

Apprenticeship for Cities

GETTING STARTED

Why Apprenticeship for Cities?

In addition to providing critical public services, municipalities are themselves large employers, employing more than [2.4 million nationwide](#). However, many local governments struggle to recruit qualified candidates while planning for accelerating retirements and competing with the private sector. Chronic vacancies and turnover in these critical roles can negatively impact public service delivery.

Registered Apprenticeship is an evidence-based strategy that supports the recruitment, development, and retention of a highly skilled workforce. Cities and municipalities can develop Registered Apprenticeship Programs (RAPs) to open accessible, quality career pathways, and create economic opportunity for all residents in their community.

On average, local governments need [130 days](#) to find qualified candidates to fill open positions, compared to 36 days in the private sector.

BENEFITS OF REGISTERED APPRENTICESHIP

- ▶ An average [44.3% ROI](#) on RAPs, with a median ROI of \$144 for every \$100 invested.
- ▶ RAPs have an average of [93% employment retention rate](#) upon apprentice completion.
- ▶ RAPs exist for a wide variety of occupations, spanning [150,000 employers in more than 1,000 occupations](#).

REGISTERED APPRENTICESHIP IS...

- ▶ **Industry-Led:** Employers design and drive programs to meet their specific workforce needs.
- ▶ **Paid Job:** Apprenticeships are paid jobs with progressive wage increases as apprentices develop their skills and expertise.
- ▶ **On-the-Job Learning & Mentorship:** Apprentices receive hands-on-training by mentors specific to the occupation.
- ▶ **Supplemental Education:** Classroom-instruction builds the technical knowledge to be applied on the job.
- ▶ **Nationally Recognized Credentials:** Apprentices earn a portable, national, industry recognized credential.

Considering Registered Apprenticeship

Considering RAP to meet your municipal workforce challenges? Exploration is your first step!



EXPLORING



CONNECTING



COMMITTING



EXPLORING

**ASSESS YOUR CITY OR MUNICIPALITY
FOR RAP READINESS AND FIT.**

EXPERIENCE

Do you have a RAP or experience working with one? Are there any similar internship or earn-and-learn programs you might build upon? Can you leverage experienced workforce or education partners locally?

NEED

Which occupations does your city or municipality struggle to fill? Would you like to use apprenticeship to upskill existing employees and/or recruit new employees?

SUPPORT

Is there buy-in from elected, departmental, and HR leadership in your city?

HIRING

Is there an existing apprentice or trainee classification that could be used for an apprenticeship?

RESOURCES

Do you have funds to leverage to support the program and apprentices?

City Spotlights

The [City of Charlotte](#) is a U.S. Department of Labor (USDOL) Apprenticeship Ambassador and an Outstanding Apprenticeship Partner with ApprenticeshipNC, with over 71 apprentices across multiple departments including Charlotte Water.

The City and County of [San Francisco](#)'s Department of Human Resources and Division of Workforce Development collaborate across 7 labor unions, state and federal agencies, community colleges, and over 15 city departments to manage over 25 apprenticeship programs citywide.

The [City of Phoenix](#) offers a wide variety of RAPs including Civil Engineer, Finance Procurement Officer, HVAC and Building Equipment Operator, Electrician, Fleet Technician and Equipment Service Worker, Solid Waste Equipment Operator, and Street Maintenance.



CONNECTING

ESTABLISH AN APPRENTICESHIP PLANNING TEAM.

Assemble a small cross-functional team to make key design decisions and identify priority departments, occupations, partnerships, and strategies for implementing a RAP.

PARTNER	ROLE IN APPRENTICESHIP PLANNING AND DEVELOPMENT
City Leadership	▶ Establish a strategic vision for workforce development in your city ▶ Collaborate on process and policy changes that enable RAPs
Human Resources	▶ Analyze talent needs and trends to identify department priorities and mentors ▶ Develop job descriptions and supporting processes to recruit and hire apprentices or upskill employees
Department Leadership	▶ Identify content knowledge and skills necessary for the occupation ▶ Support a culture of learning and continuous improvement to recruit and support mentors and apprentices ▶ Provide on-the-job training (OJT) and mentorship to apprentices
Workforce System and Community-Based Organizations	▶ Support outreach and recruitment of untapped talent ▶ Contribute funding for apprentices' OJT and/or related instruction ▶ Provide supportive services
Education / Training Partner	▶ Develop and deliver curriculum classroom training (related instruction) ▶ Provide credential for completed courses
Organized Labor	▶ Align RAPs with collective bargaining agreements and other labor standards
State Apprenticeship Office	▶ Provide technical assistance on RAP model and support program sponsors through registration ▶ Advise partners on sources of funding to support RAPs



COMMITTING

SCALE AN EXISTING REGISTERED APPRENTICESHIP PROGRAM OR CREATE AND REGISTER A NEW PROGRAM.

- ▶ Contact your [State Apprenticeship Office](#) to discuss registration, funding, and implementation support.
- ▶ Learn more about the [Core Components of a RAP](#) and [benefits to employers](#).
- ▶ Review [NLC Apprenticeship for Cities](#) webinar recordings.
- ▶ Learn more about public sector apprenticeships in [state](#) and [federal](#) government.

ABOUT THIS RESOURCE

This resource was developed by the National League of Cities (NLC) and the American Institutes for Research (AIR). [Connect with our team to learn more!](#)

DISCLAIMER

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