



LAUNCH

EXECUTIVE SUMMARY

JULY 2023

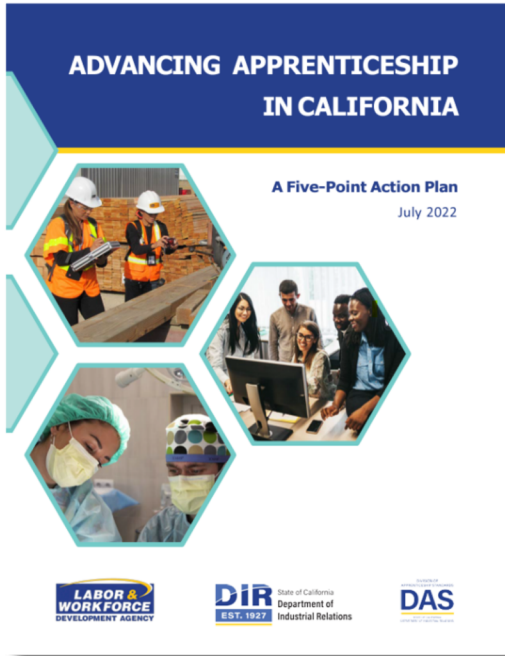
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CALIFORNIA'S PLAN 1.0

In July 2022, the California Labor Secretary released a Five-Point Action Plan outlining the strategy for Advancing Apprenticeship in California and serving **500,000** apprentices by **2029**.



In the plan, the Secretary highlighted the **LAUNCH Apprenticeship Network** as a case study and uses it to make the case of why intermediaries have become such a critical component of the state's apprenticeship ecosystem.

The first action item establishes the support of regional and sectoral apprenticeship intermediaries through the alignment of state and federal funds that scale, sustain, and catalog organizations that provide intermediary services.

[SEE DIVISION OF APPRENTICESHIP STANDARDS FIVE POINT ACTION PLAN](#)

Five-Point Action Plan

Each section below includes a discussion of why each of the five points is important and what near-term and longer-term actions can move each strategy forward. Near-term action steps are those that can be taken within the next one to two years, while longer-term action steps are in the three-to five-year timeframe.



1. Support Regional and Sectoral Apprenticeship Intermediaries

Why is this strategy important?

Successful state apprenticeship systems are built on a robust network of regional and sector-based partnerships that include a wide variety of key stakeholders. Developing and sustaining these partnerships requires a coordinating body—an intermediary—that provides technical and administrative support to apprentices, educators and employers.

For traditional apprenticeship programs, unions often fill this function. In non-traditional apprenticeships, the intermediary function can be performed by different types of stakeholders including unions, workforce development boards, non-profit or community-based organizations, community colleges, industry associations, staffing firms and other for-profit entities. Intermediaries may be regional (supporting apprenticeship pathways in many different industries across a region) or sectoral (supporting pathways in a single industry across a region or the state) in their scope. In all cases, they provide a critical investment and implementation infrastructure to support a systemic approach to apprenticeship.

A sustainable system to support apprenticeship partnerships by investing in regional and sectoral intermediaries may require statutory changes. However, the state can also take near-term steps to lay the groundwork for the transformational changes necessary to reach the 500,000-apprentice goal. LWDA and other California agencies can build a statewide system with:

- A blueprint for regional and sectoral collaboration, based on successful partnerships already operating in California and other states.
- A network of regional and sectoral intermediaries who can share best practices, cultivate awareness among business and education partners, and inform further development of a statewide partnership system.

Case Study:

LAUNCH Apprenticeship Network



Local Apprenticeships Uniting a Network of Colleges & High Schools

Network, led by the Riverside Community College District (RCCD), was designed to create a single, streamlined user experience for businesses, learners and other workforce stakeholders interested in apprenticeship. Building on the expertise and existing relationships of the Inland Empire Desert Region Consortium—the regional Strong Workforce Program consortium of 12 community colleges and nearly 60 school districts in the Inland Empire—LAUNCH has helped to simplify the patchwork of apprenticeship options, that prospective apprentice employers encounter when they go it alone.

The LAUNCH Network is a multi-sector regional intermediary, and since its founding in 2018 it has registered programs in over 20 occupations, from manufacturing to cybersecurity to health care, including some programs that enroll youth. Affiliated colleges and school districts provide related coursework for apprentices and maintain their own employer relationships, while LAUNCH staff at RCCD develop program models and promote a unified regional apprenticeship strategy. By centralizing administrative processes and technical assistance, LAUNCH reduces the time it takes for new apprenticeship programs to get off the ground, and makes more efficient use of public apprenticeship funding.

SUMMARY OF **2.0** LAUNCH'S SUCCESS



LAUNCH began in **2018** as a regional Strong Workforce Project funded by the **Inland Empire Desert Region Consortium**. The goal of the project was to streamline the process of apprenticeship program development within the community college system, which would in turn expand access to registered apprenticeship opportunities for students while addressing talent shortages for regional businesses.

LAUNCH represented a first-of-its-kind by registering as a regional Apprenticeship Intermediary Program Sponsor in 2019. **LAUNCH** has served the region as a multi-sector **regional intermediary**, and since its founding, has registered programs in over **20** occupations in manufacturing, IT/cybersecurity, automotive, early childhood education, and healthcare.

CURRENT INDUSTRY SECTORS



**(ADVANCED MANUFACTURING
& LOGISTICS/DISTRIBUTION)**

SUMMARY OF LAUNCH 'S SUCCESS

(Continued)

Additionally, **LAUNCH** has registered almost **800** apprentices in the Inland Empire. This work also includes programs that seek to enroll in-school and out-of-school youth. Affiliated colleges and school districts provide related coursework for apprentices and maintain their own employer relationships, while **LAUNCH** staff develop program models and promote a unified regional apprenticeship strategy. By centralizing administrative processes and technical assistance, **LAUNCH** reduces the time it takes for new apprenticeship programs to get off the ground and makes more efficient use of public apprenticeship funding.



SUMMARY OF **LAUNCH** 'S SUCCESS

(Continued)

The success of **LAUNCH**, and the complexity of the work involved in managing such a broad network of organizational partners, required leadership to shift its thinking from identifying **LAUNCH** as a “project” funded by a grant and transitioning to it becoming an organization that serves the community residents seeking an apprenticeship by providing an interface to organizations offering apprenticeship opportunities such as businesses, colleges & universities, K-12 districts, funders and workforce agencies.



LAUNCH



SUMMARY OF LAUNCH 'S SUCCESS (Continued)

THE TRANSITION

In January 2023, **LAUNCH** transitioned to become a **Collaborative Impact Partner** under the fiscal sponsorship of the **Foundation for California Community Colleges**. **LAUNCH** continues to assert the need for community colleges to provide a backbone infrastructure for apprenticeship while recognizing the need for intermediary services to play a more dynamic role between partners.

Evolving **LAUNCH** in this manner echoes the endorsements of successful work already completed and aligns with the state's more comprehensive strategic view of apprenticeship intermediaries.



LAUNCH Apprenticeship Network

Providing equitable access to quality apprenticeship opportunities for Californians.

Formed in 2018, the LAUNCH Apprenticeship Network partners with community colleges, high schools, and universities to build a dynamic workforce development system that connects businesses, job seekers, and career-builders to apprenticeship programs. LAUNCH uses an integrated apprenticeship-centered higher education model to serve as an intermediary for apprenticeship opportunities for businesses, schools, and students and aims to elevate work-based degree pathways as premier academic and career options for students.

[Learn more >](#)

SUMMARY OF **LAUNCH 'S SUCCESS** (Continued)

ENDORSEMENTS

As a driver of this innovative strategy, **LAUNCH**'s work has received state and national endorsements from key organizations in workforce and education, including:



New America, whose Center on Education & Labor featured **LAUNCH** in their 2020 report: [The Road to 500,000 Apprentices](#).



The Workforce and Economic Development division of the California Community Colleges Chancellor's Office and the Foundation for California Community Colleges highlighted **LAUNCH** in their report: [Expanding Non-Traditional Apprenticeships in California](#).



Industry partners, such as the Eibach Company, created the [Nina Eibach Endowed Scholarship](#) for apprentice students registered in **LAUNCH** manufacturing programs.

And finally, two California Secretaries of Labor have identified **LAUNCH** as a critical component of the state's overall plan to expand registered apprenticeship:



[Secretary Julie Su's Inland Empire Cybersecurity Apprenticeship Initiative](#) &

[Secretary Natalie Palugyai's Five-Point Action Plan for Advancing Apprenticeship](#).



INTERMEDIARY SERVICES





INTERMEDIARY SERVICES

State and Federal Recognition of Apprenticeship Intermediary Organizations:

When **LAUNCH** first began, “**apprenticeship intermediaries**” did not exist, and the term was barely in use among workforce agencies. Organizations willing to serve in this capacity began blazing the trail for what the state of California now refers to as **Regional and Sectoral Apprenticeship Intermediaries**. While legislative work remains, both the state and federal governments have formalized the use of Apprenticeship Intermediaries in numerous forms of public funding. With that formalization has also come regulation and responsibilities. As summarized by the California Secretary of Labor, “*Apprenticeship Intermediaries provide a critical investment and implementation infrastructure to support a systemic approach to apprenticeship by aggregating the needs of multiple employers, designing the program in collaboration with educators, launching and registering the program with the state, and most importantly, supporting the apprentices through their journey.*” [1]



LAUNCH facilitates partnerships between industry, education, and workforce leaders to ensure that residents of California have access to apprenticeships and education. **LAUNCH** partners with community college consortia to establish a regional workforce intermediary program sponsor structure. We also help organizations implement successful apprenticeship programs by offering sponsorship and intermediary services, technical assistance, partnership and program development, and apprenticeship recruitment and outreach. The following is a list of services that **LAUNCH** provides our partners.



INTERMEDIARY SERVICES

(Continued)

PROGRAM APPRENTICESHIP REGISTRATION

- Submitting new program standards for registration or assisting with the development
- Providing training and/or submitting individual DAS & DOL apprentice registration documents
- Monitoring progress and compliance of apprentices (Flagging inquiries to program staff/coordinators)
- Monitoring program compliance and/or providing technical assistance to program coordinators to ensure program implementation aligns with Registered Apprenticeship Program Standards
- Keeping a record of all official documents, including committee meeting minutes, apprenticeship standards, approval of employers to train apprentices, denial or cancellation of approval, apprentice agreements, and apprentice progress records

COMMITTEE MEETINGS

- Facilitating (4) apprenticeship committee meetings annually, including regional education and employer partners that participate in the committee
- Maintaining a database of committee members (industry), education partner representatives, and committee officers
- Preparing and maintaining a list of names and email addresses of all those who receive meeting notices
- Assisting the chair in preparation of the committee meeting agenda
- Compiling college reports for committee agenda, if applicable
- Keeping accurate minutes of each meeting
- Keeping a file of correspondence and reporting to the committee at its regular meetings

PROGRAM COORDINATION & TRAINING DELIVERY

- Support for apprenticeship completion ceremonies (in collaboration with partnering organization)

PARTNER ORGANIZATION ENGAGEMENT & PROGRAM FUNDING SUPPORT

- Identifying additional opportunities for partnership with community colleges, K-12 districts, county offices of education, community-based organizations, and/or employers
- Provide technical assistance during the Local Education Agency agreement or Industry Partner agreement process
- Provide advice and consultation to partnering organizations related to state, federal, and private funding opportunities
- Meet with employers with partnering organizations to educate them about the benefits of apprenticeship



INTERMEDIARY SERVICES

(Continued)

APPRENTICE RECRUITMENT & OUTREACH SERVICES

FAMILY ENGAGEMENT SERVICES

- Distribute apprenticeship materials that aim to gain familial support for student pre-apprenticeship and advancement into apprenticeship
- Facilitate workshops that increase understanding of pre-apprenticeship, apprenticeship, and best practices (can be delivered in English and Spanish)

EDUCATOR ENGAGEMENT SERVICES

- Facilitate workshops for teachers, faculty, counselors, administrators, and other educational staff that increase awareness and understanding of registered apprenticeship models, benefits, challenges, enrollment processes, and local program opportunities
- Inform educators about regional events, opportunities for students, and updates on the apprenticeship landscape
- Provide technical assistance that aims to build educator capacity

APPRENTICESHIP CANDIDATE ENGAGEMENT SERVICES

- Coordinate activities, such as employer and training provider tours, that build occupational knowledge and familiarity with the skills needed for success in apprenticeable occupations
- Assist candidates and pre-apprentices in identifying an accessible apprenticeship program or employer that aligns with their interests, aptitudes, and long-term career
- Prepare candidates for, and support them through, apprenticeship enrollment processes
- Be a connector to refer candidates to supportive services or community-based organizations on an as-needed basis



KEY PARTNERS

LAUNCH Apprenticeship Network invests in building partnerships within the Inland Empire to increase awareness of apprenticeship opportunities. This is facilitated in large part by existing regional consortia that work closely with schools, school districts, and industry that are building pathways from high schools and careers.

EDUCATIONAL PARTNERS

- Barstow Community College
- California State University- San Bernardino
- Chabot-Las Positas Community College District
- Chaffey College
- Corona-Norco Unified School District
- Crafton Hills College
- Fontana Unified School District
- Los Angeles Regional Consortium
- Moreno Valley College
- Mt San Antonio College
- Mt. San Jacinto College
- Mt San Antonio College
- Mt. San Jacinto College
- Norco College
- Palo Verde College
- Riverside City College
- Riverside Community College District
- San Bernardino City Unified School District
- San Bernardino Community College District
- San Bernardino County Superintendent of Schools
- San Bernardino Valley College
- Santa Barbara County Education Office
- Victor Valley College

LARGE EMPLOYER PARTNERS AND ASSOCIATIONS

- American Medical Response (AMR)
- California Steel Industries
- CVS Health
- General Atomics
- Inland/Desert Employers Apprenticeship (IDEA) Committee
- Manufacturers' Council of the Inland Empire (MCIE)
- Masonry Industry Training Association (MITA)
- Target



KEY PARTNERS

(Continued)

GOVERNMENT AGENCY PARTNERS

- California Department of Veterans Affairs
- California Division of Apprenticeship Standards
- Riverside County Workforce Development Board
- San Bernardino County Workforce Development Board
- U.S. Department of Labor Office of Apprenticeship

OTHER PARTNERS

- California AfterSchool Network
- California Sign Association
- Comeback Kids
- Early Care & Education Pathways to Success (ECEPTS)
- Eden Housing
- Equus Workforce Solutions
- First 5 California
- Network Kinecton
- New America
- Reach Out
- Rumsen Ohlone Indigenous Embrace
- Teamsters Local 1932
- The James Irvine Foundation
- Tomorrow's Talent
- VARP, Inc.
- Youth Action Project





FUNDING, REVENUE, SUSTAINABILITY & COOPERATION

LAUNCH, as an organization, aims to receive funding surrounding intermediary and/or consortia-based activities. Our strategic goals align with targeting different revenue sources that will allow us to support our partners in growing apprenticeship programs.

FUNDING FOR **LAUNCH** INTERMEDIARY SERVICES



The **James Irvine**
Foundation

Expanding Opportunity for the People of California



PAYA
PARTNERSHIP TO ADVANCE YOUTH APPRENTICESHIP

- **Grant Funds: LAUNCH** continues to pursue grants as a priority revenue source for the organization. Previously, **LAUNCH** has been funded through state, federal, and private grants, and our intention is to continue seeking opportunities. **LAUNCH** will coordinate with regional partners to identify and pursue consortia-based apprenticeship grants and fund-raising opportunities.



State of California
Department of
Industrial Relations

- **Apprenticeship Innovation Funding (AIF):** The state of California has recently introduced **\$170 million** in *Apprenticeship Innovation Funding*. This fund targets the sustainability of apprenticeship intermediary program sponsors. **LAUNCH** will work with the state of California to establish allocated funding through AIF.



- **Service Contracts:** Historically, **LAUNCH** was funded to provide intermediary services to the community colleges in the Inland Empire through *Strong Workforce Funding*. **LAUNCH** will coordinate with the *Inland Empire Desert Regional Consortium (IEDRC)* regarding any continuation of this funding. In addition, **LAUNCH** works with organizations outside of the community colleges in the *IEDRC* to establish intermediary scopes of work. **LAUNCH** considers service contracts as a source of revenue, as well.



FUNDING, REVENUE, SUSTAINABILITY & COOPERATION (Continued)

FUNDING FOR SPECIFIC PROGRAMS

(THIS FUNDING GOES DIRECTLY TO THE EDUCATIONAL INSTITUTIONS SUPPORTING THE GROWTH OF THESE PROGRAMS)



- **FTES and RSI Allocated Funds to Colleges:** **LAUNCH** will continue operating within the state's registered apprenticeship system, which provides participating colleges with general funding for apprenticeship programs.

CALIFORNIA
APPRENTICESHIP
INITIATIVE



- **Program-Specific Grants:** State and federal agencies, as well as philanthropic organizations, have continued investing millions of dollars to launch new programs in specific fields, such as advanced manufacturing, healthcare, etc. The goals of these grants are programmatic in nature and do not include the ongoing funding needs of an established intermediary organization. **LAUNCH** will work with partnering institutions and support them in developing applications for these funds. For example, this past year, the *California Apprenticeship Initiative* accepted **LAUNCH** intermediary services as a private partner match for two colleges applying for funding. This provided a million dollars in grant funds directly to the applying colleges.



- **Employer Training Contributions:** The building trades boast the largest private training trusts throughout the state and are equipped with the facilities and equipment apprentices need for effective training. trades boast the largest private training trusts throughout the state and are equipped with the facilities and equipment apprentices need for effective training. In addition, in non-traditional apprenticeship programs, programs are using fee-based models and subscription agreements with industry partners.



- **State & Workforce Development Funding:** The state of California leverages both the Employment Training Panel fund, as well as the newly formed Apprenticeship Innovation funding that is accessed to provide related instruction for registered apprentices in specific programs. In addition, the Workforce Development Boards manage WIOA funding that can be leveraged in apprenticeship and pre-apprenticeship programs.



BY THE NUMBERS

INDUSTRY SECTORS & OCCUPATIONS

LAUNCH offers a robust list of apprenticeship occupations that are dual-registered with the *U.S. Department of Labor Office of Apprenticeship (DOL)* and *California Division of Apprenticeship Standards (DAS)*. The number of occupations continues to grow regularly. The development of **LAUNCH** Apprenticeship Programs is led by **Regional Apprenticeship Industry Committees**, which are categorized by industry sectors. The Committee membership is comprised of companies offering paid on-the-job learning opportunities in the designated professional pathways in alignment with the apprenticeship program standards.

Organizations that partner with **LAUNCH** have access to these occupations, as well as their affiliate sponsors, without needing to go through the lengthy process of submission and approval with *DOL* and *DAS*.

CURRENT INDUSTRY SECTORS



(ADVANCED MANUFACTURING & LOGISTICS/DISTRIBUTION)



BY THE NUMBERS

INDUSTRY COMMITTEES & OCCUPATIONS



ADVANCED MANUFACTURING & INDUSTRIAL TECHNOLOGY

1. Avionics/Electronics Technician
2. Electro-Mechanical Supply Chain Technician
3. Fender Guitar Master Builder
4. Industrial Automation & Mechatronics Technician
5. Machine Operator 1
6. Manufacturing Engineering Technician
7. Manufacturing Production Technician
8. Numerical Control Machine Operator (CNC)
9. Quality Control Technician
10. Tool Programmer
11. Tool and Die Maker

1. Automotive Service Technician and Mechanic
2. Heavy/Medium Duty Mechanic (*DOL approved; DAS in progress*)
3. Master Automotive Technician (*in progress*)



AUTOMOTIVE

1. Teacher (Early Childhood Education)
2. Master Teacher (Early Childhood Education)
3. Site Supervisor (Early Childhood Education)
4. Community Health Worker
5. Social and Human Services Assistant (*DOL approved; DAS in progress*)
6. Associate Teacher (*DOL approved, DAS in progress*)



COMMUNITY HEALTH, EDUCATION & SOCIAL SERVICES



BY THE NUMBERS

INDUSTRY COMMITTEES & OCCUPATIONS



HEALTHCARE

1. Licensed Vocational Nurse
2. Registered Nurse
3. Psychiatric Technician (*in progress*)



INFORMATION TECHNOLOGIES, BUSINESS & PROFESSIONAL SERVICES

1. Information Technology Specialist
2. Cybersecurity Support Technician
3. Cybersecurity Professional (*DOL approved, DAS in progress*)
4. Accounting Associate (*in progress*)
5. Accounting Professional (*in progress*)



AMERICAN MEDICAL RESPONSE (AMR)

1. Emergency Medical Technician (*DOL approved; DAS in progress*)
2. Paramedic (*DOL approved*)
3. Vehicle Service Technician (*DOL approved*)



AFFILIATED SPONSORSS

INDUSTRY COMMITTEES & OCCUPATIONS



1. Emergency Medical Technician (*DOL approved; DAS in progress*)
2. Paramedic (*DOL approved*)
3. Vehicle Service Technician (*DOL approved*)



1. Pharmacy Technician



1. Industrial Maintenance Electrician
2. Industrial Mechanic
3. Mechatronics Technician



1. TBD



APPRENTICESHIP SYSTEM NAVIGATOR PROJECT

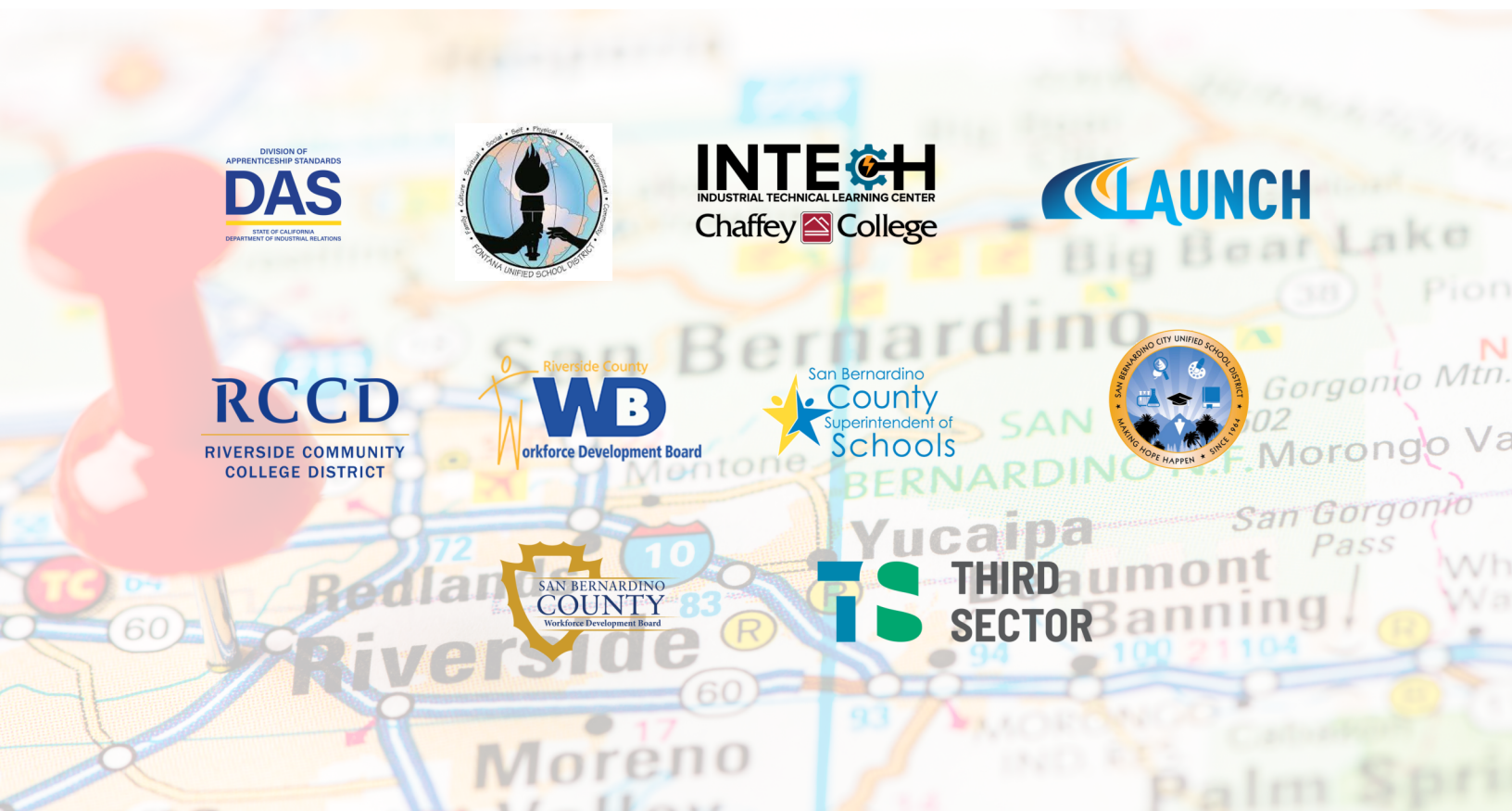


APPRENTICESHIP SYSTEM NAVIGATOR

PROJECT

The Inland Empire serves approximately **575,000** high school students annually, of which **70.9%** and **65.5%** qualify for free lunch in San Bernardino and Riverside counties, respectively. Comparatively, **59.9%** of California high school students qualify for free lunch. There are a further **83,000** disconnected youth in the Inland Empire, defined as youth aged between 16 and 19 years who are unemployed or not in the labor force. Yet, according to data provided by the *California Division of Apprenticeship Standards (DAS)*, in the past decade, people were more likely to start an apprenticeship program while incarcerated in the state's penitentiary system than upon graduating from one of California's high schools. In the Inland Empire specifically, only **two** apprentices were registered under the age of 20 in 2019.

This was the basis for the formation of the **LAUNCH Apprenticeship System Navigator** project, which was created with multiple organizations as part of a regional design group to leverage **LAUNCH's** existing network with partners who were committed to developing and providing opportunities to the next generation.





APPRENTICESHIP SYSTEM NAVIGATOR

PROJECT (Continued)

LAUNCH has two **Apprenticeship System Navigators (ASNs)** who help enroll students into apprenticeship programs and provide community outreach about apprenticeship generally and about related opportunities in the Inland Empire. These ASNs were recruited directly from the community and have true, lived experiences similar to that of apprenticeship candidates. They both previously worked for youth providers in the region who received Workforce Innovation and Opportunity Act (WIOA) funds, and as such, are trained and equipped to work with youth with high barriers, such as intergenerational trauma, homelessness, low-income, justice involvement and/or skills deficiencies. This work helped them build a network of government and community-based resources and support that allows them to connect candidates to supportive services from the county workforce development departments.

In their current role, the two ASNs primarily focus on targeting young people aged **16-24 years** and have equity goals that include reaching:

- 50% women
- 65% Black, Indigenous & People of Color (BIPOC)
- 13% people with disabilities
- 10% foster youth
- 30% low-income individuals
- 5% justice-involved individuals
- 7% homeless



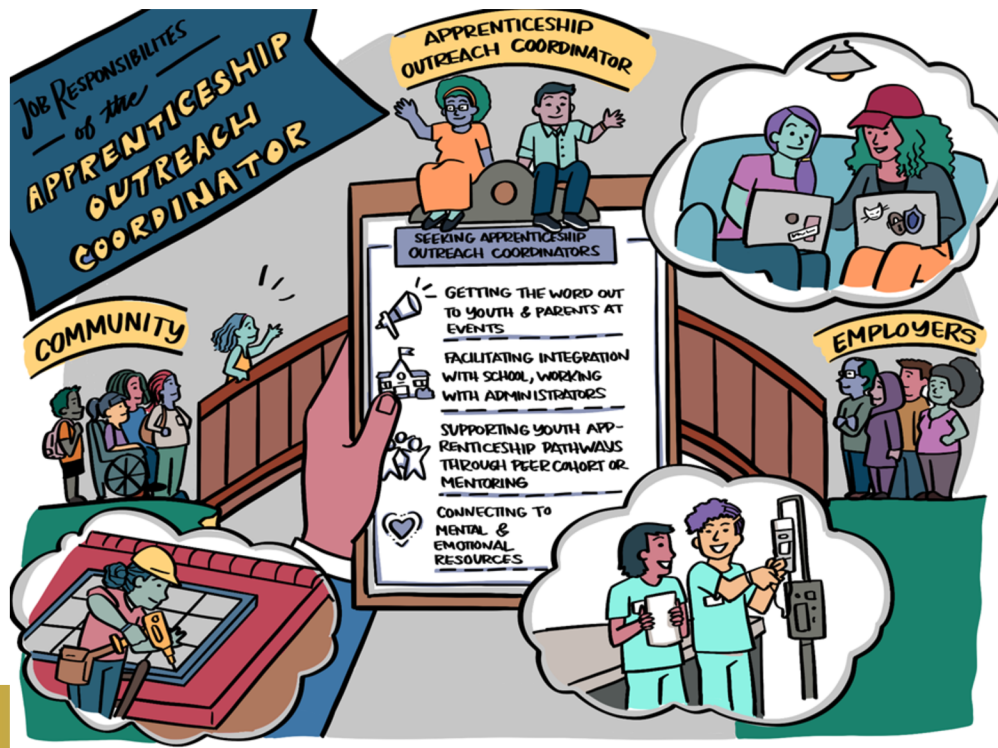


APPRENTICESHIP SYSTEM NAVIGATOR

PROJECT (Continued)

ASNs have built relationships with community-based organizations, community colleges, county partners, and K-12 districts to serve young people throughout San Bernardino and Riverside counties. Since they began in January 2022, they have:

- Provided apprenticeship outreach and education to **3,625** unduplicated participants. Participants include high school students, disconnected youth, counselors, teachers, community members, parents, and administrators.
- Of the **3,625** participants, **393** participants were identified as interested in learning more about apprenticeship.
- Currently, **95** participants are receiving case management services from ASNs.
 - The role of ASNs during the case management phase is to partner with, encourage, and empower a young person to reach their goals. ASNs engage a wide variety of strategies, including apprenticeship education, career counseling, pre-apprenticeship enrollment services, apprenticeship enrollment services, connection to other work-based learning, connection to college, connection to secondary education, work readiness training, resume preparation, interview skills, referral for supportive services, mentoring, and referral for the WIOA youth program.
- Most significantly, **65** participants **aged 16–24** are either registered or projected to be in a pre-apprenticeship or apprenticeship by **fall 2023**.





REGISTERED APPRENTICESHIP NUMBERS

768 CUMULATIVE TOTAL OF
REGISTERED APPRENTICES



(AFFILIATED PROGRAM)

175 TOTAL PROGRAM COMPLETERS

137 TOTAL EMPLOYERS

\$25.78/HR. AVERAGE WAGE
OF APPRENTICE



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