

Los Angeles County
Department of Economic Opportunity (DEO)
High Road Training Partnership Fund
Frequently Asked Questions (FAQs)

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About this document

This document covers frequently asked questions (FAQs) about the High Road Training Partnership (H RTP) Fund and funding guidelines.

Applicants are advised to refer to this latest and most updated version of the FAQs which includes answers to all questions answered in the April 17th, April 24th, and April 30th versions (with amendments or corrections as necessary), as well as over forty new questions received across two office hours and via email during the period of Friday, April 25th 3.00 PM until Friday, May 2nd 3.00 PM Pacific Time.

This FAQs document is updated weekly on the Los Angeles County Department of Economic Opportunity (DEO) H RTP Fund website (<https://www.highroadlac.com/>) throughout the Application Period (April 14th, 2025 to May 11th, 2025), with a final update provided through this document on May 7th. Please also review the [Request for Applications \(RFA\)](#), the Application Guide, and the Understanding H RTPs documents available on the website for more information on the H RTP Fund and how to successfully complete an application.

Questions posed in the information sessions are marked at the end with “IS” followed by the number of the information session¹, those posed in office hours are marked at the end with “OH” followed by the number of the office hours session², and those received through email are marked with “Email mm/dd” at the end of the question. Questions have been consolidated and simplified to remove any specific requests, promote clarity and minimize duplication. **Newly added questions from the last week are marked NEW: and shown in bold font in the table of contents. They have been included in the relevant sections with tags showing date of receipt.**

¹ IS #1 4/14 at DEO Headquarters; IS #2 4/15 at Rio Hondo AJCC; IS #3 4/15 at Pomona Valley AJCC; IS #4 4/16 at Palmdale AJCC; IS #5 4/16 at Rancho Dominguez AJCC; IS #6 4/17 at Northeast San Fernando Valley AJCC; IS #7 4/18 fully virtual on Zoom.

² OH #1 4/22 about Systems Change, Theory of Change, and Logic Model; OH #2 4/24 about H RTP Core Components; OH #3 4/28 about Training Model and Supportive Services; OH #4 5/2 about Goals—Equity, Economic Resilience, Climate Resilience, Job Quality.

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GENERAL PROGRAM INFORMATION

Amendment: We have made an amendment to the grant execution eligibility criteria.

Applicants are expected to be able to execute the grant within the timeline specified in the [RFA](#), by June 30th, 2025.

Applicants who are unable to execute the grant agreement in that timeline due to pre-existing factors should include that information in their application alongside a detailed rationale, expected date for contract execution, and provide a justification that shows that the delay will not impact their ability to implement their intended programs and meet the grant requirements within the implementation period.

Selected grantees who will execute grant agreements after the June 30th, 2025 date will be required to provide a plan with a corresponding timeline and milestones to ensure that they will implement their intended programs and meet the grant requirements within the implementation period.

This update is reflected in question 169 and in related questions across this FAQs document.

1. What is this funding opportunity about?

Dalberg Consulting, U.S. LLC released a Request for Applications (RFA) on behalf of the Los Angeles County (County) Department of Economic Opportunity (DEO) to solicit proposals that expand DEO's existing High Road Training Partnership (H RTP) initiative with the H RTP Fund. Building on the California State's \$248 million H RTP investment, this initiative supports DEO's vision for a more equitable economy with thriving local communities, inclusive and sustainable growth, and opportunity and mobility for all.

Following the establishment of DEO in 2022, DEO launched a \$34 million H RTP initiative, initially funding H RTPs in construction, early care & education, aerospace, healthcare, and the creative economy. As part of this initiative, DEO is now allocating \$17.8M to a competitive H RTP Fund that will grant awards directly to new or scaling H RTPs in the region.

With this funding opportunity, there is approximately \$17.8 million that will be allocated in the form of grant funding ranging from \$500K to \$1M per organization to develop H RTPs in

key regional sectors. These HRTPs will establish High Road career pathways that are backed by labor market data and industry demand and enhance the long-term funding sustainability of partnerships, ultimately contributing to a robust H RTP infrastructure that supports inclusive economic growth across LA County.

2. How did the H RTP Fund originate?

DEO's H RTP Fund is built on the California Workforce Development Board (CWDB) model and informed by key lessons from CWDB's ongoing efforts.

Inspired by High Road workforce initiatives in Wisconsin, Washington, Pennsylvania, and other states, the CWDB collaborated with the High Road Strategy Center (formerly the Center for Wisconsin Strategy) at the University of Wisconsin-Madison to adapt the High Road approach for California. For more details on HRTPs, please refer to the Understanding HRTPs resource on our website (<https://www.highroadlac.com/>).

3. Who is eligible to apply for the H RTP Fund?

A single entity will serve as the lead applicant and must also assume the role of fiscal agent for the partnership. It is strongly recommended that the lead applicant has experience managing state and/or federally funded grants and the capacity to organize and coordinate project teams involving multiple organizations. As the primary point of contact, the lead applicant will be responsible for overseeing, coordinating, and reporting on all project activities, data collection, deliverables, and outcomes to ensure effective partnership management and compliance. The lead applicant and fiscal agent may serve another role in the H RTP (e.g., a convener or a training provider, see questions 8, 8.1, and 8.2 below), but it does not have to.

All H RTP partners must be based in LA County and serve LA County residents and businesses. Potential lead applicant and fiscal agent organizations include, but are not limited to:

<ul style="list-style-type: none"> • Worker centers, community-based organizations, and non-profit organizations • Labor organizations, labor-management partnerships, educational arms of labor organizations 	<ul style="list-style-type: none"> • California State Registered Apprenticeship Programs • Workforce intermediaries • Local workforce development boards • Industry-based training providers • Industry-based intermediaries, including industry associations
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<ul style="list-style-type: none"> • California Department of Education – local educational agencies • California Community College Districts and Adult Education Schools 	<ul style="list-style-type: none"> • Employment Social Enterprises • Cooperatives
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3.1 Can a private company be the lead applicant and fiscal agent?

Please note: We have amended the response to Q 3.1 "Can a private company be the lead applicant and fiscal agent?" as below.

Original response (issued on 04/17/25): For-profit entities may apply **[to be the lead applicant and fiscal agent]** but only if they are workforce development providers or employers. Please note that any funds from the H RTP Fund shall not be used to pay profits of any organizations in the H RTP.

Amended response (issued on 04/24/25): For-profit entities may apply / are eligible to serve as the lead applicant and fiscal agent **only if** they are a workforce development provider. Please note that any funds from the H RTP Fund shall not be used to pay profits of any organizations in the H RTP.

3.2 Are private nonprofit post-secondary schools eligible to apply?

Yes.

3.3 Is a higher education institution eligible to apply?

Yes.

3.4 Does the Lead Applicant also have to be an Eligible Fiscal Agent?

Yes.

3.5 Are current H RTP grantees eligible to apply?

Yes, they can apply within the Thriving and Growing category. Please reference p. 29 of the [RFA](#) for more details on what qualifies as a Thriving and Growing project.

4. What types of projects will be funded?

H RTP funding will support projects that are 1) Piloting or Emerging, or 2) Thriving and Growing.

Piloting or Emerging projects demonstrate commitment to the High Road model, and either require funding to complete project design, curriculum development, partnership engagement, and pilot a training model, or are ready to implement a new training model. Piloting or Emerging projects must: 1) Identify gaps and opportunities in the project's target industry and occupation(s), 2) Clearly define the role of partners and solidify a partnership consisting of at least one convener, employer, a worker organization, a training provider, and other implementation and service delivery organizations; and 3) Have a clear plan for piloting or implementing a training model.

A **Thriving and Growing** project is an existing H RTP or industry partnership that can demonstrate its alignment with the H RTP framework and expanding the partnership and/or program scope. Thriving and Growing projects must show evidence of past success to inform their expansion.

5. What is a training model and what types of training models are supported by H RTP?

In the context of the H RTP, a training model refers to a structured approach designed to provide individuals with the skills, knowledge, and qualifications they need to succeed in high-quality jobs. H RTPs promote innovative training solutions that are aligned with the needs of workers, employers, and industries. The eventual goal for the training model should be that it becomes industry recognized and institutionalized through credentialing and long-term investment.

A training model *not* supported by H RTP would be one that is disconnected from industry needs, lacks employer collaboration, does not provide clear career pathways or advancement, is inaccessible or exclusionary, fails to offer hands-on experience, or does not lead to sustainable, quality jobs.

H RTPs prioritize programs that are industry-relevant, equitable, career-oriented, and designed to lead to long-term employment success. Examples of H RTP training models may include, but are not limited to:

- Job readiness training, such as communication skills, punctuality, and digital literacy, combined with other training services including but not limited to occupational training, on-the-job training, or transitional employment opportunities.

- Adult education and literacy activities, including English language acquisition and integrated education and training (IET) programs, provided concurrently or in combination with another training service.
- Occupational skills training, including training for nontraditional employment, and pre-apprenticeship programs designed to prepare individuals for entry into registered apprenticeships.
- Programs that combine workplace training with related instruction, which may include cooperative education programs, incumbent worker training, customized training conducted with employer commitments to hire upon successful completion, on-the-job training, paid transitional work, and registered apprenticeships.
- Programs that support workers in gaining the skills that will be needed for in-demand occupations and help them get placed in quality jobs with High Road employers.

5.1 Is case management required?

Yes. Case management plays a vital role in the success of workforce training programs by providing personalized support and guidance to participants throughout their journey. It ensures that individuals receive the resources, encouragement, and tailored solutions needed to overcome barriers and achieve their career goals.

5.2 What types of services should be included?

Populations historically underserved by workforce development programs face numerous barriers to access and success, including lack of affordable childcare, transportation challenges, housing insecurity, language barriers, and limited access to healthcare and mental health services. These barriers can make it difficult for individuals to participate in and complete training programs, ultimately limiting their economic security and mobility. Applicants should aim to provide comprehensive support services that enhance retention, improve job placement outcomes, and promote economic mobility for historically underserved communities. These services should be tailored to the specific needs of the populations being served.

Eligible support services may include, but are not limited to:

Service areas	Eligible support services
Healthcare	Counseling Physical examinations Mental health Outpatient health Substance use treatment

	Vaccinations
Education and Training	Training stipend Remedial academic training Life skills training Educational materials Testing English language training
Transportation	Transportation costs Car repairs
Housing	Moving costs Temporary lodging Rental assistance Utility bills
Employment	Equipment Personal protective equipment Tools Work attire Union fees Licensing costs Job-readiness
Family support	Clothing for children Childcare & dependent care
Financial services	Opening a savings account Financial literacy
Other services or expenses	Legal services Food/basic necessities Worker outreach (e.g., connecting workers with employers and workforce services through job fairs)

6. Which industries are considered priorities? How were they chosen?

The H RTP Fund is open to all industries except non-sustainable sectors like oil and gas. Please see p. 16-17 of the [RFA](#) for a list of priority industries and description of the factors that were considered in the industry prioritization. The industry clusters align to DEO's America's Job Centers of California (AJCCs) Centers of Excellence. Applications that focus on one of the priority industries or sectors listed in the RFA will receive a higher score on this question.

7. Are there geographic priorities for funding? How were they determined?

Please refer to p. 18 of the [RFA](#) for information on geographic priorities and how they were determined.

8. Who do I need to partner with? Why do I need to partner with others?

At a minimum, each H RTP partnership should include: an employer representative, a worker representative, a convener, a training provider, and other implementation and service delivery organizations. Employers contribute specialized knowledge to H RTPs by evaluating industry and workforce needs, developing collaborative solutions, and determining the skills and training required to adapt to industry changes. Labor representatives, including unions and worker organizations, ensure that workforce development strategies are worker-centered by identifying shared needs and challenges, and that training programs, led by training providers, meet workers' needs for upskilling and mobility within the industry. Beyond these partners, H RTPs should partner with other implementation and service delivery organizations. These may be community-based organizations, workforce development providers, environmental and environmental justice organizations, community colleges, adult education schools, local workforce development boards, among other organizations.

In addition, H RTPs must partner with LA County's America's Job Centers of California (AJCCs). DEO will facilitate coordination between grantees and AJCCs.

By incorporating these diverse partners, H RTPs can build equitable, sustainable, and high-quality workforce solutions that address industry needs while advancing worker well-being and economic resilience.

The partners can play more than one role. For example, a training provider can also play the role of convener. All H RTPs will be expected to implement the programs they have proposed in the application.

8.1 What is the convener organization? What is the role?

The convener brings together all H RTP partners thereby fostering collaboration and facilitating workforce solutions. A strong convener guides decision-making, frames issues as both opportunities and challenges, and mediates conflicts among partners. This convener unites the partnership, supports its mission, and ensures successful implementation. The convener excels in facilitating collaboration, planning, management, data collection, and administration, and may also serve as a training provider. Conveners may include but are

not limited to organizations such as worker centers, community-based organizations, community colleges, labor-management partnerships.

The convener may also serve as the lead applicant and fiscal agent (*see question 3 above*), although this is not required.

8.2 What is the difference between a convener and a lead applicant/fiscal agent?

See question 8.1 above for a description of the convener organization. The lead applicant and fiscal agent is one organization, and it is responsible for administering the H RTP grant, if awarded. It is strongly recommended that the lead applicant and fiscal agent has experience managing state and/or federally funded grants and the capacity to organize and coordinate project teams involving multiple organizations. As the primary point of contact, the lead applicant and fiscal agent will be responsible for overseeing, coordinating, and reporting on all project activities, data collection, deliverables, and outcomes to ensure effective partnership management and compliance.

The lead applicant and fiscal agent may serve another role in the H RTP (e.g., a convener or a worker representative), but it does not have to.

8.3 How do I demonstrate my partners' commitment?

A Partnership [Letter of Commitment](#) must be uploaded for each partner. Applicants can upload pre-established memoranda of understanding (MOUs), charters, or other types of formal partnership agreements in place of a Partnership Letter of Commitment. Applicants should also describe any commitments that have been secured by employers to provide on-the-job training and hire graduates of the H RTP at or above a living wage or on a pathway to a living wage. For any additional planned partners, applicants (e.g., additional service delivery organizations) should upload a [Letter of Support](#) (preferred) or describe the steps that have been taken to engage other potential partners.

8.4 If my organization does not yet have a formal partnership in place, how will that impact my application?

Applicants who do not have a Partnership Letter of Commitment from each of the mandated partners (employer, worker representative, convener, training provider, and other implementation or service delivery organization) will be disqualified. Additional planned partners should, at a minimum, be approached at the time of the application and applicants should be close to finalizing their commitments by the time of application submission. Partnerships will be expected to launch their proposed project starting in July 2025, so all prospective applicants are highly encouraged to begin convening partners as soon as possible.

9. When does the program begin for selected grantees? Is it in June or July of 2025?

Selected grantees will be announced on June 9th. Following the announcement, all selected grantees are expected to execute the grant agreement by June 30th, 2025. For applicants who are unable to execute the grant agreement by June 30th, 2025 due to preexisting factors see question 169. The grant program begins on July 1, 2025 and all grant funds must be expended, and the program will conclude by June 30, 2026.

10. How do I know if my organization or partnership will qualify for the fund? (Email 4/15)

Please see the eligibility criteria outlined in the [RFA](#) beginning on p14 to determine if your proposed H RTP meets the eligibility criteria.

11. How many grants will be disbursed? (IS #7)

Approximately 20 grants will be disbursed with \$500K – \$1M in funding per grant – see the [RFA](#) p 29 for more details.

12. Can applicants include tables, charts and infographics in the application? (Email 04/18)

Where specified, such as in the logic model template and the budget template, the application requires the inclusion of tables and charts. The application portal will prompt users for the templates, and otherwise includes text-only fields.

13. Do applicants have to compete for the award? (IS #7)

Yes. Applicants will be selected based on a standard scoring rubric tied to the application questions. For more detail on scoring, see the RFA section VII. Selection Criteria.

14. Are placement rates 75% or 70%? (IS #7)

The target outcome for placements of people enrolled is 75%. Please reference the [RFA](#) p. 23.

15. For the 75% target outcome for placements of people enrolled, can you define what is considered placement? What happens if the placement is not permanent? (IS #1)

A key goal of H RTPs is to improve job quality, including providing fair wages, predictable hours, and income stability. The intention of the H RTP Fund is to help program participants find full-time job placements or apprenticeship placements in the sector of training, such

as a registered union apprenticeship or a full-time position. In sectors where temporary, part-time, gig, or project-based employment is common practice, applicants are encouraged to explain how the H RTP will work to provide benefits or protections for these workers and increase opportunities for more steady and full-time employment. All applicants should provide a detailed explanation of the types of expected placements for their outcomes and describe how participants will be supported on a pathway towards a livable wage.

16. Is there information / a list of previous awardees available for previous awardees of H RTP funds? How do we determine what organizations are already part of an H RTP? Is there a list you've compiled, or do we just have to ask the organizations individually? (OH #1, 2, 3)

Information on LA County DEO-funded H RTP programs is available at <https://opportunity.lacounty.gov/hrtp/> under the section "Explore our H RTPs". Profiles of H RTPs funded by the CWDB and their partners can be found on this website: <https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>.

17. What is the role of Dalberg? (OH #2)

Dalberg is serving as the Third-Party Administrator for the LA County DEO H RTP Fund. In this role, Dalberg will be the day-to-day point of contact for awarded grantees. Dalberg's responsibilities include, but are not limited to:

- Tracking the progress of awarded grantees.
- Reviewing and approving monthly narrative reports and invoices.
- Elevating challenges for LA County DEO's support as needed, and coordinating the provision of programmatic technical assistance by the UCLA Labor Center.
- Troubleshooting with grantees on administrative and compliance responsibilities, and providing technical assistance on organizational issues (e.g., data reporting).

H RTP FRAMEWORK

18. The RFA makes a lot of references to "Industry changes", including for the outcome goals. Could you provide a more concise definition as to what that means? (IS #7)

Industry changes may include, but are not limited to, improving wages, benefits, scheduling, and working conditions to establish new norms that prioritize equity and worker well-being beyond basic compliance; developing industry-recognized credentials and implementing hiring and training standards that support worker entry, advancement, and long-term success; and identifying specific goals for change through a partnership grounded in industry analysis and theory of change exercises outlined in the application. The UCLA Labor Center will help grantees further refine their industry analysis and Theory of Change during the grant period.

19. Can you define what "industry informed" means in this context? (IS #5)

In the context of the H RTP Fund, "industry-informed" refers to training programs and workforce solutions that are directly shaped by the current and future needs of employers and industry partners. This means that employers, industry associations, and other sector experts are actively engaged in identifying skills gaps, co-developing training curricula, validating credential pathways, and shaping job placement strategies. An industry-informed approach ensures that programs are aligned with labor market demand and prepare participants for quality employment opportunities with real potential for advancement. It is a core component of the H RTP model and reflects the goal of developing workforce solutions that are responsive, relevant, and sustainable (see [RFA](#) Section I: Core Components; [Understanding H RTPs 101](#), p. 4).

20. Would you be able to share any models or examples of successful H RTPs? (IS #7)

There are numerous examples available in the UCLA Labor Center's evaluation report on H RTPs, which can be found on the CWDB website (<https://cwdb.ca.gov/hrtp-rwp/>). The CWDB website also includes several documents that highlight the various models being implemented by H RTPs across the state.

21. How do we work with partners to build a cooperative process? (IS #7)

There are various ways H RTPs have successfully built partnerships, depending on the context, trust, and existing relationships among stakeholders. Often, progress begins with one key individual—either from the employer side or worker representation—who serves

as a catalyst by working directly with the convener and helping to bring others into the partnership. Initial communication frequently happens through one-on-one conversations between the convener and core partners, gradually building trust until conditions are right for collective discussions about industry needs and challenges. Identifying champions—individuals who inspire and mobilize others—is a key strategy used by the most effective HRTPs. Conveners may also meet separately with worker representatives and employers to understand their perspectives and identify overlapping concerns. These shared priorities can then be used to bridge gaps and bring all partners together for more collaborative and solution-focused dialogue. (see [RFA](#) Section I: Core Components; [Understanding HRTPs 101](#), p. 4).

22. Why is training required as part of the H RTP framework? (IS #1)

As captured in the name H RTP itself, “training” is a required element of the H RTP framework because it serves as the central mechanism through which workforce solutions are delivered and systems change is initiated. HRTPs are designed to respond to real-time industry needs and labor market shifts by equipping workers with the skills, credentials, and experience needed to access quality jobs. Unlike traditional workforce programs, H RTP training models are co-designed with employers and worker organizations, ensuring that curricula are directly tied to in-demand occupations and lead to upward mobility, job quality, and long-term career pathways. (see [RFA](#) Section V.3, Training Model and Supportive Services)

23. What does it mean to represent workers? (IS #7)

The worker representing partner should speak to the concerns of workers in an industry, with formalized processes or mechanisms for doing so. Worker representatives must be independent of the partnership’s employers, demonstrate a record of meaningful, consistent, and ongoing advocacy of workers’ interests, and provide representation throughout the project. For information about eligibility for worker partners see question 40 below, and reference the [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 15.

24. Why do HRTPs need to offer financial assistance and stipends? How do additional supportive services relate to the H RTP framework? (IS #4)

Financial assistance and comprehensive supportive services are important because they enable workers to fully participate and complete training programs. Providing an additional stipend is important especially for workers who are in industries that pay low wages, and

workers who might need support with food, rent, clothing, transportation, and other needs. For information on eligible support services, reference the [RFA](#) Attachment A.

25. Can HRTPs serve incumbent workers as well as new workers? How can new workers be part of program decision making and planning? (IS #1, 3)

HRTPs can and do serve new and incumbent workers, depending on the partnership and training model. In terms of approaches to integrate new workers into program decision making and planning, if you are meeting with all the partners, you can reserve a spot for the new workers participating in the program. New workers may not have experience in the industry, but they can still inform the program based on their lived experiences and guide what kind of comprehensive support services they might need to successfully complete the program.

26. NEW: Can you explain how you distinguish between case management and supportive services as you use those terms in the RFA? (OH #3)

Case management is a process where a case manager (or similar professional) assesses, plans, coordinates, monitors, and evaluates the services needed by a job seeker. The focus is on the process of working with a job seeker— identifying their needs, setting goals, making referrals, following up, advocating for them, and adjusting the plan as needed.

Supportive services are the set of services offered to remove barriers that prevent marginalized individuals from participating in thriving in training and employment programs—covering areas like mental health, transportation, childcare, education, housing, legal aid, financial counseling, etc. A list of supportive services is available in the [RFA](#) Attachment A.

27. NEW: Do you have suggestions on H RTP training models that support Community Social Impact Service programs and/or does it fall in this scope? (OH #3)

While we cannot answer specific questions, examples of H RTP training models were shared during the April 28th office hours. The recording and slides are available on the website: <https://www.highroadlac.com/>. As noted in the [RFA](#), the H RTP Fund will be open to all occupations, and all industries except for non-sustainable industries like oil and gas. For additional information on target industries please see [RFA](#) section 4 p. 16.

28. NEW: How do we determine what organizations are already part of an H RTP? Is there a list you have compiled or do we just have to ask the organizations individually? (OH #3)

Please see question 16 above.

29. NEW: Is UCLA Labor Center able to help with research and objectives prior to receiving the grant? Can we ask for help during the application process? (OH #4)

To ensure a fair grantmaking process, the UCLA Labor Center is not able to provide any customized technical assistance on how to incorporate the four goals into your interventions.

APPLICATION PROCESS

Eligibility: Partnership Eligibility

30. Do training providers or other partner organizations need to be approved Eligible Training Providers List (ETPL) providers under the California Employment Development Department? If a training program leads to an industry recognized certificate but is not on the California ETPL is that program still eligible? (IS #1, 4, 7)

No, there is no ETPL requirement for HRTF Fund eligibility. As long as your proposed program meets all requirements outlined in the RFA, it will be considered. If your proposed program differs from examples provided in the RFA, we encourage you to include a detailed explanation in your application describing how you meet the stated requirements and contribute to the HRTF framework.

Do one or more of the partners need to be Workforce Innovation and Opportunity Act (WIOA) affiliated?

No, there is no requirement that any of the partners are WIOA affiliated.

31. Will the training providers have to be listed on I-TRAIN? (IS #1)

No, training providers do not have to be listed on I-TRAIN.

32. What type of documentation is required in the application to show proof of partnership? Do the partnerships need to be formed before or after the application? If the lead applicant is playing a second role, such as the training provider or the convener, will they need to submit a letter confirming that role? If the lead applicant is the convener, does it need to submit a letter stating that it will serve as the convener? If my organization does not yet have a formal partnership in place, how would that impact my application? (IS #2, 5, 7, Email 04/18)

Formal partnerships are required for at least one organization to fill each of the four key roles (convener, employer, labor or worker representative, and training provider) and must be formed and documented before the application is submitted for the applicant to be eligible. Formal partnerships with additional program partners are optional, but are encouraged where possible. Please see question 12 of the application in the application portal, and p.10 of the [Application Guide](#) for detailed requirements and guidance. Applicants can also provide information on any additional planned partnerships beyond the mandatory requirement that will support implementation on questions 12 and 14 of the application portal.

If the lead applicant is playing more than one role, it does not need to provide a letter of commitment for any additional roles it is fulfilling. However, it should ensure that its additional roles are documented in application question 12.

All primary partnership roles must be filled by formal partners with supporting documentation for the application to be considered complete and eligible. Please see [RFA](#) Section V: Applicant Scope of Work, p. 21.

33. Can partners that are physically located outside of LA County still be considered eligible if they serve LA County? If so, what criteria would they need to meet? (IS #7, Email 04/18)

All partners must be located in Los Angeles County to be eligible. Please see [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 14.

34. Are you looking for proposals that focus on any particular areas of LA County? Are you looking at programs that will particularly outreach certain areas, community zip codes and employers in those locations. Or is that a factor? (IS #3)

Please reference p. 18 of the [RFA](#) under Priority Geographic Areas and Target Populations for information on priority geographic areas and populations.

35. What is the minimum number of unique entities required for an H RTP? Can the lead applicant fulfill all of the roles on its own? (IS #5, 7, Email 04/18)

While a single entity can play multiple roles, a High Road Training Partnership by name is a partnership. In general, most H RTPs have at least three core partners, and each core partner plays a critical and substantive role in the partnership.

The application is looking for a minimum of 2 organizations and up to 4 organizations working as core partners to cover the 4 required partnership roles of convener, employer, training provider, and labor or worker representative. Additional partners may be included, but all core partnership roles must be filled for an application to be eligible. For more information, see [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 14-16.

36. Can the same organization play multiple roles in the partnership? E.g. can an employer also be the lead applicant and the convenor? Can the employer, convenor, and training provider be the same organization? Can the lead applicant and fiscal agent also be the employer? (IS #1, 2, 7, Email 04/18)

Yes, the same organization can play multiple roles in a partnership, and the roles that each organization take can vary depending on the capabilities of each organization and the needs of the partnership. For example, the employer, training provider or worker representative could also be the convenor. Please see the following questions for additional details about the roles and requirements for different organization types (non-profit and for-profit) can take. For more information, see [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 14-16.

37. Are both non-profit and for-profit companies / LLCs eligible to take roles in an H RTP? Are there any different requirements or limitations for non-profit or for-profit companies? Are the following types of entities eligible as partners within an H RTP: Corporates, community-based organizations, public agencies such as education departments and federal government agencies, microbusinesses, nursing organizations, high schools, community colleges, preschools? (IS #7, Email 04/18, 04/19)

Clarification: We regret an editorial error in the response provided to this question on 4/24/25 where it said “Both for-profits and non-profit entities can participate in an H RTP, as long as funds from the H RTP Fund **are used** to pay profits for any organizations in the H RTP. No funds from the H RTP Fund may be used to pay for profits at any time”, instead of “Both for-profits and non-profit entities can participate in an H RTP, as long as funds from the H RTP Fund are **not** used to pay profits for any organizations in the H RTP.”

Amended response (issued on 04/30/25): The revised correct text in full is included below.

Both for-profits and non-profit entities can participate in an H RTP, as long as funds from the H RTP Fund are **not** used to pay profits for any organizations in the H RTP.

Non-profit organizations can play any role in an H RTP.

All for-profit entities may play any role other than the lead applicant/fiscal agent. Only for-profit entities that are workforce development providers are eligible to serve as the lead

applicant/fiscal agent. This specification is also outlined in question 3.1 (amended response above), which was included in the previous version of this FAQ document.

Additionally, for-profit corporations, community-based organizations, microbusinesses, nursing organizations, high schools, community colleges, preschools, and public agencies including local, state, and federal agencies are all eligible to be partners in an H RTP as long as they do not use the H RTP Funds to pay for profits. In your application, please use your response to questions 12 and 51-52 to describe each partner, their role, their expertise, and what they will contribute to the H RTP.

38. If the lead applicant does not specifically have past experience managing a state or federal grant, how will that affect our application? (IS #7, Email 04/18)

The lead applicant is not required to have experience managing a federal or state grant, but it is recommended. Please refer to the [RFA](#) Section IV. Applicant Eligibility Criteria, p. 15. For applicants without previous grant management experience, or specific experience managing state or federal grants we encourage you to include a detailed explanation in your application describing how you will be able to meet the stated requirements and expectations of the role.

39. Is an application stronger if there is AJCC holding a key role in our partnership? (IS #7)

No additional points will be awarded for partnerships that include AJCCs as a key partner in their H RTP Find application.

40. How formal does the worker partner need to be? I.e. is it sufficient to have a group or network of workers who agree to participate in a structured way, or do they need to be housed under a formal entity (labor org, etc.)? Is there a requirement for a Union to be involved in the application? Would a non-union H RTP not be eligible? (IS #2, 6, 7)

Worker representative partners should either be an organized unit or in the process of forming an organization and should not be individual workers. Worker representatives must be independent of the partnership's employers, demonstrate a record of meaningful, consistent, and ongoing advocacy of workers' interests, and provide representation throughout the project.

Worker representative partners, along with all other partners, must be able to provide a formal letter of commitment as a partner in the H RTP and the worker representative partner cannot be filled by one individual worker. Worker partners could take the form of a labor union, worker center, or other worker-led entity—that can formally participate in the partnership, provide sustained input, and help ensure accountability to worker perspectives. There is no requirement for the worker partner to be a union. For more see [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 15.

41. Does the H RTP Fund apply to healthcare? (IS #7)

Yes. The H RTP Fund will accept proposals for programs spanning all industries and occupations, except for non-sustainable industries like oil and gas. Proposals that focus on the priority industry clusters outlined in the [RFA](#) on p17 will receive higher scores in that section. See [RFA](#) Section IV: Applicant Eligibility Criteria – Target Industries and Occupations, p. 16-17.

42. What is the qualifying criteria for employers to participate? Can there be multiple employers? How does the employer participate/ what is the employer’s role? (IS #5, 7)

See [RFA](#) Section IV: Applicant Eligibility Criteria p. 14 for a detailed description of the employer eligibility and their expected contribution and role within an H RTP. There must be at least one employer, but there may be multiple employers.

43. Can the employer play additional roles in the partnership? Is it required to play additional roles? Can the employer also be the fiscal agent/ lead applicant?(IS #7)

The employer is not required to play an additional role in the partnership other than as the employer, however it may play other roles, such as also serving as the training provider, or also serving as the convener. If the employer is a for-profit entity, it may only serve as the lead applicant/fiscal agent unless it is a workforce development provider.

44. Can the employer be a corporation? (IS #7)

Yes, the employer can be a corporation. As long as partners meet all eligibility requirements outlined in the [RFA](#), they are eligible to apply.

45. Does the employer partner need to commit to hiring people that finished the program? (IS #7, Email 04/18)

Yes, the employer is required to commit to interviewing and hiring program participants and offering them quality jobs. Please reference the [RFA](#) Section IV: Applicant Eligibility Criteria p. 14 for a detailed description of the employer requirements.

46. Is having an employer as partner sufficient to establish that your program is “industry informed”? (Email 04/15)

Having an employer as part of the partnership is an important part of ensuring that the H RTP is industry informed, however it is not enough to establish that your program is industry informed. Applicants must outline details around their industry need as part of the application questions 3 and 4 and as part of describing your overall theory of change and logic model in questions 8-11. Guidance on this question is available in the [Applicant Guide](#) p. 5-8.

47. Can the UCLA Labor Center become a partner for this project? (IS #7)

No, the UCLA Labor Center will be providing technical assistance to all grantees and is not able to be a partner within an H RTP under this Fund.

48. Are there examples of specific trainings that this grant is looking for? (IS #7)

Yes, acceptable training models are outlined in the [RFA](#), but the Fund does not require any specific training programs. Applicants may propose models such as occupational skills training, job readiness, pre-apprenticeships, or on-the-job training, as long as they align with the H RTP framework and industry needs. See [RFA](#) Section V.3: Training Model and Supportive Services (pp. 22–23).

49. What about training that leads to entrepreneurship? (IS #7)

Training that supports entrepreneurship is allowable if it aligns with the H RTP framework and leads to quality job outcomes. The H RTP Fund prioritizes training that advances economic mobility, job quality, and equity. Entrepreneurship-focused programs should demonstrate how they support these goals through industry-informed, worker-centered strategies. See [RFA](#) Section III: Goals, Outcomes, and Outputs (pp. 8–13) for a detailed description of the goals that should be core to of every H RTP.

50. Is there more of a focus on incumbent worker training than there is on new hires? (IS #2, 3)

No, there is no preference for training that focuses on incumbent workers, new hires, or programs that serve both incumbent workers and new hires.

51. If I offer continuing education and help people get hired, am I eligible? (Email 04/15)

Yes, you may be eligible if your organization and program align with the H RTP framework and include training that leads to quality job outcomes. The RFA does not restrict eligibility to specific training types. See the [RFA](#) in the applicant eligibility criteria section p. 14-16 for details.

52. Can you clarify whether all partners (labor, employer, trainer) need to be committed and submit a Letter of Commitment? The RFA says partners can be committed or "planned" but also says that a letter of commitment is required for all. (Email 04/22, OH #2)

As answered in question 32 above, formal partnerships are required for each of the four key roles (convener, employer, labor or worker representative, and training provider) and must be formed and documented before the application is submitted for the applicant to be eligible. A letter of commitment is required for each of the organizations fulfilling the abovementioned required roles. Please see [RFA](#) Section V: Applicant Scope of Work, p. 21.

As answered in question 35 above, while a single entity can play multiple roles in an H RTP, in general, most H RTPs have at least three required partners. The application is looking for a minimum of two organizations to cover the four required partnership roles of convener, employer, training provider, and labor or worker representative. Only one letter of commitment is required per organization, including when an organization is playing multiple roles in the H RTP.

Additional formal partnerships with letters of commitment and planned partnerships without existing letters of commitment at the time of application with additional program partners are optional, but are encouraged where possible. Please see question 12 of the application in the application portal, and p.10 of the [Applicant Guide](#) for detailed requirements and guidance.

53. How many of the partners can the convener be? Can a convener also be the labor organization and trainer? / Can one partner serve in multiple roles, such as the convener / lead applicant, training provider, and labor representative? Would this reduce the competitiveness of the applications? The four components: Convener, Employer, Labor Rep and Training—can these four overlap? For example, can the Convener be the Training Provider too? (Email 04/21, 04/22, OH #2)

As answered in question 36 above, the same organization can play multiple roles in a partnership, and the roles that each organization take can vary depending on the capabilities of each organization and the needs of the partnership.

In addition, and as noted in question 35, the application is looking for a minimum of two organizations to cover the four required partnership roles of convener, employer, training provider, and labor or worker representative. Applicants can also provide information on any additional formal or planned partnerships beyond the mandatory requirement that will support implementation on questions 12 and 14 of the application portal.

54. Can for-profit professional services firms be the lead applicants / conveners? (Email 04/21)

The lead applicant and convener roles are two different roles—see question 8.2 above for more information. Any organization, non-profit or for-profit, can play the convener role. Any non-profit organization can serve as the lead applicant/fiscal agent, however, for-profit entities may serve as the lead applicant/fiscal agent only if they are workforce development providers—as mentioned in questions 37 and 3.1 above. No funds from the H RTP Fund may be used to pay for profits at any time.

55. Are we allowed to serve as a partner on multiple funding applications submitted by different lead organizations? Is it allowable for an applicant to appear in multiple proposals for a similar program if one of their long-standing partners is also submitting their own application? i.e., As the lead in one application and a partner in another application? We want to ensure there are no restrictions or conflicts that might impact eligibility or scoring for either submission. (Email 04/22, 04/24, 04/25)

There are no restrictions in terms of organizations participating in multiple applications.

56. Confirming that an AJCC must also be a required partner in the coalition? (OH #2)

As noted in question 84 below, the requirement in the RFA for collaboration with AJCCs is specific to collaboration during the implementation period for all grantees, and is not required as part of the proposed list of H RTP partners in the application, nor will the inclusion of an AJCC as a partner impact the score on an application.

57. What are the requirements of the employer partner? Do they have to be in LA County and align with certain industries, or be a certain size: 500 employee or 10 employee-sized organizations? (OH #2)

As noted in question 42, please see [RFA](#) Section IV: Applicant Eligibility Criteria p. 14 for a detailed description of employer eligibility criteria and their expected contribution and role within an H RTP. As noted in question 33, all partners need to be based in LA County. Aside from requirements noted in the [RFA](#), there are no other requirements for employers to be eligible to participate in an H RTP.

58. Can a training provider who is the lead applicant be the financial agent if it is a 501(c)(3) organization with recognized exempt status both at state and federal levels? (OH #2)

501(c)(3) organizations can serve as the lead applicant and fiscal agent—see question 37 for more information.

59. Can employer letters of commitment be informal or do they need to follow a specific template? (OH #2)

Letters of commitment for all core partners are required—see question 32 for more information. While applicants may use their own letters of commitment to demonstrate formal partnership commitments, there is a suggested template in the [Application Guide](#) p. 11.

60. Can an AJCC be included as a worker partner (either as a standalone worker partner or in conjunction with other organization), even though AJCC involvement in the partnership is required during program implementation? (Email 04/25)

Applicants may include AJCCs as partners in their applications. AJCCs, if included, can play any core partner role—i.e., convener, worker or labor representative, employer, or training provider, provided that the application is able to justify why the AJCC (or any other

organization) meets the criteria for that role, and the proposal is in alignment with the H RTP framework.

61. We are a community college submitting as a convener to expand a training program for students in a high demand, high wage area related to aerospace and manufacturing. Our region does not have a large union/labor representative body, but we do have a number of industry partners/employers who hire our students directly and are in support of increasing our ability to provide skilled workers. For the purposes of this application, can the AJCC network fulfill the requirement for labor representation? (Email 04/25)

Please see the answer to the prior question 60 above and question 84 below. Required collaboration with AJCCs is limited to awardees and is not required as part of the proposed list of H RTP partners at the application stage.

As answered in question 35, should an applicant choose to include AJCC(s) as a partner in their application, this would not have an impact on the application score.

We cannot provide specific guidance to applicants on their individual application. General guidance is that applicants must explain their choice of partners, in accordance to the [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 15. Worker Representative partners.

62. Can we add new partners (e.g., employers) after the application is submitted, if we have at least one on board with a Letter of Commitment by the time we submit? (Email 04/25)

Please see the answer to question 52 above for information on minimum requirements. Any new additions proposed after the application due date of May 11, 2025 at 11.59 PM Pacific Time will not be considered a part of the application.

However, once an organization has been awarded the grant, it may secure additional employers or other partner commitments to enhance program success during the implementation period (July 1, 2025 to June 30, 2026).

63. NEW: Are partners meant to provide supportive services? (OH 3)

H RTP partners filling the four required partnership roles of convener, employer, training provider, and labor or worker representative often play multiple roles, which may include

serving as both partners and supportive service providers. If an organization already provides supportive services as part of its expertise, it can fulfill both roles. Otherwise, H RTP partners can collaborate with external service providers to ensure participants receive comprehensive support.

64. NEW: Can a nonprofit organization that partners with a labor union serve as the labor representative role in a partnership commitment? (Email 05/01)

An organization can serve as a worker representative if it demonstrates a record of meaningful, consistent, and ongoing advocacy of workers' interests, and will provide representation throughout the project. Applicants should justify why each partner is a good fit for their proposed role in their application. For more information on worker representatives, see question 40 above.

65. NEW: Are applicants eligible to apply if they have an LA County office and LA county partners and the project would be based in LA County, if their official headquarters is outside of LA county? (Email 04/29)

Yes, applicants are eligible if they have a location in LA County, even if they are headquartered elsewhere.

66. NEW: Are consultants also considered partners, and if so, do consultants also need to be located within LA county? We are interested in including a consultant not based in LA County as part of our grant application. (Email 04/29)

All partners filling the four required partnership roles of convener, employer, training provider, and labor or worker representative must be located in LA County. Other partners, providers, or subcontractors may be located outside of LA County. Consultants may serve as partners as long as they do not use funds to pay for their profits, which is a requirement for all for-profits. See questions 3.1, 37 and 54 above on eligibility of for-profits.

67. NEW: Are there any restrictions to being a lead application on our own project and separately supporting other projects/partnering with other applicants on their projects? (Email 04/29)

Applicants may submit more than one application, and there are no restrictions to being the lead applicant on one project and partnering or supporting on other projects. See questions 107 and 108 below.

68. NEW: We are based in San Francisco but plan to expand our services to Los Angeles. At the current time, we do not have a home office in LA County. However, we noticed below that "applicant eligibility criteria" mentions that "partners" must be located in LA County. (Email 04/30)

If an organization is not currently located within LA County, it would not be eligible unless it provides supporting documents and evidence that they will open a location in LA County by the date of grant execution on June 30, 2025.

69. NEW: Can a national union be considered a partner? (Email 04/30)

Yes, a national union can be a partner as long as they meet the eligibility criteria per the RFA and have a location in LA County. If present, the local LA County chapter of the national union should also be involved as a partner. Please see [RFA](#) Section IV: Applicant Eligibility Criteria and FAQs section on Eligibility: Partnership Eligibility.

70. NEW: Can a training company be a partner in an H RTP? (Email 05/01)

Training companies, as with any for-profit, may be eligible as long as they meet the eligibility criteria per the [RFA](#) and do not use H RTP Funds to pay for profits. Applicants should provide rationale for why each partner is a good fit or their proposed role in the application. See question 37 and [RFA](#) Section IV: Applicant Eligibility Criteria – Partnership Requirements and Principles, p. 15.

71. NEW: Question #40 [of the application] requires a list of organizations providing supporting services. It also asks whether the partnership is formal or planned. Question #12 states a letter is required from a convener, employer, worker organization OR "other implementation or service delivery providers". Are Letters of Commitment for support service organizations also required? (Email 05/02)

No, the application does not require letters of commitment from supportive services organizations, however, they are encouraged. Please see question 52 above.

72. NEW: If the applicant is the convener, can we assume no formal letter of commitment is needed? (Email 05/02); If the applicant is the labor organization, can we assume no letter of commitment is required? (Email 05/02)

The lead applicant is not required to provide a formal letter of commitment for any additional roles that it will play. See question 32 above.

73. NEW: For the commitment letters and letters of support, can we have multiple people sign one letter, for example multiple business owners sign on one letter and multiple workers on another? Or do they need their own individual letters? Also, do you require wet signature, or are typed-out names sufficient? (Email 05/02)

Yes, multiple organizations may sign one letter. Typed out names are accepted, and the application does not require a wet signature. Please see question 40 above for information on the worker partner requirements.

74. NEW: Is it possible for the employer partner to also be the training organization and fiscal responsible party? (Email 05/02)

See question 36.

75. NEW: We are working with a local community college, however, they are unable to provide an MOU/letter of commitment at this time because it is a 3-month process which does not fit within the H RTP fund window. They can provide a letter of support stating that they are interested partners and will provide the MOU once the fund has been awarded. Does this suffice? (Email 05/01)

As noted in question 48, formal partnerships are required for each of the four required roles (convener, employer, labor or worker representative, and training providers) and must be formed and documented before the application is submitted for the applicant to be eligible. If a formal MOU is not possible, please document why, and include a letter of support and intention to sign a formal partnership as soon as is feasible. The lead applicant must also demonstrate in the application that this timeframe to sign the formal agreement will not impact their program implementation timeline in order to be eligible.

76. NEW: Would you please clarify if applicants need to provide any procurement details for a partnership or any contracting. If there is no procurement requirements, would you please confirm that as well? (Email 05/02)

No, applicants are not required to provide procurement details for partnerships or contracting. The Request for Applications (RFA) itself constitutes the procurement process. Applicants may form partnerships as part of their proposal, but they are not required to conduct a separate procurement process to establish those partnerships.

77. NEW: Do we need to submit a Letter of Commitment for each outlined partner, or can we provide a Letter of Support while we finalize partnerships before the contract is signed? Also, are MOUs required for either letter? If so, which one? (OH #4)

MOUs are an eligible substitute for a letter of commitment, but they are not required in addition to a letter of commitment or in addition to a letter of support. Please see questions 8.3, 8.4, 52 and 62 for response on whether a letter of commitment or support is required.

Eligibility: Program Eligibility

78. What type of trainings do we have to provide? Do ongoing projects still need to provide training? What are acceptable training topics and must all training focus on hard skills or are soft skills also allowed? (IS #3)

Yes, every grantee is required to provide training as part of their H RTP. The [RFA](#) outlines a list of acceptable of training models in Section V.3: Training Model and Supportive Services p. 22–23. Training programs not included on the list will also be considered. If your proposed training differs from examples provided in the RFA, we encourage you to include a detailed explanation in your application describing how you meet the stated requirements and contribute to the H RTP framework.

79. Is a registered apprenticeship or pre-apprenticeship a required component of an H RTP? What is the specific definition of what would qualify as a pre-apprenticeship? Would a pre-apprenticeship need to be connected to a registered Apprenticeship? What constitutes a registered apprenticeship? (i.e., does an apprenticeship need to be registered with the California Department of Industrial Relations or the federal Department of Labor?) (IS #5, Email 04/15, OH #2)

A registered apprenticeship or pre-apprenticeship is an acceptable training model, but is not required. A list of acceptable training models is outlined in the [RFA](#) on p. 22. For existing models, please only use the terms pre-apprenticeship or apprenticeship in your application when referring to those programs that are registered with the State of California or with the Department of Labor. Applicants may also propose forming a new registered apprenticeship or registered pre-apprenticeship as part of their proposed H RTP.

80. Is there a minimum requirement for the number of hours and/or duration/length of training? (IS #5, Email 04/15)

There is no fixed minimum number of training hours required under the H RTP Fund. Applicants are expected to propose a training model that is sufficiently robust to support the H RTP goals and outcomes. For a list of acceptable training models see the [RFA](#) Section V.3: Training Model and Supportive Services on p. 22.

81. Is a training program at a private university an eligible training entity? (Email 04/15)

As long as your organization meets all eligibility requirements outlined in the [RFA](#), you are eligible to apply. If your organization type or structure differs from examples provided in

the RFA, we encourage you to include a detailed explanation in your application describing how your proposed organization will meet the stated requirements and contribute to the HRTF framework. See details on eligible training providers in the [RFA](#) Section IV: Applicant Eligibility Criteria – Training Providers on p. 15.

82. Is there a minimum number of participants served per grant that you are looking for? How do we know what is an appropriate/adequate target participant number for our program that would be competitive? (IS #7, Email 04/15)

The application does not have a required or competitive number of participants per program. The [RFA](#) states that the Fund expects to support approximately 20 partnerships and serve more than 1,300 participants over a 12-month grant period. Applicants should propose a target number that is feasible, well-justified, and aligned with their budget, scope, and capacity, and report that number under question 41 in the application portal.

83. How many of the supportive service areas are expected to be incorporated in the project? Is it enough to offer supportive services in several areas of those included in Attachment A? (Email 04/18)

All applicants must provide individualized case management to all participants as part of their supportive services. Additionally, applicants must provide comprehensive supportive services to meet the needs of their participants. A specific number of service types is not required, and applicants are not required to provide the whole list included in the RFA, nor are they limited to the list of supportive services in the RFA Attachment A. See the [RFA](#) p. 22, and attachment A for more details.

84. Can you please provide greater detail about the requirement to integrate with LA County's Public Workforce System/ America's Job Center of California (AJCCs)? (IS #7)

The required collaboration with AJCCs is limited to awardees and is not required as part of the proposed list of HRTF partners. During the implementation period, grantees will be asked to collaborate with AJCCs, and DEO will facilitate coordination between grantees and the AJCCs. See the [RFA](#) p. 6 and 15 for more information about how grantees may collaborate with AJCCs.

85. Can this H RTP Fund be used for a program that provides training to students as a part of a pipeline pathway to employment? How do we deal with challenges in hitting the H RTP targets if the ages of the participants (e.g., high school students) mean that they might not find a placement within a 12-month period? (IS #6, 7)

The same target outcome expectations apply to applicants regardless of the population served. As outlined in [RFA](#) Section IV: Target Populations – Footnote, p. 18, applicants are eligible if they serve high school students with some limitations. First, they must serve individuals aged 16+ and cannot serve individuals under age 16. Additionally, participants aged 16 to 18 can only participate if the occupational standards for their training allow hiring at the age they will be when the training is completed. Finally, the definition of opportunity youth aged 16-24 (which is one of the target populations) is also included in the [RFA](#) Section IV: Target Populations- Footnote, p. 18, and would not include students.

86. Are there certain sectors that an H RTP is required to focus on? Are you asking that applicants focus on specific sectors other than ones that are not sustainable? (IS #3)

All industries and sectors are eligible except for non-sustainable industries. However, in the request for applications document, there is a list of priority industries and sectors that have been identified that are key to the development and the growth of the region. Applicants that focus their H RTP on those specific industries and sectors will receive higher scores in that section. For more information see the [RFA](#) IV. Applicant Eligibility Criteria p.16-18.

87. Can an H RTP include multiple sectors within a specific industry (e.g. different occupations)? What happens if participants are placed in a different field (e.g. training in education, participant ends up with a job in dentistry)? (IS #3)

Yes, applicants can focus on multiple sectors or occupations within one industry. See the [RFA](#) IV. Applicant Eligibility Criteria p.16-18 for a list of suggested industries. If your industry or sector differs from examples provided in the RFA, we encourage you to include a detailed explanation in your application describing how your proposed industry and sector meets the stated requirements and contributes to the H RTP framework and goals. Applicants must design their programs to ensure that training participants are placed in jobs aligned with the specific industry, sector, or occupation targeted by the training program.

88. Is the ethical AI opportunity limited to specific industries? How is the HTRP Fund anticipating supporting ethical AI? (IS #6)

The expectations for how an HTRP would integrate ethical AI into its program are flexible. See p. 16-17 of the [RFA](#) for a few examples of how HTRPs can incorporate AI into its strategy. The provision of ethical AI in an HTRP application for this fund is not limited to a specific population, industry, or sector.

89. For individuals impacted by COVID-19, identified as a target population, will we be required to submit documentation? (Email 04/18)

COVID-19 impacted individuals are one of several priority populations for the HTRP Fund. No specific documentation for target populations is required at the application stage. See the [RFA](#) Section IV. Applicant Eligibility Criteria- Priority Geographic Areas and Target Populations, p. 18 for detailed information.

90. In terms of the program itself, what is the expectation in terms of paying wages throughout the program and the training? Are trainees required to earn at least \$27.81 an hour (the current livable wage threshold for Los Angeles County)? (IS #1, Email 04/18)

No, trainees are not required to earn at least \$27.81/hour (the living wage threshold) during training. Programs are, however, encouraged to offer stipends and supportive services during training to remove barriers to participation. See the [RFA](#) Section V. HTRP Applicant Scope of Work p. 22. As part of the HTRP goals, applicants are strongly encouraged to design programs that promote job quality, leading to jobs at or above the living wage and to secure employer commitments to hire graduates at or on a pathway to a living wage. See the [RFA](#) p. 10 and 21 for more details on what improving job quality means.

91. Do we have all to meet all four HTRP goals, including climate resilience, irrespective of the target industry? (IS #6)

Yes. Applicants must demonstrate alignment with the HTRP framework and are expected to address all four goals: equity, economic resilience, climate resilience, and job quality. While a program might not specifically address a particular goal, such as climate resilience, as its primary focus, applicants should describe how they will integrate action items that integrate climate considerations into their strategy. See [RFA](#) Section V.2: HTRP Framework Alignment, p. 22 and Section III. Goals, Outcomes and Outputs p. 8-11.

92. Can we focus on multiple (4) industry sectors like Media, Aerospace & Defense, Construction & Infrastructure, and Information Technology? Can we focus on multiple industry sectors? (Email 04/22, OH #1)

As noted in question 107, each application should focus on one primary industry and may focus on multiple sectors within that industry. If an applicant would like to propose additional industries of primary focus, we recommend submitting a separate application for each industry of focus. One potential exception to this would be if the training program is focused on a single occupation that is present in several industries, such as administrative assistants or cybersecurity analysts.

93. If a firm provides consulting services using sustainable practices for construction management, does this qualify for supporting climate resilience? (Email 04/21)

While we cannot answer industry-specific questions, at a baseline, HRTPs should draft plans for incorporating climate resilience goals. If the partnership is further along in their development, it should focus on how to implement these practices. HRTPs should partner with whichever organizations can help them carry out these goals, though they should ensure they align with the partnership requirements outlined in the [RFA](#).

94. Are community-based re-entry programs eligible to apply to the H RTP Fund? (Email 04/19)

As noted in p. 18 of the [RFA](#), one of the target populations for the H RTP Fund is justice-involved individuals. Community-based re-entry programs are eligible to apply if they meet the eligibility criteria outlined in the [RFA](#) beginning on p. 14.

95. Would a culinary school and its attached restaurant qualify under "Food Services" under the Hospitality and Tourism industry? (Email 04/23)

Applicants are advised to determine the industry focus using their best judgment, based on the guidance provided on p. 16-18 *Target Industries and Occupations* of the [RFA](#).

96. Would you please advise on an ideal program output number, meaning how many participants a grantee/program would serve during the grant period. We saw that the outcome goals include 85% training completion, and 75% for placements, but we'd like to confirm what an ideal total number of participants serving those percentages would be a part of. We also wanted to ask what an ideal expenditure per participant and cost per training service would be. While we understand that this may be tentative based on what applications you receive, an estimate would be very helpful for our application planning. Is there an estimate of how many people need to be trained per grantee? How many individuals should we expect to train? (OH #1, 2)

As noted in question 82 above, the application does not have a required or competitive number of participants per program. The [RFA](#) states that the Fund expects to support approximately 20 grantee partnerships and serve more than 1,300 participants over a 12-month grant period. Applicants should propose a target number that is feasible, well-justified, and aligned with their budget, scope, and capacity, and report that number under question 41 in the application portal.

97. We are going for a pilot program. Should we approach any of those three things—Systems Change, Theory of Change, and Logic Model—differently if we don't have a program ready to implement? (OH #1)

Partnerships at different stages of development, as noted on p. 29 of the [RFA](#), will be evaluated accordingly. Applicants are advised to complete the Theory of Change and Logic Model to the best of their abilities. Systems Change goals will depend on the level of partnership development and should be appropriate and feasible for the 12-month grant period.

98. Housing assistance is mentioned as a supportive service that we can give to worker trainees. What type of [housing assistance] support can we provide? Could we provide monetary assistance? (Email 04/25)

Please see Attachment A of the [RFA](#) for the list of eligible supportive services.

99. NEW: Are the 85% training completion and 75% placement performance goals non-negotiables?

Yes, all grantees are required to track and meet the target outcomes outlined in the [RFA](#) Section V, p. 23.

100. NEW: Can a company work with students currently learning the company's trade / skills while they are in school/ training? (OH #3)

Yes, in terms of eligibility for this H RTP Fund, participants are able to concurrently conduct OJT while doing other training. However, H RTPs may only serve individuals aged 16+ and participants aged 16 to 18 can only participate if the occupational standards for their training allow hiring at the age they will be when the training is completed. See [RFA](#) Section IV: Target Populations footnote, p. 18, or see question 85 above.

101. NEW: Please explain what is required or expected for the "Industry and employer validation" component of the curriculum overview for Question 33: 'Please provide a comprehensive overview of your proposed training curriculum, addressing the following components: core curriculum topics, skills development, credentials and certifications, alignment with worker and employer needs, industry and employer validation'. (Email 05/02); Question #33 requests a comprehensive overview of the training curriculum components, including "industry and employer validation". Can you please define this term? It's not explained in the Application Guide, nor clearly identified in the application portal as indicated by the Application Guide. (Email 05/02)

To address industry and employer validation, applicants should describe how employers or industry experts were involved in the curriculum design. This could include input and validation from the required employer partner. See question 19 above that describes what it means to be industry informed.

102. NEW: In the industry clusters listed in the RFA on page 17 under Trade, Transportation and Logistics there are two categories: Warehousing and Distribution and Bus Service and Urban Transit. Can you please define what is meant by Bus Service and Urban Transit. Is this the repair of buses or does this mean bus driver? What is meant by Urban Transit? (Email 04/28)

Bus Service and Urban Transit are industries within the Trade, Transportation and Logistics industry cluster. Several occupations can fall within the Bus Service and Urban Transit industries, including bus drivers and bus maintenance workers.

103. NEW: Can H RTP participants at employer partners be contracted through a worker-owned cooperative or as independent contractors if they receive all the same protections and benefits as employees? (Email 04/28)

Yes, participants may be contracted through a worker-owned cooperative or as independent contractors as long as their participation is in alignment with the H RTP goals, particularly job quality. See the [RFA](#) Section V. p 22 for more details on the quality jobs goal. Applicants are encouraged to provide additional detail or justification in their applications.

104. NEW: Does completing a training program and then working part-time and enrolling in further schooling count? (Email 04/29)

The applicant should make a case for how their program will help participants move towards a living wage and align with the H RTP goals, particularly Job Quality. Please reference the [RFA](#) Section V. p 22 for more information.

105. NEW: Please verify that we are able to serve participants in the City of Long Beach. (Email 04/29)

Yes, the City of Long Beach is part of LA County and therefore applicants may serve participants in the City of Long Beach.

106. NEW: Are individuals who do not have legal immigration status (i.e., undocumented residents) eligible to participate in programs funded by this grant? (Email 05/1)

Please see the [RFA](#) Section IV., p. 18 for a list of target populations for this fund. Work authorization documents are not a requirement for H RTP participants.

Eligibility: Process Eligibility

107. Can an applicant submit multiple applications to address needs in various industries, or would it be preferred to submit one application that includes partnerships in multiple industries? (IS #1)

Each application should focus on one primary industry and may focus on multiple sectors within that industry. The Application Overview section in the application portal asks applicants to select a “Primary Industry Focus”. Applicants are asked to “Indicate the main industry that your proposed H RTP focuses on. While your H RTP may support multiple industries, H RTP funding is designed to prioritize one primary industry for maximum impact.” If you would like to propose additional industries of primary focus, we recommend submitting a separate application for each industry of focus.

108. Are you allowed to submit more than one application? (Email 4/24, OH #2)

Yes, applicants are allowed to submit more than one application.

109. Does the grant period start 06/01/25? Does DEO not anticipate any delays? (OH #1)

The grant period will start on July 1, 2025. Organizations that are selected to receive the funding must execute grant agreements by June 30, 2025. Applicants who are unable to execute the grant agreement in that timeline due to preexisting factors should see question 169.

110. Can the Bureau for Private Postsecondary Education process be added? (OH #1)

There is no requirement for adding BPPE approval, registration, or certification processes during the application stage. Applicants are responsible for ensuring their compliance with any applicable California state regulations, including BPPE requirements, if relevant to their proposed program.

111. We are a new nonprofit but ran training and job placement operations as a for-profit prior to becoming a nonprofit. Which entity should the application be filed under, the newly formed nonprofit, or the for-profit training operation that has been operated for seven years? (OH #2)

Please refer to the [RFA](#) p. 15-16 for information on the lead applicant and fiscal agent.

Funding and Compliance

112. What can H RTP funds be used for?

Funds may be used for:

a. Administrative Costs: These costs are necessary for the effective management and operational support of the H RTP program, but do not directly provide services to participants.

- **Personnel Costs:**

- Salaries for administrative staff (e.g., Program Managers, support staff, etc.)
- Fringe benefits (e.g., health insurance, retirement contributions for administrative staff)

- **Office and Operational Expenses:**

- Rent and utilities for program offices or workspaces
- Office supplies and equipment (e.g., computers, phones)
- Travel expenses for administrative staff (e.g., local or out-of-county travel)

b. Program Costs: These costs directly support the core mission of the H RTP program, which is to provide training, support services, and job placement for participants.

- **Workforce Training and Upskilling:**

- Training materials and resources (e.g., textbooks, course materials, certification exams)
- Trainers' salaries or fees
- On-the-job training (OJT) costs (e.g., stipends for OJT mentors, materials provided to participants during OJT)

- **Supportive Services:**

- Training stipends, childcare, transportation, housing, mental health services, and legal aid for participants
- Case management services to support participants throughout the program
- Job-readiness training (e.g., resume writing, interview coaching)

- **Employer Engagement and Job Placement:**

- Activities related to securing employer commitments for participant placement
- Employer incentives for hiring program graduates
- Outreach to potential employers and job matching

- **Outreach and Engagement:**

- Marketing and promotional materials (e.g., flyers, posters, digital advertisements)
- Community outreach activities (e.g., meetings, workshops, info sessions)
- Costs for participant recruitment and intake processes
- Program launch events, graduation ceremonies, and other celebratory or milestone events
- **Program Evaluation and Reporting:**
 - Costs for collecting and analyzing participant data (e.g., surveys, feedback sessions)
 - Reporting to DEO on progress and outcomes
 - Tracking participant progress and employment outcomes

Total indirect costs are capped at 10% of the overall budget unless the applicant has a federally approved Negotiated Indirect Cost Rate (NICRA). Indirect costs, which are not directly linked to a specific grant activity, may include both program-related and administrative expenses.

Training participants will have access to a limited number of cash stipends through the Worker Equity Fund. During onboarding, grantees will be informed of the process to request cash stipends on behalf of their training participants with the greatest need. Grantees are encouraged to include training stipends in their budget, as the Worker Equity Fund has a finite number of stipends available.

113. How will I receive grant funds?

As part of the onboarding process, grantees are required to develop a budget for the full grant period (12 months) and will need to indicate their monthly expenses in their budget, in alignment with their program implementation plan. Grantees will submit invoices alongside monthly reports, to Dalberg Consulting U.S., LLC, for approval and reimbursement. This is a reimbursement-based process. Once approved, Dalberg will reimburse grantees monthly based on the approved budget.

114. Are there restrictions on fund usage?

Yes. Funds *cannot* be used for:

- Industries that do not align with sustainability goals (e.g., oil and gas)
- Lobbying or political activities

- Expenses unrelated to program objectives, such as general administrative costs not associated with program implementation, or costs outside the scope of workforce training, worker support, job placement, and employer engagement
- Paying profits

115. Are there reviews/reports, and if so, what are the reporting requirements?

Periodic reviews and grant oversight will ensure compliance. Grantees must submit monthly reports including information such as:

- Status updates on all deliverables
- Documentation of expenditures
- Progress toward expected outcomes
- Program implementation challenges
- Any support needed from DEO

A reporting template will be provided for consistency. Additionally, grantees will need to enter data into CalJOBS on a recurrent basis, submit a final report at the end of their grant, and participate in evaluation data collection activities, which may include but are not limited to, interviews, focus groups, and surveys as part of the evaluation process. Periodic reviews or requests for additional information may be conducted throughout the grant term to ensure compliance and progress.

116. Is technical assistance and participation in the Community of Practice during program implementation mandatory?

Yes. During the grant period, grantees will be required to participate in several technical assistance activities designed to enhance program effectiveness. These include Theory of Change workshops, Industry Analysis workshops, and customized technical assistance. At a minimum, grantees will engage in three one-hour sessions, with additional sessions available based on their needs.

Additionally, grantees must attend three mandatory full-day Community of Practice convenings. It is strongly encouraged that all H RTP partners attend alongside the grantee.

117. Our training program is funded by another source, but we are seeking funding for trainee stipends. Can we blend funds in this way? (Email 04/15)

Applications may blend funds from the H RTP Fund and other sources. If your proposed program is supported by other funds, your application must identify the other source of funding, the percentage of total program costs covered by other funding compared to the

contribution from this H RTP Fund, and your budget should only include costs that DEO funding would cover. Additionally, applications should describe how the H RTP Fund contribution specifically will support the success of the proposed program and target outcomes. Any program funded fully or partially through the H RTP Fund must adhere to the H RTP framework.

118. Do funds need to be matched? (IS #2, Email 04/15)

No, there is no matching funds requirement for applicants to be eligible for the H RTP Fund.

119. Can we include Financial Assistance in the budget without specifying the particular provider who may provide them? (Email 04/18)

As specified in the [RFA](#) Section V.3, Case Management and Supportive Services; RFA Attachment A: Eligible Support Services, and in questions 37-40 of the application portal, applicants are asked to provide detail on intended supportive services and identify providers for supportive services, where that information is available.

120. Is there a maximum of 10% for overhead staff? Does this mean that staff wages are not covered by this grant? (IS #7)

For information on allowable costs see [RFA](#) Section V.5, "Budget Narrative"; and [Application Guide](#) p.21 questions 45–47. Staff wages are eligible expenses under the H RTP Fund, and applicants may include them as direct costs within their program budgets. The 10% referenced in the guidance pertains specifically to indirect costs, which are capped at 10% of the overall budget unless the applicant has a federally approved Negotiated Indirect Cost Rate (NICRA). Applicants should include a detailed explanation of all costs in their budget narrative.

121. We offer on-the-job training but our organization is not able to provide training stipends due to California Labor Law AB 5, as our trainees are considered W-2 employees. Can we use funding from the H RTP fund to pay for other expenses instead, such as workers comp or insurance? (IS #1)

All applicants must comply with all relevant laws. You may propose other uses of H RTP funds outside of training stipends. For information on allowable costs see [RFA](#) Section V.5, "Budget Narrative"; and [Application Guide](#) p.21 questions 45–47. Applicants should include a detailed explanation of all costs in their budget narrative.

122. Can a department within a municipality apply for the H RTP Funds? (IS #1)

Yes, municipalities and public agencies are eligible to apply. All applicants are eligible as long as they meet all eligibility requirements outlined in the RFA. If your organization type or structure differs from examples provided in the RFA, we encourage you to include a detailed explanation in your application describing how you meet the stated requirements and contribute to the H RTP framework.

123. Will organizations with budgets under \$500K be considered? (IS #1)

Yes, organizations with budgets under \$500K will be considered.

124. Can supportive services for participants be funded through the H RTP funding, or only through the Worker Equity Fund? (IS #7)

Supportive services for participants may be funded through both the H RTP Fund grant budget and the Worker Equity Fund (WEF). As specified in the [RFA](#) Section V.3, Case Management and Supportive Services; RFA Attachment A: Eligible Support Services, and in questions 37-40 of the application portal, applicants are strongly encouraged to include supportive services—such as training stipends, transportation, childcare, housing support, and other participant supports—within their proposed H RTP grant budgets beyond the support provided by WEF. The Worker Equity Fund is designed to provide limited, needs-based financial assistance to a small number of participants with the greatest demonstrated need, and access to it will be determined through a post-award process. As such, the Worker Equity Fund should not be relied upon as the primary or sole source of supportive services.

125. Can an organization apply for this H RTP Fund if they have another, separate H RTP grant that is ongoing? (IS #7)

Yes, as long as the funding provided as part of the DEO H RTP Fund grant is not used for any activities that are already being funded by the other grant provider.

126. Is the cost of staffing to support reporting and relationship building requirements for the convener an allowable expense for this H RTP Fund? (IS #7)

Yes, staffing costs for convening, reporting, and partnership coordination activities are allowable expenses under the H RTP Fund. These activities fall under the scope of direct program costs, provided they are directly related to the implementation and management of the H RTP initiative. As outlined in the [RFA](#) Section V.5: *Budget Narrative*: "Administrative

Costs may include personnel costs for administrative staff (e.g., program managers, support staff), fringe benefits, and office operational expenses".

127. I understand the California Workforce Development Board will also be opening a new H RTP opportunity later this month. Are there any restrictions on applying for both funds if the applications meet the requirements for each separate grant? Will there be any cross-review if applications are submitted under both opportunities? (IS #7)

We cannot comment on the CWDB's H RTP requirements, but a program is eligible for funding through the DEO's H RTP Fund as long as the funding is not used for any activities that are already being funded by the other grant provider. Currently, there are no plans for a cross-review of applications submitted under both opportunities.

128. What portion of each grant will come from ARPA versus CFCI funds? Will these sources be provided in equal amounts to awardees? What if our fiscal sponsor has a limit to how much funding we can receive from the federal grant? (IS #4)

As mentioned in the [RFA](#) p.8 "Grantees will be notified of the source of funding during the contracting phase." If applicants have any limitations related to specific funding sources, please note this in your applications. The County of Los Angeles originally received an allocation of ARPA funding from the federal government. The limited federal ARP funds allocated to this program have already been spent on the design and launch of the program, and the grants themselves will be supported by local funding.

129. As the funding for this grant comes from both ARPA and CFCI should we be targeting one funder specifically, or seek to speak to both funders? (IS #7)

Applicants should submit a single proposal that meets the requirements outlined in the [RFA](#). As mentioned in the [RFA](#) p.8 "Grantees will be notified of the source of funding during the contracting phase." The County of Los Angeles originally received an allocation of ARPA funding from the federal government. The limited federal ARP funds allocated to this program have already been spent on the design and launch of the program, and the grants themselves will be supported by local funding.

130. We are not officially an H RTP, but we have been doing a similar type of work for many years. How should we place ourselves between the two stages of development: Piloting or Emerging, and Thriving and Growing? (IS #6)

As defined in the [RFA](#) Section VIII, A Thriving and Growing project is one that "is an existing H RTP or industry partnership that can demonstrate its alignment with the H RTP

framework. It is expanding the partnership and/or program scope, and is able to show evidence of past success to inform their expansion”.

131. The award is between \$500K to \$1M. Should applicants select a \$500K or \$1m amount that they apply under? (IS #6)

As defined in the [RFA](#) Section VIII, applicants must select one of two funding stages—Piloting or Emerging or Thriving and Growing—based on the current stage of their partnership and program. The award range for both categories is expected to be between \$500K and \$1M. There is no minimum or maximum dollar amount required for each category within the \$500K to \$1M range.

132. What do you mean that HRTPs should provide stipends during training? (IS #4)

In the context of the H RTP Fund, stipends refer to financial assistance provided directly to training participants to support their engagement in workforce development activities. These stipends are intended to offset costs and reduce barriers to participation, particularly for individuals from historically underserved or economically disadvantaged communities. Providing stipends through the H RTP grant ensures broader access and promotes higher retention and completion rates for participants. Examples of costs that stipends may help cover include but are not limited to: lost wages due to time spent on training, transportation expenses, meals during training days, basic needs or dependent care costs, and others. See the [RFA](#) Section I. Overview- Equitable Recovery, p. 4.

Applicants are encouraged to include training stipends as a line item in their proposed grant budget, but it is not required. While the Worker Equity Fund (WEF) may also provide stipends, those stipends are limited and intended only for needs-based support for a small number of participants post-award. See [RFA](#) Section V.3 and Attachment A for more details.

133. Is it possible that the H RTP funds could be taken back or rescinded by the federal government or the County? If so, what plan is in place to support grantees? (IS #4, 7)

The County of Los Angeles originally received an allocation of ARPA funding from the federal government. The limited federal ARP funds allocated to this program have already been spent on the design and launch of the program, and the grants themselves will be supported by local funding. As a result, the County has the right, in its sole discretion, to continue or terminate the program at any time depending on the amount of remaining funds or the changing needs of the County.

134. If we have an active contract with DEO active to 2026, with services ending in June 2025, are we eligible to apply? (IS #5)

Yes, organizations with active contracts with DEO are still eligible to apply for this fund.

135. Can organizations leverage the funding from this H RTP fund to gain additional funds? (IS #2, 4)

H RTP grant funds may be leveraged alongside other grants or funding sources, provided there is no duplication of costs, and all expenditures are allowable, properly documented, and tracked separately in accordance with federal guidelines. Applicants must disclose all leveraged or matched contributions in their application, in the total program budget under the "Application Overview" section of the application portal.

136. How will the awardees receive grant funds? Will funding be upfront? (IS #2)

Funds will be provided on a reimbursement basis upon submission of monthly reports and invoices.

137. What pay rate would you pay participants for this type of experience? What would [an organization] be receiving in exchange for the training per participant? (Email 04/23)

The H RTP Fund does not prescribe a specific pay rate. The pay rate provided should be determined by various factors such as the industry focus, training model, target wages, and other attributes unique to each program. See [RFA](#) p.17-18 for information on Target Occupations, which says, "the H RTP Fund will be open to all occupations, especially those that: Offer or have the potential to develop career pathways to a [living wage](#)", amongst other factors.

138. Our fiscal sponsor limits how much federal funding we can have. Do you know what portion of our grant would be federal funding? (Email 04/24)

The H RTP Fund includes local, non-federal funding. As mentioned in the [RFA](#) p.8 "Grantees will be notified of the source of funding during the contracting phase."

139. Is the budget being submitted only for the applicant organization, or is that budget for all components/organizations who are partnering? (OH #2)

The budget to be submitted as part of your application should reflect the total cost of your H RTP program and not only the costs that the lead applicant and fiscal agent will incur.

Additional budgetary details are requested in questions 45-49 of the application portal, with question-specific guidance available in the [Application Guide](#).

140. Does the applicant, whether nonprofit or for-profit, need to have a Certified Public Accountant (CPA) audit or are our financials adequate? (OH #2)

Applicants are not required to submit financial statements, audited or otherwise, at the application stage.

141. Is there an eligibility cap on a participating organization's annual operating budget? (OH #2)

As noted in question 123 above, there are no restrictions in terms of participating organizations' annual operating budgets.

142. Can employers receive funds to compensate for their time informing curriculum or standards, or providing training? Can employers be given stipends for providing input on our curriculum or for allowing their employees to participate in H RTP programs developed? (Email 04/25, OH #2)

Typically, H RTPs do not have a provision for stipends or monetary incentives for employer contributions as employers benefit from their partnership in an H RTP in the form of access to a skilled workforce. However, if the lead applicant expects their employer partner(s) to support training and/or case management or supportive services delivery, they could consider allocating a portion of the budget to cover costs such as personnel/ staff time, as with any other partner. See guidance on budget in the [RFA](#) and [Application Guide](#) p. 19-20, to ensure a well-justified response to questions 45-49 in the application portal.

143. I am seeking to use the grant funding to fund an apprenticeship program that will require that participants be enrolled in a two-year certificate program at a community college and complete on-the-job training concurrently. The participants will be paid during this training period and will be employed after this training. It appears that the grant must be expended within a one-year period. Is it possible that once the program is implemented that the funds distribution could be prolonged to two years? If not, is there any other way to make this grant work for a two-year certification program? (email 04/28)

One of the process eligibility requirements is that all programs must be able to execute the grant agreement by June 30, 2025 (if awarded the grant) and agree to expending grant funds and concluding the grant program by June 30, 2026. For applicants who are unable

to execute the grant agreement in that timeline due to preexisting factors see question 169.

An applicant is allowed to propose a program which runs for >1 year duration, as long as the “requested amount” in the application is for the activities which would be implemented during the grant implementation period, i.e., July 1, 2025, to June 30, 2026. Applicants are also encouraged to explain how the activities would continue to be funded after the H RTP grant period ends on June 30, 2026. If awarded the grant, applicants will be provided with guidance at the contracting stage about requirements to report on outcomes obtained beyond the 1-year funding period.

144. There was a mention of compensating workers for participating in some of the development process. Where are those funds coming from? (OH #2)

As described in question 143 above, the lead applicant can include funding to cover costs for labor or workers representatives and other partner’s participation and support in program development as part of their program budget. See guidance on budget in the [RFA](#) and [Application Guide](#) p. 19-20, to ensure a well-justified response to questions 45-49 in the application portal.

145. NEW: Would you please provide an estimated timeline, in days or weeks, as to when a grantee would receive payment after a monthly invoice? (Email 05/02)

Grantees will submit invoices alongside monthly reports, to Dalberg Consulting U.S., LLC, for approval and reimbursement. We will define payment schedules and terms during the contracting process with selected applicants. See question 113 above for details.

146. NEW: Will a grantee be able to receive an advance of funds when awarded? (Email 05/02)

Fund payments to grantees will be made on a reimbursement basis. See question 113.

147. NEW: In regards to how funds are spent, can any of the funds be spent on facilities improvements? If the employer partner would like better equipment to improve the quality of their programs where students could then intern in better facilities that are more up to date and representative of the industry, would this be appropriate? (Email 05/01)

Direct program costs are intended to cover direct costs related to participant support, and can also cover pro-rated portions of rent, utilities, communications, and supplies directly

related to training participant instruction. In the case of indirect costs, these are capped at 10% of the overall budget unless the applicant has a federally approved Negotiated Indirect Cost Rate (NICRA) and could also include program related facilities improvements. Applicants should ensure that they provide rationale for all costs that they are requesting to cover in their budget narrative. See question 112 for a list of allowable expenses.

148. NEW: Given the federal source of the funds, are there any special considerations grantees should be aware of with respect to serving undocumented individuals or safeguarding sensitive data? (Email 05/01); What participant-level data will grantees be required to collect and report as part of compliance and performance monitoring? Will grantees be required to collect or submit personally identifiable information (PII), and if so, how will that data be protected? (Email 05/01)

HRTF programs will be funded using local funds. As answered in question 106 above, given the nature of local funds, training participants, regardless of their work authorization status, will be eligible to participate in the program as long as they meet the program requirements established in the RFA.

Grantees will be required to collect participants' personally identifiable information (PII), in accordance with Dalberg's guidelines which will be provided during contracting stage and California state's [Employment Development Department Privacy Policy](#).

149. NEW: For the budget template, if the convener is looking to bring on several subrecipients to deliver parts of the program, how would we work with the existing budget template if there is no line item for contractual partners or subawards? Could we add a line for subrecipients awards and then include multiple tabs with each subrecipient's individual budget based on the template provided? (Email 04/29)

Program related costs for subrecipients that deliver the program should be fully incorporated in the overall program budget, rather than adding multiple tables for different subrecipients. Subrecipient expenses can also fall under the consultant line under administrative costs. Applicants can describe the breakdown of line items in the budget narrative and describe which partners or subrecipients will be using the funds in the different budget line items.

150. NEW: For the budget template, if most personnel responsibilities consist of case management, outreach/intake, tracking and reporting etc., should we ignore those program cost line items assuming they're captured in personnel? (Email 04/29)

Applicants should allocate the relevant estimated percentages of personnel costs to key tasks listed under the program costs section, and the remainder under admin costs.

151. NEW: The FAQs from 4/24/25 identify the budget categories; however, the budget template does not match it. For example, the budget category "Workforce Training and Upskilling" in the FAQs is not on the Excel budget template. This category identifies "trainer's salaries or fees" as allowable Program Cost; however, there is not a line item on the Excel budget template to input it. Can the total tuition cost (instructor/trainer salaries + materials) be put under "Other" category on the current budget template? Or does it need to be allocated between trainer salaries and materials, and if so, what line item on the current budget template should be used for the trainer/instructor salaries? (Email 04/28)

Applicants should use the budget template to the best of their ability and describe in their budget narrative what each line item covers. The budget category "workforce training and upskilling" can be incorporated in multiple line items in the budget template depending on the expense and how it is described in your budget narrative.

152. NEW: In October 2024, Uniform Guidance increased the de minimis from 10% to 15%. Does the 15% de minimis apply to this grant? (Email 04/28)

The federal Uniform Guidance de minimis does not apply to this grant, as all funds are County funds. LA County's guidance for indirect cost guidance remains at 10%.

153. NEW: Can we offer monetary incentives to employers for any of the following? 1) informing our H RTP training curriculum; 2) allowing employees time off work to participate in H RTP; 3) providing employment to H RTP trainees post-training 4) providing on the job training as part of our H RTP? (Email 04/28)

Please see question 142.

154. NEW: The budget template doesn't have a personnel line item under direct program costs, even though the majority of costs will be associated with personnel costs of staff implementing the work. At the same time, the following line items are listed under direct program costs, but they are associated with staff roles, which would normally be listed under personnel. Outreach, Intake, Referral; Case Management; Supportive Services; Tracking & Reporting. Can you explain if you are expecting staff costs to fully be listed under "direct administrative costs"? Or are you expecting staff costs for direct program implementation to be listed under the line items copied in above and broken out in some other way? (Email 04/30)

In the budget template provided, direct program costs include the main programmatic activities that are part of an H RTP (e.g., outreach, case management, etc.). The cost of staff involved in implementing these activities should be accounted for in the specific line items for direct program costs. Personnel not directly involved in program related activities should be accounted for in direct administrative costs, under the personnel line. Applicants should justify their budget in the budget narrative questions in the application portal.

155. NEW: In terms of the supportive services, are stipends/financial assistance required or a best practice? (OH #3)

Stipends and financial assistance are not a requirement, however these have proven to be successful in helping training participants overcome barriers that keep them from gaining the skills or entering the workforce.

156. NEW: Can the H RTP funds be used to create and pilot a registered apprenticeship or pre apprenticeship? (OH #3)

Yes, funds can support the creation and piloting of a registered apprenticeship or pre apprenticeship. For reference, please see the [RFA](#) Section V. p. 22.

157. NEW: Is there a cap per student in regards to financial support/stipends? Are there eligibility criteria for the stipend support? (OH #3)

There is no cap per participant for training stipends. In addition to OJT and supportive services included in the grantees' budget, grantees can request needs-based cash stipends on behalf of their training participants. There are a limited number of these cash stipends that will be provided by the Worker Equity Fund. See question 112 above for more details.

158. NEW: For the budget, is there a guideline as to how much of the budget should be dedicated to supportive services? (OH #3)

There is no fixed guideline on how much of the budget should be dedicated to supportive services. All applicants are expected to provide a clear justification for their budget proposals in the budget narrative. See application question 45.

Timeline

159. When is the application due? (IS #2)

Applications, complete with all the required details and documents, are due on Friday, May 11, 2025 by 11:59 PM Pacific Time.

160. How long should I expect to spend to complete my application?

The application is open for one month. Applicants are strongly encouraged to review the application promptly to ensure they have sufficient time and information to complete it before the deadline. 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 a budget template and upload documents, such as letters of commitment from partner organizations.

161. If our project term is different than the grant term, because of factors outside of our control, is there any wiggle room on the project term?

No. It is one of the process eligibility requirements that all programs must be able to execute the grant agreement by June 30, 2025 (if awarded the grant) and agree to expending grant funds and concluding the grant program by July 1, 2026. For applicants who are unable to execute the grant agreement by June 30, 2025 due to preexisting factors see question 169.

162. Are we expected to sustain the support at the same level after the grant is over?

No, activities funded by the H RTP Fund are not required to continue beyond the grant period. However, we understand that systems change takes time, and grantees are encouraged to plan for an H RTP that outlasts the grant period and continues to support the selected industry and populations.

It is one of the process eligibility requirements that all programs must be able to execute the grant agreement by June 30, 2025 (if awarded the grant) and agree to expending grant funds and concluding the grant program by July 1, 2026. For applicants who are unable to execute the grant agreement by June 30, 2025 due to preexisting factors see question 169.

163. How should we plan to design a qualifying program within the application window? If I am a smaller community-based organization how can I ensure that I am able to put a competitive proposal together in four weeks? (IS #3, 7)

The contractual timelines are determined by the funding sources. To allow each program at least 12 months for implementation, the H RTP Fund requires as part of its program eligibility requirements that programs must be able to execute the grant agreement by June 30, 2025 if awarded the grant, and agree to expending grant funds and concluding the grant program by July 1, 2026. For applicants who are unable to execute the grant agreement by June 30, 2025 due to preexisting factors see question 169.

We recognize and accept that projects can be in two stages of development as they apply to the H RTP Fund: Piloting or Emerging, and Thriving and Growing (see [RFA](#) Section VIII). Furthermore, several avenues for application technical assistance are available during the application period, as detailed in the “[Applicant Support](#)” section of this document.

164. How do you expect H RTPs to create systems change in only one year?) Are there plans to sustain funding beyond the one-year period? (IS #3)

As stated in the [Application Guide](#) (question 10), “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 H RTP model.” While the initial funding period is limited to one year, the H RTP framework is explicitly designed to catalyze long-term systems change by supporting scalable, replicable, and sustainable workforce solutions. In the “Program Design and Implementation” section of the application portal, applicants are expected to articulate a Theory of Change and Logic Model for the program.

Although there is no formal commitment to renewed funding, the H RTP Fund is part of Los Angeles County’s larger investment in High Road strategies, and successful programs may be better positioned for future funding opportunities. Applicants are encouraged to consider leveraging other funding sources, building durable partnerships, and embedding their models within broader workforce ecosystems enhance sustainability.

Grantees will be provided with technical assistance and support throughout the 12-month grant implementation period from DEO, Dalberg, and the UCLA Labor Center, who bring prior experience working with H RTPs and can anticipate and support grantees with common challenges, including systems change A Community of Practice with other awarded grantees will also be available. See [RFA](#) Section VI.

165. Why is the planning and implementation for this grant only one year long? This timeline seems challenging, given that setting up partnerships, building trust and establishing relationships takes time. (IS #3)

The contractual timelines are determined by the funding sources. To allow each program at least 12 months for implementation, the H RTP Fund requires as part of its program eligibility requirements that programs must be able to execute the grant agreement by June 30, 2025 if awarded the grant, and agree to expending grant funds and concluding the grant program by July 1, 2026. For applicants who are unable to execute the grant agreement by June 30, 2025 due to preexisting factors see question 169.

As outlined in the [Application Guide](#), applicants are required to have partnership letters of commitment for at least one convener, one employer, one labor or worker representative and one training provider at the time of application submission to be eligible.

Partnership strengthening and expansion may continue after funding is awarded—particularly for Piloting or Emerging projects. H RTPs are expected to launch implementation by July 1, 2025, and should not treat the grant period as a time for foundational partnership development. The 12-month grant term is intended for active program implementation.

Additionally Technical Assistance and a Community of Practice will be provided to grantees to support their ability to implement their programs within the grant timeframe, as included in the response to the previous question.

166. What happens if we are not able to fulfill all the grant requirements and compliance standards within the 12-month timeframe? (IS #3)

All grant requirements and compliance standards must be completed within the 12-month timeframe. Technical Assistance will be provided to support grantees in meeting requirements within this timeframe. Activities completed outside of the 12-month timeframe will not be reimbursed, and unspent funds will be returned.

167. When will the awardees be announced?

Applicants will be notified about the decision on their individual applications on June 9, 2025, with selected awardees receiving an invitation to participate in the contracting

process. Please note that the list of awardees will not be released publicly until the end of the contracting period in July 2025.

168. NEW: Do you anticipate that the deadline for this project (High Road Training Partnership Fund) will be extended beyond May 9, 2025? (Email 05/01); Would DEO consider an extension of the deadline? 3.5 weeks to submit a 52-question application, with a requirement for extensive plans, a logic model, and multiple letters of commitment is both burdensome and unreasonable. This is especially true for industries contending with increased tariffs and trying to ascertain how they will stay in business. This grant opportunity can be tremendously useful to so many industries and workers at a critical time but the unreasonable turnaround does not allow sufficient time for partners to meet and finalize plans together. It's quite disappointing the DEO offered such a small window of opportunity. (Email 05/01)

Yes, on Monday May 5th, we announced an extension to the application timeline by two days to Sunday May 11th, 11:59 PM Pacific time.

The application timeline is limited due to contractual timelines determined by the funding sources. Funding under this grant must be expended by June 30th, 2026. In order to allow each program a 12-month implementation timeline to fully utilize this funding, it is not possible to extend the application period further. For applicants who are unable to execute the grant agreement by June 30, 2025 due to preexisting factors see question 169. For questions about the application deadline see question 166 above.

169. NEW: The grant period will start on July 1, 2025. Organizations that are selected to receive the funding must execute grant agreements by June 30, 2025. I work for an organization where all grant awards must go through Board Approval. Given the specific timeline, is it acceptable that we execute the grant after June 30, after it goes to Board Approval? (Email 05/01)

Applicants are expected to be able to execute the grant within the timeline specified in the RFA, by June 30th, 2025. Applicants who are unable to execute the grant agreement in that timeline due to preexisting factors should include that information in their application alongside a detailed rationale, expected date for contract execution, and provide a justification that shows that the delay will not impact their ability to implement their intended programs and meet the grant requirements within the implementation period. Selected grantees who will execute grant agreements after the June 30th, 2025 date will be required to provide a plan with a corresponding timeline and milestones to ensure that

they will implement their intended programs and meet the grant requirements within the implementation period.

APPLICANT SUPPORT

170. Can I get assistance with my application?

Assistance with individual applications is not available for this opportunity. However, all applicants can access supporting resources on the H RTP Fund website: <https://www.highroadlac.com/>. Additional resources include:

- This FAQ Document – This document will be updated weekly on Wednesdays at 6 PM PT during the application period.
- Weekly Office Hours – Support by the UCLA Labor Center is open for general applicant inquiries. The UCLA Labor Center is unable to provide assistance specific to any applications.
- Information Sessions – There are seven sessions in total:
 - Six hybrid (in-person/online) sessions
 - One virtual session
 - Sessions will take place during the week of April 14, 2025

These sessions will provide details on the H RTP framework and the application process, along with a live Q&A session

Applicants can also submit questions to H RTP@dalberg.com during the application period. While responses will not be provided to individual e-mails, responses to emailed questions will be included in the FAQ document for all applicants to view.

171. What documents are required for submission?

Applicants must submit their complete applications and supporting documents through the application portal on the H RTP website (<https://www.highroadlac.com/>). Required submissions include:

- A complete project application outlining a project overview, including the development of an initial Theory of Change, a logic model, program alignment with H RTP framework, a training model, and a budget narrative
- Letters of Commitment and Support from partners and stakeholders, if applicable
- A budget and a budget narrative with cost breakdowns

Templates for the Logic Model, Letters of Commitment and Support and Budget are available as part of the Application Toolkit.

172. How will applications be evaluated?

Proposals will be evaluated based on responses to the following criteria:

- Program Design and Implementation – including the development of an initial Theory of Change and a Logic Model
- Program Alignment with H RTP Framework
- Training Model and Supportive Services
- Performance Indicators and Reporting
- Budget
- Organizational and Partner Capacity and Readiness

Scores for the criteria outlined above are included in the [RFA](#) document (see p. 27 and 28).

173. Are office hours for one-on-one support? When are they happening? (IS #7)

H RTP Fund office hours are not designed to provide one-on-one or proposal-specific support. Office hours aim to provide general guidance to applicants on the H RTP framework and its key components and goals. These sessions are hosted by the UCLA Labor Center, which serves as the technical assistance partner but does not participate in application scoring. The schedule is as below:

- Tuesday, April 22 (3:00–4:00 PM PT): *Systems Change, Theory of Change, and Logic Model*
- Thursday, April 24 (3:00–4:00 PM PT): *H RTP Core Components*
- Monday, April 28 (3:00–4:00 PM PT): *Training Model and Supportive Services*
- Friday, May 2 (12:00–1:00 PM PT): *Goals – Equity, Economic Resilience, Climate Resilience, Job Quality*

Questions raised in the virtual office hours will be included in the weekly FAQs (versions April 30 and May 7) uploaded to <https://www.highroadlac.com/>, along with recordings of each office hours.

174. How do we get help to process the application? Is there a support number? (IS #7)

While there is no phone support or individual technical assistance offered for specific applications, applicants may access several forms of guidance throughout the application period:

- **Email Inquiries:** General questions may be submitted via email to H RTP@dalberg.com. Individual responses will not be sent, but all inquiries will be logged and addressed in the weekly updated FAQ document, published every Wednesday by 6:00 PM Pacific

Time. To be included in that week's update, questions must be submitted by Friday at 3:00 PM Pacific Time of the prior week.

- **Office Hours and Information Sessions:** Applicants are encouraged to attend virtual office hours happening on April 22, 24, 28, and May 2, and review recordings of information sessions posted on the [H RTP Fund website](#). These sessions cover key components of the H RTP framework and application process.
- **Application Guide and Checklist:** Applicants should review this and other guiding documents available on the [H RTP Fund website](#) for step-by-step instructions and templates to support applicants in completing all required materials accurately.

175. What kind of technical assistance will be available to grantees during the implementation period? (IS #5)

In the "Program Design and Implementation" section of the application portal, applicants are expected to articulate a Theory of Change and Logic Model for the program. However, we recognize that the H RTPs are dynamic, collaborative, and iterative by design. Once grants are awarded, grantees are expected to participate in several activities that will be provided to enhance program effectiveness, including Theory of Change workshops and industry analysis sessions (see [RFA](#) p. 26).

Grantees will be provided with technical assistance and support throughout the 12-month grant implementation period from DEO, Dalberg, and the UCLA Labor Center, who bring prior experience working with H RTPs and can anticipate and support grantees with common challenges, including systems change A Community of Practice with other awarded grantees will also be available. See [RFA](#) Section VI.

176. Is there available assistance to gather marketplace metrics or statistics in a particular area or industry? (IS #5)

Applicants should include information on industry needs including labor market data and metrics in their application to demonstrate challenges that they are proposing to solve. Applicants are encouraged to use resources such as the [California Employment Development Department \(EDD\) Occupational Employment and Wage Statistics Dashboard](#), and provide industry data-driven evidence rationalizing their program Theory of Change and Logic Model. [Application Guide](#) Appendix B provides instructions for how to use these resources.

177. Where is the actual application housed? (IS #3)

The Application Portal is available on <https://www.highroadlac.com/>. Applicants must create an account on the portal to get started.

178. Can we receive a copy of the information session slides and recordings? (IS 1#, 2, 3, 4, 5, 6, 7)

Slides along with recordings of all seven information sessions are now available on <https://www.highroadlac.com/>.

179. Can we print out the application prior to completing it, so that the blank application can be shared with management and partners? (Email 04/23)

Yes, applications can be previewed and downloaded (and printed) at any stage of competition. Follow these steps:

1. Log into your application portal account
2. Click "My Applications"
3. Select the application -> click "Actions -> click "Download"
4. Customize your download either section by section or as a whole document

The screenshot displays the application portal interface. At the top, there's a header with the logos of the Department of Economic Opportunity and the High Road Training Partnership Fund. Below this, a table titled 'All Applications' lists the user's applications. The first application, 'High Road Training Partnership Fund', is highlighted. An 'Actions' dropdown menu is open, showing a 'Download' option circled in green. To the right of the table is a 'CONTINUE' button.

Below the table, a 'Download Options' modal is shown. It allows users to customize their download. The 'Download selected applications as...' dropdown is set to 'Separate PDF for each selected application'. Under 'Include in downloaded file name', 'Application ID' is selected. Under 'Application tasks to include', 'All application tasks' is selected. There are 'Download' and 'Cancel' buttons at the bottom of the modal.

Application	Deadline	Status	Completion	Last edited
High Road Training Partnership Fund	May 9 2025 11:59 PM (PDT)	0 of 8 tasks complete	Apr 17 2025 04:43 PM (PDT)	

Download Options

Customize your download

Download selected applications as...

Separate PDF for each selected application

Include in downloaded file name

☒ Application ID

☐ Applicant Name

☐ Application Title

Application tasks to include

☒ All application tasks

☐ Choose application tasks

Please select...

Download Cancel

180. Should we fill out a Logic Model using the chart-type as presented or should it be in a narrative form? (OH #1)

Application questions 8-11 ask applicants to elaborate on their program's proposed Theory of Change and Logic Model components in narrative form. Applicants must also upload the chart-type version of their logic model that is referenced in question 11 of the applicant portal.

181. Will the final Logic Model have only one row full of information across the six columns or multiple rows—one for each phase of the proposed grant? (OH #1)

Please use the template provided for question 11 in the applicant portal. This template is designed for applicants to include their program's information in a single row across multiple columns.

182. Are there reference materials on Theory of Change you recommend? (OH #1)

Please see guidance in the [Application Guide](#) to support you in responding to the questions—particularly those related to the Theory of Change. Note that the Theory of Change developed at the application stage is preliminary. Awarded grantees will receive support from the UCLA Labor Center to further refine and develop their program's Theory of Change, as needed.

183. Do we cite data sources in the Logic Model and Theory of Change? (OH #1)

Yes, please cite any data points you include in your application.

184. For data points concerning the employment rate within our specific industry, are there specific sites you prefer for us to use? Like the EDD website or the US Census? (OH #1)

There is no preference.

185. Does the application require a Theory of Change in a specific format, like the Logic Model Template, or is this requirement met by responding to the questions 8-11? (Email 04/25)

As noted in question 180, applicants must respond to questions 8-11 in narrative form and upload a visual representation of their logic model using the template provided in question 11 of the applicant portal.

ADDITIONAL QUESTIONS

The window to submit questions to H RTP@dalberg.com to be included in the weekly FAQ is now closed. All questions submitted by Friday, May 2 3:00 PM Pacific Time are included in this final FAQs document published on Wednesday, May 7.