



# 2025 Request for Applications for LA County DEO's High Road Training Partnership Fund

April 14, 2025

# I. INTRODUCTION

## Overview

High Road Training Partnerships (HRTPs) offer a holistic and comprehensive approach to workforce development, addressing industry challenges and fostering partnerships that collaborate on practical solutions through training and other strategic interventions that lead to systemic change. HRTPs aim to create economically resilient communities by focusing on equity, job quality, and climate resilience. Workers, labor and other worker organizations, and employers are recognized as industry experts and work alongside community-based organizations and training institutions to provide workforce development solutions with pathways to quality jobs for all Californians, especially those from the most disadvantaged communities. For additional details about HRTPs, please reference the “[Understanding HRTPs 101](#)” document available at the H RTP website (<https://www.highroadlac.com/>).

[Dalberg Consulting U.S., LLC](#) is releasing this Request for Applications (RFA) on behalf of the Los Angeles County (County) Department of Economic Opportunity (DEO). This RFA seeks proposals to expand DEO’s existing H RTP initiative with the H RTP Fund. The focus is on supporting key sectors significant to the regional economy and developing new or scaling HRTPs which have been validated by labor market data and industry demand. Per the American Rescue Plan Act (ARPA), Care First Community Investment (CFCI), County, and DEO guidelines, consideration will be given to programs that meet the key elements and goals of an H RTP.

## Background

The development of the H RTP Fund draws from the California Workforce Development Board’s (CWDB) H RTP model and lessons learned. In June of 2017, the CWDB launched the H RTP demonstration project and has since scaled this model, awarding \$248 million to 93 projects. Learn more about the CWDB HRTPs at: [High Road Training Partnerships | CWDB](#).

Following the establishment of DEO in 2022, DEO launched a \$34 million H RTP initiative, initially funding HRTPs in construction, early care & education, aerospace, healthcare, and the creative economy.<sup>1</sup> 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 HRTPs in the region.

The H RTP Fund supports DEO’s vision for a more equitable economy with thriving local communities, inclusive and sustainable growth, and opportunity and mobility for all. For

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<sup>1</sup> Los Angeles County. "LA County Invests \$26.3 Million in High Road Training Partnerships for Regional Recovery and Mobility." *Los Angeles County Official Website*, September 19, 2024. Available at: <https://lacounty.gov/2024/09/19/la-county-invests-26-3-million-in-high-road-training-partnerships-for-regional-recovery-and-mobility/>

more information about DEO, visit <http://opportunity.lacounty.gov> and the dedicated H RTP website at <http://opportunity.lacounty.gov/hrtp/>.

## Core components of an H RTP

H RTPs embody a bold and equity-focused approach to workforce development. To ensure that these programs effectively drive systemic change and foster an inclusive, resilient workforce, the following core components must be integral to all workforce development and training initiatives:

**Strong Partnerships.** H RTPs require strong, cross-sector partnerships with intentional collaboration and coordination in design, delivery and achievement of training outcomes and systems change impacts. As demonstrated by a formal agreement, a strong partnership involves committed partners representing industry demand (i.e. employers, industry associations), worker voice (i.e. worker organizations, labor partners), and industry-informed training (i.e. educational institutions, training providers, community-based organizations), and connects to the County's public workforce system. If awarded, DEO will establish a partnership between the awardee and the most appropriate LA County America's Job Center of California and Center of Excellence.<sup>2</sup>

**Worker-Centered.** Worker-centered means the expertise and insights of workers are integrated at every stage of the partnership, ensuring their perspectives and contributions shape program need, design, implementation, and evaluation of impact. This is demonstrated by having workers and/or a worker organization as part of the partnership and clearly lifting how worker voice has shaped the H RTP at all levels.

**Industry-Driven.** Industry-driven means identifying current and future industry-wide needs for a skilled workforce that can be solved for specific, local employers with a collaborative training solution. For example, an industry or employer may face vacancies due to expansion, require upskilling for new technologies or emerging occupations or projects, or seeks to employ local and targeted talent.

**Training Solutions.** Training involves building a skilled workforce that meets current employer needs and adapts to future challenges. Training solutions must be designed to support success in participation, completion, and employment. This approach relies on collaboration between employers, industry leaders, workers, and training providers. Together, they ensure that H RTPs deliver industry-informed training and vetted curricula designed to meet industry standards, leading to successful employment roles and career pathways identified prior to H RTP implementation. Training solutions also include cash

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<sup>2</sup> Los Angeles County Centers of Excellence. Available at: <https://opportunity.lacounty.gov/modernizing-la-countys-ajccs/>

assistance and wraparound supportive services, recognizing that training alone is insufficient for success.<sup>3</sup>

## The Need

The H RTP model is vital for Los Angeles County as it recovers from the pandemic-induced economic recession, negative economic impacts as a result of the recent wildfires and contends with widening income inequality.

### Economic Impact

The pandemic and the recent wildfires and windstorms disproportionately affected low-income workers, women, and people of color in Los Angeles County. Industries like hospitality, arts, and retail saw massive job losses, and many small businesses permanently closed.<sup>4</sup> H RTPs play a vital role in the region's economic revitalization by preparing a skilled workforce to meet the evolving needs of employers and support the regrowth of impacted sectors. H RTPs are uniquely positioned to facilitate recovery and stabilization by filling critical workforce gaps, retraining displaced workers for in-demand roles in resilient and emerging industries.

### Equitable Recovery

Beyond the economic fallout, the pandemic and climate-related disasters like the wildfires, have highlighted systemic inequities in access to opportunity. Low-income communities and historically disinvested populations, especially women, justice-impacted individuals, immigrants, have experienced disproportionately high rates of unemployment, poverty, and systemic exclusion from recovery resources. H RTPs respond to these inequities with worker-centered solutions and training models that prioritize:

- Community-based outreach and recruitment and inclusive access to quality training programs;
- Wraparound supportive services that remove barriers to participation (e.g., stipends, childcare, transportation, etc.); and
- Career pathways that offer not just jobs, but stability, mobility, and dignity in work.

### Rising Income Inequality

Los Angeles County has one of the widest income gaps in the nation. The top 20% of earners make significantly more than the bottom 20%, and this disparity has grown over time.<sup>5 6</sup>

<sup>3</sup> González-Vásquez, Ana Luz, and Magaly N. López. *The High Road to Economic Prosperity*. Los Angeles, CA: UCLA Labor Center, 2021, p. 30. Available at: [https://labor.ucla.edu/wp-content/uploads/2021/05/Eval\\_FINAL-REPORT-2.pdf](https://labor.ucla.edu/wp-content/uploads/2021/05/Eval_FINAL-REPORT-2.pdf).

<sup>4</sup> Los Angeles Economic Development Corporation. *Pathways for Economic Resiliency*. 2020. Available at: [laedc.org/wpcms/wp-content/uploads/2021/02/Pathways-for-Economic-Recovery.pdf](https://laedc.org/wpcms/wp-content/uploads/2021/02/Pathways-for-Economic-Recovery.pdf).

<sup>5</sup> Federal Reserve Bank of St. Louis. Available at: <https://fred.stlouisfed.org/series/2020RATIO006037>.

<sup>6</sup> Thorman, Tess and Payares-Montoya, Daniel. *Income Inequality in California*. Public Policy Institute of California, 2025. Available at: <https://www.ppic.org/publication/income-inequality-in-california/>.

HRTPs focus on equity by ensuring that historically disinvested communities have access to sustainable careers, helping to bridge this gap.

### *Future-Proofing the Workforce*

As the economy transitions to more sustainable and technology-driven industries, HRTPs prepare workers for emerging sectors, ensuring that workforce development efforts are inclusive and forward-looking. The traditional approach to workforce development often emphasizes focus on rigid training, generic skillsets, and simple job placement metrics. This approach no longer meets the needs of today's workers and employers. Many conventional training programs are misaligned with the realities of modern labor markets and industry needs and fail to account for the lived experiences and evolving aspirations of jobseekers, particularly those from historically disinvested communities. The labor market is being shaped by automation, climate change and global pandemics, and HRTPs aim to redefine what it means to prepare people for the future of work and help workers navigate and adapt to change.

By addressing these challenges, the H RTP model not only supports immediate recovery, but also lays the groundwork for a more equitable and resilient economy in Los Angeles County.

## II. Systems Change and the Public Workforce System Modernization

### Systems Change

An H RTP goes beyond a typical job training program and drives towards systems change. H RTPs aim to not only address immediate workforce needs but also reshape economic and labor systems to create lasting positive change.

Systems change refers to the process of addressing the root causes of complex social, economic, or environmental issues by transforming the underlying structures, relationships, and dynamics within a system. It goes beyond solving individual problems and focuses on creating lasting improvements by reshaping the way systems operate. Systems change involves altering policies, power dynamics, cultural norms, and mindsets to achieve sustainable and equitable outcomes. This approach is essential for addressing interconnected challenges and creating meaningful, long-term impact.

### Modernizing the Public Workforce System in Los Angeles County

Integrating and leveraging H RTPs into Los Angeles County's America's Job Centers of California (AJCC) network is a critical step in DEO's broader mission to modernize the public workforce system. While traditional workforce programs have long focused on standardized training and job placement metrics, today's labor market demands more dynamic, responsive, and equity-centered approaches. H RTPs introduce innovative training strategies that emphasize worker voice, sector-based solutions, and systems change, elements often missing from conventional workforce training models.

By incorporating H RTPs into the AJCC system, Los Angeles County can expand the scope of services beyond one-size-fits-all programming to include customized, industry-vetted training pathways that reflect the realities of both employers and workers. This integration allows the public workforce system to better serve a diverse range of learners, including those with complex barriers to employment, non-linear career paths, or experience in emerging sectors like green energy and advanced manufacturing.

Moreover, this collaboration strengthens outcomes across the board by streamlining referrals, enhancing co-enrollment opportunities, and aligning funding resources. It enables H RTPs and AJCCs to share data, eliminate duplication, and create a more cohesive ecosystem where training, supportive services, and job placement are fully connected.

Importantly, this integration also advances systems change within the public workforce infrastructure. By embedding high-road principles into the AJCC network, the County moves away from transactional, short-term job matching and toward a transformative model that prioritizes equity, long-term career pathways, job quality, and community resilience. This

shift redefines how success is measured—not just by the number of jobs filled, but by the creation of sustainable economic opportunities for historically underserved populations.

Ultimately, this integration builds a more resilient, inclusive, and future-ready workforce system, one that can meet the changing needs of both workers and industries, and of driving equitable economic growth throughout Los Angeles County.



### III. Goals, Outcomes, and Outputs

The H RTP Fund will accept applications for programs aimed at achieving transformative goals and outcomes. These goals are supported by a foundation of key baseline outputs, interventions and activities, as outlined below. Applicants should refer to Section IV of this RFA, which details the scope of work, providing clear guidance on how proposed programs should align with and contribute to these goals, outcomes, and outputs.

#### Key Definition:

Goals are overarching, high-level desired results that a program aims to achieve. The goals described below provide a clear direction for H RTP programs. These serve as the foundation upon which more specific and actionable plans are built.

#### Goal 1: Promote Equity

Equity means that all workers have access to quality jobs and [living wages](#)<sup>7</sup>, upward mobility and wealth-generating opportunities, and safe and healthy workplaces—regardless of race, ethnicity, gender, sexual orientation, religious beliefs, or ability—and productivity gains are widely distributed to workers. Firms remain competitive in a High Road economy that generates profitability, growth, and stability.<sup>8</sup> Promoting equity through H RTPs means:

- **Developing New Pipelines of Talent:** H RTPs expand the pipeline of local, skilled talent by intentionally increasing outreach, access and support for historically underserved and under-resourced communities. This includes validating that non-traditional pathways can produce the competencies employers need, while creating opportunities for career growth.
- **Designing for Job Success:** H RTPs are responsive to participants' lived experiences and realities offering flexible, culturally relevant learning models, tailored schedules, and ongoing support during and after training. This participant-centered approach increases completion, and overall success rates and ensures program graduates are prepared and competitive for high-quality employment and long-term career advancement.
- **Institutionalizing Best Practices:** Equity becomes systemic when successful practices are scaled. By capturing and sharing best practices, H RTPs influence broader industry standards and employer behaviors. As these practices are adopted regionally, they institutionalize equity across industries, leading to a more just and equitable economy.

<sup>7</sup> Massachusetts Institute of Technology. Living Wage Calculator, Los Angeles County. Available at: <https://livingwage.mit.edu/counties/06037>.

<sup>8</sup> California Workforce Development Board. *Equity in Workforce Development*. 2020. Available at: [https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet\\_Equity\\_ACCESSIBLE.pdf](https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet_Equity_ACCESSIBLE.pdf)



## Goal 2: Strengthen Economic Resilience

A resilient workforce is one that can adapt to evolving industry needs and future challenges, fostering a robust local economy. Strengthening economic resilience through HRTPs means:

- **Anticipating Industry Shifts:** Workforce training programs must meet the evolving industry demands, preparing workers for roles in growing sectors like clean energy, healthcare, and technology. By aligning training with these evolving needs, industries can avoid skills gaps that might hinder growth and innovation.
- **Advancing a Skills-Based Economy:** Economic resilience in a dynamic economy depends on cultivating a workforce with transferable, adaptable skills rather than limiting talent to a single industry. By developing a workforce that is skilled across diverse industries, local economies are better equipped to weather downturns in specific markets. A skills-based economy enables workers to move across sectors, responding to technological advancements and shifts in the labor market. For instance, by focusing on core competencies such as digital literacy, technical proficiency, and problem-solving, HRTPs can prepare workers for both traditional sectors like manufacturing and emerging ones like green construction and clean energy.
- **Addressing Disparities:** Economic resilience requires inclusivity. Programs must provide equitable access to training for historically underserved communities, increasing workforce participation and reducing income inequality. A more inclusive workforce brings new perspectives and innovation, benefiting both employers and the broader economy.
- **Enhancing Collaboration:** Partnerships among employers, labor organizations, and training providers ensure that workforce development initiatives are grounded in real-world needs and challenges. Collaborative efforts also drive shared accountability, creating a more unified and sustainable approach to economic growth.
- **Mitigating Disruptions:** From technological advancements to global crises, disruptions are inevitable. Resilient workforce systems can help mitigate the impacts by retraining and redeploying workers, ensuring economic stability and recovery. For example, during the pandemic, rapid reskilling programs allowed displaced workers to transition to sectors like logistics, e-commerce, and health services.

## Goal 3: Support Climate Resilience

To achieve economically and environmentally resilient communities, it is critical to reduce greenhouse gas emissions, address the vulnerabilities of disadvantaged communities, and

connect climate-change reduction to High Road workforce practices.<sup>9</sup> Supporting climate resilience through HRTPs means:

- **Creating Safe and Healthy Work Environments:** HRTPs foster workplace practices that prioritize worker health and safety, improving morale, job satisfaction and overall productivity. This helps contribute to long-term workforce retention and strengthen organizational culture.
- **Implementing Climate Mitigation Strategies:** Programs must actively institutionalize sustainable practices by upgrading equipment, redesigning production systems and reskilling workers to support the transition to lower-emission operations, and other contributing factors to reduce carbon emissions.
- **Just Transition:** HRTPs anticipate and mitigate negative impacts of climate adaptation, especially for workers and communities most affected by environmental injustice. This includes transitional strategies that protect workers, maintain income stability, and preserve community well-being.
- **Promoting Green Jobs and Supporting Regional Green Economies:** HRTPs play a vital role in developing and expanding career pathways in green industries such as renewable energy, sustainable construction, regenerative agriculture, and energy efficiency. By investing in training that aligns with clean energy, climate resilient infrastructure, and other sustainability-focused sectors, HRTPs grow local industries and employers that directly support environmental and economic goals.

#### Goal 4: Improve Job Quality

Quality jobs offer pathways to living wages and have the potential to transform workers' lives, strengthen businesses and make them more resilient, and foster thriving communities, contributing to a more just and equitable economy.<sup>10</sup> HRTPs promote job quality by advancing practices and policies that improve conditions for workers across sectors:

- **A Worker Safety Net:** Access to comprehensive benefits such as healthcare, paid leave, retirement plans, job security, and professional development. These supports allow workers to manage economic uncertainty and pursue career advancement without sacrificing their well-being.
- **Fair Wages, Predictable Hours, and Income Stability:** In an economy in which traditional 9 to 5 jobs are less common, HRTPs support job models that offer reliable work schedules and guaranteed hours, benefits and protections for part-time, gig, or project-based work. They also promote jobs offering wages that meet or exceed local living wage standard or providing clear pathways to achieve them.

<sup>9</sup> California Workforce Development Board. *Climate in Workforce*. 2020. Available at: [https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet\\_Climate\\_ACCESSIBLE.pdf](https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet_Climate_ACCESSIBLE.pdf)

<sup>10</sup> California Workforce Development Board. *Job Quality in Workforce Development*. 2020. Available at: [https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet\\_Job-Quality\\_ACCESSIBLE.pdf](https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet_Job-Quality_ACCESSIBLE.pdf)

- **A Safe and Healthy Work Environment:** High standards for safety, workplace protections, and environmental sustainability that enhance job satisfaction, morale, and public health.
- **Quality Training Infrastructure:** Programs that are worker-centered, industry-driven, and both culturally responsive and inclusive.<sup>11</sup>
- **Clear Pathways and Upward Mobility:** Employer and industry partners in an H RTP offer opportunities that enable workers to advance and thrive in their chosen fields. They do this by engaging in practices that include mentorship programs, transparent promotion criteria, and access to education and skills training that equips workers for higher-paying roles.
- **Inclusive Workplace Practices:** Workplace practices and policies that actively integrate worker input and foster collaboration.

Outlined below are the baseline outcomes and outputs, alongside potential interventions and activities that H RTPs must incorporate. Applicants shall customize their outcomes, outputs, interventions and activities to the specific needs of their industry and the workforce challenge that they are attempting to solve with their proposed H RTP program.

#### Key Definitions:

- Outcomes are the measurable results that stem from the implementation of activities and interventions, and the accomplishment of outputs. They demonstrate what has been achieved. Outcomes provide tangible evidence of success and ensure accountability for achieving the desired changes.
- Outputs are tangible products, services, or deliverables generated through activities and interventions. They are typically short-term and measurable.
- Interventions and activities are the concrete, actionable steps designed to achieve the program outputs. They clarify how the outputs and outcomes will be pursued.

Together, interventions, activities, outputs and outcomes align with the overarching goals by translating aspirational visions into tangible milestones.

**Outcome 1:** A well-aligned and responsive workforce development strategy that produces a pipeline of qualified workers equipped for in-demand, high-road jobs with advancement opportunities

**Output 1:** Customized training solutions aligned with industry needs

#### Interventions and Activities:

- a. Select the appropriate industry focus that has both the economic relevance and the potential for equity-driven transformation

<sup>11</sup> California Workforce Development Board. *High Road Training Partnerships*. 2020. Available at: [https://cwddb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet\\_H RTP\\_ACCESSIBLE.pdf](https://cwddb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet_H RTP_ACCESSIBLE.pdf).

- i. Identify sectors that are critical to the regional economy
- ii. Prioritize future-focused sectors (e.g., green jobs, healthcare, advanced manufacturing)
- iii. Use labor market data, employer input, and community feedback to ensure relevance and opportunity for impact.
- b. Design and implement training programs that are responsive to real-time industry needs and future market trends.
  - i. Engage directly with employers, worker organizations, and industry experts to identify skills gaps and labor force trends.
  - ii. Ensure training curricula are co-developed with industry and vetted by hiring partners.
  - iii. Integrate sector-specific certifications, credentials, or registered pre-apprenticeship/apprenticeship pathways that lead to high-quality employment.
  - iv. Prioritize future-focused sectors (e.g., green jobs, healthcare, advanced manufacturing) and embed technological adaptability and digital literacy in training.

**Outcome 2:** A durable ecosystem of partners working in alignment to uplift workers and transform industries

**Output 2:** Collaborative partnerships designing and implementing training solutions

**Interventions and Activities:**

Establish and strengthen cross-sector partnerships that drive workforce solutions through shared leadership and responsibility.

- Include diverse stakeholders—employers, worker organizations, educational institutions, community-based organizations—in program design and governance.
- Develop formal agreements (e.g., memorandum(a) of understanding, letters of commitment, etc.) that demonstrate mutual commitment to long-term systems change.
- Create structures that enable joint decision-making and shared accountability across partners.
- Leverage existing networks to expand access, increase coordination, and scale impact.

**Outcome 3:** Workers who are trained and empowered to shape the programs and systems they participate in; and are equipped to advocate for equity and better working conditions

**Output 3:** Established mechanisms for worker empowerment and engagement

**Interventions and Activities:**

Center the voices and experiences of workers in all aspects of program development, delivery, and evaluation.

- Engage workers as co-designers, co-trainers, and co-leaders within the partnership.
- Build governance structures that ensure equal power and voice between employers and workers.
- Develop culturally responsive and inclusive curricula that reflect the realities of historically underserved communities.
- Promote worker-led innovations and peer mentorship as strategies to enhance retention and build leadership.

**Outcome 4:** Increased participation, retention, and success rates among populations most impacted by economic and systemic inequality

**Output 4:** Training programs and supportive services are accessed by historically underserved populations

**Interventions and Activities:**

Remove barriers that prevent marginalized individuals from participating and thriving in training and employment programs.

1. Provide wraparound support services such as childcare, transportation, legal aid, mental health services, and stipends (reference Attachment A).
2. Design outreach and enrollment strategies that reduce access barriers, including multilingual support and flexible scheduling.
3. Ensure programs are inclusive of system-impacted individuals, opportunity youth, immigrants, and others historically excluded from workforce development systems.
4. Use data and feedback to continuously improve accessibility and equity outcomes.

## IV. Applicant Eligibility Criteria

### Partnership Requirements and Principles

HRTPs must take a holistic approach to address industry needs, worker advancement, equity, economic resilience, climate resilience, and job quality. To achieve this, per the H RTP framework,<sup>12</sup> all HRTPs must include the partners listed below. All partners must be located in Los Angeles County.

- **Convener:** An effective partnership depends on a trusted convener that brings together workers, labor representatives, and employers, fosters collaboration, and facilitates workforce solutions. The convener plays a central role in guiding decision-making, framing issues as opportunities or as challenges, and mediating conflicts to maintain alignment among partners. Serving as a unifying force, the convener advances the partnership's mission and ensures successful implementation.

In addition to excelling in collaboration, planning, management, data collection, and administration, the convener may also act as a training provider, employer, or worker representative. Conveners may include but are not limited to organizations such as worker centers, community-based organizations, community colleges, labor-management partnerships.

- **Employer:** Employers contribute specialized knowledge to HRTPs by evaluating industry and workforce needs, developing collaborative solutions, and determining the skills and training required to adapt to industry changes and produce a highly qualified workforce. They identify opportunities for upskilling, upward mobility, and specialized training, as well as skills gaps. Employers also play a key role in creating pathways to quality jobs, supporting worker adjustment to the job environment, and negotiating the terms of training participation. Employers in the partnership commit to providing industry and employer-specific input, reviewing and vetting H RTP models and related program curricula, participating in the program model, committing to interview and hire and/or supporting hiring and advancement activities for H RTP participants, and evaluating the impact of the H RTP and approach on immediate hiring and training needs as well as achievement of systems change goals with the partnership.
- **Labor or Worker Representative:** Labor representatives ensure that workforce development strategies are worker-centered by identifying shared needs and challenges. They collaborate with employers to develop goals that address worker concerns, identify opportunities for equitable access to quality jobs, and support

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<sup>12</sup> González-Vásquez, Ana Luz, and Magaly N. López. *The High Road to Economic Prosperity*. Los Angeles, CA: UCLA Labor Center, 2021. Available at: [https://labor.ucla.edu/wp-content/uploads/2021/05/Eval\\_FINAL-REPORT-2.pdf](https://labor.ucla.edu/wp-content/uploads/2021/05/Eval_FINAL-REPORT-2.pdf)

workers in adapting to job environments. Worker representatives also play a role in shaping training programs to ensure they meet workers' needs for upskilling and mobility within the industry.

- **Training providers:** These organizations serve as an essential bridge between workforce training and the industry's skill demands. Training providers, which can include community colleges, industry-specific training programs, and worker-centered initiatives, ensure that education and training efforts are culturally responsive, inclusive, and aligned with labor market needs. Training providers may also take on multiple roles such as conveners or other implementation partners, contributing expertise to program design and delivery.
- **Other implementation and service delivery organizations:** These organizations, including community-based organizations, economic and environmental justice organizations, adult education schools, local workforce development boards can support key aspects of program implementation and delivery, including outreach, recruitment, goal and outcome refinement, supportive service delivery, and other critical efforts.

## Integration with LA County's Public Workforce System

All awardees will be required to collaborate with Los Angeles County's AJCCs during the implementation of their proposed H RTP programs. This is essential to ensure that H RTPs are not only industry-aligned but also integrated into DEO's strategic infrastructure for workforce equity, access, and innovation. During program implementation, awardees must:

- Participate in co-enrollment that allows training participants to access services from both the H RTP program and the public workforce system;
- Utilize AJCCs as referral pipelines to ensure diverse and equitable participant recruitment; and
- Support customized programming as part of AJCCs designated as Centers for Excellence, which aim to create sector-focused, high-impact training models.

DEO will facilitate coordination between grantees and the AJCCs.

## Lead Applicant and Fiscal Agent

One organization must serve as the lead applicant and fiscal agent 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 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 program 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., convener, employer), but it does not have to.

Potential lead applicant and fiscal agent organizations include, but are not limited to:

<ul style="list-style-type: none"> <li>• Worker centers, community-based organizations, and non-profit organizations</li> <li>• Labor organizations, labor-management partnerships, educational arms of labor organizations</li> <li>• California Department of Education – Local Educational Agencies</li> <li>• California Community College Districts and Adult Education Schools</li> </ul>	<ul style="list-style-type: none"> <li>• California State Registered Apprenticeship Programs</li> <li>• Workforce intermediaries</li> <li>• Local workforce development boards</li> <li>• Industry-based training providers</li> <li>• Industry-based intermediaries, including industry associations</li> <li>• Employment Social Enterprises</li> <li>• Cooperatives</li> </ul>
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## Target Industries and Occupations

The H RTP Fund will accept proposals for programs spanning all industries and occupations, except for non-sustainable industries like oil and gas. Potential industries of focus include:

- Key industries central to the Los Angeles region’s economy, encompassing both legacy sectors and emerging markets
- Industries undergoing or expected to experience significant transformations driven by technological advancements, automation, workforce retirements, and other structural changes
- Industries with the potential to address racial inequalities by creating equitable career pathways, reducing systemic barriers, and improving job quality for historically underserved communities
- Industries significantly impacted by the COVID-19 pandemic, including those that experienced significant job losses, workforce shortages, or shifts in demand
- Industries advancing climate resilience through strategies like environmental sustainability, carbon emission reduction, and community adaptation to climate challenges
- Industries requiring specialized skills and knowledge in areas such as digital navigation and the ethical implementation of artificial intelligence (AI)
  - **Digital navigation:** Central to the County's efforts to promote equitable technology access across LA County is increasing the number of digital

navigators.<sup>13</sup> This can be done by supporting training programs that: (i) equip talent with technology skills and industry-recognized credentials; (ii) provide on-the-job training such as delivering technology and digital literacy assistance to community members, or completing digital projects or externships for private companies, public agencies, or nonprofits, with a particular focus on communities with low broadband connectivity and technological access, and; (iii) provides pathways into High Road technology jobs in the public, private, or social sectors

- **Ethical AI:** Central to the modernization of the public workforce system is the intentional incorporation of technology advancements, particularly AI, into workforce development strategies. Some examples of how HRTPs can incorporate AI and technology advancements into workforce development strategies include, but are not limited to: (i) worker-driven processes for evaluating and adopting new technologies that can measure productivity and career advancement; (ii) recruitment and hiring practices that reflect the disparate impacts of workplace technologies and promote inclusive access to opportunity; and (iii) technical instruction and professional development that provide exposure to artificial intelligence

The following industry clusters and sectors are considered a priority. The industry clusters align to [DEO's America's Job Centers of California's of Excellence](#).

<ul style="list-style-type: none"> <li>• Aerospace &amp; Defense</li> <li>• Bio Tech &amp; Life Sciences</li> <li>• Construction &amp; Infrastructure with an emphasis on green jobs <ul style="list-style-type: none"> <li>○ Solar Energy</li> <li>○ Water Management</li> <li>○ Landscaping Services</li> </ul> </li> <li>• Creative Sector, including Film &amp; Digital Media <ul style="list-style-type: none"> <li>○ Sound recording industries</li> <li>○ Motion pictures and video industries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Early Care &amp; Education <ul style="list-style-type: none"> <li>○ Child Day Care Services</li> </ul> </li> <li>• Healthcare</li> <li>• Hospitality &amp; Tourism <ul style="list-style-type: none"> <li>○ Food Services</li> </ul> </li> <li>• Information Technology</li> <li>• Public Sector/Government</li> <li>• Trade, Transportation and Logistics <ul style="list-style-type: none"> <li>○ Warehousing and Distribution</li> <li>○ Bus Service and Urban Transit</li> </ul> </li> </ul>
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The HRTF Fund will be open to all occupations, especially those that:

- Offer or have the potential to develop career pathways to a living wage.
- Support roles that contribute to better working conditions, stronger worker protections, and overall job quality improvements within their sectors.

<sup>13</sup> According to the National Digital Inclusion Alliance: Navigators are trusted guides who assist community members with ongoing, individualized support for accessing affordable and appropriate connectivity, devices, and digital skills. Navigators offer guidance on connectivity, devices, and digital skills. Available at: <https://www.digitalinclusion.org/digitalnavigatormodel/>

- Promote workplaces that are stable, predictable, safe, and free of discrimination, ensuring equitable treatment for all workers.
- Create opportunities for worker advancement and clearly defined pathways for upward mobility, especially for historically underserved and climate impacted communities.
- Increase access to nontraditional and traditional degree or credential pathways.
- Have skills or seek training in digital navigation and the ethical application of AI as relevant to the industry and occupation.

## Priority Geographic Areas

The H RTP Fund will be open to all geographic areas across LA County's five supervisorial districts. Each supervisorial district will be represented by a minimum of 10% of training participants across all awarded H RTP programs. Additionally, grantees awarded ARPA funds will be expected to primarily serve participants in the Highest, High, and Moderate need geographies according to LA County Equity Explorer's [Covid-19 Vulnerability and Recovery index](#).<sup>14</sup> Applicants will be asked to select the cities and/or neighborhoods they plan to serve on the application form. Not serving these areas does not mean that your application or program is automatically disqualified or deprioritized overall. Grantees will be notified of the source of funding during the contracting phase.

## Target Populations

The H RTP Fund will be open to applicants whose proposals serve 16+ aged individuals. Work authorization documents are not a requirement for H RTP participants. Applicants will be asked to select the target population(s) that will be recruited, enrolled, and served with this H RTP, ensuring that historically disinvested populations benefit from and are represented and supported in high-growth and opportunity industries. At minimum two from below should be selected.

<ul style="list-style-type: none"> <li>• COVID-19 impacted individuals</li> <li>• English language learners</li> <li>• Immigrants &amp; refugees</li> <li>• Incumbent workers</li> <li>• Justice-involved individuals</li> <li>• Workers in low-wage industries</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity youth (ages 16-24)<sup>15 16</sup></li> <li>• People experiencing homelessness</li> <li>• People with disabilities</li> <li>• Older workers</li> <li>• Public assistance recipients</li> <li>• Underemployed</li> </ul>
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<sup>14</sup> Los Angeles County Equity Explorer. Available at:

<https://experience.arcgis.com/experience/9d7a43397ea84ab98a534be5b5376fba>

<sup>15</sup> 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

<sup>16</sup> The term "opportunity youth" refers to young people, typically aged 16 to 24, who are not engaged in education, employment, or training. The term emphasizes their potential and the opportunities available to reconnect them with pathways to success, such as education programs, job training, and community engagement efforts. This definition is widely recognized and used by organizations such as the [Aspen Institute](#) and the [Annie E. Casey Foundation](#).

<ul style="list-style-type: none"> <li>• Low wage workers</li> <li>• Low-income (per Fed income guidelines)</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployed</li> <li>• Veterans</li> <li>• Other historically disinvested communities</li> </ul>
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## Applicant Standing

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

## V. H RTP APPLICANT SCOPE OF WORK

Detailed below are the required application expectations for organizations submitting proposals to establish or expand an H RTP under this funding opportunity.

### 1. Program Design and Implementation

Applicants must develop a Theory of Change (ToC) and a logic model. The ToC clearly articulates the industry and workforce challenges the proposed program seeks to address, how the proposed program will respond to these challenges, and outlines the intended systems-level change. The logic model is a visual and linear tool that maps out specific inputs, interventions and activities, outputs, and the short-, medium-, and long-term outcomes.

**Theory of Change:** In the application questions, clearly describe:

- **Problem statement and context:** Describe the specific workforce challenges and inequities in the industry or region; highlight the needs of underserved populations; and identify structural issues such as low job quality, lack of access to training, poor industry practices and standards, and/or climate impacts.
- **Conditions and Assumptions:** Identify the conditions that will shape the interventions and activities that will lead to intended outcomes.
- **Systems change impacts:** This includes what is the desired end state (e.g., equitable access to quality jobs with career pathways, stronger labor standards and worker voice, inclusive industry and economic growth and resilience, climate-resilient infrastructure and practices).

**Logic Model:** Complete the provided template that visually summarizes the inputs, interventions and activities, outputs, and outcomes. It is the roadmap that explains how to solve the identified problem(s) and helps identify where various aspects of the partnership fit in the big picture. Reference Attachment B of this RFA.

- **Inputs:** Identify the resources and assets that are invested in a program to support its activities (e.g. Partners, staffing, budget, facilities, inventory, relevant policy/law, technology, including Artificial Intelligence and Digital Navigation/Literacy).
- **Interventions and Activities:** Identify key interventions (e.g., training program (required), mentorship programs, career ladders, changes in hiring practices, workplace policies, safety committees) and corresponding activities (e.g. targeted outreach, enroll participants, oversee stipends and payroll, host graduations, collect and track required data)
- **Outputs:** Identify tangible program outputs (e.g., number of individuals engaged through outreach and marketing, number of individuals enrolled, funding distributed in participant stipends) generated through program activities to achieve specific objectives.

- **Outcomes:** Identify measurable outcomes that capture the effects or changes that result from program outputs (e.g., changes in worker retention and absenteeism, wage improvements, job placements, changes in hiring practices, changes in efficiency and competitive advantage). Applicants must also include outcome level indicators related to quality jobs.
- **Impacts:** Identify the systems change goals your program aims to achieve and that are described in the theory of change above.

**Activities Workplan:** Complete the template available in the application portal to detail the activities of your program that will occur each quarter throughout the grant term, along with estimated completion dates.

**Required documents:**

- *Logic model outlining how proposed strategies will lead to industry transformation and equitable workforce outcomes. Reference Attachment B, which provides a template for a logic model and can be customized for the proposed program.*
- *Activities workplan detailing the activities that will occur each quarter throughout the grant term, along with estimated completion dates. Template available in the application questions.*

## 2. H RTP Framework Alignment

Applicants shall propose a program that is designed to achieve systems change by aligning with H RTP goals, baseline outcomes and outputs, and core components. Proposed H RTP programs shall clearly demonstrate the following:

**Core components (reference Section I)**

- **Strong Partnerships:** Select a committed convener and establish formal agreements (e.g., memorandum/a of understanding) with labor, employer, training, AJCCs, and community-based partners. Grantees are required to work with AJCCs. DEO will facilitate coordination between grantees and the AJCCs.
- **Worker-Centered:** Integrate worker voice in program design, delivery, and evaluation. Demonstrate understanding of target populations' barriers and lived experiences.
- **Industry-Driven:** Identify employer- and worker-informed solutions tailored to evolving industry needs. Use data to justify program design.
- **Training Solutions:** Offer industry-vetted training that leads to quality job placements. Programs should include contextualized learning and career pathways.

**Goals (reference Section III)**

- **Equity Focus:** Prioritize underserved communities and dismantle systemic barriers. Outline inclusive recruitment, outreach, and retention strategies (reference goal 1 in Section III).
- **Economic Resilience:** Build a workforce that can adapt to evolving industry needs and future need (reference goal 2 in Section III).

- **Climate Resilience:** Propose strategies to reduce industry carbon emissions, integrate sustainable practices, and promote climate-resilient career pathways (reference goal 3 in Section III).
- **Job Quality:** Commit to raising industry standards, wages, and creating sustainable career pathways (reference goal 4 in Section III).

**Required documents:**

- *List of H RTP partners using the template provided in the application questions.*
- *Letters of Commitment from H RTP Partners, memoranda of understanding, or charters.*

### 3. Training Model and Supportive Services

- **Training Model:** Applicants shall propose a training model that meets workforce and industry needs. Acceptable models include:
  - Job readiness training provided in combination with another training service, 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 activities of 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 a commitment by an employer or group of employers to employ an individual upon successful completion, of the training, 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
- **Case Management and Supportive Services:** Applicants will need to demonstrate how they will provide individualized case management to all participants and provide or coordinate access to comprehensive supportive services<sup>17</sup> including, but not limited to:
  - Training stipends
  - Transportation, housing, and childcare assistance
  - Educational and mental health services
  - Job-readiness supports and legal aid

<sup>17</sup> See Table A at the end of the RFA.



Applicants are also encouraged to consider any required supportive services for program graduates post program completion and employment placement to mitigate any barriers or challenges that may arise.

#### 4. Performance Indicators and Reporting

Proposed H RTP programs must deliver measurable results and demonstrate impact through robust performance measurement and continuous learning. To do so, they shall at minimum:

1. Track outputs and outcomes, set ambitious but achievable targets.
2. Collect both quantitative and qualitative data
3. Use findings to refine programs, inform policy, and contribute to the field's knowledge base

- Indicators refer to an observable metric, characteristic, or attribute that helps assess or evaluate the results or effectiveness of a particular process, activity, or intervention.
- Applicants shall propose target numbers for key indicators using the following baselines and shall use these percentages to calculate the target numbers for their proposed programs:
  - i. The target completion rate for participants successfully completing High Road training programs (85% of the target number of participants enrolled in training program(s))
  - ii. The target placement rate for participants securing jobs related to program training (75% of the target number of participants enrolled in training program(s))
- In addition, applicants should consider the following indicators as the baseline for their program design.
  - i. Number of participants enrolled and completed training
  - ii. Number of participants placed in related employment
  - iii. Median wage at placement
  - iv. Number of participants receiving supportive services
  - v. Registered apprenticeship/pre-apprenticeship creation
  - vi. If applicable, unionized job placements
  - vii. Participant hours of training completed
- Applicants shall add additional indicators and goals that showcase their program impact as needed.
- During the onboarding phase, grantees will be required to establish clear, measurable indicators to ensure program success. These indicators include but are not limited to:
  - i. Tracking percentage program participation hours completed
  - ii. Evaluating attainment passing grades and relevant credentials

- iii. Completion of a comprehensive job portfolio, encompassing a well-crafted resume, interview readiness, and demonstration of job quality
- iv. Securing a living wage or demonstrating a clear pathway to achieving one
- v. Access to comprehensive benefits within a specified timeframe post-program completion.

## 5. Budget Narrative

- Applicants shall submit a proposed budget along with a detailed explanation justifying the funding request. A breakdown of staff salaries and benefits will also be required.
- Indirect cost rates<sup>18</sup> fall under administrative costs and cannot exceed 10%, unless the applicant has a Negotiated Indirect Cost Rate (NICRA) approved by a federal agency.

### **Required documents:**

- *Budget template*

## 6. Organizational and Partner Capacity and Readiness

- Applicants shall demonstrate experience managing complex, multi-stakeholder programs, as well as highlight any relevant experience on similar workforce development grants or initiatives. In addition, applicants must demonstrate strong project management and reporting capacity.

## Truth and Accuracy of Representations

False, misleading, incomplete, or deceptively unresponsive statements in connection with a proposal will be sufficient cause for rejection of the proposal. The evaluation and determination in this area will be conducted at the sole discretion of the designated review panel, and the decision will be final. All proposals must be firm and final offers and may not be withdrawn for a period of 180 days following the final proposal submission date.

<sup>18</sup> While indirect costs and administrative costs are related, they are not the same. A) Indirect costs are expenses that cannot be directly linked to a specific grant activity; they may include both program-related and administrative costs. B) Direct costs are expenses that are directly tied to the grant and, like indirect costs, may also include program or administrative expenses. C) Some organizations allocate all administrative costs as indirect costs, which means their indirect cost rate and administrative cost percentage would be the same.

## VI. APPLICATION PROCESS

Applications for this funding opportunity will be accepted online. The application window will be open from April 14, 2025, to May 9, 2025. Please follow the instructions below.

### Logging in to the Application Portal (Application Portal is expected to go live on April 17th)

- Applicants should go to the H RTP Fund [website](#) and click "Apply Now" to start their application. This will direct them to the application portal, where they will be prompted to create an account if they do not already have one. Please note that the application portal link will open on April 17.
- Once logged in, applicants will see their applications in progress and can begin working on their submission. Applicants will need to respond to all questions, upload required documents and complete a budget template. Throughout the process, applicants can save their progress, review, and edit their materials before submitting. Open ended questions will have a limit of 350 words.
- It is important to ensure that all required information is complete before submission, as incomplete applications will not be considered.

### Application Technical Assistance

- Support will be available throughout the application process through a variety of resources, including a regularly updated frequently asked questions (FAQ) document, information sessions, weekly office hours, and additional materials designed to assist applicants.
- These resources, which will be uploaded to the H RTP webpage, will include presentations, checklists, and other guidance materials to help the applicant navigate the requirements and ensure clarity at each stage. Applicants are encouraged to review these materials, submit their questions, and participate in in-person and virtual information sessions to address any additional inquiries they may have.
- To uphold the principles of neutrality, fairness, and transparency, questions related to specific applications or requests for one-on-one assistance will not be addressed. All applicants will have equal access to information through the FAQ document, information sessions, and publicly available resources, ensuring a fair and consistent process for everyone.

Apart from seven information sessions offered during the application period and resources uploaded to DEO's H RTP website, guidance to applicants will be provided by the UCLA Labor Center through weekly office hours. During these office hours, the UCLA labor center will explore in more detail the concepts of a Theory of a Change, and the core components of the H RTP Framework. Applicants will have the opportunity to ask questions on the topics presented during these office hours. Questions specific to an application or proposed

program design will not be addressed. All office hours will be recorded and uploaded to DEO's website to ensure equitable access to technical assistance and information.

Due to its role, the UCLA Labor Center cannot participate in the scoring of applications or in any decision-making processes related to awarding grants.

## Post Award Technical Assistance

Once grants are awarded, grantees are expected to participate in several activities that will be provided to enhance program effectiveness. Activities include:

Activity	Purpose	Date	Time Commitment
<b>Community of Practice</b>	Onboard grantees and establish strong community of H RTP ambassadors	June 2025	Full Day
<b>Community of Practice</b>	Provide grant implementation support by sharing program expectations, best-practice problem-solving, data reporting, and community building among other needs.	October 2025	Full Day
<b>Community of Practice</b>	Provide grant implementation support through evaluation assistance and community building.	May 2026	Full Day
<b>Industry analyses workshops</b>	Identify research needs and share relevant industry data to support grantees in refining and expanding their equity, job quality, and climate resilience goals.	June 2025 – December 2025	At least 3 one-hour sessions; additional sessions as needed, driven by grantee needs
<b>Theory of Change (ToC) workshops</b>	Develop long-term systems change vision aligned program goals and define additional success indicators beyond standard outcomes for more accurate impact.	June 2025- December 2025	At least 3 one-hour sessions; additional sessions as needed, driven by grantee needs
<b>Customized Technical Support</b>	One-on-one problem-solving tailored to grantee needs. Training sessions on key topics such as CalJobs 101, data collection and compliance.	June 2025- June 2026	As needed, driven by grantee needs

*The UCLA Labor Center will provide additional details following the award announcement.*

## VII. SELECTION CRITERIA

Applications submitted under this RFA will be evaluated based on the following criteria. Proposals should demonstrate alignment with the H RTP framework, goals, baseline outcomes and outputs, operational readiness, and the potential for long-term systems change. The maximum score is 100 points. In selecting proposals, Dalberg and DEO will consider the score of the overall application, as well as geographic location, target populations to be served, and industries and occupations of focus.

<b>Program Design and Implementation</b>	<ul style="list-style-type: none"> <li>• Well-developed theory of change narrative with logical linkages between activities, outputs, and outcomes.</li> <li>• Clear problem statement and rationale for proposed interventions.</li> <li>• Defined outcomes for tracking program progress and success.</li> <li>• Feasibility of implementation plan and timeline.</li> <li>• Creative strategies for achieving equity, economic resilience, climate resilience and job quality.</li> <li>• High potential to generate lasting systems change in the targeted industry or community.</li> <li>• A clearly developed logic model.</li> </ul>	25 points
<b>H RTP Framework Alignment</b>	<ul style="list-style-type: none"> <li>• Clear alignment with the core components and goals of the H RTP.</li> <li>• Strong understanding of workforce, industry, and systemic challenges.</li> <li>• Evidence of commitment to advancing equity, economic resilience, climate resilience, and job quality.</li> <li>• Strong focus on equity, including strategies to recruit and retain underserved populations.</li> <li>• Strong collaborative structure with clearly defined roles and responsibilities.</li> <li>• Active participation and leadership from both employers and worker partners.</li> <li>• Letters of commitment and/or MOUs that reflect shared governance and joint decision-making.</li> <li>• Inclusion of community-based organizations and other key stakeholders.</li> </ul>	25 points

<b><i>Training Model and Supportive Services</i></b>	<ul style="list-style-type: none"> <li>• Training aligns with current and emerging industry needs.</li> <li>• Training aligns with acceptable training models as outlined in Section V, subsection 3.</li> <li>• Curriculum is vetted by industry, worker, and community partners.</li> <li>• Includes contextualized, inclusive instruction and clearly defined pathways to quality jobs.</li> <li>• Robust provision or coordination of supportive services (e.g., stipends, childcare, housing, legal support) and case management.</li> <li>• Demonstrated experience serving high-barrier communities.</li> <li>• Inclusive outreach and low-barrier enrollment practices.</li> <li>• <i>[For existing H RTP programs being proposed for scaling]</i> Articulate how the existing program can be scaled or adapted to other sectors or communities.</li> </ul>	25 points
<b><i>Performance Indicators and Reporting</i></b>	<ul style="list-style-type: none"> <li>• Realistic yet ambitious performance targets aligned with program requirements.</li> <li>• Clear plan to collect and report on quantitative and qualitative indicators.</li> <li>• Use of data for continuous improvement and impact assessment.</li> <li>• Willingness to participate in external evaluation and share program data.</li> </ul>	10 points
<b><i>Budget Narrative</i></b>	<ul style="list-style-type: none"> <li>• Budget shall include the key staff positions and cost associated with the program. Brief explanation and justification for each cost.</li> </ul>	10 points
<b><i>Organizational and Partner Capacity and Readiness</i></b>	<ul style="list-style-type: none"> <li>• Demonstrated experience managing complex, multi-stakeholder programs.</li> <li>• Past performance on similar workforce development grants or initiatives.</li> <li>• Strong project management and reporting capacity.</li> <li>• <i>[For the Lead Applicant / Fiscal Agent]</i> Adequate staffing, financial systems, and infrastructure to implement the program.</li> </ul>	5 points

## VIII. FUNDING

### Funding Availability

The H RTP Fund will allocate approximately \$17.8 million to support up to 20 partnerships that integrate the H RTP framework as outlined in this RFA. The H RTP Fund is expected to serve more than 1,300 participants over a one-year grant period. The H RTP Fund has been made available via the ARPA and the CFCI spending plans and has been designed to be aligned with the ARPA, CFCI, and DEO guidelines and earmarked priorities. It is expected that H RTPs programs financed by this funding opportunity will:

### Funding Stages

The H RTP Fund will fund partnerships at two stages of development drawn from the grant categories in the CWDB's H RTP RFA.<sup>19</sup> H RTPs may transition from one stage to another over the course of the grant period. However, applicants are encouraged to select the stage that most accurately aligns with their objectives and activities at the present time.

Stage 1: Piloting or Emerging	
<i>Award range</i>	\$500,000 to \$1,000,000
<i>Grant term</i>	12 months
<i>Estimated number of awards</i>	12
A project in this stage must demonstrate commitment to the H RTP model, and either requires funding to: <ul style="list-style-type: none"> <li>1. Complete program design, curriculum development, partnership engagement, <b>and</b> pilot a training model during the 12-month grant term; or</li> <li>2. Is ready to implement a new training model.</li> </ul>	
Stage 2: Thriving and Growing	
<i>Award range</i>	\$750,000 to \$1,000,000
<i>Grant term</i>	12 months
<i>Estimated number of awards</i>	8
A project in this stage 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. Thriving and Growing projects must show evidence of past success to inform their expansion.	

<sup>19</sup> California Workforce Development Board. *H RTP Regional Workforce Solicitation*. 2022. Available at: [https://cwdb.ca.gov/wp-content/uploads/sites/43/2022/03/H RTP-RWF-Solicitation-FINAL\\_-\\_Accessible.pdf](https://cwdb.ca.gov/wp-content/uploads/sites/43/2022/03/H RTP-RWF-Solicitation-FINAL_-_Accessible.pdf).



## IX. Reporting and Evaluation

This section provides applicants with an overview of the data collection, reporting, and evaluation expectations that may apply to awarded grantees.

Grantees (applicants selected for funding) will be required to comply with the following guidelines. While this section aims to be as comprehensive as possible, specific requirements will be further detailed in each grantee's contract upon award of the grant.

### Periodic Reporting and Other Data Collection

[Caljobs](#) and supplementary data collection systems will be available for grantees to report on program progress periodically. Additional guidance on this process will be provided to the awarded programs. 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 have to submit a final report at the end of the 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.

### Grant Oversight, Periodic Reviews, and Information Requests

Dalberg Consulting U.S., LLC may conduct periodic reviews or request additional information from awarded programs as needed throughout the grant term to ensure compliance and progress. Dalberg Consulting U.S., LLC will oversee day-to-day grant management, providing administrative support, program coordination, and technical assistance. This includes, but is not limited to, contract management, fiscal oversight, reporting, and grant-related guidance.

### H RTP Program Evaluation

The UCLA Labor Center will conduct an evaluation of each funded H RTP, assessing program impact and effectiveness. As part of this process, grantees may engage in activities such as developing goal maps to identify customized metrics tailored to their H RTP, along with other evaluation-related tasks.

Awarded applicants will also be expected to engage in evaluation data collection activities, including developing goal maps to identify customized metrics tailored to their HRTF, interviews, focus groups, and surveys. In addition, awarded applicants must participate in periodic reporting, a final report, and other data collection activities through CalJobs and supplementary data collection systems.

## X. Contact Information

### Questions and Technical Assistance

Questions regarding the H RTP Fund RFA may be directed to Dalberg via [H RTP@dalberg.com](mailto:H RTP@dalberg.com). Responses will be compiled into an FAQ document, updated weekly, and uploaded to the H RTP website [highroadlac.com](http://highroadlac.com). The FAQs document will be updated weekly, every Wednesday by 6.00 PM Pacific Time. To be included in the weekly update, questions must be submitted by prior Friday 3:00 PM Pacific Time. The final FAQs will be released on Wednesday, May 7 for which questions must be submitted by Friday, May 2 3.00 PM. Responses will be included without identifying the submitting organization in the FAQ document or its addendum.

#### *Hybrid Information Sessions*

A total of seven live sessions will be held to provide guidance, Q&A, and clarifications on the application process. These include one fully virtual session and six hybrid sessions conducted in-person across each Supervisorial District, with an option for online participation. The sessions are scheduled for April 14–18, 2025. Detailed information will be available on the website.

#### *Virtual Office Hours*

Virtual office hours will be offered during the application period to help applicants understand key aspects of the process, such as building strong partnerships and aligning with H RTP goals (see section V of the RFA). Recorded sessions will be made available on the website.

#### *Key Links to Websites and Documents*

- DEO H RTP website: <https://opportunity.lacounty.gov/h RTP/> and H RTP Fund Application website: <https://www.highroadlac.com/>
- California Workforce Development Board's H RTP Framework [\[link\]](#)
- Understanding H RTPs 101 [\[link\]](#)
- H RTP Fund Overview [coming soon on the Fund application website]
- Application Guide and Checklist [coming soon on the Fund application website]
- Weekly Updated FAQs Document [coming soon on the Fund application website]
- H RTP Fund Application Portal [coming soon on the Fund application website]

## ATTACHMENT A. ELIGIBLE SUPPORT SERVICES

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)

ATTACHMENT B. LOGIC MODEL TEMPLATE

High Road Training Partnership (H RTP) Fund

The [Name] High Road Training Partnership will address [demonstrated industry and workforce challenge] with [identified training and hiring solution] and [key H RTP partners], yielding [training outputs and outcomes] and [industry-based systems change]. This H RTP is critical within the LA County ecosystem considering [circumstances e.g. need for scale, service gaps] and supports equity, economic resilience, climate resilience, and job quality [demonstrated impacts anticipated].

☐ Piloting/Emerging H RTP
☐ Thriving and Growing H RTP

Logic Model	H RTP Checklist	Inputs/Resources	Activities	Deliverables	Program Outputs	Program Outcomes	System Change Impacts
Examples	<input type="checkbox"/> Strong Partnership <input type="checkbox"/> Worker-Centered <input type="checkbox"/> Industry-Driven <input type="checkbox"/> Training Solution	<ul style="list-style-type: none"> <li>Partners</li> <li>Staffing</li> <li>Budget</li> <li>Facilities</li> <li>Inventory</li> <li>Relevant policy/law</li> <li>Technology, including Artificial Intelligence and Digital Navigation / Literacy</li> </ul>	<ul style="list-style-type: none"> <li>Conduct targeted outreach</li> <li>Host orientations/info sessions</li> <li>Assess and select from applicant pool</li> <li>Enroll participants in program</li> <li>Deliver training solutions</li> <li>Oversee stipends and payroll</li> <li>Host graduations</li> <li>Conduct business development</li> <li>Support hiring activities, including</li> </ul>	<ul style="list-style-type: none"> <li>Industry need analysis</li> <li>Occupational focus and high-quality job descriptions</li> <li>Partner commitments and governance agreement</li> <li>Program budget and per applicant costs</li> <li>Applicant outreach and marketing plan</li> <li>Business development plan</li> <li>Target population and eligibility criteria</li> <li>Assessment and selection process</li> </ul>	<ul style="list-style-type: none"> <li># engaged through outreach and marketing</li> <li># enrolled</li> <li>85% training completion</li> <li>## enrolled representing target population or community</li> <li>Type and ## support services provided</li> <li>\$ in stipends and wages (earnings) during program per participant and across total program</li> </ul>	<ul style="list-style-type: none"> <li>75% graduates hired, including unsubsidized jobs and apprenticeships</li> <li>65% graduates hired in quality jobs</li> <li>Median wages and hours</li> <li>## retention at 90 days and ## retention at 6 months</li> <li>## wage advancement at one year</li> <li>Employer and worker satisfaction and stories</li> <li>Leveraged or sustained program funding</li> </ul>	<ul style="list-style-type: none"> <li>Equity (e.g. increased diversity in workforce, reduction in income disparity)</li> <li>Economic Resilience (e.g. transferable skills cross industry)</li> <li>Climate Resilience and Sustainability (e.g. reduction in urban heat island effect, new hires in a just transition)</li> <li>Job Quality (e.g. improved retention and advancement for H RTP versus field)</li> </ul>

			recruitment events and onboarding <ul style="list-style-type: none"> <li>Track and offer incentives for hires, retention, and advancement</li> <li>Monitor program for quality and continuous improvement</li> <li>Collect and track required data</li> <li>Submit monthly and final reports</li> <li>Develop graduate profiles</li> <li>Convene partners</li> <li>Evaluate program</li> <li>Engage in community of practice</li> </ul>	<ul style="list-style-type: none"> <li>Program model, including specific training models, schedule, hours, and delivery and facilitation details</li> <li>Curriculum template with key learning objectives and credentials</li> <li>Supportive service offerings</li> <li>Completion criteria</li> <li>Program operating guide, including participant and facilitator guides</li> <li>Hire validation records</li> <li>Monthly and quarterly reports (template to be provided by County)</li> </ul>			
Definitions	Section must include how the model achieves the core components of an H RTP as				Outreach may include: relevant targeted population or community based on available funding, where appropriate	Where percentages are stated, they are required by the Request for Applications.	All systems change goals must be clearly articulated at the industry and community level with metrics for present

	defined in the Request for Applications				<p>Enrollment may include: baseline hours to allow for substitutions, eligibility, demonstrated pre-qualifications such as skills, experiences, and education or training, and commitment to the program requirements</p> <p>Completion may include: hours/% of program, credential or educational attainment, good standing with program, etc.</p>	<p>Hiring may include: in defined training related field, offer and minimum of one week on the job, payroll or employer validation of offer including wages and hours, etc.</p> <p>Quality hiring may include: living wage, benefits, average of 30 hours per week a month on average, represented/union hires, hire within 120 days of program completion</p> <p>Retention may include: maintenance of role and/or point in time work in role meeting program criteria with less than 25% work gap if new role</p> <p>Advancement may include: 10% or more pay increase within one year of hire in original or new role</p>	and future measurement of change
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