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Executive Summary

The Division of Youth Services (DYS) and the Office of Apprenticeship (OA) have been working together to educate DOL YouthBuild grantees about the benefits of Registered Apprenticeship programs for YouthBuild graduates. As a result of this work, the two offices developed the YouthBuild/Registered Apprenticeship Partnership Pilot (pilot) program. This pilot ran for nine months, from January through November of 2009.

Six DOL YouthBuild grantees in five states participated in the pilot. The findings of the pilot are helpful in clearly identifying the key activities and sustained efforts required to develop a pathway to apprenticeship for YouthBuild graduates. Findings of the pilot included:

- local advisory committees played a key role in linking YouthBuild programs and Registered Apprenticeship programs;
- YouthBuild programs with existing employer partnerships showed results more quickly; and,
- building a strong relationship between local YouthBuild programs and federal, state, or local Apprenticeship representatives required an investment in time and energy.

Further efforts to connect the Registered Apprenticeship and YouthBuild systems will benefit from education efforts on the part of both systems. Next steps include further promotion of the YouthBuild Trainee-Apprenticeship Preparation Program (YB-TAP) and a structured process for engagement on the local level.
History and Background

In 2003, the White House Task Force for Disadvantaged Youth recommended the transfer of the national YouthBuild program from the U.S. Department of Housing and Urban Development (HUD) to the U.S. Department of Labor (DOL). YouthBuild was seen as more closely aligned with the mission of DOL and there was a recognition that DOL brought special resources to bear on the YouthBuild program, including those of the Office of Apprenticeship (OA). This transfer was completed in September 2006.

After the transfer, the DOL Division of Youth Services (DYS) and OA began working together to:

- educate DOL YouthBuild grantees about the benefits of Registered Apprenticeship for YouthBuild graduates and how to connect YouthBuild programs to apprenticeship; and,
- inform OA staff about YouthBuild, a new DOL program that could serve as a model for effectively preparing young people to enter Registered Apprenticeship.

As a result of this work, the two offices developed the YouthBuild/Registered Apprenticeship Partnership Pilot (pilot), which ran for nine months, from January through November of 2009. In addition to staff from national OA and DYS, the pilot included regional and state OA staff, and representatives from one State Apprenticeship Agency (SAA), and staff from six YouthBuild grantees in five states.

The goals for the pilot project were to:

- develop a replicable model for linking YouthBuild programs to their respective state apprenticeship offices with the goal of creating a pathway for YouthBuild graduates around the country into Registered Apprenticeships;
- increase the number of construction industry representatives involved in supporting, designing, and guiding construction training initiatives for YouthBuild participants; and
- produce a report on lessons learned, progress made, and suggested next steps for pathways to Registered Apprenticeship for YouthBuild programs.

This report fulfills the third goal of the pilot by documenting lessons learned and identifying best practices for dissemination to all DOL YouthBuild grantees, SAAs, and OA regional and state staff, as well as suggesting next steps for continuing to strengthen these partnerships.
Overview

Six DOL YouthBuild grantees in five states were chosen to participate in the pilot.

The grantees were selected for participation based on three key factors—location; strong ties with employers and industry representatives; and demonstration of previous efforts to establish pathways to apprenticeship.

Staff from DYS and OA made efforts to include a broad range of programs that included those working with joint labor management organizations and non-union employers, as well as programs based in both urban and rural areas. The six grantees that participated in the pilot are listed below.

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<th>STATE</th>
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Snapshots of the participating YouthBuild programs and a listing of the interview questions are part of the appendix at the end of this paper.
Throughout the pilot, the six DOL YouthBuild grantees worked with DYS, OA, the DOL YouthBuild Technical Assistance Collaborative\(^1\) and OA regional and SAA staff to increase apprenticeship opportunities for their graduates. The work done by the grantees included:

- Building a strong working relationship with the respective regional and state OA staff and, in the case of Massachusetts, with the SAA Director;
- Creating an advisory committee of apprenticeship representatives, employers, and others to provide guidance to each program on strengthening its curriculum and program to support entry of its graduates into apprenticeship programs; and
- Developing and improving each program’s relationships with Registered Apprenticeship programs in its region to facilitate placement of YouthBuild graduates into these programs.

The grantees were supported in their work through in-kind resources, including the time and expertise of regional and state OA staff. Monthly conference calls supported peer-to-peer learning and reviewed both progress and challenges encountered by each grantee. These calls also offered timely information and expert knowledge from the field with presentations by DOL YouthBuild grantees with established Registered Apprenticeship pathways and the Workforce Strategy Initiative sponsored by the Aspen Institute.\(^2\)

\(^1\)The DOL Technical Assistance Collaborative is funded by DOL to provide in-depth technical assistance to DOL YouthBuild grantees to build stronger organizations and to produce better outcomes for young people. Members of the Collaborative include the Division of Youth Services, Partners for Community Solutions, and YouthBuild USA.

\(^2\) The Aspen Institute, Workforce Strategies Initiative published the report *Construction Pre-Apprenticeship Programs: Results from a National Survey in July 2009*. One of the authors of this report, Allison Gerber, presented the results of this report. The report can be found at [www.aspenwsi.org](http://www.aspenwsi.org).
Findings

This section highlights the findings from the pilot. Although none of the findings were surprising, they are helpful in clearly identifying the key activities and sustained efforts required to develop a pathway to apprenticeship for YouthBuild graduates.

1. YouthBuild and Registered Apprenticeship relationships were mutually beneficial

All participating DOL YouthBuild grantees and apprenticeship representatives viewed their new relationships as mutually beneficial.

For DOL YouthBuild grantees, the relationships with OA’s regional and state offices, and the Massachusetts SAA led to new partnerships with employers and industry representatives. Grantees reported improving their curricula and placement strategies. The apprenticeship representatives created bridges for the grantees to Registered Apprenticeship opportunities. One YouthBuild program director said, “Overall, working more directly with our state and regional OA representatives felt more solid than anything we’ve tried before.” He went on to say, “We’ve been trying to build strong relationships with Registered Apprenticeship programs and let them see and understand our YouthBuild program … the OA representative helped.”

For apprenticeship representatives, the DOL YouthBuild grantees represented a new reservoir of candidates for Registered Apprenticeship programs. As one OA representative said, “This pilot has brought the YouthBuild pre-apprenticeship\(^3\) program into the forefront.” She continued, “Sponsors need to know that pre-apprenticeship can help leverage their costs, and that these YouthBuild pre-apprentices are prepared and work-ready.”

Apprenticeship representatives welcomed the opportunity to help YouthBuild programs align their curricula to be more responsive to and informed by industry demand. In two cases, the relationship between DOL YouthBuild grantees and apprenticeship representatives provided the impetus for creating new Registered Apprenticeship programs through the YouthBuild sponsoring organizations (see Illustrative Case #2 on page 12 for additional information on one such example).

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\(^3\) DOL has not officially defined the term "pre-apprenticeship." In this paper, the term refers to a program that prepares young adults with basic and soft skills training, as well as training in entry-level technical skills that meet the requirements for entry into a Registered Apprenticeship program.
2. Local advisory committees played a key role

Local advisory committees comprised of apprenticeship representatives, employers, and other industry experts provided valuable advice and feedback on technical industry standards and soft skills curricula. In Atlanta, the advisory committee provided critical support for graduates entering into Registered Apprenticeship. This committee was able to leverage the networks of committee members to advocate on their behalf. The apprenticeship representatives were important in assisting the YouthBuild grantees to form the advisory committees. For example, in Boston, the SAA representative suggested several community-based organizations to serve on the advisory committee, facilitated introductions to area union representatives and other individuals who were knowledgeable about Registered Apprenticeship, and recommended another apprenticeship representative who could serve on the YouthBuild Boston advisory committee.

The advice that local advisory committees provided seemed to bear fruit. DOL YouthBuild grantees reported that employers and other industry representatives serving on advisory committees informed their curriculum and training. Grantees that engaged their apprenticeship representatives to bring new employers in as advisors were able to draw on a broader range of relationships.

Of the six DOL YouthBuild grantees, three had pre-existing employer advisory committees and one established an advisory committee during the pilot. For these grantees, apprenticeship representatives were able to help establish relationships with Registered Apprenticeship sponsors to help expand their committees. For example, in Boston, the SAA representative said, "I share information about organizations that it may make sense to partner with, and I facilitate introductions to area union representatives and others knowledgeable with Registered Apprenticeships." The YouthBuild director added, "Our regional and state apprenticeship representatives have helped us determine if our pre-apprenticeship program aligned with the Registered Apprenticeship programs in the unions and trades."

One of the six DOL YouthBuild grantees established a new advisory committee during the pilot. This director expressed optimism at the prospect of future placement opportunities: "It was a lot of work to develop new relationships and gain understanding of the requirements and prerequisites of Registered Apprenticeship programs. Now, we’re looking at this year to focus seriously on placement, and while it took a while to get ‘in’ on the opportunities, we’re now getting calls about opportunities that are available."
Two grantees were unable to establish local advisory committees for different reasons. In Lancaster, South Carolina, for example, the apprenticeship representative shared the following: “In Lancaster, there was no base for apprenticeship within a thirty-mile radius. The Registered Apprenticeship system was never embraced because of its association with organized labor.

Illustrative Case #1: Partnerships Promote Linkages in St. Louis

In St Louis, Operation Excel YouthBuild, sponsored by the St. Louis County Housing Authority, has had an apprenticeship preparation program in place since its beginning. Operation Excel’s long-standing relationships with local unions and joint labor management registered union apprenticeship programs contribute to consistently strong job and career placement outcomes for graduates. Operation Excel YouthBuild engages its partners primarily through quarterly advisory meetings. Because of past success, the program continues to expand its network of relationships.

During this pilot, Operation Excel’s OA field staff assisted the program in expanding its partnerships with non-union apprenticeship programs, and improving its relationship with joint labor management apprenticeship programs. The local apprenticeship representative stated, “Operation Excel has done a wonderful job within the construction industry, and it’s held in high esteem. One of the key pieces contributing to this reputation is the coordination between the construction trades, Registered Apprenticeship programs, and the program.”

In addition to the construction industry, Operation Excel staff and its apprenticeship representative explored options in other high-growth employment sectors. The apprenticeship representative explained, “We may be able to establish opportunities for pre-apprenticeship in different industries for YouthBuild graduates. It’s a win-win because getting more apprenticeships established in different fields is one of the critical paths for apprenticeship staff. Staffing levels in other industries remain a challenge and we need more apprentices in industries like health care.”

Just-A-Start in Cambridge, Massachusetts was the other grantee which did not establish an advisory committee for very different reasons. In the Cambridge area, the joint labor management Registered Apprenticeship programs are seen as the primary focus for apprenticeship opportunities. Just-A-Start is working with the State Coordinator to help broker this connection.
3. **Existing partnerships facilitated quick results**

DOL YouthBuild grantees that had existing employer partnerships were able to establish better relationships with their regional OA and SAA representatives. These grantees found that the OA and SAA representatives were able to bring more resources to bear, such as new and influential relationships and incentives for participating employers.

Conversely, in two cases where grantees had few pre-existing relationships with employers, apprenticeship representatives reported difficulty gaining traction. The relationships seemed diffuse, lacking a sense of forward motion. As a result, the YouthBuild-Registered Apprenticeship relationship yielded fewer benefits for either party.

It should come as no surprise that those grantees who had established partnerships with employers were able to ramp up more quickly. The pilot illuminated the need to work with all YouthBuild programs on how to develop these partnerships and advisory councils. Such on-going relationships with business, industry and labor organization representatives are beneficial to YouthBuild programs in many ways – not only in connecting graduates to Registered Apprenticeship programs.

4. **The education process took time**

**A. DOL YouthBuild grantees needed to learn the necessary steps for engagement**

For DOL YouthBuild grantees the challenge was largely related to learning the necessary steps to access the Registered Apprenticeship system. Apprenticeship representatives who participated in the pilot weighed in on these steps; “One of the first things we do is to visit the YouthBuild program,” says an apprenticeship representative. Beyond just learning about the YouthBuild program, apprenticeship representatives sought to educate YouthBuild grantee staff and participants about Registered Apprenticeships as a system. The apprenticeship representative continued, “We talk to youth and staff to make sure that everyone understands the apprenticeship system.” In Lancaster, South Carolina, the OA provided an orientation for potential advisory committee members.
In Atlanta, the apprenticeship representatives are working to register a new apprenticeship program with the sponsor organization, Cobb Housing, Inc., a Community Housing Development Organization (CHDO). This will help provide YouthBuild graduates with a bridge to Registered Apprenticeship. The YouthBuild director in Atlanta referenced the time involved taking those steps, “We spent most of last year laying out the pilot and setting things up.” “It was a lot of work but taking the required steps has been very helpful. At the end of the day it will really add up to positive outcomes for these young people – which is placement.”

In Benton Harbor, Michigan the YouthBuild grantee sponsoring organization Michigan Works! was able to establish its own Registered Apprenticeship program with the assistance of the OA prior to the end of the pilot. Like the grantee in Atlanta, the intention is to establish a pipeline to Registered Apprenticeship for YouthBuild graduates interested in construction.

Drawing on the experience of the pilot’s successful engagements, the following steps for engagement emerged.

- First, the apprenticeship representatives visited the YouthBuild program to introduce him or herself and clarify the work of the regional OA and the SAA. This included an information-sharing session in which DOL YouthBuild grantees provided a tour of the program and introduced the apprenticeship representative to program culture; soft skills, basic and technical skills training; and existing employer engagement strategies. The representative shared information about the Registered Apprenticeship system, local Registered Apprenticeship programs and related established committees.

- Second, YouthBuild programs were then able to consult with the apprenticeship representative on how to capitalize on these relationships and partnerships, how to engage particular employers and representatives of Registered Apprenticeship programs. The consultation set the stage for more specific requests for assistance from the YouthBuild grantee.

- Third, DOL YouthBuild grantees were able to tap into the expertise and relationships of the apprenticeship representative, directly. Specific examples included getting recommendations on advisory committee members, asking apprenticeship representatives to conduct orientations for advisory committees, and calling on hard-to-reach employers to participate on advisory committees.

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4 A Community Housing Development Organization (CHDO) is a housing developer that produces affordable housing. A CHDO is eligible for HOME funds through the Department of Housing and Urban Development (HUD).
**Illustrative Case #2 Building Bridges to Apprenticeship**

In Atlanta, Georgia, the recently established relationship between the OA State Director and the local YouthBuild grantee staff is resulting in the creation of a new Registered Apprenticeship program. Cobb Housing, Inc. (CHI) is the sponsoring organization for Metro Atlanta YouthBuild. As a designated Community Housing Development Organization (CHDO), it provides affordable housing opportunities and employs construction and trades people.

While the YouthBuild grantee and the local OA office were getting acquainted through the pilot, the opportunity to create a career path between the sponsoring organization and YouthBuild emerged. “I was looking at the pre-apprenticeship program as the beginning of a career path,” explained the representative. “The nagging question is what do you do with these young people after pre-apprenticeship? We want to create an opportunity where they can move from YouthBuild over to CHI and get to work on a career path. To do that, we’re working on written standards and getting letters of support to move forward with Registered Apprenticeship.”

The OA and the YouthBuild director envision that once the CHI-Registered Apprenticeship program is up and running, YouthBuild will be a bridge to this opportunity. “This can be really great for our students,” says the YouthBuild director. “To know that there is something waiting at the end of the YouthBuild pre-apprenticeship program will be such a big benefit.” The apprenticeship representative adds, “This program will really increase the pool of opportunity for apprenticeships and be a bridge for the pre-apprentices.”

**B. Apprenticeship representatives needed to learn more about YouthBuild**

Most apprenticeship representatives admitted to knowing very little about the DOL YouthBuild program prior to the pilot. When state or regional OA and SAA staff became more familiar with YouthBuild, they saw the benefits of connecting DOL YouthBuild grantees to Registered Apprenticeship programs. This insight usually followed a visit to the YouthBuild facility where they observed the program in action and met with staff and students. One representative said, "Our office didn't have an established relationship with YouthBuild before this pilot. Before this, our only pre-apprenticeship relationship was with Job Corps. We found that YouthBuild does a good job preparing people for apprenticeship and the workforce in general. This pilot aligns with our standards and enables us to promote pre-apprenticeship."
FINDINGS CONTINUED

All DOL YouthBuild grantees identified the need for a comprehensive marketing effort to educate and engage OA and SAA staff and employers.⁵ “There needs to be some way to get information to apprenticeship programs that YouthBuild is an asset,” explained a program director. “They need young, bright, strong people to do this work and they need to seriously look to us to provide a viable workforce.”

DOL YouthBuild grantees and apprenticeship representatives recommended that such messages would be more effective if they came from DOL national staff. A YouthBuild program director explains, “It would be strong if there was a message that came from national DOL that says this is a professionally-recognized program.” Another YouthBuild program director weighed in, “Some type of national effort that would help to support the placement of our pre-apprenticeship graduates in apprenticeship positions would add a lot of value.” Both apprenticeship representatives and YouthBuild grantees believed that if the YouthBuild programs were guided by a set of standard professional criteria recognized by the national DOL office, YouthBuild would have more cachet when grantees were relating to employers, as well as state and regional OA offices and SAAs. The strengths of YouthBuild would be more widely understood across the National Registered Apprenticeship system.

After the pilot was launched, as part of a different process, DOL developed the YouthBuild Trainee-Apprenticeship Preparation Program (YB-TAP). This is a set of National Trainee-Apprenticeship Preparation Standards registered as part of the National Apprenticeship System. These standards are designed specifically for YouthBuild to support the transition of young people into Registered Apprenticeship opportunities and will create consistency in the construction skills training offered by YouthBuild programs across the country and build portable credentials for youth. YouthBuild grantees that officially register as YB-TAP programs and adopt YB-TAP standards are approved training programs of OA. The YB-TAP will serve as the basis for the YouthBuild program as a feeder program of applicants to the Registered Apprenticeship system.

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⁵ At the time of the YouthBuild transfer, preliminary outreach was done by the OA to its regional offices, but no concerted follow-up effort was put in place. The pilot demonstrated the value of such follow-up efforts.
5. Different points of view on the benefits of the pilot for YouthBuild graduates

Although this was not a stated goal of the pilot, most DOL YouthBuild grantees hoped their new relationships with the state or regional apprenticeship representatives would strengthen their ability to forge direct entry agreements with Registered Apprenticeship programs. However, none of the six YouthBuild programs has yet been able to successfully negotiate such an agreement. During one of the monthly conference calls, a guest speaker from Portland YouthBuilders, a program that has had successful ties to Registered Apprenticeship programs, spoke about that program's efforts to secure a direct entry\(^6\) agreement with the local building trades union. He reported that it took five years of consistent, steady effort to establish direct entry into Registered Apprenticeship. The program reserved using direct entry for their most qualified, motivated graduates, and developed a reputation for producing excellent apprentices.

YouthBuild program directors in the pilot discussed that YouthBuild provides good training and graduates who have an interest in construction sector careers and a demonstrated commitment to the industry. Because of their exposure to actual construction work and the basic technical skills training the YouthBuild program offers, graduates entering apprenticeships pose less risk of attrition. For these reasons, directors thought direct entry for qualified graduates would be a reasonable aspiration.

However, most apprenticeship representatives had a different point of view. In one case, the OA staff member thought that it was misleading to think that direct entry was part of the “pre-apprenticeship” label. In another instance, the representative noted that identifying YouthBuild as a “pre-apprenticeship” program could be a misnomer if it infers that an apprenticeship will be secured after YouthBuild training is complete. This apprenticeship representative commented, “I strongly believe that any program which includes the term pre-apprenticeship should be directly linked to Registered Apprenticeship programs.” Another OA staff member thought that programs should aim for something short of direct entry, referring to “advanced” or “elevated standing” for YouthBuild graduates as opposed to “direct entry.” In Boston, for example, where the YouthBuild program had a long history with the unions and trades, they continue to look for opportunities that will give students a 'leg up' in the process. “Whenever possible pre-apprenticeship programs should look for opportunities for advanced standing for graduates,” said the SAA Director.

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\(^6\) Direct Entry may occur when the Registered Apprenticeship Program Sponsor agrees to admit graduates of a specific occupation pre-apprenticeship training program directly into a registered apprenticeship program without regard to the present eligibility list or the necessity of such persons passing a written apprenticeship entrance test.
3 Illustrative Case #3 - Promising Pathways to Apprenticeship

In Boston, the SAA Director has been working to help YouthBuild Boston strengthen its existing union relationships to create pathways to apprenticeship opportunities.

YouthBuild Boston has long-standing relationships with the labor unions, particularly the carpenters union. However, even with YouthBuild program instructors who are union carpenters, entry into Registered Apprenticeship is still a challenge. “It’s tough to get young people into the union Registered Apprenticeships. There are a lot of journeymen currently on the bench who are laid off- there’s more supply than demand,” says the program manager.

The SAA Director is working with industry committees that include carpenters and laborers. These committees advise Registered Apprenticeship program training directors within individual occupations. Industry committees are articulating apprenticeship credit for the YouthBuild Boston pre-apprenticeship program (along with local vocational schools and the Job Corps program). “These credits give the pre-apprenticeship graduate credits that are recognized by their industry,” explains the SAA Director. He goes on to say, “Individuals must still go through the interview and selection process with Registered Apprenticeship programs, so it is not direct entry. However, it does give the individual elevated standing.”

“We’re looking forward to working with our State Apprenticeship Director as part of this process that will help broker these relationships with Registered Apprenticeship for our students,” says the YouthBuild Boston program manager. “Working with both our OA Regional Director and State Apprenticeship Director has helped us align our pre-apprenticeship program with the unions and trades.”
6. Green construction technology cited as an emerging area

While the pilot was underway, green construction technology emerged as a growing industry that both YouthBuild grantees and apprenticeships were eager to understand and learn. The Department has been working to tailor training to opportunities in the green construction sector, and has taken the lead in providing green “hands-on” trainings for all YouthBuild grantees, as well as commissioning the Shades of Green website, which provides in-depth electronic technical assistance for YouthBuild grantees striving toward becoming more “green.”

In Lancaster, Atlanta, and Boston, YouthBuild programs are gearing up. “As the building industry is changing, we’re looking at energy efficiency and weatherization – there aren’t a lot of jobs available yet because this is all so new – but we’re getting our program ready,” said the Atlanta program director. YouthBuild Boston is looking at LEED training and certification, as well as sustainable landscaping, while Lancaster plans to combine green construction technology with entrepreneurship training. In each of these situations, the YouthBuild programs have worked with their partners established through the Pilot to align their training with industry needs.

7. Opportunities for partnerships in other sectors

Historically, not all YouthBuild participants go into construction. For some, construction is not a career interest and for others the recent economic turmoil has caused them to focus on more viable industry opportunities in their area. During the pilot, YouthBuild grantees and OA representatives cited the desire to create additional apprenticeship pathways in response to numerous industry demands and interest. “We need more apprenticeships in the health-care industry in St. Louis,” said the local OA. “One of the types of career fields we think about with YouthBuild for preapprenticeships, is in the medical industry. We have several large medical institutions and only one registered apprenticeship program that’s going great” he added. Other DOL YouthBuild grantees and OA representatives cited medical billing, customer service, and hospitality as among potentially promising areas that also provide registered apprenticeship opportunities. DOL is pleased that as a result of this pilot, YouthBuild grantees have become aware of the wide range of registered apprenticeship in a variety of industries that are available for their participants and that they have learned to negotiate the apprenticeship system.
Conclusions

Collaboration between YouthBuild programs and regional and state apprenticeship representatives appears desirable and useful, offering potential for enhanced placement opportunities for qualified YouthBuild graduates in Registered Apprenticeship programs and a reservoir of qualified candidates for Registered Apprenticeship programs.

Both sets of representatives concluded that a concerted effort by the DOL to make both Registered Apprenticeship representatives and YouthBuild programs aware of each other and of the possibilities would be beneficial.

Advisory committees for local YouthBuild programs comprised of apprenticeship representatives, employers, union representatives, and other industry experts were important to laying the groundwork for placements. The apprenticeship representatives are in a key position to assist in the creation of such advisory committees.

Developing advisory committees and other relationships leading to placements was clearly a process that would take a significant investment of time and effort by local YouthBuild leaders to yield measurable results, but is a process that can yield not only increased apprenticeship placements, but other benefits as well. Those programs that had made such an investment over a period of years had succeeded in placing their most qualified graduates in joint labor management Registered Apprenticeship programs and had built a strong reputation for producing quality apprentices. Case studies of existing programs that have been most successful in producing these results would be useful.

A distinction was uncovered between two different potential goals: direct entry to Registered Apprenticeship on the one hand, and advanced standing or “elevated status” for applicants to Registered Apprenticeship on the other. Further study is needed to define “elevated status” and its benefits, and the conditions under which direct entry can be achieved.

The YB-TAP has the potential for contributing to elevated status for YouthBuild graduates seeking apprenticeship. Training in green construction technology is promising for enhancing placements. Registered Apprenticeship opportunities in other fields such as health care should be explored.
Next Steps

1. Further efforts to connect the apprenticeship and YouthBuild systems will benefit from education efforts on the part of both systems. DOL YouthBuild grantees need to know the necessary steps to access apprenticeship representatives as guides to the Registered Apprenticeship system and apprenticeship representatives need to have a deeper understanding of the YouthBuild program. Both apprenticeship representatives and DOL YouthBuild grantees called for a broader education effort from the DOL national office.

   A suggested process for engagement on the local level emerged from the pilot:

   ▪ Apprenticeship representatives visit the YouthBuild program to introduce themselves and the work of the OA’s state or regional Offices or the SAA. Information sharing includes a tour of the YouthBuild facility and meetings with staff and students. YouthBuild grantees also provide information about program culture, curricula and employer engagement strategies. The apprenticeship representative describes the Registered Apprenticeship system in the state or region. The representative also provides information on local Registered Apprenticeship opportunities and related, established committees.

   ▪ The YouthBuild program consults with the apprenticeship representative on how to engage key employers, trade union representatives, and other apprenticeship representatives in advising them on curricula.

   ▪ The YouthBuild program and the apprenticeship representatives develop a strategy that may include reaching out to potential advisory committee members and providing an orientation to the advisory committee.

2. DYS and OA should promote YouthBuild as an apprenticeship preparation program. This has already been established through YB-TAP, but it is not widely used yet.

3. DOL YouthBuild grantees should be encouraged to actively engage employers, industry representatives, and union representatives on an advisory committee in order to take full advantage of the opportunities available through the Registered Apprenticeship system.

4. Apprenticeship representatives should be encouraged to become familiar with the YouthBuild programs located in their states or regions, and actively engage them in strategies to connect with Registered Apprenticeship.
5. Further efforts are needed to define the benefits of elevated status for entry to Registered Apprenticeship and to determine under what conditions and through what steps direct entry agreements have been available and may in the future be achievable.

6. Develop case studies of YouthBuild Providence, Operation Excel YouthBuild, and Portland YouthBuilders, which have each achieved on-going placements in Registered Apprenticeship through years of persistent effort, and trainings presented by them, would be useful to inform other programs aiming to achieve similar results.
Appendix A: Snapshot of Participating YouthBuild Programs

**YouthBuild Boston**

Location of Grant Activities: Roxbury, MA  
Relevant History: This program has an established relationship with area unions and trades and uses mentoring programs with union sub-contractors to connect students to different jobs.  
Program Size: 102 students  
Size of 2007 DOL Grant: $500,000  
Geographic Region: Urban

**Just-A-Start Corporation**

Location: Cambridge, MA  
Relevant History: Prior to this pilot, this program did not have a relationship or much knowledge about the local state office of apprenticeship. It does have experience working with unions (carpenters), but this has not led to apprenticeships for graduates. For construction skills training, YouthBuild Just-A-Start uses the Pre-Apprenticeship Certificate Training (PACT) curriculum of the Home Builders Institute, which results in a nationally recognized certificate attesting to skills attainment for the building trades.  
Program Size: 38 students  
Size of 2007 DOL Grant: $550,000  
Geographic Region: Urban

**Lancaster County School District**

Location: Lancaster, SC  
Relevant History: The program is located in an area that is historically anti-union. It has established relationships with non-union employers and local Economic Development Board, One-Stop and Chamber of Commerce to explore apprenticeship opportunities. A recently passed state tax credit for businesses that hire apprentices should have a positive impact on efforts.  
Program Size: 20-25 students  
Size of 2007 DOL Grant: $348,000  
Geographic Region: Rural
### Michigan Works! YouthBuild

**Location:** Benton Harbor, MI  
**Relevant History:** YouthBuild at Michigan Works! is a program of that organization and is a Registered Apprenticeship program. Michigan Works! is led by the regional Workforce Development Board.  
**Program Size:** Not Available  
**Size of 2007 DOL Grant:** $550,000  
**Geographic Region:** Urban

### YouthBuild Metro Atlanta-Cobb County Housing

**Location:** Atlanta, GA  
**Relevant History:** Prior to this pilot the program did not have an established relationship with the local OA staff or Registered Apprenticeship programs in the area. It has historically established relationships with non-union employers.  
**Program Size:** 80 students  
**Size of 2007 DOL Grant:** NA  
**Geographic Region:** Urban

### Housing Authority of Saint Louis County (Operation Excel)

**Location:** St. Louis County  
**Relevant History:** The program has an established history of relationships with local trades and unions. OA’s field staff are focused on connecting the pre-apprenticeship program at Operation Excel to non-union apprenticeship programs.  
**Program Size:** 54 students  
**Size of 2007 DOL Grant:** $1,000,000  
**Geographic Region:** Urban