-job learning for companies with sites in multiple states. The program will serve 1,000 apprentices and 415 pre-apprentices nationwide.

South

Houston Community College- Houston, TX

Houston Community College was awarded \$4.2 million to fund registered apprenticeship and preapprenticeship programs in the emerging healthcare and IT industry, as well as upgrade an existing

program in plumbing occupations. The program will serve 620 workers in the Houston Gulf Coast and Greater Dallas Regions. CVS Health, JPMorgan Chase, Texas Workforce Commission and Dallas County Community College District are among the project's primary partners.

Florida State College at Jacksonville – Jacksonville, FL

Florida State College at Jacksonville was awarded a \$5 million grant to fund the Florida Apprenticeship in the 21st Century Initiative. The program will promote the growth and expansion of quality and innovative apprenticeship programs in Information Technology, Manufacturing (and cross-sector construction/trades occupations), and Healthcare. Partnerships between state apprenticeship entities and key employers including IBM, AT&T and Northrup Grumman will ensure sustainability and scalability of apprenticeships. The program will serve 1,000 participants in the state of FL.

Arkansas Department of Workforce Services – Little Rock, AR

Arkansas Department of Workforce Services was awarded \$4 million to create new or expand existing registered apprentices in its Arkansas Apprenticeship Pathways Initiative. The program will train 60 apprentices in targeted H-1B job growth industries of IT, Advanced Manufacturing and Healthcare to enable unemployed, underemployed, dislocated workers and underrepresented populations to receive job training while gaining college credit. By strengthening employer partnerships with such companies as CVS Healthcare and Winrock International, the AAPI seeks to integrate a sustainable scalable model for developing employer driven apprenticeships. Partners from the labor union community including the International Brotherhood Electrical Workers Local 295 and Plumbers and Pipefitters Local 155 further forge a strong stakeholder network.

Georgia Department of Economic Development – Atlanta, GA

The Georgia Department of Economic Development was awarded a \$2.9 million grant to fund the Georgia WorkSmart: Advanced Manufacturing project that will expand entry-level Advanced Manufacturing apprenticeships; create new apprenticeship programs in Industrial Maintenance and Mechatronics to upskill incumbent workers; and develop and implement strategies to attract members of underrepresented groups to Georgia's advanced manufacturing workforce. The project will serve 1,436 underrepresented workers throughout the State of Georgia.

SC State Board for Technical and Comprehensive Education – Columbia, SC

The South Carolina Board for Technical and Compressive Education was awarded \$5 million to lead the Apprenticeship Initiative, a competency-based, accelerated training that builds skills and transfers industry knowledge. Employer benefits from apprenticing workers will be documented in an original Return on Investment (ROI) study by the University of South Carolina, Division of Research. The Initiative will serve 1,000 workers; 750 new hires and 250 incumbent apprentices in the Manufacturing Industry.

Northeast

Executive Office of Labor and Workforce Development, Department of Career Services – Boston, MA

Executive Office of Labor and Workforce Development, Department of Career Services was awarded a \$2.9 million grant to fund the Massachusetts Apprenticeship Initiative (MAI). The funds will support MAI's project to increase the number of apprenticeship and pre-apprenticeship opportunities in the Healthcare and Advanced Manufacturing Industry. MAI will serve 300 individuals in MA. Employers include Baystate Health, Perfect Dental and Smith & Wesson.

Jobs for the Future – Boston, MA

Jobs for the Future was awarded a \$5 million grant for the Next Gen IMT program. Funds will be used to enhance and expand apprenticeship in the growing Advanced Manufacturing sector. Next Gen IMT will serve 1,450 individuals in eight participating states and will use a competency based hybrid manufacturing apprenticeship, focused on new and incumbent entry-level workers.

Connecticut Department of Labor-Weathersfield, CT

Connecticut Department of Labor was awarded \$5 million to fund its Connecticut American Apprenticeship Initiative (CT AAI). A key component to the project is the introduction of Competency and Competency/Time Based Hybrid models of apprenticeship. CT AAI will enroll and serve 1000 apprentices and pre-apprentices statewide in the high demand industries of Advanced Manufacturing, Healthcare and Business Services. Significant commitments from employers including General Dynamics for apprenticeship placement, as well as the Connecticut State Workforce Investment Board for support services will ensure sustainability of the program.

Economic Development and Industrial Corporation- Boston, MA

Economic Development and Industrial Corporation was awarded a \$2.9 million grant to fund the

American Apprenticeship Initiative. The program features apprenticeship-based accelerated career pathways in built environment/construction and hospitality. Leading partners Building Pathways (BP), YouthBuild Boston (YBB), and BEST Corp. focus largely on outreach to underrepresented individuals, thus strengthening the project's ability to connect these populations to apprenticeships. The program will serve 394 participants in the greater Boston area.

NPower , Inc.– Brooklyn, NY

NPower, Inc. was awarded a \$3.3 million grant to fund the Tri-State Education Apprenticeship Model (TEAM) Consortium. With a focus on veterans and other underrepresented populations, TEAM Consortium will employ a comprehensive and collaborative approach that includes mentorship and guidance support. The project will support apprenticeship in the Information Technology Industry and will serve 684 participants in Dallas, TX; Newark, NJ; and the San Francisco Bay area of CA.

The Providence Plan – Providence, RI

The Providence Plan was awarded \$5 million to operate the Apprenticeship Rhode Island program. The two primary goals of the program will be to place 1,200 Rhode Island residents into newly registered apprenticeships in the Advanced Manufacturing, Information Technology, Defense, Healthcare, and Marine industries and to have at least 30% of the new apprentices come from underrepresented groups. Key employer partners include CVS Health, Atrion and Care New England.

Vermont Department of Labor – Montpelier, VT

The Vermont Department of Labor was awarded a \$2.9 million grant to lead the Accelerate ApprenticeshipVT Initiative. Partners including Dartmouth-Hitchcock Health and the Vermont State Workforce Investment Board will collaborate to expand on the success of the Vermont HITEC apprenticeship model, which conducts accelerated pre-apprenticeship education programs at no cost to participants which lead directly to immediate employment in a registered apprenticeship. Through this public/ private sector partnership, 300 unemployed and underemployed participants in VT will be registered into apprenticeships and career pathways in the H-1B target industries of Healthcare, Information Technology, Advanced Manufacturing and Business Services statewide.

United Way of Buffalo and Erie County – Buffalo, NY

United Way of Buffalo and Erie County was awarded a \$2.9 million grant to fund the American Apprenticeship Initiative of Western New York. The program will enhance existing apprenticeships and create new registered apprenticeships for CNC Machinists and Semi-Conductor Technicians, high-demand occupations within the Advanced Manufacturing Industry. Key partners in the initiative include Ford Motor Company and SolarCity. The program will serve a minimum of 300 new apprentices and incumbent workers in the State of New York.

Workforce Investment Board of Herkimer, Madison & Oneida Counties – Utica, NY

The Workforce Investment Board of Herkimer, Madison & Oneida Counties was awarded \$2.9 million to lead the Central NY Regional Apprenticeship Program. The grant will be used to create the first regional pre-apprenticeship program. Pre-apprenticeship will transition to new apprenticeship programs and increased participation in existing union-run apprenticeship programs. The program

- will serve 600 traditionally underserved populations in the State of NY.