

A WORKFORCE-PILLAR PROGRAM

Where the work *gets made.*

San Francisco's hard-tech startups are building the American industrial future a few miles from the high schools and workforce programs of the city. Most young people who live here have never been inside one. Shopfloor is the bridge.

— THE PROGRAM

A structured visit program with apprenticeship-pipeline outcomes.

Shopfloor takes San Francisco young people, ages 16 through 24, onto the floors of the city's hard-tech startups. Cohorts of 15 to 25 visit four to six host companies per semester. Each visit pairs founder time with front-line operator time: a test engineer, a machinist, a site manager. The visit is the activity. The pathway it opens is the outcome.

— WHY NOW

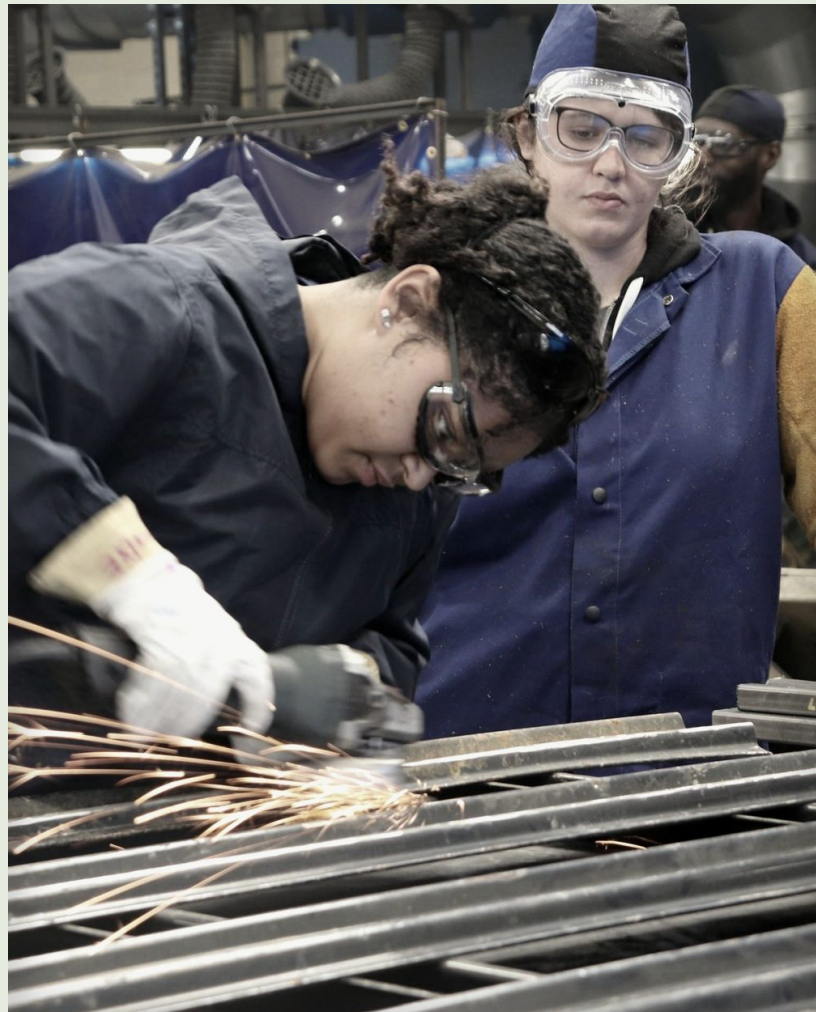
The civic-industrial gap, made local.

SF has one of the highest concentrations of hard-tech company-building in the country and one of the country's most active municipal workforce conversations. These two facts do not currently touch. The startup base has no civic surface area. The school district and workforce board have no startup access. The young people who live between them are making pathway decisions with career imaginations shaped by what fits on a screen.

— THEORY OF CHANGE

Exposure precedes pathway. Pathway precedes workforce.

A 17-year-old who has been on the floor of an energy startup is a credible applicant for that company's summer internship the following year, and for an apprenticeship pathway the year after that. Shopfloor sits one step upstream of every existing apprenticeship and pre-apprenticeship pipeline. *Career imagination forms before career choice.* The program intervenes at the imagination step, the step the existing system does not address.



— THE OPERATING MODEL

IndustriousAF designs. A local operator runs.

Shopfloor is incubated and convened by IndustriousAF. The organization supplies the program design, the startup relationships, the chapter playbook, and the institutional credibility. Each city chapter is operated on the ground by a credible local workforce intermediary: an organization with student-recruitment infrastructure, MOU and insurance capacity, and durable trust in the local pathway system. IndustriousAF is not a service-delivery organization. The chapter operator is.

This split is structural, not incidental. It is what allows the model to replicate without IndustriousAF becoming a multi-city operations organization.

— THE CHAPTER NETWORK

SF is the first instance of national infrastructure.

Each chapter pairs IndustriousAF's design and convening with a local operator suited to the city's workforce ecosystem. The model replicates by finding the equivalent operator in each market, not by IndustriousAF expanding operationally.

01	San Francisco	ACTIVE 2026
02	Los Angeles	PLANNED
03	Austin	PLANNED
04	Detroit	PLANNED

— THE LARGER FRAME

The talent association is the unbuilt institution.

The countries that still produce industrial workforces at scale, Switzerland and Germany foremost, do it through a piece of institutional infrastructure that the United States no longer has at the city level: the local talent association. The standing connective tissue between regional employers, the school system, and the workforce pipeline. It is what makes apprenticeship work. America does not have this infrastructure. The absence is a principal reason American industrial spending is not producing American industrial capability.

Shopfloor SF is the prototype. The field trip is the starting activity. *The talent association is what is being built.*

— MEASUREMENT

Three indicators, reported annually.

Cohort exposure: number of young people, number of host visits, host-company diversity. Reported annually.

Pathway conversion: visit-to-internship application, visit-to-apprenticeship enrollment, visit-to-employer hire. Reported annually.

Institutional formation: host companies retained year over year, operator partner durability, civic and policy outcomes attributable to the program. Reported annually.



The first Shopfloor SF cohort begins summer 2026. A documented playbook publishes by year-end. Conversations with operating partners for Los Angeles and Detroit begin in the fall. *The work is moving.*