**WorkforceGPS**

**Transcript of Webinar**

**YouthBuild Series**

**Partnering with Workforce Development Agencies to Promote Apprenticeship**

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JENNIFER JACOBS: So again, we want to welcome you to today's "Workforce Partnerships Supporting Apprenticeship Pathways" webinar, and if you haven't already done so, please introduce yourself in that chat window.

Now, without further ado, I'd like to turn things over to our moderator today, Toni Wilson, national liaison for the U.S. Department of Labor, Employment and Training Administration. Toni?

TONI WILSON: Thank you so much, Jenn. So good day, everyone, and welcome, again, to today's webinar. We are focused on workforce partnerships supporting apprenticeship pathways. As mentioned, my name is Toni Wilson and I'm a workforce analyst here at the Department of Labor, and I will be your moderator for today.

Though this webinar is part of our YouthBuild series and actually it's the last of the 2017 year and it is geared toward our YouthBuild grantees, today's content is a great resource for the general public also. I know we have a mixed audience today of YouthBuild grantees and non-YouthBuild grantees, and I encourage all to participate and share in today's webinar.

We also have so many great speakers with us today. To be sure we cover everything, we will be collecting questions through the presentation and provide Q&A at the end. So please feel free to enter your questions in the chat box throughout the presentation.

I am also extra-excited today because we have a guest moderator, Robert Sainz, who has worked extensively in the workforce system in Los Angeles as assistant general manager of the City of Los Angeles Economic and Workforce Development Department. And others may know Robert as one of our YouthBuild coaches for our grantees. So you might be familiar with that name also. So welcome, Robert.

ROBERT SAINZ: Thank you, Toni. Glad to join you from sunny Los Angeles.

MS. WILSON: Awesome. Not as sunny here in D.C., but great. All right. In reference to today's objectives, we will review the types of partnerships between YouthBuild grantees and local workforce development agencies. We're going to be identifying resources with workforce development agencies to provide support to the apprenticeship pathways, and then, finally, we're going to establish how YouthBuild grantees and the local workforce development agencies can create apprenticeship pathways.

Hopefully, you are finding this webinar very timely. Apprenticeship is an earn while you learn training model in which YouthBuild graduates can gain valuable work experience while receiving related technical instruction. Apprenticeships may last one to six years. For each year of apprenticeship, the apprentice normally receives 2,000 hours of on-the-job training and a recommended minimum of 144 hours of related classroom instruction. There are over 1,000 apprenticeable occupations.

As a highlight, just wanted to plug here that next week is Apprenticeship Week, which is November 13th through the 19th. During that time the Office of Apprenticeship will be highlighting the various apprenticeship opportunities across the nation. YouthBuild will be a big part of that, and there will be a website that will be highlighting various things that are happening. You can find that information on our CoP, and I believe that – yes – in the chat we've included a link to that information. So we'll be sure to make sure that that gets shared and you'll get information and hear more about that in the future but just wanted to give it a quick flow.

I also just wanted to just quickly highlight we here at DOL have been working hard to support apprenticeship career pathways. The DOL national YouthBuild program has been working with the Office of Apprenticeship by leveraging existing resources to promote connections with the apprenticeship system. Our natural fit under WIOA is DOL YouthBuild programs are considered pre-apprenticeship programs. Pre-apprenticeship programs are defined with specific characteristics, including partnerships that assist in placing individuals into registered apprenticeship. YouthBuild programs are considered pre-apprenticeship programs, and we consider – and we continue to market that model to the larger community.

Other areas we are working on with OA – other areas we are working on with OA has direct grant funds that support registered apprenticeship pathways that crosswalk to YouthBuild programs and participants. There's the American Apprenticeship Initiative Grants that help develop the RA pathways into IT, advanced manufacturing, healthcare, transportation, and other high-growth industries, including the work YouthBuild does in our Construction-Plus track.

And then there's the industry and equity contracts which are funded to increase gender, racial, ethnic, and other demographic diversity and inclusion in apprenticeships among traditionally underrepresented populations, all of which we've been linking our YouthBuild programs to.

Lastly, I would say, although apprenticeships are heavily utilized in the construction industry, the expansion of apprenticeship into other industries has been underscored by the president's executive order on June 15th, 2017. That includes naming manufacturing, infrastructure, cybersecurity, and healthcare as areas in which to increase apprenticeship opportunities. As you can see at the bottom, that is the link to the executive order, if you'd like some further detail.

So I would like to bring on Robert Sainz to say a few words before we get started. Robert?

MR. SAINZ: Sure, and thank you, again, Toni. I really would like to thank the Department of Labor for all their efforts of really connecting YouthBuild to the overall WIOA Act, the Workforce Development Act. There's a real great opportunity for YouthBuild grantees to be a part of the larger system that are part of the WIOA dollars and resources. So at every locality there is a workforce development board that is the governance structure for almost all of the Department of Labor resources.

And in years past and having the benefit of being here for a little while, the connection between the YouthBuild grantees and the workforce development boards were tangent at best. There wasn't a very concerted effort to make sure that every youth – or every workforce development board was connected to a YouthBuild grantee and the YouthBuild grantee is connected to the board.

So that is a huge opportunity because on each board there is representation from apprenticeship sponsors, labor management organizations, employers, and trade associations, and they also have a number of individuals that provide support roles for disconnected, at-risk young adults. And as you know, WIOA in the new legislation focuses 75 percent of its resources to disconnected youth, and the ideal is that every out-of-school youth is connected to a pathway.

So YouthBuild has a huge opportunity not just to promote its program under the resources of the grantee but also to connect and align its resources with the individual pathways or pathways that are developed at your local level. And also, there is the opportunity for co-enrollment and opportunities to be able to pick the brains and the resources of the leadership that's a part of the workforce development boards. So I do believe that there – this is a tremendous opportunity, and hopefully, we can provide you some insights today. So thank you, Toni.

MS. WILSON: Thank you so much, Robert. Great. Great information. So let's move to our poll. We want to do a quick poll to see who's on today's webinar. So as you can see, the poll on your screen is we just want to know what type of organization you're representing today.

Are you a workforce development agency but not operating a YouthBuild program, and that would be A? Are you a YouthBuild program, which is B or – just YouthBuild program? Sorry. Are you a workforce development agency that operates a YouthBuild program, or are you an American job center? So if you can just – it gives us a sign here.

So so far it looks like we have a lot of YouthBuild programs, and welcome to all. But also, looks like there's a good amount of workforce development agencies that operate a YouthBuild program. So that's a good mix. Welcome to those too, and then also those that are a smaller percentage in the workforce development agencies that are not operating a YouthBuild program. So definitely welcome to that group too, and same for your American job centers. All right. Well, welcome. Welcome, everyone.

All right. So let's go over today's agenda. During this webinar you will hear from YouthBuild grantees and leaders from local workforce development agencies who have successfully partnered to create apprenticeship pathways. We scanned the country and found two models of partnership.

The first group includes YouthBuild grantees that are embedded with the workforce development agencies. We will hear from YouthBuild and agency leaders in New Britain, Connecticut and Atlanta, Georgia. The second group includes YouthBuild grantees that work within organizations that are partners who are external to the workforce development agencies. We'll hear from leaders in Madison, Wisconsin and Los Angeles, California. My guess is that you'll find that these models are remarkably similar.

Please remember we will have Q&A at the end. So you can enter any questions you may have in the chat box during the presentation.

So let's get started, and let's start with the embedded models of partnerships. It's my pleasure to introduce Kelly Fitzgerald. She's the manager for youth services at Capital Workforce Partners in New Britain, Connecticut, and Yolanda Rivera. She's the program director for the YouthBuild New Britain and BEST Program. Welcome to you both. Yolanda, why don't you tell us how this partnership works?

YOLANDA RIVERA: Thanks, Toni. And just like you said, my name is Yolanda Rivera, and I am the program director for the YouthBuild New Britain here in Connecticut. The YouthBuild New Britain program is a construction-based program that operates directly from the American job center in the city of New Britain.

Our partners include the Hartford-New Britain Building Trades Council and the Joint Apprenticeship and Training Directors Committee of Connecticut. Our students work on the attainment of the multi-core curriculum construction credential and the instruction is delivered by union instructors from the finishing trades of Southern New England, who also happen to be our vocational training partner.

As part of the curriculum, our students participate in monthly visits to the various building trades apprenticeship programs, and they also participate in a presentation made by the apprenticeship training director of the Connecticut Department of Labor to learn the roles and responsibilities of that state department.

Our goal is to let the students explore the various apprenticeship training programs that lead to long-term occupational careers in construction so that they have all the information they need to have in order to select the trades of their choice. I'm going to turn it over to my partner Kelly Fitzgerald – she's the manager of youth services here at Capital Workforce Partners – to describe how we are leveraging services from the workforce development board and American job center to better serve our students here in New Britain.

KELLY FITZGERALD: Great. Thank you, Yolanda. Hello, everyone. My name is Kelly Fitzgerald, and as Yolanda said, I'm manager of youth services at Capital Workforce Partners. Capital Workforce Partners is the north-central Connecticut workforce development board comprised of 37 towns.

We're based out of Hartford, but we do have a satellite site in New Britain, Connecticut, and the YouthBuild New Britain program is a service of Capital Workforce Partners and embedded within the workforce development board and it's co-located at our New Britain American job center.

As a workforce development board, we actually made the decision in 2008 to dedicate 100 percent of our then WIA youth dollars to serve out-of-school youth. So as as CWP program, YouthBuild New Britain is a critical strategy to serve this population effectively. So because YouthBuild New Britain is co-located in our American job center, we provide access – the program access to a dedicated classroom with computers and a SMART board.

So we have classrooms for various purposes, and one of them is solely in use by our YouthBuild program. The GED class, portfolio development, and leadership activities are all housed in this dedicated space.

Our YouthBuild New Britain students are also registered on CT Hires, which is our state of Connecticut workforce database, and as such they have access to exclusive hiring activities conducted at the American job center. Our students are co-enrolled under WIOA and are included in our performance measures for one of our New Britain subcontractors.

Under this contract our students are assigned work experience slots that can be used for them to work at the finishing trades training facility or with contractors that are signatory to the finishing trades. And we're also able to leverage a part-time case manager under WIOA who can provide more intensive guidance and counseling to the participants.

Lastly, I want to mention that because YouthBuild is at our American job center and enrolled under WIOA, our students and staff have access to a job developer who creates internships and other employment opportunities for them. It's just something we want to highlight because employer engagement is a key strategy throughout the portfolio development and retention stages of the program for all YouthBuild students and graduates, and this aligns very well to WIOA.

MS. RIVERA: I also would like to add, because, again, the YouthBuild program is a service of CWP, our students, just like Kelly said, have access to all the services that are offered at the American job center. And hopefully, very soon in the future, as we're looking to expand their access to apprenticeship training programs, we're hoping – and that's the program that's here is also in New Britain.

We're also hoping that at some point we're also going to be connecting to the manufacturing apprenticeship programs which are really growing here in the state of Connecticut. The other thing that the American job center also benefits from is that our students – I mean, when Kelly and her staff decide to go out like they did recently, they conduct focus groups with our students, and they actually get to say and have a word on how the services should be improved overall for youth that are coming to the AJC. So the AJC also benefits in that way. Actually, the focus group that they conducted has already resulted in benefits to the youth population.

In addition to participating, the – in terms of YouthBuild partners, we have – I just mentioned the Greater Hartford Building Trades Council. I also mentioned the Joint Apprenticeship Directors Committee. Both the president of the New Britain Building Trades Council is a member of the CWP board as well as the coordinator for the Joint Apprenticeship Directors Committee.

So, therefore, at the administrative level, the YouthBuild program has already a role to play, and this really becomes key when we're looking at sustaining the program. So their participation is crucial.

MS. FITZGERALD: Toni, back to you.

MS. WILSON: Yes. All right. So thank you so much for that.

So another embedded model is the Atlanta WorkSource YouthBuild in Atlanta, Georgia. Kristina Smith is the YouthBuild director, and she will talk about how her program takes advantage of programs within Atlanta WorkSource, the city of Atlanta's workforce development agency. Kristina?

KRISTINA SMITH: Thanks, Toni. As Toni said, I'm the YouthBuild director at WorkSource Atlanta. Let me change to the next slide. The partnership is an excellent opportunity for students to seamlessly enter into the WorkSource Atlanta resources for placement, advanced career training, and postsecondary education partnerships.

Although a number of YouthBuild Atlanta graduates have entered apprenticeship pathways in the past, this year we're joining other YouthBuild programs in Greater Atlanta to create a clear pathway into registered apprenticeships. WorkSource Atlanta is working on ways to become more intentional about the support of YouthBuild participants pursuing the apprenticeship pathways in construction and other high-demand industries in Georgia.

YouthBuild supports graduates pursuing pathways into an apprenticeship with partnerships developed by our WorkSource agency. YouthBuild staff is notified of job openings to reach out to our alumni to schedule interviews. Our program is embedded within the city of Atlanta's WorkSource agency. The agency supports YouthBuild with our recruitment efforts by advertising our program in e-mail campaigns and graduate marketing. They also help with the follow up and case management of our students.

We like to ensure that the skills development advisors often meet with the students to build rapport for follow-up activities. Students don't call back people they don't know. The skills development advisors often receive a request for job placements and are easily able to recommend our students for positions. The agency also supports the YouthBuild staff with benefits such as health insurance and staff training. Although our students are not currently co-enrolled, the plan is to move towards co-enrollment.

We have recently changed management in our WorkSource agency, and our new director is very interested in creating sustainable pathways for young people. He is currently developing avenues for training in skilled occupations such as construction, IT, and healthcare. And back to you, Toni.

MS. WILSON: Thank you so much, Kristina.

OK. So we have heard in reference to the embedded model, and we're now going to shift to the external partnership model. These YouthBuild grantees receive support for their apprenticeship pathways from the workforce development agencies as partners that are separate organizations. Operation Fresh Start YouthBuild, for example, is partnering with the Workforce Development Board of South Central Wisconsin, and Brian McMahon is the deputy director at the Operation Fresh Start in Madison, Wisconsin. Danica Nilsestuen is the director of business development and workforce programs at the Workforce Development Board of South Central Wisconsin. Let's start off with Brian.

BRIAN MCMAHON: Thanks, Toni. I'm going to provide an overview of our partnership, and Danica will describe how the Workforce Development Board of South Central Wisconsin supports pathways into apprenticeship.

OFS and our workforce development board have been deep partners in youth workforce development and pre-apprenticeship efforts for over a decade. Our partnership has been collaborative and innovative. For example, nearing the end of an apprenticeship grant and knowing the continuing need for construction preparatory programs in our region, our workforce development board approached Operation Fresh Start and two other local CBOs to help them continue this work.

Together we created Foundations for the Trades, a seven-week construction training program designed to lead people to registered apprenticeships in careers in the trades. We're really fortunate to have a proactive, solution-focused board in our region who does an amazing job engaging industry and analyzing their workforce needs but also works hard to organize efforts to counteract these challenges.

Through the work of creating Foundations for the Trades, the Workforce Development Board of South Central Wisconsin introduced Operation Fresh Start to key employers and union representatives in our area and helped facilitate bridge-building relationships that resulted in partnerships and referral networks that exist today. I'm going to turn it over to Danica from the South Central Workforce Development Board to speak further to our partnership.

DANICA NILSESTUEN: Thanks, Brian. Good afternoon, everyone. Here at the Workforce Development Board of South Central Wisconsin in Madison, Wisconsin, we are really happy to continue our partnership with Operation Fresh Start. The program Brian just mentioned, Foundations for the Trades, was actually the first big project I got to work on here and it started off as an exploratory pilot program and happy to report that it's now – I think we've run eight cohorts and is now regular program offered in our community. And so we're really happy about that partnership.

So I'm going to talk a little bit about the partnership we now have with Operation Fresh Start as a contractor. So as many of you know, the workforce development boards are required to contract out our services as a part of the Workforce Innovation and Opportunity Act to help put people back to work and also help our business and industry with their workforce needs.

When the funding kind of switched from focusing on in-school youth to out-of-school youth, we wanted to be really mindful of what other community agencies were doing and redesign our platform based on that. So we brought Operation Fresh Start to the table to help us even in the design phase of what our program would look like and how we would serve young adults. And now, after that work was finished, for the last 18 months Operation Fresh Start has remained a great partner but also a contractor. And the benefits of that are I think really great for us and the students being served at Operation Fresh Start.

They not only receive the great programs related to construction and apprenticeships and in that we're able to do wrap-around services for those participants in terms of funding for transportation, other supportive services like supplies, boots, stuff they would need for work. If the young adults would like to pursue additional postsecondary, we can fund tuition.

We can help pay for additional credentials like CDL, and what's even more exciting is we continue our work in apprenticeship and the development of additional pre-apprenticeship and registered apprenticeship programs. The participants and students being served at Operation Fresh Start will have access to all of that continued work in additional industries. So if young people are interested in pursuing a career in healthcare or manufacturing, IT, any other industry that's high-growth, high-demand in our region, they're able to access all of those trainings and resources through our partnership.

Previously, before we had a contract with Operation Fresh Start and those young folks might want to be engaged in that programming, Operation Fresh Start would maybe have to do a referral and let go of some of those relationships. But now, because we're contracted, those young adults get to stay with their caring and trusted adult and have access to all the programs that we offer to all of our participants in the system.

So we're excited to continue the development of more apprenticeship programs and pre-apprenticeship programs with Operation Fresh Start at the table and continue to provide additional resources to the students they're already serving. Thanks and back to you, Toni.

MS. WILSON: All right. Thank you so much, Danica. All right. One more slide. Thank you. That was great information, especially in reference to the wrap-around services. So thank you for sharing that.

So in Los Angeles County the workforce development agency has partnership arrangements with multiple YouthBuild grantees in the county. Rossie Cherry is the chief executive officer at Antelope Valley YouthBuild and the former president of the Los Angeles Regional YouthBuild collaborative; and Maritza Dubie-Uribe is the human service administrator for youth employment programs for the Los Angeles County Workforce Development, Aging, and Community Services Youth Division. Rossie, can you start by talking about the relationship?

ROSSIE CHERRY: Yes, Toni. Thank you very much. In my role as the project director of the YouthBuild Construction Academy based here in Los Angeles County, this has been a very strategic partnership based on alignment of outcomes and leveraged resources. It supports federal, state, and local initiatives and has many different resources in order to make it sustainable. There are 21 YouthBuild programs in the Los Angeles County. About six of those partner with DOL's YouthBuild grantees.

This program was started by the L.A. Region YouthBuild Collaborative in order to engage, vet, and hope for the placement of young people into apprenticeship pathways in the building trades construction industry. This is now – the academy's now a program of the YouthBuild Charter School of California. This has been a great vehicle to connect YouthBuild participants and graduates to apprenticeship pathways in construction.

With our partnership with the L.A. Workforce Development Agency, we have been able to place young people into the trades through various partnerships and various leveraged resources. This relationship has based leveraged resources on national fit for alignment of services, goals, objectives, youth demographics, as well as provide the outcome for both the workforce development agency as well as the YouthBuild programs themselves. It is a win-win for our young people, and it is a strong connection that we have had with L.A. Orange County Building Trades Council has made this relationship work. And now, I'd like to pass it on to Maritza who will give more information about the formal partnership.

MARITZA DUBIE-URIBE: Thank you, Rossie. So before I provide some details on the partnership with our America's Job Centers of California, I wanted to add that this partnership also sustains multiple federal, state, and local initiatives, as Rossie mentioned, that are supported through our WDACS Youth Division. All these initiatives aim at promoting social equity through economic equality and, for instance, we have My Brother's Keeper both at the federal and local level. The state of California, as part of our regional – or our regional plan for the state or the state plan has required that we target very strategically upward mobility, and we – all the LWDAs have a task to identify one million field industry-recognized credentials and get these individuals trained within the next 10 years.

We also have an abundance of opportunities in the Los Angeles – Greater Los Angeles area in terms of capital projects, infrastructure, or just general construction or building trades to the tune of well over $100 billion and continuing. For instance, we have the Workforce Innovation – pardon me – the workforce initiative now for Los Angeles known as Win L.A. with Metro. We also have the Hire LAX.

We also have Senate Bill 1, which is a major effort to fix the infrastructure of the overall state. We also have a very exciting and unprecedented effort underway to even partnership with leadership of the city of Los Angeles through the performance partnership pilot known as LAP3, and this is really an unprecedented effort to improve outcomes for our disconnected youth in terms of education, employment, housing, health, and wellbeing.

So what occurs in our partnership is that we've identified partners either through our partnership with Rossie, or we will refer youth over to the YouthBuild. Participants are co-enrolled. They also have a work-based learning component, which is our work experience, where youth are paid at the rate of $12 an hour. For those of you who may know, we have the honor of having the former secretary of labor as one of the supervisors in our county. So she has been very instrumental in making sure that the spirit of WIOA is carried throughout the region.

We also capture measureable skill gains along the way. We also are able to support services for equipment, safety gear, helmet, and boots. But more importantly, it's really the placement support where we are really connecting the pipeline because of course we know YouthBuild is a pre-apprenticeship, but then many of our youth are able to graduate and move forward into a more formal apprenticeship or pre-apprenticeship with the trades.

We assist with the employment and/or continued education, and I really have to say that most of this would not be possible without the leadership that we have seen through Rossie in particular as he has coordinated most of the local YouthBuilds. As Robert had mentioned, it was really a touch-and-go type relationship at best.

So what else do we do? So WDACS, we support the effort. We're an advisory partner where partnerships in developing potential worksites and career pathways. We – in order to really make things happen, we've had to develop appropriate policy, which would include defining services, setting enrollment times, establishing other partner engagement strategies, really a lot in the dirt in the worms but it's really necessary.

So in closing what I want to share with you is that great partnerships require commitment to each other's mission and goals with a clear understanding and defining of the terms for what those services consist of, with continual follow up to maintain a healthy relationship. It really also requires a straightforward and candid conversation regarding gaps in program services, concerns, and how each partner can support in resolving and strengthening those areas of weakness. And in one word, I would just summarize it as trust.

And I know you're thinking, what does that really – so I can share with you that last year about this time was the first time we really embraced and embarked the idea of co-enrolling with our YouthBuild partners. So we had a fantastic multi-partner enrollment date where youth were excited. They came on board, and then after that date the real work had to happen.

So we came into some issues that either, for instance, youth didn't have all their full documentation that we needed to onboard them or perhaps we had some individuals that just were really being non-responsive but we knew they were interested. So we decided we needed to have a face to face and really get together and talk about how we're going to sort these things out because I didn't add that what we did, since we are a large area, we had to geographically align our YouthBuild partners on the external side with our various AJCCs, which we had at that point in time about 17. So that in and of itself is an arduous task.

But I'm really proud to say that, as a result of us being able to identify what were the issues and that we all had an open mind to really resolving these issues, as a result we currently have 61 youth that completed the co-enrollment process and are in various stages of graduating from YouthBuild from last year. And one of the lessons learned was that October was not the good time, which is when our first enrollment occurred, and we are now going to have our next enrollment starting mid-November, which is after – when the projects are due. So that alone was great, and we've also incorporated the partnership as part of our WIOA 101 training. So with that I would like to pass it back to Toni.

MS. WILSON: Thank you so much, Maritza and to all of our presenters. This is great to kind of hear the comparison in reference to the embedded model versus kind of the external model and really in reference to making that partnership. Before I go any further, though, I would love to now hear from our guest moderator, Robert Sainz, and just kind of get a sense of your thoughts and what you've heard the presenters talk about today. Robert?

MR. SAINZ: Yes. Just want to say fantastic for all those individuals that presented today and the various levels of partnership. It's always one of the most difficult things to do in terms of aligning your individual program with other programs, and it is also something that it does take individual leadership. But more than anything, it takes a commitment and a patience with your partner.

So I want to congratulate everyone that presented today to what they've been able to accomplish. I'm very familiar with Rossie and Maritza's work here in L.A. County, and we've been following that, supporting that individual piece of work, and it has made a major difference.

So the two things that I would like just to leave folks with and actually to be thinking about is that, as a YouthBuild grantee – and I visited probably over the last few years 25 to 30 YouthBuild grantees across the country and had the opportunity to work with some of you individually – but really to ask yourselves is what can I do better or what can we do better in working with the workforce development agency? And truthfully, when I've had individual conversations with YouthBuild sites, oftentimes it's a mixed response.

Some of them say, well, they don't care about us, or we have a contract with them to do X. And then there are a few responses to say, yes. They're a great partner and that they're working with us and they're assisting. But that has been generally the minority of the responses. And even in embedded sites they would say, well, the WIOA program is on the third floor and we're here on the first floor and they don't know what we do. And so even embedded agencies have that same communication issue or alignment issue. So I really do encourage you as a YouthBuild site to ask yourself that question.

And then the second question is really, who could be your champion? And it could be a staff member like Maritza. Maritza works for the workforce development agency at the county, but she is the champion for Rossie and has been a great advocate and a focal point of both resources and information sharing. But being able to ask yourself who in your local area can be your champion.

It could be a board member and – or it could be another partner agency, but the real criticalness is that every YouthBuild participant – and this is really what it comes down to – has an expanded need for support and resources much beyond what the YouthBuild grant actually provides and especially when you talk about follow-up services and beyond YouthBuild.

So I'd highly encourage you to be able to find that champion that is going to provide the additional resources that your participants will need once they graduate because just getting that first job or developing in terms of that apprenticeship or that pathway, whatever you want to call it, is really a start of their career.

And as you know, the participants are going to need additional resources as a follow-up. So I would highly encourage sites to actually look at the local workforce development agency as something – as a resource that could actually follow your participants in the future, in addition to providing current resources.

So I'm really encouraged to hear what is happening across the country in the sites that we have here. But I do encourage all the participants that are here today ask yourself those two questions, and then, hopefully, this will allow you to have a better and greater relationship with your workforce development agency. So thank you, Toni.

MS. WILSON: Thank you so much, Robert. Really good questions to think about and focus on as we move forward.

Before I say any other final thoughts, let's move to a poll question just to kind of get a sense of where people are at and before we move into any questions. Our poll question or our last poll question today is, what workforce development agency services could support apprenticeship pathways in your area? Would it be in co-enrollment, access to job development services, access to case management or follow-up services, or engagement with employers and/or apprenticeship sponsorships or, lastly, all of the above? So which ones could support your apprenticeship pathways?

Looking like majority so far are saying engagement with employers and/or apprenticeship sponsors and definitely a key piece, and then, obviously, all of the above. So there's – the majority, I should say, are saying all of the above. So that co-enrollment aspect is definitely key. The job developer position, as you know, under our 2017 FOA we've made job developer position a required position, and we are putting together some tip sheets and guidance on that position.

So we'll be sharing that with our YouthBuilds, but definitely access to that development services is very important. Access to your case management and follow-up services also very important, and that is something that can be shared, and then, as we said, kind of that engagement piece, which is where we're seeing kind of the – another – about 19 percent. So good. Good. Sounds like people are definitely catching on in reference to the various services.

All right. So before we open it up to questions, just a reminder that in the chat box, if you have any questions, if you can please enter them into the chat box right there or even if you have any comments, you can also enter that, and we'll make sure that we share that with the group.

I did, before we open that up, just wanted to note a few things. A lot of what we heard is very much connected in reference to connecting with your One-Stop or your American job center, the workforce development partners, and we are – DOL YouthBuild is currently working on a tip sheet around connecting with your One-Stop partnerships, not just on apprenticeship but all of the tips in there would apply in reference to making those partnerships. That should be coming out next month. So be sure to share that information.

As you know, YouthBuild is a required partner in reference to your workforce development system. So this will provide some guidance around that, and hopefully, this webinar will have you thinking through the lens of – as you are developing MOUs for that partnership, thinking – really thinking about how your registered apprenticeship aspect of it fits into that. And as we heard very – a lot of things that can be shared, including the whole co-enrollment, your job developer, just referrals, and just really engagement with the registered apprenticeship community. So just wanted to highlight that.

And so let's open it up to questions. I actually only see one right now. So let's start there. This is a question for Hartford. It says, "What case management system are the highlighted programs using?" State data system requirements may impact what systems are used, and the person is curious to know whether this has any – has impacted any partners in the internal model.

MS. FITZGERALD: Great. Thanks. So, Toni, I think the question was to anyone. So if any of the sites want to jump in after, that's great. We've had a lot of conversation around case management systems. So when I saw this question come through, I thought, oh, we definitely can provide some insight here.

So our YouthBuild program does have to enter case management information in two systems for those who are co-enrolled under WIOA. So we use Efforts to Outcomes for our non-WIOA-funded, and then we do have to use our state mandated database, CT Hires. And so the process for that really just took a lot of training and then technical assistance. So as the workforce development board, we provide that training and technical assistance to all of the YouthBuild partners who have to use it.

So it's definitely been a long road; I'm not going to sugarcoat it. It's a process when you're entering information in two systems, and we've definitely found that our local state system has many more restrictions and requirements than our other system does. We have a lot more flexibility in ETO than in CT Hires, and so we've really had to work through that.

And I think our state Department of Labor has also been a partner in that process, just because as you're learning there's growing pains along the way, and so we've had to reach out to them on a number of different occasions. So I'd say it was a team effort, but it has been some dual entry of activities and kind of working along the way for that.

MS. WILSON: All right. Thank you so much, Kelly. How about any of the others? Atlanta or Wisconsin or L.A., do you guys have anything you'd like to add? No? No case management?

MS. DUBIE-URIBE: So I can add on the WIOA side. It's similar to what Connecticut mentioned. We on our WIOA side, we do use our state required system, which is known as Cal Jobs, and then I believe on the YouthBuild side, of course since they're external, they do have their own system as well.

MS. WILSON: All right. Thank you for that.

MS. DUBIE-URIBE: Sure.

MS. WILSON: All right. Any others? All right. If not, we actually don't have a lot of questions today. So last call if anybody has any questions or comments, and if not, I'm going to move to some resources. Please enter your questions in the chat box. We can always come back to those, if anyone has any additional questions.

All right. So I just wanted to also highlight some of the resources that we have. These are some great resources to learn more about this topic. Pathways to Apprenticeship Toolkit, this is a great toolkit that our technical assistance partner, YouthBuild USA, has helped put this together. This features YouthBuild grantees, including one of our presenters today, Operation Fresh Start, in reference to kind of their successful placement of their students into registered apprenticeship opportunities. And it does highlight the workforce development agency's role that they play. So I encourage you to check that out.

There's also an Apprenticeship Resource Guide, and this lists the federal and the national resources for YouthBuild grantees really seeking apprenticeship partners or wanting to learn more about registered apprenticeship. For those that have been on the Office of Apprenticeship website, we've really kind of looked at that and tried to zoom in on areas that would really help our YouthBuild programs. So I encourage you to check that information out.

Then we also have two TEGLs that we wanted to highlight. There's TEGL 13-16, which is guidance on registered apprenticeship provisions and opportunities in WIOA, and this really helps recognize registered apprenticeship as an effective strategy to provide services for out-of-school youth. So there will be some great information in there.

I encourage you, if you're not familiar with that TEGL, to review that. And then also TEGL 21-16, which is the third WIOA Title I youth formula program guidance, and so there is some information in there in reference to just planning and guidance in reference to your WIOA Title I youth formula. So there's a few nuggets in there in reference to as you're thinking through partnering for apprenticeship.

And then lastly, we would note about the promising practice in the work of work-based learning for youth which just looks at different work-based learning strategies, including the out-of-school youth, from the National Skills Coalition. So that's also another great resource to check out.

Before we move on, I did see that we had a few other questions. So I wanted to loop back to that. One of the questions is, "When is the best time to co-enroll YouthBuild students?" So I'm going to pose this to our presenters, whoever would like to jump in, in reference to your experience when have you found the best time to co-enroll YouthBuild students.

MS. SMITH: Hi. This is Kristina from WorkSource Atlanta. We're actually working on it right now to figure out the best time. Right now, we are thinking that the best time is that transition period when they are completing YouthBuild, and that's a pathway to an alternate job training for them or educational support for them.

One, it offers them a constant case manager to keep them engaged during the quarter, and secondly, we're also able to use the WIA funding or WIOA funding to assist those who want – who need additional educational training.

So I think sometimes case by case, depending on the student. Sometimes we keep students, and we don't exit them out right away. But those students that we know that need the extra support to continue their pathway, I think it's a good idea to maybe a month before graduating the YouthBuild program. So if anybody has any questions, feel free to ask.

MS. RIVERA: Here in Connecticut basically for the YouthBuild New Britain program we begin our co-enrollment process almost at the completion of mental toughness and when they get officially enrolled in the program. That's basically when at that point we have collected all the necessary forms and the participants have completed all the necessary paperwork and then they get referred to the person that is in charge of the WIOA certification. But we do it at the point of official enrollment into the program.

MS. NILSESTUEN: And this is Danica from Madison, Wisconsin to answer that question as well. For us, we really wanted this to be a partnership to enroll in our out-of-school youth program, but we can enroll, obviously, in our adult program as well. It's actually a little bit easier for us to enroll YouthBuild participants in the adult program, and part of that is a frustration with the way the legislation is written. The timing for us to register somebody in YouthBuild in WIOA out-of-school youth, it's really important to get the timing down right before they enroll in a training program but in time enough to get them through all of our paperwork. So if we were to enroll them as an adult, we could really enroll them almost at any point in the process.

MR. MCMAHON: Yeah. Hi. This is Brian from Operation Fresh Start in Madison just to add onto Danica's comment. That has – that's a great question, and I think we're still searching for it. One of our – we have multiple programs, but one of the larger programs that we co-enroll through is our YouthBuild pathways program, we call it. And because that program is a diploma-granting program, we've found that challenge. So we also enroll shortly after upon the completion of mental toughness, but it's been a – it's a good question, and I think we're still searching for that sweet spot for co-enrollment.

MS. DUBIE-URIBE: Yeah. I would agree that –

MS. WILSON: Oh, go ahead.

MS. DUBIE-URIBE: Rossie, go ahead.

MS. WILSON: Yes. Rossie, please continue.

MS. CHERRY: That wasn't Rossie.

MS. WILSON: Oh, sorry. Whoever was speaking, please continue.

MS. DUBIE-URIBE: Well, this is Maritza. So poor Rossie. So he's a true champion. He hasn't been feeling well, not that you could tell by his voice, but I know he's under the weather today but that's what a true partner does. So just to say I know lessons learned with us, we initially tried at the – I think it was even be- – it was about week two or, actually, it was when – yes. It was about week two of the YouthBuild enrollment, and we found out that that wasn't really optimal.

I feel with what Wisconsin is saying that it's all in the timing because I absolutely agree. So this time we were looking at perhaps waiting until about week six, and I don't know if that's in mind with the mental toughness part, but really it's to establish who's committed to continuing on with the program. So that is what we are going to check this year. So we will let you know.

MS. WILSON: All right. Thank you. So I think, as we heard, all are still trying to find kind of, as Brian said, that sweet spot in this particular area. So for those that are on the – on this webinar, if you've come across some good strategies, please share. We'll make sure that we share that with the larger group as we all as a whole are figuring out that best time.

Our next question is related. It wanted – this one is, "Can YouthBuild students who are co-enrolled also enroll in the WIOA adult program?" And the answer to that is yes. But their second part is, "When does support for registered apprenticeship kick in with the youth program or the adult program?" So I will open that up to our presenters, if anybody can chime in on that in reference to when does that support kicks in once they're kind of co-enrolled in the WIOA adult program.

MR. MCMAHON: I can answer this. This is Brian from Operation Fresh Start in Madison, Wisconsin. For us, we've worked with our local workforce development board to really kind of build this tiered rigorous program design towards a pathway into registered apprenticeship within the trades. And so for us, we use I think some great support from the youth program, the work experience piece.

It's either using that access to partner around with some kind of – for that paid kind of internship experience that can last up to nine weeks to help prepare them for that registered apprenticeship. Or we also have created an advanced construction training crew option here at Operation Fresh Start, and that work experience can help fund that highest level experiential learning and preparatory program.

And we've seen people move from both those opportunities, a paid internship opportunity through work experience with an employer, say with even a non-union company. You're out there framing, but you've built that next level of expertise. And then when you are ready to apply to that union employer, you've met those kind of requirements, or our advanced construction training crew, the grad crew. So that work experience piece opportunity resource has been – has just been outstanding.

MS. WILSON: Thank you so much, Brian. Any other have any comments on that? Checking in.

MS. CHERRY: Yes. This is Rossie. I want to chime in just a bit here. Sorry. I think it was very important also that we look at the young folks we serve and what their individual needs are when we look at where they should be placed and when they should be served and co-enrolled. We found that we co-enroll young folks at a later date in the program for internships because they may still be kind of unsure of themselves as far as the career pathway.

So opportunity for them to do internships for six to eight weeks and then kind of find their footing was a way for us to figure out it was a good career choice for them or not in that apprenticeship program. And so they were kind of co-enrolled later on at the tail end instead of beginning of the program.

MS. WILSON: All right. Thank you so much, Rossie. We appreciate that. All right.

If no more comments on that, looks like our last question is, "Besides the stipends already included in the curriculum, what additional incentives have you found that work well for student engagement and retention?" So any thoughts on that, especially for our YouthBuild programs? Besides the stipends for those that are offering stipends that are with the curriculum, have you – any comments in reference to incentives that you have found have worked well for student engagement and retention?

MS. SMITH: Hi. This is Kristina with YouthBuild Atlanta. One of the things that we found that's been great for student engagement, especially around GEDs, those who obtain their GED, we do a bonus for them, and that bonus is usually $200. So a lot of times the students are really trying to hurry up and get those tests out of the way so they can obtain that $200.

As far as follow-up goes, a lot of times we like to use MARTA card, a 30 day MARTA card. It's usually a transportation card. That's what MARTA is for us. And transportation also helps them make sure that they stay on their job, and also, I think it's about $90 for us for transportation for the month. And it also helps with them bringing in their check stubs and that continuous support we want to have with them. So those things we've found have been very successful.

MS. WILSON: Thank you so much.

MS. DUBIE-URIBE: This is Maritza from Los Angeles. I have another suggestion. There's a software. It's called CareerHub, and it's provided by Pathways Consultants. Essentially, what CareerHub does, it's an electronic means of communicating with youth. You can essentially send an e-mail, but it will go out to the youth in the format of a text.

And while that in and of itself is not unique, what's unique about the system is that it also allows you to provide electronic incentives, which, to quote Brian, the sweet spot career pathways has found out – pardon me – Pathways Consultants has found out is $5. So utilizing your WIOA dollars, you're able to access these incentives.

So, for instance, if you need a youth to attend a training or if you want to get proof of how their grades are going to capture measurable skills gain, really the limit is up to you and your budget. But I can tell you it's been an evidence-based best practice that has been tested up in Oakland, in particular with foster youth, which hands down are the hardest youth to really keep ahold of and be connected to.

So I'd be more than happy to share information on that, and it's really a very inexpensive solution. There's a white paper that Pathways Consultants shared, and they were able to increase the engagement by 78 percent in this foster youth population.

MS. WILSON: Wow. That's very impressive. What's the name of that software again?

MS. DUBIE-URIBE: So it's called CareerHub, and it was developed by Pathways Consultants. I'll be more than happy to connect you and just share the information with you. They are really, really – it's a dynamic approach.

MS. WILSON: All right. Well, thank you so much. We'll definitely – that will be a great resource to share with our grantees. So appreciate that.

MS. DUBIE-URIBE: My pleasure.

MS. WILSON: All right. And then, as always, on our community of practice under YouthBuild, we do have some resources in reference to recruitment incentives.

So I encourage you to kind of check that information out. I know the Long Island YouthBuild – I don't know if they're on the webinar today, but they use – not for everyone but – and they have definitely some structure or how this can happen, but they help in reference to purchasing a car for those that reach certain goals in reference to apprenticeship. So that's another one to kind of check out and hear a little more about. So I encourage you to connect with your peers in reference to what others are doing.

All right. So last call for questions. I think that is it in reference to our questions, and we are a little bit over the hour. So let's close out. Move to our next slide.

Just in reference to some contact information, first, I – once again, I just want to thank everyone. Especially, I want to thank our guest moderator, Robert Sainz, for really helping us better connect with the workforce development agencies. I really hope you come back and join us again soon, and Robert's contact is on the screen, if anyone needs that. So thanks again, Robert.

And then also, thank you to our great presenters today, including Yolanda Rivera and Kelly Fitzgerald from New Britain, Connecticut. And their contact is here on the screen, if you'd like to reach out to them, if you have some additional questions in reference to the programs that they discussed.

And then also, Kristina Smith from Atlanta, Georgia, thank you so much in reference to your model, in reference to the embedded model. So if you have some specific questions for Kristina, her contact information is on the screen.

And then thank you to Brian McMahon and Danica Nilsestuen from Madison, Wisconsin. Great information in reference to an external model, and great feedback during the Q&A. So thank you, again, for that.

And then, lastly, thank you to Rossie Cherry and Maritza Dubie-Uribe from Los Angeles. Other great examples, especially around the external model, and I love the quote. So thank you for sharing that.

And thank you to our audience today for all your participation and your questions. I would encourage you to share the archive with those in your organization. And as I said, a few things to look out for. One will be – we'll be doing a tip sheet in reference to connecting with your One-Stop systems. So there will be some great cross-tips in reference to partnering with your American job center and the things that you've heard on today's webinar.

Also, one more plug. National Apprenticeship Week is next week, November 13th through the 19th. The website is located there in your chat, and you can also go to our community of practice and get further information. Each day they'll be highlighting a different piece, and they do ask that if you're – they're trying to kind of highlight at least 1,000 different programs across the nation that are doing apprenticeship.

So if you're doing any events that week, anything in reference to registered apprenticeship, please register so we can highlight our sites. We love YouthBuild to be synonymous with apprenticeship and really being able to highlight the work that's happening out there. So I encourage everyone to check that out and participate next week.

So this is our last YouthBuild for the 2017 year – our last webinar for just this year. We'll just kind of encourage people to check out any ones that you've missed in our archives for December, and then we'll reconvene in January and we'll be sure to share the calendar of different webinars that will be happening then.

So with that said, thank you very much and thankyou once again to all our presenters and I'll pass it over to Jenn to close us out. Jenn?

(END)