

# League of California Cities Latino Caucus



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LEAGUE OF CALIFORNIA CITIES  
**LATINO**  
CAUCUS

# **Apprenticeships: A Win for Cities, Employees and Educators**

**Randi Kay Stephens  
Institute for Local Government  
League of California Cities  
Annual Conference  
October 2020**



# Promoting Good Government



ILG is the non-profit training and education affiliate of...



**California Special  
Districts Association**  
*Districts Stronger Together*



*...we provide practical and easy-to-use resources so local agencies  
can effectively implement policies on the ground*

# ILG's Programs & Services



*Our mission is to help local government leaders navigate complexity, increase capacity & build trust in their communities*

# Public Agency Workforce Challenges

## The Problem

- California local governments are faced with a myriad of challenges in attracting, retaining and developing the talent needed to serve our diverse communities.
- A general lack of awareness about the role and relevance of local government and the many career opportunities in the sector is creating barriers for local agencies to attract and retain a skilled workforce for the future.

## Our Solution

- ILG's **Workforce & Civics Education** pillar is a catalyst for local government and education partnerships that both inspire and educate youth while also sparking genuine interest in public sector careers and leadership opportunities.



# Current Public Sector Landscape



15% of all jobs in  
California are in  
the Public Sector

1.7 million jobs in  
local government

25% of local  
agency employees  
are 55 or older

# Strategies and Solutions



**Cal-ICMA's Talent Initiative** outlines the following:

Local agencies need talent development strategies for incumbent workers and new employees

For existing employees, strategies include:

- Stay interviews
- Flexible schedules
- Rotational assignments to grow skillsets

For new employees:

- Eliminate minimum qualifications
- Change job announcements and describe the impact of the work
- Change the timing of the recruitment process

# Apprenticeship: Adaptable Strategy



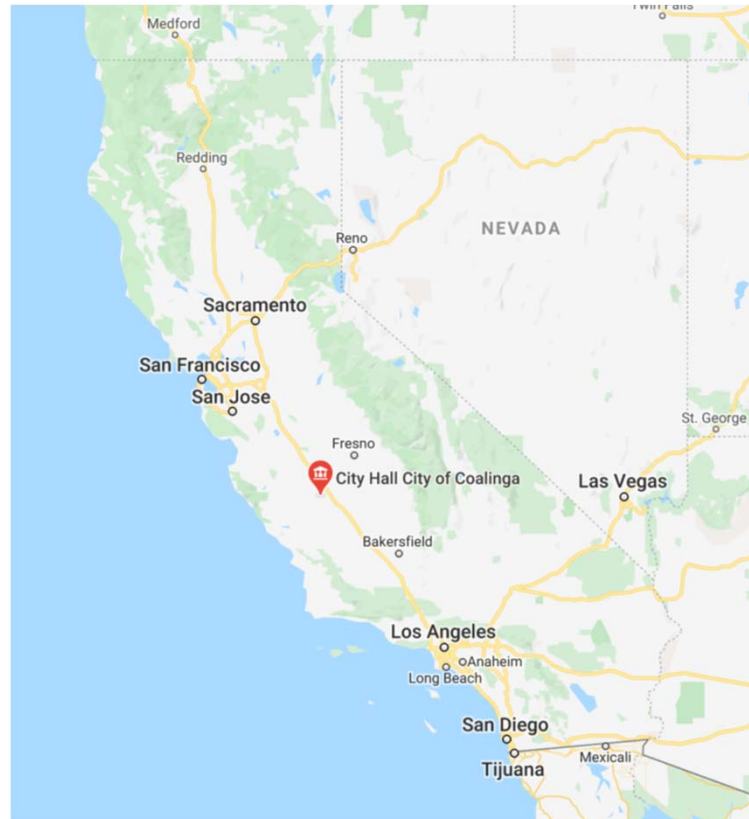
- Apprenticeship is a strategy that benefits the employee, the agency, and the partnership
- Apprenticeship can meet the public sector's diverse needs with tailored approaches







## COALINGA'S SUCCESS WITH APPRENTICESHIP



# About Coalinga

- **Population of over 13,000 residents**
- **Full-service city**
- **Near Interstate 5 in the Central Valley**
- **Community assets include:**
  - West Hills Community College
  - Community hospital
  - Library
  - Municipal airport
  - Parks and Recreation District
  - Two major state facilities (Pleasant Valley State Prison and Coalinga State Hospital)



# Challenges & Barriers



Finding Skilled  
Workforce

Hiring Process

Training for  
Needed Skills

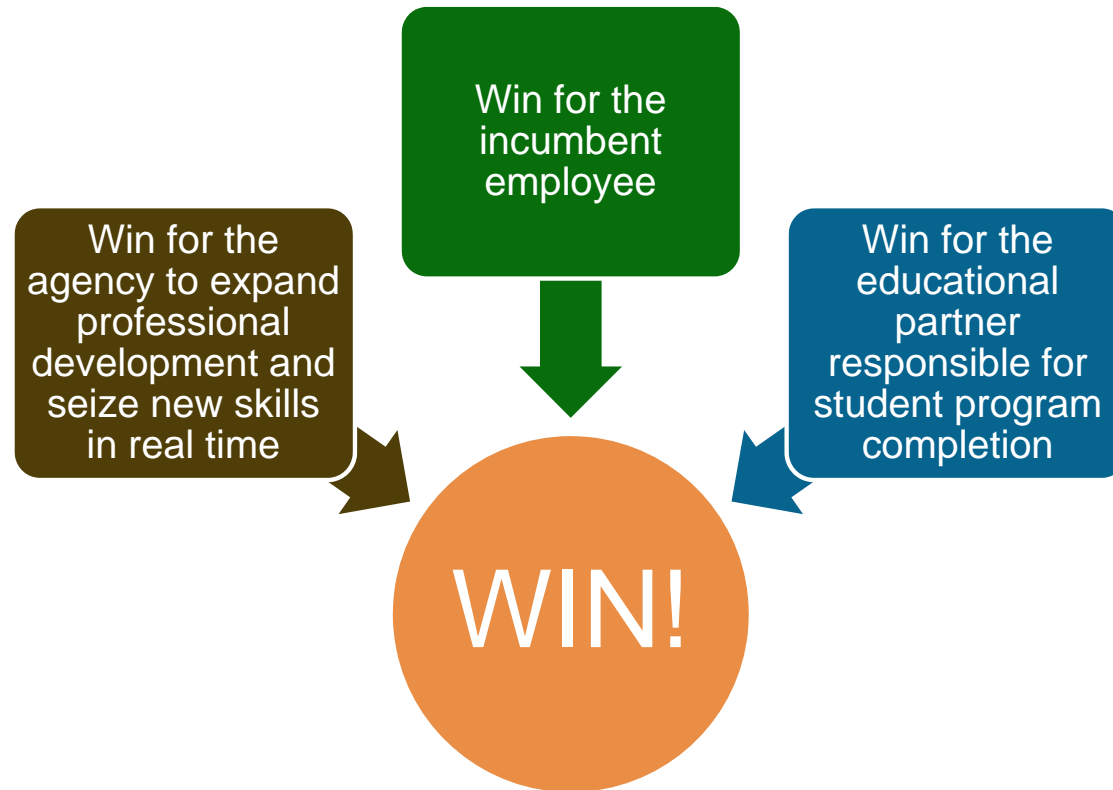
Rural City, Limited  
Staff Capacity

# Human Resources Analyst Apprenticeship



- Partnership with West Hills Community College
- Engaged Employee in Opportunity to Increase Skills and Pay
- Online Curriculum and Training Provided Real-Time Increases in Productivity
- Satisfied Employee and Agency Morale Boost
- Expansion to Additional Positions

# Apprenticeship as a Win-Win-Win Solution





**WEST HILLS**  
COMMUNITY COLLEGE DISTRICT

## GETTING STARTED WITH THE COMMUNITY COLLEGE PARTNER

# 5 Steps To Starting An Apprenticeship

Determine Organizational Needs



Establish Internal Training Committee



Identify Educational Partners

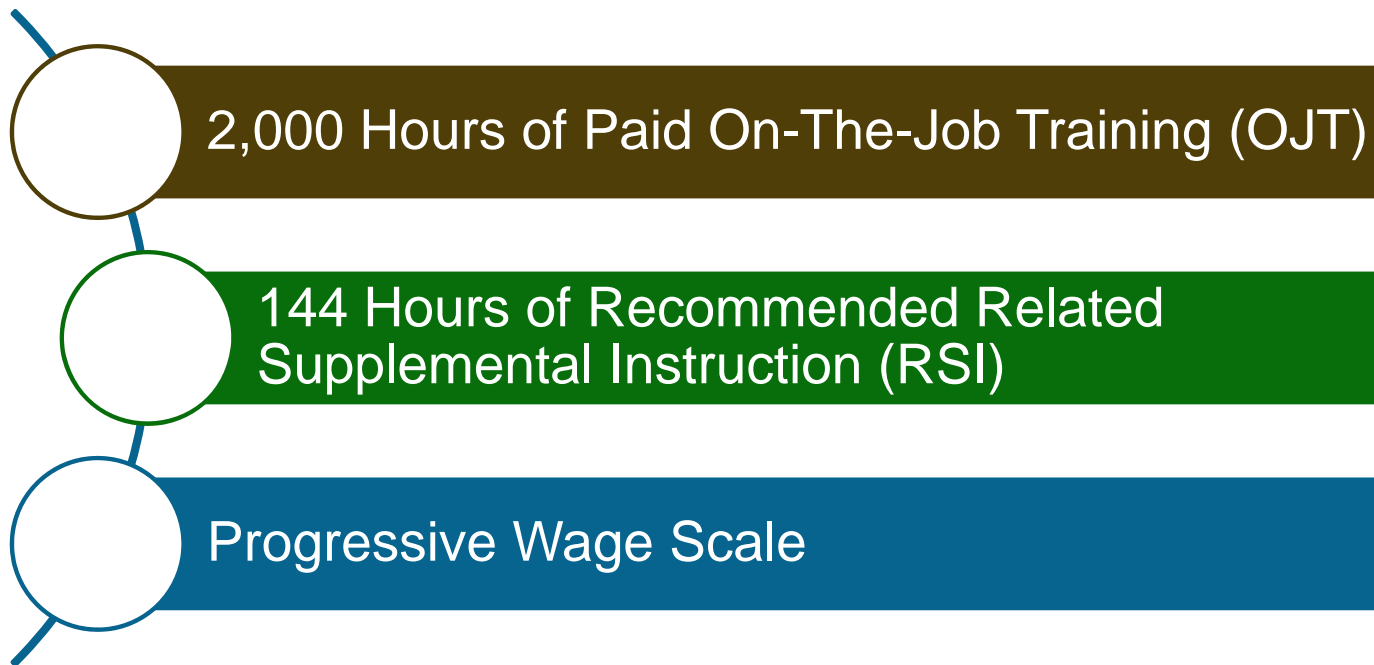


Establish Apprenticeship Standards



Submit for Approval

# Apprenticeship Framework





# Apprenticeship Program Standards

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Articles that Define the Program's Policies

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List of Committee Members

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Wage Progression Scale

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Instruction/Course Outline

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Work Processes Framework

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Employer's Apprentice Selection Procedures

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Local Education Agency Commitment Letter

# Local Education Agency: Critical Partner for Apprenticeship



## College Districts

- West Hills CCD
- San Diego CCD
- Foothill-De Anza CCD

## County Offices of Education

- Butte COE
- San Joaquin COE
- San Luis COE

## Adult Schools

- Ventura Adult
- Palo Alto Adult
- Castro Valley Adult

## Unified School Districts

- Fresno USD
- Pleasanton USD
- Los Angeles USD

## Community Colleges

- Norco College
- Bakersfield College
- American River College

# Types of Instruction

## Modalities

- Online
- Face-to-face
- Laboratory
- Correspondence
- Hybrid Model

## Accreditation

- For Credit
- Noncredit
- Not-for-credit
- A combination
- Prior training credit

# Keys to a Successful Apprenticeship



## A Champion

- Leadership -- within your Agency or Department -- designating internal supervisors and/or managers to initiate apprenticeship program development

## A Training Committee

- Chosen leaders -- acting as program ambassadors -- who originate and oversee apprenticeship program standards
- Assess program outcomes, resolve challenges
- Draft, adopt, and revise program rules and regulations
- Draft, adopt, and submit any changes to courses, training, wages, etc.

## An Administrator

- Monitors program compliance
- Acts as apprentice/committee liaison
- Schedules training committee meetings
- Ensures apprentices are registered with the DAS
- Assists apprentices in enrolling in designated courses
- Tracks apprentice on-the-job training hours (work processes)

# Workforce & Civics Education

## *ILG Resources for Local Government*

### Picture Yourself in Local Government Curriculum

- [www.ca-ilg.org/pylg](http://www.ca-ilg.org/pylg)
  - Content to include in scripts for student tours of local government offices
  - New staff and intern orientation materials that cover local government basics
  - Background material for agency staff to use when serving as a guest speaker in a classroom
  - Handouts to educate boards, commissions and leadership academies about local government structure and functions
  - Easy to understand language tailored for youth and the general public.

### Governments Engaging Youth Toolkit for School-Municipal Partnerships

- [www.ca-ilg.org/geytoolkit](http://www.ca-ilg.org/geytoolkit)
  - How to start/scale an effective outcome-based partnership
  - Models, curriculum, templates to adapt for district use

### Innovative Pathways to Public Service Collaborative

- <http://pathways2publicservice.org/>
  - Information and resources about the six-county area collaborative focused on the public sector workforce

# More Apprenticeship & Talent Development Resources

## Division of Apprenticeship Standards

- <https://www.dir.ca.gov/das/das.html>

## West Hills Community College District

- <https://westhillscollge.com/employers/westside-works/>

## Cal-ICMA's Talent Initiative

- <https://icma.org/cal-icma/talentinitiative>

## Western City Magazine Article

- <https://www.westerncity.com/article/filling-workforce-pipeline-targeted-solutions-address-critical-needs>

# Contact Information

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# Local Government Apprenticeship and Workforce Strategies: A Latino Caucus Perspective



Union Construction Pre-apprenticeship programs: Viable pathways



# NORTHERN CALIFORNIA CARPENTERS REGIONAL COUNCIL

- ▶ 23 Local Unions
  - ▶ 40,000 members
- ▶ 5 apprenticeship schools; Administered by the Carpenters Training Committee for Northern California (CTCNC)
  - ▶ 6,500 apprentices
- ▶ Memorandums of Understanding between CTCNC and 44 pre-apprenticeship programs in Northern California
  - ▶ Serving communities representing diverse populations

# Carpenter


## Called the Master Craft

- Framing Carpenter
- Drywall/ Lather
- Millwright
- Millman
- Pile Driver/ Diver
- Door Installer
- Floor Layer
- Modular Installer

- As a matter of fact, we represent the employees at Factory OS in Vallejo, Ca. currently building modular homes that go together like legos on job sites.



# AUGIE BELTRAN

- ▶ Director of Governmental and Public Affairs
  - ▶ 33 years as a union Carpenter
  - ▶ My father joined the union in 1958
    - ▶ Poor family, came to US after the Mexican Revolution
    - ▶ No education, could not read or write
    - ▶ Being a union carpenter allowed him and other children of poor working depression era families to move into the middle class
- 

# HOW?

# APPRENTICESHIP

Although apprenticeship has existed for centuries, it was when the Carpenters Union became an international union in 1882, that our organization formalized the educational process.

As work on jobsites became more specialized, and new technologies were changing literally from month to month, labor decided to further refine their training programs to address industries need for well rounded crafts people.

Apprenticeship Joint Labor/ Management Trusts were established and schools were built to train to specific sub trades


- ▶ 4 and 5 year programs
- ▶ 1 week of class per quarter
- ▶ Classes plus work hours generate promotions to the next level until the apprentice graduates
- ▶ In California-The actual number of active construction apprentices as of Feb 2020 was **62,000**, of which 58,400 were in joint programs.
- ▶ Carpenters & allied crafts account for **almost 17,000** (29% of the joint apprentices).

\*Note: Apprenticeship is a not part of the union, it is a trust administered by Labor and Management

# TRAINING PARTNERS

## (Memorandums of Understanding)

### Why have Training Partners

1. Create a diverse work-force
  2. Implement effective recruitment strategies
  3. Reach out to underserved communities
  4. Procure and retaining high-quality talent
  5. To contribute to the success of the Carpenters Apprenticeship and workforce.
  6. More competitive and the technical skill-sets needed to meet the demands of the contractor
- 


# OUTREACH

The Union and the Apprenticeship identify and vet potential partners

- Governmental groups
  - Tradeswomen Inc
  - California Prison Industries Authority
  - County office of Education
- Community Based Organization
  - Cypress Mandela, Oakland
  - Job Train, throughout northern California
- Local High Schools
  - Lincoln High School, Stockton
  - Pittsburg High School, Pittsburg



## CHALLENGES

- Substance Abuse
  - Lack of High School Diploma or GED
  - Single parent
  - Ability to travel
    - No vehicle
    - No license
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted upwards from left to right, located in the bottom right corner of the slide.


## CHOOSING OUR PARTNERS

- Be established
- Serve the local community
- 1 of every 4 graduates must be a woman
- Does the partner have the capability of addressing the challenges as posed on the last slide
- Agree to use the Career Connections curriculum

Once the partner is identified, the apprenticeship enters into a Memorandum of Understanding

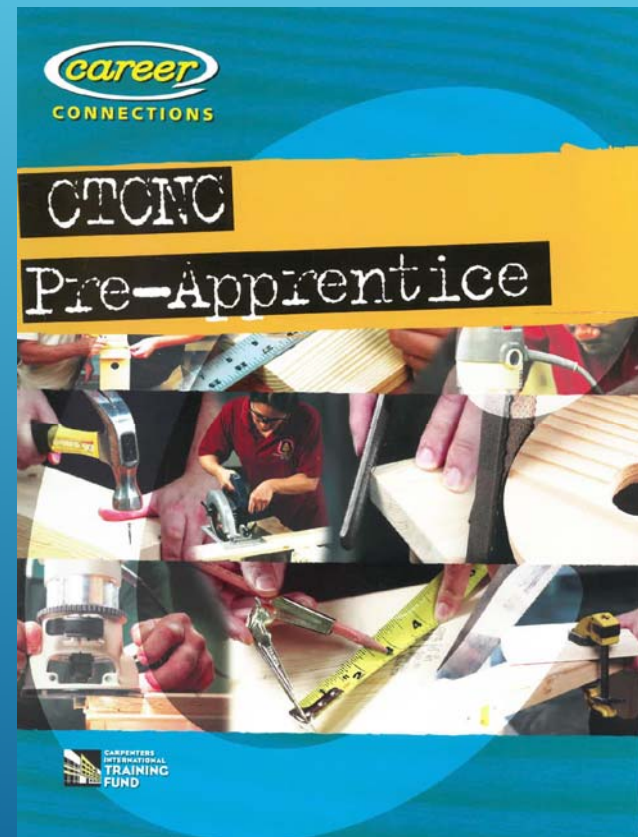


## CAREER CONNECTIONS

- Program materials have been written by UBC carpenters from around North America who have both teaching and field experience.
  - The Career Connections program is designed to help teachers introduce students to a career in carpentry.
  - The program is used across North America to introduce students to the craft and trade of carpentry.
  - Young people gain the knowledge and skills they need to choose a career wisely and prepare for advanced training in a registered apprenticeship program.
- 

## CTCNC Pre-Apprenticeship / CC Build-a-book

- 6-Week Pre-Apprenticeship
  - Build-a-book
    - 4 Career Connections Books
    - 20 Chapters
    - ✓ Integrated throughout
    - ✓ Using with CBO's and CTCNC



## By the numbers

### Career Connections Distribution

One Trade, Many Careers	638
Project Book 1	1089
Project Book 2	796
Project Book 3 - Commercial	302
Project Book 3 - Residential	359
Career Connections Math for the Trades	332
Other Books, DVD's, Exam View, Virtual Shop	493
<b>Total</b>	<b>4009</b>

## How do we support our training partners ?

- California Career Technical Education Model Curriculum Standards
- Sequence of instruction combining digital resources with books
- Material Lists
- CBO instructor shadowing
- Shop Set-up
- Initial implementation of Curriculum
- Tours of CTCNC Training Facilities
- Support Career events and invite to CTCNC sponsored events

California Career Technical Education Model Curriculum Standards

and Constructio

# Women Can Build the South Bay

Carpenters Training Center  
485 Woodview Ave.  
Morgan Hill, CA 95035  
August 10, 2018  
9am to 1pm  
R.S.V.P. (408) 778-1552

Contractors • Lunch is provided • Demonstrations  
Vendors • Participate in Hands on Skills




Carpenters  
Acoustical Installers  
Drywall/Lathers  
Hardwood Floor Layers  
Insulator  
Millmen & Cabinet Maker  
Millwright  
Pile Driver  
Scaffold Erector  
Shinglers  
Modular Installers

Learn how to get started  
Learn what it means to be  
UNION



CTCNC.ORG



# **TRAINING PARTNERS**

## **(Memorandums of Understanding)**

- City Build Academy
- Cypress Mandela Training Center
- Farmersville High School
- JobTrain
- Prison Industry Authority CALPIA
- RichmondBUILD Academy
- YouthBuild San Joaquin
- Greater Valley Conservation Corps (GVCC)
- La Sierra Military Academy
- UBC Affiliated Job Corps
- UBC Sacramento Job Corps
- UBC Treasure Island Job Corps
- Sacramento Regional Conservation Corps (SRCC)

# **TRAINING PARTNERS**

## **(Memorandums of Understanding)**

- Berkeley High School (BUSD)
- Diablo Valley College - DVC
- Life Learning Academy Charter High School San Francisco
- Lincoln High School Design & Engineering Academy
- Oakdale Joint Unified School District Oakdale High School
- Pleasanton Community and Adult Education PUSD
- Tradeswomen Inc
- Fresno Building Trades pre-apprenticeship
- Mission Valley Regional Occupational Program (MVROP)
- Rising Sun Center For Opportunity
- (MDUSD) Concord High School / Mt. Diablo High School
- Trades Introduction Program: San Mateo TIP

## Career Connections Projects



## Mobile Community Outreach / Training Vehicle

- **Workshop**
  - Virtual Welder
  - CC Projects
  - Fall Protection
  - Confined Space Trailer
- **Classroom**
  - First Aid / CPR
  - OSHA
- Welcome / Information Center to showcase CC Curriculum & UBC Crafts
- Trade Show
  - California School Boards Association
  - League of Cities



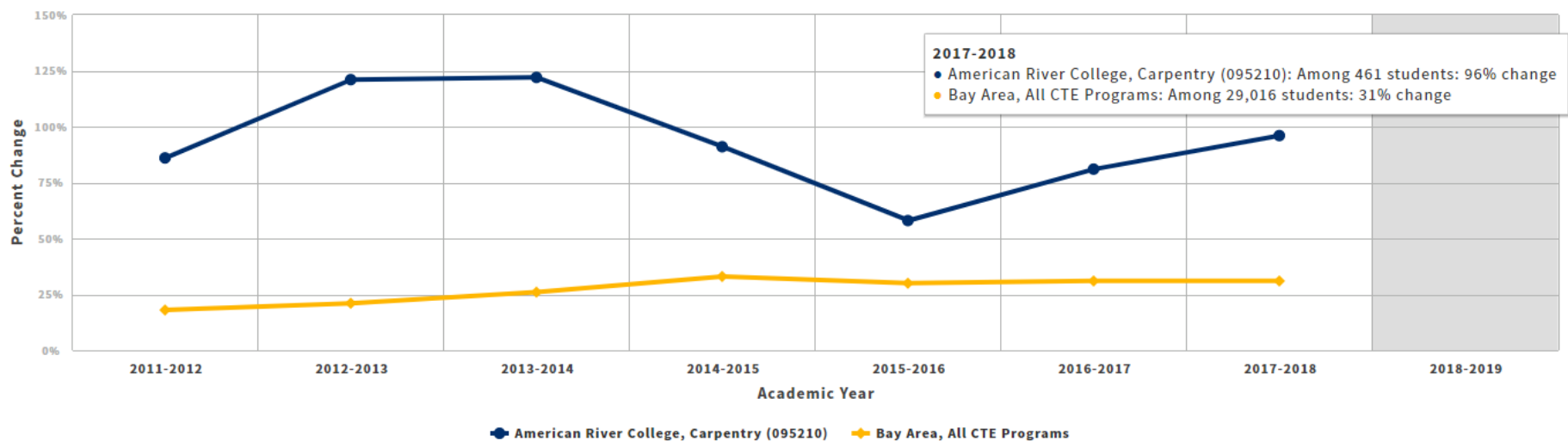


The typical (median) CTCNC apprentice who journeyed-out nearly doubled their earnings between the period before starting the program and the period after exiting (96% increase).

The comparison group (Bay Area community college exiters) saw only a 31% bump in earnings:

### Median Change in Earnings for SWP Exiting Students

Among Strong Workforce Program students who exited and who did not transfer to any postsecondary institution, median change in earnings between the second quarter prior to the beginning of the academic year of entry (for the first time ever as a non-Special Admit or return to any community college after an absence of one or more academic years) and the second quarter after the end of the academic year of exit from the last college attended



Source: Chancellor's Office Management Information System, Employment Development Department Unemployment Insurance Dataset, National Student Clearinghouse, CSU/UC Match

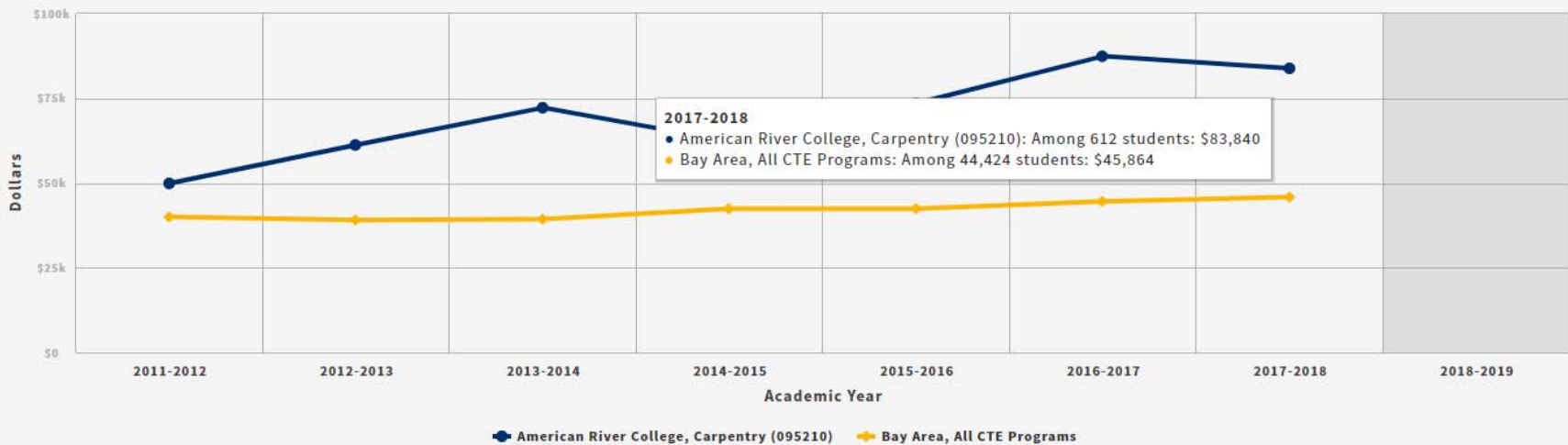
The Chancellor's office of the Community College system- data on "exit" wages/income for Carpentry (& other trades) Apprentices vs people who took other CC courses.

Here are some examples:

- American River College (CTCNC) 2018 Median annual earnings, **overall**: **\$83,840** (Based on 612 apprentices who "exited" the program in the 2017-2018 academic year. Extrapolated from one quarter of earnings in the 4<sup>th</sup> Quarter.)
- American River College (CTCNC) 2018 Median annual earnings following the academic year of exit, Hispanic: \$77,840
  - o The difference between earnings of "whites" and "Hispanics" was only 3%, which is much smaller than the differential in wage earnings we see for Hispanics statewide, across all occupations, controlling for education level (around 20%).
- Statewide 2018 median annual earnings of all "exiting" Bay Area community college Strong Workforce Program students: \$45,864

### Median Annual Earnings for SWP Exiting Students

Among students who exited the community college system and who did not transfer to any postsecondary institution, median earnings following the academic year of exit.



**Source:** Chancellor's Office Management Information System, Employment Development Department Unemployment Insurance Dataset, National Student Clearinghouse, CSU/UC Match

[Technical Definition](#)

# Questions???



Visit us:

[CTCNC.org](http://CTCNC.org)

[NCCRC.org](http://NCCRC.org)

[CARPENTERS.org](http://CARPENTERS.org)

THE APPRENTICESHIP SUPPORT NETWORK

# Local Government Apprenticeship and Workforce Strategies: A Latino Caucus Perspective

Wednesday, October 7th



Supporting the expansion of apprenticeships  
and providing access statewide.

# Foundation for California Community Colleges

- 20 years of service to the California Community Colleges
- **Official foundation** of the California Community Colleges' **Board of Governors** and **Chancellor's Office**
- Mission is to **benefit, support, and enhance** the missions of the California Community College system



# Apprenticeship Support Network

- **Technical Assistance & Evaluation**
- Provides coaching, guidance, tools, and workshops to support **CAI grantees** and the broader **Apprenticeship ecosystem**.
- Supports **101 programs**
- Online community of practice  
**[caihub.foundationccc.org](http://caihub.foundationccc.org)**
- **Working groups, Learning Luncheons, and Learning Labs**
- **Sustainability study, toolkit, and presentations**



# California Apprenticeship Initiative (CAI)

- **New & Innovative** Apprenticeship & Pre-Apprenticeship
- Administered by the **California Community College Chancellor's Office**
- **\$75 million** investment, funding is ongoing
- Expansion of apprenticeship into **non-traditional** sectors & occupations
- Recruiting **underserved / underrepresented** populations



Supporting the expansion of apprenticeships and providing access statewide.

# CAI Grantees

California Apprenticeship Initiative Grantees	2015	2016	2018	2019	Total
Accelerator	2	na	na	na	2
New & Innovative	13	13	19	19	64
Pre-Apprenticeship	8	12	15	0	35
<b>Total</b>	<b>23</b>	<b>25</b>	<b>34</b>	<b>19</b>	<b>101</b>

- New & Innovative & Accelerator Grantees: **New Sectors**
- Pre-Apprenticeship Grantees: **Linked to Registered Apprenticeship Programs**



**5,000+** Served in **Pre-apprenticeship**  
programs

**2,000+** Served in **Apprenticeship**  
programs



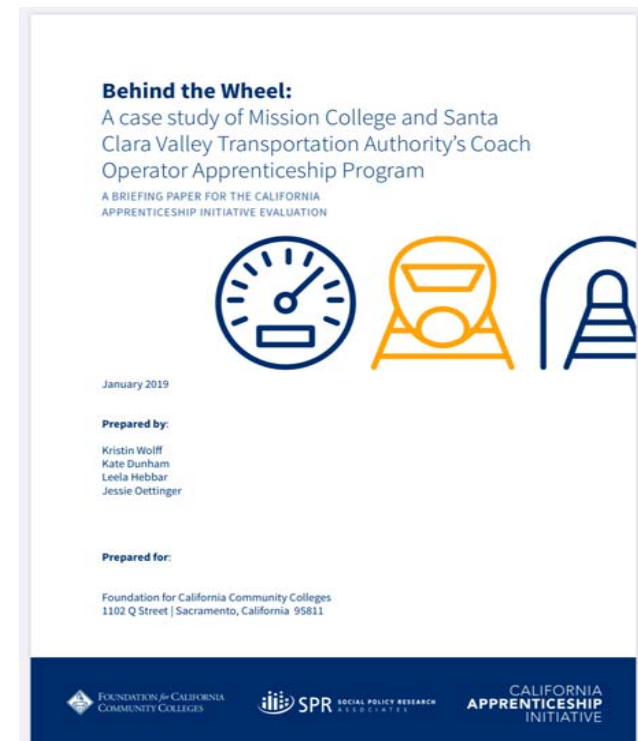
Supporting the expansion of apprenticeships  
and providing access statewide.

# Impact Numbers

- **55 Community Colleges** funded
- Participation by all **7 Guided Pathways Regions** statewide
- **Increasing diversity, equity, and inclusion:**
  - 39% Hispanic
  - 29% White
  - 15% Asian or Pacific Islander
  - 12% Black/ African American
  - 3% Filipino
  - 2% Native American/ Native Alaskan
- **Addressing the gender imbalance** that exists in apprenticeship
  - 32% female vs. 6% female in “traditional” apprenticeships
  - 68% male vs. 94% male in “traditional” apprenticeships

# Research and Evaluation

- Evaluation done by **Social Policy Research**
- Apprenticeship and Pre-apprenticeship Briefs
- **Employer**, apprentice, and practitioner interviews
- **Case studies**



# Case Studies

- The Central Valley Pre-Apprenticeship Training (CVPAT) program
- Care Navigator Apprenticeship program
- Columbia College's Hospitality Management Apprenticeship Program
- Mission College and Santa Clara Valley Transportation Authority's Coach Operator Apprenticeship Program



Supporting the expansion of apprenticeships and providing access statewide.

# Effective Strategies: employer engagement and program design

- **Networking**
  - Hosting employer forums
  - Leverage existing events
- **Listen for demand**
  - Not a good fit for all employers
  - Is there a workforce imperative?
  - Are current training programs sufficient?
- **Knowledgeable staff and leadership**
  - Reputation
  - Deep relationships
- **Labor market intermediaries**
  - Employer relationships
  - Prior experience establishing programs

# Employer Feedback

- **Benefits**
  - Helped **alleviate shortage** of skilled workers
  - Valued the **opportunity to help design programs**
  - **OJT** is complimented by **classroom training**
  - **Lowers cost** of recruitment



# Career Catalyst

- Employer-of-record service, established in 1998
- Reduces burden and risk to employers of providing temporary paid work experience to students and job seekers
- Currently supports community colleges, state agencies, private employers, and intermediaries
- FY2019 impact at a glance...
  - **2,310** employees onboarded
  - **\$5.2M** in wages earned
  - **600+** worksites

# THANK YOU FOR JOINING US

- Please help us continue this discussion on our online Community of Practice HUB.
- Join our network! You will find more information about upcoming ASN events and resources on our website.





# League of California Cities Latino Caucus

## Q & A



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