department
of economic
opportunity
COUNTY OF LOS ANGELES

HIGH ROAD
TRAINING
PARTNERSHIP
FUND
Economic Mobility in Action

Application Guide and Checklist for LA County DEO's High Road Training Partnership Fund

April 17, 2025

About this Document

This document provides guidance for completing and submitting an application for the County of Los Angeles Department of Economic Opportunity (DEO) High Road Training Partnership (HRTP) Fund. Please also review the Request for Applications (RFA), the Understanding HRTPs document, and frequently asked questions (FAQ) document available at the HRTP website (https://www.highroadlac.com/) for more information on the LA County DEO HRTP Fund and how to successfully complete an application.

APPLICATION CHECKLIST

- ❑ **Completed Application Form, submitted via the Application Portal (Final Deadline: Friday, May 9, 2025, by 11:59 PM (PST))**
  - ❑ **Cover Page**
    - ❑ Application Overview
    - ❑ Lead Organization Information
  - ❑ **Program Design and Implementation**
  - ❑ **Theory of Change**
    - ❑ Problem Statement and Context
    - ❑ Conditions and Assumptions
    - ❑ Systems Change Impacts
  - ❑ **Logic Model**
    - ❑ Completed Logic Model template with:
      - ❑ Inputs
      - ❑ Activities
      - ❑ Deliverables
      - ❑ Outputs
      - ❑ Outcomes
      - ❑ Systems Impacts
    - ❑ Inputs (narrative)
    - ❑ Interventions (narrative)
    - ❑ Activities Workplan
    - ❑ Outputs (narrative)
    - ❑ Outcomes (narrative)
  - ❑ **High Road Training Partnership Framework Alignment**
    - ❑ Core Components
      - ❑ Strong Partnership
        - ❑ Uploaded a Partnership Letter of Commitment (or an MOU, charter, or other type of formal partnership agreements) for _Convener partner_
        - ❑ Uploaded a Partnership Letter of Commitment (or an MOU, charter, or other type of formal partnership agreements) for _Employer partner(s)_
        - ❑ Uploaded a Partnership Letter of Commitment (or an MOU, charter, or other type of formal partnership agreements) for _Labor or Worker Representative partner(s)_
        - ❑ Uploaded a Partnership Letter of Commitment (or an MOU, charter, or other type of formal partnership agreements) for _training provider(s)_

- ❑ Uploaded a Partnership Letter of Commitment (or an MOU, charter, or other type of formal partnership agreements) for *other implementation and service delivery organizations*
- ❑ Uploaded Letters of Commitment for *other planned partners*
- ❑ Worker-Centered
- ❑ Industry-Driven
- ❑ Training Solutions
- ❑ Goals
  - ❑ Equity Focus
  - ❑ Economic Resilience
  - ❑ Climate Resilience
  - ❑ Job Quality
    - ❑ Used the California Employment Development Department (EDD) wage data for wage calculations
    - ❑ Provided specific data sources used in addition to EDD data. (Optional)
- ❑ Training Model
  - ❑ Case Management and Comprehensive Support Services
- ❑ **Performance Indicators and Reporting**
  - ❑ Target Participant Indicators
  - ❑ Program-Specific Target Indicators
  - ❑ Deliverables Workplan
- ❑ **Budget Narrative**
  - ❑ Uploaded a completed version of the Budget Request template
    - ❑ Ensured that no more than 10 percent of the requested amount is allocated to Administrative Costs
    - ❑ Ensured the Indirect Cost Rate does not exceed 10 percent, unless a Negotiated Indirect Cost Rate (NICRA) above 10 percent is available and it was included under the Indirect Costs line item
    - ❑ Uploaded NICRA supporting documents with the indirect cost rate and name of the cognizant agency (if applicable) – *see application guide for more information*
  - ❑ Staff Salaries and Benefits
- ❑ **Organizational and Partner Capacity and Readiness**

APPLICATION GUIDE

Logging in to the Application Portal

Applicants should go to the HRTP Fund website and click "**Apply Now**" to start their application. This will direct them to the application portal, where they will be prompted to create an account.

Once logged in, applicants will see their applications in progress and can begin working on their submission. The application consists of 52 questions, some with sub-questions. Each open-ended response is limited to 350 words, with some questions requiring applicants to fill out an excel template or to upload documents (in PDF less than 5 MB), such as letters of commitment from partner organizations. Throughout the process, applicants can save their progress, review, and edit their materials before submitting.

It is important to ensure that all required information is complete before submission, as incomplete applications will not be considered for evaluation.

Application Overview

This section captures an overview of the proposed project followed by information about your organization.

Industry

Select the main industry that your proposed HRTP focuses on from the dropdown menu. While your project may support multiple industries, HRTP funding is designed to prioritize one primary industry for maximum impact. All industries, except non-sustainable industries like oil and gas, are eligible to apply. The dropdown menu includes priority industries that are important to the LA County's regional economy. If your industry is not listed, select "other" and type it in. You will have an opportunity to make a case for why this industry should be included in the project overview section.

Requested Amount

Enter the amount you are requesting through this grant.

Total Budget for your HRTP Program

Enter the total cost of your HRTP, including the requested amount and leveraged/matched contributions.

Lead Organization Information

The lead applicant is also the fiscal agent.

Unique Entity Identifier

The Unique Entity Identifier (UEI) replaced the Data Universal Numbering System (DUNS) with the federal government. The UEI is a 12-character alphanumeric identifier used in SAM.gov. For more information, see the SAM.gov website. If an organization has not yet transitioned from a DUNS number, enter the DUNS number.

Points of Contact

List a primary and secondary contact for the lead applicant in case one contact is not available.

Program Design and Implementation

This section asks for an overview of the concept being proposed, a Theory of Change and logic model.

Question 1
Review the RFA and HRTP 101 documents for more information on the HRTP Fund, and outline how your organization matches the Fund requirements and aligns with the HRTP framework.

Question 2
For more information about how HRTPs can increase access to quality job opportunities for underserved populations, create career advancement pathways, or achieve other related workforce development goals, please refer to the HRTP 101 document, which includes examples of successful HRTPs.

Quality job opportunities include but are not limited to positions that provide living wages or pathways to living wages, health benefits, a pension, worker advancement opportunities, collective worker input, are stable, with predictable schedules, and a safe work environment. A career advancement pathway is a structured plan outlining the steps and opportunities for an individual to progress in their career, including the skills, knowledge, and experiences needed to move up or laterally within an industry or organization.

Question 3
For reference, in the Applicant Overview section you had the option to select from the following priority industries:
- Aerospace & Defense
- Bio Tech & Life Sciences
- Construction & Infrastructure with an emphasis on green jobs
- Construction & Infrastructure/Solar Energy
- Construction & Infrastructure/Water Management
- Construction & Infrastructure/Landscaping Services
- Creative Sector, including Film & Digital Media
- Creative Sector/Sound Recording Industries
- Creative Sector/Motion Pictures and Video Industries

- Early Care & Education
- Early Care & Education/Child Day Care Services
- Healthcare
- Hospitality & Tourism
- Hospitality & Tourism/Food Services
- Information Technology
- Trade, Transportation and Logistics
- Trade, Transportation and Logistics/Warehousing and Distribution
- Trade, Transportation and Logistics/Bus Service and Urban Transit
- Other

Describe the industry you selected in more detail and why it was chosen, including supporting data and evidence as relevant.

Question 4
Identify the occupation targeted by this HRTP by Standard Occupational Classification (SOC) code. Describe the occupation in more detail, why it was chosen, and include supporting data and evidence as relevant. *For guidance on identifying occupations by SOC code see* *Appendix B.*

Question 5
Select the target populations for this HRTP. At least two groups from the target populations list must be selected. If you are serving a population that is not on the list, add the population being served into the "Other" field.

Question 6
Select from the drop-down list of geographic areas in the application portal.

Question 6.1
Use the District Locator tool. *See Appendix A.*

Question 7
Select the level of development that best describes your HRTP. See page 29 of the RFA for a description of the funds available based on your partnership's level of development.

Theory of Change

Question 8
Examples of important needs and industry shifts may include: an aging workforce, new technology, increased demand, external policy compliance, among others.

Using "an aging workforce" as an example of an important industry shift, you could describe the industry need by providing data points that demonstrate a declining workforce that will not meet demand (e.g. number of employees expected to retire in the upcoming years and number of workers you will need to fill those positions), and describe issues recruiting and retaining workers (e.g. data on turnover, worker testimonies). *For guidance on problem statements see Appendix C.*

Question 9
List any assumption you are making that will condition the success of your program (e.g., a certain number or employers hiring a specific number of training participants). Additionally, identify any external conditions and factors (e.g., policy) that may hinder or support program success.

Question 10
Systems change is change that addresses the root causes of social problems through an intentional process designed to fundamentally alter the policies, practices, and structures that cause the system to behave in a certain way. Examples may include establishing living wage standards across an industry, establishing industry-wide inclusive hiring practices, creating industry recognized credentials, among others. For more information: The High Road to Economic Prosperity.

Systems change is a long-term goal that cannot be fully achieved within a 12-month grant period. While you will not be held to specific systems change goals during this timeframe, it remains a key aspect of the HRTP model. Grantees are encouraged to consider these broader goals when designing their projects. To support this effort, UCLA will provide technical assistance to help grantees align their project-specific objectives with long-term systemic change, ensuring their work contributes to sustainable impact.

Logic Model

Question 11

Complete the Logic Model Template available in the application portal. A sample logic model is available in Attachment B of the RFA.

Question 11.1

For guidance on inputs see Appendix C of this document.

Question 11.2

For guidance on identifying interventions and activities see Appendix C of this document.

Question 11.3

List milestone activities that will occur each quarter, with estimated completion dates that are within the grant term. The grant term for all projects is 12 months (a total of four quarters).

Activities must be related to deliverables and connect to outcomes. Enter one activity per line. If an activity happens over multiple quarters, note the start of the activity in its first quarter and completion of activity in its last quarter.
For guidance on identifying activities, see the definitions in Appendix C of this document.

Question 11.4

When identifying outputs, applicants should identify the tangible products, services, or deliverables generated through program activities to achieve specific objectives. Please list those and any related activities that the grant is paying for, along with estimated completion dates for those outputs. *For guidance on identifying outputs see Appendix C.*

Question 11.5

Outline the outcomes you aim to achieve that are specific to your project goals. Note that you will be asked to provide both outcome indicators and related target further in this application in questions 41 and 42. They can be quantitative or qualitative. Please note that the evaluation team from the UCLA Labor Center will provide technical support to grantees that will include refining a set of metrics that best demonstrate your project's success. Examples may include fair promotion policies, career pathways, worker leadership opportunities, improved morale, increased workforce diversity, among others. *For more guidance on determining outcomes see Appendix C of this document.*

High Road Training Partnership Framework Alignment

The questions in this section are designed to determine your program's alignment with the HRTP framework. To improve your understanding of High Road Training Partnerships see the HRTP 101 document.

Core Components

Strong Partnerships

In the context of High Road, a strong partnership involves a collective of industry leaders, including employers, workers, and labor representatives, representatives from dedicated convening organizations who are committed to sustained involvement in collaborative problem-solving, training providers and other implementation and service delivery organizations. For more information: The High Road to Economic Prosperity, p.26; Partnership as a Priority.

Question 12

Clearly articulate the roles and responsibilities of each partner listed in the application, including planned partners. Applicants are required to have a convener, employer, labor or worker representative, training provider and other implementation or service delivery organizations. Refer to pages 14 and 15 of the RFA for a description of partners.

All awardees will be required to collaborate with Los Angeles County's America's Job Centers of California (AJCCs) during the implementation of their proposed HRTP programs. DEO will facilitate coordination between grantees and the AJCCs.
Indicate whether partners are formal or planned.

Note: For industries and employers with Collective Bargaining Agreements, the applicant must demonstrate participation and support from the union(s) representing the workers through letters of support, memoranda of understanding (MOU), or other partnership agreements.

A Partnership Letter of Commitment must be uploaded for formal partners, and is required for all required partners (i.e., convener, employer, labor or worker representative, training provider or other implementation or service delivery providers). Applicants can upload pre-established MOUs, charters, or other types of formal partnership agreements in place of a

Partnership Letter of Commitment. Indicate any commitments that have been secured by employers to provide on the job training and hire graduates of the HRTP at or above a living wage or on a pathway to a living wage. For reference, the living wage standard in LA County is $27.81/hr in 2025.[1]

The following document provides guidance on what a letter of commitment may include: Letter of Commitment Template

Upload the letters on the application portal.

Questions 13 - 16
Guidance on these questions is already provided in the application portal. Question 16 is optional. If additional clarification is needed, please email HRTP@dalberg.com.

Worker-Centered
In the context of High Road, worker-centered means guided by workers' expertise and voice and dedicated to actively strengthening worker power. Workers and worker representatives are often co-leaders in the full spectrum of HRTP activities. For more information: The High Road to Economic Prosperity, p.28; Worker Voice.

Question 17
Examples of mechanisms and infrastructures that ensure worker expertise is valued and integrated in your work include worker-led training, shared decision-making, partnership governance equally driven by workers and employers, worker-led curriculum development, among others.

Using worker-led curriculum development as an example, you could describe how worker feedback will be incorporated into the training program design, and the development of the training curriculum. Some HRTPs conduct research using a variety of data collection methods to identify worker expertise and develop training to be responsive to worker needs.

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[1] Living Wage Calculator: Los Angeles County, CA." Massachusetts Institute of Technology, accessed March 5, 2025. *https://livingwage.mit.edu/counties/06037.*

Industry-Driven Solutions

In the context of High Road, industry-driven means guided by current industry need and future demand. For more information: The High Road to Economic Prosperity, p.29; Industry-Led Problem Solving.

Question 18

Examples of mechanisms and infrastructures that ensure employer expertise is integrated in your work include employer-informed training, shared decision-making, partnership governance equally driven by workers and employers, among others.

Using employer-informed training as an example, you could describe how employer feedback shapes the training program design by identifying the in-demand jobs and aligning curriculum development with the required skills and competencies to meet workforce needs.

Training Solutions

Question 19

In describing your process for selecting the proposed training model, explain how both employer and worker needs, along with their expertise, were taken into account. Additionally, if other partners contributed, please include their input as well.

Question 20

Systems change involves addressing the root causes of social problems through a deliberate process aimed at fundamentally altering the policies, practices, and structures that shape the system's behavior. For example, a training model can advance systems goals by designing a program that aligns with local ordinance hiring requirements, prioritizes community participation and retention, and tailors the curriculum to meet employer workforce skill needs. For more information: The High Road to Economic Prosperity.

Goals

Equity Focus

In the context of High Road, equity means that all workers would have access to quality jobs, structural opportunities for upward mobility, wealth-generating opportunities, and safe and healthy workplaces—regardless of race, ethnicity, gender, sexual orientation, religious

beliefs, or ability—and productivity gains would be widely distributed to workers. Firms remain competitive in a High Road economy that generates profitability, growth, and stability. For more information: The California High Road: A Road Map to Equity.

Question 21
Guidance on this question is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Question 22
Examples of structural inequities that underserved and/or under-resourced communities experience may include wage disparities, discriminatory hiring practices, limited networking opportunities, justice system barriers, among others.

Examples of mechanisms or strategies to address structural inequities may be: including culturally responsive approaches to recruitment and training such as, ensuring language accessibility, designing accessible program eligibility, partnering with education providers, creating mentorship programs, scheduling training around worker availability, providing childcare, among others.

See page 8 of the RFA for a description of the equity goals.

Question 23
Examples of equitable recruitment strategies may be: targeted outreach on platforms that reach underserved worker populations and communities, ensuring language accessibility, designing accessible program eligibility, scheduling training around worker availability, among others.

Examples of equitable retention strategies may be: culturally responsive materials and curriculum, incentives and supports (e.g. providing transportation, childcare), networking opportunities, feedback and learning mechanisms informed by workers, personalized support and check-ins, celebrating milestones.

Economic Resilience

Question 24

In the context of High Road, a resilient workforce is one that can adapt to evolving industry needs and future challenges, fostering a robust local economy. Strengthening economic resilience through HRTPs means anticipating industry shifts, advancing a skills-based economy, addressing disparities, enhancing collaboration, and mitigating disruptions. For more information on Economic Resilience, please refer to Page 9 of the RFA.

Climate Resilience

In the context of High Road, to achieve economically and environmentally resilient communities, we must reduce greenhouse gas emissions, address climate related vulnerabilities of disadvantaged communities, and connect climate-change reduction to High Road workforce practices. For more information: The California High Road: A Road Map to Climate Resilience.

Question 25

For those applicants whose project is not primarily focused on climate, an example of a preliminary plan could be a description of your HRTP's approaches, strategies, and/or actions to identify health and environmental hazards in your given industry and/or region and how you will leverage the trainings and the partnership to incorporate learning and research that could initiate climate mitigation, environmental sustainability, and/or worker health and safety efforts.

Question 26

Examples of climate mitigation, adaptation, resilience and/or sustainability goals include but are not limited to: implementing environmental sustainability practices to reduce energy and water consumption in the workplace, training workers for green jobs, identifying alternatives to products with toxic chemicals, and advancing policy that promotes a just transition[2] in climate affected regions. See pages 9-10 of the RFA for a description of Climate Resilience Goals.

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[2] Just transition refers to ensuring a fair and equitable shift to a low-carbon economy, protecting workers and communities from negative impacts and maximizing the benefits of the transition, including creating good jobs and investing in social protection. For more information see: https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/09/AB-398-Report-Putting-California-on-the-High-Road-ADA-Final.pdf

Job Quality

Quality jobs provide living wages or pathways to them, health benefits, a pension, worker advancement opportunities, and collective worker input and are stable, predictable, safe and free of discrimination. Quality jobs have the potential to transform workers' lives and create resilient, thriving firms and communities and a more just and equitable economy. For more information: The California High Road: A Road Map to Job Quality.

Question 27

Guidance on this question is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Question 27.1

Guidance on this question is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Question 28

In discussing pathways to career advancement, applicants should describe the steps to creating the pathway. For example, connecting workers to quality jobs through an apprenticeship pipeline could involve collaborating with regional organizations and training providers to offer registered pre-apprenticeship programs that prepare workers for industry-recognized registered apprenticeships. Upon completion, graduates would then be placed with employers who have committed to hiring apprenticeship graduates through a pre-established agreement.

Question 29

Use the California Employment Development Department (EDD) wage data. *See Appendix B of this document.*

Question 29.1

Applicants whose occupation's current median wage is below a living wage should clearly delineate a plan for the 12-month grant period for how they see their partnership's role in raising the occupation's wage. These may include outlining steps to secure agreements with employers to hire training program graduates at a rate above the median wage for that application and/or to raise wages after a probationary period or creating an advocacy plan for project labor agreements or minimum wage ordinances, among other examples.

Training Model and Supportive Services

<u>Questions 30 to 33.3</u>
Guidance on these questions is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

<u>Question 34</u>
For <u>Thriving and Growing</u> projects only: Expanding the curriculum may entail adding modules to best meet participant learning needs and employer workforce skills needs, among other examples. Replicating the curriculum may entail using the same curriculum and working with new employers to implement it, among other examples.

<u>Questions 35-36</u>
Guidance on these questions is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Case Management and Comprehensive Support Services

<u>Questions 37-38</u>
Refer to pages 22 and 23 of the RFA for a description of case management and RFA Attachment A for a list of support services.

<u>Question 39</u>
Guidance on these questions is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

<u>Question 40</u>
Guidance on these questions is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Performance Indicators and Reporting

<u>Question 41</u>

Indicate the target numbers you aim to achieve for each of the indicators. A more accurate number will be available once participants have been recruited. Please provide your best estimate. Please note that these are part of the standard indicators that all grantees will be asked to report on throughout the grant period. When determining the target number of participants to enroll and provide services to, please ensure the lead applicant has the staff capacity to verify services and accurately manage all participant data. Ensure you have entered target numbers for all indicators:

- Enter the target number of participants you plan to enroll in training program(s)
- The HRTP Fund is aiming for an 85% participant completion rate. To calculate the target # of participants who successfully completed High Road training programs, multiply your target # of participants enrolled in training program(s) by 0.85.
- The HRTP Fund is aiming for a 75% participant placement rate. To calculate the target # of participants placed in jobs related to program training, multiply your target # of participants enrolled in training program(s) by 0.75.
- To determine a target median wage that is appropriate for your industry, consider using California Employment Development Department (EDD) wage data guide in *Appendix B*.
- Enter the number of participants receiving supportive services
- Enter the number of unionized job placements, if you are partnering with a union
- Enter the total participant hours of training completed
- Enter whether or not the training is a registered apprenticeship or pre-apprenticeship

In addition, provide the target for target specific populations, occupations, and key emerging skills integration and adaptation, including: the target number of justice-involved participants; the number of participants exposed to ethical artificial intelligence and machine learning training, if applicable to your target industry and occupations; and the number of participants trained as digital navigators.

Throughout the grant period, grantees will be required to:
- Collect and report quantitative and qualitative data to measure outcomes, including narratives about graduates' experiences and the percentage of graduates earning a living wage in the region

- Track progress on the goals outlined in their project

Grantees should also anticipate that additional outcomes and indicators may emerge over the course of the grant period.

Question 42

Outline the outcomes you aim to achieve that are specific to your program goals. Ensure they align with outcomes you mention in 11.5. Provide corresponding target indicators (in addition to the standard indicators in Question 41) that are aligned with those outcomes. They can be quantitative or qualitative. Please note that the evaluation team from the UCLA Labor Center will provide technical support to grantees that will include refining a set of metrics that best demonstrate your project's success. Examples may include fair promotion policies, career pathways, worker leadership opportunities, improved morale, increased workforce diversity, among others. *For more guidance on determining outcomes, see Appendix C of this document.*

Question 43

Deliverables are tangible products (e.g., curriculum template, climate resilience plan) that will be delivered to Dalberg and DEO during the grant period. Some deliverables may include the outputs described in the Logic Model in Question 11, but not all outputs will be deliverables. In this question, you should focus on those outputs that Dalberg and DEO will review.

Question 44

Guidance on this question is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

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Budget Narrative

Question 45

Substantiate your budget requisition using this Budget Request Template.

Review the line items and determine how the requested amount will be allocated for the project. Enter the allocated amounts to the applicable line items.

Indirect cost rates cannot exceed 10%, unless the applicant has a Negotiated Indirect Cost Rate (NICRA) approved by a federal agency.

While indirect costs and administrative costs are related, they are not the same.
- Indirect costs are expenses that cannot be directly linked to a specific grant activity; they may include both program-related and administrative costs
- Direct costs are expenses that are directly tied to the grant and, like indirect costs, may also include program or administrative expenses
- Some organizations allocate all administrative costs as indirect costs, which means their indirect cost rate and administrative cost percentage would be the same

If an entity has a NICRA, the negotiated rate applies. If not, the default "de minimis" rate of 10% of Modified Total Direct Costs (MTDC) (as defined in 2 CFR 200.68) will be used. Additionally, any unused grant funds, including interest earned, must be returned at the end of the project, except for approved administrative costs. These costs must follow Treasury Laws, Federal Uniform Guidance (2 CFR 200.414), and other applicable regulations. This ensures a clear distinction between administrative and indirect costs, while also defining how the indirect cost rate is applied based on whether an entity has a NICRA.

Question 46-47

Provide an expense description for line items with grant fund allocations. Descriptions must fully address the prompt under each line item. For example, the description for Staff Salaries and Benefits must include the job titles, roles, and responsibilities for each staff member associated with the project.

The following document provides guidance on what a budget narrative may include: Budget Narrative Template.

Questions 48-49

Guidance on this question is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Organizational and Partner Capacity and Readiness

Questions 50-51

Guidance on these questions is already provided in the application portal. If additional clarification is needed, please email HRTP@dalberg.com.

Question 52

Applicants submitting proposals for programs funded by public resources must be in good standing and demonstrate compliance with all applicable laws and regulations. Applicants and their partners must not have been debarred, suspended, or otherwise excluded from participating in contracting opportunities or programs funded by any public jurisdictions. Failure to meet these eligibility criteria will result in disqualification from consideration for funding under this RFA. Please note that successful applicants will be required to complete a detailed legal attestation confirming their and their partners' compliance with applicable federal, state, and County requirements prior to any disbursement of funds.

Application Questions

Please submit additional questions about the HRTP Fund to HRTP@dalberg.com and include "*HRTP Fund RFA*" in the subject line. The FAQ document will be updated weekly, on Wednesdays, and uploaded to the HRTP Fund website.

To be included in the weekly FAQ update, questions must be submitted by the prior Friday no later than 3:00 PM (Pacific Time). Questions received after this deadline will be addressed in the following week's FAQ posting.

The last FAQ posting for this grant will be Wednesday, May 7, 2025, and questions must be received by Friday, May 2, at 3:00 PM to receive an answer. Questions submitted after the deadline will not be included in the FAQ.

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Appendices

Appendix A: District Locator Tool

The HRTP Fund seeks to be accessible to LA County's five supervisorial districts. The LA County's District Locator provides information on your supervisorial district among other information. This step-by-step guide will help you determine:
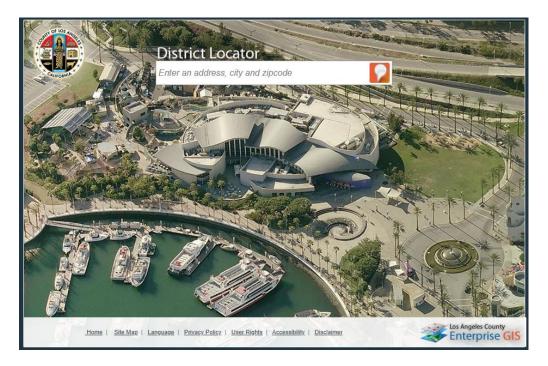
- Your organization's service area's supervisorial district.
- Your priority populations' supervisorial district they reside in.

Step 1: Access the District Locator Tool

1. Open your browser and go to the Los Angeles County District Locator (https://appcenter.gis.lacounty.gov/districtlocator/)

Step 2: Enter the Address

1. Locate the search bar in the top center of the screen.
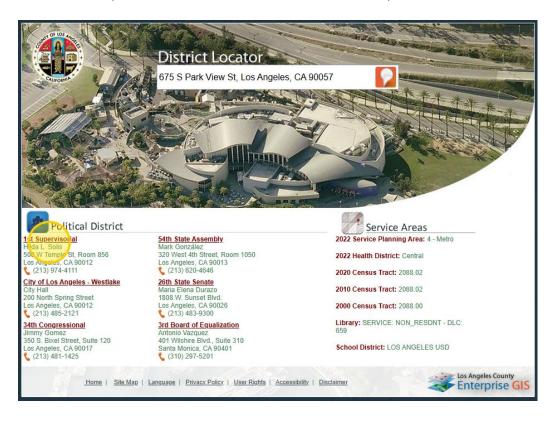2. Enter the full address (including street name, city, and zip code).

3. Ensure the address is entered accurately to avoid incorrect results.

Step 3: Check the Area Impact Level

1. Once the address is entered, the webpage will display political district information.
2. The supervisorial district will be listed on the top left corner.

District Locator

675 S Park View St, Los Angeles, CA 90057

Political District

1st Supervisorial
Hilda L. Solis
500 W Temple St, Room 856
Los Angeles, CA 90012
(213) 974-4111

City of Los Angeles - Westlake
City Hall
200 North Spring Street
Los Angeles, CA 90012
(213) 485-2121

34th Congressional
Jimmy Gomez
350 S. Bixel Street, Suite 120
Los Angeles, CA 90017
(213) 481-1425

54th State Assembly
Mark González
320 West 4th Street, Room 1050
Los Angeles, CA 90013
(213) 620-4646

26th State Senate
Maria Elena Durazo
1808 W. Sunset Blvd.
Los Angeles, CA 90026
(213) 483-9300

3rd Board of Equalization
Antonio Vazquez
401 Wilshire Blvd., Suite 310
Santa Monica, CA 90401
(310) 297-5201

Service Areas

2022 Service Planning Area: 4 - Metro

2022 Health District: Central

2020 Census Tract: 2088.02

2010 Census Tract: 2088.02

2000 Census Tract: 2088.00

Library: SERVICE: NON_RESDNT - DLC: 659

School District: LOS ANGELES USD

Home | Site Map | Language | Privacy Policy | User Rights | Accessibility | Disclaimer

Los Angeles County Enterprise GIS

Appendix B. Wage by Occupation Guide

This guide details how to find median wages for the proposed occupation that your HRTP will be focused on using the California Employment Development Department (EDD) wage data.

Step 1: Find the Standard Occupational Classification (SOC) code for your proposed focus occupation by visiting https://www.bls.gov/soc/2018/major_groups.htm. You can find your proposed occupation by browsing the major categories or by using Ctrl+F to search for a job title on the page.

*Note that SOC codes are different from NAICS codes: a NAICS code identifies a business's industry, while a SOC code identifies an individual worker's occupation

Step 2: Once you find the SOC code for your proposed occupation, click on the hyperlinked job occupation name and read the description to make sure the occupation's job duties match your proposed HRTP. Then, write down the SOC code to the left of the occupation name. The SOC code is highlighted in the example below:

Step 3: Once you know you proposed HRTP occupation SOC code, go to the EDD Occupational Employment and Wage Statistics (OEWS) dashboard: https://labormarketinfo.edd.ca.gov/data/oews-dashboard.html

Step 4: Click on the "OEWS Data" tab

Step 5: On the right side of the page, select the "Area Name" dropdown menu. Click on the "All" checkbox to deselect all areas, and then select the "Los Angeles-Long Beach-Glendale MD" option.

Area Name
Los Angeles-Long Beach-Glendal... ▼

☐ (All)
☐ Anaheim-Santa Ana-Irvine MD
☐ Bakersfield MSA
☐ California
☐ Chico MSA
☐ Eastern Sierra-Mother Lode Region
☐ El Centro MSA
☐ Fresno MSA
☐ Hanford-Corcoran MSA
☑ Los Angeles-Long Beach-Glendale MD
☐ Madera MSA
☐ Merced MSA

Step 6: In the same list of options on the right side of the page, make sure the Wage Type is set to "Hourly" and the Year is set to "2024".

Wage Type
Hourly Wage ▼

Year
2024 ▼

Step 7: Scroll through the table on the left to find the SOC code you wrote down in step 2. When you find it, the median wage can be found in the fourth numeric column:

SOC	Occupational Title	Number of Employed	Mean Wage	25th Percentile Wage	Median Wage	75th Percentile Wage	90th Percentile Wage	Mean Relative Standard Error..
29-1249	Surgeons, All Other	480	$180.23	$114.12				5
29-1291	Acupuncturists	520	$45.02	$25.62	$38.33	$60.28	$82.14	3.29
29-1292	Dental Hygienists	5,380	$55.61	$52.26	$59.75	$64.70	$65.67	1.14
29-1299	Healthcare Diagnosing or Treating Practitioners, All O..	430	$54.34	$35.90	$50.67	$61.75	$76.83	3.7
29-2010	Clinical Laboratory Technologists and Technicians	6,540	$33.69	$23.63	$30.25	$37.63	$52.81	0.92
29-2031	Cardiovascular Technologists and Technicians	1,180	$43.40	$26.31	$39.98	$58.96	$68.88	1.89

Here is a screenshot showing what the overall page should look like and highlighting each of the steps listed above:

Appendix C. Theory of Change and Logic Model Key Terms and Examples

Grantees are encouraged to highlight the work they have undertaken to expand and strengthen their HRTP, as well as the industry-wide and systemic changes their HRTP aims to achieve. To guide this process, applicants will be asked to describe their Theory of Change— and their Logic Models. This will allow applicants to elaborate on their how and why their specific strategies will drive meaningful change in their industry. Developing a Theory of Change and a Logic Model helps HRTPs to deepen their understanding of the high-road approach, clarify goals, establish key benchmarks, and refine the HRTP's strategic direction.

Applicants should clearly define the industry problem(s), interventions and activities, outputs, outcomes, and impacts of their HRTP project in the application. They are defined as follows:

Problem Statement
Applicants should describe the industry problem that their partnership hopes to address. These issues might include addressing the unemployment crisis (i.e., ensuring that jobseekers have access to employment opportunities), addressing racial justice (i.e., ensuring that underserved racial/ethnic minorities are being meaningfully served by your partnership), addressing climate concerns (e.g., ensuring that your jobseekers have the skills to work in emerging green jobs), among others.

Inputs
Inputs refer to the essential resources, structures, and relationships that make the partnership work (e.g., funding, partnerships, human capital). These are the building blocks that enable HRTPs to deliver effective training, foster collaboration, and achieve systemic outcomes in workforce development.

Interventions and Activities
Applicants should describe the interventions they are designing to address the identified problem. Training must be one of the interventions, though applicants are encouraged to consider additional interventions (e.g., mentoring programs, changes in hiring practices) they plan to implement to create a comprehensive solution. Applicants will also be asked to

submit a workplan that details the activities needed to carry out the proposed interventions, with an estimated timeline.

Outputs

Outputs are the tangible products, services, or deliverables generated through program activities to achieve specific objectives. They are typically short-term and measurable. Within the HRTP framework, outputs may include, but are not limited to:

- Data-driven learning and action plan
- Participant outreach plan
- Training program
- Training curriculum
- Comprehensive supports
- Climate resilience plan

Outcomes

Outcomes refer to the measurable effects or changes that result from program outputs, usually reflecting the long-term impact or benefits of the initiative. They measure the extent to which the objectives and, eventually, the goals have been achieved. Within the HRTP framework, outcomes may include, but are not limited to:

- Changes in recruitment strategies
- Changes in worker retention and absenteeism
- Changes in hiring practices
- Changes in efficiency and competitive advantage
- Changes in industry standards
- Changes in workplace practices and policy
- Graduates' skills attainment
- Graduates' placement into quality jobs

Impacts

Impacts are the long-term, systemic changes that result from the successful implementation of a program's activities and the achievement of its short-term and intermediate outcomes

- Equity (e.g. increased diversity in workforce, reduction in income disparity)
- Economic Resilience (e.g. transferable skills cross industry)
- Climate Resilience and Sustainability (e.g. reduction in urban heat island effect, new hires in a just transition)
- Job Quality (e.g. improved retention and advancement for HRTP versus field)