2025 Application Questions for LA County DEO's High Road Training Partnership Fund

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Cover Page

Thank you for applying for the High Road Training Partnership (HRTP) Fund. When submitting your application in the application portal you will be asked to enter responses to most questions with a few requests for specific document uploads. For those documents, please upload all documents in the format specified in the application portal. Answer each question concisely (open-ended questions have a 350-word limit), and where possible, provide specific data along with its sources to support your responses. For additional guidance, refer to the request for applications (RFA) and other resources available on the HRTP Fund webpage.

I. Application Overview

Lead Organization (Applicant):
HRTP Name:
Primary Industry Focus: Indicate the main industry that your proposed HRTP focuses on. While your HRTP may support multiple industries, HRTP funding is designed to prioritize one primary industry for maximum impact.

- Aerospace & Defense
- Bio Tech & Life Sciences
- Construction & Infrastructure, with an emphasis on green jobs
    - Solar Energy
    - Water Management
    - Landscaping Services
- Creative Sector, including Film & Digital Media
    - Sound Recording industries
    - Motion Pictures and Video industries
- Early Care & Education
    - Child Day Care Services
- Healthcare
- Hospitality & Tourism
    - Food Services
- Information Technology
- Public Sector, Government
- Trade, Transportation and Logistics
    - Warehousing and Distribution
    - Bus Service and Urban Transit

- Other (please specify): _____

Brief HRTP Program description (1-2 sentences):

Requested Amount:
Total Budget for your HRTP Program:

II.Lead Organization Information

Description of Core Services:
Year of Incorporation:
Annual gross revenue/budget:
Number of employees:
Unique Entity Identifier:
[Optional] Data Universal Numbering System (DUNS) Number (if UEI not available):

Organization mailing address:
Zip Code:
City:
County:

Lead Applicant Primary Contact:
Lead Applicant Primary Contact Title:
Lead Applicant Primary Contact Email:
Lead Applicant Primary Contact Telephone Number:

Lead Applicant Secondary Contact:
Lead Applicant Secondary Contact Title:
Lead Applicant Secondary Contact Email:
Lead Applicant Secondary Contact Telephone Number:

Program Design and Implementation

Provide a statement of interest explaining why your organization (the applicant) and your HRTP are a good match for this Fund.

Question 2
Explain how your HRTP aims to increase access to quality job opportunities for underserved populations, create career advancement pathways, and/or achieve other related workforce development goals.

Question 3
Describe the priority industry (e.g., Transportation, Government/Public Sector) targeted by this HRTP and why it was selected as a priority, based on a unique industry hiring and training need and the opportunity to drive equity, economic resilience, climate resilience, and job quality in the LA County region.

Question 4
Identify the occupation targeted by this HRTP by SOC code and describe the occupation(s) (e.g., Cybersecurity Analyst, Electrician, Nurse, etc.), including why the occupation was selected as a priority based on the unique industry hiring and training need and opportunity to drive equity, economic resilience, climate resilience, and job quality in the LA County region. *Refer to the Application Guide Appendix B for guidance on how to find the SOC code.*

Question 5
Select the target population(s) that will be recruited, enrolled, and served with this HRTP, ensuring that historically disinvested populations benefit from and are represented and supported in high-growth and opportunity industries. *Select all that apply and at minimum two*.
- COVID-19 impacted individuals
- English language learners
- Immigrants & refugees
- Incumbent workers
- Justice-involved Individuals
- Low wage workers
- Low-income (per Federal income guidelines)
- Opportunity youth (ages 16-24)

- People experiencing homelessness
- People with disabilities
- Older workers
- Public assistance recipients
- Underemployed
- Unemployed
- Veterans
- Other historically disinvested communities (please specify): _____

Question 6

Select the top five geographic areas you plan to serve, based on where your participants reside.

Click here to download the list of Countywide Statistical Areas for reference.

Please include up to five from this list.

Question 6.1

Select the supervisorial districts you plan to serve based on where you plan to conduct outreach to recruit program participants. *Refer to the Application Guide for guidance on identifying Supervisorial Districts.*

- Supervisorial District 1
- Supervisorial District 2
- Supervisorial District 3
- Supervisorial District 4
- Supervisorial District 5

Question 7

Select the type of grant that best describes your HRTP:

- Piloting or Emerging: A Piloting project demonstrates commitment to the high road model and will catalyze labor market interventions in regions and/or industries where no HRTP currently exists **and** pilot a training model. An Emerging project is an existing HRTP or industry partnership that can demonstrate its alignment with the HRTP framework **and** is ready to implement a training model.
- Thriving and Growing: An existing HRTP or industry partnership that can demonstrate its alignment with the HRTP framework and is expanding the partnership and/or program scope.

Theory of Change

A Theory of Change (ToC) is a strategic roadmap that explains how and why specific strategies will create meaningful change in your industry. Developing a ToC helps partnerships deepen their understanding of the high-road approach, clarify goals, establish key benchmarks, and refine their strategic direction—both at the program level and in driving broader industry-wide and systemic change.

With this in mind, describe your Theory of Change by responding to the questions below.

Question 8
Problem Statement and Context
Describe the workforce challenges and inequities in the industry or region, the needs of underserved populations, and shifts occurring in your industry. What specific industry and workforce challenges does your HRTP aim to address, and how?

In your response, include a clear problem statement and outline the proposed interventions (training must be one of the interventions described). Support your explanation with relevant data, employer and worker insights, and concrete examples.

Question 9
Conditions and Assumptions
What conditions and assumptions are you considering that will influence your program design (e.g., policy environment, employer engagement, funding availability)?

Question 10
Systems Change Impacts
What is the long-term vision your HRTP aims to achieve? Describe your program's systems change goals (e.g., establishing credentials, changing hiring practices, improving workplace conditions, strengthening collective worker voice, etc.). If you have experience achieving systems change, please share. *Refer to the Application Guide for guidance.*

Logic Model

A logic model is a visual and linear tool that maps out specific inputs, interventions and activities, outputs, and outcomes.

Question 11
Complete and Upload the Logic Model Template modeled after Attachment B of the RFA.

- **Inputs:** List 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:** List 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)
    - For example:
        - Intervention: Training Program
        - Activities: Conduct targeted outreach, enroll participants, etc.
- **Outputs**: List tangible outputs (e.g., individuals engaged through outreach and marketing, individuals enrolled, funding distributed in participant stipends) generated through program activities to achieve specific outcomes.
- **Outcomes**: List 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).
- **Impacts**: List the systems change goals your program aims to achieve and that are described in your HRTP theory of change.

Provide a narrative description of each of the logic model components by responding to the questions below.

Question 11.1
Inputs
Describe how the resources and assets that will be invested in the program will support its activities.

Question 11.2
Interventions & Activities
How will your HRTP address the identified industry challenges and workforce needs? Describe the training component, (a required element of the grant), along with any additional interventions (e.g., mentorship programs, career ladders, changes in hiring practices, workplace policies, safety committees) that will support workers' economic stability and upward mobility. Additionally, explain how these interventions will contribute

to employer and industry competitiveness and growth, providing relevant examples where possible.

Question 11.3

Activities Workplan

This form is a tool to help plan the various components of your program and identify milestones leading to the achievement of outputs and outcomes. Provide details about the activities that will occur each quarter throughout the grant term, along with estimated completion dates. Activities can carry over between quarters and should be clearly outlined.

Activities	Estimated Completion Dates
Quarter 1 (Nov 2025 - Jan 2026)	
Quarter 2 (Feb 2026 - Apr 2026)	
Quarter 3 (May 2026 - Jul 2026)	
Quarter 4 (Aug 2026 - Oct 2026)	

Question 11.4

Outputs

Describe how the outputs listed in the logic model will help you achieve your proposed program's outcomes.

Question 11.5

Outcomes

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Describe how the outcomes listed in your logic model reflect the changes you expect to achieve through the program's activities during the grant period. Explain how they align with your overall goals and address the identified workforce challenges.

High Road Training Partnership Framework Alignment

The following questions are intended to understand how your proposed program is aligned with the High Road Training Partnership Framework.

Core components

Strong Partnerships

Question 12

Please reference Section IV of the RFA regarding partnership requirements. Use the table below to:

- List all partners relevant to your HRTP, their specific involvement, and their role in the table below. Provide details on their responsibilities; qualifications (e.g., track record of organizing and educating workers, trusted relationships, common goals and values among partners, industry expertise); demonstrated experience and ability in identifying solutions to industry problems and designing solutions aligned with the High Road framework; ability to integrate worker and employer expertise. Indicate whether each partner's commitment has been formalized or is planned. Please only choose one convener.
- Applicants are required to partner with training providers and LA County's America's Job Centers of California (AJCCs). DEO will facilitate coordination between grantees and the AJCCs, therefore applicants are not required to list an AJCC as a partner.

A Partnership Letter of Commitment must be uploaded for all required partners (i.e., convener, employer, labor or worker representative, training provider or other implementation or service delivery providers). Applicants can upload pre-established MOUs, charters, or other types of formal partnership agreements in place of a Partnership Letter of Commitment. Indicate any commitments that have been secured by employers to provide on-the-job training and hire graduates of the HRTP at or above a living wage or on a pathway to a living wage. For reference, the living wage standard in Los Angeles County is $27.81/hr in 2025.[1]

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

For planned partners, describe the steps that have been taken to engage potential partners in Question 14 below.

Partner Name	Responsibilities	Relevant HRTP Qualifications *Refer to the RFA for more information on the HRTP framework*	Demonstrated HRTP Experience	Formal or Planned
Convener				
Employers				
Labor or Worker Representative				
Training Provider				
Other Partners				

Please upload all Partnership Letter of Commitments for all formal partners.

Please reference the following templates:
- Letter of Commitment Template
- Letter of Support Template

All uploaded files must follow the naming format below to ensure consistency and proper tracking:

[MoU or LoC] – HRTP [Program Name] – [Organization Role] – [Organization Name]

Example: MoU – HRTP Construction – Employer Partner – ABC Construction.

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Please use this structure exactly when naming your files before uploading them.

Question 13

Describe the convener's experience and success working and convening employer and worker representatives. If applicable, include experience working with other pertinent stakeholders (e.g., community-based organizations/non-profits, social services agencies, subject matter experts, local workforce development boards, etc.).

Question 14

Outline how the partnership will convene and engage throughout the grant period (e.g., monthly core partners meetings, convener meetings with individual partners as needed, etc.).

Question 15

Describe how input from required partners (convener, employer(s), labor or worker representative(s)) has or will shape the program design.

Question 16

[Optional] Elaborate on the status of partner commitment to engage and work together throughout the grant term and beyond.

Worker-Centered

Question 17

Describe your and/or your partners' experience and plans for implementing mechanisms and infrastructures that ensure worker expertise is valued and integrated alongside employer expertise. Provide examples such as worker-led training, shared decision-making, partnership governance equally driven by workers and employers, or worker-led curriculum development. If relevant, describe how your HRTP addresses workforce barriers like language, immigration status, or other challenges to upward mobility.

Industry-Driven

Question 18

Describe your and/or your partners' experience and plans for implementing mechanisms and infrastructure that ensure employer expertise is integrated alongside worker expertise. Provide examples such as using labor market data to identify training and

placement needs, shared decision-making, partnership governance that is equally driven by workers and employers, or industry-informed curriculum development. If relevant, describe how your HRTP addresses industry needs and challenges like retirement-driven workforce changes, sustaining a competitive edge through technological change.

Training Solutions

Question 19
Describe your process for selecting the proposed training model, including the partners involved, each of their priorities, and how those priorities were aligned and incorporated into the design of the training model.

Question 20
The HRTP framework calls for industry improvement and/or transformation and systems change. Describe how the proposed training model will be leveraged to advance your systems change goals.

Goals

Equity Focus

Question 21
Describe how your HRTP and your and/or your partners' experience engaging and supporting the identified priority populations. Provide specific examples.

Question 22
Describe your HRTP's equity goals. Explain how your HRTP will address structural inequities that underserved and/or under-resourced communities experience, including the specific mechanisms or strategies your HRTP will implement to achieve these goals.

Question 23
Describe how partners will ensure equitable participant recruitment and retention during the training program and equitable placement and retention beyond the training program. Describe specific strategies, such as case management and supportive services.

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Question 24

Describe how the partnership will contribute to fostering a robust and economically resilient economy. The description should include the partnership's specific strategies and plans for creating a more adaptable and inclusive workforce, enhancing collaboration among both industry and regional stakeholders, and anticipating and mitigating industry shifts and disruptions.

Climate Resilience

Question 25

Describe the climate impacts and any other environmental health and safety hazards in the industry of focus. Outline how stakeholders (e.g., employers, workers, surrounding communities) may be affected by these risks. If climate resilience is not a central focus of your proposal, outline a preliminary plan describing how your HRTP will assess climate impacts in your industry and its effects on the surrounding communities.

Question 26

Describe your HRTP's climate mitigation, adaptation, resilience and/or sustainability goals. Explain the specific strategies or initiatives your HRTP will implement to address these goals. If climate resilience is not a central focus of your proposal, describe the steps you will take to develop action items and integrate climate considerations into your HRTP's workforce development strategy.

Job Quality

Question 27

Select the job quality goal(s) your HRTP will address. Select all that apply.
- Improve worker safety net (e.g., benefits such as health care, health and safety protections, paid vacation and leave, retirement, and job security and professional development)
- Increase wages
- Create safe and healthy work environments
- Build quality training structures
- Establish clear career pathways and upward mobility opportunities
- Integrate worker voice
- Other (please specify): _____

Question 27.1

Describe how the partnership will accomplish the job quality goal(s) selected above. For each goal selected, provide details on the specific strategies and/or interventions your HRTP will implement. Where applicable, describe how your HRTP will address benefits (e.g., paid leave, healthcare, retirement), workplace safety improvements, predictable schedules, or worker representation.

Question 28

Describe how your HRTP will connect workers to quality jobs with clearly defined pathways to advancement. Provide specific examples, such as industry-recognized training models, apprenticeship pipelines, employer commitments to hiring, or agreements that ensure job quality improvements.

Question 29

What is the median wage in the occupation of focus? Please use California Employment Development Department (EDD) wage data and provide the specific data sources used for wage calculations. *Refer to the Application Guide for guidance*.

Question 29.1

If the occupation's current median wage is below a livable wage, how will your HRTP create pathways to jobs with livable wages? Describe your approach. For reference, the living wage standard in Los Angeles County is $27.81/hr in 2025, according to the MIT Living Wage Calculator.

Training Model and Supportive Services

Select the training model(s) your HRTP will implement. Select all that apply.

- 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
- Other (please specify): _____

Question 31

Describe how the training model will 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.

Question 32

Describe your outreach plan, including the strategies and methods you will use to engage and connect with your target populations and the geographies of focus.

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.

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Question 33.1

How many hours of classroom training and classroom content will be provided and for how long (i.e. schedule with total hours per week, total duration)? If a training model has not been developed, please provide a best-guess estimate.

Question 33.2

How many hours of on-the-job training or work experience will be provided and what will the participants expect to learn? If a training model has not been developed, please provide a best-guess estimate.

Question 33.3

What will the class size and cohort structure be (e.g., synchronous, asynchronous)? Will classes be in-person, hybrid, or virtual? If a training model has not been developed, please provide a best-guess estimate.

Question 34

[For Thriving and Growing only- see Question 7 for description] Describe any plans to expand or replicate the training curriculum.

Question 35

If applicable, indicate if the training model is a registered pre-apprenticeship or apprenticeship program, and/or if any industry recognized credentials can be earned by program participants.

Question 36

Describe your organization's and/or partners' experience in designing and running successful training programs. Provide specific examples of past programs, including key outcomes such as participant completion rates, job placements, industry certifications earned, or employer partnerships established.

Case Management and Comprehensive Supportive Services

Question 37

Please describe if and how your program will offer case management services to training participants.

Question 38

Select the comprehensive supportive services your HRTP will provide. Select all that apply.

- Car repairs
- Childcare & dependent care
- Clothing for children
- Counseling
- Educational materials
- English language training
- Equipment
- Financial literacy
- Food/basic necessities
- Job-readiness
- Legal services
- Licensing costs
- Life skills training
- Mental health
- Moving costs
- Opening a savings account
- Outpatient health
- Personal protective equipment
- Physical examinations
- Remedial academic training
- Rental assistance
- Substance use treatment
- Temporary lodging
- Testing
- Tools
- Training stipend
- Transportation costs
- Union fees
- Utility bills
- Vaccinations
- Worker outreach (e.g., connecting workers with employers and workforce services through job fairs)
- Other (please describe) _____

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Question 39

Describe the supportive services selected above. Provide more detail on the specific service(s) that will be offered and how they will support trainees in overcoming barriers to accessing and completing training programs, as well as securing and retaining quality jobs.

Question 40

Identify all current or potential organizations that will provide supportive services, including the supportive services your organization will offer. For each, list the specific supportive service(s) they will be providing and how these service(s) will contribute to participant success, and highlight their qualifications (e.g., track record of successfully providing the service; ability to adapt to participant needs, etc.). Additionally, indicate whether each organization's commitment has been formalized or is planned.

Organizations	Supportive Service(s)	Qualifications	Formal or Planned

Performance Indicators and Reporting

This section outlines the indicators—observable metrics, characteristics, or attributes that help assess or evaluate the results or effectiveness of a particular process, activity, or intervention. It includes baseline indicators grantees are expected to report on at minimum.

Question 41

Target Participant Indicators

In the table below, add target numbers for indicators. It is understood that more accurate numbers of participants will be captured once recruitment is complete. Awardees will receive technical assistance to refine participant targets.

Indicator	Target
Number of participants enrolled in training program(s)	
Number of participants who successfully completed high road training programs (Must meet or exceed 85% of participants enrolled)	
Number of participants placed in related employment (Must meet or exceed 75% of participants enrolled)	
Median wage at placement	
Number of participants receiving supportive services	
Number of unionized job placements (if applicable)	
Participant hours of training completed	
Registered apprenticeship or pre-apprenticeship creation (if applicable)	Yes or No

Question 41.1

Funding sources include earmarks that target specific populations, occupations, and key emerging skills integration and adaptation. Complete the table below if your HRTP aims to reach the populations listed in the table.

Indicator	Target
Number of Justice-Involved participants	
Number of participants exposed to ethical artificial intelligence and machine learning training if applicable to your target industry and occupations	
Number of participants trained as digital navigators (reference Section IV of the RFA, under "Target Industries and Occupations" for definition of digital navigators). *Required for Digital Navigators Programs.*	

Question 42

Program-Specific Target Indicators

In the table below, aside from the outcomes identified before, please add additional target outcomes and indicators that are specific to your partnership and/or training program.

Outcome	**Outcome Description**	**Indicator**	**Target**
Outcome #1			

Question 43

Deliverables Workplan

Identify deliverables to be accomplished with grant funding by the end of the grant term (e.g., Curriculum template with key learning objectives and credentials, and provide an estimated completion date for each.

What deliverables will the program produce?	**Estimated Completion Date** Digital Navigators Funding Period: Nov 2025-Oct 2026

Question 44

How do you plan to collect and report on data including from core partners and training providers? Please offer a plan that reflects an intention to make reporting as streamlined as possible.

Budget Narrative

Complete the questions and template below to submit a proposed budget.

Question 45

Submit a proposed budget for your program by completing the Budget Request Template.

1. Click here to download the template.
2. Fill out the template
3. Rename the file: Budget – HRTP [Program Name].xlsx
4. Upload your file to this question

Uploaded files must follow the naming format below to ensure consistency and proper tracking: Budget – HRTP [Program Name]

Question 46

Provide a detailed explanation justifying the funding in your Budget Request. Justify how the requested funds align with your HRTP's goals and include a clear rationale and relevant information for any high-cost allocations in your Budget, such as high staff salaries, travel, supportive services, contractor expenses, or other substantial expenditures. Clearly delineate what this funding will support as opposed to other funding sources.

Question 47

Enter the job title and a brief description of the roles and responsibilities for each staff member working on your program who is being *paid directly with grant funds*. For example: "Case Manager; coordinates services and supports for HRTP participants, linking them to training and appropriate placement".

For the salaries cost breakdown, include full-time employees (FTE), fringe benefits, and benefits percentage. Example provided below:
FTE x Monthly Salary x Time ("X" months) = Total Salary
Total Salary x Benefit Percentage (0.00) = Total Benefits
Total Salary + Total Fringe Benefits = Grand Total

Staff Salaries and Benefits

Staff Job Titles & Roles and Responsibilities	FTE	Monthly Salary	Months	Total Salaries	Benefits	Benefit %	Total Staff Salaries + Benefits
Total Salaries							
Total Benefits							
Total Salaries & Benefits							

Question 48

If the requested amount is less than the total budget cost, list funders, including partners that are providing a leveraged/match contribution.

Please note that the total project budget amount and total budget cost should match what was listed on the 'Application Overview' section.

Question 49

If your organization has received other funding from the Department of Economic Opportunity and/or Los Angeles County and/or the California Workforce Development Board HRTP, list the specific programs and provide a brief description of when and how the funding was used for each. This is not a disqualifying factor.

Organizational and Partner Capacity and Readiness

Question 50

Please describe the partnership's capacity to deliver a complex and multi-stakeholder program and meet the overall HRTP initiative requirements. The description should include any experience running previous programs using government and philanthropic grants of a similar size, previous collaborations that incorporated multiple partners and interests, general project management experience involving strategic planning, time-sensitive deliverables and outcomes, various levels of accountability, and how partners plan to adapt their systems to implement the HRTP program and comply with program deadlines, reporting, and deliverables.

Question 51

Please describe the lead applicant's capacity to be the fiscal agent, including how the organization will ensure there is adequate staffing, financial systems, and infrastructure to implement the program.

Question 52

By checking this box, the applicant attests that all HRTP partners are in good standing and have not been debarred from contracting with any philanthropic organizations or government agencies. [checkbox available in the application portal]