

**Citywide Workforce Development Plan  
FY 2024-2029**

## GOAL 4: Enhance Apprenticeship & Pre-Apprenticeship Programs that Lead to Careers

### Committee & Community Priorities

*Quality over Quantity, Employer Engagement, Civil Service & Government Employment, Nonprofit & Community Capacity Building, Language Access, Enhancing Partnerships and Collaboration, Career Services, Skill Building, Employer Incentives, Small Business & Entrepreneurship Pathways*

### What does success look like?

- Economically vulnerable populations access City-funded apprenticeships.
- Pre-apprentices and apprentices achieve wage progression and measurable skills gains.
- Pre-apprentices and apprentices are prepared for journey-level work and eligible to be dispatched at the prevailing rate of pay.
- City apprenticeships incorporate wage progression.
- More employers enter the City-funded ecosystem for apprenticeship.

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

- Prioritize apprenticeship programs based on labor market trends and industry demands.
- Identify in-demand industries and develop apprenticeship opportunities to address workforce shortages.
- Encourage employers to expand apprenticeship opportunities and secure commitments for job placements and continuing education scholarships.
- Assess program success with post-program retention wage analysis.
- Provide multilingual support and paid opportunities to make apprenticeship programs accessible.
- Equip participants with necessary technology and equipment to be successful in apprenticeship programs.

### Outcome 4.2: Enhance existing City apprenticeship opportunities.

- Prioritize City-funded apprenticeships for economically vulnerable populations.
- Conduct fund development analysis of existing and future Federal and State resources for apprenticeship expansion and enhancement.
- Establish centralized coordination for apprenticeship programs to streamline collaboration efforts.
- Increase awareness of civil service job opportunities through targeted outreach and recruitment efforts.

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

- Develop career pathways and classifications within the City workforce development departments to support apprenticeship programs.
- Develop peer-to-peer support networks for alumni of pre-apprenticeship programs.
- Establish career counseling and mentorship programs to guide participants.

#### Outcome 4.4: Increased employer engagement in apprenticeship.

- 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.

#### Who will lead this work?

SFBCTC, NCBLIC, OEWD, DHR, PUC, DPW, DPH

#### When will CCWA complete this goal?

July 2025

DRAFT