



**YouthBuild Global**

# Building and Sustaining Workforce Partnerships for Youth Success

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# Session Goals

By the end of this session, participants will:

- **Understand** how strong partnerships help to create clear, attainable pathways for youth
- **Identify** strategies to maintain alignment as partnerships mature
- **Reflect** on opportunities to reinforce clarity, roles, and expectations in current partnerships



# Agenda

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Setting the Stage

2

Building & Sustaining Workforce Partnerships for Youth Success

3

Partnership Structures that Drive Clarity, Alignment, and Sustainability

4

HUD & Section 3

5

Wrap Up & Call to Action

# Setting The Stage: Why Focus on Sustainability?

Most programs are already engaged in partnerships.

The real work is keeping them aligned, relevant, and effective as conditions change.



# From Engagement to Endurance

Strong partnerships require ongoing attention to remain effective.

As programs evolve, employer needs shift, and systems change, partnerships must be revisited and reinforced to continue supporting youth transitions into career pathways.





# How Sustained Partnerships Support Youth

Sustained partnerships make the following possible:

- Consistent transitions from training to employment
- Clear and consistent expectations for partners and youth
- Shared accountability for readiness, placement, and retention

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Building and Sustaining  
Workforce Partnerships  
for Youth Success



# Partnerships as Ongoing Youth Preparation

Using partnerships as a long-term youth readiness strategy:

- **Reinforce** workplace expectations through employer engagement
- **Maintain** access to training and work-based learning
- **Support** smoother and more durable transitions into employment or next steps



# Strengthening Multi-Stakeholder Engagement

When there is a deeper alignment across the career continuum:

- Employers define and refine skills and readiness expectations
- Education partners maintain credential and curriculum relevance
- Workforce System partners support coordinated referrals and pathway entry over time

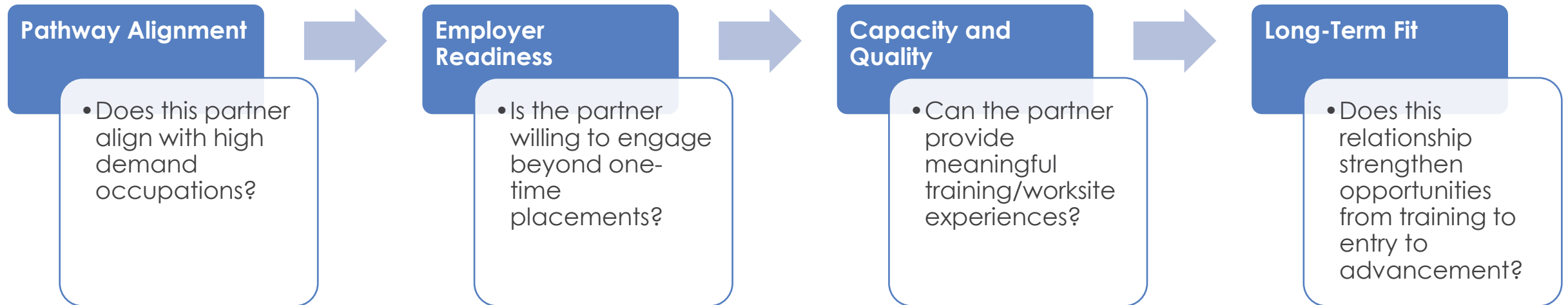


# YouthBuild's Role in a Workforce Ecosystem

As a consistent workforce partner, YouthBuild programs can provide continuity across education, training, and employment systems while keeping participants at the center of workforce strategies.

# Identifying the Right Partners

When identifying or reassessing partners, consider:





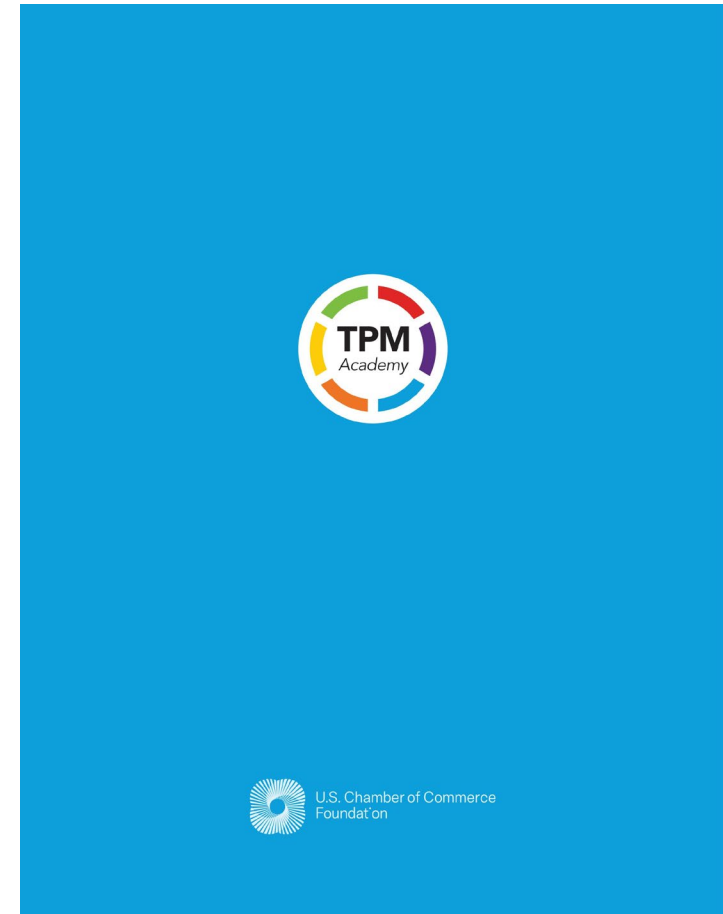
# Engaging Partners Beyond Placement

Engagement deepens when employers and partners:

- Contribute to skill validation and curriculum alignment
- Provide feedback loops on youth readiness
- Participate in advisory councils or planning sessions
- See themselves as talent pipeline partners, not recipients

# Talent Pipeline Management Framework

The U.S. Chamber of Commerce Foundation [Talent Pipeline Management](#) framework (TPM) treats employers as long-term talent partners rather than one-time placement sites.



Source: [U.S. Chamber of Commerce Foundation | Talent Pipeline Management Academy | Curriculum](#)



# How YouthBuild Programs Can Align Partnership Strategies with TPM

## **Organize Around Demand**

- Validate pathways with employers and workforce data before expanding or refining training tracks

## **Align Curricula to Verified Skills**

- Use employer feedback to ensure training and worksite experiences reflect real hiring expectations

## **Sequence the Pipeline Intentionally**

- Connect training, worksite experiences, pathway entry, and next steps in a coordinated progression

## **Use Data to Strengthen Partnerships**

- Share outcome data with partners to guide continuous improvement



# Keeping Pathways Anchored

Sustained partnerships help programs:

- Regularly validate training against employer needs
- Maintain clear transition points for youth
- Anticipate hiring and skill shifts through ongoing partnership engagement



# Pre-Apprenticeship as a Sustained Strategy

[CFR 681.480](#) states that pre-apprenticeship requires partnership and collaboration. Effective pre-apprenticeships:

- Partner with employers to align training with workforce priorities
- Partner with Registered Apprenticeship and employers to maintain pathways and/or continued training
- Partner with stakeholders to adjust components as needs, system priorities, and youth outcomes evolve



# Sustaining Alignment Over Time

Strong partnerships are actively maintained by:

- Revisiting and confirming expectations on a regular basis
- Aligning training and placement strategies across partners
- Establishing shared processes that outlast individual staff



# Labor Market Alignment Through Partnerships

Programs stay aligned with partners when they:

- Use employer feedback to inform skill alignment
- Monitor workforce and labor market data to guide joint decision making
- Respond proactively to labor market changes that could impact the partnership

# Program Highlights

New River-Mount Rogers Workforce  
Investment Area Consortium

# Panelist



**Angi Chandler**

Program Coordinator

New River-Mount  
Rogers Workforce  
Investment Area  
Consortium



Partnership Structures That  
Drive Clarity, Alignment,  
and Sustainability



# Why Structure Matters Over Time

Well-structured partnerships create a shared understanding of program design and purpose by:

- Clearly defining roles and expectations so all partners operate from the same blueprint
- Aligning around a common vision for youth outcomes, career pathways, and standards of practice
- Ensuring young people experience consistent expectations, messaging, and support whether engaging with program staff or external partners
- Embedding accountability and communication structures that reinforce trust and follow through
- Providing a framework to adapt roles and responsibilities without disrupting the youth experience

# Partnership Structures Commonly In Use

- Memoranda of Understanding
- Letters of Commitment or Support
- Employer or Industry Advisory Councils
- Workforce System Agreements and Referral Protocols
- Training Alignment Agreements with Education Partners





# From Agreement to Daily Practice

Structures work best when they support:

- Clearly defined pathways that support youth transition into employment, apprenticeship, or postsecondary training
- Reliable access to training and employment
- Ongoing communication and shared problem-solving



# Strengthening Structures Over Time

Strengthen and sustain partnerships by revisiting agreements to:

- Use partner feedback and outcomes data to inform agreement revisions
- Identify refinements rather than replacements
- Update agreements to reflect current realities

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HUD and Section 3



## **Section 3:** ***Economic Opportunities for HUD-assisted Communities***

*Jasmy Methipara*  
*Section 3 Program Manager*  
*Office of Field Policy and Management*  
*Department of Housing and Urban  
Development*



# Purpose



**Organizations**

**Residents**

**Self-Sufficiency**

“ To ensure that the employment and other economic opportunities generated by Federal financial assistance for housing and community development programs shall, to the greatest extent feasible, be directed toward low- and very low-income persons, particularly those who are recipients of government assistance for housing.

”

Section 3 of the Housing and Urban Development Act of 1968

# Definitions



A Section 3 worker is:



A low- or very low-income individual

OR



A YouthBuild participant\*

OR



Employed by a Section 3 business concern\*

OR



Resident of PHA or neighborhood of project\*

\*also considered a targeted Section 3 Worker



A Section 3 business is:



51% or more owned by low- or very low-income persons

OR



75% or more labor hours are performed by Section 3 workers.

OR



51% or more owned by current residents of public housing or Section 8-assisted housing

# Qualitative Reporting

If the grantee's reporting indicates that the grantee has not met the Section 3 benchmark, the grantee ***must*** report on the qualitative nature of its Section 3 compliance activities and those of its contractors and subcontractors.

1. **Engaged in outreach efforts to generate job applicants who are Targeted Section 3 workers.**
2. **Provided training or apprenticeship opportunities.**
3. Provided technical assistance to help Section 3 workers compete for jobs (e.g., **resume assistance, coaching**).
4. **Provided or connected Section 3 workers with assistance in seeking employment including: drafting resumes, preparing for interviews, and finding job opportunities connecting residents to job placement services.**
5. **Held one or more job fairs.**
6. **Provided or referred Section 3 workers to services supporting work readiness and retention (e.g., work readiness activities, interview clothing, test fees, transportation, childcare).**
7. Provided assistance to apply for/or attend community college, a four-year educational institution, or **vocational/technical training.**
8. **Assisted Section 3 workers to obtain financial literacy training and/or coaching.**
9. Engaged in outreach efforts to identify and secure bids from Section 3 business concerns.
10. Provided technical assistance to help Section 3 business concerns understand and bid on contracts.
11. Divided contracts into smaller jobs to facilitate participation by Section 3 business concerns.
12. Provided bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.
13. Promoted use of business registries designed to create opportunities for small businesses.
14. Outreach, engagement, or referrals with the state one-stop system as defined in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.

# YouthBuild Section 3 Outreach Strategies

Partner with local  
Public Housing  
Authorities (MTW,  
JobsPlus, Section 3  
coordinators, etc)

Invite PHAs to join  
local YouthBuild board

Partner with local  
workforce boards

Invite contractors and  
subs to meet  
participants

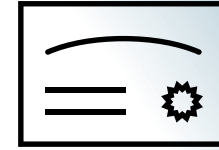
Encourage hiring  
practices with  
YouthBuild participants  
to earn Section 3  
Business certification

YouthBuild participants  
visit job sites

Connect with Section 3  
businesses via local  
Registries or SBA's SBS

Job Fairs/Recruitment  
Fairs

# Section 3 Certification Status



## Section 3 Business

- Businesses verify their status as a Section 3 Business concern at the time the contract is awarded as documented within the prior six months
- Once verified, a Section 3 business concern maintains its Section 3 status for that contract/project for as long as it continues to meet the definition (24 CFR § 75.5)



## Section 3 Worker

- Workers are established as Section 3 workers or Targeted Section 3 workers at either:
  - Date of initial hire/contract; or
  - Employee Certification
- Established Section 3 workers or Targeted Section 3 workers may count their labor hours for **five-years** from the date used to establish their status.\*
- Workers may reestablish their status as a Section 3 worker or Targeted Section 3 worker upon completion of the five-year period

# Recordkeeping Requirements

*24 CFR § 75.31: Recipients must maintain documentation, or ensure that a subrecipient, contractor or subcontractor maintains documentation, to ensure workers meet the definition of a Section 3 worker or Section 3 targeted worker:*

## Section 3 Worker Record Requirement

- ✓ Worker's self-certification that their income is below the income limit from the prior calendar year
- ✓ Worker's self-certification of participation in a means-tested program such as public housing or Section 8
- ✓ Certification from a PHA or Section 8 program manager that the worker is a participant in such a program
- ✓ Employer's certification that the worker's income from that employer is below the income limit
- ✓ Employer's certification that the worker is employed by a Section 3 business concern

## Targeted Section 3 Worker Record Requirement

- ✓ Worker's self-certification of participation in a means-tested program such as public housing or Section 8
- ✓ Certification from a PHA or Section 8 program manager that the worker is a participant in such a program
- ✓ Employer's certification that the worker is employed by a Section 3 business concern
- ✓ Worker's certification that the worker is a **YouthBuild participant**

# Section 3 Businesses and Job Opportunities

- Encourage Section 3 Businesses to create profiles on SBA's [SBS](#)
  - Use keywords “HUD Section 3 Business Concern”
  - Job Seekers can search keywords “HUD Section 3” to find local businesses who might be hiring or willing to partner with YouthBuild
- Encourage HUD grantee partners to post Section 3 job opportunities on their [State Labor Exchange](#)
  - Use key words “HUD Section 3 Workers encouraged to apply”
  - State labor exchange < National Labor Exchange < Career One Stop
  - Job seekers can search keywords: “HUD Section 3” to find local opportunities
  - Section 3 Businesses can also use keywords “HUD Section 3 Business Concern”



# Who are Section 3 partners?



**For housing and public infrastructure projects, HUD grant recipients can be found on the following website: <https://www.hudexchange.info/grantees/find-a-grantee/>**



**To contact your local Public Housing Authority, please visit: [https://www.hud.gov/program\\_offices/public\\_indian\\_housing/pha/contacts](https://www.hud.gov/program_offices/public_indian_housing/pha/contacts)**



**If your city or county is not a direct recipient of HUD funds, reach out to your state to determine if your local government has received assistance from the state.**

# Questions?



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Wrap Up



# Bringing It All Together

Sustained partnerships require:

- Intentional relationships
- Clear structures
- Ongoing alignment across partners and systems

**Sustainable youth pathways are strengthened through intentional, well-maintained partnerships!**



# Call to Action

## **STEP #1**

Reflect on one existing partnership

## **STEP #2**

Identify one opportunity to improve clarity or alignment

## **STEP #3**

Take one concrete step to strengthen that partnership



# Resources

- [Navigating the Workforce System Toolkit](#)
- [Partnerships Resource Collection](#)
- [HUD Section 3](#)
- [HUD Section 3 Resource Hub](#)

# Contact

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Thank You!