

State of Illinois Uniform Notice of Funding Opportunity (NOFO)
Summary Information

Awarding Agency Name	Commerce And Econ Opp
Agency Contact	Norman Ruano (Norman.Ruano@illinois.gov)
Announcement Type	Initial
Type of Assistance Instrument	Grant
Funding Opportunity Number	FY26-1
Funding Opportunity Title	Illinois Works Pre-apprenticeship Program
CSFA Number	420-30-2614
CSFA Popular Name	Illinois Works Pre-apprenticeship Program
Anticipated Number of Awards	25
Estimated Total Program Funding	\$12,000,000
Award Range	\$150000 - \$550000
Source of Funding	State
Cost Sharing or Matching Requirements	No
Indirect Costs Allowed	Yes
Restrictions on Indirect Costs	No
Posted Date	08/01/2025
Application Date Range	08/01/2025 - 09/01/2025 : 5:00 PM
Grant Application Link	Please select the entire address below and paste it into the browser... https://dceo.illinois.gov/aboutdceo/grantopportunities/2614-3122.html
Technical Assistance Session	Offered : Yes Mandatory : No Date : 08/12/2025 : 9:30 AM Registration link : https://www.illinoisworknet.com/ilworkspreapprenticeshipnofo2025

Agency-specific Content for the Notice of Funding Opportunity Illinois Works Pre-apprenticeship Program NOFO ID: 2614-3122

For information about grants please visit <https://dceo.illinois.gov/aboutdceo/grantopportunities/granteeresources.html>.

A. Program Description

Notice of Funding Opportunity Intent

The Illinois Department of Commerce and Economic Opportunity (the “Department” or “DCEO”) is issuing this Notice of Funding Opportunity (“NOFO”) to expand the Illinois Works Pre-apprenticeship Program. The Illinois Works Pre-apprenticeship Program is administered by the Department’s Office of Illinois Works.

The goal of the Illinois Works Jobs Program Act (30 ILCS 559/20-10) is to ensure that all Illinois residents have access to State capital projects and careers in the construction industry and building trades, as well as provide contracting and employment opportunities to historically underrepresented populations in the construction industry and the trades. The Illinois Works Pre-apprenticeship NOFO and program is a critical component in the success of the Act, by increasing the number of qualified construction and building trades apprentices who are women, people of color, veterans or from otherwise underrepresented populations (as defined by the Illinois Works Jobs Program Act) and preparing them to enter full apprenticeship programs on their way to careers in construction and the building trades.

This NOFO is focused, although not exclusively, on awarding grants in geographic areas where the Office of Illinois Works does not presently have pre-apprenticeship programs and to increase the representation of underrepresented groups that presently are not served or are underserved by existing programs including individuals of Asian descent, Veterans, and Women, among others. This NOFO is open to all Economic Development Regions, but the following regions and counties are strongly encouraged to apply:

- Central Region (Region 1) - Sangamon County
- North Central Region (Region 3) – Peoria County, McLean County
- Northeast Region (Region 4) – DeKalb County, DuPage County, Kane County, Kankakee County, Kendall County, McHenry County, Suburban Cook County, Will County
- Northwest Region (Region 6) – LaSalle County, Rock Island County, Whiteside County
- Southeast Region (Region 7) – Marion County, Lawrence County
- Southern Region (Region 8) – Jackson County

To see the geographic boundaries of these Economic Development Regions go to:
<https://dceo.illinois.gov/illinoisworks/preapprenticeship.html>

Program Description

The Illinois Works Pre-apprenticeship Program provides grants to community-based organizations (including an accredited public college or university) or coalitions throughout the State that will recruit, prescreen, provide pre-apprenticeship skills training, and transition participants to United States Department of Labor (US DOL) Registered Apprenticeship

Programs. Successful grantees are expected to provide pathways and manage the transition from the pre-apprenticeship program to a full apprenticeship program in construction and the building trades.

This NOFO will use the definitions established in the Illinois Works Jobs Program Act, including the definitions for "community-based organizations" and "underrepresented populations." It will also use the State of Illinois definition for a pre-apprenticeship program which appears in the Illinois Career Pathways Dictionary (<https://www.isbe.net/Documents/IL-Career-Pathways-Dictionary.PDF>). Besides the following definitions and frameworks, additional information and resources are included in the Appendix of this NOFO.

Community-based organization: The Illinois Works Act establishes that "community-based organization" means a "nonprofit organization, including an accredited public college or university, selected by the Department to participate in the Illinois Works Pre-apprenticeship Program. To qualify as a "community- based organization", the organization must demonstrate the following:

- the ability to effectively serve diverse and underrepresented populations, including by providing employment services to such populations;
- knowledge of the construction and building trades;
 - the ability to recruit, prescreen, and provide pre-apprenticeship training to prepare workers for employment in construction and the building trades; and a plan to provide the following:
 - preparatory classes;
 - workplace readiness skills, such as resume preparation and interviewing techniques;
 - strategies for overcoming barriers to entry and completion of an apprenticeship program; and
 - any prerequisites for acceptance into an apprenticeship program."

Pre-apprenticeship (based on the definition of pre-apprenticeship from the Illinois Career Pathways Dictionary): A program that has a documented partnership with an employer and is designed to prepare individuals to enter and succeed in a Registered Apprenticeship program which includes all the following:

- Training and curriculum that aligns with the skill needs of employers in the economy of the State or region and that has been designed to prepare participants to meet the minimum entry-level requirements of an Apprenticeship program.
- Access to educational and career counseling, and supportive services as needed by participants.
- Hands-on meaningful learning activities that are connected to education and training activities, such as Career Exploration and Career Development Experiences, and that reinforce foundational professional skills, including, at a minimum, those outlined in the Illinois Essential Employability Skill Framework and Self-Assessment (<https://icsps.illinoisstate.edu/illinois-essential-employability-skills-framework>) such as Personal Ethics, Work Ethics, Teamwork, and Communication.
- Upon successful completion of the program, participants are supported to apply for United States Department of Labor Registered Apprenticeship Programs in construction and the building trades and may receive preference for enrollment.

Registered Apprenticeship: As defined by the Office of Apprenticeship of the United States Department of Labor, is an effective "earn and learn" model with a long history of providing career ladders and pathways to the middle class, particularly for the building and construction industry, but increasingly in other industries as well.

Registered Apprenticeship Programs (RAPs): Must have five components: business involvement, structured on-the-job training, related classroom and workplace instruction, rewards for skills gains, and an industry-recognized credential at the successful completion of training.

Underrepresented Populations: The Illinois Works Jobs Program Act (30 ILCS 559/20-10) defines "Underrepresented Populations" as "populations identified by the Department that historically have had barriers to entry or advancement in the workforce." According to the Illinois Department of Labor RAPIDS data system 2023 reporting, women made up 6% of new apprentices in the State's construction industry (a slight increase from 2022), 9% were African American (unchanged from 2022), 27% were Hispanic/Latino (down slightly from 28% in 2022), and approximately 2% were Asian and American Indian/Native Alaskan (a slight increase from 2022). Based on 2023 USDOL RAPIDS data, 5% were veterans. All of these groups are underrepresented populations for purposes of this NOFO.

Illinois Workforce Development Priorities

The Illinois Works Pre-apprenticeship program is aligned with Illinois' workforce, education, and economic development priorities. Billions of dollars invested in major public construction projects throughout Illinois over the next decade have the potential to be a catalyst for the full inclusion of women, people of color, veterans, and other underrepresented individuals (as defined by the Illinois Works Jobs Program Act) in the construction workforce, contributing to increased and sustained prosperity in all communities, through training, employment, and career development. Below is a sampling of these priorities all of which are integral to the development and success of the Illinois Works Pre-apprenticeship Program:

- Governor's Action Agenda for Workforce Development and Job Creation
Governor Pritzker issued Executive Order 2019-03 (found at <https://www.illinois.gov/government/executive-orders/executive-order-executive-order-number-3.2019.html>) leading to the creation of the "Action Agenda for Workforce Development and Job Creation" which provides the three Action Areas listed below. This NOFO will fund projects that focus on these Action Areas:
 1. Unite workforce development partners around regional cluster strategies
 - a. Identify high-impact regional clusters and associated in-demand occupations
 - b. Implement a coordinated workforce development strategy around regional clusters
 2. Prepare Illinois workers for a career, not just their next job
 - a. Increase apprenticeship opportunities
 - b. Address barriers to successful training and employment
 - c. Establish and support equity goals and align with Perkins equity goals
 3. Connect job seekers with employers
 - a. Shorten time from credential to employment
 - b. Integrate workforce services across program providers for one-stop customers

- *Workforce Innovation Board Apprenticeship Committee and Apprenticeship Illinois Framework* (<https://apps.illinoisworknet.com/GroupCalendarManagement/Home/Preview/fa46893c-85b5-4294-b0b6-3fc1224fba24>)

The Illinois Workforce Innovation Board (IWIB) endorses using registered apprenticeships and pre-apprenticeships as a key strategy to build a pipeline of skilled workers to help businesses throughout the State to remain competitive. IWIB Apprenticeship Committee statewide expansion goals:

1. Fully integrate apprenticeship into state workforce development, education, and economic development strategies and programs.
2. Support the rapid development of new apprenticeship programs and/or the significant expansion of existing programs.
3. Support the development and recruitment of a diverse pipeline of apprentices; and
4. Build state capacity to make it easier for industry to start apprenticeship programs and for apprentices to access opportunities.

- *Illinois Essential Employability Skills Framework and Self-Assessment*

This framework is “designed to define and clarify the essential employability skills and provide a standard for the state. Essential employability skills are those general skills that are required to be successful in all sectors of the labor market and are separate from the technical skills attained in career pathways or academic skills such as math and reading. The framework was developed through the collaboration of the Illinois Community College Board; the Illinois Department of Commerce and Economic Opportunity; representatives of Illinois businesses; local chambers of commerce; secondary, postsecondary, and adult educators and professionals; and other important stakeholders.”

The Framework can be viewed at: <https://icsps.illinoisstate.edu/illinois-essential-employability-skills-framework>

National Best Practices

This section offers a series of national best practices for apprenticeships, pre-apprenticeships, as well as best practices for delivering training programs focused on diversity, equity, and inclusion. The national best practices outlined below, along with the Illinois Works Jobs Program Act, served as the foundation for the Illinois Works Pre-apprenticeship Program model. Successful applicants will ensure their proposal aligns with these national best practices to ensure delivery of a quality pre-apprenticeship program geared toward enrollment into a RAP and focused on cultivating a diverse, equitable, and inclusive training environment.

- *Registered Apprenticeship Program (RAP) National Best Practices*

Earn While You Learn: Benefits of Work-Based Learning

(https://www.apprenticeship.gov/sites/default/files/Career_Seeker_Fact_Sheet.pdf))

Work-based learning, such as apprenticeship programs, allows individuals to build relevant skills via real-life work experiences. Typically, work-based learning aligns classroom and workplace learning; the application of academic, technical and employability skills in a work setting; and support from workplace mentors. Work-based learning is a win-win as it combines to meet a jobseeker or worker's need to build meaningful, applied skills and an industry's need to grow its talent. Apprenticeships are a well-known form of work-based learning that typically include five key elements:

1. Business involvement;
 2. Structured on-the-job training;
 3. Instruction related to the apprenticeship;
 4. Rewards for skill gains; and
 5. An industry-recognized credential.
- Pre-apprenticeship Program National Best Practices
United States Department of Labor Pre-apprenticeship Definition and Quality Framework (Training and Employment Notice 13-12
https://www.dol.gov/sites/dolgov/files/ETA/advisories/TEN/2012/TEN_13-12.pdf)
 - Approved training and curriculum based on industry standards
 - Strategies that increase apprenticeship opportunities for disadvantaged individuals
 - Strong recruitment efforts for under-represented populations
 - Activities introducing participants to apprenticeships and assisting them to apply for Registered Apprenticeship Programs (RAPs)
 - Access to support-services that help participants remain in the program (such as childcare, transportation, counseling, and ongoing career services).
 - Collaboration with program sponsors to promote apprenticeship to other employers as a quality approach to attain and retain a skilled workforce, and
 - Hands-on experience that simulates the work performed in the pre-apprenticeship, while observing proper training and supervision and safety protocols.

Nationally Recognized Pre-apprenticeship Program Design Elements

Based on a review of best practices for pre-apprenticeship, the following program elements create the conditions for successful management of pre-apprenticeship programs and strong participant outcomes:

- Fair compensation, including stipends, and compensation that fosters retention (versus dropping out because it is not possible to make ends meet). Performance-based stipends have been found to be effective at supporting student's financial needs and encouraging high performance and outcomes
- A focus on equity that goes beyond numeric participant targets and focuses on all aspects of program design and partnerships, including successful transition into a full apprenticeship program, and program belonging and inclusiveness
- The provision of wraparound supports, as appropriate and as needed (see examples below). Strong partnerships between stakeholder groups, including unions and CBOS and/or community colleges and local workforce innovation areas
- Consistent, transparent entry and success requirements
- Strong community outreach and community leadership within the programs
- Development of technical skills through hands-on activities and work-based learning
- Development of math and literacy skills
- Career pathway and alignment with employer needs and explicit connection to apprenticeship programs
- Offering academic and career exploration
- Culmination in one and ideally more industry-recognized credentials and the ability to receive credit toward associate or bachelor's degrees (if applicable)
- Innovative ways to have participants learn online and participate in virtual immersive training techniques (especially in a COVID-19 environment)

- Strong case management, including screening for benefit eligibility, post-program retention supports, mentorship, fostering alumni networks, and construction workplace culture
- Training for job search skills, resume development and interview practices
- Offering financial literacy, life coaching and education
- Enhanced exposure to and the ability to interact with construction and building trades workers of the same race, ethnicity, or gender as participants
- Documented plan to provide career and transition services to students that do not enroll into RAP
- Documented plan for transitioning pre-apprenticeship participants into a RAP

The table below offers a menu of support and transition services that are accepted as nationally recognized program elements. These services are considered integral aspects to the design of successful pre-apprenticeship programs.

If awarded an Illinois Works (ILW) grant, grantees are expected to deliver all of the services below internally, through partner agreements or referral networks.

Types of Wrap-around Support Services (including but not limited to)	Types of Student Support Services (including but not limited to)	Types of Transition Support Services (including but not limited to)
Stipends	Tutoring (especially on math)	Mock interviews
Transportation costs, including car repairs	Make-up classes	Registered apprenticeship application preparation
Childcare/family member care	Retesting	Resume writing
Technology assistance for virtual learning (broadband and hardware)	Educational enrichment	Referral to career counselor or alternate education
Driver's education fees		Job search assistance
Personal health including emergency dental and vision		Mentoring
Emergency bill payments		Alumni networks
Financial literacy		Apprenticeship application fees
Referrals for other services (mental health, housing, eviction assistance, substance abuse)		
Digital literacy		

Exemplary Construction and Building Trades Pre-apprenticeship Program Elements for Underrepresented Populations

Jobs For The Future (JFF) is a national nonprofit organization with the goal of driving change in the American workforce and education systems to achieve economic advancement for all. JFF's

experience and research have identified six characteristics of high-quality pre-apprenticeship programs including:

- Transparent entry and success requirements
- Alignments with skills sought by local employer and high-quality apprenticeship programs
- Culmination in one or more industry-recognized credentials
- Development of skills through hands-on activities and work-based learning
- Offering of academic, career exploration and wraparound support
- Transition into a registered or other high-quality apprenticeship program

Diversity, Equity, and Inclusion in Workforce Development National Best Practices

360-Degree Focus on Equity

According to Closing the Divide: Making Illinois a Leader in Equitable Apprenticeships, a report by Young Invincibles, only 4 percent of Illinois apprentices are women and only 27 percent are people of color.

Women and people of color are less likely to complete apprenticeships and are often employed in positions with lower-than-average pay. Recruiting participants from underrepresented populations is only one step of many to ensuring greater equity in pre-apprenticeships in construction and the building trades.

Find more information at:

https://www.illinoisworknet.com/WIOA/Resources/Documents/YI_ClosingTheDivide.pdf

The Essentials of a High-Quality Pre-apprenticeship Program, Jobs for the Future, 2019. Strategies to address equity include support for minority-led organizations, changes in recruitment practices, transportation, and career counseling. Find more information at: <https://www.jff.org/idea/jffs-framework-high-quality-pre-apprenticeship-program/>

Applicants are encouraged to review and incorporate diversity, inclusion, and equity best practices from the resources listed below and the NOFO Appendix as appropriate.

- Equity in Youth Apprenticeship Programs, National Alliance for Partnerships in Equity <https://napequity.org/wp-content/uploads/PAYA-Workbook-Fnl-2020-05-29.pdf>
- The Roadmap for Racial Equity (National Skills Coalition) https://nationalskillscoalition.org/wp-content/uploads/2020/12/Racial-Equity-Report_6x9_web.pdf
- Racial Equity Readiness Assessment for Workforce Development (Race Forward) <https://www.raceforward.org/resources/toolkits/racial-equity-readiness-assessment-workforce-development>
- Principles for a High-Quality Pre-apprenticeship: A Model to Advance Equity (Center for Law and Social Policy CLASP) <https://www.clasp.org/publications/report/brief/principles-high-quality-pre-apprenticeship-model-advance-equity/>
- Collaborative Solutions for Increasing Diversity of Apprenticeship Participants (Workforce GPS) <https://www.workforcegps.org/events/2020/04/02/18/20/Collaborative-Solutions-for-Increasing-Diversity-of-Apprenticeship-Participants>

- Growing Equity and Diversity Through Apprenticeship: Business Perspectives (JFF Center for Apprenticeship and Work-based Learning)
<https://www.jff.org/idea/growing-equity-and-diversity-through-apprenticeship-business-perspectives/>

Program Requirements

The Illinois Works Pre-apprenticeship grants will be awarded to community-based organizations (as defined in the Illinois Works Jobs Program Act) that demonstrate a plan to implement a pre-apprenticeship program rooted in national best practices and program design elements and meet Illinois Works program requirements and standards.

The overarching focus of these grants is to fund programs that help underrepresented populations successfully transition into DOL-registered apprenticeship programs in construction and the building trades. Illinois Works welcomes individuals who are aged 18 or above (unless the program is approved as an Illinois Works High School-based program) and are willing and able to make a career in construction and the trades can enroll. The program elements include outreach and recruitment to bring participants into programs but also include design elements specifically designed to increase the probability of success for historically underrepresented individuals.

The Illinois Works Pre-apprenticeship Program is a semi-structured program that provides grantees with flexibility in critical areas such as recruitment, instruction, transition, delivery of support services, partnership development, and more.

All program requirements are outlined in greater detail in the Illinois Works Pre-apprenticeship Program 2025 Grantee Manual:

<https://www.illinoisworknet.com/partners/Documents/IL%20Works/2025%20Grantee%20Manual.pdf>

Though not required, applicants are encouraged to attend or view the recording of the Bidder's Conference offered by the Office of Illinois Works. For more information and to register or to view the recording visit:

<https://www.illinoisworknet.com/ilworkspreapprenticeshipnofo2025>

Overall Program Design

Applicants must provide information on how they will design, develop, and implement high-quality pre-apprenticeship programs in order to significantly increase apprenticeship opportunities for historically underrepresented populations. This must include how they will coordinate and staff the program activities including the recruitment, assessment, case management, related technical training, work-based training, supportive services, and transition/placement of participants.

Staffing

Applicants should provide staff resumes, instructor credentials, partnership agreements, or MOUs. Applicants will also be required to include in their Staffing Plan a dedicated staff person to exclusively focus on delivering Transition and Follow-up services to program participants. Larger programs (those receiving a grant award that is more than \$350,000) require a full-time staff person, while smaller programs (those receiving a grant award of up to \$350,000) will utilize a part-time position of at least 30 hours.

To fully implement the Illinois Works Pre-apprenticeship program, successful applicants must outline how the eight key program areas will be staffed to ensure quality delivery of programs and services.

These program areas include:

- Program administration
- Outreach and recruitment
- Intake
- Wrap-around services (non-academic needs)
- Student support services (academic needs)
- Instruction
- Transition and follow-up
- Data entry

Equity-Focused Program Culture

Applicants will be expected to articulate their understanding of how race, ethnicity, gender or veteran status may impact individual access to and experience with construction and building trade apprenticeship programs. Applicants must provide information about how their pre-apprenticeship model (including recruitment, partnerships, and training considers the experience of women and people of color in the industry (hiring, advancement, retention and earnings), as well as advances, conditions that increase access, enrollment and completion for women and people of color. Applicants should outline strategies for how to foster a shared identity and a welcoming, inclusive environment.

Partnerships

It is an expectation of all applicants to develop structured pathways (in partnership with key stakeholders in the industry) for their pre-apprenticeship program graduates to transition successfully into DOL-registered apprenticeship programs.

Applicants should provide information about their plans to coordinate/partner with:

- Local Workforce Innovation Areas
- Local and Regional Apprenticeship Navigators
- Intermediaries focused on construction and the building trades
- DOL-registered apprenticeship programs (unions and non-union)
- Union groups
- Community colleges
- Employers and employer associations
- Community-based organizations
- Secondary schools, among others.

Outreach and Recruitment

Applicants must outline proactive recruiting, outreach and support strategies that significantly increase the number of underrepresented populations that enroll in and successfully complete pre-apprenticeships and acknowledge race and gender disparities in regional construction and building trades occupations.

Applicants do not need to serve all populations targeted by this NOFO—they can focus on one or more of the underrepresented populations defined in previous sections.

Successful applicants will demonstrate their knowledge and outcomes working with a certain population; and also how that population has informed the shaping of the program itself. In addition, applicants must display a clear understanding of the entrance requirements into union and non-union Department of Labor registered apprenticeship programs and communicate those requirements to program candidates before enrolling in the pre-apprenticeship program along with integrating them into their prerequisites for participation in the program. Applicants must describe a plan for marketing, outreach, wraparound supports, and accommodations. Applicants would ideally include a plan to identify and train mentors to support their pre-apprentices.

Delivery of Other Instruction

Applicants must provide plans to refer students who do not have the minimum program requirements to educational services in their communities such as free literacy, GED, ESL classes, among others. Plans must include how applicants' barriers to entrance into the program will be assessed and the strategy to assist in removing these barriers for underrepresented populations.

Application and Intake

Community-based organizations that are offered and accept an award through the Illinois Works Pre-apprenticeship Program will be required to utilize Illinois Works provided pre-screen assessments, applications, interviews questionnaires, wrap-around service assessments, and commitment agreements.

Successful applicants will outline a process to review potential participant's eligibility for the pre-apprenticeship program through a provided pre-screen assessment, application, interview, wrap-around assessment and commitment agreements.

To be eligible for the pre-apprenticeship program, participants must:

- be at least 18 years of age when they enroll into the program (unless attending an Illinois Works approved High School based pre-apprenticeship program.) See the Illinois Pre-apprenticeship Program website for a listing of programs: (<https://dceo.illinois.gov/illinoisworks/preapprenticeship.html>)
- have a high school diploma or GED (unless attending an Illinois Works approved school-based pre-apprenticeship program)
- be an Illinois resident
- want to pursue a career in construction and the building trades

To authenticate program eligibility, grantees are required to collect a copy of a H.S. Diploma or GED Certificate along with a copy of a current State of Illinois Driver's License or ID and/or a Birth Certificate.

Wrap-Around Supports

Applicants must provide plans for how to assist pre-apprentice enrollees to overcome non-academic barriers to successful program participation.

Allowable program costs may include staff costs for program elements such as:

- Digital literacy
- Financial literacy
- Referrals for housing or mental health services

Allowable financial supports to pre-apprentices may include:

- Childcare
- Transportation
- Driver's education and/or licensing/registration fees
- Car repairs (up to \$500)
- Emergency bill payment
- Other costs that create an obstacle for successful participation or program completion.

Additional wrap-around services can be found in the National Best Practices section of this NOFO and in the Illinois Works 2025 Grantee Manual.

Stipends

Per the Illinois Works Jobs Program Act, applicants must provide stipends to pre- apprentices. The Department acknowledges that pre-apprenticeship programs vary in length/duration and in the number of hours each day and each week. Given this variation, the Department encourages setting stipends at a rate that encourages participation and retention through the program. It may be difficult for some participants to stay financially solvent during the pre-apprenticeship period.

The Department will accept proposals that offer performance-based stipends that do not exceed \$14.50 per training hour. Organizations should maintain a stipend rate that is aligned to match their regional economic conditions.

Performance-based stipends are paid out based on a participant's attendance in combination with their performance in the training program (i.e. passing training assessments, earning credentials, successful completion of training modules, etc.).

What is a stipend?

A stipend is a payment made to a trainee or learner for living expenses, unlike a salary or wages which are paid to an employee. Though the terms "stipend" and "salary" are often used interchangeably, the United States Department of Labor has specific criteria that must be met to pay a stipend.

To receive a stipend, the focus must be on training rather than employment. The training must be predominantly for the benefit of the pre-apprentice and cannot be connected to a job at the end of training. Also, the pre-apprentices cannot displace regular employees. A stipend is not considered wages so Social Security or Medicare taxes are not withheld. However, it still counts as taxable income for income tax purposes.

Applicants that are offered and accept an award from the Office of Illinois Works are not to use wage language or make wage equivalencies in any internal or external documentation or conversations regarding the Illinois Works Pre-apprenticeship Program.

Student Support Services

Applicants must provide plans for how to assist participants to maximize academic success and to obtain the program's offered certifications/credentials. Allowable program costs may include:

- Tutoring services
- Retesting
- Make-up sessions (hours or tests)
- Other educational enrichment.

Learning

Applicants must explain how they will coordinate education and learning, necessary support and retention services, and coaching from other partner institutions. The Department is also interested in applicants who will use innovative teaching and learning tools including online/virtual learning, such as Alternative Reality (AR) or Virtual Reality (VR) immersive training and learning techniques, among others (if applicable).

Curricula and Instruction

Applicants must design a curriculum based on Illinois Works approved curricula.

Submitted curricula must provide:

- At least 183 hours of instruction not to exceed 300 hours
- A strong emphasis on hands-on practice, including in a construction laboratory, and 10-50 hours of job site learning
- Employability skills training for a minimum 32 hours and not to exceed 40 hours (must include at least the below modules):
 - Harassment Prevention (4 hours)
 - Diversity and Inclusion in Construction (4 hours)
- Nationally recognized certifications (at minimum):
 - a TradesFutures MC3 certificate, NCCER certification, or ICCB certificate
 - OSHA-10 certification
 - First Aid/CPR certification

Applicants may also offer other applicable and relevant certifications for the construction industry.

Applicants must submit a proposed curriculum outline including hours, instruction modules offered, length of the training, and the logistical plan for delivery (see Attachment III- Sample Curriculum and Proposed Curriculum).

It is important to note that new grantees will be required to complete all instruction no later than October 31, 2026

Work-Based Learning and Practicums

Applicants must include as part of their program opportunities for pre-apprentices to do construction work at job sites while taking instruction or immediately after completing instruction. Job site practicums are generally supervised by the program instructors and are coordinated with community-based organizations, contractors, or government entities that give students opportunities to put into practice what they learned in the classroom (see Attachment III- Sample Curriculum and Proposed Curriculum).

Applicants should outline existing or planned partnerships for work-based learning and practicum worksites. Successful applicants will provide 10-50 hours of work-based learning. If a program, for technical reasons, cannot provide hands-on learning experiences, jobsite visits and tours of DOL-registered apprenticeship programs, among others, may replace this requirement.

Transition Services and Follow Up

Applicants must provide plans on how they will assist students in transitioning to USDOL-registered apprenticeship programs including connecting them to employers and unions. They must also include plans for referring students that do not enroll into apprenticeship programs

into advanced construction education and training programs or other employment. Applicants should outline how they will follow-up with participants beyond program completion on at least a quarterly basis for a period of one (1) year.

Data Tracking

Illinois Works Pre-apprenticeship Program grantees are required to utilize the Illinois Works Reporting System (IWRS). IWRS is used to track grantee performance and progress toward negotiated outcome measures. Data entry is expected to take place in real time with data verifications taking place at the end of each business week.

All programs should plan to have a dedicated data entry coordinator responsible for data entry and integrity.

IWRS is not only a reporting platform, but also a comprehensive workforce program management tool that allows funded programs to manage their program from the collection of leads (interested community members) through their program completion and transition to USDOL-registered apprenticeship programs. The data collected and reported is used by DCEO to verify compliance progress and create required reports for the Illinois Works Review Panel and the Illinois Works General Assembly, but more importantly, it allows the Office of Illinois Works to conduct longitudinal evaluations to verify and document the impact of the program on enrollees and the State of Illinois.

Note: More information related to program design elements and how they are implemented by grantees as they deliver their programs can be found in the Illinois Works Pre-apprenticeship Program 2025 Grantee Manual:

<https://www.illinoisworknet.com/partners/Documents/IL%20Works/2025%20Grantee%20Manual.pdf>

Program History

The Illinois Works Jobs Program Act ("Illinois Works Act"), 30 ILCS 559/20-1 authorized the creation of the Office of Illinois Works in 2019. This act outlined the development of three key programs: the Apprenticeship Initiative, the Pre-apprenticeship Program and the Bid Credit Program.

Together these three programs act as an innovative workforce development model. The Illinois Works Apprenticeship Initiative creates the demand for jobs. The Illinois Works Pre-apprenticeship Program creates the pipeline of diverse candidates to help respond to the demand. Finally, the Illinois Works Bid Credit Program creates incentives to help ensure that Illinois Works Pre-apprenticeship program graduates are hired and retained by contractors and subcontractors.

The Illinois Works Apprenticeship Initiative opens the doors of opportunity into the construction industry and the building trades by requiring that state funded capital projects estimated to cost \$500,000 or more meet a 10% apprentice goal. Namely, 10% of the actual or estimated hours performed on the project need to be performed by USDOL registered apprentices. Of this 10%, half (5%) of the apprenticeship hours are to be performed by graduates of IL Works, Climate Works, or IDOT pre-apprenticeship programs.

The Illinois Works Pre-apprenticeship Program provides grants to community-based organizations (including an accredited public college or university) or coalitions throughout the

State that will recruit, prescreen, provide pre-apprenticeship skills training, and transition participants to United States Department of Labor (US DOL) Registered Apprenticeship Programs. Presently, the Illinois Works Pre-apprenticeship Program funds 37 programs located throughout the State of Illinois, serving approximately 1,800 residents. Successful grantees are expected to provide pathways and manage the transition from the pre-apprenticeship program to a full apprenticeship program in construction and the building trades.

The Illinois Works Bid Credit Program enables contractors or subcontractors to earn bid credits for employing and retaining apprentices who have completed the Illinois Works Pre-apprenticeship Program. These bid credits can be used towards bids on public works projects contracted by the State or any agency of the State.

Performance Goals and Measures

As mentioned throughout this NOFO, the primary goal of the Illinois Works Pre-apprenticeship Program is to significantly increase apprenticeship opportunities for historically underrepresented populations. Achievement of this goal will be evaluated by DCEO and the Illinois Works Review Panel, which is responsible for reporting on the program annually to the General Assembly.

To inform the Panel's report, the Illinois Works Job Program Act requires pre-apprenticeship program grantees to report to DCEO certain information about their programs, including:

- a description of the grantee's recruitment, screening, and training efforts;
- the number of individuals who apply to, participate in, and complete the community-based organization's program, broken down by race, gender, age, and veteran status; and
- the number of the individuals referenced in Attachment II who are initially accepted and placed into apprenticeship programs in construction and the building trades.

Successful grantees shall outline their plan to achieve these outcome measures, including by completing Attachment II: Participant Demographics and Outcome Summary.

If awarded, a grantee must meet the following performance goals for participants:

- 85% of required enrollees must complete the training program
- 70% of required enrollees must transition to a United States Department of Labor Registered Apprenticeship Program
- Maintain Good or Excellent compliance statuses throughout the year (meeting or exceeding 76% progress toward goals)

Additional information regarding performance goals and measures is available in *Section 8: Program Completion, Transition Services and Follow Up* and *Section 12: Using Data for Program Management and Continuous Improvement* in the 2025 Illinois Works Pre-apprenticeship Program Grantee Manual -

<https://www.illinoisworknet.com/partners/Documents/IL%20Works/2025%20Grantee%20Manual.pdf>

Other Information

N/A

B. Funding Information

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This grant program is utilizing state funds appropriated by the Illinois General Assembly under Public Act 103-1006 (<https://ilga.gov/documents/legislation/publicacts/103/PDF/103-0605.pdf>). Total amount of funding expected to be awarded through this NOFO is up to \$12,000,000. Awards will range from \$150,000 to \$550,000. The Department expects to make up to 25 awards through this NOFO. The Department will offer an award that provides average funding of \$11,000 per participant.

Anticipated start date for awards is January 1, 2026 . The period of performance is expected to be January 1, 2026 through December 31, 2026. However, the grant term/performance period will be determined on a project specific basis. Grants will be awarded for one year with the potential for renewal/modification for up to two additional years for successful projects that meet and exceed the required program services and outcome metrics.

Administrative Costs: It is expected that administrative costs, both direct and indirect, will represent a small portion of the program budget. Successful applicants should strive to keep administrative costs to 10 percent (10%), or less, of direct costs. Program budgets and narratives will detail how all proposed expenditures are directly necessary for program implementation and will distinguish between direct/indirect administrative and direct/indirect program costs.

Pre-award and Application Costs: Pre-award costs that are incurred January 1, 2026 to the date of the grant execution may be charged to the award. Services in anticipation of an award are allowable, where necessary, for the efficient and timely performance of the program, and are subject to 2 CFR 200.458. **Only applicants who receive an award as a result of the NOFO and merit-based review process will be eligible for pre-award costs.** Grantees are advised to contact the Department for technical assistance with questions or concerns prior to incurring costs. Costs associated with the development of a proposal are not allowed.

Budget Contingency - Travel: Applicants should include a contingency in their budgets for participation in regular meetings and networking activities required by the Office of Illinois Works. This contingency is a direct cost for the grant and not an indirect or administrative cost. It should estimate time and potential in-state travel costs.

Performance-Based Payment Model: The performance-based payment model utilized by Illinois Works is rooted in the belief that grant funding should be based on a grantee's tangible impact in the community. The Office of Illinois Works and DCEO are driven to produce real change in Illinois which has led the department, along with many other state agencies, to institute a performance-based payment model in addition to their existing reimbursement model. The combination of performance-based and reimbursement models means that metrics dictate the funds available for reimbursement, but grantees must still submit allowable expenses to access that funding. More information related to the Illinois Works performance-based model can be found in the Illinois Works Pre-apprenticeship Program 2025 Grantee Manual, Section 11:
<https://www.illinoisworknet.com/partners/Documents/IL%20Works/2025%20Grantee%20Manual.pdf>

Though programs at DCEO and other state agencies are rolling out performance-based models in the near future, the model utilized by Illinois Works features three key differences from similar models:

If grantees exceed their metrics, they can earn funding beyond their initial grant award.

Due to live, real-time, reporting through the Illinois Works Reporting System (IWRS), DCEO will make disbursements monthly.

Grantees have the right to appeal to the Office of Illinois Works if a grantee believes that they missed their outcome metrics and program goals due to variables outside of their control.

The release of this NOFO does not obligate the Department to make an award.

C. Eligibility Information

An entity must be registered in the Grant Accountability and Transparency Act (GATA) Grantee Portal, <https://grants.illinois.gov/portal/>, at the time of grant application. The portal will verify that the entity:

- Has a valid FEIN number (<https://www.irs.gov/businesses/small-businesses-self-employed/get-an-employer-identification-number>);
- Has a current SAM.gov registration (<https://sam.gov>), SAM.gov registrations must be marked as “public” to allow the GATA Grantee Portal to expedite the review of the federal information;
- Has a valid UEI number (<https://sam.gov>);
- Is not on the Federal Excluded Parties List (verified at <https://sam.gov>);
- Is in Good Standing with the Illinois Secretary of State, as applicable (https://www.ilsos.gov/departments/business_services/corp.html);
- Is not on the Illinois Stop Payment list (verified once entity is registered in GATA Grantee Portal); and
- Is not on the Department of Healthcare and Family Services Provider Sanctions list (<https://www.illinois.gov/hfs/oig/Pages/SanctionsList.aspx>).

Entities on the Illinois Stop Payment List and/or the Federal Excluded Parties List at time of application submission will not be considered for an award.

An automated email notification to the entity alerts them of “qualified” status or informs how to remediate a negative verification (e.g., not in good standing with the Secretary of State). A federal Debarred and Suspended status cannot be remediated.

Pursuant to the policy of the Illinois Office of the Comptroller, to receive grant funds from the State of Illinois, a grantee must be considered a regarded entity by the IRS for federal income tax purposes. Disregarded entities will not be eligible to receive grant funds.

1. Eligible Applicants include:

Non-profit community-based organizations, such as colleges, industry associations, chambers of commerce, local workforce innovation areas, community colleges, technical schools, or school districts

Experienced and New Providers: This NOFO will consider organizations that have experience and a trajectory delivering construction pre-apprenticeship and other construction training programs. Applicants that have not operated a pre-apprenticeship program but have experience serving the underrepresented population(s), are encouraged to apply in partnership with other relevant organizations that have

experience in effective design and delivery of the required services. More information related to partners/pass-through organizations can be found at:
<https://dceo.illinois.gov/content/dam/soi/en/web/dceo/aboutdceo/grantopportunities/grantdocs/requirements-for-pass-through-entities.pdf>

Existing Illinois Works Grantees: Existing Illinois Works grantees can submit an application in response to this NOFO only if they propose to serve a different geographic area or Economic Development Region other than the one they were originally contracted to serve).

The Department complies with all applicable provisions of state and federal laws and regulations pertaining to nondiscrimination, sexual harassment and equal employment opportunity including, but not limited to: The Illinois Human Rights Act (775 ILCS 5/1-101 et seq.), The Public Works Employment Discrimination Act (775 ILCS 10/1 et seq.), The United States Civil Rights Act of 1964 (as amended) (42 USC 2000a-and 2000H-6), Section 504 of the Rehabilitation Act of 1973 (29 USC 794), The Americans with Disabilities Act of 1990 (42 USC 12101 et seq.), and The Age Discrimination Act (42 USC 6101 et seq.).

2. Cost Sharing or Matching.

Matching funds are not required; however, projects that include matching and/or leveraged funds from multiple funding sources will receive additional points during the merit review of the proposals. Successful applicants will be required to report the matching and/or leveraged funds from partners over the life of the project, including WIOA formula funds and other federal, state, local, and private resources. There is no minimum requirement, but applications will be reviewed in part based upon their ability to leverage additional funding sources, which should be clearly described in the budget proposal. Consideration will also be given to projects that include plans that address ongoing sustainability beyond the grant period.

3. Indirect Cost Rate.

In order to charge indirect costs to a grant, the applicant organization must have an annually negotiated indirect cost rate agreement (NICRA). There are three types of NICRAs:

a) Federally Negotiated Rate. Organizations that receive direct federal funding, may have an indirect cost rate that was negotiated with the Federal Cognizant Agency. Illinois will accept the federally negotiated rate. The organization must provide a copy of the federally NICRA.

b) State Negotiated Rate. The organization may negotiate an indirect cost rate with the State of Illinois if they do not have a Federally Negotiated Rate. If an organization has not previously established an indirect cost rate, an indirect cost rate proposal must be submitted through State of Illinois' centralized indirect cost rate system no later than three months after receipt of a Notice of State Award (NOSA). If an organization previously established an indirect cost rate, the organization must annually submit a new indirect cost proposal through CARS within six to nine months after the close of the grantee's fiscal year, depending on the grantee's audit type requirements.

c) De Minimis Rate. An organization may elect a de minimis rate of 15% of modified total direct cost (MTDC). Once established, the De Minimis Rate may be used indefinitely. The State of Illinois must verify the calculation of the MTDC annually in order to accept the De Minimis Rate.

All grantees must complete an indirect cost rate negotiation or elect the De Minimis Rate to claim indirect costs. Indirect costs claimed without a negotiated rate or a De Minimis Rate election on record in the State of Illinois' centralized indirect cost rate system may be subject to disallowance.

Grantees have discretion and can elect to waive payment for indirect costs. Grantees that elect to waive payments for indirect costs cannot be reimbursed for indirect costs. The organization must record an election to "Waive Indirect Costs" into the State of Illinois' centralized indirect cost rate system.

The following State University Facilities & Administration Rate and Base will apply to all State issued awards that contain either Federal pass-through funding or State funding.

RATE:

20% Rate for awards or programs administered On-Campus*

10% Rate for awards or programs administered Off-Campus*

BASE:

Base approved in the State Universities' current Federally Negotiated Indirect Cost Rate Agreement (NICRA)

*Criteria for utilization of the On/Off campus rate is located within the general terms and conditions of Federal NICRA for each State University. If not clearly defined, State awarding agencies and officers will make final determination based upon the purposes of the grant scope.

4. Freedom of Information Act/Confidential Information.

Applications and accompanying materials are subject to disclosure in response to requests received under provisions of the Freedom of Information Act (5 ILCS 140/1 et seq.). Information that could be proprietary, privileged, or confidential commercial or financial information should be clearly identified as such in the application materials. The Department will maintain the confidentiality of that information only to the extent permitted by law.

5. Other, if applicable.

Once an entity is registered, the applicant must complete a fiscal and administrative risk assessment prior to award. Applicants will complete the FY26 Internal Controls Questionnaire (ICQ) through the GATA Grantee Portal. The ICQ assesses the applicant organization's fiscal and administrative risk. Applicants must complete the ICQ annually as part of the pre-award process and program staff will then determine whether any or all risk-based conditions shall be incorporated into the Grant Agreement.

Applicants will also be assessed for programmatic risk to determine grant-specific risk. This assessment will be conducted during the application process by the Illinois Department of Commerce and Economic Opportunity. Program staff will then determine whether any or all risk- based conditions shall be incorporated into the Grant Agreement.

Applicants may submit multiple applications for this opportunity.

D. Application and Submission Information

1. Address to Request Application Package.

Grant application forms are available at the web link provided in the “Grant Application Link” field of this announcement or by contacting the Program Manager:

Dr. Norman Ruano, Deputy Director of Illinois Works
Illinois Department of Commerce & Economic Opportunity
555 W Monroe, 12th Floor
Chicago, IL 60661
Tele: 312-497-1008
Email: Norman.Ruano@illinois.gov

2. Content and Form of Application Submission.

A standard application package must be submitted to and reviewed by DCEO. Each package must contain the following items:

- ☐ Uniform Grant Application in fillable PDF format. Signature page must be signed electronically or must be printed, signed, scanned and submitted in addition to the Uniform Grant Application PDF submission.
- ☐ Uniform Budget utilizing the template provided by DCEO for this project. The entire Excel document with all the tabs included, even if the tabs are not relevant to the grant opportunity, must be submitted. Certification page must be signed electronically or must be printed, signed, scanned and submitted in addition to the Uniform Grant Application PDF submission.
- ☐ Conflict of Interest Disclosure. Completed and signed.
- ☐ Mandatory Disclosures. Completed and signed.

This Notice of Funding Opportunity also requires the submission of the following other programmatic specific items as part of the program application:

- ☐ Executive Summary (one page): Provide a one-page summary that identifies/describes the:
 - Applicant Name;
 - Geographic area, Economic Development Region, county(ies), and community(ies) to be served;
 - If partnerships exist, identify members including but not limited to: education and training agencies, regional employers, business and industry associations, economic development organizations, one-stop partners, organized labor, and others determined appropriate;

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- Brief description of services to be provided, and the underserve population(s) to be served;
- Anticipated goals and outcomes of this project based on Attachment II: Participant Demographics and Outcomes Summary;
- Grant amount requested.

☐ Technical Proposal (not to exceed 20 pages): Provide a narrative proposal to describe the program activities and outcomes that will be supported by this grant. Note that each section of the technical proposal corresponds with the application review criteria in Part E of this NOFO.

Applicant Capacity (approx.2 pages)

- Provide information about the applicant's size, structure, and length of time in business. Specify whether the program is a start-up or an established program.
 - Include a list of the applicant organization's staff and instructors, including sub- contractor personnel, to be assigned to the project.
- Describe the role each staff person or instructor will fulfill. Outline which staff role will be responsible for outreach and recruitment, application and intake, wrap-around services, student support services, training and education, transition services and follow up, and data entry. Indicate the number of hours each staff and instructor(s) will be assigned to the project.
- Provide a short narrative that indicates, at a minimum, their positions and total years in the organization, education, and relevant work experience. This needs to align with Attachment IV: Staffing Plan.
- Describe TradesFutures Multi-Craft Core Curriculum (MC3) (formerly North America's Building Trades Unions or NABTU), National Center for Construction Education and Research (NCCER), or Illinois Community College Board (ICCB) Instructor Certifications, of staff who have been certified. If certification is planned after application period, identify staff with experience offering structured training curricula, and certification intention in the Staffing Plan.
- Describe the pre-apprenticeship-related experience of the applicant organization and partners. If any of the work is to be sub-contracted, provide the name(s) of and describe the relevant experience of the sub-contractor(s)/partners.
- Describe the applicant's capacity and experience working with construction and building trades United States DOL-RAPs and employers.
- Describe the applicant's capacity and experience working with other key stakeholders in the region, including existing apprenticeship navigators or intermediaries. Also describe the applicant's experience transitioning clients to United States DOL-RAPs and construction employment.

Documentation of Need (approx.2 pages)

- Identify the economic development region (1 through 10) where this project will operate (see map:

<https://dceo.illinois.gov/content/dam/soi/en/web/dceo/smallbizassistance/regionspecificassistance/documents/il-economic-devt-region-map.pdf>).

Applicants can apply to serve any of the 10 Economic Development Regions, but this NOFO gives priority to:

- Central Region (Region 1) - Sangamon County;
 - North Central Region (Region 3) – Peoria County, McLean County
 - Northeast Region (Region 4) – DeKalb County, DuPage County, Kane County, Kankakee County, Kendall County, McHenry County, Suburban Cook County, Will County
 - Northwest Region (Region 6) – LaSalle County, Rock Island County; Whiteside County
 - Southeast Region (Region 7) – Marion County, Lawrence County
 - Southern Region (Region 8) – Jackson County
-
- Describe the program's identified underrepresented population(s) (women, minorities, and veterans as outlined in the Illinois Works Jobs Program Act), and how the social and economic conditions of the region affect their access to apprenticeship programs and well-paying jobs in the construction industry.
 - Include a brief analysis of how this project will be informed by labor market information and current local and regional workforce data that identifies the employment trends for construction and the building trades.
 - Describe what existing construction and building trades apprenticeships in the region these pre-apprentices would graduate into.
 - If applicable, describe how the work of this project will result in creating apprenticeships in areas where apprenticeships are not robust or do not exist.
 - Provide any additional contextual details that will strengthen the reviewers' understanding of the identified issues/problems, needs and expansion opportunities.
 - The Office of Illinois Works encourages applicants to look at the Illinois Works Heat Map to help identify current regional needs and the United States DOL- RAPs operating in their target Economic Development Region:
<https://dceo.illinois.gov/illinoisworks/preapprenticeship.html#map>

Pre-apprenticeship Project Plan (*approx. 6-10 pages*)

- Describe the pre-apprenticeship program design and implementation (include as many best practice program design elements as possible). Include program duration, hours per week, and stipend amount. Program design and implementation should include, but is not limited to:
 - Outreach and recruitment
 - Partnerships, especially with employers, unions, apprenticeship programs (union and non-union), employers, local workforce innovation areas, and other stakeholders
 - Performance-based Stipends (describe performance-based stipends based on attendance and academic performance. Stipends must not exceed \$14.50 per instructional hour)

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- Wrap-around support services focused on non-academic needs. Applicant must document how the services are provided to the program participant (including but not limited to childcare/family member care, and transportation benefit eligibility, among others. Additional wrap-around service examples are listed in the National Best Practices section of this NOFO)
- Student support services focused on academic success and obtaining certifications and credentials (this includes tutoring, retesting, and makeup sessions, among others)
- Training and curricula (including plans for online synchronous instruction, if necessary given COVID conditions). See Attachment III: Sample Curriculum and Proposed Curriculum for a sample curriculum and template.
- Logistics planning- including attendance per week and the total number of weeks, and how the proposed number of cohorts of up to 25 students will be delivered in one year. See Attachment I: Proposed Work Plan.
- Work-based learning and hands-on activities (at minimum 10 hours and maximum of 50 hours for work-based learning at a worksite) or alternative plan (if the minimum required 10-hours of hands-on activities are not technically possible)
- Career pathway and alignment with employer needs and connection to United States DOL-RAPs.
- Offering academic and career exploration
- Culmination of OSHA-10, First Aid/CPR, and construction nationally recognized credentials (NCCER, TradesFutures MC3, ICCB, or other Illinois Works approved curricula)
- Transition into a United States DOL-RAP
- Transition into other construction employment or higher-level construction training programs for those that do not enroll in a United States DOL-RAP
- Offer transition services including job search skills, apprenticeship application fees, resume development and interview practice
- Enhanced exposure to and the ability to interact with construction and building trades workers, particularly building trades workers of the same race, ethnicity, or gender as participants, if possible.
- Describe specific equity-focused strategies already in place or that will be developed that will advance practices, program approaches/models including recruitment, partnerships, pre-apprenticeship models, and training models to ensure more opportunities in apprenticeships for underserved populations.
- Describe how the pre-apprenticeship program will reach diverse, underrepresented populations and the strategies for recruitment and inclusion of those populations.
- Describe organization's experience serving the identified underrepresented population(s) (program participants) targeted in this proposal.
- Describe the marketing and recruitment plans for potential pre-apprentices.

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- List what organizations does the organization plan to work with to deliver the proposed services..
- Describe the plans for support, coaching and retention services for apprentices.
- Describe what pre-preparation or training will be needed before enrolling pre-apprentices.
- Describe how this project will coordinate the activities with local and regional partners.
 - Provide detail on partnerships with regional workforce, educational and economic development entities, and their roles and responsibilities.
 - Describe how the partners will organize non-traditional sectors and/or implement innovative practices.
 - Describe how this project will partner with existing United States DOL- registered apprenticeship programs.

Budget Narrative/Cost Effectiveness/Return on Investment/Sustainability (approx. 2 pages)

- Provide a high-level budget narrative, including an analysis of the cost efficiency in relationship to planned outcomes;
- Describe any leveraged/matching funds from workforce partners, participating businesses, and others;
- Describe how will this project be sustained beyond the grant funding period; and
- Describe how this project could be scaled regionally, and what benefits will be derived across the region.

☐ Other Attachments:

- *Attachment I: Proposed Work Plan:* Grant applications must include a work plan which will outline the total proposed number of individuals recruited, enrolled, completed, and transitioned from the applicant's program as well as these metrics per cohort. Applicants will also outline the timeline for recruitment, enrollment, instruction, and transition.
- *Attachment II: Participant Demographics & Outcomes Summary:* Grant application must include projected outcomes provided in Attachment II. Competitive proposals will clearly articulate how the activities funded under this NOFO will significantly increase participation of underserved populations in US DOL-registered construction apprenticeship programs in Illinois.
- *Attachment III: Sample Curriculum and Proposed Curriculum:* Applicants must provide an outline of their chosen curricula. The curriculum should include an outline of the ILW Orientation, NCCER, TradesFutures MC3 or other chosen curricula, OSHA-10, First Aid/CPR, construction math, employability skills, test taking, and any additional training considerations or credentials applicants plan to offer.
- *Attachment IV: Staffing Plan:* Applicants will utilize this attachment to outline how program services and instruction will be delivered, who will deliver services and instruction, and organizational capacity—a dedicated Transition Services Coordinator must be identified.

- Resumes and Credentials of Program Staff: Grant applications must include the resumes of key program staff and instructors that demonstrate capacity to complete the work outlined in the application. Credentials are required for instructors to verify their ability to deliver OSHA-10, First Aid/CPR, and/or NCCER or TradesFutures MC3, or other nationally recognized curricula chosen.
- Memorandum of Understanding (MOU): Grant applications should include MOUs and Partnership Agreements (as opposed to Letters of Support) with all key partners detailing the entity's information, key staff information, roles and responsibilities associated with this project, and dollar amounts for specific services to be rendered.

Application Format Requirements: All applicants must meet the following submission requirements: Applications must be formatted to an 8 ½ x 11-inch page size, using 11-point type and at 100% magnification. Tables may be used to present information with a 10-point type. The entire application, including appendices, must be typed single-spaced, with 1-inch margins on all sides. The entire application, including appendices, must be sequentially page numbered (hand-written page numbers are acceptable). Items included in the Other Attachments section are NOT included in the page limitations.

Please note there is a maximum upload of 10 documents in the web form that you submit the application, so combining files may be necessary.

3. Unique Entity Identifier (UEI) and System for Award Management (SAM).

Each applicant (unless the applicant is an individual or Federal or State awarding agency that is exempt from those requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal or State awarding agency under 2 CFR 25.110(d)) is required to:

- (i) Be registered in SAM. To establish a SAM registration, go to www.SAM.gov and/or utilize this instructional link: [How to Register in SAM from the www.grants.illinois.gov Resource Links tab](#). SAM.gov registrations must be "public."
- (ii) Provide a valid UEI number in the GATA Grantee Portal registration.
- (iii) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal, Federal pass-through or State award or an application or plan under consideration by a Federal or State awarding agency. The Department will not make a Federal pass-through or State award to an applicant until the applicant has complied with all applicable UEI and SAM requirements and, if an applicant has not fully complied with the requirements by the time the Department is ready to make a Federal pass-through or State award, the Department may determine that the applicant is not qualified to receive a Federal pass-through or State award and use that determination as a basis for making a Federal pass-through or State award to another applicant.

4. Submission Dates and Times.

Applications for this opportunity must be submitted by Monday, September 1st, 2025, at 5pm (CST).

Application materials must be submitted to the Department via electronic form at <https://app.smartsheet.com/b/form/6ff7eedded404e98a1bc7c488658124f>

The Department is under no obligation to review applications that do not comply with the above requirements. Failure to meet the application deadline may result in the Department returning application without review or may preclude the Department from making the award.

5. Intergovernmental Review, if applicable.

N/A

6. Funding Restrictions.

This opportunity does allow reimbursement of certain pre-award costs. Please see restrictions on Pre-award costs in B. Funding Information Other restrictions can be found in Sections A., B., and C.

7. Other Submission Requirements.

Documents stored in Google Docs or other cloud-based servers are not allowed.

Applicants may confirm receipt of the application and documents by contacting the program contact listed in this NOFO.

E. Application Review Information

1. Criteria.

Grant proposals will be reviewed on a competitive basis. Each proposal will be scored on a 100-point scale. The Department shall consider the following criteria when evaluating the application submittal: Applicant Capacity, Documentation of Need, Project Quality and Integration, and Cost Effectiveness/Return on Investments.

Priority populations include individuals of Asian decent, Veterans, and Women and priority geographic locations include:

- Central Region (Region 1) - Sangamon County
- North Central Region (Region 3) – Peoria County, McLean County
- Northeast Region (Region 4) – DeKalb County, DuPage County, Kane County, Kankakee County, Kendall County, McHenry County, Suburban Cook County, Will County
- Northwest Region (Region 6) – LaSalle County, Rock Island County, Whiteside County
- Southeast Region (Region 7) – Marion County, Lawrence County
- Southern Region (Region 8) – Jackson County

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To see the geographic boundaries of these Economic Development Regions go to:
<https://dceo.illinois.gov/content/dam/soi/en/web/dceo/smallbizassistance/regionspecificassistance/documents/il-economic-devt-region-map.pdf>

Applicant Capacity (25%)
The applicant's capacity to successfully complete the project tasks within the grant period
The related experience of the applicant, subcontractors, and/or partners on similar projects
The applicant's experience in working with, and ability to recruit from the identified underrepresented populations
The applicant's previous performance in administering similar grants and projects including Illinois Works
The qualifications of the applicant's staff and instructors to be assigned to the project.
Documentation of Need (25%)
The project's identified underrepresented populations, targeted community and regional focus
The project's targeted trades and occupation(s)
The expected impact on the identified population and community
The project's ability to expand apprenticeship enrollment in un- and under-developed areas of the state.
Project Quality and Integration (30%)
The types of training and the method of delivery that will be implemented
The number of participants, employers partnered with, DOL-registered apprenticeship programs partnered with, the participant recruitment plan, and the services provided to underrepresented populations
The quality of the training providers, partners, and training outcomes (industry recognized skills, certifications)
Coordination with key partners and strength of the partnership agreements / MOUs
How the project will result or aid in the permanent employment of participants
The overall feasibility and quality of the work plan; The quality of the project outcomes evaluation plan
The quality of plans to address equity in program design, recruitment, supports and completion and how it relates to increasing the number of underserved populations enrolling in and successfully completing apprenticeships
The project's ability to expand apprenticeships for underrepresented populations including the quality of the participant recruitment activities
The applicant's ability to train at least one cohort. Cohorts exclusively filled by Illinois Works participants are preferred, but not required. Cohorts must feature at least 5 participants and not exceed 25 participants. Experienced programs or programs that have the capacity to deliver more than one cohort are welcome to propose a larger number of cohorts for the year not to exceed three (3) cohorts.
Cost Effectiveness/Return on Investments (20%)
The proposed project costs in relationship to planned outcomes including cost per participant
The reasonableness of the costs in relation to the proposed activities

The proposed costs of training and development activities to ensure quality service and instruction
The applicant's commitment to secure leveraged/matching funds

2. Review and Selection Process.

Applications will be graded using the Merit Review Process and scored on the criteria specified in Section E.1. The Department will designate an Evaluation Committee to grade each application received for this funding opportunity. The final score of each Committee member will be calculated and an average of all scores will be the final applicant score. Grants will be awarded and funding levels will be determined per application based on its alignment with the requirements of this NOFO and as explained above. The purpose of negotiations will be to arrive at acceptable grant terms, including budgetary and scope-of-work provisions, at which time the final decision to make a grant award will be made.

The Department's Illinois Works Office, at its sole discretion, reserves the right to award based on geographic necessity based on where State funded capital projects are projected to take place, where Illinois Works presently does not have pre-apprenticeship programs, and based on ensuring that underserved populations including women, veterans, and minorities (as outlined in the Illinois Works Jobs Program Act) significantly increase their representation in the ranks of construction trades apprentices).

The Merit Based Review process is subject to appeal. However, competitive grant appeals are limited to the evaluation process. Evaluation scores may not be protested. Only the evaluation process is subject to appeal. The appeal must be submitted in writing to the Department within 14 calendar days after the date that the grant award notice has been published. The written appeal shall include the name and address of the appealing party, the identification of the grant and a statement of reasons for the appeal. To file an appeal, applicants must submit the appeal in writing and in accordance with the Merit-Based Application Review Appeals Process listed on the Grant Opportunities page of the DCEO website:
<https://dceo.illinois.gov/aboutdceo/grantopportunities/meritappeal.html>.

3. Anticipated Announcement and State Award Dates, if applicable.

After the application period is closed, the Department will conduct a merit based review of eligible applications. Successful applicants will receive a Notice of State Award (NOSA) to initiate the grant agreement phase. During this phase, you will be contacted by a grant manager to develop a grant agreement, which can be a months long process depending on complexity, cooperation, and conformity with all applicable federal and state laws.

The Department reserves the right to issue a reduced award, or not to issue any award.

F. Award Administration Information

1. State Award Notices.

The Notice of State Award (NOSA) will specify the funding terms and specific conditions resulting from the pre-award risk assessments and the merit-based review process. The NOSA must be accepted in the GATA Portal by an authorized representative of the grantee organization. The NOSA is not an authorization to begin performance or incur costs.

2. Administrative and National Policy Requirements.

Subrecipients and Subcontractors: Agreement(s) and budget(s) with subrecipients and subcontractors must be pre-approved by and on file with DCEO. Agreements can be submitted to DCEO when available. Subcontractors and subrecipients are subject to all applicable provisions of the Agreement(s) executed between DCEO and the grantee. The successful applicant shall retain sole responsibility for the performance of its subrecipient(s) and/or subcontractor(s).

Grant Uniform Requirements: The Grant Accountability and Transparency Act (30 ILCS 708/1 *et seq.*) (and its related administrative rules, 44 Ill. Admin. Code Part 7000), was enacted to increase the accountability and transparency in the use of grant funds from whatever source and to reduce administrative burdens on both State agencies and grantees by adopting federal guidance and regulations applicable to those grant funds; specifically, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200).

Procurement: Grantees will be required to adhere to methods of procurement per the Procurement Standards (2 CFR 200.317 – 2 CFR 200.327).

3. Reporting.

Periodic Performance Report (PPR) and Periodic Financial Report (PFR)

Grantees funded through this NOFO are required to submit in the format required by the Grantor, at least on a quarterly basis, the PPR and PFR electronically to their assigned grant manager. The first of such reports shall cover the first three months after the award begins. Pursuant to 2 CFR 200.328, Periodic Financial Reports shall be submitted no later than 30 calendar days following the period covered by the report. Pursuant to 2 CFR 200.329, Periodic Performance Reports shall be submitted no later than 30 calendar days following the period covered by the report. Any additional reporting requirements will be disclosed in the NOSA. Grantees are required within 45 calendar days following the end of the period of performance to submit a final closeout report in the format required by the Grantor (See 2 CFR 200.344).

Monitoring

Grantees funded through this NOFO are subject to fiscal and programmatic monitoring visits by the Department in accordance with 2 CFR 200.337. They must have an open-door policy allowing periodic visits by Department monitors to evaluate the progress of the project and provide documentation upon request of the monitor. Program staff will also maintain contact with participants and monitor progress and performance of the contracts. The Department may modify grants based on performance.

Audit

Grantees shall be subject to Illinois' statewide Audit Report Review requirements. Terms of the Single Audit Act Amendments of 1996 (31 USC 7501-7507), Subpart F of 2 CFR Part 200, and the audit rules set forth under the Grant Accountability and Transparency Act Admin Rules shall apply (See 44 IL Admin Code 7000.90).

Illinois Works Specific Reporting

Grantees will be required to submit regular reports to document the progress of the project as part of the grant requirements. In addition to the PPR and PFR outlined above, grantees will be required to report real-time program activities and outcomes using the Illinois Works Reporting System (IWRS). The Office of Illinois Works expects that data will be entered daily, real time which allows for live tracking of participant progress and program outcomes, as well as desk reviews for the deployment of technical assistance when issues are identified. Data will be reviewed on a monthly basis by the Office of Illinois Works who will issue a Monthly Compliance Report with a monthly rating which will assess the grantee's progress toward meeting their program's goals. Metrics that are reported in IWRS are the basis for the performance payment model and reimbursement used by the Office of Illinois Works and outlined under the Performance-Based Payment Model found in section B. Funding Information.

The Office of Illinois Works requires the Periodic Financial Report (PFR), outlined above, to be submitted to claim expenses on a monthly basis.

G. State Awarding Agency Contact(s)

Grant Help Desk
Illinois Department of Commerce & Economic Opportunity
Email: **CEO.GrantHelp@illinois.gov**

H. Other Information, if applicable

The Illinois Department of Commerce & Economic Opportunity Illinois Works Office reserves the right to request additional information from applicants to evaluate applications. The Department's Illinois Works Office, at its sole discretion, reserves the right to reject all applications; to reject individual applications for failure to meet any requirement; to award in part or total; and to waive minor defects and non-compliance. The DCEO Grant Managers may contact the applicants to request information on a quick turnaround (generally 48 hours) to resolve technical questions including: technical or administrative clarifications; missing or incomplete components; and technical transmission errors.

Submission of an application confers no right to an award or to a subsequent grant agreement. The Illinois Department of Commerce and Economic Opportunity is not obligated to award any grants under this program, to pay any costs incurred by the applicant in the preparation and submission of an application or pay any grant-related costs incurred prior to the grant's beginning date.

NOFO Technical Assistance: DCEO will provide Technical Assistance (TA) throughout the application process, in the form of webinars, regional meetings, and FAQ. More information will be posted at: <https://www.illinoisworknet.com/ilworkspreapprenticeshipnofo2025>

Renewals and Grant Modifications: The Department may authorize the renewal, for up to two additional years, of projects awarded under this NOFO and additional funding based on the activities, outcomes and performance of the grantee as well as the availability of funds under the Illinois Works Jobs Program Act. The renewal, if granted, would occur after one year of programmatic performance and an evaluation of services and outcomes by the Office of Illinois Works.

Technical Assistance and Professional Development: Grantees must plan on attending group or individual technical assistance and/or training sessions throughout the year with Illinois Works staff. The Illinois Works Pre-apprenticeship Program offers a robust virtual onboarding professional development series at the beginning of the grant period that program administrators and select staff are required to attend. Applicants must also budget for instructors' attendance to training and certification classes. In addition to ongoing technical assistance and professional development trainings, grantees will have the opportunity to garner additional support from a program coach contracted by the Office of Illinois Works. Depending on grantee needs and capacity, the Office of Illinois Works may require grantees to meet with the program coach on a monthly basis.

APPENDIX – REFERENCES & RESOURCES

Acronyms used in this NOFO

- AR: Alternative Reality
- CBO: Community-based organization
- DCEO: Department of Commerce and Economic Opportunity
- DOL: Department of Labor
- DUNS: Data Universal Number System
- FEIN: Federal Employer Identical Number
- GATA: Grant Accountability and Transparency Act
- ICQ: Internal Controls Questionnaire
- IWIB: Illinois Workforce Innovation Board
- IWRS: Illinois Works Reporting System
- JFF: Jobs for the Future
- MOU: Memorandum of Understanding
- MTDC: Modified Total Direct Costs
- NABTU: North America's Building Trades Union
- NCCER: National Center for Construction Education and Research
- NICRA: Negotiated Indirect Cost Rate Agreement
- NOFO: Notice of Funding Opportunity
- NOSA: Notice of State Award
- OSHA: Occupational Safety & Health Administration
- PFR: Periodic Financial Report
- PPR: Periodic Programmatic Report
- RAP: Registered Apprenticeship Program
- SAM: System for Award Management
- UEI: Unique Entity Identifier
- VR: Virtual Reality
- WIOA: Workforce Innovation and Opportunity Act

Definitions from Illinois Works Program Act

"Apprentice" means a participant in an apprenticeship program approved by and registered with the United States Department of Labor's Bureau of Apprenticeship and Training.

"Apprenticeship program" means an apprenticeship and training program approved by and registered with the United States Department of Labor's Bureau of Apprenticeship and Training.

"Bid credit" means a virtual dollar for a contractor or subcontractor to use toward future bids for public works contracts.

"Contractor" means a person, corporation, partnership, limited liability company, or joint venture entering into a contract with the State or any State agency to construct a public work.

"Department" means the Illinois Department of Commerce and Economic Opportunity.

"Labor hours" means the total hours for workers who are receiving an hourly wage and who are directly employed for the public works project. "Labor hours" includes hours performed by workers employed by the contractor and subcontractors on the public works project. "Labor hours" does not include hours worked by the forepersons, superintendents, owners, and workers who are not subject to prevailing wage requirements.

"Minorities" means minority persons as defined in the Business Enterprise for Minorities, Women, and Persons with Disabilities Act.

"Public works" means all projects that constitute public works under the Prevailing Wage Act.

"Subcontractor" means a person, corporation, partnership, limited liability company, or joint venture that has contracted with the contractor to perform all or part of the work to construct a public work by a contractor.

"Registered Apprenticeship" As defined by the Office of Apprenticeship of the United States Department of Labor, "Registered Apprenticeship" is an effective "earn and learn" model with a long history of providing career ladders and pathways to the middle class, particularly for the building and construction industry but increasingly in other industries as well. Registered Apprenticeships must have five components: business involvement, structured on-the-job training, related classroom and workplace instruction, rewards for skills gains, and an industry-recognized credential at the successful completion of training.

NOFO References

- 360-Degree Focus on Equity
https://www.illinoisworknet.com/WIOA/Resources/Documents/YI_ClosingTheDivide.pdf
- Executive Order #3: Action Agenda for Workforce Development and Job Creation
<https://www.illinois.gov/content/dam/soi/en/web/illinois/documents/government/executive-orders/2019/19612-executive-order-2019-03.pdf>
- Illinois Career Pathways Dictionary
<https://www.isbe.net/Documents/IL-Career-Pathways-Dictionary.PDF>
- Illinois Essential Employability Skills Framework
<https://icpsps.illinoisstate.edu/illinois-essential-employability-skills-framework>
- Illinois Works Pre-apprenticeship Program 2025 Grantee Manual -
[https://www.illinoisworknet.com/DownloadPrint/2025%20Grantee%20Manual%20\(1\).pdf](https://www.illinoisworknet.com/DownloadPrint/2025%20Grantee%20Manual%20(1).pdf)

- Illinois Workforce Innovation Board, Apprenticeship Illinois Committee Quarterly Report June 2021 <https://apps.illinoisworknet.com/GroupCalendarManagement/Home/Preview/fa46893c-85b5-4294-b0b6-3fc1224fba24>
- The Essentials of a High-Quality Pre-apprenticeship Program, Jobs for the Future, 2019 <https://www.jff.org/idea/jffs-framework-high-quality-pre-apprenticeship-program/>
- United States. Department of Labor, Registered Apprenticeship Partners Information Database System (RAPIDS), 2022 <https://catalog.data.gov/dataset/registered-apprenticeship-partners-information-database-system-rapids-dataset>
- United States Department of Labor, Training and Employment Notice 13-12 https://www.dol.gov/sites/dolgov/files/ETA/advisories/TEN/2012/TEN_13-12.pdf
- United States Department of Labor, Discover Apprenticeship: Earn While You Earn Today https://www.apprenticeship.gov/sites/default/files/Career_Seeker_Fact_Sheet.pdf

Resources for Competitive Applications

- Apprenticeship Illinois <https://www.illinoisworknet.com/ApprenticeshipIL/Pages/default.aspx>
- Grant Accountability and Transparency Act <https://gata.illinois.gov/>
- Illinois Career Pathways Dictionary <https://www.isbe.net/Documents/IL-Career-Pathways-Dictionary.PDF>
- Regional and Local Workforce Plans <https://www.illinoisworknet.com/WIOA/RegPlanning>
- State of Illinois WIOA ePolicy Portal <https://apps.il-work-net.com/WIOAPolicy/Policy/Home>
- State of Illinois WIOA Unified State Plan <https://www.illinoisworknet.com/wioastateplan>
- United States Chamber of Commerce Foundation Talent Pipeline Management Initiative <https://www.uschamberfoundation.org/solutions/workforce-development-and-training/talent-pipeline-management>
- United States Department of Labor, Office of Employment and Training, Office of Apprenticeship - <https://www.dol.gov/agencies/eta/apprenticeship>
- Workforce Innovation and Opportunity Act of 2014 <https://www.dol.gov/agencies/eta/wioa>

Resources on National Best Practices for Pre-apprenticeship and Apprenticeship Programs

- 2020 Construction Apprenticeship Guidebook (Seattle) - <https://www.illinoisworknet.com/WIOA/Resources/Documents/ApprenticeshipGuidebook.pdf>
- Broadening the Apprenticeship Pipeline (National Skills Coalition) <https://nationalskillscoalition.org/resource/publications/broadening-the-apprenticeship-pipeline/>
- Construction Pre-apprenticeship Programs (Aspen Institute) <https://www.aspeninstitute.org/programs/economic-opportunities-program/construction-pre-apprenticeship-programs/>
- Construction Pre-apprenticeship Programs: Results from a National Survey (Aspen Institute) <https://www.aspeninstitute.org/publications/construction-pre-apprenticeship-programs-results-national-survey/>

- Illinois Tollway ConstructionWorks Brochure
https://www.illinoistollway.com/documents/20184/741091/CW+brochure_0619_FINAL.pdf/d172caf-7a51-4b18-b4cb-5821c4249131
- Illinois Tollway ConstructionWorks Online Application Portal
https://fs21.formsite.com/Workforce_Partnership/9ckfwghmk8/index.html
- Illinois Tollway ConstructionWorks Website
<https://www.illinoistollway.com/doing-business/diversity-development/programs/constructionworks>
- Key Capacities of Construction Pre-apprenticeship Programs (Aspen Institute)
<https://www.aspeninstitute.org/publications/strong-foundation-key-capacities-construction-pre-apprenticeship-programs/>
- Pre-apprenticeships: Building Strong Apprentices (Workforce GPS)
<https://apprenticeshipusa.workforcegps.org/resources/2017/04/10/11/56/Pre-apprenticeships-Building-Strong-Apprentices>
- Seattle PACT Pre-apprenticeship Construction Training
<https://woodtech.seattlecentral.edu/programs/pre-apprenticeship-construction-training>
- YOUTHBUILD Construction Plus Framework
https://youthbuild.workforcegps.org/Blog/Registered-Apprenticeship/2019/03/12/12/36/Construction_Plus_Framework

Resources on National Best Practices for Equity Pre-apprenticeship and Apprenticeship Programs

- The Roadmap for Racial Equity (National Skills Coalition)-
<https://nationalskillscoalition.org/resource/publications/the-roadmap-for-racial-equity/>
- Racial Equity Readiness Assessment for Workforce Development (Race Forward) -
<https://www.raceforward.org/resources/toolkits/racial-equity-readiness-assessment-workforce-development>
- Principles for a High-Quality Pre-apprenticeship: A Model to Advance Equity (Center for Law and Social Policy CLASP)
<https://www.clasp.org/publications/report/brief/principles-high-quality-pre-apprenticeship-model-advance-equity/>
- Collaborative Solutions for Increasing Diversity of Apprenticeship Participants (Workforce GPS) - <https://www.workforcegps.org/events/2020/04/02/18/20/Collaborative-Solutions-for-Increasing-Diversity-of-Apprenticeship-Participants>
- Closing the Divide: Making Illinois a Leader in Equitable Apprenticeships (Young Invincibles) - https://www.illinoisworknet.com/WIOA/Resources/Documents/YI_ClosingTheDivide.pdf
- Growing Equity and Diversity Through Apprenticeship: Business Perspectives (JFF Center for Apprenticeship and Work-based Learning)
<https://archive.jff.org/resources/growing-equity-and-diversity-through-apprenticeship-business-perspectives/>
- Principles for Equity in Apprenticeship (Center on Wisconsin Strategy) - <https://equityinapprenticeship.org/case-studies/principles-for-equity-in-apprenticeship>
- Flowchart of Equitable Apprenticeship Models (Young Invincibles and Chicago Jobs Council) - <https://www.illinoisworknet.com/DownloadPrint/Flowchart%20of%20Equitable%20Apprenticeship%20Models.pdf>