

File No. 250141

Committee Item No. 3

Board Item No. 22

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee Date February 26, 2025

Board of Supervisors Meeting Date March 4, 2025

#### Cmte Board

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form                            |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter and Grant Agreement             |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Form 126 – Ethics Commission                 |
|                                     |                                     | • BAVC Media                                 |
|                                     |                                     | • Bay Area Council (4)                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

**OTHER** (Use back side if additional space is needed)

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>OEWD Presentation 2/26/2025</u>
<input type="checkbox"/>	<input type="checkbox"/>	_____
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Completed by: Brent Jalipa Date February 20, 2025

Completed by: Brent Jalipa Date February 27, 2025

1 [Accept and Expend Grant - Retroactive - James Irvine Foundation - Northern California  
2 Apprenticeship Network Sustainability Grant - \$675,000]

3 **Resolution retroactively authorizing the Office of Economic and Workforce**  
4 **Development to accept and expend a grant in the amount of \$675,000 from the James**  
5 **Irvine Foundation for the Northern California Apprenticeship Network Sustainability**  
6 **Grant for the grant period of October 11, 2024, through October 11, 2027.**

7  
8 WHEREAS, The Administrative Code requires City departments to obtain Board of  
9 Supervisors' approval to accept or expend any grant funds (Section 10.170 et seq.); and

10 WHEREAS, The James Irvine Foundation released funding for the continued  
11 facilitation of the Northern California Apprentice Network; and

12 WHEREAS, The Office of Economic and Workforce Development proposed  
13 sustainability efforts for regional tech apprenticeship coordination in partnership with the Bay  
14 Area Video Coalition and Bay Area Council; and

15 WHEREAS, The James Irvine Foundation awarded the Office of Economic and  
16 Workforce Development, the Northern California Apprentice Network and apprenticeship  
17 growth in Northern California grant; and

18 WHEREAS, The grant does not require an Annual Salary Ordinance amendment; and

19 WHEREAS, The grant includes a provision that requires the City to indemnify and hold  
20 harmless the James Irvine Foundation for any claims in connection with accepting and  
21 expending the grant funds, which has been approved by the City Risk Manager pursuant to  
22 Administrative Code, Section 1.24; and

23 WHEREAS, The Project budget includes provision of indirect costs in the amount of  
24 \$65,000 calculated at 10 percent of the estimated total direct costs; now, therefore, be it  
25

1           RESOLVED, That the Board of Supervisors hereby approves the inclusion of indirect  
2 costs in the grant budget; and, be it

3           FURTHER RESOLVED, That the Office of Economic and Workforce Development is  
4 responsible for oversight of funding from The James Irvine Foundation; and, be it

5           FURTHER RESOLVED, That the Board of Supervisors hereby authorizes the Office of  
6 Economic and Workforce Development to accept and expend, on behalf of the City and  
7 County of San Francisco, a grant from The James Irvine Foundation, for the Northern  
8 California Apprentice Network and apprenticeship growth in Northern California grant in the  
9 amount of \$675,000; and, be it

10          FURTHER RESOLVED, That the Director of the Office of Economic and Workforce  
11 Development is authorized to enter into the Agreement on behalf of the City.

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Recommended:

\_\_\_\_\_/s/\_\_\_\_\_  
Sarah Dennis-Phillips, Director

Approved:

\_\_\_\_\_/s/\_\_\_\_\_  
Daniel Lurie, Mayor

\_\_\_\_\_/s/\_\_\_\_\_  
Greg Wagner, Controller

**File Number:** 250141  
(Provided by Clerk of Board of Supervisors)

**Grant Resolution Information Form**  
(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: Northern California Apprentice Network Sustainability Grant
2. Department: Office of Economic and Workforce Development
3. Contact Person: Alesandra Lozano Telephone/Email: alesandra.lozano@sfgov.org
4. Grant Approval Status (check one):  

☒ Approved by funding agency
☐ Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$675,000
6. a. Matching Funds Required: N/A  
b. Source(s) of matching funds (if applicable): N/A
7. a. Grant Source Agency: The James Irvine Foundation  
b. Grant Pass-Through Agency (if applicable): N/A
8. Proposed Grant Project Summary: Sustainability of the Northern California Apprentice Network and regional tech apprenticeship coordination and expansion in partnership with the Bay Area Video Coalition and Bay Area Council.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  

Start-Date: 10/11/2024
End-Date: 10/11/2027
10. a. Amount budgeted for contractual services: \$440,000  
b. Will contractual services be put out to bid? No  
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? N/A  
d. Is this likely to be a one-time or ongoing request for contracting out? One-time
11. a. Does the budget include indirect costs?  

☒ Yes
☐ No

b. 1. If yes, how much? \$65,000  
b. 2. How was the amount calculated? 10% of the budget  
c. 1. If no, why are indirect costs not included?  

☐ Not allowed by granting agency
☐ To maximize use of grant funds on direct services

☐ Other (please explain):

c. 2. If no indirect costs are included, what would have been the indirect costs?
12. Any other significant grant requirements or comments: N/A

**\*\*Disability Access Checklist\*\* (Department must forward a copy of all completed Grant Information Forms to the Mayor's Office of Disability)**

13. This Grant is intended for activities at (check all that apply):

- |  |   |   |
|--|---|---|
| <input checked="" type="checkbox"/> Existing Site(s) | <input checked="" type="checkbox"/> Existing Structure(s) | <input checked="" type="checkbox"/> Existing Program(s) or Service(s) |
| <input type="checkbox"/> Rehabilitated Site(s)       | <input type="checkbox"/> Rehabilitated Structure(s)       | <input type="checkbox"/> New Program(s) or Service(s)                 |
| <input type="checkbox"/> New Site(s)                 | <input type="checkbox"/> New Structure(s)                 |   |

14. The Departmental ADA Coordinator or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;
2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;
3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor's Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

Comments:

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Armina Brown  
(Name)

Operations Manager  
(Title)

Date Reviewed: 12/19/2024 | 3:43 PM PST

DocuSigned by:  
Armina Brown  
958708D170304F1...  
(Signature Required)

**Department Head or Designee Approval of Grant Information Form:**

Sarah Dennis Phillips  
(Name)

Executive Director, Office of Economic and Workforce Development  
(Title)

Date Reviewed: 12/19/2024 | 3:24 PM PST

DocuSigned by:  
Sarah Dennis Phillips  
CFD077DCF0E2478...  
(Signature Required)



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# James Irvine Foundation Accept and Expend Presentation

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February 26, 2025  
Orrian Willis, TechSF Manager

# Northern California Apprentice Network (NCAN)

**Vision:** Creating new pathways to high demand roles through apprenticeships

**Mission:** Create, coordinate and expand apprenticeship programs in new industries across the Northern California region to better prepare the workforce of tomorrow

## Founding Members



Talent is equally  
distributed...

Opportunity  
is not.

[Northern California Apprentice Network Webpage>>](#)  
for more information, materials and to join!





# Introduction and Background on the Grant

- ❖ This James Irvine Foundation (JIF) grant is an extension of the existing Northern California Apprentice Network (NCAN) grant from JIF.
- ❖ NCAN core partners are TechSF, The Bay Area Council, and BAVC Media. These core partners operate as a unit and together launched the Northern California Apprentice Network (NCAN) in April 2021.
- ❖ NCAN is a public forum with the goal of expanding Registered Apprenticeships in the region; these funds allow NCAN provides technical assistance, resources, and a community of practice for its members.
- ❖ In Fall 2024, NCAN partners received this sustainability grant.

# James Irvine Foundation Grant Project Goals

- ❖ To advance high-quality apprenticeships, with special attention to Registered Apprenticeships, in new and emerging sectors in Northern California.
- ❖ To create sustainable pathways and programs that increase upward social mobility for job seekers underrepresented in tech and tech-enabled industries.
- ❖ To help businesses of all sizes meet their talent objectives through the adoption of accessible apprenticeships.
- ❖ To evaluate apprenticeship, market best practices, and eliminate barriers to expansion.

# Grant Budget and Need for Retroactive Approval

- ❖ *The James Irvine Foundation Sustainability of the Northern California Apprentice Network grant is an extension of funding and existing services. It was awarded for the period of 10/11/2024-10/11/2027.*
- ❖ *The James Irvine Foundation sent the extension Notice of Intent to Award on 10/21/2024 and services began on 10/21/2024. The agreement was also fully executed on 10/21/2024.*

NCAN Sustainability & Registered Apprenticeship (SME-Focused) ROI Report	
Activity	Budget Request
<u>OEWD</u>	
Salary and Fringe	\$150,000.00
Travel	\$15,000.00
Events	\$5,000.00
Indirect Costs	\$65,000.00
CONTRACTS:	
<u>BAVC Media</u>	
Salaries and Fringe	\$150,000.00
Registered Apprenticeship Employer of Record Exploration	\$50,000.00
<u>Bay Area Council</u>	
ROI Report	\$140,000.00
Salaries and Fringe	\$100,000.00
SUBTOTAL	\$675,000.00
TOTAL	\$675,000.00



## Proposal Guidelines Flexible Project Support

**About Flexible Support:** Flexible project support is funding that provides organizations with flexibility to meet a set of project goals and expected outcomes agreed upon during the proposal process. Flexible project support grants are intended for organizations with a mission and/or one or more core programs that closely aligns with the Foundation's strategic goals, that can demonstrate strong capacity, and that have articulated mutually understood goals and expected outcomes. The foundation is only able to provide flexible project support grants to 501(c)3 nonprofit organizations.

Following is a copy of our proposal guidelines, which will help you prepare your proposal and gather the required documentation. **Please note that all final proposals should be submitted through our online portal.** You must have an account to access our online portal. If you have an account from a previous grant submission, please use the same account. Otherwise, Irvine Staff will create a username and password for you.

When you are ready to submit your proposal and required financial documents, please link to the following secure area of our website: [www.irvine.org/portal](http://www.irvine.org/portal)

You will be prompted to submit some of the information directly into fields on the website, and you will need to upload the proposal narrative, budget, and required financial statements as attached documents. The online process is designed so that you can stop and save your work at any time.

If you have any questions or difficulty, please contact:

Darlington Martor  
Grants Assistant  
Phone: 415.356.9952  
Email:  
[grantsadmin@irvine.org](mailto:grantsadmin@irvine.org)

## PROPOSAL CHECKLIST

The following guidelines are intended to help you prepare your proposal and gather the required documentation. Please note that The James Irvine Foundation utilizes an **online portal** for the receipt of grant-related documents.

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***Following are the items that comprise a complete proposal:***

**Please submit the following items as one Word document:**

- ☐ Statement of Goal and Project Outcomes, please see Part A, page 3 (maximum of one page).
- ☐ Proposal Narrative, please see Part B, page 4 (no more than 10 pages).

**The following documents must be attached separately:**

- ☐ List of all grants received by organization in the last 12 months that include support for this project (sources and amounts).
- ☐ A list of the organization's current Board of Directors including each member's name, profession, and office held on the Board, if any.
- ☐ Total operating budget (revenues and expenses) for your organization's current fiscal year (in Word or Excel format)
- ☐ Copies of organization's two most recent fiscal year financial audits. If your organization does not conduct an outside financial audit or the most recent audit is over a year old, we request that you submit internal financial statements (Statement of Activities and Statement of Financial Position) for the same period. Note, there is additional space provided to upload any materials that may help to provide further insight into the organization's overall financial health, such as a brief explanation of any significant deficits or flagged deficiencies.
- ☐ Organizational chart reflecting your leadership and staffing model, including names of individuals and position titles.
- ☐ In the case of a *sponsored* organization, a Memorandum of Understanding from the fiscal sponsor indicating full acceptance of programmatic and fiscal responsibility for the grant. All required documents must be submitted by the sponsoring organization, which will serve as the official grantee of The James Irvine Foundation, receiving the grant award agreement and payment

## **Part A: Statement of Goals and Expected Outcomes**

### **Organization**

This proposal has been broken into two separate priority areas that complement each other.

#### **Priority 1.1: Northern California Apprenticeship Network Sustainability:**

Talent is equally distributed, opportunity is not. Launched in April 2021, the Northern California Apprenticeship Network (NCAN - <https://www.norcalapprenticeshipnetwork.com/>) brings together leadership from major employers, the public sector, community colleges, non-profit training providers, apprenticeship intermediaries, and funders to scale apprenticeship programs as a vehicle to achieve equity in the region's economy. The NCAN is employer-driven and provides an open forum for all Northern California employers to learn from each other about the benefits and best practices of quality apprenticeship programming. The NCAN strives to build awareness and excitement around apprenticeship programs, then works with companies to build similar programs to fit their needs.

NCAN was founded on the best practices set forth by other national and international apprenticeship networks and has been bolstered by the expertise and experience of NCAN's founding members: the Bay Area Council, BAVC Media, the Bay Area Community College Consortium, TechSF, Aon, the Greater Sacramento Economic Council, Twilio, and the Silicon Valley Apprenticeship Consortium. NCAN has quickly mobilized community-based organizations, education institutions, government divisions and representatives, apprenticeship subject matter experts (SME) and technical assistance (TA) providers, workforce development boards, businesses and business associations, RAP intermediaries and sponsors, as well as startups and other companies that develop products and resources that streamline RAP expansion. This growing consortium of dedicated apprenticeship practitioners and stakeholders has aligned its goals with those of the United States Department of Labor's goals of advancing RAPs into new and emerging sectors, while prioritizing accessibility and high roads careers. These clearly outlined allegiances with federal and state RAP goals have provided the NCAN with direct communication with RAP policy leaders around the region, state and country. During National Apprenticeship Week 2023, California's Secretary of Labor, Stewart Knox was the keynote speaker for NCAN's apprenticeship week event, which is a signal that NCAN's influence and support has grown since 2021. NCAN has presented itself as a sounding board for RAP policymakers and sees itself as a sandbox for RAP innovation.

The Network aims to increase regional RAPs by 20% each year by increasing employer engagement and leveraging business-to-business (B2B) mentorship and the NCAN been successful in meeting this goal over the first few years. The NCAN's founding members all employ apprenticeship programs in what we consider "new collar" occupations. These are high roads careers that are typically tech or tech-enabled. The NCAN Steering Committee has made their intentions of expanding the network to other industries and sectors a top priority that the Steering Committee has started to implement. In recent quarters, NCAN has recruited companies who work in advanced manufacturing, healthcare, finance, architecture, biotech and telehealth to meetings. NCAN also has concentrated efforts on engaging the Public Sector to adopt and advance more RAPs for public service careers.

#### **Priority 1.2: Apprenticeship Return on Investment Strategy:**

**Phase 1: Investigating the Return on Investment of apprenticeships, particularly for small businesses.**

**Goal 1: Examine Current Systems:** To examine existing apprenticeship systems internationally to determine replicability in California.

**Goal 2: Quantify Benefits and Costs:** To determine the direct and indirect financial impacts of apprenticeship programs in key California industries to assess overall return on investment for employers of various sizes.

**Goal 3: Identify Success Factors:** To identify the characteristics of successful apprenticeship programs that lead to higher return on investment for employers, particularly small businesses.

**Expected Outcome:**

As a result of project phase one, the Bay Area Council will gain a thorough understanding of existing international systems, and how apprenticeships can be utilized by California businesses of various sizes to decrease costs associated with the hiring process, streamline recruitment, and ensure a consistent, well-trained workforce. This will occur through 1) the collection and analysis of data from a representative sample of industries that have implemented apprenticeship programs, and 2) case studies documenting qualitative outcomes and best practices. A report will be developed to be used as a guide for businesses looking to apply the model and lay the groundwork for wider use across industries, and business types.

**Phase 2: Policy Advancement and Support Infrastructure**

**Goal 4: Policy Development:** Propose targeted policy changes to enhance the legal and operational framework supporting apprenticeships and small businesses more generally.

**Goal 5: Reduce Barriers:** Plan for policy/advocacy will focus on reducing entry and operational barriers for Small and Medium Size Enterprises (SMEs) to adopt apprenticeship programs.

**Expected Outcome:**

For project phase two, the NCAN and the Bay Area Council Policy staff will develop a set of policy recommendations in support of small businesses as key drivers for economic development regionally and across the state of California. This will include policies advancing their use of apprenticeships for their recruitment and hiring needs, reducing administrative burdens, and the provision of incentives for utilization. Some of this work will require additional investments and the NCAN is setting fundraising goals moving into the new year as such.

## **Goals & Expected Outcomes**

### **Priority 1.1: Northern California Apprenticeship Network Sustainability:**

Equity, job quality, sustainable programming, evidence-based approaches, and innovation are key strategies within the program design. At a high-level, the NCAN will continue to support regional employers with diversifying their workforces with underrepresented talent who have received customized, on-the job training via apprenticeship, and specifically, Registered Apprenticeship. As described above, key positions must have livable wages, defined and accessible career ladders, and opportunities for social capital development and upward mobility. Forums such as NCAN's communities of practice and access to best practices from Advisory Board members (e.g., Kapor Center, Institution for American Apprenticeships and Brookings Institute) will establish high-quality, sustainable apprenticeship models that are evidence-based. Lastly, NCAN's expertise with the public workforce system, private sector human capital development, human-centered design, and worker engagement strategies will create a culture of innovative talent development.

The below section identifies the logic model elements and work plan necessary for NCAN sustainability. Problem/Need: Several of the State's high growth/ high road industries project continued growth and face shortages of talent for in-demand occupations. Many BIPOC, people with disabilities, fair chance talents and women have been left out of the region's sustained economic prosperity and are underrepresented in occupations with mid-high incomes. RAPs represent a viable strategy to address a talent shortage and diversify the region's 21st century workforce.

Goals: The NCAN will further establish Northern California as a leading national region for "new collar" apprenticeship growth by providing TA to companies. These activities will launch and sustain RAP programs by building diverse networks of apprenticeship stakeholders with special attention to supporting more small, medium and micro-businesses with RAP adoption.

Objectives: NCAN will successfully promote RAPs and pre-apprenticeship as viable business diversification strategies, convene industry and equity-focused communities of practice to catalyze apprenticeship development, and advance the NCAN apprenticeship ecosystem.

Responsible Parties: SFOEWD/ TechSF (Program & Administration), Bay Area Council (industry association and NCAN host), BAVC Media (TechSF Apprenticeship Coordinator provides administrative support and subject matter expertise).

<b>Outcome</b>	<b>Goal</b>
Total number of RAPs created as a result of Irvine grant funding	20
Total number of RAPs expanded as a result of Irvine grant funding	10
Total number of pre-apprenticeship programs developed (as applicable) as a result of Irvine grant funding	4
Total number of pre-apprenticeship programs expanded (as applicable) as a result of Irvine grant funding	4
Total number of stakeholders engaged as a result of Irvine grant funding	150



Total number of employers participating in RAP receiving incentive funding, including total amount of funds to be awarded in incentive funding, as a result of Irvine grant funding	20
Total number of TA resources created as a result of Irvine grant funding	10
Total number of new RAP sponsors as a result of Irvine grant funding	20
Total number of individuals enrolled in a RAP that was developed using Irvine grant funds	100 enrolled
Total number of individuals enrolled in an apprenticeship that was tracked using Irvine grant funds and the NCAN Apprenticeship Survey	1,000 enrolled in partner programs

## **Part B: Proposal Narrative**

### **Priority 1.1: Northern California Apprentice Network Sustainability:**

#### **Project Description**

- A complete description of the proposed project and how it will be implemented.
- Description of the specific activities that the proposed grant will fund.
- Projected timeline for the activities.
- Description of how the project activities build on the organization's past work.

To respond to the below-mentioned economic inequities, the Northern California Apprenticeship Network (NCAN) was developed to help expand awareness of apprenticeships in the Bay Area as a talent solution, increase employer engagement, consult with interested employers to identify an apprenticeship model that fits their needs, and better connect the region's training and education partners with employers running programs. By expanding existing programs and helping to develop new apprenticeship programs, NCAN is building additional career pathways into high-earning jobs for historically underserved and underrepresented communities in the region. The aforementioned marginalized communities makeup NCAN's Priority Populations, which include workers from Black, Indigenous, and People of Color communities ("BIPOC"), workers with disabilities, active and veteran military members, Fair Chance talent, and female workers. Through this work, the NCAN will increase social economic mobility for the region's low-income residents and workers via apprenticeships and leverage the region's abundance of employers to connect workers to high paying roles.

NCAN's unique ability to respond to market changes via their network of companies, startups, national SMEs, and TA providers, allows the agility required to keep up with labor demands. NCAN has developed a systematic approach to business engagement, business-to-business mentorship, apprenticeship suitability analysis, referrals within NCAN and aggregating resources for companies and organizations that participate in the RAP system. NCAN's strengths stem from the network's symbiotic public-private partnerships and their deep experience in developing non-traditional apprenticeship programs. NCAN has navigated the way nontraditional RAPs are marketed, designed, registered, supported and expanded.

Responses to lessons learned in the first three years will be key features of the next phase of NCAN – better user experience tech solutions, design and dissemination of new RAP resources for stakeholder consumption, coordinated and streamlined technical assistance for RAP design and submission to

California's Division of Apprenticeship Standards (DAS) and the United States Department of Labor (DOL), as well as coordinated analyses and messaging across the country's apprenticeship networks, as well as other apprenticeship stakeholders.

The Northern California Apprentice Network (NCAN) will directly create 20 new RAP programs and 4 pre-apprenticeship programs, as well as expand the more than 10 existing programs that are under the various NCAN Standards Agreements. San Francisco Office of Economic and Workforce Development (SFOEWD) is the lead applicant for this funding, on behalf of the NCAN steering committee partners which include the Bay Area Council and BAVC Media. NCAN proposes to spur RAP participation in Northern California that will directly lead to the hiring of 100 registered apprentices within NCAN Steering Committee programs, and a total of 1,000 apprentices hired into NCAN partner programs.

### **Priority 1.2: Apprenticeship Return on Investment Strategy:**

The NCAN Partners and led by the Bay Area Council Economic Institute (BACEI) proposes a multi-phase project aimed at 1) gaining a thorough understanding of international apprenticeship systems and their replicability, 2) investigating the return on investment (ROI) of apprenticeship programs across various California industries, and 3) advance policy shifts to support apprenticeship infrastructure and alleviate other financial, administrative barriers for companies, particularly Small and Medium Size Enterprises (SMEs).

Through an examination of the operations, successes, and failures of companies with existing apprenticeship programs, the study will explore the barriers that stand in the way of expanding preliminary apprenticeship programs and uncover a pathway to successfully scaling apprenticeship programs in the region. A simultaneous exploration of currently existing international apprenticeship models and the workforce systems that support them will frame the final report. Findings will inform a set of recommended next steps to grow the number of apprenticeships that help low-wage workers from underserved communities access good jobs in the Bay Area. We will focus on small businesses as drivers of economic growth, particularly those owned by women and people of color. Across the country, small businesses employ half of the private sector workforce and have created nearly two-thirds of all new jobs over the last 25 years (US Business Assn, 2022).

Initially, we will collect quantitative data from a small set of small/medium/large companies that currently have apprenticeship programs, analyzing both direct and indirect costs and benefits associated with these programs. Included will be metrics such as productivity rates, employee retention, and advancement within the company post-apprenticeship. Subsequently, qualitative data will be gathered through interviews and focus groups with stakeholders such as apprentices, training managers, and executives to gain insights into the perceived value and impact of these programs. A substantial portion of this initial phase will be dedicated to developing policy recommendations for supporting small businesses and their workforces in California. Much attention has been paid on this topic to early-stage, high-growth businesses, but small business are a crucial piece of the puzzle.

Findings will be summarized in a final report to include a discussion of existing apprenticeship systems, a comprehensive analysis of the ROI of apprenticeships, recommendations for how to incorporate the model into existing workforce development practices, and policy recommendations to build California's social infrastructure to expand quality job creation through the state's small businesses. The report will be disseminated via all of the various BAC communications channels, as well as more targeted distribution among key political partners.

The final phase of the project will look toward implementation to be built out following the grant term. Leveraging its long-cultivated relationships with regional and statewide social impact, political, and business communities, BAC will use the findings of the study to launch something of a Call to Action, creating the collaborative regional support ecosystem necessary for small businesses to thrive. This will include elements of the more obvious regulatory and procurement reform, and expansion of tax credits and incentives, but also the reforms necessary for supporting the workforce more generally through childcare, healthcare, wage subsidy, and work policy. All of which are core to the work of the Bay Area Council.

*Proposed Activities:*

***Oct 1, 2024-Dec 31, 2024: Partner Building & Research Design.***

Assemble a set of employers of various sizes and across sectors that currently utilize the apprenticeship model for their workforce needs for participation in the study. Leverage relationships with NCAN, the Small Business Majority, and the Division of Apprenticeship Standards to identify appropriate businesses and establish relationships with key contacts. Simultaneously develop research and data collection methods intended to answer the following questions:

1. What are the characteristics of successful international apprenticeship systems? Can these models be replicated in California given existing social and economic structures?
2. What are the barriers to the utilization of apprenticeships for businesses of various sizes?
3. What is the potential ROI for utilization of apprenticeships by businesses of various sizes?
4. What are the characteristics of successful apprenticeship programs that lead to higher return on investment for employers, particularly small businesses.
5. What policy recommendations on behalf of micro, small, medium, and large businesses can be made to 1) advance the utilization of apprenticeships, and 2) build California's social infrastructure to support the state's small businesses.

***Jan 1, 2025-Mar 31, 2025: Research Execution.***

The Bay Area Council Economic Institute will execute a thorough review of the literature on international apprenticeship models as well as approximately 30 interviews with key contacts from local and statewide employers of various sizes. Responses and data will be collected by Bay Area Council Economic Institute Staff.

***Apr 1 2025-Sept 30, 2025: Data Analysis & Report Development.***

Economic Institute and Policy staff will analyze collected data and develop a final report to include a discussion of existing apprenticeship systems, comprehensive analysis of the ROI of apprenticeships, recommendations for how to incorporate the model into existing workforce development practices, and policy recommendations to build California's social infrastructure to expand quality job creation through the state's small businesses.

**Organizational Profile**

- The organization's major accomplishments.

- Expertise or capabilities for which the organization is known and/or key strategies or tactics the organization typically uses to meet its goals.
- A description of your organization's core programs, emphasizing those aligned with Irvine's grantmaking programs.
- Description of the senior staff and management, including staff with expertise or responsibility relevant to the grant. Include recent or anticipated changes in key leadership positions. This information could be provided in narrative form and/or you may include an organizational staffing chart with annotations as needed.

SFOEWD—a California-Designated High-Performing Workforce Development Board—oversees an ecosystem of over 70 CBOs to deliver general employment services and sector training programs. SFOEWD serves over 8,000 workforce clients per year and administers over \$40 million in funding to CBOs and training partners annually. In service of these investments, SFOEWD convenes employers, worker representatives, community-based organizations (CBOs), social services agencies, subject matter experts (SMEs), government, and regional partners to implement and improve jobs and training programs.

As part of its fiduciary duty for the distribution of these funds, SFOEWD engages in extensive formal stakeholder engagement (e.g., interviews, community meetings, surveys, etc.) with these partners for program planning, and collects ongoing feedback via over 70 full-time employees. As such, SFOEWD is able to pivot program designs nimbly in the short-term and strategically for the long-term.

Locally, SFOEWD is the convener of the Committee on Citywide Workforce Alignment, a legislated body of City employers (e.g., SFDHR, Public Utilities Commission, etc.); social service agencies, (e.g., Human Rights, Commission, Human Services Agency, et al.); CBOs; and labor representatives. Through this committee, SFOEWD coordinates the San Francisco Workforce Development System – a \$140 million ecosystem with 130 CBOs serving over 50,000 participants in FY 2020-21. Regionally, SFOEWD has led regional workforce organizing through the Bay Area Good Jobs Partnership for Equity (BAGJPE). Formed in 2021, BAGJPE is an association of all Bay Area WDBs, and it holds industry relationships across the region's main economic sectors. On behalf of the BAGJPE, SFOEWD is the Fiscal Lead for the Community Economic Resilience Fund project, a \$20 million regional initiative.

SFOEWD has led regional workforce initiatives in tech, healthcare, and advanced manufacturing, and TechSF has earned federal and state awards to build a viable tech apprenticeship strategy, partnerships, and programming over the last ten years. This project will build on successful investments from the DOL's American Apprenticeship Initiative Grant (\$3 million) and the California Workforce Development Board's SlingShot series, Workforce Accelerator Fund (\$500,000), Regional Equity and Recovery Partnership program (\$400,000), High Road Training Partnership (\$1.5 million), and the Irvine Foundation's philanthropic investments in NCAN (\$900,000). These grants have built local and regional infrastructure for registered apprenticeship programs, including streamlining processes to scale these programs and establishing continuous feedback loops for project success. Using this experience, SFOEWD will be able to continue expanding the NCAN.

**Orrian Willis** is a Senior Workforce Development Specialist and Manager of the TechSF initiative at the City of San Francisco's Office of Economic and Workforce Development. As a first-generation college graduate, Orrian understands the barriers faced by many students and job seekers firsthand and keeps this perspective front of mind when working to solve for workforce system challenges. Today, Orrian and the TechSF team work diligently to create stronger Public-Private Partnerships which result in hundreds of job

placements per year for under-represented job seekers into tech careers. These efforts have culminated in the development of a Registered Apprenticeship program that increases access to education and gainful employment for Californians, all while supporting the talent sourcing and upskilling needs of regional businesses. As a member of the Federal Advisory Committee on Apprenticeship for the United States Department of Labor and a California IACA Public Sector Subcommittee Member, Orrian seeks to expand high road occupation pathways via Registered Apprenticeship into the country's workforce development strategies.

The Bay Area Council (BAC) has been at the intersection of business and civic leadership, shaping the future of the San Francisco Bay Area since 1945. Eighty years later, we remain committed to ensuring the Bay Area is the most innovative, sustainable, inclusive, and globally competitive place in the world. A non-profit organization with over 300 member companies, CBOs, healthcare organizations, financial institutions, and local universities, BAC fosters a culture of cross-sector partnership and collaboration across identified priority policy areas. The Bay Area Council Economic Institute (BACEI), established in 1990 and housed at the BAC Foundation, is the leading think tank focused on the economic, environmental, social, and policy issues facing the region.

The Bay Area Council, Bay Area Council Foundation, and Bay Area Council Economic institute, collectively work with members, local and state governments, and the broader community addressing the most pressing issues we face as a region. We foster collaboration, execute sound policy advocacy, and develop comprehensive initiatives across identified policy areas including housing, transportation, public safety, renewable energy, climate resilience, homelessness, and workforce development. We are a small team of highly qualified policy wonks, government relations experts, research professionals, and strategic visioners. Our work is executed through a much larger network of members sharing our vision for a just and sustainable region. The Bay Area Council has been instrumental in the formation of the Richmond-San Raphael Bridge, BART, SF Bay Conservation & Development Commission (BCDC), Bridge Housing Corporation, and Water Emergency Transit Authority (WETA). Economic and Workforce Development continues to be a top priority policy area.

The Bay Area Council's Workforce of the Future Committee works with workforce training partners across the region to build programs that meet members needs and connect job seekers with our member employers. It runs programs that improve economic opportunities for diverse workers in the region. It scales innovative training programs such as tech apprenticeships, online education, and on-the-job training to connect employers with local talent and build new opportunities for the region's future workforce. BAC is a founding member of the Northern California Apprenticeship Network; a collaborative of local governments, employers, service providers and Community Colleges. NCAN now has over 25 members and is continuing to grow and is an integral part of Governor Newsom's stated objective to create 500,000 apprentices in California by 2029.

The BAC Workforce Policy Team will lead all proposed project activities, as well as conduct dissemination of findings, education via BAC events, and all policy advocacy specifically around apprenticeships, but also around workforce development more generally.

**Matt Regan** is Senior Vice President of Public Policy whose responsibilities include promoting the Bay Area Council's legislative and political agendas at the local, state and federal levels. Matt has lead responsibility for the Council's federal, state and local government relations work. Matt has over 15 years' experience working in the political arena and prior to joining the Bay Area Council Matt worked as a contract lobbyist, an in-house Government Affairs specialist for a large bank, a State Assembly legislative

aide and a field organizer for several high-profile elections across the Bay Area.

The BAC Economic Institute Team will design all data collection methods and collect all data around existing systems and the ROI of apprenticeships. They will summarize all findings into a final report.

**Jeff Bellisario** is Executive Director of the Bay Area Council Economic Institute. He supports a wide range of Institute research through project management, research design, and analysis. His research interests lie at the intersection of community development and finance, and his past projects include analyses of Bay Area housing programs, public-private partnerships for infrastructure, and the economic impacts of transportation investments. Prior to joining the Bay Area Council Economic Institute, Jeff worked in Chicago in various portfolio management and investment analysis positions for John Hancock Financial Services and State Farm.

**Patrick Kallerman** is Vice President of Research for the Bay Area Council Economic Institute, where he is responsible for conducting primary analyses, developing research designs, and managing projects. His areas of interest include labor economics, health care, and the environment. Past projects include an examination of high-tech employment and wages in the United States, estimating the economic impact of the Affordable Care Act in California, and an objective look at the size of the 1099 economy. Patrick's work has appeared in outlets such as Bloomberg, Fast Company, and The Wall Street Journal. Previously Patrick was Policy Director at Health Systems Project and before that a Consultant with Accenture.

**Abby Raisz** is a Senior Research Manager at the Bay Area Council Economic Institute, where she is responsible for developing research methods, managing projects, writing reports, and designing interactive data tools and visualizations. Previously, Abby conducted applied economic and policy research at the UMass Donahue Institute in Boston, specializing in housing, racial equity, and labor market trends. Before that, she worked for the planning and development department at MassDevelopment, and the livable communities program at the Metropolitan Council of the Twin Cities, where she assisted in funding placemaking and transit-oriented development projects.

## Audience

- Population served by the project (Who will benefit from this work? Will specific groups of individuals be targeted? If so, who and why?).
- Geographic impact (Is the program focused on a specific geographic area? If so, which area(s) and why?).

Though receptive to input and feedback from Bay Area Council, BAVC Media, and other key stakeholders, SFOEWD will be responsible for project management and communications.

SFOEWD will oversee the project, program design, subcontractors, compliance, reporting, convening, and will provide TA to partners. SFOEWD's TechSF Manager Orrian Willis will be the core convener and provide oversight of the NCAN. Core partners will convene regularly on a bi-weekly, monthly, and quarterly basis to assess and iterate project goals and program design. SFOEWD will be responsible for integrating stakeholder feedback, directing project outcomes, and streamlining data reporting to DOL with buy-in from core partners such as:

Priority Employers in Northern California: There will be special recruitment consideration and attention for small, medium, women-owned, and minority-owned businesses.



**Workforce Development Boards:** A lead priority of NCAN is to educate workforce development boards in the value of “new collar” apprenticeships.

**Education Institutions:** Moving from High School pre-apprenticeship and youth apprenticeship development, up to related instruction and apprenticeship candidate pipelines at community colleges, NCAN seeks to expand the inclusion of formal education institutions at every level. NCAN members have already begun to stand up degree apprenticeships and collectively view apprenticeship programs with connectivity to higher education as the “gold standard.”

To further cement NCAN’s commitment to this golden standard of apprenticeship, we have dedicated a seat within the NCAN Steering Committee for the [Bay Area Community Colleges Consortium](#) (BACCC). The Steering Committee role is staffed by John Dunn, Director of Apprenticeships for BACCC and during NCAN launch the role was staffed by Adele Burns who is California’s Division of Apprenticeship Standard’s Deputy Chief. By including the BACCC in all NCAN decisions, the network is directly including the representation and voice of the 28 participating Community Colleges that makeup the BACCC. John Dunn’s history in education and apprenticeship goes back 20 years and formerly Mr. Dunn was Assistant Labor Secretary for Apprenticeship and Worker Training at California’s Labor and Workforce Development Agency.

**Community-Based Organizations (CBO):** CBOs stand to present NCAN with a pipeline of talent, supportive services, intermediary services and a pass-through entities for funding. Many workers, students and job seekers cannot find culturally competent services outside of those offered by CBOs; therefore, CBOs are a necessary partner of this project.

### **BAC Member Companies**

Growing the number and utilization of apprenticeships throughout the San Francisco Bay Area and statewide is a top priority for the Bay Area Council, however, there remains a general reluctance among businesses of all sizes to fully embrace apprenticeship models despite their potential long-term benefits. A comprehensive study on the return on investment of such programs would provide the encouragement necessary for those companies seeking improved recruitment and training systems for key positions.

### **Small & Medium Sized Businesses, particularly those owned by women and minorities**

The report is intended to be something of a roadmap for local and statewide small and medium sized businesses interested in utilizing the apprenticeship model but lacking the resources of larger businesses. Additionally, policy advocacy recommendations in support of small businesses will encourage improvement of the social and economic environment necessary for small businesses to thrive.

### **Policymakers / Business Leaders /Government Officials**

The Bay Area Council is an organization with high visibility and substantial reach at the local and state levels. It organizes a variety of events designed to address key issues affecting the San Francisco Bay Area, including economic development, housing, transportation, and environmental sustainability. These events range from policy forums and conferences that bring together business leaders, government officials, and experts to discuss and develop solutions to the region’s most pressing challenges, to networking events that facilitate collaboration and partnership among the Council’s members and stakeholders. The Council also hosts educational workshops and seminars aimed at providing businesses and the community with

valuable insights into emerging trends, policy changes, and best practices in areas such as climate resilience, workforce development, and technology innovation. Through these events, the Bay Area Council seeks to foster dialogue, inspire action, and promote policies that support the region's economic prosperity and quality of life.

The report will be disseminated via all of the various BAC communications channels, as well as more targeted distribution among key political partners. Opportunities to feature the developed report include:

### **Policy Committees**

Committees meet approximately every two months. Meetings are substantive and often feature expert speakers followed by discussion among committee members. Committee members are critical in helping to shape the direction and policy agenda for each policy initiative.

### **BAC Weekly Flash**

The Bay Area Council's weekly e-newsletter. Includes the Bay Area Council's initiatives, accomplishments and educational opportunities. The Weekly Flash keeps the BAC community abreast of the most pressing policy issues affecting the Bay Area.

### **National Apprenticeship Week**

A nationwide event where industry, labor, equity, workforce, education, and government leaders host events to showcase the successes and value of Registered Apprenticeship for rebuilding our economy, advancing racial and gender equity, and supporting underserved communities. NAW is an opportunity to highlight how Registered Apprenticeship, a proven and industry-driven training model, provides a critical talent pipeline that can help to address some of our nation's pressing workforce challenges such as rebuilding our country's infrastructure, addressing critical supply chain demands, supporting a clean energy workforce, modernizing our cybersecurity response, and responding to care economy issues.

### **Pacific Summit**

The Bay Area Council's annual thought leadership conference, the Pacific Summit brings together top business leaders, idea influencers and global newsmakers for frank, open and insightful conversations on the biggest issues of our day.

### **Rationale**

- Rationale for the proposed scope of work (What will it accomplish, and why is this important?).
- An overview of relevant research which guided the development of the project strategy.
- Rationale for your organization to lead the work (How is your organization uniquely positioned to carry out this effort?).

### **Priority 1.1: Northern California Apprentice Network Sustainability:**

The San Francisco Bay Area ("Bay Area") has a gross domestic product of over \$900 billion and the average output per resident calculated at \$95,000. But while the Bay Area generates more economic output than any other metropolitan region, the region consistently ranks lowest among large metros for income equity,



racial equity and geographic inclusion. This is due to a long history of intentional residential racial segregation resulting in the exclusion of many Black, Indigenous, Latinx, Asian-Pacific Islander, and people of color communities (BIPOC) from economic mobility opportunities in the region. An example of the kinds of economic inequities facing the Bay Area lies in the adjacent San Mateo County communities of North Fair Oaks and Atherton. In 2020, in an Atherton community that was 71.6 percent white, the per capita income in census tract 6100 was \$75,280 and 65.4 percent of residents had a bachelor's degree or higher. In the North Fair Oaks community, 74.3 percent were Latinx and in census tract 6102.01, the per capita income was \$26,709 and 18.8 percent had a bachelor's degree or higher.

The San Francisco and Silicon Valley region is the world leader in tech-related economic activity and innovation. Home to Apple, Google, Twitter, and Facebook parent Meta, the region is the envy of many domestic and international communities seeking to gain a foothold in the 21<sup>st</sup> Century innovation economy. But many residents of the Bay Area have been left out of the economic prosperity of this industry. According to Lightcast-Burning Glass, the \$386.5 billion tech sector covers about 965,301 jobs in the San-Francisco-Oakland-Berkeley and San Jose-Sunnyvale-Santa Clara Metropolitan Divisions (MDs). Despite the national media narrative around the tech sector contracting in the Bay Area, tech is the only sector which rapidly rebounded during the COVID-19 pandemic and increased and sustained employment above pre-pandemic levels. As of March 2024, over 7,683 employers competed for talent in the tech ecosystem in the MDs, and the tech sector in this geography will grow 10 percent from 2023-28.

As the tech sector continues to expand, it continues to face a shortage of talent for in-demand and growth occupations. Registered Apprenticeship Programs (RAPs) are a viable solution to the talent shortage, but RAPs in non-construction occupations are difficult to launch for businesses and difficult to access for talent. There are significant barriers to greater RAP adoption in the tech sector, according to employer reports to the local workforce development boards. These include existing human resources policies, financial risk aversion, academic elitism, private sector skepticism of government affairs, lack of shared understanding and language when exploring RAPs, lack of data or proof of concept for non-traditional apprenticeship, and generally, a lack of infrastructure by the way of transparent information and guidance for all potential apprenticeship stakeholders. For potential workers, there are limited training resources and information gaps when attempting to identify RAP opportunities.

Despite increased attention to workforce equity, Black individuals have made little or no progress gaining access to tech occupations, according to the 2022 State of Tech Diversity report issued by the NAACP and the Oakland, CA-based Kapor Center. Nationally, Black representation in the tech workforce increased only one percent between 2014 and 2021. Despite comprising 13 percent of the nation's labor force, Black talent represents 4.4 percent of tech board roles, 3.7 percent of those in technical roles and 4.0 percent in executive leadership. Almost one-quarter of Black students across all stages of education do not have access to computers or reliable high-speed internet at home. The proportion of Black students receiving bachelor's degrees in computer science decreased to 8 percent from 9 percent between 2016 and 2020. In alternative pathways, Black learners represented 6 percent of bootcamp students in 2020 and 17 percent of apprentices in 2021. While the apprenticeship participation rate is hopeful, the report found that Black apprentices are less likely to complete their apprenticeships and receive lower wages than their Asian and white apprentice counterparts.

### **Priority 1.2: Apprenticeship Return on Investment Strategy:**

Apprenticeships combine paid on-the-job training with classroom instruction to prepare workers for highly-skilled careers. Apprenticeships have long flourished in other countries like Germany, the UK,

France, Switzerland and Australia, yet U.S. cities have been slow to adopt this formal job training approach outside of traditional trades such as construction and manufacturing. In recent years however, due to incremental impact followed by dramatic increases in state and federal funding, the apprenticeship model is being recognized as key to addressing new and existing skills gaps and workplace shortages nationwide. According to the U.S. Department of Labor, the number of apprentices in both the public and private sectors rose 64% between 2012 and 2021, with continued growth likely as training needs continue to grow. Over the last 10 years, active registered apprenticeships have grown by 106% – with more than 600,000 total this year.

It is predicted that a well-established apprenticeship model in the US workforce would host over 830,000 new apprenticeship opportunities per year, representing \$28.5 billion annually in wage increases for workers, and opening up opportunities for those disproportionately experiencing career barriers (Burning Glass Institute & Multiverse, 2023). An Abt Associates and Urban Institute commissioned evaluation of the American Apprenticeship Initiative (AAI), launched in 2015, found that earnings for all apprentices increased 49 percent, but earnings gains were higher for women, Hispanic, and apprentices of a race other than Black or white. As businesses continue to focus on attracting and retaining diverse talent and improving equity and inclusion, apprenticeship programs can create a strong pipeline of qualified and underrepresented talent.

Many companies of all sizes are hesitant to adopt the apprenticeship model of workforce development due to several perceived drawbacks. The initial cost and resource investment can be significant, as apprenticeships require the development of detailed training programs and often entail paying wages for work that is, initially, less productive as apprentices learn their roles. There is also concern about the return on investment, especially if apprentices decide to leave the company after receiving valuable training. Still some employers worry about the administrative burden involved in complying with regulatory requirements and managing the logistics of such programs. These factors contribute to a reluctance among some businesses to fully embrace apprenticeship models despite their potential long-term benefits for skilled workforce development.

This is true for large businesses despite a seemingly natural fit for the apprenticeship model, employing hundreds of individuals in any given year. Small and medium sized business, however, face additional challenges in being resourced to provide living wages, benefits, and wealth and career building opportunities for workers. They do however, provide flexibility and engaging workplaces, and have been recognized for their creation of pathways to good jobs for low-income workers. With more than 4.3M small businesses in the state, small businesses account for 99.9% of all businesses in California with microbusinesses (less than 9 employees) representing nearly 93% of all small employer firms. Small businesses also employ over half of the state's private sector workforce, contributing over \$400M in employee payroll and salaries annually. Moreover, as fixtures in their neighborhoods, small businesses mark economic vitality and identity providing essential goods and services for their local communities (Next Street, 2023).

While there are sectors and business models not traditionally associated with apprenticeships, emerging programs in the Bay Area have revealed that applying the on-the-job training apprenticeship model to roles in a wide variety of industries and company sizes be a successful strategy—particularly helping to move people to high-wage positions without a traditional four-year degree. The proposed project will not only support businesses in adopting the model and identifying the ways in which to apply it, it will ensure that investments at the state level are spent efficiently, with the greatest possible impact.

**Organizational Goals**

- A discussion of the mid- to long-term goals your organization seeks to achieve, at least in part with funding from the proposed grant. These goals may be organizational and/or programmatic.
- Your organization's rationale in identifying these goals: why are these goals important?
- A brief discussion of some key strategies you expect to undertake to achieve the afore- mentioned goals. Please feel free to include an overview (or attachment) of the organization's strategic plan, if available.

**Priority 1.1 & 1.2:**

NCAN proposes to bridge the widening regional equity gap by accelerating the availability of tech and other high road "new collar" apprenticeships available to workers who have been historically and systematically excluded from the labor market. NCAN proposes to achieve the aforementioned goals in two distinct sets of work, which both center on increasing the region's capacity and understanding of how and why to build Registered Apprenticeship Programs:

1. Increased technical assistance for businesses, intermediaries, training providers, education institutions and workers/ job seekers interested in Registered Apprenticeship.
2. Increased understanding and dissemination of Registered Apprenticeship requirements, readiness assessment, available resources, partner discovery, return on investment report(s) and best practices.

Because of the forecasted labor demands, we have prioritized these target industry sectors - information technology, education, public sector, healthcare, finance, insurance, biotech and life sciences, advanced manufacturing, micro-electronics, and mechatronics. Additionally, the NCAN will prioritize micro, small and medium sized businesses who present high road apprenticeable opportunities.

The Information Technology sector (ICT) includes professional, scientific, and technical services; information; finance and insurance; and other services industries. According to Lightcast-Burning Glass, the \$386.5 billion tech sector covers about 965,301 jobs. The tech sector is expected to grow 10 percent from 2023 - 2028. The Bay Area public workforce development system leverages a cross-sector, occupational skills training approach to promote placement in tech employment with some of the largest industry employers, such as Meta, Google, and Cisco. The following entry-level ICT occupations require short-term skills training and credentialing, or else have pre-apprenticeship and/or Department of Labor RAP programs: Web Development Specialist (SOC 15-1254); Networking and Systems Admin (15-1244); Computer user support specialists (15-1232) Database Admin (15-1242); Software Developers and Software Quality Assurance Analysts (12-1256). The average hourly wages in the Bay Area region range from \$37.74 for IT Support Specialists to \$75.37 for Software Developers.

The BioTech and Life Sciences sector (BioTech) includes several industries, such as biotechnology, biopharmaceuticals, medical devices and equipment, and research and manufacturing. According to Biocom California, a life sciences industry association responsible for brokering partnership between the public workforce development system and employer partners, the economic impact to the Bay Area in 2020 was \$159 billion, with nearly 3,400 life science establishments, and nearly 179,000 jobs located in the Bay Area. The Bay Area is projected to have the highest growth in California for this cluster at 13 percent over 2021-26. As recommended by Biocom California, the following BioTech occupations are good entry points with career pathways for intervention by the public workforce system: Biological Technicians

(19-4021); Chemical Technicians (19-4031); Food Science Technicians (19-4011.02); Inspectors, Testers, Sorters, Samplers, and Weighers (51-9061); Clinical Laboratory Technologists and Technicians (29-2018). Collectively, these occupations will account for over 2,000 annual job openings. The average hourly wages for these occupations in the Bay Area region range from \$25.59 for Inspectors to \$37.10 for Clinical Laboratory Technicians.

The Advanced Manufacturing sector (AM) includes a number of sub-sectors, including reshoring and global supply chain, additive manufacturing, and biomedical manufacturing. Key growth occupations (over 10 percent from 2020 - 2029) which require less than a bachelor's degree include: First-Line Supervisors of Production and Operating Workers (51-1011); Industrial Machinery Mechanics (49-9041); Computer Numerically Controlled Tool Operators (51-9161); Computer Numerically Controlled Tool Programmers (51-9162). The average hourly wages in the Bay Area region range from \$37.64 for First-Line Supervisors of Production and Operating Workers to \$47.00 for Computer Numerically Controlled Tool Programmers.

### **Expected Outcomes**

- An overview of the changes at the individual, organizational or community-level you expect to occur during the grant period as a result of your organization's anticipated activities or services.
- A description of how you will measure your progress toward these outcomes, including data collection, feedback mechanisms, or other assessment strategies you might use. Consider how you might demonstrate at the end of the grant period how well your organization has executed its core activities and the extent to which anyone might be better off as a result.

NCAN will meet its outcome and output goals through strategic investments in the following program activities:

1. Expanding high roads apprenticeships through access to TA, data driven best practices, and employer incentives.
2. Collect, synthesize and promote RAP ROI for businesses of all sizes, with specific dedication to SMEs in the State that are positioned to benefit from apprenticeship adoption.
3. Expanding the Pathways to Public Service program by including more tech requisitions and adding healthcare requisitions within the City and County's apprenticeship options.
4. Expanding the region's RAPs in the public sector.
5. Expanding the region's RAPs within micro, small and medium sized businesses.
6. Expanding NCAN's equity community of practice to inform grant activities and engage prospective youth and adult apprentices.
7. Expanding NCAN's industry community of practice to share best practices and stimulate business to business partnerships and peer relationships.
8. Convening and resourcing a network community of practice model to engage and coordinate existing apprenticeship intermediaries, networks, and other required stakeholders.
9. Expanding the development and expansion of the region's pre-apprenticeship programs.
10. Establishing a grant management and leadership structure through an operations team and an advisory board of regional apprenticeship stakeholders.
11. Establishment of an inventory of RAP supporting resources to be made available to all NCAN members: tech solutions for businesses and apprentices; TA for business partners; specialized programming, tools and resources for priority populations (and, priority industries); establishment of Credit for Prior Learning options for NCAN participants; establishment of accredited/ degree

pathways RAPs within the NCAN; development of NCAN worker and job seeker community.

### **Partnerships and Market**

- An overview of the key organizations and decision-makers in the communities or fields in which you work. Describe any partnerships or relationships your organization may have with these entities.
- Your organization's niche within your field and community (What unique role or service might your organization be positioned to provide? How does your organization relate to other players in the field?)

Current Lead NCAN Partners and roles:

### **TechSF/ SFOEWD – Subject Matter Expert, Intermediary, Lead Facilitator**

TechSF is a Mayoral Initiative housed within San Francisco's Office of Economic and Workforce Development (SFOEWD). TechSF partners with and funds local community-based organizations (CBO) to scale their tech skills training and career placement outcomes. TechSF Apprenticeship is a Registered Apprenticeship program that was launched in 2016 and has since grown to include 11 tech occupations that are available to companies via the TechSF Standards Agreement. TechSF and their partners within the NCAN provide intermediary, subject matter expert, and TA services for any and all interested stakeholders.

SFOEWD strives to create a thriving and resilient economy, where barriers to economic and workforce opportunities are removed, and prosperity is shared equitably by all. At SFOEWD's Workforce Development Division, we train and connect San Franciscans to sustainable jobs with career growth opportunities and promote prosperity for all residents, including the unemployed, underemployed, and hard-to-employ residents. SFOEWD's Workforce Development Division oversees the local workforce development board, known as Workforce Investment San Francisco, and makes over \$40 million in local investments every year to a robust network of over 70 community-based workforce providers. SFOEWD's Workforce Development Division operates under their Principles of Employment Equity, which states that, "Employment Equity ensures that OEWD's programs and services do not disadvantage, or limit access, training, or employment opportunities based on race, ethnicity, gender identity, housing status, age, disability, sexual orientation, immigration status, country of origin, language, or justice system involvement. We acknowledge the intersectionality of each of these characteristics, particularly race and the continuing legacy of anti-Black racism, which disproportionately affects access and opportunity for each of these groups. OEWD is committed to addressing our responsibility to advance workforce equity through our programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for too many.

### **The Bay Area Council – Lead Convener, Lead Facilitator**

The Bay Area Council is the Bay Area's premier employer membership group. The Council has developed its Workforce of the Future Working Group to explore, design, and launch workforce strategies for its constituents. Over this discovery, The Council embraced the model of apprenticeship and received funding from the Irvine Foundation to execute a landscape analysis on the Bay Area's tech apprenticeship opportunities. Following the analysis, The Council was designated the lead facilitator of the Silicon Valley Apprenticeship Consortium and subsequently was determined to be the lead facilitator of the NCAN.

### **BAVC Media – SME, Data Administrator, Business Development and B2B Mentoring**



BAVC Media is a media training provider based in San Francisco established over 40 years ago which has a rich history in training job seekers and incumbent workers for new career opportunities. BAVC serves as the TechSF Apprenticeship Coordinator and executes many of the required deliverables to be a successful apprenticeship intermediary. Through the TechSF Apprenticeship program, BAVC has emerged as one of the region's leading subject matter experts on “new collar” RAPs. Expected outcomes of the BAVC apprenticeship programming expansion include: an Alumni Mentorship network; collaboration with FilmSF; collaboration with The International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, Its Territories and Canada (IATSE); expanded options for select employers to participate in NCAN's RAP offerings via funding from the ETP and ETPL budgets; increase NCAN's priority population representation in “creative” apprenticeships and occupations in Northern California; increase in RAPs administered by the NCAN partners (program design, recruitment, data entry, TA); and increase in funding available to NCAN partners, such as California Apprenticeship Initiative, Apprenticeship Innovation Fund, Employment Training Panel, and Eligible Training Provider List.

### **Learning Goals**

- An overview of what the organization wants to learn during the grant period about its practice, capacity, growth strategy, the field, and/or target audience in order to improve and/or expand its organizational effectiveness.
- A description of the organization's current approach to learning and adaptation for improvement.

### **Challenges**

- Describe key challenges ahead for your organization, including capacity or infrastructure challenges.

Due to the programmatic, research, and network development activities of the NCAN workforce boards, the Bay Area currently has an emerging ecosystem of employers, industry associations, and community-based organizations building alternative career pathways for individuals from historically excluded communities seeking access to high wage careers. In this grant, the NCAN will leverage existing forums and arrange presentations to intermediaries and networks working at the intersection of economic justice and other equity advocacy organizations. The NCAN equity focus will require strategies to address significant barriers to economic opportunity for many communities. These barriers include racism, sexism, ableism, heterosexism, ageism, classism, and other forms of discrimination or xenophobia which impact training, hiring, and retention across all facets of the workforce development system and labor market. Structural poverty and racial segregation hinder access to transportation, education, childcare, health care, housing instability, and homelessness. The NCAN will address these barriers through the engagement of equity advocacy organizations to inform the creation of all programming. This will include educating employers about systemic barriers to opportunity and encouraging a shift to skills-based recruitment and hiring as opposed to a reliance on elite university degrees and pedigree.

### **Budget Approach**

- An overview of no more than one paragraph that describes how the grant amount will be used to support the organizational goals, outcomes, and learning described above, including the percentage of the organization's overall operating budget, percentage of growth budget (or capital campaign), and anticipated

allocation between existing and expanded activities.

Activity	Budget Request
NCAN Sustainability & Registered Apprenticeship (SME-Focused)	
ROI Report	
OEWD	
Salary and Fringe	\$ 150,000.00
Travel	\$ 15,000.00
Events	\$ 5,000.00
Indirect Costs	\$ 65,000.00
<b>CONTRACTS:</b>	
BAVC Media	
Salaries and Fringe	\$ 150,000.00
Registered Apprenticeship Employer of Record Exploration	\$ 50,000.00
Bay Area Council	
ROI Report	\$ 140,000.00
Salaries and Fringe	\$ 100,000.00
SUBTOTAL	\$ 675,000.00
<b>TOTAL</b>	\$ 675,000.00



The **James Irvine**  
Foundation







The James Irvine  
Foundation

October 21, 2024

Merrick Pascual  
CFO  
City and County of San Francisco  
1 South Van Ness Ave., 5th FL  
San Francisco, CA 94103

Dear Merrick Pascual:

It is my pleasure to inform you that The James Irvine Foundation has approved a \$675,000 grant to City and County of San Francisco to support the Northern California Apprenticeship Network to address the widening regional equity gap by increasing access to high-road “new collar” apprenticeships for workers who have historically been excluded from the labor market, to be spent over 36 months.

Sabrina Kansara, Senior Program Officer, is responsible for monitoring this grant. Sabrina will be contacting you to see if you have any questions about the enclosed Grant Agreement and to discuss expectations for ongoing interactions between your organization and the Foundation. You can expect timely and thoughtful responses from Sabrina to any questions you raise or reports that you submit to the Foundation. We understand that circumstances may evolve over the time period of a grant and we are open to discussing adjustments to the objectives should this occur. Please direct all future communications regarding this grant to Sabrina and please also consider Mikaela Wilburn, Program Associate, and Kelly Martin, Director of Grants Administration, to be resources to you.

This grant is subject to the terms outlined in the enclosed Grant Agreement. We have also included our Grantee Communications Guidelines and ask that you review them before countersigning the Grant Agreement. After you have reviewed these documents, please have an appropriate officer **DocuSign the agreement**. The signed original should be retained for your files.

We are delighted to offer this support to City and County of San Francisco and look forward to working with you during the course of the grant.

Sincerely,

Donald J. Howard  
President and CEO

Enclosure

## The James Irvine Foundation

### GRANT AGREEMENT

This Grant from The James Irvine Foundation (the “Foundation”) is to be used only for the purposes described below and is subject to your acceptance of the conditions specified below. This Agreement will be effective when it has been signed by an authorized representative of your organization and a signed copy is received by the Foundation (electronic PDF acceptable.)

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<b>Grantee:</b>	City and County of San Francisco
<b>Grant Amount:</b>	\$675,000.00
<b>Grant Number:</b>	24-21445
<b>Time Period:</b>	Beginning October 11, 2024, for 36 months. Only expenses related to this time period may be charged against grant funds.
<b>Project Title:</b>	To support the Northern California Apprenticeship Network to address the widening regional equity gap by increasing access to high-road “new collar” apprenticeships for workers who have historically been excluded from the labor market.
<b>Goal(s):</b>	<ol style="list-style-type: none"><li>1. To better analyze, understand, and share how Small to Medium Businesses (SMBs) can become employer partners of registered apprenticeship programs, as well as how apprenticeship intermediaries can better support SMBs as employer partners.</li><li>2. To increase and diversify adoption of registered apprenticeship by employers of different sizes (including micro [fewer than 10 employees]; small [10 to 49 employees]; medium [50 to 249 employees]; and large businesses [more than 250 employees]) and industry sectors (including microelectronics, healthcare, arts, media and entertainment, and public sector employers) in Northern California.</li><li>3. To promote access and the success of BIPOC and other underrepresented groups in apprenticeship to increase the economic mobility of historically marginalized populations and communities in the region.</li></ol>
<b>Objective(s):</b>	<ol style="list-style-type: none"><li>1. To continue to grow and expand NCAN membership to represent more non-traditional industry sectors and build its capacity to engage and support inclusion of SMBs in the creation of equity-centered RAPs.</li><li>2. To increase the number of RAPs and apprentices, especially BIPOC and low-wage apprentices, by facilitating connections and supporting more effective collaboration between employers, education, workforce development, and CBO partners in the region.</li></ol>

3. To examine and quantify the benefits, costs, and replicability of different registered apprenticeship models in the California context, especially for small businesses.

**Payment Schedule:**

Payment Date	Payment Amount
November 25, 2024	\$675,000.00

*Please note that the first payment is pending receipt of the executed grant agreement. All other payments are subject to receipt and approval of interim reports. Payments will be sent electronically.*

**Reporting Schedule:**

Grantee Report	Due Date
Final Narrative and Financial Report	November 1, 2027

*All grant requirements must be submitted through the Foundation's online system, accessible on our Web site at [www.irvine.org/Portal](http://www.irvine.org/Portal). Please login to your account and submit the requirements listed above by the date indicated. Please refer to the enclosed **Grantee Reporting Guidelines** for details on reporting to the Foundation.*

## **I. IRS DETERMINATION**

This grant is specifically conditioned upon Grantee's status as an eligible grantee of the Foundation. The Foundation has obtained a copy of Grantee's IRS determination letter and/or verified Grantee's tax status on IRS Publication 78, evidencing the eligibility of Grantee to obtain support from the Foundation. The Foundation has also verified that no revocation of the determination letter has been published by the IRS. Grantee confirms that it is exempt from federal income tax as defined in Section 501(c)(3) of the Internal Revenue Code (the "Code") and that it is not a private foundation as defined in Code Section 509(a). Grantee also confirms that it has not had any substantial change in sources of support for any taxable year affected by this grant. Grantee shall notify the Foundation immediately of any change in (a) Grantee's tax-exempt status or its foundation status, or (b) Grantee's executive staff or key staff responsible for achieving the grant purposes.

## **II. GRANTEE'S FINANCIAL RESPONSIBILITIES**

Grantee shall treat grant funds as restricted assets and shall maintain books to show the grant funds separately. Grantee shall comply with applicable laws regarding the prudent and productive investment of all grant funds not required to be expended for grant purposes in the near term, and all interest or appreciation accruing thereon shall be restricted to the grant purposes. Grant funds may be commingled with Grantee's other liquid assets OR investments. All expenditures made in furtherance of the purposes of the grant shall be charged off against the grant and shall appear on Grantee's books. Grantee shall keep adequate records to substantiate its expenditures of grant funds. Grantee is expected to maintain complete and accurate financial records of revenues and expenditures relating to the grant for at least four (4) years after the Grantee has expended the last of the grant funds. In the event that the Foundation is audited by any government agency, it may be necessary, in rare instances, for the Foundation to examine, audit, or have audited the records of Grantee insofar as they relate to activities supported by this grant. Any expenses related to such activities will be borne by the Foundation.

## **III. REPORTING**

To enable the Foundation to evaluate the effectiveness of this grant, Grantee shall submit to the Foundation a written report for any annual accounting period of Grantee during which Grantee receives, holds, or spends any of the grant funds. Please refer to the enclosed ***Grantee Reporting Guidelines*** for details on reporting to the Foundation. If more than one report is required, the final report shall outline Grantee's use of all grant funds and charitable activities from the date of the disbursement of this grant until Grantee expended the last of the grant funds.

## **IV. EXPENDITURE OF GRANT FUNDS**

The grant is for the purpose(s) stated in this agreement. Grant funds may be expended only in accordance with the terms set forth herein. Grant funds may not be expended for any other purpose without prior written approval by the Foundation. Grantee shall repay to the Foundation any portion of the grant funds which is not spent or committed for the purposes stated in this agreement. Permission to make any major change (line items added or deleted or transfers among line items greater than 20 percent of the approved line item amount) to the approved budget must be requested in writing, and approved by the Foundation in advance of the implementation of the change.

Grantee shall not use any portion of the grant to participate or intervene in any political campaign on behalf of or in opposition to any specific candidate for public office, to induce or encourage violations of law or public policy, to cause any private inurement or improper private benefit to occur, or to take any other action inconsistent with Code Section 501(c)(3). Grantee shall not use any portion of the grant funds to support any form of violent political activity, terrorists, or terrorist organizations. Grantee shall not use any portion of the grant for reportable or disclosable activities under applicable state or local campaign finance disclosure or election laws, such as ballot measure contributions.

The grant shall not be used in any attempt to influence legislation within the meaning of Section 4945(e) of the Code, and neither the Foundation nor the Grantee has entered into any agreement, oral or written, to that effect. This prohibition shall not prevent Grantee from using grant funds for communications that do not qualify as lobbying under federal tax law, such as communications with legislators that do not refer to any specific legislation or that refer to legislation without reflecting any view on it; Grantee may also use grant funds for communications that qualify for any exception to the definition of lobbying under federal tax law, such as nonpartisan analysis, study, or research, or certain responses to requests from a legislative or government agency for comments on legislation.

#### **V. NO PLEDGE**

Neither this Agreement nor any other statement, oral or written, nor the making of any contribution or grant to Grantee shall be interpreted to create any pledge or any commitment by the Foundation or by any related person or entity to make any other grant or contribution to Grantee or any other entity for this or any other project. The grant contemplated by this Agreement shall be a separate and independent transaction from any other transaction between the Foundation and Grantee or any other entity.

#### **VI. PUBLICATIONS; LICENSES**

Any information contained in publications, studies, or research funded by this grant shall be made available to the public in electronic form following such reasonable requirements or procedures as the Foundation may establish from time to time. Grantee grants to the Foundation an irrevocable, nonexclusive license to publish any publications, studies, or research funded by this grant at its sole discretion.

#### **VII. ANTI-DISCRIMINATION**

Grantee agrees that, in the performance of this Agreement, it will not unlawfully discriminate in its employment practices, volunteer opportunities, or the delivery of programs or services, on the basis of race, color, religion, gender, national origin, ancestry, age, medical condition, handicap, veteran status, marital status, sexual orientation, or any other characteristic protected by law.

#### **VIII. USE OF SUBGRANTEES OR CONTRACTORS**

With regard to the selection of any subgrantee necessary to carry out the purposes of the grant, Grantee retains full discretion and control over the selection process, acting completely independently of the Foundation. There is no agreement, written or oral, by which the Foundation may cause Grantee to choose any particular subgrantee or contractor. Specifically, the Foundation is not earmarking Grant funds for any particular consultant or third party selected by Grantee and named in Grantee's grant proposal, and the final selection of such consultants or third party service providers is within the discretion of

Grantee. Any references in Grantee's proposed budget to specific named third parties who are projected to receive service fees from Grant funds, are understood by the Foundation to be statements of Grantee's current intent, and the final selection of such third parties and the terms their engagement by Grantee (including the amount of fees) is within Grantee's discretion and control.

In accordance with the Foundation's Indenture of Trust, any funds regranted to public agencies, or agencies established by the federal, state, or a local government, should supplement and not supplant government support.

#### **IX. PUBLICITY, PUBLICATIONS, AND COMMUNICATIONS**

The Foundation should be recognized for its support of your work in your public communications about the funded project or activities. For example, please note the Foundation's support on any websites or web pages about the project and in any announcements or other materials funded by this grant. Grantee should follow the instructions provided in the Grantee Communications Guidelines included in this packet.

If you believe that publicly recognizing the Foundation's funding of your work may not be appropriate — either for the Grantee or the Foundation — please contact the Foundation to discuss options.

#### **X. INDEMNIFICATION**

In the event that a claim of any kind is asserted against the Grantee or the Foundation related to or arising from the project funded by the grant and a proceeding is brought against the Foundation by reason of such claim, the Grantee, upon written notice from the Foundation, shall, at the Grantee's expense, resist or defend such action or proceeding, at no cost to the Foundation, by counsel approved by the Foundation in writing.

Grantee hereby agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless the Foundation, its officers, directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly, indirectly, wholly, or partially arising from or in connection with any act or omission by Grantee, its employees or agents, in applying for or accepting the grant, in expending or applying the grant funds, or in carrying out any project or program supported by the grant, except to the extent that such claims, liabilities, losses, and expenses arise from or in connection with any act or omission by the Foundation, its officers, directors, employees, or agents.

#### **XI. NO AGENCY**

Grantee is solely responsible for all activities supported by the grant funds, the content of any product created with the grant funds, and the manner in which any such product may be disseminated. This Agreement shall not create any agency relationship, partnership, or joint venture between the parties, and Grantee shall make no such representation to anyone.

#### **XII. FURTHER ASSURANCES**

Grantee acknowledges that it understands its obligations imposed by this Agreement, including but not limited to those obligations imposed by reference to the Code. Grantee agrees that if Grantee has any

doubts about its obligations under this Agreement, including those incorporated by reference to the Code, Grantee will promptly contact the Foundation or legal counsel.

The Foundation will not distribute Grantee materials (grant proposal, grant reports) to any outside party, unless required by law, without written consent of the Grantee.

### **XIII. NO WAIVERS**

The failure of the Foundation to exercise any of its rights under this Agreement shall not be deemed a waiver of such rights.

### **XIV. TERMINATION**

The Foundation, at its sole option, may terminate this agreement or withhold payments, or both, at any time, if, in the Foundation's judgment: a) the Foundation is not satisfied with the quality of the Grantee's progress toward achieving the project goals; b) the Foundation is of the opinion that the Grantee is incapable of satisfactorily completing the project or has ceased to be an appropriate means of accomplishing the purposes of the grant; c) the Grantee dissolves or fails to operate; or d) the Grantee materially fails to comply with the terms and conditions of this agreement, including but not limited to failure to submit reports when due. If termination occurs prior to the scheduled end date, the Grantee shall, upon request by the Foundation, provide to the Foundation a full accounting of the receipt and disbursement of funds and expenditures incurred under the grant as of the effective date of termination. Within sixty (60) days after written request by the Foundation, the Grantee shall remit all grant funds unexpended as of the effective date of termination. The Foundation may also avail itself of any other remedies available at law.

### **XV. LIMITATION**

This Agreement contains the entire agreement between the parties with respect to the Grant and supersedes any previous oral or written understandings or agreements. It is expressly understood that by making this Grant, the Foundation has no obligation to provide other or additional support to the Grantee for purposes of this project or any other purposes.

### **XVI. GOVERNING LAW**

This Agreement will be governed by and interpreted in accordance with the substantive laws of the State of California. Any laws that direct the application of another State's law to this Agreement will be disregarded.

### **XVII. ELECTRONIC DEPOSIT INFORMATION; RELEASE**

All Grant payments will be made electronically. Grantee is responsible for providing the Foundation with accurate and current bank account, routing, and other information required for payment of the Grant, including any updates should the information change while any payment is outstanding. Grantee hereby releases the Foundation from any liability from, and acknowledges the Foundation shall not be responsible for, any losses or delays in receipt of Grant funds caused by Grantee's failure to provide or input complete and accurate updated account information.



**XVIII. ACCEPTANCE OF TERMS AND CONDITIONS**

On behalf of The James Irvine Foundation, I extend every good wish for the success of this project.

By: \_\_\_\_\_

Donald J. Howard

President and CEO, The James Irvine Foundation

October 21, 2024

I acknowledge that the Grantee has received and retained a copy of this document. The above terms and conditions are hereby accepted and agreed to as of the date specified.

Accepted on behalf of City and County of San Francisco

By: \_\_\_\_\_

*Signature of Authorized Officer, Director or Trustee*

Name: \_\_\_\_\_

Merrick Pascual

Title: \_\_\_\_\_

Chief Financial Officer

Date: \_\_\_\_\_

10/21/2024

## The James Irvine Foundation

*Please use this format for all financial status reports to the Foundation*

---

### Grant to City and County of San Francisco

*Reporting should only reflect the use of grant funds expended during the time period shown on the first page of your Grant Agreement.*

CATEGORY	APPROVED AMOUNT	TOTAL EXPENDITURES FOR THE PERIOD	TOTAL EXPENDITURES TO DATE	REMAINING BALANCE
Salary and Fringe	\$150,000			
Travel	\$15,000			
Events	\$5,000			
Indirect Costs	\$65,000			
Contracts	\$440,000			
<b>TOTAL</b>	<b>\$675,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

## The James Irvine Foundation

### GRANTEE REPORTING GUIDELINES

- Organization Name:** City and County of San Francisco
- Report Due Dates:** See Grant Agreement
- Time Period:** Beginning October 11, 2024, for 36 months. Only expenses related to this time period may be charged against grant funds.
- Project Title:** To support the Northern California Apprenticeship Network to address the widening regional equity gap by increasing access to high-road “new collar” apprenticeships for workers who have historically been excluded from the labor market.
- Grant Amount:** \$675,000.00
- Goal(s):**
1. To better analyze, understand, and share how Small to Medium Businesses (SMBs) can become employer partners of registered apprenticeship programs, as well as how apprenticeship intermediaries can better support SMBs as employer partners.
  2. To increase and diversify adoption of registered apprenticeship by employers of different sizes (including micro [fewer than 10 employees]; small [10 to 49 employees]; medium [50 to 249 employees]; and large businesses [more than 250 employees]) and industry sectors (including microelectronics, healthcare, arts, media and entertainment, and public sector employers) in Northern California.
  3. To promote access and the success of BIPOC and other underrepresented groups in apprenticeship to increase the economic mobility of historically marginalized populations and communities in the region.
- Objectives:**
1. To continue to grow and expand NCAN membership to represent more non-traditional industry sectors and build its capacity to engage and support inclusion of SMBs in the creation of equity-centered RAPs.
  2. To increase the number of RAPs and apprentices, especially BIPOC and low-wage apprentices, by facilitating connections and supporting more effective collaboration between employers, education, workforce development, and CBO partners in the region.
  3. To examine and quantify the benefits, costs, and replicability of different registered apprenticeship models in the California context, especially for small businesses.

### **NARRATIVE REPORT**

***Please note that you may have a check-in call with your program officer in lieu of a written narrative***

***report. If you prefer to submit a written report, please reflect on the goals for this grant as you respond to the following questions:***

1. Successes. What have been the two to three biggest successes and/or high points that you experienced in your Irvine-funded work over the grant period?
2. Challenges. What have been the top two to three biggest challenges and/or struggles that you have experienced in your Irvine-funded work over the grant period?
3. Learning & Adaptation. What are the two to three most important things you learned over the grant period? Have these insights led you to adjust your approach or strategy moving forward? If so, in what ways?
4. Please describe the extent to which you achieved the goals or objectives identified in your grant agreement. If your grant is for general operating support, this question does not apply (Note: individual goals and objectives will be populated in each grantee record and space will be provided for grantees to respond about each one).
5. If there are other reflections or information on your organization, your work, or your grant from Irvine that you would like to share with us, please do so here. This might include reports produced by your organization, press coverage, blog postings about your work, etc. [Grantees will be able to upload documents]

## **FINANCIAL REPORT**

The Financial Report should follow the format of the **Approved Project Budget** included in the Grant Agreement.

Please submit your financial reporting using the **Financial Report Template for Project Support & Regranting** found under “Resources” on our website: [www.irvine.org/our-grants/current-grantees](http://www.irvine.org/our-grants/current-grantees).

**All reporting requirements should be submitted through the Foundation's online system using your account, accessible at the website [www.irvine.org/portal](http://www.irvine.org/portal).** Please contact Grants Administration at [grantsadmin@irvine.org](mailto:grantsadmin@irvine.org) if you need assistance with our online grantee portal.

**NCAN Sustainability & Registered Apprenticeship (October 11, 2024 -October 11, 2027)**

<b>Budget Item</b>	<b>Total</b>
OEWD:	
.22 Staff Salary - 9775 Senior Community Development Specialist X 3 years	\$ 107,200.00
.22 Staff Fringe - 9775 Senior Community Development Specialist X 3 years	\$ 42,800.00
Events	\$ 5,000.00
Travel	\$ 15,000.00
Indirect Costs (FMDC @ 10%)	\$ 65,000.00
<b>Total OEWD Costs</b>	<b>\$ 235,000.00</b>
<b>Contractual:</b>	
Partner Organizations	\$ 440,000.00
Total Contractual:	\$ 440,000.00
<b>Total Budget</b>	<b>\$ 675,000.00</b>

NCAN Sustainability & Registered Apprenticeship (SME-Focused) ROI Report	
Activity	Budget Request
<b><u>OEWD</u></b>	
Salary and Fringe	\$150,000.00
Travel	\$15,000.00
Events	\$5,000.00
Indirect Costs	\$65,000.00
<b>CONTRACTS:</b>	
<b><u>BAVC Media</u></b>	
Salaries and Fringe	\$150,000.00
Registered Apprenticeship Employer of Record Exploration	\$50,000.00
<b><u>Bay Area Council</u></b>	
ROI Report	\$140,000.00
Salaries and Fringe	\$100,000.00
<b>SUBTOTAL</b>	\$675,000.00
<b>TOTAL</b>	\$675,000.00



## San Francisco Ethics Commission

25 Van Ness Avenue, Suite 220, San Francisco, CA 94102

Phone: 415.252.3100 . Fax: 415.252.3112

[ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org) . [www.sfethics.org](http://www.sfethics.org)

Received On:

File #: 250141

Bid/RFP #:

### Notification of Contract Approval

SFEC Form 126(f)4

(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)

A Public Document

Each City elective officer who approves a contract that has a total anticipated or actual value of \$100,000 or more must file this form with the Ethics Commission within five business days of approval by: (a) the City elective officer, (b) any board on which the City elective officer serves, or (c) the board of any state agency on which an appointee of the City elective officer serves. For more information, see: <https://sfethics.org/compliance/city-officers/contract-approval-city-officers>

#### 1. FILING INFORMATION

<b>TYPE OF FILING</b>	<b>DATE OF ORIGINAL FILING (for amendment only)</b>
Original	
<b>AMENDMENT DESCRIPTION – Explain reason for amendment</b>	

#### 2. CITY ELECTIVE OFFICE OR BOARD

<b>OFFICE OR BOARD</b>	<b>NAME OF CITY ELECTIVE OFFICER</b>
Board of Supervisors	Members

#### 3. FILER'S CONTACT

<b>NAME OF FILER'S CONTACT</b>	<b>TELEPHONE NUMBER</b>
Angela Calvillo	415-554-5184
<b>FULL DEPARTMENT NAME</b>	<b>EMAIL</b>
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

#### 4. CONTRACTING DEPARTMENT CONTACT

<b>NAME OF DEPARTMENTAL CONTACT</b>	<b>DEPARTMENT CONTACT TELEPHONE NUMBER</b>
Orrian Willis	628.652.8451
<b>FULL DEPARTMENT NAME</b>	<b>DEPARTMENT CONTACT EMAIL</b>
021 Economic and Workforce Development	orrian.willis@sfgov.org

5. CONTRACTOR	
<b>NAME OF CONTRACTOR</b>  BAVC Media	<b>TELEPHONE NUMBER</b>  (415) 861-3282
<b>STREET ADDRESS (including City, State and Zip Code)</b>  145 9th St #101, San Francisco, CA 94103	<b>EMAIL</b>  paulasarrigoni@bavc.org

6. CONTRACT		
<b>DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)</b>  	<b>ORIGINAL BID/RFP NUMBER</b>  	<b>FILE NUMBER (If applicable)</b> 250141
<b>DESCRIPTION OF AMOUNT OF CONTRACT</b>  \$200,000		
<b>NATURE OF THE CONTRACT (Please describe)</b>  Northern California Apprentice Network Sustainability: BAVC Media serves as the subject matter expert and technical assistant provider for NCAN tech apprenticeships. In addition, BAVC Media will utilize \$50,000 to explore the potential role of employer of record services in relation to registered apprenticeship expansion.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
<input type="checkbox"/>	THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM
<input checked="" type="checkbox"/>	A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES  Board of Supervisors
<input type="checkbox"/>	THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS



**9. AFFILIATES AND SUBCONTRACTORS**

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Amonkar	Aditya	Board of Directors
2	Vaba	Almetria	Board of Directors
3	Herrmann	Cassandra	Board of Directors
4	wislon	Debra	Board of Directors
5	Parsont	Joanne	Board of Directors
6	Morel	Morgan	Board of Directors
7	Krueger	Penny	Board of Directors
8	Hockaday	Peter	Board of Directors
9	Holbrook	Rachel	Board of Directors
10	Gill	Samantha	Board of Directors
11	Soumyaa	Behrens	Board of Directors
12	Arrigoni	Paula	CEO
13	Lam	Kathleen	CFO
14			
15			
16			
17			
18			
19			

**9. AFFILIATES AND SUBCONTRACTORS**

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
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38			

### 9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			

☐ Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.

### 10. VERIFICATION

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete.

**I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**

**SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK**

**DATE SIGNED**

BOS Clerk of the Board



## San Francisco Ethics Commission

25 Van Ness Avenue, Suite 220, San Francisco, CA 94102

Phone: 415.252.3100 . Fax: 415.252.3112

[ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org) . [www.sfethics.org](http://www.sfethics.org)

Received On:

File #: 250141

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<b>OFFICE OR BOARD</b>	<b>NAME OF CITY ELECTIVE OFFICER</b>
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<b>FULL DEPARTMENT NAME</b>	<b>EMAIL</b>
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<b>NAME OF DEPARTMENTAL CONTACT</b>	<b>DEPARTMENT CONTACT TELEPHONE NUMBER</b>
Orrian Willis	6286528451
<b>FULL DEPARTMENT NAME</b>	<b>DEPARTMENT CONTACT EMAIL</b>
021 Economic and Workforce Development	orrian.willis@sfgov.org

5. CONTRACTOR	
<b>NAME OF CONTRACTOR</b> Bay Area Council	<b>TELEPHONE NUMBER</b> 4159468777
<b>STREET ADDRESS (including City, State and Zip Code)</b> Pier 9, The Embarcadero, San Francisco	<b>EMAIL</b> kvernon@bayareacouncil.org

6. CONTRACT		
<b>DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)</b>	<b>ORIGINAL BID/RFP NUMBER</b>	<b>FILE NUMBER (If applicable)</b> 250141
<b>DESCRIPTION OF AMOUNT OF CONTRACT</b> \$240,000		
<b>NATURE OF THE CONTRACT (Please describe)</b> <p>Northern California Apprentice Network (NCAN) Sustainability: The Bay Area Council is one of the founding members of the NCAN. Their role in the network is to serve as the lead convener of local businesses interested in apprenticeship. In addition to their role as facilitator of business development, the Bay Area Council will conduct a landscape analysis on the opportunities and barriers of registered apprenticeship expansion in the Bay Area. The study will be led by their Economic Institute team.</p>		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
<input type="checkbox"/>	THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM
<input checked="" type="checkbox"/>	A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES Board of Supervisors
<input type="checkbox"/>	THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS

# 9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Abott	Tane	Board of Directors
2	Adamo	Nino	Board of Directors
3	Ali-Sullivan	Aidan	Board of Directors
4	Andersen	Beth	Board of Directors
5	Asnani	Harshul	Board of Directors
6	Baer	Larry	Board of Directors
7	Bakar	Anne	Board of Directors
8	Baldwin	Shalonda	Board of Directors
9	Ball	Andy	Board of Directors
10	Bass	Kevin	Board of Directors
11	Blakeman	Marc	Board of Directors
12	Calkins	Virginia	Board of Directors
13	Callender	Rick	Board of Directors
14	Carter	Kara	Board of Directors
15	Casillas	Pete	Board of Directors
16	Chan	Clifford	Board of Directors
17	Chavarria	Sarah	Board of Directors
18	Banks	Rey	Board of Directors
19	Christie	Rey	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Cimino	Chris	Board of Directors
21	Clever	George	Board of Directors
22	Coniglio	Sal	Board of Directors
23	Cooper	Justin	Board of Directors
24	Covarrubia	Michael	Board of Directors
25	Davis	Grace	Board of Directors
26	Davis	Evette	Board of Directors
27	De Luca	John	Board of Directors
28	del Rosario	Christine	Board of Directors
29	Dillabough	Gary	Board of Directors
30	Donner	Michael	Board of Directors
31	Drake	Michael	Board of Directors
32	Eddy	John	Board of Directors
33	Ejaz	Ahmad	Board of Directors
34	Covarrubia	Otgo	Board of Directors
35	Faralli	Chris	Board of Directors
36	Fealk	Dean	Board of Directors
37	Fenton	Aaron	Board of Directors
38	Fields	Jessica	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
39	Fletcher	Vince	Board of Directors
40	Forbes	Elaine	Board of Directors
41	Ganguly	Joydeep	Board of Directors
42	Gee	Darlene	Board of Directors
43	Gingrich	John	Board of Directors
44	Goldsmith	Alan	Board of Directors
45	Gonzalez	Javier	Board of Directors
46	Graham	Chris	Board of Directors
47	Grisso	Mike	Board of Directors
48	Gruebele	Peter	Board of Directors
49	Gruwell	Chris	Board of Directors
50	Hagan	Alison	Board of Directors
<input checked="" type="checkbox"/>	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

# 10. VERIFICATION

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete.

**I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**

SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK	DATE SIGNED
BOS Clerk of the Board	





## San Francisco Ethics Commission

25 Van Ness Avenue, Suite 220, San Francisco, CA 94102

Phone: 415.252.3100 . Fax: 415.252.3112

[ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org) . [www.sfethics.org](http://www.sfethics.org)

Received On:

File #: 250141

Bid/RFP #:

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(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)

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#### 1. FILING INFORMATION

<b>TYPE OF FILING</b>	<b>DATE OF ORIGINAL FILING (for amendment only)</b>
Supplemental	
<b>AMENDMENT DESCRIPTION – Explain reason for amendment</b>	

#### 2. CITY ELECTIVE OFFICE OR BOARD

<b>OFFICE OR BOARD</b>	<b>NAME OF CITY ELECTIVE OFFICER</b>
Board of Supervisors	Members

#### 3. FILER'S CONTACT

<b>NAME OF FILER'S CONTACT</b>	<b>TELEPHONE NUMBER</b>
Angela Calvillo	415-554-5184
<b>FULL DEPARTMENT NAME</b>	<b>EMAIL</b>
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

#### 4. CONTRACTING DEPARTMENT CONTACT

<b>NAME OF DEPARTMENTAL CONTACT</b>	<b>DEPARTMENT CONTACT TELEPHONE NUMBER</b>
Orrian Willis	6286528451
<b>FULL DEPARTMENT NAME</b>	<b>DEPARTMENT CONTACT EMAIL</b>
021 Economic and Workforce Development	orrian.willis@sfgov.org

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<b>NAME OF CONTRACTOR</b> Bay Area Council	<b>TELEPHONE NUMBER</b> 4159468777
<b>STREET ADDRESS (including City, State and Zip Code)</b> Pier 9, The Embarcadero, San Francisco	<b>EMAIL</b> kvernon@bayareacouncil.org

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<b>DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)</b>	<b>ORIGINAL BID/RFP NUMBER</b>	<b>FILE NUMBER (If applicable)</b> 250141
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<b>NATURE OF THE CONTRACT (Please describe)</b> <p>Northern California Apprentice Network (NCAN) Sustainability: The Bay Area Council is one of the founding members of the NCAN. Their role in the network is to serve as the lead convener of local businesses interested in apprenticeship. In addition to their role as facilitator of business development, the Bay Area Council will conduct a landscape analysis on the opportunities and barriers of registered apprenticeship expansion in the Bay Area. The study will be led by their Economic Institute team.</p>		

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This contract was approved by:	
<input type="checkbox"/>	THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM
<input checked="" type="checkbox"/>	A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES Board of Supervisors
<input type="checkbox"/>	THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Hall	Gary	Board of Directors
2	Hansen	Jay	Board of Directors
3	Harris	Todd	Board of Directors
4	Hawgood	Sam	Board of Directors
5	Heller	Jeffrey	Board of Directors
6	Hernandez	Jennifer	Board of Directors
7	Herrera	Dennis	Board of Directors
8	Hillan	Pete	Board of Directors
9	Hillis	Kerry	Board of Directors
10	Hopkins	Dave	Board of Directors
11	Howder	Randy	Board of Directors
12	Hoxie	Tim	Board of Directors
13	Johnson	Nick	Board of Directors
14	Kay	Sally	Board of Directors
15	Kirchofer	Joe	Board of Directors
16	Kirz	Steven	Board of Directors
17	Kiyota	Travis	Board of Directors
18	Kowalski	Luke	Board of Directors
19	KropeInicki	Marty	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Landa	Enrique	Board of Directors
21	Lawson	Kristina	Board of Directors
22	Leduc	Sylvain	Board of Directors
23	Leonard	Alex	Board of Directors
24	Levine	Jim	Board of Directors
25	Liang	Janet	Board of Directors
26	Lyons	Richard	Board of Directors
27	Mahoney	Lynn	Board of Directors
28	Makle	Alex	Board of Directors
29	Marcus	George	Board of Directors
30	Mazzie	Phillip	Board of Directors
31	McAllister	Peg	Board of Directors
32	McKibben	Sheryl	Board of Directors
33	McKnight	Alicia	Board of Directors
34	McWilliams	Greg	Board of Directors
35	Mehran Sr.	Alex	Board of Directors
36	Mendoza	Hydra	Board of Directors
37	Mestres	Tony	Board of Directors
38	Metcalf	Gabe	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
39	Miller	Martha	Board of Directors
40	Minick	Liz	Board of Directors
41	Moss	Jordan	Board of Directors
42	Mulligan	Denis	Board of Directors
43	Munoz	Juan	Board of Directors
44	Murphy	Mary	Board of Directors
45	Murphy	Rachel	Board of Directors
46	Nadershahi	Nader	Board of Directors
47	Nakornkhet	Mike	Board of Directors
48	Napetian	Allen	Board of Directors
49	Naranjo	Fred	Board of Directors
50	Ni	Pi	Board of Directors
<input checked="" type="checkbox"/>	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

### 10. VERIFICATION

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete.

**I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**

SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK	DATE SIGNED
BOS Clerk of the Board	



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#### 1. FILING INFORMATION

TYPE OF FILING

Supplemental

DATE OF ORIGINAL FILING (for amendment only)

AMENDMENT DESCRIPTION – Explain reason for amendment

#### 2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD

Board of Supervisors

NAME OF CITY ELECTIVE OFFICER

Members

#### 3. FILER'S CONTACT

NAME OF FILER'S CONTACT

Angela Calvillo

TELEPHONE NUMBER

415-554-5184

FULL DEPARTMENT NAME

Office of the Clerk of the Board

EMAIL

Board.of.Supervisors@sfgov.org

#### 4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT

Orrian Willis

DEPARTMENT CONTACT TELEPHONE NUMBER

6286528451

FULL DEPARTMENT NAME

021 Economic and Workforce Development

DEPARTMENT CONTACT EMAIL

orrian.willis@sfgov.org

5. CONTRACTOR	
<b>NAME OF CONTRACTOR</b> Bay Area Council	<b>TELEPHONE NUMBER</b> 4159468777
<b>STREET ADDRESS (including City, State and Zip Code)</b> Pier 9, The Embarcadero, San Francisco	<b>EMAIL</b> kvernon@bayareacouncil.org

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**9. AFFILIATES AND SUBCONTRACTORS**

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Nibbi	Robert	Board of Directors
2	O'Connell	Steve	Board of Directors
3	O'Neil	Caitlin	Board of Directors
4	O'Sullivan	Kate	Board of Directors
5	Orozco	Gerard	Board of Directors
6	Pandya	Sunil	Board of Directors
7	Paxton	Jay	Board of Directors
8	Perea	Henry	Board of Directors
9	Peterman	Carla	Board of Directors
10	Petersen	Jill	Board of Directors
11	Peterson	Tanya	Board of Directors
12	Piccini	Jacqueline	Board of Directors
13	Powers	Bob	Board of Directors
14	Prieto	Ramona	Board of Directors
15	Tseregounis	Emily	Board of Directors
16	Rajan	Kish	Board of Directors
17	Rajgopal	Kausik	Board of Directors
18	Reily	Clint	Board of Directors
19	Rendle	Linda	Board of Directors



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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Reuben	Sheryl	Board of Directors
21	Reyes	Rudy	Board of Directors
22	Rivielle	Chris	Board of Directors
23	Robbins	Rich	Board of Directors
24	Roberts	George	Board of Directors
25	Rose	Allison	Board of Directors
26	Rosen	Ken	Board of Directors
27	Rottenberg	Julie	Board of Directors
28	Salazar	Juan	Board of Directors
29	Santoro	Brenda	Board of Directors
30	Schneider	Brandon	Board of Directors
31	Schoettmer	Megan	Board of Directors
32	Schwartz	Jack	Board of Directors
33	Scott	Matt	Board of Directors
34	Seiler	Michael	Board of Directors
35	Self	Tina	Board of Directors
36	Shorenstein	Brandon	Board of Directors
37	Silwal	Geeti	Board of Directors
38	Snider	Jean	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
39	Sternberg	David	Board of Directors
40	Sullivan	Julie	Board of Directors
41	Matson	Cynthia	Board of Directors
42	Trefethen	Cynthia	Board of Directors
43	Tucker	David	Board of Directors
44	Unnava	Rao	Board of Directors
45	Van de Water	Adam	Board of Directors
46	Vogt	DJ	Board of Directors
47	Walker	Richard	Board of Directors
48	Wallace	Jim	Board of Directors
49	Wallace	Joe	Board of Directors
50	Warren	Scott	Board of Directors
<input checked="" type="checkbox"/>	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

# 10. VERIFICATION

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete.

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Board of Supervisors	Members

#### 3. FILER'S CONTACT

<b>NAME OF FILER'S CONTACT</b>	<b>TELEPHONE NUMBER</b>
Angela Calvillo	415-554-5184
<b>FULL DEPARTMENT NAME</b>	<b>EMAIL</b>
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

#### 4. CONTRACTING DEPARTMENT CONTACT

<b>NAME OF DEPARTMENTAL CONTACT</b>	<b>DEPARTMENT CONTACT TELEPHONE NUMBER</b>
Orrian Willis	6286528451
<b>FULL DEPARTMENT NAME</b>	<b>DEPARTMENT CONTACT EMAIL</b>
021 Economic and Workforce Development	orrian.willis@sfgov.org

5. CONTRACTOR	
<b>NAME OF CONTRACTOR</b> Bay Area Council	<b>TELEPHONE NUMBER</b> 4159468777
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Wayland	John	Board of Directors
2	Webb-Hughes	Erika	Board of Directors
3	Weiss	David	Board of Directors
4	Xu	Kevin	Board of Directors
5	York	Jed	Board of Directors
6	Zeff	Ron	Board of Directors
7	Zuckerman	Mike	Board of Directors
8	Wunderman	Jim	CEO
9	Grubb	John	COO
10	Aldridge	Alison	Other Principal Officer
11			
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39			
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☐ Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.

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**I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**

**SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK**

**DATE SIGNED**

BOS Clerk of the Board

**TO:** Angela Calvillo, Clerk of the Board of Supervisors

**FROM:** Alesandra Lozano, Government Affairs Manager,  
Office of Economic and Workforce Development

**DATE:** February 3, 2025

**SUBJECT:** Accept and Expend Resolution

**GRANT TITLE:** Northern California Apprentice Network Sustainability  
Grant

---

Attached please find the original\* and one copy of each of the following:

  x   Proposed grant resolution; original\* signed by Department, Mayor, Controller

  x   Grant information form, including disability checklist

  x   Grant budget

  x   Grant application

  x   Letter of Intent or grant award letter from funding agency

  N/A   Ethics Form 126 (if applicable)

  N/A   Contracts, Leases/Agreements (if applicable)

  N/A   Other (Explain):

**Special Timeline Requirements:**

Retroactive. Grant start date 10/11/2024.

**Departmental representative to receive a copy of the adopted ordinance:**

Name: Alesandra Lozano

Phone/Email: alesandra.lozano@sfgov.org

Interoffice Mail Address: 1 Dr. Carlton B. Goodlett Pl., City Hall, Room 448, San Francisco, CA 94102

Certified copy required Yes ☒

No ☐

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).



OFFICE OF THE MAYOR  
SAN FRANCISCO



DANIEL LURIE  
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors  
FROM: Adam Thongsavat, Mayor's Liaison to the Board of Supervisors  
RE: Accept and Expend Grant – Retroactive – James Irvine Foundation – Northern California  
Apprenticeship Network Sustainability Grant through the Office of Economic and Workforce  
Development – \$675,000  
DATE: February 11, 2025

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Resolution retroactively authorizing the Office of Economic and Workforce Development to accept and expend a grant in the amount of \$675,000 from the James Irvine Foundation during the grant period of October 11, 2024 through October 11, 2027.

Should you have any questions, please contact Adam Thongsavat at [adam.thongsavat@sfgov.org](mailto:adam.thongsavat@sfgov.org)