



PAYA GRANTS FAQ

The Partnership to Advance Youth Apprenticeship (PAYA) seeks applicants from partnerships in states and cities that are expanding participation in high-quality youth apprenticeship programs and strengthening equitable outcomes for students, employers, and communities.

What is the Partnership to Advance Youth Apprenticeship (PAYA)?

Led by New America and national partners, the Partnership to Advance Youth Apprenticeship (PAYA) is a new multi-year, collaborative initiative designed to support the growth and success of emerging and existing youth apprenticeship partnerships in cities, states, and regions across the U.S. The PAYA National Partners include:

- AdvanceCTE
- CareerWise Colorado
- Charleston Regional Youth Apprenticeship
- Education Strategy Group
- JFF
- National Alliance for Partnerships in Equity
- National Fund for Workforce Solutions
- National Governors Association

You can learn more about PAYA [here](#).

What are the PAYA Grants?

PAYA seeks applications from emerging or existing partnerships committed to expanding and strengthening high-quality youth apprenticeship programs across cities, regions, or states. Selected partnerships will commit to advancing the [Principles for High-Quality Youth Apprenticeship](#) programs by designing and implementing strategies to support program expansion and improvement.

PAYA will award 4-8 grants at a funding level up to \$200,000 depending on the size and makeup of the grantee cohort. Grants will support cross-site learning, strategy development, and implementation activities between May 2019 and October 2020. PAYA is accepting applications through March 8th, 2019 from:

- Partnerships in cities, states, and regions working to launch new youth apprenticeship programs; and
- Practitioners who are already leading existing high-quality programs to expand the reach and/or improve the outcomes of their programs.

Regardless of where applicants are today, PAYA Grants are an opportunity to design and implement strategies that advance youth apprenticeship in cities, states, and regions to a new stage:

Launching a New Youth Apprenticeship Program



Statewide, regional, or local partnerships may use this opportunity to develop and implement a strategy that culminates in the **launch of a new, scalable, high-quality youth apprenticeship program** by fall 2020, and is a first step within a broader plan for multi-year expansion.

Expanding or Improving an Existing Youth Apprenticeship Program



Statewide, regional or local partnerships may use this opportunity to develop and implement a strategy to **expand and/or improve an existing youth apprenticeship program** or system. Strategies might include:

- Expanding the scope of an existing program to new careers or industries and/or significantly increasing the number of participating students and employers within existing focus areas;
- Replicating it across new communities or regions;
- Taking steps to promote more equitable access and outcomes for students across demographic groups, communities and regions;
- Improving postsecondary connections and opportunities for apprentices to earn early college credit.

What are the Intended Outcomes?

The PAYA grants will support diverse strategies tailored to the specific needs of local, state, or regional communities, but aligned toward shared goals across the grantee cohort. Grantees will work together and alongside national experts in education and workforce development to:

- **Launch and expand youth apprenticeship pathways** that are aligned to careers that pay family supporting wages and address the workforce needs of local industry partners;
- **Advance policy and system alignment** to mainstream youth apprenticeship as a high-quality post-secondary option with equitable access and outcomes; and,
- **Improve understanding and awareness** of youth apprenticeship to lay a foundation for sustainable expansion in more industries and communities across the country.

By October 2020, grantees are expected to progress their efforts on the ground guided by and in line with the [PAYA National Principles](#) and their associated outcomes. Grantees' success will be assessed across three domains:

- **Program development, expansion and improvement:** Is there a documented increase in equitable program participation or measurable improvement in program outcomes?
 - Possible measures may include apprentice and employer participation metrics and demographics (i.e. race, gender, and geography), program completion, and other outcomes aligned with the PAYA National Principles.
- **Systems change and alignment:** Is the relevant city, state, or region better positioned to sustainably support the continued advancement of youth apprenticeship?
 - Possible indicators may include new policy development and improved data collection and disaggregated reporting capacity.
- **Vision and strategy for continued expansion:** Does the city, state, or region have a clear plan and partner commitments to implement a sustainable expansion strategy?
 - Possible indicators may include implementation of new financing models; introduction of new supports for onboarding future employers, school districts and communities; and launch of new strategic partnerships.

Outcomes across these domains will be captured using a metrics framework to be provided by PAYA that aligns with the [Principles for High-Quality Youth Apprenticeship](#).

Who is Eligible to Apply?

This opportunity is open to new and existing public-private partnerships that support the launch and expansion of high-quality youth apprenticeship programs in cities, states, and regions across the United States. Note that for the purposes of this initiative, “regions” are defined broadly as multi-jurisdictional geographies both large and small, which may include counties, towns and rural areas. A single region may include partners across multiple states, based on labor market realities.

The composition of partnerships and how they function should reflect local, state, or regional needs and context, but all eligible partnerships must include partners from industry, secondary, and postsecondary education. Specifically, partnerships must have:

- **A clear lead organization to coordinate partnership and manage strategy development and implementation:** The lead organization will demonstrate relevant local expertise and be well-positioned to support the partnership’s effort to build and expand high-quality youth apprenticeship programs. This demands strong organizational leadership and management, a track record of partnerships with relevant stakeholders, as well as a commitment to advancing equity within the organization and within the strategy development and implementation. Designated leads must be a U.S.-based not-for-profit organization, state or local government entity, or higher education institution, exempt from federal income taxation.
- **A designated intermediary or commitment to early identification of intermediary:** Intermediaries bring critical capacity to support functions related to program development and implementation. They work between employer and education partners and are accountable for the whole experience of the apprenticeship to ensure it meets the needs of both participating students and employers. Partnerships should identify what organization(s) will serve as program intermediaries, or in the case of early stage efforts, articulate how this capacity will be built to serve the intermediary function. Intermediaries may include not-for-profit organizations, government agencies/ entities or structures within education institutions, provided they are successfully able to fulfill the role noted above.
- **Buy-in and leadership from industry groups, businesses, and employers:** This can include active leadership from industry associations, chambers of commerce, business-led education and workforce initiatives, labor organizations, as well as individual business and employer champions that host or will host apprentices.
- **Buy-in and support from K-12, postsecondary, government and other critical community leaders:** This can include leadership from state and local government

officials, higher education institutions and systems, state and local education agencies, secondary schools (including regional technical centers), the state apprenticeship system, workforce boards, and economic development organizations. This may also include additional partners such as organized labor organizations, community-based organizations, community foundations and other local or regional philanthropy, and any other implementation and community partners that can contribute to the success of the initiative. Regional and local applicants are strongly encouraged to nominate a state-level partner in their application to support system alignment and expansion. Likewise, state-level applicants are strongly encouraged to identify partners at the regional and/or local level to lead program pilots and implementation efforts.

What Will Grantees Receive?

PAYA grantees will receive three primary types of support:

- **Funding** to support cross-site learning, strategy development, and implementation activities between May 2019 and October 2020. Allowable uses of funds include:
 - Partner and leadership convening;
 - Coordination and implementation capacity building through dedicated program staff and/or consulting resources;
 - Research and communications;
 - Travel; and,
 - Other purposes associated with planning and implementation costs for pilot programs or program improvements, including supportive services to address equity gaps.
 - **NOTE: *Direct wage or employer subsidies is not a permitted use of funds***
- **Technical assistance and support** through peer-learning and access to national education and workforce experts. Grantees will engage in cross-site learning opportunities to source and share best practices, and will co-develop solutions in partnership with national experts and partners to address key questions:
 - How can industry and education partners work together to develop, promote and implement impactful youth apprenticeship programs?
 - How to design and implement an effective intermediary strategy that serves as the backbone of sustainable program expansion?
 - How to work with policy and community leaders to develop and implement solutions that support high quality programs with equitable outcomes?
 - How to align education, workforce and economic development systems to support youth apprenticeship programs and integrate them into these systems through policy, financing, and data strategies?

- **Recognition and visibility** through national research, communications, and storytelling efforts to support the case for expanding high-quality youth apprenticeship in grantees' cities, states, and regions. This will elevate and further support grantees' efforts to communicate their success and mobilize resources to realize a sustainable, long-term vision for youth apprenticeship beyond 2020.

What are the Expectations of Grantees?

Over the course of the grant, grantees will be expected to:

- **Develop a strategy to start, expand or improve high-quality youth apprenticeship programs that:**
 - Reflect the PAYA National Principles, including the PAYA definition for high-quality youth apprenticeship, and their implications for program design and outcomes.
 - Map local, state, or regional assets, seek alignment with existing education, workforce and economic development systems, and support the advancement of existing priorities and initiatives through systems change and policy development.
 - Commit to tackling inequities that disadvantage young people based on their race, gender, geography, socio-economic status, or other factors to ensure youth apprenticeship serves as a strategy to promote inclusive economic opportunity and growth.
- **Initiate strategy implementation by:**
 - Submitting an action plan for program development, expansion and improvement, including identified priorities for system/policy alignment, partnership and outreach, and a budget.
 - Selecting core PAYA outcome indicators and, with available data, submit a baseline report including a plan to enhance data and disaggregated reporting capacity, as needed.
 - Convene cross-sector leaders, partners and audiences through a local event that supports action plan implementation in their city, state, or region.
- **Throughout the implementation phase, participate in virtual and in-person technical assistance including:**
 - Site visits, coaching, and standing peer-learning calls;
 - Up to three in-person meetings and convenings that may require out-of-state travel ; and
 - Sharing experiences and data to identify best practices and inform national storytelling about youth apprenticeship.

- **Deliver a final report in fall 2020 that includes:**
 - A final strategy for program scale and system sustainability over a ten-year time horizon.
 - Report of data on program participation and outcomes consistent with PAYA outcomes and metrics using a common disaggregated data reporting framework.
 - Reflection on lessons learned over the course of strategy implementation during the grant period.

Grantees will enter into a Memorandum Understanding (MOU) and a Grant Agreement with New America. This MOU and grant agreement will outline specific obligations and timelines related to the expectations described above.

What Makes an Applicant Competitive?

Competitive partnerships will already be deep into thinking about the possibilities of youth apprenticeship with champions and partners identified and in place. They will also have a track record of progress across some or all of the following areas:

- Building strong public-private partnerships across industry and K-12 and postsecondary education institutions to drive education and workforce alignment and deliver high-quality career pathway programs for high-school age youth.
- Leadership by industry leaders including industry groups and associations and employers across key sectors based on local demand including advanced manufacturing, agriculture, media, arts & communication, building and construction trades, education, energy, finance and professional services, healthcare, information technology, public administration, transportation, and more.
- Engagement of key political leadership including governors, mayors, county leaders and city councils, as well as other community and philanthropic leaders positioned to champion and support innovative strategies and systems change.
- Engagement of key education, apprenticeship, workforce and economic development systems leadership at the state, regional and local level, with connections to K-12 education, career and technical education, postsecondary institutions, apprenticeship agencies and intermediaries, as well as state and local workforce boards and agencies.
- Presence of key systems enablers and aligned initiatives that may include expanding dual enrollment programs; career exploration, planning and readiness; work-based learning; youth career pathway development; postsecondary credential attainment;

industry sector partnerships and efforts to expand apprenticeship into non-traditional industry sectors.

- Commitment across partners to confront and address racial, gender and other structural inequities present in education systems and the labor market and capacity to develop strategies to drive progress on this front.
- Familiarity and experience with apprenticeship, especially with youth apprenticeship programs, including basic program elements and the various program and intermediary strategies and models across existing programs.
- Ability to mobilize a broad-based coalition of partners and champions, but with a clear coordinating capacity to actively manage the partnership and drive efforts forward to grow and achieve scale.
- Ability to mobilize and leverage new and existing public and private resources to support both the strategic work of the partnership and the implementation of impactful youth apprenticeship program with a commitment to working toward sustainability.

What is the Selection Process and Timeline?

Application Submissions: Interested partnerships will complete and submit the online application by Friday, March 08, 2019 at 11:59 PM (PST). The application seeks initial information across the following areas:

- **PART ONE: PARTNERSHIP OVERVIEW:** *Who will coordinate the actions of the partnership and what area(s) will the partnership serve?*
- **PART TWO: ABOUT THE PARTNERSHIP & PROGRAM:** *What organizations are engaged in the partnership and how does its work align with [PAYA's Principles for High-Quality Youth Apprenticeship](#)?*
- **PART THREE: PARTNERSHIP GOALS:** *Where does the partnership want to be in October 2020 and what priority actions will it take to get there?*
- **PART FOUR: COMMUNITY ASSETS AND PARTNERSHIP NEEDS:** *What champions, capacity, and policy enablers exist to support the partnership's efforts and what additional support(s) would be beneficial?*

View the online application [here](#).



Finalist Interviews: Selected finalists must be able to bring together key partners for structured video interviews with PAYA National Partners between mid-March and early April 2019.

Final Selection: Selected partnerships will be announced on May 3, 2019. At least one representative from each selected partnership must be available for public announcement and media activities.

PAYA Grant Initiative Key Dates*	
January 24, 2019	Informational Webinar
March 8, 2019	Application Submission Due
Early March thru Early May 2019	Multi-Stage Selection Process; All Applicants Notified of Status in April 2019
May 2019	Winners announced; Performance Period Begins
Summer 2019	Action Plan Development
Early September 2019	Grantees Submit Action Plan and Baseline Reports
Fall 2019 thru Summer 2020	Implementation Phase
October 2020	Submit Final Report and Performance Period Ends
<i>* Dates subject to change</i>	

How Does PAYA Define High-Quality Youth Apprenticeship?

Apprenticeship is a proven education and workforce strategy that combines paid, structured on-the-job training with related, classroom learning. A youth apprenticeship is a structured, work-based learning program designed to start when apprentices are in high school.

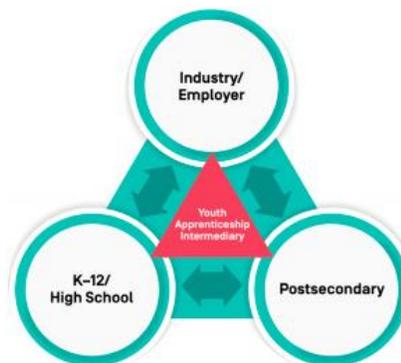
High-quality youth apprenticeship programs are built on partnerships that include employers, high schools, and providers of postsecondary education, most often a community college. High-quality youth apprenticeship programs include the following four core elements:

- Paid, on-the-job learning under the supervision of skilled employee mentors
- Related, classroom-based instruction
- Ongoing assessment against established skills and competency standards
- Culmination in a portable, industry recognized credential and postsecondary credit

You can read more about the definition and guiding principles for high-quality youth apprenticeship [here](#).

What is a Youth Apprenticeship “Partnership?”

Youth apprenticeship works best—and is most likely to achieve scale in the U.S.—through the work of structured public-private partnerships that include industry groups and employers, high schools, and postsecondary institutions. These partnerships can function at the state, regional or local level and thrive with the support of a broad coalition of other partners and champions such as state and local government leaders and agencies, industry groups and chambers of commerce, education and workforce coalitions and non-profits.



To function effectively, partnerships are held together by an intermediary organization whose coordinating role may include key functions such as:

- Making it easier for employers across industry sectors to start and host successful apprenticeship programs;
- Working with high schools to develop outreach and recruitment strategies, organize schedules, and support student success;
- Engaging with postsecondary institutions to deliver coursework that meets industry needs and results in transferable credit and credentials; and
- Being accountable for supporting program experience and collecting information from the partnering organizations to document and share outcomes.

For more information and examples of intermediary strategies and youth apprenticeship partnerships, see [Youth Apprenticeship in America Today](#) and check out the information on the [PAYA website](#).



What If I Still Have Questions?

You can find out more about PAYA and the PAYA Grant Initiative by exploring the PAYA website and related publications [here](#).

There will be an informational webinar on the PAYA Grant Initiative offering the opportunity for Q&A held on January 24 at 4 PM (EST). Click [here](#) to register for the webinar. Following the live event, the webinar will be recorded and posted on the [PAYA website](#).

If you have remaining questions about the PAYA Grant Initiative that have not been answered in this FAQ document, please visit the Questions page in [Screendoor](#) to see if your question has been answered there. You may submit any unanswered questions via Screendoor and a response will be posted on the Questions page.

Lastly, you can submit questions to PAYA@newamerica.org. Please note that you will receive more timely responses to any questions submitted via Screendoor.