

COMMITTEE ON CITY WORKFORCE ALIGNMENT: ENHANCE APPRENTICESHIP & PRE-APPRENTICESHIP PROGRAMS THAT LEAD TO CAREERS WORKING GROUP

Draft Minutes of The
July 1, 2024
Office of Economics and Workforce Development
1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

CCWA Voting Members Present

Ken Nim, OEWD
Julia Ma, DHR
Ben Poole, PUC
Richa Dhanju, DPH
Bart Pantoja, San Francisco Building and
Construction Trades Council
Althea O'Brien, Public Works (remote)

CCWA Additional Members Present

Philip Anih, Public Works

CCWA Staff Present

Chad Houston, Chair
Tai Seals-Jackson, Secretary
Jen Hand, OEWD
Miriam Palma-Trujillo, OEWD

CCWA Members Absent

Vince Courtney Jr., Northern California
District Council of Laborers

Ohlone Land Acknowledgement, Announcements & Housekeeping (Discussion Item)

Chair Houston called the meeting to order at 9:36 a.m. Secretary Tai Seals-Jackson (OEWD) opened the meeting by reciting the Ohlone Land Acknowledgement and reviewing housekeeping rules.

Roll Call (Discussion Item)

Chair Houston requested that Secretary Seals-Jackson conduct roll call. Secretary Seals-Jackson conducted roll call and announced that a quorum was present.

Chair's Welcome (Discussion Item)

Chair Houston welcomed Committee Members and introduced himself as the Director of Workforce Strategy of OEWD's Workforce Division.

Chair Houston stated that the priority for this meeting was to review Goal #4 of the Citywide Workforce Development Plan, focusing on *Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers*. The aim was to refine the scope to high-priority actions within the Five-Year Plan. Additionally, the meeting would cover the logistics and structure of the working group and involve nominating co-chairs to steer and advance efforts.

**Adoption of the
Agenda**
(Action Item)

Chair Houston solicited comments on the agenda from CCWA members. Seeing none, Chair Houston requested a motion to adopt the meeting agenda. Member Pantoja made the motion, which was seconded by Member Nim and passed unanimously.

**Citywide
Workforce
Development Plan-
Goal #4: Enhance
Apprenticeship &
Pre-Apprenticeship
Programs that
Lead to Careers**
(Discussion Item)

Chair Houston introduced Jen Hand, Workforce Impact Manager, to present on the FY 2024-2029 Citywide Workforce Development Plan ("FY 24-29 Plan"), Goal #4: Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers.

Ms. Hand presented an overview of the five working groups which align with the goals of the Citywide Workforce Development Plan for FY 2024-2029. The primary purposes of these working groups are to build leadership within the 17-member Alignment Committee, establish strategic partnerships, and advance detailed work outside of the quarterly convenings. These smaller working group meetings aim to delve into the specifics of the plan, allowing committee members and the public to participate.

Ms. Hand emphasized that the current meeting's objective is to prioritize the actions identified in the plan, with about 20 actions within this goal alone. The group needs to consolidate and prioritize these actions to drive the work forward effectively. Additionally, the meeting will address leadership, resources, timing, and the cadence of future meetings.

Ms. Hand provided background on the committee's activities over the past year, including quarterly and community meetings as well as the importance of adhering to the ordinance that mandates the work. The Alignment Committee, formed in 2023, developed the 5-Year Plan, creating a unified public body comprising major workforce-investing city departments, community leaders, and labor leaders.

Ms. Hand presented the purpose of the working group and inquired if members had any additional purposes or goals they wanted to achieve from this working group.

Member Ma raised a clarifying question about the focus on apprenticeship and pre-apprenticeship programs, noting that these are specific types of career pathway programs and if other committees were addressing broader career pathway programs.

Ms. Hand clarified that working group three focuses on workforce development across the life course and covers all types of workforce programs. Apprenticeship and pre-apprenticeship were separated into their own focus due to their extensive nature.

Ms. Hand presented the timeline for the working group, clarifying that the current timeline set for July 2025 and may be extended.

Ms. Hand presented the four outcomes along with their corresponding actions. Each outcome featured approximately 4 to 5 actions, with each committee member selecting one high-priority action per outcome. This selection will guide the committee's focus over the next five years. Members also categorized actions as medium or low priority during the discussion.

Jamboard Activity Part 1 (Prioritization of Actions):

Member Poole highlighted differing perspectives on apprenticeship across city departments and industries, emphasizing the need to reconcile these viewpoints in program prioritization.

Ms. Hand suggested that the group identify clear definitions of apprenticeship and pre-apprenticeship for universal adoption as a project.

Member Pantoja noted the unique skill demands in various construction activities, which may challenge traditional apprenticeship models.

Member Ma discussed the existence of various apprenticeship programs in the city, highlighting gaps despite new initiatives.

Ms. Hand stressed the importance of aligning committee priorities over departmental perspectives.

Member Nim raised a question about the inclusion of both public and private sector apprenticeships, with Member Ma supporting broader inclusion beyond City-funded programs.

Member Ma sought clarification on the identification of City workforce development departments. Ms. Hand suggested adding clarification notes to specify the departments involved.

Outcome 4.1, members expressed strong consensus regarding the prioritization of:

- Prioritize apprenticeship programs based on labor market trends and industry demands.
- Identify in-demand industries and develop apprenticeship opportunities to address workforce shortages

Member Pantoja emphasized the cyclical nature of market trends, particularly in construction, stressing alignment of apprenticeships for maximum impact.

Member Ma stressed the interconnectedness of the first three actions, emphasizing collaboration with unions and employers to implement apprenticeship programs effectively.

Ms. Hand proposed consolidating the first two actions into a single priority focused on aligning apprenticeship programs with market demands, gaining group consensus.

Member Nim suggested emulating successful apprenticeship models from Europe.

Member Pantoja encouraged partnerships with both private and public-school systems to develop vocational opportunities.

Member Poole discussed the distinct role of the third action in encouraging employer participation beyond traditional sectors, complementing earlier actions.

Member Ma differentiated between traditional and non-traditional apprenticeship sectors.

Ms. Hand proposed an action for clearer definitions for pre-apprenticeship, apprenticeship, and internship programs to guide future actions.

Chair Houston sought clarification on the registration process for apprenticeships, with members confirming that all recognized programs must be registered at the state level, distinguishing them from other training programs.

Members collectively stressed the importance of defining apprenticeship standards and processes amid broader community discussions.

Outcome 4.2, members expressed consensus regarding the prioritization of:

- Prioritize City-funded apprenticeships for economically vulnerable populations.

Member Poole highlighted a progressive trajectory for the actions, noting that prioritizing city-funded apprenticeships could leverage state and federal resources, foster employer engagement, and create pathways to civil service employment.

Member Ma commented that the third action regarding City apprenticeships already exists under DHR's Apprenticeship SF, which is under-resourced and under-utilized but serves as a centralized coordination system.

Ms. Hand suggested tweaking action 3 to focus on promoting Apprenticeship SF as the centralized coordination system.

Members supported adjusting the third action to emphasize promoting Apprenticeship SF as the centralized hub for apprenticeship coordination, focusing on awareness and capacity building.

Member Ma questioned the inclusion of outreach about civil service job opportunities under this outcome, as it is typically managed within the Career Center. Ms. Hand suggested revising action four to clarify "civil service apprenticeship opportunities," which would feed into action three, consolidating these two actions.

Members agreed on prioritizing the first action and consolidating the third and fourth actions.

Outcome 4.3, members expressed consensus regarding the prioritization of:

- Develop career pathways and classifications within the City workforce development departments to support apprenticeship programs.

Member Ma asked for clarification on developing new job classes that align with apprenticeship programs. Ms. Hand suggested a need for specificity between city workforce departments and the entire city workforce.

Member Pantoja emphasized the importance of including both private and public sectors, noting the relevance of aligning apprenticeship programs to provide trained individuals for various industries.

Member Nim highlighted that the next step would be developing action plans and the importance of addressing the needs of specific departments through apprenticeship programs, leading to targeted action plans.

Member Poole discussed the misconception that career paths are always linear, suggesting that not all careers follow a straightforward progression. Member Pantoja noted the shift from long-term employment to an independent contractor market, particularly in the health industry, and the need for ongoing support for vulnerable populations.

Member Pantoja stressed the importance of awareness and peer-to-peer networks to encourage participation from underrepresented groups in various industries.

Members proposed prioritizing the first action and developing a communications plan to support apprenticeship programs in both the private and public sectors, as well as combining the second and third actions to focus on developing peer-to-peer networks and establishing counseling and mentorship programs.

Members reached a consensus on prioritizing these actions and combining related efforts.

A member from the public, Rebecca Baldwin, emphasized STEM representation in engineering, advocating for expanded apprenticeships and clear career paths with financial incentives to retain talent. They highlighted the growing importance of early skill development in bioengineering, particularly in South San Francisco.

**Working Group
Meeting Logistics**
(Discussion Item)

Chair Houston solicited feedback regarding meeting cadence. Members proposed convening quarterly meetings to sustain momentum and ensure consistent progress. Member Poole suggested initially meeting more frequently, monthly or bi-monthly, to address ongoing activities, with a potential transition to quarterly meetings later on. Members agreed with meeting monthly until they decide to meet quarterly.

Chair Houston solicited feedback regarding extending the one-year deadline of the working group.

Members Poole suggested that further discussion was necessary in order to determine achievable goals and make the necessary adjustments. Consensus was reached to revisit and possibly amend timelines based on progress and priorities set in future meetings.

Additionally, members discussed ensuring flexibility in meeting locations and maintaining remote options for those unable to attend in-person meetings. Members agreed to continue these discussions in the next session, focusing on refining their goals and assessing progress towards defined action plans.

**Working Group
Co-Chair
Nominations**

Chair Houston outlined the vital role of the co-chairs in the success of the working group. Co-chairs are responsible for collaborating with OEWD staff to: set meeting agendas, facilitate discussions, ensure all voices are heard, represent the group in the broader Committee on City Workforce Alignment meetings, and drive

(Action Item) progress on action items between meetings.

Chair Houston opened the floor for further discussion and nominations for co-chairs. Member Nim nominated Member Pantoja, citing their extensive experience and active collaboration. Member Pantoja accepted the nomination.

Chair Houston requested a motion to approve Member Pantoja as the co-chair nomination. Member Poole made the motion, which was seconded by Member Nim and passed unanimously.

Chair Houston noted that all working group co-chairs would present updates at the next Committee on City Workforce Alignment meetings on July 31, 2024.

Public Comment on Non-Agenda Items Chair Houston opened the meeting for public comment on any agenda or non-agenda items.

(Discussion Item) Secretary Seals-Jackson provided guidance on the public comment process. Seeing none in the chat or in person, Chair Houston closed public comment.

Adjournment Chair Houston thanked Members and the public for attending and reminded members that the next meeting would be held at One South Van Ness, with logistics to be coordinated for the next meeting.

(Action Item) Chair Houston called for a motion to adjourn. Member Nim offered a motion to adjourn which was seconded by Member Ma. The vote was unanimous, and the meeting adjourned at 11:04 A.M.

DRAFT

PART 1

INSTRUCTIONS:

Use the provided sticky notes labeled LOW PRIORITY, MODERATE PRIORITY, and HIGH PRIORITY to indicate the level of priority for each action. Identify only one high priority sticky for each outcome.

Use pink sticky notes to provide any comments or questions related to each action.



Outcome 4.1: Long-term job opportunities and livable wages

Comment/? This outcome appears to be missing an expressly equity based prioritization/strategy SFPUC

Comment/? Need vocational models for other career apprentice programs that are currently not present.

Comment/? first, second, and third actions can be consolidated, they are interconnected.

HIGH PRIORITY Public Works

HIGH PRIORITY Public Works

Comment OEWD: 1-2-3 points combined: prioritizing apprenticeship based on industry/market demand and develop apprenticeship opportunities and encourage employer

Comment/?

HIGH PRIORITY

MODERATE PRIORITY

LOW PRIORITY

HIGH PRIORITY SF-BCTC

MODERATE PRIORITY DPH

Prioritize apprenticeship programs based on labor market trends and industry demands.

Comment/? DPH: which kinds of jobs are deemed ideal for apprenticeship and which would need a different model of pathways development?

HIGH PRIORITY DHR (combining #2 and #3)

MODERATE PRIORITY SFPUC

MODERATE PRIORITY OEWD

Identify in-demand industries and develop apprenticeship opportunities to address workforce shortages.

HIGH PRIORITY - DHR (combining #2 and #3)

MODERATE PRIORITY OEWD

MODERATE PRIORITY SF-BCTC

MODERATE PRIORITY Growth Sector

Encourage employers to expand apprenticeship opportunities and secure commitments for job placements and continuing education scholarships.

LOW PRIORITY

MODERATE PRIORITY SF-BCTC

LOW PRIORITY Public Works

Assess program success with post-program retention wage analysis.

MODERATE PRIORITY SF-BCTC

HIGH PRIORITY - Growth Sector

Provide multilingual support and paid opportunities to make apprenticeship programs accessible.

MODERATE PRIORITY SF-BCTC

Equip participants with necessary technology and equipment to be successful in apprenticeship programs.

HIGH PRIORITY Public Works

HIGH PRIORITY SFPUC

HIGH PRIORITY OEWD

Comment/?

Comment/? The first three actions are inter-connected, and can be combined. Eg. we need to identify high need industries (#2), while working closely with employers (#3)

HIGH PRIORITY

MODERATE PRIORITY Public Works

HIGH PRIORITY DPH

MODERATE PRIORITY - SFMTA

MODERATE PRIORITY Public Works

MODERATE PRIORITY

Comment/? #2 & #3 go hand in hand and I would rate both as high priority. DHR agrees with this comment!

SFMTA - include this reporting w/ external stakeholders that support these programs such as City College of SF and JVS, etc.

Comment/? NECESSARY, plus post program placement support and re-placement support SFPUC

MODERATE PRIORITY Public Works

Comment/? BOTH ARE NECESSARY TO ACHIEVE ANY OF THE PRECEDING EFFORTS SFPUC

MODERATE PRIORITY

Comment/? I see #4, #5, #6 as necessary to support any of the first 3 but in support of those overarching goals

LOW PRIORITY Public Works

Outcome 4.2: Enhance existing City apprenticeship opportunities



Comment/?: Both City and private sector apprenticeships should prioritize this population

OEWD: Collaboration of SFUSD/CCSF to create pathway to apprenticeship

Comment/?: This is the groundwork that would feed into 2-3-4, it is a progression.

Comment/?:
Comment/?:

HIGH PRIORITY Public Works **MODERATE PRIORITY OEWD**

Prioritize City-funded apprenticeships for economically vulnerable populations.

HIGH PRIORITY SFPUC

HIGH PRIORITY-DHR **HIGH PRIORITY DPH**

Comment/?: HIGH PRIORITY-DHR; but I think this action should be expanded to include private sector apprenticeships too

MODERATE PRIORITY **HIGH PRIORITY OEWD** **MODERATE PRIORITY SF-BCTC**

Conduct fund development analysis of existing and future Federal and State resources for apprenticeship expansion and enhancement.

MODERATE PRIORITY Public Works **HIGH PRIORITY Growth Sector**

HIGH PRIORITY **MODERATE PRIORITY-DHR**

MODERATE PRIORITY **HIGH PRIORITY SF-BCTC**

Establish centralized coordination for apprenticeship programs to streamline collaboration efforts.

MODERATE PRIORITY Public Works **MODERATE PRIORITY DPH**

Comment/?: Re-state: Promote Apprenticeship SF to create awareness

HIGH PRIORITY - SFMTA

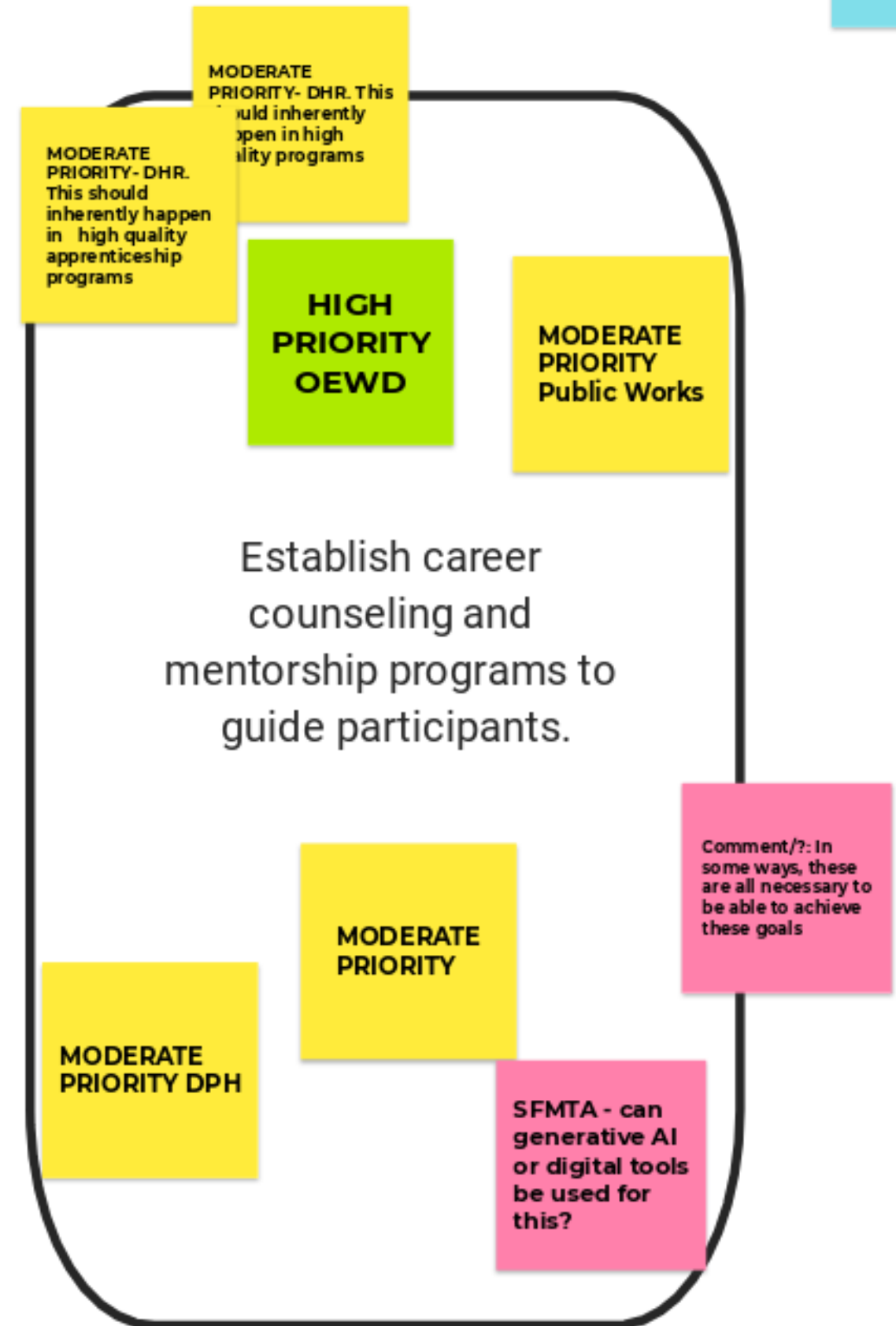
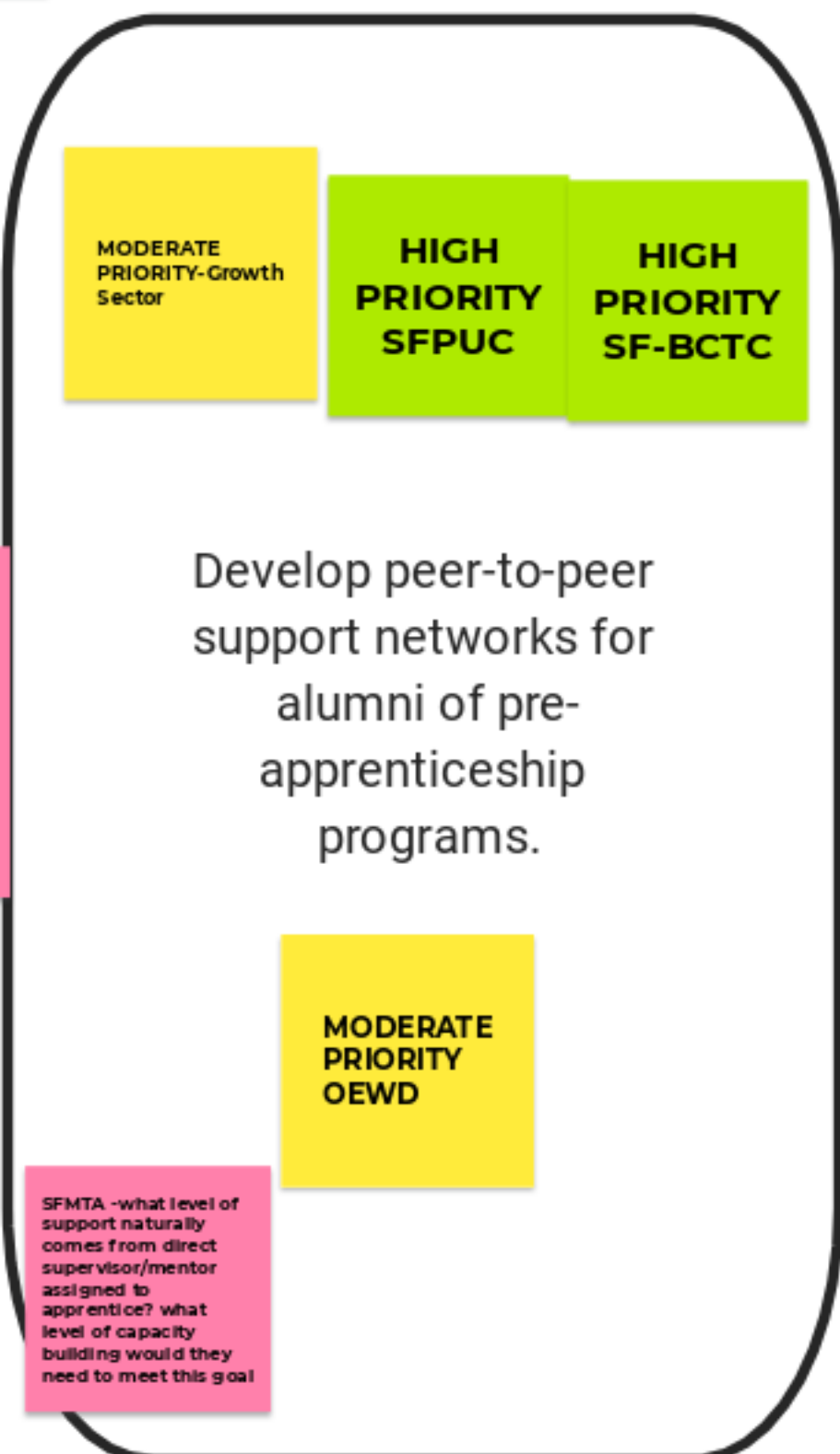
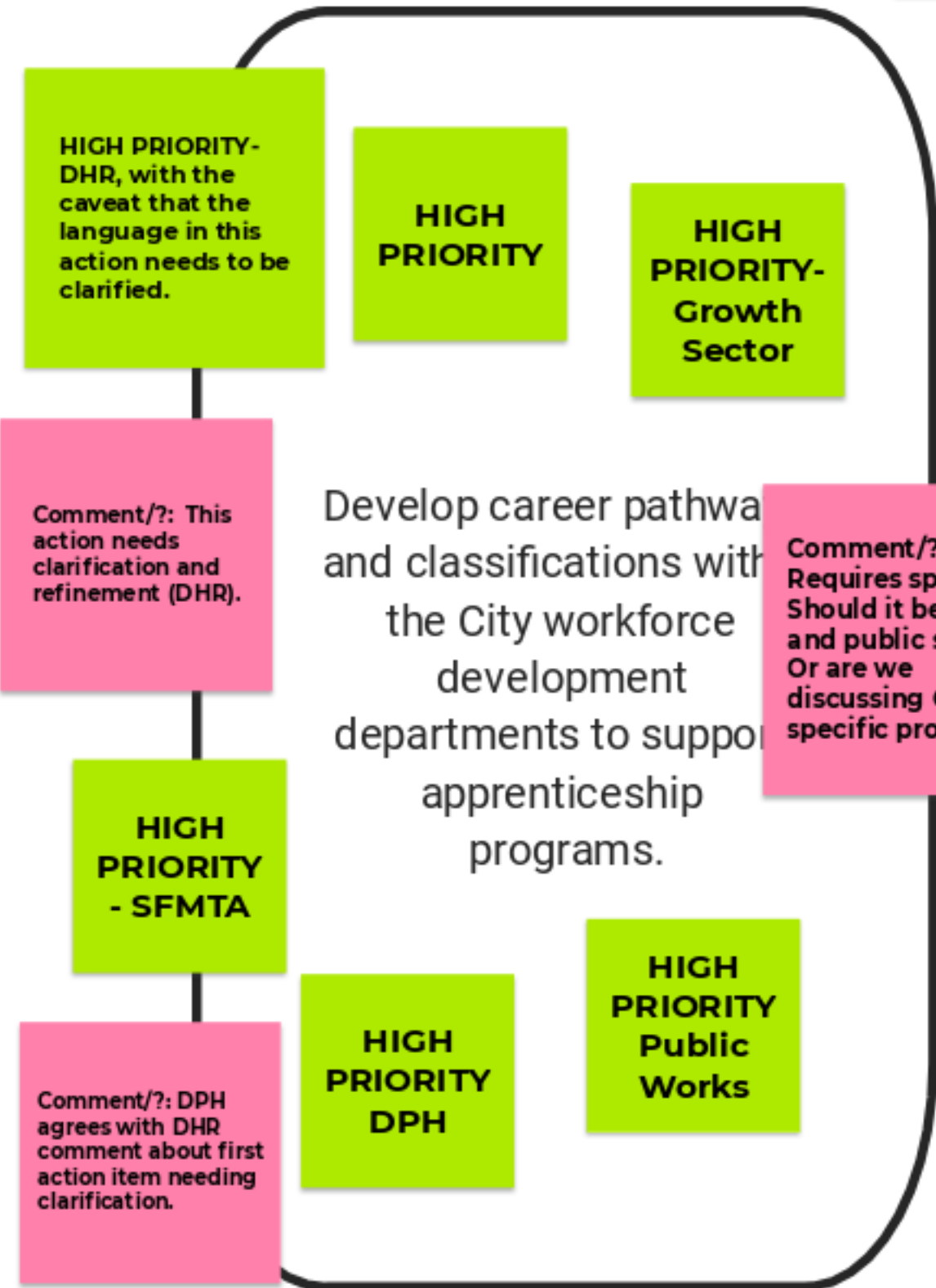
SFMTA - If there is centralized coordination for apprenticeship programs to aid in streamlining collaboration efforts, this can also increase awareness of #4 box

MODERATE PRIORITY OEWD **MODERATE PRIORITY SF-BCTC**

Increase awareness of civil service job opportunities through targeted outreach and recruitment efforts.

MODERATE PRIORITY - Growth Sector **MODERATE PRIORITY Public Works**

Outcome 4.3: Clear career pathways, starting with traineeships and fellows



Outcome 4.4: Increased employee engagement in apprenticeship

Comment/? There are a lot of program specific action steps under this outcome. I think we need a group discussion to modify these into more overarching action statements. (DHR)

Comment/?

Comment/?

HIGH PRIORITY

LOW PRIORITY

HIGH PRIORITY-DHR

MODERATE PRIORITY OEWD

MODERATE PRIORITY - SFMTA

Comment/? Perhaps #2 and #3 can be combined (DHR)

MODERATE PRIORITY OEWD

HIGH PRIORITY OEWD

MODERATE PRIORITY OEWD

MODERATE PRIORITY-DHR

MODERATE PRIORITY OEWD

MODERATE PRIORITY OEWD

HIGH PRIORITY

MODERATE PRIORITY-DHR

MODERATE PRIORITY Public Works

Dedicate staff roles to collaborate with employers, market apprenticeship programs, and assist with program administration.

Develop examples of cost-saving budgets to encourage businesses to accept apprentices.

Introduce tax savings (tax breaks) for businesses offering apprenticeship opportunities.

Offer financial rewards for successful apprentice placements and recognition for businesses offering career-building apprenticeships.

Establish pre-apprenticeship training programs tailored to the needs of small business owners.

Create specialized training programs and on-call staffing pools for small business owners.

Create pipelines and industry standards for community ambassador programs.

Develop industry standards and provide resources for community-based organizations to offer apprenticeship programs.

HIGH PRIORITY Public Works

MODERATE PRIORITY-Growth Sector

LOW PRIORITY-Growth Sector

MODERATE PRIORITY Public Works

HIGH PRIORITY SFPUC

HIGH PRIORITY

HIGH PRIORITY SF-BCTC

HIGH PRIORITY-Growth Sector

MODERATE PRIORITY

Comment/? Utilizing registered apprentice already brings tax savings.

LOW PRIORITY SF-BCTC

MODERATE PRIORITY Public Works

MODERATE PRIORITY Public Works

HIGH PRIORITY

HIGH PRIORITY - SFMTA

MODERATE PRIORITY - SFMTA

HIGH PRIORITY DPH

Comment/? DHR. I think this should also include pre-apprenticeships

LOW PRIORITY SF-BCTC

MODERATE PRIORITY Public Works

MODERATE PRIORITY Public Works

HIGH PRIORITY

HIGH PRIORITY - SFMTA

MODERATE PRIORITY - SFMTA

PART 2

INSTRUCTIONS:

Please use yellow sticky notes to provide feedback on the following aspects of the listed ACTION:

- Allocated Resources
- Partners & Stakeholders
- Cost
- Deadline

Outcome 4.1: Long-term jobs, skill development, and livable wages for apprentices

ACTION:

Identify in-demand industries and develop apprenticeship opportunities to address workforce shortages.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 4.1: Long-term jobs, skill development, and livable wages for apprentices

ACTION:

Prioritize apprenticeship programs based on labor market trends and industry demands.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 4.2: Enhance existing City apprenticeship opportunities

ACTION:

Prioritize City-funded apprenticeships for economically vulnerable populations.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 4.2: Enhance existing City apprenticeship opportunities

ACTION:

Conduct fund development analysis of existing and future Federal and State resources for apprenticeship expansion and enhancement.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 4.3: Clear career pathways, starting with traineeships and fellowships

ACTION:

Develop career pathways and classifications within the City workforce development departments to support apprenticeship programs.

ALLOCATED RESOURCES:

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PARTNERS & STAKEHOLDERS:

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COST (\$/\$\$/\$\$\$):

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DEADLINE:

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Outcome 4.4: Increased employer engagement in apprenticeship

ACTION:

ALLOCATED
RESOURCES:

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PARTNERS &
STAKEHOLDERS:

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COST
(\$/\$\$/\$\$\$):

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DEADLINE:

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