

With the growth of Registered Apprenticeship Programs (RAPs) in California, there is an increasing emphasis on the critical role of intermediaries in developing, scaling, and sustaining programs. Intermediaries serve as key connectors between multiple apprenticeship stakeholders, including employers, Local Educational Agencies (LEAs), and apprentices, to strengthen coordination and streamline program implementation.

## What is an Intermediary?

An intermediary supports apprenticeship programs across all phases, from ideation through ongoing operation and sustainability. While an apprenticeship **program sponsor** is responsible for administration, operation, and compliance of a RAP, intermediaries can be a program sponsor or serve a number of different roles. Based on program needs, the intermediary may:

- Convene stakeholders
- Provide industry knowledge
- Offer technical assistance
- Serve as program sponsor
- Support capacity needs

Intermediaries can serve as catalysts for RAP implementation and expansion. LEAs should thoughtfully consider whether an intermediary would strengthen their programs and whether the partnership aligns with both short-term and long-term goals. Prior to entering a partnership with an intermediary, LEAs should have a clear understanding of:

- Program structure and standards
- Competency alignment and outcomes
- Allowances for multiple LEA participation
- Defined roles, responsibilities, and fiscal considerations

Having this understanding allows LEAs to confirm the program is aligned with their capacity and priorities and is structured for sustainable, high-quality implementation.

## Considering an Intermediary for RAP Implementation

Some key questions LEAs should ask of their potential intermediary partner include:

- What types of organizations do you typically partner with?
- What is your experience working in the California apprenticeship landscape?
- For your RAP, what are the Division of Apprenticeship Standards (DAS) program name, file number, and occupations with O\*NET codes?
- Can you describe a recent project where you helped design, implement, or scale a RAP? What was your role and what were the results?
  - How many employers have hired or are training registered apprentices?
  - How many apprentices have you completed in the last fiscal year?
  - How was instruction delivered for this program?
  - What was the average wage of the apprentices?
- Can you share the current program standards or examples from other RAPs you've developed?
- What type of role would you like the LEA to play in this partnership?
- How would our students participate in the apprenticeship program?
- How do you approach employers to engage them in apprenticeship programs?
- What is your pricing or fund-sharing model, and what deliverables are included?

The goal of any intermediary partnership is to increase the efficiency and effectiveness of RAP development and implementation. For that reason, it is critical that LEAs maintain open and transparent communication with potential intermediary partners to make informed decisions that will best support their programs.

## Intermediary Support Provided by the Chancellor's Office

There are numerous regional and sectoral intermediaries that support the success of California RAPs. The California Community College Chancellor's Office (Chancellor's Office) has invested in the LAUNCH Apprenticeship Network (LAUNCH) to strengthen apprenticeship efforts. LAUNCH serves both a statewide hub and network of eight regional hubs to support program development, registration, and expansion of partnerships and employer engagement across California community colleges. In this role, LAUNCH coordinates with state and federal apprenticeship agencies, manages master sponsorships for select occupations, provides technical assistance on program coordination and funding, and offers administrative services to scale high-quality apprenticeship growth statewide.

For more information on intermediaries, see the [Five Point Action Plan](#) and [Grow Apprenticeship California Intermediary Toolkit](#).