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Foundation

Expanding Non-Traditional Apprenticeships in California

The Role of the 45 Local Workforce Development Boards



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Cover image: apprentice Alex Hasbach on the tractor at Rominger Brothers Farms in Winters, CA. Alex was the first graduate of the Beginning Farm and Ranch Management Apprenticeship Program, and the farm kept her on after graduating.



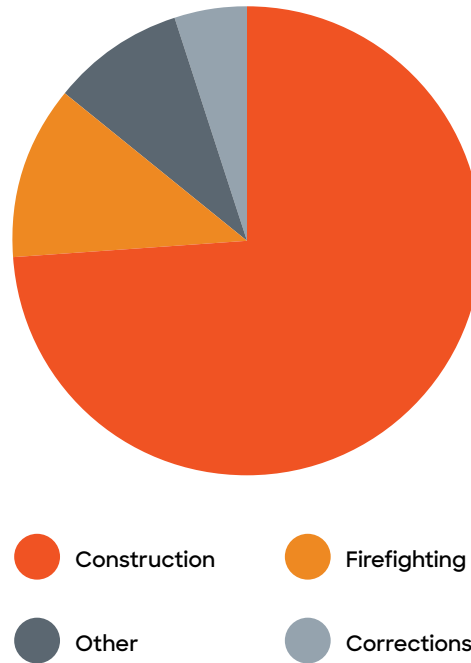
INTRODUCTION

The Local Workforce Development Board (LWDB) System in California as an Important Partner in Apprenticeship Expansion

In his first year in office, California Governor Gavin Newsom identified expanding apprenticeships as a workforce priority, and he set a goal of 500,000 operating apprenticeships in the state by 2029. In doing so, Governor Newsom follows growing interest in apprenticeships both in the state and nationwide. Apprenticeships were a workforce priority of former Governor Jerry Brown also, reviving an approach he first championed in the 1970s.

Currently, California is well short of the 500,000 apprenticeships goal. As of late December 2019, the Division of Apprenticeship Standards lists 93,908 registered apprentices in the state.¹ This number is up from the roughly 80,000 active apprentices at the end of 2018. However, it contains few apprenticeships in non-traditional fields, which is the state’s focus for apprenticeship development. As of the end of 2018, 74% of the apprenticeships in California were in construction building trades, 12% were in firefighter positions, and 5% were in correctional officer positions.² Only 9% of apprenticeships were in all other occupations combined.³

In this paper, we focus on the role of the 45 Local Workforce Development Boards (LWDBs) in California in expanding apprenticeships. Part I is a quick overview of the LWDB system, funding, and mission in California. Part II looks at roles that LWDBs have played in expanding non-traditional apprenticeships in the past few years. It builds on a fall 2019 survey about LWDB apprenticeships in California and structured



follow-up interviews with LWDB directors. Part III looks at how to build on the current LWDB efforts going forward.

The LWDB system, as it has evolved over the past 40 years in California, has two strengths that are worth highlighting in any apprenticeship discussion. First, the LWDBs know their local labor markets in-depth: who is hiring, what sectors are growing, and what occupations are growing. Second, nearly all LWDBs maintain a “business services” unit that knows the local employers and keeps in regular contact with them.

1. California Dept of Industrial Relations, Division of Apprenticeship Standards, retrieved December 24, 2019, <https://www.dir.ca.gov/das>.

2. Social Policy Research Associates, “The Future of Apprenticeship in California”, December 2018. <https://www.jff.org/resources/closing-gap-future-apprenticeship-california>.

3. Among the other occupations, only 328 apprenticeships were in Manufacturing, 179 in Information Tech and 111 in Health Care.



PART 1

Overview of the LWDB System in California and Funding

The LWDBs are at the center of California’s workforce system. They receive the largest share of the roughly \$400 million in federal workforce funds that come to the state under the Workforce Innovation and Opportunity Act (WIOA). To various degrees, LWDBs also administer job training funds under CalWORKS, CalFresh Employment and Training, and Adult Education. They also often partner with other main government entities in California’s workforce system: the community colleges, local education authorities, and K-12 education districts.

The table below presents the main WIOA funds that came to California in the 2019-2020 program year:

WIOA Funds in California, Program Year 2019⁴

Category	Funding
Adult Activities	\$114,617,248
Youth Activities	\$119,017,698
Dislocated Worker Activities	\$147,573,118

Over 80% of the WIOA funds that come to California are distributed to the LWDBs on a formula basis, a combination of population and employment indicators. The LWDBs have broad discretion in the use of these funds, consistent with the participant eligibility requirements in each of the three main categories: adult, youth, and dislocated worker.

Apprenticeship training is an eligible training activity under WIOA. WIOA funds can be used to reimburse apprenticeship-related expenses such as the costs of books, equipment, and travel for the apprentice, the costs of training time incurred by the employer, and the costs of recruiting and providing any supportive services to apprentices.

Further, in recent years both the California Labor and Workforce Development Agency (LWDA) and the U.S. Department of Labor’s Employment and Training Administration (ETA) have urged California’s LWDBs to take a more active role in apprenticeship development and provide resources. The CWDB has funded an Agency position to work with LWDBs, employers, and community colleges to promote apprenticeships. It has also funded demonstration apprenticeship efforts that have included LWDBs in each of the seven rounds of the Workforce Accelerator Fund expenditures.

The ETA has funded its own initiatives aimed at expanding apprenticeships across the country, including through the LWDBs. Most recently, in June 2019 it announced \$183 million in grants in H1-B funds to expand apprenticeships in non-traditional fields.⁵

4. Federal Register. “Workforce Innovation and Opportunity Act Allotments” April 19, 2019 <https://www.federalregister.gov/documents/2019/04/19/2019-07729/program-year-py-2019-workforce-innovation-and-opportunity-act-wioa-allotments-py-2019-wagner-peyser>.

5. U.S. Department of Labor, “Apprenticeships: Closing the Skills Gap”, retrieved December 24, 2019, <https://www.dol.gov/featured/apprenticeship/grants>.



PART 2

Current LWDB Roles in Expanding Apprenticeships in California

In fall 2019, a survey was distributed to California’s LWDBs about their apprenticeship initiatives, followed by interviews with 12 LWDB directors most active in apprenticeship expansion in non-traditional fields.

As summarized below, California’s LWDBs have assumed several roles in expanding apprenticeships in the state. These roles have differed among industry sectors, regions, and LWDBs. All have been in the context of regional partnerships, partnering with the region’s K-12 districts and community colleges. Following is a description of three major regional efforts in apprenticeship expansion, along with brief notes on other apprenticeship efforts in farm management, community healthcare work, and early childhood education, along with LWDB roles.

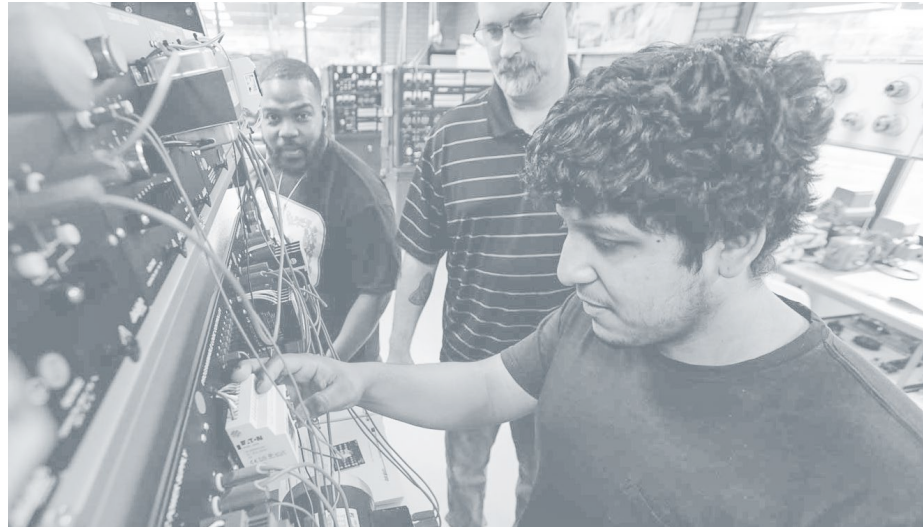
Inland Empire Advanced Manufacturing Apprenticeships

The Inland Empire’s LAUNCH apprenticeship network (Local Apprenticeships Uniting a Network of Colleges and High Schools) is among the most developed regional apprenticeship initiatives. LAUNCH is a collaboration of K-12 schools, community colleges, Adult Education, and San Bernardino County and Riverside County LWDBs.

In this collaboration, the community colleges have taken the lead in identifying and developing apprenticeships in advanced manufacturing and culinary arts. The two LWDBs have provided several significant forms of labor market information, business outreach funding, and funding to incentivize employer participation.

ADVANCED MANUFACTURING APPRENTICESHIPS

The Inland Empire’s LAUNCH has roots in Norco College’s 2017-2018 apprenticeship initiatives and its Apprenticeship Director, Charles Henkels. Prior to 2017, Henkels worked in partnership with several career technical education programs at Norco College, including the Supply Chain Technology training with the region’s logistics employers. In 2017, Henkels began to incorporate the apprenticeship model as a form of training and placement.



Norco College’s first registered apprenticeship occupation, Industrial Maintenance Technician, was registered in 2017 with funding from the California Apprenticeship Initiative (CAI). Henkels grew the apprenticeship on a company-by-company basis with Inland Empire advanced manufacturing employers, and today 20 companies are part of the apprenticeship network. Having the community college serve as a program sponsor and workforce intermediary appeared to be a successful way to pilot new apprenticeship programs. Subsequently, the LAUNCH network was formed by the Inland Empire Desert Regional Consortium so that

Steve Nagy, center, an industrial electrical instructor, keeps an eye as Industrial Maintenance Electrician apprentices Alvin Counts, left, and Edgardo Aguirre, troubleshoot an electrical problem at InTech Center.



multiple colleges could develop programs under the same model and the number of apprenticeship pathways expanded. Industrial maintenance apprenticeships were added: Mechatronics Technician and Industrial Engineering Technician. All of the industrial maintenance apprenticeships are two to four years in length. Among these industrial maintenance occupations, 10 apprentices have been completed, and 58 apprentices have students currently enrolled. Several of the region’s colleges have launched new pilot apprenticeship programs.

In addition to the industrial maintenance apprenticeships, the companies that began participating in apprenticeship have added new pathways and tasked Henkels with adding a series of apprenticeships in industrial production: quality control, machine technician, and engineering technician. Currently, 48 apprentices are enrolled in industrial production apprenticeships.

In 2019, the regional consortium appointed Henkels the Regional Director of Apprenticeship, a position hosted by the Riverside Community College district, to oversee the regional collaboration. Further, LAUNCH has expanded beyond advanced manufacturing and is adding a culinary arts apprenticeship. This apprenticeship, already registered and with 16 apprentices in training, was developed by Riverside City College. It is now moving under the regional LAUNCH umbrella.

INLAND EMPIRE REGIONAL APPRENTICESHIP PARTNERSHIP

The LAUNCH apprenticeship partnership plans to continue to grow the advanced manufacturing and culinary arts apprenticeships and also expand to other sectors, beginning with healthcare and Information Technology. LAUNCH envisions a mix of funds from various partners to build a sustainable system—sustainability beyond one or two grants being a main goal. The advanced manufacturing apprenticeship system has

received funds from the community colleges (Strong Workforce Funds, CAI) and the LWDBs (“Slingshot” regional funds, formula WIOA funds). In 2020, Henkels is hoping to expand funding participation from the region’s Adult Education network.

The San Bernardino and Riverside LWDBs are playing several roles in LAUNCH’s apprenticeship planning and funding, including:

- 1. Identifying sectors for apprenticeship development, and reaching out to specific employers for participation in LAUNCH apprenticeships:** For the LAUNCH apprenticeships, the two LWDBs have used their knowledge of local employers and local hiring to assist with identifying occupations in advanced manufacturing and other sectors as promising for apprenticeship development. Further, the LWDBs have used their employer base to reach out to employers for participation in LAUNCH apprenticeships.
- 2. Use of regional “Slingshot” funds for an advanced manufacturing business outreach consultant:** The LWDBs have identified advanced manufacturing as one of the priority sectors in their Inland Empire regional plan. The regional LWDB consortium has directed part of the regional WIOA discretionary funds from the California Workforce Development Board for partial funding of a regional advanced manufacturing consultant for apprenticeship business outreach.
- 3. Use of WIOA On-the-Job training funds to incentivize employer participation:** Under their formula WIOA funds, the LWDBs have made On-the-Job training (OJT) funds available also to incentivize employer participation. The OJTs help subsidize the first three months of the apprentice’s wages, up to 50% of wages, to offset the costs of supervisor training time. The OJTs have been slow to get off the ground, though; only four OJTs have been implemented so far.



4. **Use of regional “Slingshot” and/or formula WIOA funds for apprenticeship program administration and/or tuition reimbursement at \$1,000-\$2,500 per apprentice (in development):** This LWDB role is in development. LAUNCH has been working with the LWDBs on using WIOA funds for program administration, as part of LAUNCH’s sustainability strategy. This program administration would be an eligible cost, as the participants meet WIOA eligibility. Similarly, offsetting tuition and costs at the community college would be an eligible cost, so long as the participants meet WIOA eligibility.

Bay-Peninsula Information Technology Apprenticeships

In the San Francisco Bay Area, four LWDBs have formed a regional Bay-Peninsula workforce partnership: San Francisco, NOVA-Silicon Valley/San Mateo, San Benito, and SanJose-Work2Future. As might be expected, the partnership has identified information technology (IT) as a priority employment sector, with IT apprenticeships as a main tool. In contrast to the Inland Empire region, in this region it has been the LWDBs that have taken the lead in identifying and developing IT apprenticeships, with high schools and community colleges playing a supportive role in providing recruitment and class instruction.

INFORMATION TECHNOLOGY APPRENTICESHIPS

As part of the regional IT workforce strategy, the consortium (as individual LWDBs and as a group) have been funding a variety of IT training and placement providers in a traditional training and placement model, including the Bay Area Video Coalition, Jewish Vocational Services, Goodwill, and Upwardly Global. In the past 18 months, the IT apprenticeship has gained momentum.

The process of developing IT apprenticeships in the Bay Area dates back a few years and was slow to develop. In early 2016, a partnership of the tech group, Transmosis, and the Local Education Authority in San Jose, MetroEd, received funding under CAI for a cybersecurity apprenticeship. Prior to funding, the partnership received letters of interest from a number of major cybersecurity firms in the area, including Symantec, Cisco, Palo Alto Networks, and FireEye, as well as the County of Santa Clara IT office. The partnership received over 60 applicants for 15 spaces within a few weeks and established a four-week cybersecurity boot camp in preparation of the apprenticeships. However, when it came time to hiring apprentices, nearly all of the firms failed to move forward. As a Transmosis consultant charged with employer outreach explained, in some cases the firms that expressed interest in 2016 were on a hiring freeze at the time of placement. In other cases, the IT hiring managers may have wanted to bring on apprentices but ran into a wall with human resources staff and the absence of an established job category for apprenticeships. In other cases, hiring managers were reluctant to take on specific candidates they interviewed who lacked 3-5 years of real world experience.

Other IT apprenticeship efforts funded by CAI and the U.S. Department of Labor in 2017-2018 were also slow to take off. Several major tech firms informally started earn-and-learn models that they termed apprenticeships but did not register, such as Pinterest and LinkedIn.

It has been only in the past 18 months that the IT registered apprenticeships have emerged in greater numbers in the Bay Area. Much of this momentum has come from one firm, Twilio, which registered a software engineering apprenticeship in 2018. As of today, it has 27 apprentices who have completed the apprenticeship, with nine apprentices currently enrolled. Postmates has also registered a software engineering apprenticeship, with one apprentice completing so far and two others currently enrolled.



Beyond these, several tech firms have started or expanded apprenticeships but not yet registered. These include LinkedIn, which has climbed to nearly 40 apprentices in its software engineering apprenticeship, and Twitter, with its first cohort of eight software engineering apprentices.

One key factor in companies' participation has been interest in diversifying their workforces. Twilio, Postmates, LinkedIn, and Twitter all have targeted women and minority candidates for their software engineering apprentices. Additionally, Twilio's current group of software engineers is all female.

BAY-PENINSULA REGIONAL APPRENTICESHIP PARTNERSHIP

With the IT apprenticeship, the LWDBs have been the main organizing entity reaching out to tech firms in the area, advocating for the apprenticeship model, and working with the firms to structure the apprenticeship. They have also assumed roles in funding and managing the registration process:

- 1. Use of local WIOA funds and regional WIOA "Slingshot" funds for apprenticeship outreach and sales efforts:** Workforce practitioners in California often say that apprenticeships need to be sold; they do not sell themselves. The San Francisco LWDB, through its TechSF project, has taken the lead among the four LWDBs in the advocacy and selling of apprenticeships. In doing so, the San Francisco LWDB has used its own local WIOA funds as well as regional WIOA "Slingshot" funds for staff outreach and sales.
- 2. Utilization of IT company contacts to sell the IT apprenticeship:** TechSF was established by the San Francisco WDB in 2012 to connect the WDB to the growing tech workforce. Over the past seven years, it has developed ties with tech employers, which were used to sell the apprenticeship concept.

- 3. Use of U.S. Department of Labor apprentice grant funds to offset costs of onboarding and technical instruction at \$2,500-\$5,000 per apprenticeship:** The San Francisco WDB was one of the recipients of the U.S. Department of Labor apprenticeship grants to train apprentices in IT fields. The WDB used funds from this grant to offset the costs of onboarding and technical instruction—roughly \$2,500 per apprentice for onboarding and an additional \$2,500 for technical assistance.
- 4. Assistance in managing apprenticeship registration:** Thus far, TechSF staff manages the apprenticeship registration process for the participating firms.

Los Angeles Basin Regional Aerospace Apprenticeships

Seven LWDBs of the Los Angeles Basin regional partnership (Foothill, City of Los Angeles, County of Los Angeles, Pacific Gateway, Southeast Los Angeles County-SELACO, South Bay, and Verdugo) have pursued a range of non-traditional apprenticeships in healthcare, information technology, community care, medical transcription, and safety technician usually in concert with one or more local community colleges. One of the larger regional apprenticeship efforts has been in aerospace engineering through which multiple LWDBs and community colleges are participating. For the aerospace engineering apprenticeships, the South Bay LWDB has taken the lead. Its jurisdiction covers many of the large aerospace companies and suppliers.

AEROSPACE ENGINEERING APPRENTICESHIPS

The aerospace engineering apprenticeships build on the long-term workforce connections that South Bay has developed with the nearby aerospace industry. South Bay is home to the Los Angeles Air Force Base as well as several



aerospace companies (Northrop Grumman, Lockheed Martin, Boeing, SpaceX) and their smaller supply-chain manufacturers.

SBWIB formed the South Bay Manufacturing Industry Sector Partnership in 2014. Starting with a focus on internships, it has enrolled more than 100 interns at aerospace firms over the past five years. The partnership added the Aerospace Engineering Apprenticeship in 2018, a registered apprenticeship with the U.S. Department of Labor, as a means for longer-term training, and training more closely tied to ongoing employment. The apprenticeship is tied to aerospace engineering positions in manufacturing and research.

The first cohort of 14 Aerospace Engineering apprentices started in 2019, and all apprentices are still in the 18-month training process. The partnership has registered additional aerospace-related apprenticeships at the technician rather than engineer level including: Industrial Machine System Technician, CNC Machine Operator, Industrial Engineering Technician, Aerospace Electronics Technician, and Aerospace CNC Machining Technician.

These aerospace technician apprenticeships are intended to be tied to the career ladders pathway utilizing community college training. The pathway includes the opportunity to obtain certifications in engineering for wage and occupational advancement, as well as a path to obtaining an associate degree and/or a bachelor's degree in engineering.

LOS ANGELES BASIN REGIONAL APPRENTICESHIP PARTNERSHIP

Though the South Bay WDB has taken the lead in developing the Aerospace Apprenticeship, it has drawn on resources of the other LWDBs in the region, as well as educational resources of two community colleges: El Camino College and West Los Angeles College.

Assisted by the other LWDBs, the South Bay WDB has played the following four main roles in apprenticeship development:

- 1. Utilization of aerospace company contacts for apprenticeship structure, outreach, and development:** The South Bay WDB has used its network of aerospace company contacts to take the lead in apprenticeship outreach and development.
- 2. Use of local WIOA funds and regional WIOA “Slingshot” funds for apprenticeship outreach, development, and grant writing:** The South Bay WDB has used its WIOA staff funds for staff outreach and grant writing efforts. It also has drawn on the regional “Slingshot” funds to pay for staff outreach costs.
- 3. Development of an Aero-Flex pre-apprenticeship to tie into the aerospace apprenticeships:** To develop an apprenticeship pipeline, the South Bay WDB has developed a 12-week “Aero-Flex” pre-apprenticeship. Through 2019, 375 participants have enrolled in the Aero-Flex pre-apprenticeship and 288 participants have completed.
- 4. Organization of funding through CAI and the Workforce Acceleration Fund, in partnership with the community colleges:** The South Bay WDB has been the lead in seeking and obtaining two CAI grants in 2017 for the Aerospace Engineering Apprenticeship and in 2018 for the Aero-Flex pre-apprenticeship. In both, El Camino College and West Los Angeles College were partners and contributed RSI funding. The South Bay WDB also took the lead in obtaining a Workforce Accelerator Fund-5 grant in 2017 for 100 Aero-Flex pre-apprentices.



Other New Apprenticeships and LWDB Roles

Beyond the three major regional LWDB apprenticeship initiatives, others exist as well. They are more modest in size and scope but worth noting.

FARM MANAGER APPRENTICESHIP

Known also as the California Farm Academy Apprenticeship, it was developed primarily by the Center for Land-Based Learning and Los Rios Community College. One of the few new apprenticeships in California's agriculture sector, it responds to the need for management expertise in this sector, especially with the retirement of farmers, farm managers, and supervisors. The apprenticeship involves 3,000 on-the-job training hours and 250 hours of classroom instruction.

Three LWDBs in the region (Yolo, Sacramento, and North Counties Consortium) have been part of the consortium, assisting with participant recruitment, including among current farm employees who show promise for managerial roles. The LWDBs are also assisting in utilizing their agricultural sector employer contacts for recruitment of participating employers.

COMMUNITY HEALTH WORKER

A relatively new position in healthcare, this position is rapidly expanding with evolving healthcare models. The Community Health Worker is a liaison between the local community - often a lower-income community - and a healthcare system, providing information and advice to community members on healthcare options. Several efforts are underway in

California to create Community Health Worker apprenticeships, including in the Central Coast with the participation of the Monterey County LWDB. The Monterey County LWDB is part of a Central Coast Regional Community Health Worker Training Initiative, a two-year project with the University of California, San Francisco (UCSF) Healthforce Center launched in December 2019. The LWDBs' role includes outreach to local employers in developing the apprenticeship, along with identification of prospective participants.

EARLY CARE AND EDUCATION

The Early Care and Education (ECE) apprenticeships have been among the fastest-growing of the non-traditional apprenticeships. SEIU's ECE Training Center and the recently-established Early Care and Education Pathways to Success (ECEPTS) program have been the workforce intermediaries pushing forward the apprenticeship process. The LWDBs have participated in several significant ways.

In Oakland, in 2016 the LWDB partnered with the YMCA of the East Bay to create a registered Early Childhood Education Apprenticeship program. Currently, the Oakland LWDB is partnering with Merritt Community College on an Early Childhood Education Training program focused on the Head Start programs and targeting parents of Head Start students as apprentices.

The Oakland LWDB has used its ties with early childhood education employers, both public and private, to assist in employer outreach. Further, using its ties with local employers, it assisted Merritt College in developing a career path with a series of certifications centered around the Associate Teacher Credential.



Apprentice Enrique Navarro performing maintenance on a grape harvester at Wilson Vineyards in Clarksburg, CA. Enrique was already an employee at Wilson Vineyards and the Apprenticeship Program provided an opportunity for him to develop new leadership skills.



PART 3

LWDB Roles in Expanding Apprenticeships in California

So what can be done to build on the current LWDB roles? Is there an agenda of action that can be set for 2020 and 2021?

As described in the summaries above, the LWDBs bring to the apprenticeship process:

- A strong base of employer contacts for developing apprenticeships, built up over several years
- Knowledge of local labor markets and promising occupations for apprenticeships
- Funding through local and regional WIOA funds and ties to federal U.S. Department of Labor funds.

2020 provides a favorable time for expanding non-traditional apprenticeships. The state unemployment rate, 3.9% as of the most recent EDD data through November 2019, is the lowest since the current methodology was introduced in 1976. More importantly, California has gained payroll jobs steadily since February 2010, and it is up nearly 3.5 million payroll jobs since that month. The 2020 projections are for continued job growth in the state, though at a pace near 1.8% - slightly slower than in the past two years. In addition to the favorable labor market conditions, there are indications that the Governor's Office will recommend and the legislature will add funds in the state's 2020-2021 budget for expanding non-traditional apprenticeships.

Drawing on the LWDB initiatives noted above, the following strategies could be put forward in 2020 to advance apprenticeship expansion:

1. LWDB regional partnership structures are in place and provide the foundation for regional apprenticeship expansion:

Over the past five years, the California Workforce Development Board has funded development of 14 regional partnerships for LWDB collaboration on a range of workforce issues. These partnerships have been used in the IT apprenticeships in the Bay Area and with the aerospace apprenticeships in the Los Angeles Basin. (The Inland Empire regional partnership, LAUNCH, includes the two LWDBs, though it has been spearheaded by the region's community colleges.)

These regional partnerships provide an important infrastructure for expanding apprenticeships, as they encourage a leveraging of contacts and funding. Currently, the emphasis on apprenticeships is uneven among the regional partnerships, as is the involvement of the K-12 districts, community colleges, and adult education. These regional partnerships, including LWDBs and the other three educational entities, should be the foundation for California apprenticeship expansion. Getting all regions up to the level of partnership of the current Inland Empire apprenticeship partnership should be a priority in 2020-2021.



2. Apprenticeship growth in the near future will require a sales process with employers; Workforce intermediaries and LWDBs bring employer ties to this process: Each non-traditional apprenticeship noted above demonstrates that obtaining employer participation has become easier as an apprenticeship obtains a toehold with regional employers: Advanced Manufacturing in the Inland Empire, IT in the Bay Area, Aerospace Engineering in the South Bay. Yet, since non-traditional apprenticeships have not yet reached critical mass in the state, the development process will continue to be slow in 2020 and 2021. Further, it will be labor-intensive: time must be spent with individual employers. A few independent workforce intermediaries have come forward to assume the sales role, such as Growth Sector for engineering technician apprenticeships and the ECEPTS for early care and education apprenticeships. More workforce intermediaries, with willingness to reach out to employers and expertise in apprenticeship, are needed to move into this space. The LWDBs already have partnerships with workforce intermediaries, and can help assist this process.

3. Industry associations in California, already partnering with the LWDBs, are a largely untapped resource in apprenticeship expansion: One striking omission so far in apprenticeship expansion has been the absence of state-wide and regional industry associations. California has an extensive and vibrant network of industry associations in virtually all sectors for non-traditional apprenticeships: hospitals, long-term care and nursing homes, hospitality, IT, and advanced manufacturing. Given their employer ties

and employer credibility, the associations represent valuable potential partners both in convincing employers to participate and in ensuring apprenticeships meet changing industry needs. As with the workforce intermediaries in California, the LWDBs have established partnerships with Industry Association, can facilitate the process.

4. The LWDBs and reconsidering the registration process: In our LWDBs survey, several staff identified the formal registration process through the Division of Apprenticeship Standards (DAS) as an obstacle to employer participation - despite discussions at the California Labor and Workforce Development Agency in the previous Administration about reforming the DAS process and establishment of the Interagency Advisory Committee on Apprenticeships to develop a better system of registration and implementation. Several of the apprenticeships noted above, such as aerospace engineering, are registered with the U.S. Department of Labor rather than with DAS. According to LWDB staff, employers express reluctance to disclose information on position salaries and structures as currently required by DAS to comply with reporting requirements, and to give up employment control to a Unilateral Apprenticeship Committee.

As noted earlier in this paper, our fall 2019 survey of the LWDBs found widespread interest among California's LWDBs in expanding non-traditional apprenticeships. This is not a workforce approach that LWDBs need to be convinced to adopt. The next steps for 2020-2021 will involve building on the LWDB interest and putting into practice the four strategies above.



POSTSCRIPT, MARCH 17, 2020

The Coronavirus, the LWDBs, and Apprenticeship Expansion

This paper was completed prior to the events of the past weeks. The coronavirus has upended California employment and workforce structures with a speed and breadth that we have not seen since World War II, perhaps ever. At this writing we do not know how long the current economic shutdown will continue, and how rapidly the California economy will snap back when it ends. What we do know is that the fundamentals of the California economy should remain strong when the shutdown ends. Job projections as recently as the end of February 2020 were for continued job expansion in 2020. There is every reason to think that the goal of apprenticeship expansion will be a relevant one when economic growth returns and that the strategies set out in this paper for apprenticeship expansion will be timely.

