

COMMITTEE ON CITY WORKFORCE ALIGNMENT:

ENHANCE APPRENTICESHIP & PRE-APPRENTICESHIP PROGRAMS THAT LEAD TO CAREERS WORKING GROUP

Draft Minutes of The

August 19, 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
Chris Reyes, DHR
Ben Poole, PUC
Richa Dhanju, DPH
Bart Pantoja, San Francisco Building and
Construction Trades Council
Warren Hill, Public Works (remote)

**CCWA
Additional
Members
Present**

**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, time was allocated to reassess the meeting cadence, considering the multiple commitments of members and the efforts of the supporting staff.

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.

Approval of Minutes from July 1, 2024
(Action Item)

Chair Houston solicited comments on the minutes from July 1, 2024. Seeing none, Chair Houston requested a motion to approve the minutes. Member Nim made the motion which was seconded by Member Pantoja. The motion 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 provided a recap of the previous meeting, highlighting the group's progress in identifying high-priority actions related to apprenticeship and pre-apprenticeship programs. While much of Part 1 of the activity was completed during the July 1st meeting, she explained that today's session would focus on finalizing Part 1 discussions and completing Part 2, which involves identifying specific projects and resource requirements tied to the prioritized actions.

Ms. Hand outlined the importance of aligning the group's work with the broader goals of the Workforce Development Plan and emphasized that today's activity would also serve as an opportunity for newer members, including Member Reyes, to familiarize themselves with the group's objectives and the Jamboard tool used for collaborative planning.

In response to a request from Member Reyes, Ms. Hand facilitated a brief round of introductions. Members shared their roles and connections to apprenticeship and pre-apprenticeship programs.

Ms. Hand provided the background of the working group's role as one of five aligned with the FY 2024-2029 Citywide Workforce Development Plan. She noted that while the group has a tentative timeline to conclude its work by July 2025, its outcomes are designed to have lasting effects, and the group's work could evolve to adapt to changing needs. She emphasized that

the Committee's legislation does not have a sunset date, ensuring the continuity of its efforts beyond the current Five-Year-Plan.

Ms. Hand outlined the group's vision of success, which centers on expanding access to city-funded apprenticeships for economically vulnerable populations, supporting measurable wage progression and skill development, and ensuring participants are prepared for journey-level work with competitive pay. The group also seeks to increase employer participation in City-funded apprenticeship programs and prioritize public and private sector opportunities for underserved populations.

She reminded members that the focus is not on revising the high-level outcomes of the Plan, as these were shaped through extensive stakeholder engagement, but rather on refining and prioritizing the actions to ensure they are actionable and impactful.

Ms. Hand reviewed the high-priority actions identified during the previous meeting:

Outcome 4.1:

- Align apprenticeship and pre-apprenticeship programs with labor market trends and industry demands, particularly in addressing workforce shortages and uplifting non-traditional apprenticeship sectors.
- Develop relevant apprenticeship and vocational opportunities by working closely with unions, public and private school systems, and employers to secure commitments for job placements and continuing education opportunities.

Outcome 4.2:

- Prioritize City-funded and private sector apprenticeships for economically vulnerable populations, ensuring broad support across sectors.
- Promote Apprenticeship SF as the centralized hub for coordinating apprenticeship programs, with a specific focus on enhancing awareness of civil service apprenticeship opportunities and building program capacity.

Outcome 4.3:

- Clarify and refine job classifications within City workforce development departments to support both public and private sector apprenticeship programs.
- Develop and implement a comprehensive communications plan to raise awareness and support for apprenticeship opportunities across both the private and public sectors.

Ms. Hand transitioned the group into the activity segment of the meeting, emphasizing the need to build on previous discussions by refining priorities within Outcome 4.4, consolidating overlapping actions, and identifying the next steps to advance the group's objectives.

Jamboard Activity Part 1 (Prioritization of Actions):

Ms. Jen Hand facilitated the discussion, beginning with Outcome 4.1, which emphasizes aligning apprenticeship programs with labor market trends and industry demands. She reiterated prior discussions on defining apprenticeship standards for the City, aligning with Federal and State definitions, and providing capacity-building support for potential apprenticeship programs. Members agreed on the importance of clear communication and resources for program registration and capacity-building.

Moving to Outcome 4.2, Ms. Hand highlighted the group's focus on prioritizing city-funded apprenticeships for economically vulnerable populations. Member Reyes requested clarification, which led to a discussion framing this priority as a pathway to career opportunities for underserved groups. The group also explored expanding the action to include private-sector apprenticeships and utilizing ApprenticeshipSF as a centralized hub for program coordination. Discussions included conducting a fund development analysis to identify existing

and future Federal and State resources to support program expansion.

For Outcome 4.3, the group addressed the need to develop career pathways and refine job classifications to support apprenticeship initiatives. The Department of Human Resources (DHR) noted the need to clarify language in this action for effective implementation. Members emphasized the importance of building on ApprenticeshipSF's existing work while ensuring alignment with broader City workforce development goals.

The conversation then turned to the challenge of under-resourced apprenticeship programs, within Outcome 4.2. Members discussed interdepartmental collaboration to address resource gaps, with particular emphasis on leveraging grant-writing capabilities across departments such as DPH and PUC. Member Reyes and others proposed creative strategies, including partnerships with pre-apprenticeship programs at local schools and colleges, to address budget constraints and ensure program sustainability.

Members also explored opportunities to connect with Federal resources and apprenticeship programs, including those under the Department of Labor, NASA, and the Department of the Interior. These programs were recognized as valuable models to inform local efforts and expand partnerships.

Ms. Hand acknowledged the arrival of Member Hill and transitioned the group to the remaining items on the agenda.

Outcome 4.4, members expressed consensus regarding the prioritization of:

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

Ms. Hand introduced the discussion on Outcome 4.4, inviting members to revisit their comments and refine their input. She stressed the importance of focusing on one high-priority action per department while categorizing other important areas as moderate priorities.

The discussion began with Member Pantoja highlighting the financial advantages of apprenticeship programs, such as tax savings associated with union apprenticeships, where pension and healthcare contributions are non-taxable for employers and employees. Member Nim emphasized the need for better communication strategies to engage both public and private sectors, pointing out how various industries, such as early childhood education and culinary sectors, could benefit from targeted apprenticeship programs.

Member Pantoja also raised the financial efficiency of in-house apprenticeship programs for municipalities, contrasting them with the higher costs of contracting services. Member Nim further emphasized that educating employers about the benefits of apprenticeships, particularly skills development and cost-effectiveness, could address resistance from private employers and enhance engagement.

Ms. Hand underlined the role of educating broader awareness of apprenticeship benefits, not just for employers but also for job seekers.

Member Poole highlighted the importance of developing pre-apprenticeship programs tailored to the needs of small business owners, particularly in construction and related trades. The discussion focused on the synergies between existing apprenticeship programs and the needs of smaller contractors, which often lack sufficient resources to fully participate in apprenticeship pipelines. Member Poole emphasized that targeted support for small businesses, especially micro-sized ones, could help them grow and offer more opportunities for apprentices.

When asked about research on apprenticeable occupations in small businesses, Member Poole stated that no such research had been conducted. Ms. Hand connected this gap to Outcome 4.1, suggesting that labor market analysis could help identify needs and opportunities for small business-focused apprenticeships. This analysis could inform strategies to treat small businesses as a customer base for apprenticeship programs.

Member Pantoja emphasized the high demand for construction management roles and the lack of a structured apprenticeship model for these positions. He noted that construction management often relies on experience rather than formal education and proposed that industry-specific training, particularly in construction software and tools, could create alternative pathways to these roles without requiring a college degree.

Member Poole shared previous efforts by the PUC to develop a construction management apprenticeship program, which faced challenges. He agreed that the experience-driven nature of construction management made it an ideal candidate for an apprenticeship model, provided it could be tailored to specific trade requirements.

The group discussed the broader implications of tailoring apprenticeship programs to specific industries. Member Pantoja stressed that trade-specific pathways could address the diverse needs of businesses and workers, particularly for smaller companies seeking to modernize and expand. This focus on industry alignment and targeted support could help bridge gaps in capacity and facilitate workforce development.

Ms. Hand then led the discussion about the high-priority action of dedicating staff roles to collaborate with employers, which had unanimous support from members, including representatives from the Department of Public Health (DPH), Public Works, and the Department of Human Resources (DHR).

Member Reyes discussed the City's challenge in connecting public service trainees from the 9916 programs, which supports up to 300 individuals, with private-sector employment opportunities after their tenure ends. Member Reyes emphasized the importance of collaboration with programs like CityBuild and Mission Hiring Hall to create a seamless pathway for transitioning trainees into private-sector roles. He highlighted the lack of a formal private-sector engagement strategy and stressed its critical importance for a structured approach to private-sector engagement.

Member Nim suggested that the city could enhance partnerships with private employers by organizing job fairs and workshops. These events would inform employers about apprenticeship programs and the benefits of participation, thereby facilitating smoother transitions for trainees into private-sector employment.

Member Dhanju brought a different perspective, explaining that their focus has been on internal career advancement for DPH employees through partnerships with SEIU Local 1021 and City College. She acknowledged DPH's limited experience with apprenticeship programs and underscored the need for dedicated staff to coordinate and develop these initiatives internally within DPH and in collaboration with DHR.

Ms. Hand acknowledged the strong consensus around this action and posed questions to the group about the structure and resourcing of these dedicated roles. She encouraged members to consider whether the roles should be housed within ApprenticeshipSF, individual departments, or other entities.

Jamboard Activity Part 2 (Implementation Plans):

Outcome 4.1: Align apprenticeship and pre-apprenticeship programs with labor market trends and industry demands, particularly in addressing workforce shortages and uplifting non-traditional apprenticeship sectors.

Ms. Hand initiated a discussion on aligning apprenticeship programs with labor market trends and industry demands, particularly to address workforce shortages and promote non-traditional apprenticeship sectors. Members emphasized the need for comprehensive labor market analysis and workforce mapping, acknowledging that such efforts require significant time and resources. Ms. Hand offered the group's access to Lightcast, an economic modeling tool available through the Office of Economic and Workforce Development, to assist in this analysis.

Member Reyes raised a concern about the specificity of the term "apprenticeship programs," suggesting that it might exclude valuable pre-apprenticeship and other training programs. He noted that many existing programs are not classified as apprenticeships but still play a crucial role in workforce development. Director Houston responded by clarifying that while the working group focuses on apprenticeships, including pre-apprenticeships is appropriate. However, areas outside this scope are addressed by other working groups.

Ms. Hand highlighted the importance of elevating non-traditional apprenticeships, such as those at universities, where internships could transition into formal apprenticeship models. She invited members to suggest additional resources for labor market mapping.

Member Poole mentioned reports from the Mayor's Office and insights from city economists who utilize the REMI (Regional Economic Models, Inc.) model for workforce projections. He noted that while the REMI model provides general data on job creation by industry investment, it may lack the nuanced information found in specific reports. Therefore, combining these resources could offer a more comprehensive understanding of industry opportunities.

Member Pantoja pointed to the Department of Industrial Relations (DIR) website as a valuable resource, noting that it encompasses a wide range of apprenticeship programs beyond construction. He acknowledged that while the website contains extensive information, it may not be user-friendly, requiring thorough navigation to access relevant data.

Member Nim discussed the potential for collaboration between public and private sectors, citing examples of private companies with internal apprenticeship models. He emphasized the need to bridge the gap between public and private apprenticeship efforts, suggesting engagement with trade associations and large employers to align workforce development initiatives. Ms. Hand also mentioned the importance of succession planning within City departments, proposing that sharing such data could inform targeted training programs.

Member Pantoja raised the topic of supporting roles in industries like tech and life sciences that do not necessarily require a four-year college degree. He questioned whether vocational training could prepare individuals for these positions and suggested that apprenticeship models could provide pathways for high school graduates to enter these fields, thereby creating a robust talent pipeline.

The conversation also touched on the role of trade associations and management associations in workforce development. Member Pantoja noted that while some associations are proactive, others rely on unions for forward-thinking initiatives. He emphasized the need for better connections between employers and educational institutions to develop pipelines for roles such as project managers.

Member Nim highlighted the Bay Area's economic growth driven by universities and the talent they attract. Member Nim stressed the importance of leveraging this model to continue attracting and retaining talent in the region.

Ms. Hand asked Member Poole to assess the costs associated with aligning apprenticeship programs with labor market trends. Member Poole indicated that while the financial cost of initial research might be low, the time investment required from group members is significant, which translates to a higher overall cost. He suggested that this research should occur concurrently with other initiatives to avoid missing opportunities.

Member Nim introduced the idea of policy development to support apprenticeship programs, such as offering tax incentives for first-time homebuyers participating in apprenticeship programs. He linked housing to the broader issue of workforce development, noting that providing pathways to careers and homeownership could offer hope and stability to individuals.

Member Dhanju supported this perspective, highlighting challenges in hiring health workers and behavioral health clinicians due to the high cost of living in the Bay Area. She emphasized the need for sustainable workforce solutions that consider livable wages and affordable housing.

Member Nim discussed the role of community colleges in providing career technical education and certificates that align with industry needs. He suggested that accelerated certificate programs could prepare individuals for trades and non-traditional apprenticeship sectors, offering an alternative to traditional two-year degrees. He also proposed that these certificates could contribute toward four-year degrees, providing a clear educational pathway.

Member Pantoja inquired about the feasibility of implementing apprenticeship models in social work. Member Dhanju explained that current pathways include internships and a newly established traineeship program utilizing the 9910 classifications. She noted that internships require enrollment in a master's program, while the traineeship necessitates completion of a master's degree.

Ms. Hand acknowledging the various costs associated with aligning apprenticeship programs with labor market trends, including research and time investments.

Member Hill emphasized that the Department of Public Works benefits from established partnerships and a dedicated workforce development team, resulting in low to medium costs and moderate time investments for apprenticeship initiatives.

Member Pantoja pointed out that many stakeholders are already engaged in apprenticeship activities, suggesting that the primary need is to enhance networking and coordination among these entities. He also raised concerns about the challenges faced by social work interns, particularly regarding unpaid internships and the demanding balance between full-time studies and practical experience. Member Dhanju confirmed that internships are currently unpaid, as they count toward coursework, and agreed to provide more specifics from Behavioral Health Services.

Member Nim discussed the necessity of identifying entry-level positions that do not require advanced degrees, such as lab technicians or roles within nonprofit organizations. He emphasized the potential for these positions to serve as pathways into non-traditional apprenticeships, allowing individuals to earn college credits and progress toward necessary licenses.

The conversation also touched upon the concept of workforce housing as a support mechanism for interns, especially those in unpaid positions. Providing subsidized housing could make internships in cities like San Francisco more accessible and appealing.

Outcome 4.2: Promote Apprenticeship SF as the centralized hub for coordinating apprenticeship programs, with a specific focus on enhancing awareness of civil service apprenticeship opportunities and building program capacity.

Member Reyes provided context on the Department of Human Resources' (DHR) role in managing apprenticeship programs, highlighting the compliance responsibilities and the need for adequate staffing to oversee these initiatives. He emphasized the importance of balancing program development with strict adherence to compliance standards to avoid potential financial repercussions.

Ms. Hand summarized the discussion, identifying key resources necessary for promoting ApprenticeshipSF as a centralized hub. These include dedicated staff, legal compliance expertise, strong relationships with unions, effective screening and assessment processes aligned with equity goals, well-designed curricula, and a focus on addressing public service needs.

Member Nim suggested exploring public-private partnerships to expand apprenticeship opportunities. He proposed positioning the City as a staffing resource for private employers, offering established apprenticeship programs that could meet their entry-level workforce needs, thereby reducing reliance on external staffing agencies.

Ms. Hand inquired about additional partners or stakeholders that could be involved in promoting ApprenticeshipSF. The group also evaluated the costs associated with apprenticeship programs, particularly focusing on staffing and time investments.

Member Reyes highlighted that the Department of Human Resources currently manages ApprenticeshipSF with a small team, including himself and two other colleagues, totaling three staff members. He emphasized that this limited staffing is insufficient for Citywide apprenticeship initiatives, indicating a need for additional resources to effectively support and expand these programs.

Member Dhanju suggested that larger departments, such as Public Health, should appoint dedicated staff to liaise with DHR. This approach would distribute the workload more evenly and prevent the burden from falling solely on DHR, thereby facilitating the expansion and effective management of apprenticeship programs within these departments.

Ms. Hand acknowledged the necessity of building infrastructure and staffing to support ApprenticeshipSF. She noted that while existing staff are engaged in various activities, the current staffing levels are not sustainable for the desired expansion and effectiveness of apprenticeship initiatives.

Member Pantoja recognized that apprenticeship programs often overlap with other departmental activities. He inquired whether other Committee working groups are developing new teams or adding to existing ones to support these initiatives.

Director Houston pointed out that many existing staff are already contributing to apprenticeship-related work. However, he emphasized the importance of assessing whether current staffing levels are adequate to support the connections and collaborations necessary for these programs. This assessment would help determine if scaling up staff is required to

meet the objectives of apprenticeship initiatives.

Member Reyes referenced the Workforce Services Inventory conducted by OEWD, which catalogs existing workforce programs and identifies areas for improvement. He inquired whether the outcomes of the Inventory could inform the work of the current group.

Ms. Hand confirmed that the Inventory provides valuable insights into existing apprenticeship programs and can inform the group's initiatives. She noted that while the Inventory offers a landscape analysis, it may not be industry-specific, indicating a need for more targeted data to support specific apprenticeship initiatives.

In the final minutes of the meeting, Ms. Hand summarized the group's progress, noting the identification of two key projects: supporting apprenticeship programs through labor market information and creating City infrastructure for apprenticeship initiatives. She invited members to prioritize additional projects, such as refining job classifications and developing comprehensive communication plans.

Member Dhanju expressed interest in learning from other City departments and industries to develop traineeships and fellowships for job classifications that do not naturally align with traditional apprenticeship models. She emphasized the importance of sharing best practices and collaborating across departments to create effective pathways for various roles.

Member Nim highlighted the importance of studying available opportunities and engaging partners to improve awareness and participation in apprenticeship programs across both private and public sectors. He suggested that a comprehensive understanding of existing opportunities and partnerships is crucial for enhancing the reach and impact of apprenticeship initiatives.

Ms. Hand acknowledged the group's priorities and indicated that the team would work on making the identified projects more concrete, providing clear parameters to facilitate focused discussions in future meetings.

Member Nim reminded the group that the Office of Economic and Workforce Development is preparing for the next major Request for Proposals (RFP) in the coming year. He emphasized the importance of aligning the group's discussions with OEWD's priorities, particularly concerning resources and training, to ensure that apprenticeship initiatives are effectively integrated into upcoming funding opportunities.

**Review and
Adjustment of
Logistics**
(Discussion Item)

Chair Houston proposed revisiting the working groups meeting frequency, suggesting a shift from monthly to quarterly sessions. This adjustment aims to respect members' time while allowing sufficient intervals for progress on identified projects. The quarterly meetings would focus on continuing ongoing activities and providing updates on the projects discussed.

Member Reyes inquired about the compilation of these efforts in a report for the Board of Supervisors. Chair Houston confirmed that the Workforce Development Plan has been submitted to the Board, and periodic updates will be provided as projects advance. These updates will outline current projects and their statuses, without expectation of project completion at each reporting stage.

Member Nim sought clarification on the protocol for members to meet informally between official sessions to discuss project-related matters. Chair Houston and Ms. Hand affirmed that such meetings are permissible, with the understanding that any notes or outcomes from these discussions would be shared during the subsequent quarterly meeting.

The group reached a consensus to adopt a quarterly meeting schedule, with the flexibility to reassess this frequency as needed. OEWD Staff will coordinate with members to schedule the next meeting, ensuring alignment with everyone's availability.

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

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

(Action Item)

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.

Chair Houston called for a motion to adjourn. Member Pantoja offered a motion to adjourn which was seconded by Member Nim. The vote was unanimous, and the meeting adjourned at 11:05 A.M.

DRAFT