



Illinois
Department of Commerce
& Economic Opportunity

OFFICE OF EMPLOYMENT & TRAINING

JB Pritzker, Governor

WIOA NOTICE NO. 23-NOT-03

TO: Chief Elected Officials
Local Workforce Innovation Board Chairpersons
Local Workforce Innovation Board Staff
WIOA Fiscal Agents and Grant Recipients
WIOA Program Services Administrators
Illinois workNet® Operators
WIOA State Agency Partners
Other Interested Persons

SUBJECT: Program Year 2024 (PY'24) Apprenticeship Illinois Expansion Grant Funds Application

DATE: April 15, 2024

I. SUBJECT INDEX

Statewide Apprenticeship Illinois Expansion
Planning

II. PURPOSE

To provide information to all Local Workforce Innovation Boards (LWIBs) on the availability of Statewide Apprenticeship Illinois Expansion funding to (a) embed the apprenticeship “navigator” functions within the business services team (BST) and appoint a person as the point of contact (POC) and apprenticeship specialist for their area/region and (b) create regional industry sector partnerships and/or employer collaboratives that engage businesses and develop new strategies for communicating the value of Registered Apprenticeship Programs (RAPs) and workforce diversity to employers, while proactively creating equity strategies that lead to historically underrepresented communities and underserved populations entering and succeeding in registered apprenticeship programs.

III. ISSUANCES AFFECTED

- A. References:
U.S. DOL Funding Opportunity Announcement (FOA) No. 24-03: State Apprenticeship Expansion Formula

U.S. DOL Training and Employment Notice (TEN) No. 20-15, Change 1: New Apprenticeship
USA Brand Information and Updated Technical Assistance Resources for Expanding and
Modernizing Registered Apprenticeship Programs

IV. PROGRAM BACKGROUND

The US Department of Labor (USDOL) issued Funding Opportunity Announcement 24-03 that outlines \$50 million in formula grants for States to expand registered apprenticeships. USDOL provides the formula funding to increase the State's ability to serve, improve, and strategically expand the national apprenticeship system. This funding opportunity is the second of an anticipated five-year program. Illinois' share of the formula funding for PY 2024 is \$1,689,825, which will have an expected performance period from July 1, 2024, to June 30, 2025. The continuation of funding is subject to the discretion of USDOL and contingent upon the availability of funds, satisfactory progress of the State's projects, and adequate stewardship of federal funds. Note that the issuance of grants under this notice is contingent on Illinois receiving the PY 2024 award from the USDOL.

V. APPRENTICESHIP IN ILLINOIS

According to the U.S. Department of Labor, as of March 2024, Illinois has approximately 424 Registered Apprenticeship programs with approximately 20,474 apprentices. These programs have been vetted by industry and are registered with the U.S. Department of Labor.

Apprenticeship Illinois Framework

The State of Illinois Workforce Innovation Board (IWIB) has developed the [Apprenticeship Illinois framework](#) that focuses on expanding apprenticeships and work-based learning/training opportunities. Workforce strategies like registered apprenticeship programs (RAPs) help ensure a robust and equitable approach by connecting job seekers to quality employment in priority industry sectors. RAPs are an industry-driven, flexible training model that can be customized to meet the needs of businesses across multiple industries and enable employers to develop and train their future workforce while offering career seekers affordable paths to secure quality, high-paying jobs. Registered Apprenticeship programs (RAPs) are vetted, approved, and validated by the USDOL.

Apprenticeship Navigator (now Specialist) Roles and Responsibilities

Since the apprenticeship model is employer-driven, successful and sustained apprenticeship expansion requires effective business engagement strategies. Awareness and education are vital to helping businesses understand the value of apprenticeship and how it can provide solutions to their workforce challenges. To increase business outreach capacity, the Department of Commerce and Economic Opportunity (DCEO) and the IWIB Apprenticeship Illinois Committee instituted the concept of Regional Apprenticeship Navigators to build the foundation for apprenticeship expansion in Illinois. Additionally, Apprenticeship Navigators were established to increase capacity for program development and expansion by working with Apprenticeship Intermediaries.

Since the establishment of Apprenticeship Navigators, it has become apparent that the navigator functions are greater than just one person. To intentionally expand apprenticeship

and work-based learning, more than just one person must understand apprenticeships and their value to employers, potential apprentices, their communities, their region, and the state. Therefore, the State used the first round of the USDOL State Apprenticeship Expansion Formula (SAEF) funds to envision the *Apprenticeship Navigator 2.0*, where these functions are embedded within the existing business services team (BST). However, a point of contact is still necessary to coordinate efforts of the BST and the larger integrated business services teams (IBST) and lessen confusion for employers. Therefore, with SAEF round 1, the “*Apprenticeship Navigator*” evolved to “*Apprenticeship Specialist*,” since the navigator functions would be executed by multiple persons within the BST and IBST at different levels.

The Apprenticeship Specialists are a key point of contact in their area for businesses who want to start an apprenticeship program. The Specialists work with businesses as well as Intermediaries, education and training providers, DOL Apprenticeship Training Representatives (ATR), and other key partners. Between the Specialists and Intermediaries, they create an apprenticeship network by conducting outreach to employers, managing relationships with partners, coordinating regional stakeholders, providing technical assistance to support program design and development, assuming the administrative tasks of being an apprenticeship sponsor, identifying multiple sources of funding, and identifying ways to reduce the risks for employers to implement or expand RAPs and work-based learning.

To sustain and expand the Apprenticeship Illinois Network, the State will focus resources on coordinating the Apprenticeship Specialist roles and responsibilities within the local integrated business service teams that include representatives from the Workforce Innovation and Opportunity Act (WIOA) core partners and other local workforce, education, and economic development partners. See Appendix I for more information.

The State provides Specialists and other team members with training and support in the US Chamber of Commerce Foundation’s [Talent Pipeline Management \(TPM\)](#) framework, which is a strategy to help address chronic regional and local skill gaps. The TPM strategy has shown success in Illinois when recruiting employers to sponsor apprenticeships, create consistent messaging, address barriers, and provide opportunities to align workforce solutions. Apprenticeship Specialists directly support the creation of industry sector partnerships using the TPM framework. See Appendix II for more information on Talent Pipeline Management.

Integrated Business Service Teams

Local Integrated Business Service Teams (IBST) promote, market, connect, and provide access to initiatives that allow businesses to access and implement available workforce programs and services applicable to their needs. The State’s workforce board’s Integrated Business Services Team Workgroup created Illinois’ [Integrated Business Services Framework](#) to coordinate better and support business engagement across the State. It recommended that local workforce areas’ business services teams work with other partners to implement the Framework. Integrated business service teams successfully implementing this framework are positioned to perform the navigator functions for expanding apprenticeship. See Appendix III for more information on the Integrated Business Services Framework.

State of Illinois Program Year 2024 Apprenticeship Expansion Plan

Illinois' second round application to the USDOL for this funding combined the five goals into four, to expand RAPs to build on existing systems and strategies to fulfill the vision of embedding an apprenticeship ecosystem at the state, regional, and local levels.

- Goal 1: Coordinate and Expand Services to Workers and Career Seekers
- Goal 2: Coordinate and Expand Services to Employers
- Goal 3: Coordinate and Expand Services to Education, Training, Workforce, and Economic Development Partners
- Goal 4: Planning and System Development

For this next round, the State must develop and implement the second year of the plan that includes key expansion efforts, which should build on previous years' modernization, expansion, and equity efforts. It is imperative that Illinois build statewide capacity to increase the number and quality of RAPS through stronger alignment with the education and workforce systems. For SAEF round 2, the USDOL has placed greater emphasis on workforce and education alignment, especially CTE. Following are the four goals.

Goal 1: Coordinate and Expand Services to Workers and Career Seekers

Goal one will increase the annual number of apprentices beginning and completing Registered Apprenticeship Programs. Illinois will (a) identify, support, and replicate successful models and apprenticeship intermediary programs, which includes recruiting intermediaries, DEIA training, marketing, identifying successful models, replicating successful models, supporting intermediaries and participants; (b) identify and address challenges or barriers for individuals to enter, remain, and complete programs, which includes creating awareness around challenges and barriers, preparing for entry, designing and implementing optimal practices for retention; and (c) create awareness of resources and programs among communities and individuals, which includes data driven marketing and communication activities.

Goal 2: Coordinate and Expand Services to Employers

Goal two will directly increase employer participation in Registered Apprenticeship Programs. We will continue to embed apprenticeship development support within existing business services teams. These teams will provide technical assistance and support services to employers to help them navigate the apprenticeship system, and we will provide these teams with even more training than year one provided. We are focusing our business services teams as navigators to be at the most engaged level with businesses. Under this goal, Illinois will (a) increase employer engagement and awareness of the benefits of work-based learning programs including apprenticeships, which includes marketing and aligning business engagement efforts among multiple partners such as apprenticeship specialists, community colleges, other state agencies, and other educational, training, workforce, and economic development professionals to make the process easier for employers; (b) support the development of industry sector partnerships that identify workforce needs and encourage them to participate in work-based learning programs including apprenticeships, which includes training in and implementing Talent Pipeline Management and other collaborative efforts; and (c) address challenges or barriers for employers creating, registering, and/or implementing Registered Apprenticeship programs, which includes surveying employers; creating effective incentives; developing programs and materials.

Goal 3: Coordinate and Expand Services to Education, Training, Workforce, and Economic Development Partners

Goal three will increase knowledge, capacity, and collaboration of statewide apprenticeship partners. Leadership, greater coordination, and dedicated capacity at the regional level is needed to support the development and sustainability of new programs across industry sectors in a way that aligns systems and makes it easier for new employers and apprentices to navigate opportunities. Under this goal, Illinois will (a) provide grants to Local Workforce Innovation Area Integrated Business Services Teams to offer proactive marketing and comprehensive assistance and support to employers, community colleges, high schools, other potential sponsors who want to begin new apprenticeship programs and ensure the quality of the program; (b) build stakeholders' knowledge of the system and system components through research and professional development; and (c) create strong regional and statewide partnerships and increase collaboration among stakeholders through ongoing partnership engagement.

Goal 4: Planning and System Development

Goal four is the planning and system development needed to expand outreach across the state, regions, and local communities. Here we will refine Illinois' model of apprenticeships, determine apprenticeship messaging and outreach, consider challenges and opportunities for collaboration and referrals, and identify system gaps and needs. Under this goal, Illinois will (a) improve expansion efforts through planning, research, and evaluation, incorporating the research and best practices into continuous planning and system improvements; (b) create an inclusive core planning group representing all stakeholders; and (c) solidify and support the Apprenticeship Ecosystem statewide by identifying and communicating new and existing funding sources, partners, and other players in the ecosystem. The major activity in year two for the core planning group is to begin the development of the competitive funding strategy and application for next year.

VI. COMPONENTS

This notice outlines the actions that the State of Illinois is taking to provide LWIBs with the resources needed to serve employers and partners to expand apprenticeships. This notice encourages LWIBs to apply for apprenticeship expansion funds to support the strategies outlined in FOA-ETA-24-03 to expand the State's apprenticeship system.

A. Program Goals

Statewide Apprenticeship Expansion funds will support local and regional business services teams to develop and implement apprenticeship expansion strategies in their region and local workforce communities. The program activities for the local workforce areas through this funding are centered around the four goals, as proposed by Illinois to the USDOL in FOA-ETA-24-03, and should encompass the re-envisioning and evolution of the apprenticeship navigator functions embedded within the BSTs, which can be found in Appendix I. DCEO will work with partners to achieve goals at the State and local levels (see Appendix IV). Grantees are expected to work with the State to accomplish the following activities and goals.

Goal 1: Coordinate and Expand Services to Workers and Career Seekers

- Support curriculum development that meets the needs of emerging sectors and employers within your region directly related to RAPs or preparing individuals for RAPs.

- Support apprenticeship intermediaries including but not limited to community colleges, high schools, CTE programs and other workforce partners.
- Identify and implement customer-centered DEIA strategies around recruiting and retaining all workers, including historically underrepresented populations, through supportive services and barrier reduction funds.

Goal 2: Coordinate and Expand Services to Employers

- Work with employers to identify the workforce needs and offer new incentives and services to establish new or expand existing apprenticeship programs as appropriate.
- Support the establishment of industry sector partnerships and industry-specific employer collaborations including the expansion of TPM strategies.
- Support the Apprenticeship Committee sponsored business-to-business outreach activities including employer roundtables and focus groups across the state.
- Provide information and support to registered apprenticeship program sponsors

Goal 3: Coordinate and Expand Services to Education, Training, Workforce, and Economic Development Partners

- Identify the *Apprenticeship Specialist* point of contact that will serve as a subject matter expert that supports and records the apprenticeship expansion efforts and impacts.
- Educate the local business services team members about the Apprenticeship Illinois programs, services and initiatives.
- Proactively collaborate and convene partners as necessary to ensure alignment, consistent messaging, and progression of establishing programs (Note: It is expected that grantees convene their IBSTs at least once a quarter in addition to interacting on a regular basis.)
- Follow up with partners to support the provision of business services to employers including but not limited to apprenticeships and other work-based learning initiatives.

Goal 4: Planning and System Development

- Document the Regional Apprenticeship Ecosystem: Conduct and document a landscape analysis of your region on programs, partners, and employers.
 - Under programs, identify existing registered apprenticeships, non-registered apprenticeships, pre-apprenticeships, youth apprenticeships, and other work-based learning programs.
 - For partners, identify both existing and potential partners in your region, which should include intermediaries, community colleges, school districts, CTE programs, alternative training providers, chambers of commerce, economic development partners, industry associations, community-based organizations, unions, DOL Apprenticeship Training Representatives (ATRs), and other existing business services partners.
 - For employers, identify employers in the region utilizing apprenticeship and work-based learning, which could include their industry, occupation(s), training providers, type of program, use of funding, etc.
- Work with program partners to plan and coordinate the provision of business services including but not limited to the following:

- Identifying available funding sources that could be used to cover some costs of creating or implementing a program, which includes the Apprenticeship Education Tax Credit, WIOA funds, CTE funds, other grants.
- Developing procedures to coordinate and collaborate with BST partners to support meetings with employers who want to develop and expand apprenticeship programs
- Coordinating the outreach and marketing of apprenticeship and work-based-learning programs. This could include but is not limited to providing presentations in partner meetings and events to talk about the benefits of apprenticeships and how the Apprenticeship Specialist can help find partners, funding, and even help create the program. This also includes customizing local marketing and outreach materials.

B. Program Activities and Outcomes

Specific project outcomes, goals, and deliverables must be included in the proposal.

Applications must consist of projected outcomes provided in Attachment A. Proposals will clearly articulate how the activities funded under this grant would expand apprenticeships in Illinois. The activities and outcomes will include, but are not limited to the:

- Number of new businesses engaged
- Number of sponsors that receive apprenticeship expansion support
- Number of partners from underutilized areas that receive apprenticeship expansion support
- Number of businesses that receive incentives
- Number of outreach events (seminars, workshops, stakeholder events coordinated)
- Number of attendees at outreach events
- Number of industry sector partnerships/employer collaboratives developed
- Number of industry sector partnerships/employer collaboratives supported
- Number of new Registered Apprenticeship programs developed
- Number of existing Registered Apprenticeship programs expanded
- Number of new RAPs on the Eligible Training Provider List (ETPL)
- Number of new Pre-Apprenticeship programs developed
- Number of existing Pre-Apprenticeship programs expanded
- Total number of new employers engaged that adopt apprenticeship programs as a result of the grant project
- Number of IBSTs engagements focused on apprenticeship expansion programs, projects, or initiatives per quarter
- Number of new registered apprenticeship programs in active development per quarter

C. Program Funding

The Department anticipates awarding approximately \$1.5 million for the apprenticeship expansion efforts in local areas. The anticipated funding range per grant is \$75,000 to \$175,000 based on the activities and potential impact of the grant. LWIBs are encouraged to work with regional partners (including, but not limited to, other LWIBs, community colleges, and other economic and workforce development partners) to streamline the management of apprenticeship expansion. Consideration will be given to the geographic distribution of awards. LWIBs must utilize funds to support apprenticeship expansion activities. Requests must be reasonable, necessary, and directly related to the purpose of this notice.

D. Application Submission

Applicants must electronically submit all the information in Attachment A: PY '24 Statewide Apprenticeship Illinois Expansion Grant Funds to CEO.OET.Grants@illinois.gov.

- ☐ Project Narrative
- ☐ Integrated Business Service Team Information
- ☐ Projected Outcomes
- ☐ Uniform Budget
- ☐ Budget Narrative
- ☐ Project Implementation Plan

Applications will be accepted and reviewed on a rolling, first-come, first-served basis until funds are exhausted. Applications must be received by June 3, 2024, to guarantee a funding commitment by June 30, 2024.

E. Application Review

A staff team from the Office of Employment and Training will review the applications on a first-come, first-served basis until all the available funds have been committed. Applications will be reviewed based on the following criteria:

- Regional and Local Needs;
- Impact of the Project;
- Geographic Distribution of Awards; and
- Cost.

F. Reporting Requirements

Grantees will be required to record and report program activities in Illinois workNet. This program activity and outcome data will be included in the quarterly reports for this grant.

G. Fiscal Management and Monitoring

This program is funded by the USDOL Apprenticeship SAEF Grants (*assistance listing number 17.285*). The funding for this grant will be provided on a reimbursement basis, and pre-award costs will be allowed. All costs must be associated with allowable apprenticeship expansion activities and must be documented in accordance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located at 2 CFR Part 200. This grant will be included in the annual monitoring of the local workforce areas by the Office of Employment and Training, as appropriate.

VII. ACTION REQUIRED

Local Workforce Innovation Boards, Local Workforce Area Directors, and Business Service Teams are requested to review this notice, identify apprenticeship expansion activities, and apply for funding as appropriate.

VIII. INQUIRIES

Inquiries related to this application funding notice should be directed to the Office of Employment and Training Regional Managers Annamarie Dorr AnnaMarie.Dorr@Illinois.gov, Bryan Ellis Bryan.Ellis@Illinois.gov, or Kelly Lapetino Kelly.Lapetino@Illinois.gov.

IX. EFFECTIVE DATE

This notice is effective on release.

X. EXPIRATION DATE

This notice will remain in effect until June 30, 2025.

Sincerely,

A handwritten signature in black ink, appearing to read "Julio Rodriguez", with a stylized flourish at the end.

Julio Rodriguez, Deputy Director
Office of Employment and Training

JR:jl

Appendix I - Apprenticeship Navigation Network

Appendix II - Talent Pipeline Management (TPM)

Appendix III - Framework for Integrated Business Service

Appendix IV - Apprenticeship Expansion Plan State and Local Activities

Attachment A – PY '24 Statewide Apprenticeship Illinois Expansion Grant Funds Application

APPENDIX I: APPRENTICESHIP NAVIGATOR NETWORK

The Illinois Workforce Innovation Board (IWIB) Apprenticeship Committee identified the need for an effective, uniform apprenticeship support system that builds on the state’s holistic apprenticeship framework. The Apprenticeship Committee determined that *Apprenticeship Navigators* and *Apprenticeship Intermediaries* would expedite the expansion of apprenticeship programs throughout the state and within more industries and occupations. Apprenticeship Navigators make it easier for employers to adopt the apprenticeship model as a workforce strategy and for individuals to start or progress in a career through an “earn and learn” program.

Apprenticeship Navigators were designed as an essential component of the Apprenticeship Illinois framework since they work directly with businesses to cultivate and launch new apprenticeships. Apprenticeship navigators build capacity and support the business ecosystem in key industry sectors. To be effective, Navigators must understand business and workforce development, know how to develop and manage relationships, work with businesses to diagnose pain points and collaborate with other entities such as training providers and chambers of commerce for possible solutions.

- The state worked to establish Apprenticeship Navigators as key points of contact in the ten economic development regions for outreach, partnership development, and education/awareness on the apprenticeship model and other work-based learning solutions.
- Through business outreach and partnership development, Navigators discuss employment needs and skills gaps in their region and collaborate with multiple entities to address those demands.
- Apprenticeship Navigators develop the peer-to-peer networks of employers and other partners.
- Apprenticeship Navigators focus efforts to support the creation of industry sector partnerships using a *Talent Pipeline Management* approach that helps businesses identify their short-term and long-term workforce development (talent) needs.

REENVISIONING THE APPRENTICESHIP NAVIGATOR NETWORK ROLES & RESPONSIBILITIES

The structure of the Apprenticeship Navigator network has evolved as the State evaluates the program activities, outcomes and effective administrative practices. To sustain and expand the Illinois Apprenticeship Network, the State will focus resources on coordinating the Apprenticeship Navigator roles and responsibilities within the local integrated business service teams, including representatives from the WIOA core partners and other local workforce, education, and economic development partners. It is anticipated that the Apprenticeship Navigator model will continue to evolve and be further clarified as part of the five-year Apprenticeship Illinois planning process in the summer and fall of 2023 that is required by the U.S. Department of Labor apprenticeship grants.

Since the establishment of Apprenticeship Navigators, it has become apparent that the navigator functions are greater than just one person. To intentionally expand apprenticeship and work-based learning, more than just one person must understand apprenticeships and their value to employers, potential apprentices, their communities, their region, and the state. Therefore, the State used the first round of the USDOL State Apprenticeship Expansion Formula (SAEF) funds to envision the *Apprenticeship Navigator 2.0*, where these functions are embedded within the existing business services team (BST). However, a point of contact is still necessary to coordinate efforts of the BST and the larger integrated business services teams (IBST) and lessen confusion for employers. Therefore, with SAEF round 1, the “*Apprenticeship Navigator*” evolved to “*Apprenticeship Specialist*,” since the navigator functions would be executed by multiple persons within the BST and IBST at different levels.

The State is focusing apprenticeship navigator funds to support apprenticeship specialists and business services teams that will provide the services that are listed below with the goal of expanding apprenticeship and work-based learning programs. These teams will build and support industry sector strategies among employers and the workforce, education, and economic development partners.

Illinois is working to build an apprenticeship network that provides:

- **OUTREACH:** Serve as a point of contact to assist in the development of apprenticeship and work-based learning opportunities
- **PARTNER COORDINATION:** Support the regional coordination of apprenticeship and work-based learning opportunities with employers and workforce/education/economic development partners.
- **DIRECT ASSISTANCE IN DEVELOPING APPRENTICESHIPS:** Serve as a subject matter expert to facilitate the establishment of an apprenticeship program based on the needs of the employer.

SERVE AS A POINT OF CONTACT IN THE LWIA/REGION FOR WORK-BASED LEARNING OPPORTUNITIES

- Coordinate outreach and provide information to businesses, education providers, other local workforce areas, chambers of commerce, and other partners, highlighting the benefits of apprenticeships and other work-based learning opportunities.
- Work collectively with regional apprenticeship intermediaries, business service teams, and other regional workforce and economic development teams.
- Use the *Regional/Local Workforce Development Plan* and other regional labor market information to identify new apprenticeship opportunities based on the needs of employers and labor market information.
- Promote and develop *diversity, equity, inclusion, and access* strategies that include targeted communities and populations identified in the local/regional workforce plan.
- Highlight the benefits of apprenticeships and work-based learning opportunities based on the needs of the employer. This could include structuring training programs to meet the standards and registering apprenticeship programs as appropriate.
- Participate in *Talent Pipeline Management* training.
- Serve as a neutral convener for sector partnerships working collaboratively to address talent development needs, including apprenticeships as appropriate.
- Act as a liaison between employers, area economic development organizations, educational providers, other local workforce areas, and other organizations working to establish apprenticeships.

SUPPORT REGIONAL COORDINATION AND SYSTEM NETWORKING

- Facilitate regional coordination and partnership with apprenticeship stakeholders, including businesses, DCEO, the U.S. Department of Labor's Office of Apprenticeship, training and service providers, and other education and state agency partners.
- Develop an extensive network of stakeholders at all levels of the public and private sector within the region to identify opportunities for program expansion and promotion, short and long-term demand planning, competencies, and credentials, develop a talent value stream, and the return on the investment by working collectively in a sector partnership.
- Coordinate with LWIAs to leverage WIOA funding to support incumbent workers and on-the-job training for apprentices.
- Partner with local school districts, technical colleges, unions, other training providers, employers, community-based organizations, and other institutions to help develop and implement apprenticeship programs.
- Work with other regional apprenticeship navigators, Talent Pipeline Management ("TPM") Coordinators, and Apprenticeship Project Managers to share lessons and best practices.

FACILITATE THE DEVELOPMENT OF APPRENTICESHIPS WITH EMPLOYERS

- Consult with employers and conduct worksite visits to assess the viability of apprenticeship and work-based learning programs to meet individual or group employer training needs.
- Facilitate the development of new apprenticeship programs to meet specific training needs, assisting apprenticeship partners throughout the process, from concept to implementation, providing samples of similar models that may be replicated, and connecting partners with the appropriate resources.
- Work with the sponsor on program elements of a Registered Apprenticeship Program (RAP) or help develop a sponsor for a RAP.
- Consult with the key departments, such as an employer's human resource and training and development departments, to review the current workforce career path structure and recommend solutions to align with establishing an apprenticeship program.
- Identify informational and financial resources, including apprenticeship tax credits, available to employers and/or sponsors to assist with developing and sustaining apprenticeship programs in conjunction with stakeholders; develop proposals for employer consideration that demonstrate the viability and complexity of possible implementation.
- Provide technical assistance to employers interested in establishing apprenticeship programs, including providing resources on how apprenticeships can help them improve their industry's diversity, equity, inclusion, and access and guide program development from origin to completion.

APPENDIX II: TALENT PIPELINE MANAGEMENT (TPM)

TPM is an overarching, systemic approach intended to help businesses better understand their short and long-term talent needs and to support public education and workforce programs to adapt as the demand for skills evolves. TPM uses supply chain principles to call on businesses and public policy leaders to transform education and workforce systems to be employer-led and business demand-driven. Through strategies focused on understanding employers and their need for talent, the workforce system can broadcast those skill competencies and credential requirements to skill providers, such as community colleges, community-based organizations, business associations, and other training programs. This feedback loop informs a talent supply chain that can be continuously improved and flexibly adapted to changing employer needs. Apprenticeship expansion efforts are part of the State's strategies to support industry-sector partnerships.

TPM comprises six strategies that, when implemented together, provide a talent supply methodology. The strategies build on each other and support a more sophisticated and data-driven approach for all partners resulting in a positive return on investment for employers, training providers, learners and LWIA system deliverables. There are six necessary components of Talent Pipeline Management with deliverables:

- Organize business sector partnership
 - Determine the focus of the sector partnership
 - Recruit business partners (large, medium and small businesses)
- Demand-planning Survey
 - Create a demand planning survey for distribution to sector business partner
 - Analyze existing government projections to survey results
 - Collect demand planning survey input and aggregate the data for sector partnership
- Competency and Credentialing
 - Review common competency, credentialing, and other hiring requirements from job descriptions to determine skill gap needs
- Talent Flow Analysis
 - Collect data sources of those hired for critical positions
 - Analyze talent flow and capacity expansion of training providers
- Build Talent Supply Chains
 - Facilitate performance measures and incentive development with the sector partnerships
 - Communicate value stream and performance measures for training programs within a region
- ROI process
 - Develop an improvement plan for sector partnership based on performance tracking.

The State provides navigators with training and support in the U.S. Chamber of Commerce Foundation's (USCCF) [Talent Pipeline Management \(TPM\)](#) framework, a strategy to help address chronic regional and local skill gaps. If the Navigator prefers TPM training programs provided by the USCCF, the cost is the grantee's responsibility. For program costs, go to [TPM Academy: Workforce development challenges, employer-led solutions](#).

APPENDIX III: FRAMEWORK FOR INTEGRATED BUSINESS SERVICE

The [Integrated Business Service Framework](#) supports talent pipeline strategies designed to assist partners in working together to address the workforce needs of businesses in a region. At the core are industry sector partnerships led by businesses and a focus on crucial industry clusters. Sector partners work collaboratively to listen to and understand businesses' workforce needs and develop customized solutions that respond to those needs, including apprenticeship and work-based learning. Eight foundational elements for the framework were identified for the integrated provision of business services:

- Sector-based – The provision of business services should align around regionally identified industry sectors significant to the regional economy.
- Transformational – The engagement of businesses should provide a platform for regular and ongoing dialogue, transforming the relationships between business and workforce partners.
- Regional – Service delivery should be regional in nature. It should align with the Governor's ten economic development regions, as well as multi-region and multi-state approaches when those are indicated by the needs of the sector partnership.
- Coordinated – The framework should describe coordinated approaches and strategies all partners use to meet business needs.
- United – Building upon efforts already underway, efforts should continue co-locating partners to ensure maximum coordination.
- Flexible – The framework should provide enough helpful guidance but also allow flexibility for regional innovation and customization.
- Aligned – Existing policies/procedures should be reviewed and revised to ensure alignment and progress toward business services integration.
- Allowable – Partners' federal mandates to provide specific, related services must still be met when developing the state framework.

There are five necessary components for the integrated provision of business services:

- (1) Organizational structure – Organizational structures that enable communication among partners to develop a single, reliable, agreed-upon strategy to support engagement and contact between employers and the workforce/economic development system should be developed.
- (2) Management of business intelligence – Given the need to share information across partners, management of business intelligence is critical.
- (3) Solutions-based service offerings – Service offerings provided to businesses must be focused on delivering timely solutions to expressed business needs.
- (4) Emphasis on work-based learning and other business-focused services – Closely tied to the solutions businesses seek is the expanded use of work-based learning (On-Site Work-Based Education, Registered Apprenticeships, Youth Apprenticeships, Pre-Apprenticeships, Customized Training, On-the-Job Training, Incumbent Worker Training, and others).
- (5) Accountability and performance measurement – Enables the measurement (and dissemination) of meaningful results of business services activities and establishes feedback loops to facilitate data-driven course corrections to the other four elements.

APPENDIX IV: APPRENTICESHIP EXPANSION PLAN STATE AND LOCAL ACTIVITIES

This Appendix outlines the goals, activities, deliverables and outcomes of the State of Illinois 2024 Apprenticeship Expansion proposal and plan. Some activities will take place at the state, regional and local levels.

Goal 1: Coordinate and Expand Services to Workers and Career Seekers	
Activities: <ul style="list-style-type: none"> Identify, support, and replicate successful models and apprenticeship intermediary programs, which includes recruiting intermediaries, DEIA training, marketing, identifying successful models, replicating successful models, supporting intermediaries and participants. Identify and address challenges or barriers for individuals to enter, remain, and complete programs, which includes creating awareness around challenges and barriers, preparing for entry, designing and implementing optimal practices for retention. Identify new models and pipelines for increasing participation and completion of RAPs. Create awareness of resources and programs among communities and individuals, which includes data driven marketing and communication activities. 	
Lead/ Support Implementer(s):	IWIB Apprenticeship Committee State WIOA partners Local workforce Innovation Boards Community Colleges Illinois State Board of Education and high school/CTE leaders Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables: <ul style="list-style-type: none"> Create a draft model for pathways to apprenticeship and working with high schools and CTE programs Publish a case study of a successful pathway to apprenticeship for replication Create a draft model of high-performing intermediaries and working with community colleges 	
Milestones	Quarter
Strategic meeting with high schools and CTE program leads	Q1&2
Strategic meeting with community colleges and ICCB	Q1&2
First draft of model for pathways to apprenticeship in high schools	Q2&3
First draft of model of high-performing intermediaries & community colleges	Q2&3
Publish successful case study of pathway to apprenticeship for HS/CTE	Q2
Published draft model of pathways to apprenticeship and working with HS/CTE	Q4
Published draft model of high-performing intermediaries and working with community colleges	Q4

Goal 2: Coordinate and Expand Services to Employers	
Activities: <ul style="list-style-type: none"> • Increase employer engagement and awareness of the benefits of work-based learning programs including apprenticeships, which includes marketing and aligning business engagement efforts among multiple partners such as apprenticeship specialists, community colleges, other state agencies, and other educational, workforce, and economic development professionals to make the process easier for employers. • Support the development of industry sector partnerships that identify workforce needs and encourage them to participate in work-based learning programs including apprenticeships, which includes training in and implementing Talent Pipeline Management and other collaborative efforts. • Address challenges or barriers for employers creating and/or implementing Registered Apprenticeship programs, which includes surveying employers; creating effective incentives; developing programs and materials. 	
Lead/ Support Implementer(s):	IWIB Apprenticeship Committee State WIOA partners Local workforce Innovation Boards Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables: <ul style="list-style-type: none"> • Four B2B business roundtables and focus groups around the state • Employer Incentive Guide • Industry sector partnerships established 	
Milestones	Quarter
Conduct employer roundtables and focus groups	Q1
Draft employer incentive guide	Q1
Draft findings from employer roundtables and leads for Apprenticeship Specialists	Q2
Publish Employer Incentive Guide	Q2
Sector partnership training and support	Q1-4
Apprenticeship specialists outreach and engagement	Q1-4

Goal 3: Coordinate and Expand Services to Education, Workforce, and Economic Development Partners	
Activities: <ul style="list-style-type: none"> • Provide grants to Local Workforce Innovation Area Integrated Business Services Teams to offer proactive marketing and comprehensive assistance and support to employers, community colleges, high schools, other potential sponsors who want to begin new apprenticeship programs and ensure the quality of the program. • Build stakeholders' knowledge of the system and system components through research and professional development. • Create strong regional and statewide partnerships and increase collaboration among stakeholders through ongoing partnership engagement. 	
Lead/Support Implementers):	IWIB Apprenticeship Committee / DCEO State WIOA partners Local workforce Innovation Boards Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables: <ul style="list-style-type: none"> • Apprenticeship Specialists established through subrecipient award • Onboarding of Apprenticeship Specialists and Integrated Business Services Teams • Design, development, and implementation of cross-training content and materials for Business Service Teams and partners • Collaboration meetings • Illinois WIOA Summit - Apprenticeship Illinois Track 	
Milestones	Quarter
Grant subrecipients as Apprenticeship Specialists established	Q1
Cross-training content proposal	Q1
Onboarding of grant subrecipients	Q1
Cross-training conducted	Q1-4
Collaboration meetings	Q1-4
Implement cross-training	Q1-4
Illinois WIOA Summit - Apprenticeship Illinois Track	Q4

Goal 4: Planning and System Development	
Activities: <ul style="list-style-type: none"> • Improve expansion efforts through planning, research, and evaluation, incorporating the research and best practices into continuous planning and system improvements. • Create an inclusive core planning group representing all stakeholders. • Solidify and support the Apprenticeship Ecosystem statewide by identifying and communicating new and existing funding sources, partners, and other players in the ecosystem. 	
Lead/ Support Implementer(s):	IWIB Apprenticeship Committee State WIOA partners Local workforce Innovation Boards Community Colleges Illinois State Board of Education and high school/CTE leaders Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables: <ul style="list-style-type: none"> • SAEF Competitive Grant application • Segmented database of key stakeholders, programs, and employers • Marketing and messaging materials • Updated ecosystem “map” 	
Milestones	Quarter
Initial meeting with core advisory group for SAEF competitive funding application	Q1
Outline for SAEF competitive funding application	Q2
Draft SAEF competitive funding application	Q4
Completed SAEF competitive funding application	Q4

APPLICANT INFORMATION			
LWIA		CONTACT	

PROJECT NARRATIVE

Please provide a narrative response to each of the questions listed below.

Executive Summary

- Summarize the LWIA's plan to use the apprenticeship expansion funds to meet the four goals of Illinois Apprenticeship Plan (see Appendix 4).
- Briefly describe local/regional Business Service Team partners and activities

Goal 1: Coordinate and Expand Services to Workers and Career Seekers

Describe how the LWIA will coordinate and expand services to workers and career seekers. In your response, please include information on how the LWIA will meet this program goal by implementing the following strategies as applicable:

- Supporting curriculum development that meets the needs of emerging sectors and employers within your region directly related to RAPs or preparing individuals for RAPs.
- Supporting apprenticeship intermediaries including but not limited to community colleges, high schools, CTE programs and other workforce partners.
- Identifying and implement customer-centered DEIA strategies around recruiting and retaining all workers, including historically underrepresented populations, through supportive services and barrier reduction funds.

Goal 2: Coordinate and Expand Services to Employers

Describe how the LWIA will coordinate and expand services employers. In your response, please include information on how the LWIA will meet this program goal by implementing the following strategies as applicable:

- Working with employers to identify the workforce needs and offer new incentives to establish or expand existing apprenticeship programs as appropriate.
- Supporting the establishment of industry sector partnerships and industry-specific employer collaborations including the expansion of TPM strategies.
- Supporting the Apprenticeship Committee sponsored business-to-business outreach activities including employer roundtables and focus groups across the state.
- Providing information and support to registered apprenticeship program sponsors

Goal 3: Coordinate and Expand Services to Education, Training, Workforce, and Economic Development Partners

Describe how the LWIA will coordinate and expand education, training, workforce and economic development partners. In your response, please include information on how the LWIA will meet this program goal by implementing the following strategies as applicable:

- Identifying the *Apprenticeship Specialist* point of contact that will serve as a subject matter expert that supports and records the apprenticeship expansion efforts and impacts.
- Educating the local business services team members about the Apprenticeship Illinois programs, services and initiatives.

- Collaborating and convening partners as necessary to ensure alignment, consistent messaging, and progression of establishing programs (Note: It is expected that grantees convene their IBSTs at least once a quarter in addition to interacting on a regular basis.)
- Following up with partners to support the provision of business services to employers including but not limited to apprenticeships and other work-based learning initiatives.

Goal 4: Planning and System Development

Describe how the LWIA will support apprenticeship planning and system development. In your response, please include information on how the LWIA will meet this program goal by implementing the following strategies as applicable:

- Documenting the Regional Apprenticeship Ecosystem: Conduct and document a landscape analysis of your region on programs, partners, and employers.
 - Under programs, identify existing registered apprenticeships, non-registered apprenticeships, pre-apprenticeships, youth apprenticeships, and other work-based learning programs.
 - For partners, identify both existing and potential partners in your region, which should include intermediaries, community colleges, school districts, CTE programs, alternative training providers, chambers of commerce, economic development partners, industry associations, community-based organizations, unions, DOL Apprenticeship Training Representatives (ATRs), and other existing business services partners.
 - For employers, identify employers in the region utilizing apprenticeship and work-based learning, which could include their industry, occupation(s), training providers, type of program, use of funding, etc.
- Working with program partners to plan and coordinate the provision of business services including but not limited to the following:
 - Identifying available funding sources that could be used to cover some costs of creating or implementing a program, which includes the Apprenticeship Education Tax Credit, WIOA funds, CTE funds, other grants.
 - Developing procedures to coordinate and collaborate with BST partners to support meetings with employers who want to develop and expand apprenticeship programs
 - Coordinating the outreach and marketing of apprenticeship and work-based-learning programs. This could include but is not limited to providing presentations in partner meetings and events to talk about the benefits of apprenticeships and how the Apprenticeship Specialist can help find partners, funding, and even help create the program. This also includes customizing local marketing and outreach materials.

INTEGRATED BUSINESS SERVICE TEAM

Include the names and organizations of the Integrated Business Service Team (edit this table as needed)

Integrated Business Service Team		
Type of Partner	Name of Individual	Agency/Organization
WIOA Title I		
WIOA Title II		
WIOA Title III		
WIOA Title IV		
Economic Development		
Community College		
Chamber of Commerce		
Union		
Industry Association		
Education / Local Schools		
Training Provider		
Community-Based Organization		
<i>Others</i>		

PROJECTED OUTCOMES

Project the grant activities and outcomes below

Projected Outcomes	
Number of new businesses engaged	
Number of sponsors that receive apprenticeship expansion support	
Number of partners from underutilized areas that receive apprenticeship expansion support	
Number of businesses who receive incentives	
Number of outreach events (seminars, workshops, stakeholder events coordinated)	
Number of attendees at outreach events (total for all events)	
Number of industry sector partnerships/employer collaboratives developed	
Number of industry sector partnerships/employer collaboratives supported	
Number of new Registered Apprenticeship programs developed	
Number of existing Registered Apprenticeship programs expanded	
Number of new Registered Apprenticeship programs on the Eligible Training Provider List (ETPL)	
Number of new Pre-Apprenticeship programs developed	
Number of existing Pre-Apprenticeship programs expanded	
Total number of new employers engaged that adopt apprenticeship programs as a result of the grant project	
Number of IBSTs engagements focused on apprenticeship expansion programs, projects, or initiatives per quarter	
Number of new registered apprenticeship programs in active development per quarter	
<i>(expand as needed)</i>	

BUDGET

Complete the budget tables and provide a brief narrative of the funding request. The State's proposal to the US DOL FOA-TEA-24-03 included awards to Local Workforce Innovation Boards to deliver comprehensive outreach, business services, apprenticeship incentives, as well as supportive services for program participants. Note that grantees will be required to submit a Uniform Budget Template after DCEO makes a funding commitment. Note: Up to 20% of your budget may be used towards Employer Incentives.

BUDGET CATEGORIES	AMOUNT
Business Service Personnel	\$
Fringe Benefits	\$
Travel	\$
Supplies	\$
Contractual	\$
Incentive Costs for Employers	\$
Supportive Services	\$
Indirect	\$
GRAND TOTAL	\$

BUDGET NARRATIVE

Please review the budget definitions and provide a brief budget narrative for each proposed cost. Please make sure to provide enough detail to justify the reasonableness of the cost in the narrative below.

Personnel: List all staff positions by title (including individuals hired by an employment contract), including the roles and responsibilities. For each position, give the annual salary, the percentage of time devoted to the project, and the amount of each position's salary funded by the grant.

Fringe Benefits: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement, etc.

Travel: For grantee staff only, specify the purpose, number of staff traveling, mileage, per diem, the estimated number of in-state and out-of-state trips, and other estimated costs for each type of travel.

Supplies: Identify the cost of supplies (e.g., general office supplies, desk/chairs, laptops/printers, other specialty items) in the detailed budget per category. Except for general office supplies, list the item, quantity, and unit cost per item. Supplies include all tangible personal property other than "equipment" (see 2 CFR Part 200.1 for the definition of Supplies).

Contractual: Contracts are defined according to 2 CFR Part 200.1 as a legal instrument by which a non-federal entity purchases property or services needed to carry out the project or program under a federal award. For each proposed contract and sub-award, specify the purpose and activities to be provided

and the estimated cost. Note: Funds may be used for industry sector strategy or employer collaborative training, which includes but is not limited to TPM training.

Incentive Costs for Employers: Specify the incentives that will be offered to employers. Note that Grantees may use up to 20 percent of the total award to provide one-time “incentive” funds to new employers, joint labor-management organizations, or industry associations to directly fund new or expand existing RAPs in targeted industries in which they are serving. Allowable uses of incentive funding to support RAP development, launch, and sustainability include:

- Registration of RAPs with the Department of Labor;
- Costs related to the design and start-up of RAPs;
- Classroom education or online training for apprentices;
- Extraordinary costs related to on-the-job learning (excluding wages). These extraordinary costs to the employer can be calculated based on an apprentice’s wages, as well as based on a journey worker’s time as a mentor for an apprentice in OJL;
- Train-the-trainer costs or activities;
- Training supplies for apprentices (in consultation with the Department); and/or
- Curricula development.

Supportive Services: Specify the supportive services that will be offered to workers. Supportive services are expenditures to, or on behalf of, a participant that is necessary to enable an individual to be placed and/or retained in a registered apprenticeship program, including, but not limited to, transportation, childcare, tutoring, mentoring, personal supplies/uniforms, and tools.

PROJECT IMPLEMENTATION PLAN

List the major project goals and activities in the first column. In the second column, indicate the timelines for completion of the activities. Timelines may be specified by the month of the project (e.g., such as month 1, month 2, etc.) or by specific dates. In the third column, indicate the staff by name and title responsible for performing the activities, and indicate the organizational affiliation of each staff person listed. The fourth column must describe the deliverable associated with the project activity. [Expand the table as needed].

GOAL/ACTIVITY	TIMELINE	RESPONSIBLE STAFF	DELIVERABLE