department of economic opportunity
COUNTY OF LOS ANGELES

HIGH ROAD TRAINING PARTNERSHIP FUND
Economic Mobility in Action

2026 Request for Applications for Los Angeles County DEO's High Road Training Partnership Fund Cycle 3

September 28, 2026

1. RFA Summary and Key Deadlines

Purpose of this RFA: Dalberg, on behalf of the Los Angeles County Department of Economic Opportunity, is soliciting qualified applications for High Road Training Partnerships (HRTPs) that train and place participants in LA County into high road careers, and advance systems change across industries. This third cycle of the HRTP Fund will provide grants that support workforce development for wildfire rebuilding, recovery, and resilience efforts; operations and maintenance occupations for the County's water infrastructure; underserved populations and justice-involved individuals in preparation for the 2028 Olympic and Paralympic Games and other major events, as well as the ethical use of artificial intelligence; and Angelenos with lived experience of homelessness and justice involvement.

Summary of SOW requirements: The successful applicant will be responsible for completing an application form that demonstrates: (1) high-quality program design, (2) alignment with HRTP model goals and components, and (3) readiness for and experience with program implementation. A complete application must include answers to all questions, a completed budget using the template provided, signed documents formalizing partnerships with all five core HRTP partners [i.e., lead applicant and fiscal agent, sector intermediary, employer(s), labor or worker representative(s), and training provider(s)], and a completed logic model using the template provided.

RFA Deadlines:

RFA Release Date	September 28, 2026
Information Session Date	October 1, 2026 at 1:00-2:00 PM Pacific Time *(Registration Link)*
Written Questions Due	**Round 1:** October 2, 2026 **Round 2:** October 16, 2026 *Submit questions to: HRTP@dalberg.com*
Questions and Answers Released	**Round 1**: October 9, 2026 **Round 2:** October 23, 2026
Applications Due	October 30, 2026, by 12:00 PM (Pacific Time) to: HRTP@dalberg.com
Anticipated Contract Term	January 1, 2027 – December 31, 2027 for program implementation January 1, 2028 – March 31, 2028 for reporting and close out
Applicant's Minimum Mandatory Requirements (MMRs)	Refer to **Section 5.A**

Contents

1. RFA Summary and Key Deadlines 1
2. Introduction 3
3. Funding Opportunities 5
4. Required HRTP Goals, Outcomes, Outputs, and Activities 7
   - A. What are High Road Training Partnerships? 7
   - B. Required HRTP Goals 8
   - C. Required HRTP Outcomes, Outputs, and Activities 10
   - D. Systems Change 12
5. Eligibility and Program Requirements 13
   - A. Overview of Minimum Mandatory Requirements and Partnership Requirements 13
   - B. Program Requirements 19
   - C. Requirements by Funding Opportunities 25
6. Implementation Requirements 33
   - A. Grant Period 33
   - B. Staffing requirements 33
   - C. Budget and Payment Terms 33
   - D. Reporting and Evaluation 34
7. Selection Criteria 35
8. Application Process and Submission Guidelines 37
   - A. Timeline and Submission Guidelines 37
   - B. Applicant Support 37
   - C. Truth and Accuracy of Representations 38
9. Addendum: Los Angeles County DEO HRTP Allowable Expenses Guidance 39
   - A. Overview 39
   - B. Allowable Expenses 41

2. Introduction

Los Angeles County's High Road Training Partnerships (HRTPs) offer a holistic and comprehensive approach to workforce development by bringing together workers, employers, labor unions, educators, and community service organizations to design training for quality jobs that pay a living wage and offer clear paths to advancement. By aligning training with real employer needs and centering equity and worker voice, participants gain in-demand skills and access to stable careers. This collaborative approach strengthens businesses while building more inclusive, resilient local and regional economies. These programs are modeled on the State of California's HRTP Framework.

Since 2022, the LA County Department of Economic Opportunity (DEO) has committed $39.7M from Federal, State, and County Funds to support 27 HRTPs. To date, DEO's commitment to HRTPs has led to over 2500 workers enrolled in training, 1900+ successful graduates, 700+ workers placed in related employment, and several partnerships planting seeds for longer-term systems change. The HRTP Fund, launched in 2025, supports DEO's vision for a more equitable economy with thriving local communities, inclusive and sustainable growth, and opportunity and mobility for all. For more information about DEO, visit http://opportunity.lacounty.gov and the dedicated HRTP website at http://opportunity.lacounty.gov/hrtp/.

To continue this progress, DEO is launching a third cycle of the HRTP Fund ("Cycle 3 Fund" or "the Fund") to provide over $7.7M across eight HRTP programs to serve participants across LA County and advance systems change across industries. Dalberg Consulting U.S., LLC ("Dalberg") will continue serving as the Third-Party Administrator (TPA) for the Fund and is releasing this Request for Applications (RFA) on behalf of DEO to solicit qualified applications for High Road Training Partnerships that train and place participants in LA County into high road careers and advance systems change across industries.

The HRTP Cycle 3 Fund is supported by four funding sources that advance distinct workforce development priorities across Los Angeles County. State funding through California Assembly Bill 338 (AB338) will support workforce training programs that contribute to wildfire rebuilding, recovery, and resilience efforts; County funding through Measure W's Safe, Clean Water Program will support training for operations and maintenance occupations for the County's water infrastructure;[1] County funding through Care First Community Investment (CFCI) will support workforce development initiatives for underserved populations and justice-involved individuals in preparation for the 2028 Olympic and Paralympic Games and other major events, as well as the ethical use of artificial intelligence (AI); and State funding through AB109 Careers for a Cause (C4C)

[1] The SCWP Workforce Development Collaboration represents a strategic, multi-year collaboration between the Los Angeles County Department of Economic Opportunity (DEO) and the Department of Public Works (DPW) to advance workforce development aligned with Measure W investments. The SCWP funds stormwater initiatives that improve water quality, increase local water supply, and provide community benefits such as green spaces and parks, to support the County's stormwater infrastructure goals. The program cultivates regional and community partnerships and prioritizes historically underserved communities.

will support training for Angelenos with lived experience of homelessness or justice involvement, helping them secure high-road jobs in social services and homeless services.

3. Funding Opportunities

The HRTP Cycle 3 Fund will provide over $7.7M across eight HRTP programs, aligned with the six funding opportunities outlined below. Applicants must choose **one** funding opportunity to apply for that is most relevant to their partnership, and only **one application per partnership is permitted**. Exact funding amounts will be determined during contracting.

Funding opportunities	Description and key objectives

Training for Rebuilding, Recovery, and Resilience in LA County – 2025 Wildfires (AB338)	• **Amount:** $3,350,000
	• **Number of grants:** Up to 3 grants
	• **Key objectives:** Develop HRTPs that train and place participants into unsubsidized high road jobs that support rebuilding, recovery, and resilience efforts related to the 2025 wildfires
	  ○ **Rebuilding:** Training and placing participants in construction and trades roles that physically reconstruct homes, business, and infrastructure damaged by the fires.
	  ○ **Recovery:** Supporting workers in fire-impacted sectors, including but not limited to the creative, early care & education, healthcare, hospitality, and tourism sectors, to restore economic activity in affected communities.
	  ○ **Resilience:** Preparing workers for wildfire prevention and mitigation jobs (e.g., fire departments, forestry) that reduce the risk and impact of future wildfires.

Training for Safe, Clean Water Program – Operation & Maintenance Jobs (SCWP O&M)	• **Amount:** $680,000 • **Number of grants:** 1 grant[2] • **Key objectives:** Develop an HRTP that trains and places participants into unsubsidized high road jobs performing Operations and Maintenance work on public water, wastewater, and stormwater infrastructure in LA County, with the majority of participants placed in jobs that directly or indirectly support Measure W funded Safe Clean Water Projects.
Training for General Workforce Development of Underserved Populations, in Preparation for the 2028	• **Amount:** $1,202,000 • **Number of grants:** 1 grant

[2] More grants may become available if additional funding is secured.

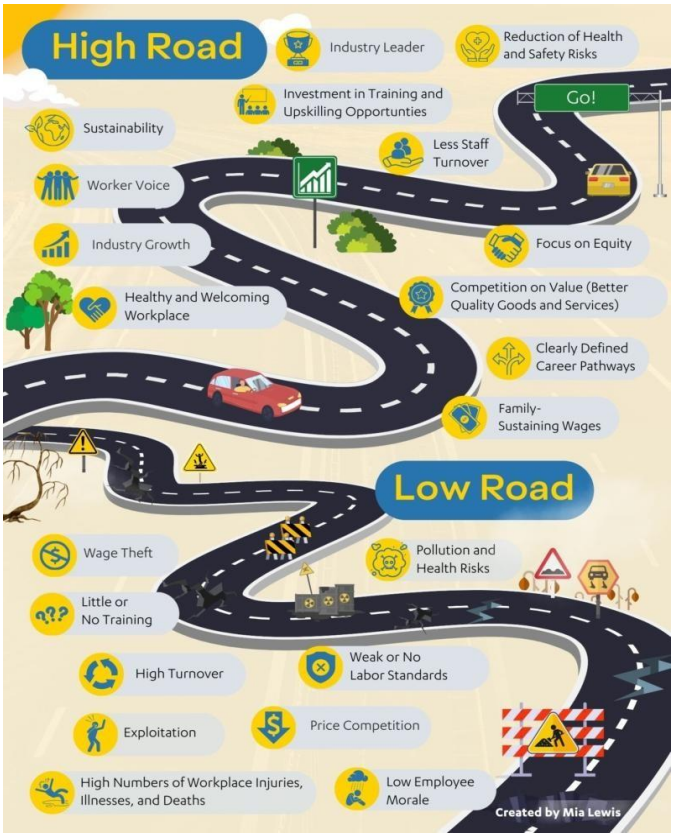
Olympic and Paralympic Games (CFCI – General WD)	• **Key objectives:** Develop an HRTP that trains and places underserved Angelenos into unsubsidized high road jobs in sectors important to the 2028 Olympic and Paralympic Games and other major events, especially those relating to event infrastructure, operations, and tourism.
Training for Justice-Involved Individuals, in Preparation for the 2028 Olympic and Paralympic Games (CFCI – Justice-Involved)	• **Amount:** $792,000 • **Number of grants:** 1 grant • **Key objectives:** Develop an HRTP that trains and places justice-involved Angelenos into unsubsidized high road jobs in sectors important to the 2028 Olympic and Paralympic Games and other major events, especially those relating to event infrastructure, operations, and tourism.
Training on the Ethical Use of Artificial Intelligence (CFCI – AI)	• **Amount:** $957,000 • **Number of grants:** 1 grant • **Key objectives:** Develop an HRTP that provides practical training on the ethical use of artificial intelligence and places participants into in-demand, unsubsidized high road jobs that use AI as a core part of the work.
Training for Social Services and Homeless Services Jobs for Angelenos with Lived Experience of Homelessness or Justice Involvement (AB109 C4C)	• **Amount:** $755,000 • **Number of grants:** 1 grant • **Key objectives:** Develop an HRTP that trains and places Angelenos with lived experience of homelessness or justice involvement into unsubsidized high road jobs in the social services and homeless services sectors.

Additional requirements for each funding opportunity are provided in Section 5.C. Applicants must meet both the overall **Minimum Mandatory Requirements** (**Section 5.A**) ***and*** any **funding-opportunity-specific requirements** to be considered for funding.

4. Required HRTP Goals, Outcomes, Outputs, and Activities

A. What are High Road Training Partnerships?

High Road Training Partnerships (HRTPs) offer a holistic, 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 economic and climate resilience. Workers, labor and other worker organizations, and employers are recognized as industry experts and work alongside community-based organizations (CBOs) and training institutions to provide workforce development solutions with pathways to quality jobs, especially for those from the most disadvantaged communities.



HRTPs are built on the principles of the "High Road," an economic development strategy that creates mutual benefits for businesses and workers by promoting shared prosperity, environmental sustainability, and inclusive decision-making. A High Road employer thrives by delivering quality products and services through innovative strategies and investments in its workforce.[2] This approach fosters quality jobs where workers have agency, voice, and access to predictable, fair, and clearly defined pathways to economic stability.[3] Additionally, HRTPs equip workers with opportunities for skills development and career advancement.[4]

[3] "Taking the High Road," UC Berkeley Labor Center, May 1, 2020, Accessed February 26, 2025, http://laborcenter.berkeley.edu/taking-the-high-road/

[4] Laura Dresser, Robyn Richards, Joel Rogers, and Danielle Salus, High Performance Partnerships: Winning Solutions for Employers & Workers (Madison, WI: State of Wisconsin Department of Workforce Development, 1999), 11-4.

B. Required HRTP Goals

Proposed HRTP programs are required to achieve four overarching goals: (1) promoting equity, (2) improving job quality, (3) strengthening economic resilience, and (4) supporting climate resilience.

Goal 1: Promote Equity
Equity means that all workers have access to quality jobs and living wages,[5] upward mobility and wealth-generating opportunities, and safe and healthy workplaces—regardless of race, ethnicity, gender, sexual orientation, religious beliefs, geography, or ability. Promoting equity through HRTPs means: • **Developing new pipelines of talent:** HRTPs 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:** HRTPs 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, HRTPs 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.
Goal 2: 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.[6] 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.

[5] The living wage for LA County in 2026 for a single adult is $28.92/hour. Massachusetts Institute of Technology, Living Wage Calculation for Los Angeles County, California. https://livingwage.mit.edu/counties/06037.
[6] California Workforce Development Board. *Job Quality in Workforce Development.* 2020. Available here.

- **A safe and healthy work environment:** High standards for safety, workplace protections, and environmental sustainability that enhance job satisfaction, morale, and public health.
- **Clear pathways and upward mobility:** Employer and industry partners in an HRTP 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.

Goal 3: 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 evolving industry demand, preparing workers for roles in growing sectors. 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. Providing participants with training and certifications relevant to multiple industries and occupations enables workers to move across sectors, responding to technological advancements and shifts in the labor market.
- **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 4: 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.[7] Supporting climate resilience through HRTPs means:

- **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.

[7] California Workforce Development Board. *Climate in Workforce.* 2020. Available here.

- **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. 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.

C. Required HRTP Outcomes, Outputs, and Activities

Proposed HRTP programs are required to achieve the outcomes[8] and outputs[9] outlined below by implementing the corresponding interventions and activities.[10]

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

***Output 1*:** Customized training solutions aligned with industry and workforce needs.

***Interventions and Activities*:**

A. Select the appropriate industry focus that has a clear industry challenge (e.g., documented labor shortages for specific high road occupations) and workforce challenge (e.g., lack of training pathways into high road occupations in underserved communities).

- Identify sectors that are critical to the regional economy.
- Prioritize future-focused sectors.
- Use labor market data, employer and labor input, and community feedback to identify specific industry and workforce.

B. Design and implement training programs that are responsive to real-time industry needs, workforce challenges, and future market trends.

- Engage directly with employers, worker organizations, and industry experts to identify skills gaps and labor force trends.
- Ensure training curricula are co-developed with industry and vetted by hiring partners as well as worker/labor representatives.
- Integrate sector-specific certifications, credentials, or registered pre-apprenticeship/apprenticeship pathways that lead to high-quality employment.

[8] 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.

[9] Outputs are tangible products, services, or deliverables generated through activities and interventions. They are typically short-term and measurable.

[10] Interventions and activities are the concrete, actionable steps designed to achieve the program outputs. They clarify how the outputs and outcomes will be pursued.

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

***Output 2*:** Collaborative partnerships to co-create and co-implement training solutions, placement pathways into high road jobs, and systems change initiatives.

***Interventions and Activities*:**

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

- Include diverse stakeholders— a lead applicant and fiscal agent, a sector intermediary, an employer, a labor or worker representative, and a training provider—in program design and governance.
- Develop formal agreements (e.g., memorandum(a) of understanding, letters of commitment, etc.) that demonstrate mutual commitment to program activities and 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.
- Promote worker-led innovations and peer mentorship as strategies to enhance retention and build leadership.

***Outcome 4*:** Increased participation, retention, and placement 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.

- Design outreach and enrollment strategies that reduce access barriers, including multilingual support and flexible scheduling.
- Provide supportive services such as transportation, educational materials, and health services. Supportive services should be tailored to the needs of specific priority populations. See **Section 5.B.4** for a list of supportive services.
- Provide a training stipend that is commensurate with the needs of the participants.

- Ensure programs are inclusive of the realities and needs of selected priority populations and others historically excluded from workforce development systems. See **Section 5.B.2** for additional information on priority populations.
- Develop culturally responsive and inclusive curricula that reflect the realities of historically underserved communities.
- Use data and feedback to continuously improve accessibility and equity outcomes.

D. Systems Change

Applicants must articulate in their applications how their proposed program interventions and activities will contribute to the required HRTP outputs, outcomes, and goals. However, HRTPs also recognize that program-level interventions alone cannot fully achieve these objectives without broader systems change. Therefore, applicants must also develop a logic model[11] and reflect on what broader systems level changes need to take place alongside their training program in order to achieve the required HRTP outcomes and goals. Based on this reflection, applicants must articulate their systems change vision and concrete activities they will complete during the grant period.

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 moves past solving individual problems and focuses on creating lasting improvements by reshaping the way systems operate. In the context of HRTPs, systems change involves the following key levers:

- **Pipelines:** Improved job pipelines for underserved populations (e.g., entry into tech jobs for people without a formal college degree; re-entry into the job market for justice-involved individuals).
- **Pathways:** New or better training models, credentials, and career ladders (e.g., creation of structured training pathways in industries that lack formal mechanisms).
- **Practices:** Changes to employer hiring, training, or workplace norms (e.g., improved worker safety and protections in jobs that traditionally lacked them).
- **Policies:** Efforts to advance public policy improvements (e.g., advocating for green transition projects to hire union contractors that meet high road principles; unlocking local/state/national funding to scale HRTPs).
- **Partnerships:** Deepened cross-sector collaboration to sustain other levers (e.g., structured forum for industry, worker representatives, and training providers to collaborate).

[11] 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. See **Section 8** for the required logic model template and additional details on submission requirements.

5. Eligibility and Program Requirements

A. Overview of Minimum Mandatory Requirements and Partnership Requirements

1. Minimum Mandatory Requirements

This section outlines the minimum mandatory requirements that must be met by all applicants. Applications that fail to meet these requirements will not be considered. Additional program design and funding-opportunity-specific requirements and preferences are described in Sections **5.B** and **5.C**, respectively.

Minimum mandatory requirements
Partnership requirements • **HRTP applications must include the following five required HRTP core partner roles:** a lead applicant and fiscal agent, a sector intermediary, an employer, a labor or worker representative, and a training provider. Individual organizations can play multiple roles, but the employer, worker representative, and sector intermediary must be different organizations. Partners that do not meet the requirements and expectations outlined in the Partnership Model section below will not be considered eligible. • **All core partners must be located in Los Angeles County.**[+] • **All core partners must submit Memoranda of Understanding (MoUs) or Letters of Commitment (LoCs)** with clear information demonstrating how their role and commitments align with the requirements and expectations for each role outlined in the Partnership Model section below. If an organization is playing multiple core partner roles, their MoU/LoC must detail how they will meet the requirements of each role in order to be considered. • **The lead applicant and fiscal agent must be a nonprofit organization.** For-profit entities may apply/are eligible to serve as the lead applicant and fiscal agent **only if** they are a workforce development provider. No government agencies are eligible to serve as lead applicant and fiscal agent. • **All previous DEO-HRTP grantees may apply.** If an application is submitted by the same lead applicant and fiscal agent of a current HRTP Cycle 2 award (July 2026), the proposed program must be meaningfully different from their existing HRTP program in order to be considered. • **America's Job Centers of California (AJCCs) are not eligible to serve as one of the five required HRTP core partners in the application.** If an organization that separately contracts to operate an AJCC wishes to participate in an HRTP partnership, it must indicate this in its application and verify that any HRTP-funded services provided are not already supported through existing Workforce Innovation and Opportunity Act (WIOA) funding. HRTPs are encouraged to partner with AJCCs to support co-enrollment of participants and assist with business services incentives. • **All core partners must be in good standing** with Los Angeles County DEO.[++]

Application and program design requirements

- **The proposed HRTP cannot serve existing participants in an ongoing training program.** The proposed HRTP must include the launch of new training cohorts that outreach, train, graduate, and place new participants during the grant period.
- **Applications must include a workplan that begins training of the first cohort by May 1, 2027, and concludes all program implementation by December 31, 2027.** The workplan must also commit to placing participants by the end of the grant period on March 31st, 2028.
- **Applicants must commit to meeting or exceeding the target outcomes in Section 5.B.6.**
- **A full application, with all questions answered and all accompanying documents included (application form, MoUs/LoCs for all five core partners, proposed budget, logic model) must be submitted by the deadline.** Any incomplete or late applications will not be considered.

[+]An applicant is considered to be located in Los Angeles County if they have a physical location (registered address) in LA County, even if the headquarters are located elsewhere. If an organization is not currently located within LA County, it would not be eligible unless it provides supporting documents and evidence that they will open a location in LA County by the date of grant execution on January 1, 2027.

[++]To be in good standing, applicants must not have been debarred, suspended, or otherwise excluded from participating in contracting opportunities or programs funded by any public jurisdictions.

2. Partnership Model

The Fund requires each HRTP program to include five core partner roles (a lead applicant and fiscal agent, a sector intermediary, an employer, a labor or worker representative, and a training provider). All core partners must be located in Los Angeles County[12] and be in good standing with Los Angeles County DEO.[13] All core partners must submit a Memoranda of Understanding (MoUs) or Letter of Commitment (LoCs) with clear and specific information on their role and commitments. Applicants must use the MoU/LoC templates on the HRTP Cycle 3 website. If an organization is playing multiple core partner roles, their MoU/LoC must detail how they will meet the requirements of each role in order to be considered. However, the sector intermediary, employer, and labor or worker representative must be different organizations. While not required, preference will be given to applications that include MoUs or LoCs from multiple relevant partners for core partner roles, especially those that include robust employer and labor partnerships.

[12] An applicant is considered to be located in Los Angeles County if they have a physical location (registered address) in LA County, even if the headquarters are located elsewhere. If an organization is not currently located within LA County, it would not be eligible unless it provides supporting documents and evidence that they will open a location in LA County by the date of grant execution on January 1, 2027.
[13] To be in good standing, applicants must not have been debarred, suspended, or otherwise excluded from participating in contracting opportunities or programs funded by any public jurisdictions.

1. Lead applicant and fiscal agent

Overview: This role includes overseeing, coordinating, and reporting on all program activities, data collection, deliverables, and outcomes to ensure effective partnership management and compliance. One organization must serve as the lead applicant and fiscal agent for administering the grant, and they will be responsible for the program and its partners' compliance with the overall contract. Organizations in this role that have experience managing LA County or other government-funded grants and organizing and coordinating teams across multiple organizations will be prioritized.

Eligibility:

- **The lead applicant and fiscal agent must be a nonprofit organization.** For-profit entities may apply and are eligible to serve as the lead applicant and fiscal agent only if they are a workforce development provider. No HRTP funds may be used to pay profits.
- **A Cycle 2 award-receiving lead applicant and fiscal agent may apply again,** but the proposed program must be meaningfully different from their existing HRTP program.
- **AJCCs are not eligible to serve as one of the five required HRTP core partners in the application.** If an organization that separately contracts to operate an AJCC wishes to participate in an HRTP partnership, it must indicate this in its application and verify that any HRTP-funded services provided are not already supported through existing WIOA funding. HRTPs are encouraged to partner with AJCCs to support co-enrollment of participants and assist with business services incentives.

Key expectations for this role include but are not limited to:

- Establish partnership agreements and identify and communicate specific roles, responsibilities, and commitments for all partners at the outset.
- Establish processes and practices for grant administration and fiscal management, including invoicing, receiving and disbursing funds to partners, and ensuring auditable documentation.
- Meet regularly with the Dalberg team to support grant compliance and respond to Dalberg's requests for information related to effective partnership management.
- Report aggregated program-wide progress on behalf of the entire partnership.
- Own overall accountability for delivery against grant requirements and outcomes.

2. Sector intermediary

Overview: A sector intermediary is an organization that plays a strategic role in aligning employers, workers/labor, training providers, community-based organizations, and public partners around worker-centered, industry-informed workforce solutions. A sector intermediary combines industry knowledge, partnership leadership, and operational capacity to help design and implement training strategies that respond to real job demand, support job quality, and advance long-term sector goals. A training provider primarily delivers instruction, whereas a sector intermediary helps coordinate the larger workforce ecosystem so that training, supportive

services, employer engagement, and placement strategies are aligned with both industry needs, and worker voice. In some HRTPs, one entity may perform both the sector intermediary and training provider function, but the sector intermediary role is broader and more strategic. Examples of organizations that could meet the requirements of a sector intermediary include but are not limited to industry associations, labor unions, workforce development boards, and community colleges.

Eligibility: To be eligible for the sector intermediary role, the organization must demonstrate existing relationships and a track record of collaboration with industry employers. Preference will be given to organizations with a track record of convening employer and labor partners to develop worker-centered, industry-informed workforce solutions.

Key expectations for this role include but are not limited to:

- Act as a neutral broker to bring together competing employers, labor, training providers, educators, community-based organizations, and other partners within a single target industry.
- Identify shared workforce challenges, occupational trends, and skill needs within the sector.
- Align training, education, supportive services, and placement strategies across partners, including designing and customizing curricula based precisely on the technical and soft skills employers need.
- Translate industry and worker needs into coordinated workforce solutions and career pathway strategies.
- Promote the "high road" through systemic changes that benefit both sides, such as connecting disadvantaged workers to family-sustaining wages while helping businesses reduce turnover and fill critical skills gaps.
- Manage the logistics of complex multi-employer pre-apprenticeships, apprenticeships, employment placements, and/or rotation schedules between classroom learning and OJT.
- Sustain the partnership and its sector-based workforce strategy beyond any single grant, training cohort, or program cycle.
- Increase and strengthen employer partnerships, including commitments to interview and hire program graduates.

3. Employer(s)

Overview: 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 high road jobs by supporting real-world job experience and on-the-job-training (OJT) and committing to hiring program graduates.

Eligibility: If the training provider also serves as an employer partner, the training provider cannot place more than 20% of program participants into unsubsidized jobs within its own organization. Paid Work Experience and Transitional Subsidized Employment are permitted within the same organization; however, these activities do not count toward the placement goal.[14]

Key expectations for this role include but are not limited to:

- Participate in the development of training curriculum based on the occupation(s) that need to be filled and emerging skill needs.
- Enable the Program's success by offering resources such as space for training, training tools applicable to the occupations(s), and trainers.
- Work with training provider(s) to co-create real-world job experience opportunities.
- Provide training participants with real-world job experience (e.g., job shadowing, capstone projects, formal OJT).
- Interview and hire participants and proactively identify positions that will be available at the end of the training and can potentially be filled by the trained Program participants.
- Help evaluate the impact of the HRTP and approach on immediate hiring and training needs, as well as the achievement of systems change goals with the partnership.

4. Labor or worker representative(s)

Overview: Workers' expertise and perspectives must shape every stage of the program, from identifying needs to design, implementation, and evaluation. Thus, a labor or worker representative ensures that the HRTP program responds to worker needs and realities and is an active part of program design and governance. The labor or worker representative provides active input throughout the program.

Eligibility: The labor or worker representative can be a labor union, worker center, group of at least three workers in the industry/occupation of focus, or other worker-led entity that can formally participate in the partnership, provide sustained input, and demonstrate consistent ongoing advocacy of worker interests. The labor or worker representative cannot be the same as the employer core partner. There is no requirement for the worker partner to be a union. The representative can be an existing organization or a group in the process of forming a formal organization.

Key expectations for this role include but are not limited to:

- Ensure that workforce development strategies are worker-centered by identifying shared needs and challenges.
- Collaborate with employers to develop goals that address worker concerns and identify opportunities for equitable access to high road jobs.

[14] See "Real-world job experience" in Section 5.B for more information on employment within the same organization.

- Shape the training program and supportive services plan to ensure alignment with workers' needs for successful program completion, placement, and ongoing upskilling and mobility within the industry.

5. Training provider(s)

Overview: Training provider(s) are responsible for providing timely and effective training to participants. 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.

Key expectations for this role include but are not limited to:

- Develop and refine the curriculum, in line with the industry and worker needs and feedback for the target occupations. Coordinate the curriculum review and refinement process with input from labor or worker representative(s), employer(s), and other key partners.
- Work with employers and AJCCs to co-create real-world job experience opportunities.
- Determine the graduation and certification requirements for the program. Provide input on how supportive services need to be tailored to ensure participants are well-supported during their journey from enrollment to training to graduation to placement.
- Tailor the training delivery mechanisms based on an assessment of the needs and constraints of participants from the priority populations, to ensure cultural responsiveness and inclusivity.
- Conduct or facilitate timely and effective training for participants, and support data collection and reporting requirements on relevant indicators, as requested.

Integration with DEO and LA County's Public Workforce System

All programs must collaborate with LA County's America's Job Centers of California (AJCCs) and Centers of Excellence on topics including recruitment, co-enrollment, hiring incentives, and placement support.[15] DEO will facilitate collaboration with AJCCs. This is essential to ensure that HRTPs are not only industry-aligned but also integrated into DEO's strategic infrastructure for workforce equity, access, and innovation.

During program implementation, awardees must:

- Utilize AJCCs as referral pipelines to ensure diverse and equitable participant recruitment;
- Participate in co-enrollment that allows training participants to access supportive services from both the HRTP program and the public workforce system; and
- Work with AJCCs to facilitate employer hiring incentives and placements, as needed.

[15] As specified above, AJCCs are not eligible to serve as one of the five required HRTP core partners in the application. If an organization that separately contracts to operate an AJCC wishes to participate in an HRTP partnership, it must indicate this in its application and verify that any HRTP-funded services provided are not already supported through existing WIOA funding.

B. Program Requirements

In addition to the Minimum Mandatory Requirements and Partnership Requirements outlined in Section 5.A, applicants must adhere to the program design requirements outlined below. These criteria will be used to evaluate the strength of each proposed HRTP. Funding-opportunity-specific requirements and preferences that supplement these criteria are described in **Section 5.C**.

1. Target Industries and Occupations

The HRTP Fund will accept applications for programs spanning all industries and occupations, except for non-sustainable industries like oil and gas. Applicants focused on the industries aligned with DEO's AJCCs and Centers of Excellence (COEs), as listed below, will be prioritized.

• Aerospace & Defense
• Bio Tech & Life Sciences
• Construction & Infrastructure with an emphasis on green jobs
  ○ Water Management
  ○ Landscaping Services
  ○ Solar Energy
• 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

Industry problem and workforce challenge: The grant application will require applicants to describe, with supporting rationale and evidence, the specific industry problem and workforce challenge they aim to address through the proposed HRTP program. This could include the specific ways in which current workforce pipelines are not working for employers (e.g., challenges finding skilled talent for in-demand roles) and workers in the selected industry (e.g., accessibility, job quality, or equity challenges facing workers as they pursue careers in this industry).

The HRTP Fund will accept applications for any target occupations that meet the following criteria:

- Offer or demonstrate a clear pathway to a living wage.
- Have demonstrated industry demand.

Preference will be given to occupations that also exhibit other high road job quality elements, including occupations that:

- Support roles that contribute to better working conditions, stronger worker protections, and overall job quality improvements within their sectors.

- 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.

Additional funding-opportunity-specific requirements are detailed in **Section 5.C** below.

2. Target Populations

The Fund is open to programs that serve individuals aged 16 or above.[16] All participants must be able to confirm LA County residency, and the expectation is that they will be placed in jobs in LA County. The grant application will require applicants to select specific supervisorial districts where outreach and training will take place, to describe how this geographical focus aligns with their identified industry/workforce challenge, and to estimate the number of participants to be enrolled from each selected supervisorial district. Work authorization documents are not required by DEO; however, each program is responsible for ensuring that participants have the necessary paperwork or authorization needed to successfully complete training and work in the occupation of focus.

Applicants must serve at least two priority populations from the list below. In the application, they must describe how this population focus aligns with both their identified industry/workforce challenge and selected funding opportunity, as well as estimate the number of participants enrolled from each selected priority population.

• English language learners • Immigrants & refugees • Justice-involved individuals • Older workers • Opportunity youth (ages 16-24)[17] • People experiencing homelessness, at an imminent risk of homelessness, or housing instability	• People with disabilities or chronic health conditions • Public assistance recipients • Veterans • Workers earning below a living wage[18] • Workers who are unemployed, underemployed, or have limited work history or gaps in employment • Other historically disinvested communities

[16] 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.
[17] 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.
[18] The living wage for LA County in 2026 for a single adult is $28.92/hour. Massachusetts Institute of Technology, Living Wage Calculation for Los Angeles County, California. https://livingwage.mit.edu/counties/06037.

3. Training Model

All HRTPs must offer participants training and credential attainment that addresses their identified industry and workforce challenges**.** Training must include two components: classroom-related instruction through an established training curriculum and real-world job experience.

Training curriculum: The Fund requires that the proposed training model meets industry standards and worker needs by vetting and approving it with multiple employer and worker representative partners.

- **For gig-based HRTPs**[19]: Programs must provide entrepreneurship and financial literacy training, in addition to technical training, to equip participants with tools to succeed in gig-based industries. This includes but is not limited to building one's portfolio, personal branding and marketing, networking, financial literacy training, reviewing and negotiating contracts (such as to protect against 'intellectual property grab'), and accessing one's portable benefits account.

Real-world job experience: The Fund requires all programs to include a real-world job experience component to strengthen the bridge from training to employment with enhanced job readiness and employer connections, or to explain clearly why this is not needed for their specific program model (e.g., due to an already high placement rate). This can include various forms, including but not limited to, on-the-job training[20], paid transitional work, capstone projects, job shadowing, or formal apprenticeships in partnerships with employer partners, where applicable.

Credentials: The Fund requires programs to provide industry or organized labor-recognized credentials for industries and occupations where they exist. These credentials must be relevant and directly enhance graduates' competitiveness in the job market. Participants must obtain the credential(s) as a requirement for program graduation. For programs focused on industries that typically lack industry- or organized labor-recognized credentials, programs are required to create and offer new credentials. Additionally, programs must provide alternative pathways for participants who face barriers to obtaining industry or organized labor-recognized credentials (e.g., due to a history of justice involvement).

[19] Gig-based HRTPs are those that prepare participants for occupation(s) in which workers commonly obtain income through freelance, contract-based, project-based, assignment-based, self-employed, or multiple-client work arrangements, rather than through standard full-time unsubsidized employment with a single employer. These occupations may involve variability in hours, earnings, or continuity of work over time. Examples include, but are not limited to, certain creative industry, construction, or healthcare jobs. Under "Target Occupations," the applicant must identify whether each occupation is gig-based and provide supporting labor-market or industry evidence.

[20] On-the-job training (OJT**)**: Experiential learning, such as pre-apprenticeships, while employed as a full-time employee that involves hands-on work or the use of specialized equipment, software or machinery, and observation of the other employees while under the supervision of a training manager or coworker. The purpose of OJT is to prepare an individual for the position or occupation and will lead to the observing individual attaining the skills, competencies, and knowledge to carry out the role independently. A prerequisite to OJT is hiring and onboarding of an individual as an employee and commitment by employer to retain the employee when subsidized wages end.

4. Training Support

All programs must offer case management, training stipends, and supportive services to all participants.

Case Management: The Fund requires all programs to provide case management support for all participants from enrollment to training to graduation, placements, and post-placement. This must include 1) ongoing one-on-one meetings with participants aligned to their level of need, 2) resource referrals, and 3) regular data entry updates on all active participants.

Training Stipend: The Fund requires all programs to provide a training stipend to compensate participants for lost wages and overall cost of participation (e.g., travel, childcare), thereby supporting participant program completion and mitigating the potential for dropouts. If the program does not intend to offer a training stipend, it must provide a rationale in the application.

Supportive Services: The Fund requires all programs to provide a set of baseline supportive services, in addition to other services participants need to successfully complete the program. The grant application will require applicants to indicate how they will provide baseline services (e.g., in-house or via referral), how they plan to offer additional services, and to name key referral partners.

Service areas	**Eligible supportive services** (non-exhaustive)	
Baseline services that all programs must offer to overcome barriers to training completion and placement for participants from priority populations		
Training	Educational materials retained by participants Transportation costs to trainings	Food/basic necessities to participate in trainings Testing
Employment	Equipment retained by participants Personal protective equipment retained by participants Tools retained by participants Worker outreach *(e.g., connecting workers with employers and workforce services through job fairs)*	Licensing costs Vaccinations and drug testing Job-readiness Work / interview attire retained by participants Union fees
Additional services that programs should have a plan to provide (directly or via referral/co-enrollment), if requested by participants		
Broader Education	Remedial academic training English language training	Life skills training Financial literacy

Healthcare	Counseling Physical examinations Mental health	Outpatient health / Medical bills Substance use treatment
Housing	Moving costs Temporary lodging	Rental assistance Utility bills
Other	Clothing for children Legal services	Childcare & dependent care Opening a savings account

5. Placement Requirements

HRTPs must track (A) overall placements and (B) placements into jobs that are both in the industries of focus defined in their application and pay a living wage.

A. Overall placement requirements

A placement is defined as full-time[21,22] unsubsidized employment or enrollment into a Registered Apprenticeship Program (RAP). For gig-based jobs, placements must fulfill one of two definitions:

- Participant is employed across 1+ gigs and earns the equivalent of minimum wage[23] for 30 hours/week or more over a 1-month ($2,216) or 3-month period ($6,649)

OR,

- Participant is employed in 1+ gigs and is working at least 30 hours/week on average over a 1-month or 3-month period, regardless of wages earned

B. Placements that pay a living wage in the industries/occupations of focus

This requirement contains two components:

Industries of focus: Industries of focus are defined by the applicant in their application and must respond to the funding source specific requirements detailed in **Section 5.C**. Applicants should also align their industries of focus with the DEO's AJCCs and COEs, as listed in Section **5.B.1**.

Living wage:

Standard living wage requirement for HRTPs

[21] The federal definition of full-time employment, as defined by the IRS under the Affordable Care Act, is *"A full-time employee is, for a calendar month, an employee employed on average at least 30 hours of service per week, or 130 hours of service per month."* (link)
[22] An exception is when a graduate *opts* for part-time placement, which the program must confirm by requiring a signed affidavit from the participant.
[23] The minimum wage for workers in the unincorporated areas of Los Angeles County is $18.47 per hour as of July 1, 2026 (link). The calculates for pay are $18.47/hours x 30hours/week x 4 weeks or 12 weeks.

Full-time unsubsidized employment or enrollment into a Registered Apprenticeship Program (RAP) that provides a living wage[24] **OR** a pathway to a living wage (with documented evidence demonstrating this progression over time)

Living wage requirement for gig-based HRTPs

Gig-based job: Participant is employed across 1+ gigs and earns the equivalent of a living wage[25] for 30 hours/week or more over a 1-month ($3,470) or 3-month period ($10,411)

The grant application will require all applicants to propose a strong placement plan that includes specific approaches for how applicants will engage employers to secure hiring commitments that pay a living wage (including any pre-existing commitments from employers or RAPs); support participants on the pathway from graduation to placement with hiring fairs, employer connections, and job readiness support; and support participant retention through periodic post-placement check-ins.

6. Target Outcomes

The Fund requires that all awarded programs meet or exceed the baseline targets outlined in the table below. The grant application also requires the applicant to propose program-specific targets.

Baseline Indicators	Baseline Targets
# of participants **enrolled** Note: Programs must include a one-week "vestibule period" after onboarding a participant and initiating training to confirm sustained participation in the program before formally counting them toward enrollment targets	**[AB109 C4C]** Programs must enroll at least 42 participants. Programs with lower cost per participant will be prioritized, accounting for differences in training model, priority population, and program design. **[All other funding opportunities]** No specific target, but programs with lower cost per participant will be prioritized, accounting for differences in training model, priority population, and program design.
# of individuals reached through **outreach** sessions, disaggregated by geography and target populations	At least 3x the target number of participants enrolled
# and % of participants who have received **case management** support	100% of the total participants enrolled
# and % of participants who have received a **training stipend**	100% of the total participants enrolled, unless the applicant has provided a rationale why training stipends are not offered to all

[24] The living wage for LA County in 2026 for a single adult is $28.92/hour. Massachusetts Institute of Technology, Living Wage Calculation for Los Angeles County, California. https://livingwage.mit.edu/counties/06037.
[25] The living wage for LA County in 2026 for a single adult is $28.92/hour. Massachusetts Institute of Technology, Living Wage Calculation for Los Angeles County, California. https://livingwage.mit.edu/counties/06037.

# and % of participants who have received **baseline supportive services**	100% of the total participants enrolled
% of individuals **co-enrolled with AJCCs**	75% of the total participants enrolled
# and % of participants **graduated** from the Program	85% of the total participants enrolled
# and % of participants who obtained **certifications** at graduation	85% of the total participants enrolled
# and % of participants **placed** in unsubsidized employment	75% of the total participants enrolled
% of placements that that (1) pay a **living wage** or have clear documented pathways to a living wage, and (2) are in the **industry of focus** (as defined in **Section 5.B.5**)	50% of the total participants enrolled
# and % of participants provided with **job retention support** at 30, 60, and 90-day post placement	Data tracked for 100% of the total participants graduated

C. Requirements by Funding Opportunities

This section outlines specific requirements and preferences for each funding opportunity. Applicants must choose one funding opportunity to apply for that is most relevant to their application, and only one application per partnership is permitted. Applicants must meet all eligibility requirements described in **Section A. Overview of Minimum Mandatory Requirements and Partnership Requirements** and program design criteria described in **Section B. Program Requirements**, in addition to any funding-opportunity-specific requirements outlined below. Preferences identified in this section are not required but may result in a higher application score.

1. Training for Rebuilding, Recovery, and Resilience in LA County – 2025 Wildfires (AB338)

Objective: Develop HRTPs that train and place participants into unsubsidized high road jobs that support rebuilding, recovery, and resilience efforts related to the 2025 wildfires

Funding: $3,350,000 across up to 3 grants

To be eligible for this funding opportunity, applications must meet the following requirements:

- **Target industries and occupations:** HRTPs applying for this funding opportunity must focus on rebuilding, recovery, and/or resilience efforts in response to the 2025 wildfires.
    - **Rebuilding:** Training and placing participants in construction and trades roles that physically reconstruct homes, business, and infrastructure damaged by the fires.
    - **Recovery:** Supporting workers in fire-impacted sectors, including but not limited to the creative, early care & education, healthcare, hospitality, and tourism sectors, to restore economic activity in affected communities.

    - **Resilience:** Preparing workers for wildfire prevention and mitigation jobs (e.g., fire departments, forestry) that reduce the risk and impact of future wildfires.

  Applicants only need to select one of the three focus areas; proposed programs do not need to focus on all three efforts.
- **Target geographies:** Applicants must demonstrate how the proposed HRTP will benefit geographies or neighboring communities impacted by the 2025 wildfires in Los Angeles County.[26]
- **Placement requirements:** More than 50% of placements must be located in fire-impacted geographies or neighboring communities, or in roles that create demonstrable impact in fire-impacted geographies or neighboring communities.
- **Partnership requirements:**
    - **Employer:** Employer partner(s) must be located or doing work in fire-impacted areas. Employer partner MoUs or LoCs must demonstrate how they are planning to hire graduates for jobs that are located in or benefit fire-impacted communities.
    - **Sector intermediary:** Sector intermediary partner(s) must demonstrate relationships with the types of employers noted above.

Preference will be given to applications that demonstrate the following:

- **Target populations:** Applicants who demonstrate that HRTPs will serve workers financially impacted by the 2025 wildfires (e.g., workers who lost their jobs or demonstrate loss of income) will be prioritized.
    - **Financial impact:** Experienced income loss (temporary or permanent) due to place of work in geographies or neighboring communities impacted by the 2025 wildfires in Los Angeles County, or due to loss of their home.

2. Training for Safe, Clean Water Program – Operation & Maintenance Jobs (SCWP O&M)

Objective: Develop an HRTP that trains and places participants into unsubsidized high road jobs performing Operations and Maintenance work on public water, wastewater, and stormwater infrastructure in LA County, with the majority of participants placed in jobs that directly or indirectly support Measure W funded Safe Clean Water Program Projects.[27]

Funding amount: $680,000 across up to 1 grant (More grants may become available if additional funding is secured)

To be eligible for this funding opportunity, applications must meet the following requirements:

[26] The 2025 wildfires in Los Angeles County include, but are not limited to: Archer Fire, Bert Fire, Bethany Fire, Canyon Fire, Eaton Fire, Ellie Fire, Emily Fire, Hawk Fire, Hughes Fire, Hurst Fire, Jasper Fire, Kenneth Fire, King Fire, Lidia Fire, Palisades Fire, Sepulveda Fire, Sunset Fire, and Woodley Fire. For more information, see CAL FIRE: https://www.fire.ca.gov/incidents/2025.

[27] In 2018, Los Angeles County residents approved Measure W, a voter-approved funding measure to support local water resilience through the creation of the Safe Clean Water Program (SCWP). SCWP projects capture, clean, store, and reuse stormwater while improving water quality, increasing local water supply, reducing flood risks, and providing community benefits such as parks and green spaces.

- **Target industries and occupations:** HRTPs must target O&M occupations in water, wastewater, and stormwater industries that support SCWP and other public water infrastructure in LA County.[28]
    - Eligible green stormwater infrastructure O&M occupations include, but are not limited to, maintenance workers, maintenance technicians, stormwater treatment system operators, heavy equipment operators, and electromechanics.
    - Eligible grey water O&M occupations focused on wastewater infrastructure include, but are not limited to, maintenance workers, maintenance technicians, wastewater technicians, and wastewater treatment operators.

  In order to be considered, applicants must provide strong justification for their selected occupation(s), including demonstrated labor market demand substantiated by data and feedback from employers, evidence that occupations provide a pathway to a living wage, and a clear linkage to SCWP projects
- **Target outcomes:** HRTPs must achieve the following outcomes and demonstrate how these target outcomes will be achieved in the application.
    - **(1) At least 25% of placements must be in public or private sector jobs performing O&M work on SCWP projects.** *Programs that demonstrate the ability to achieve higher placement rates will be prioritized*.
    - **(2) At least 50% of placements must be in jobs that demonstrably support new or ongoing SCWP projects, as defined below.** *Programs that demonstrate the ability to achieve higher placement rates in new or ongoing SCWP projects will be prioritized*.
        - **Demonstrably support SCWP:** Support for SCWP project is defined and prioritized from most direct to least direct as follows: (1) Direct employment performing O&M on SCWP projects; (2) Employment on public water infrastructure connected to SCWP projects (e.g., wastewater distribution to offtake water from SCWP projects into public treatment plants); (3) Employment with County agencies, Municipal agencies, or contractors that perform O&M on SCWP projects as part of a broader range of duties (e.g., landscaping for Parks; maintenance for DPW; stormwater or wastewater management for Department of Sanitation)

Preference will be given to applications that demonstrate the following:

- **Target industries and occupations:** Priority will be given to programs that prioritize green stormwater infrastructure O&M occupations. This includes, but is not limited to, inspection (visual observation of potential issues and life-cycle health associated with infrastructure) and

[28] Additional information on projects can be found: https://portal.safecleanwaterla.org/scw-reporting/map

maintenance (troubleshooting, part replacement, cleanout, coordination of contractors for major repairs, etc.) of stormwater quality treatment systems.[29]

- **Partnership preferences:**
    - **Employer:** Applicants with formalized public sector partnerships with departments that operate public water infrastructure in Los Angeles County (Department of Public Works, Sanitation Districts, Department of Parks and Recreation) will be prioritized. Partnerships with these departments may be direct—in the form of serving as an employer partner to hire graduates of the HRTP—or indirect—in the form of providing input on O&M skills requirements and high-demand occupations to prioritize in the program.
      Applicants with existing relationships with public agencies or contractors working on SCWP projects will be prioritized.
    - **Training providers:** Training providers with a track record of training for green infrastructure, water, wastewater, and stormwater occupations will be prioritized.
- **Target outcomes:** Priority will be given to applicants that demonstrate how they will place a higher percentage of graduates directly on SCWP projects, and secondary priority will be given to applicants that demonstrate how they will place a higher percentage of graduates in roles that support SCWP projects.

3. Training for General Workforce Development of Underserved Populations, in Preparation for the 2028 Olympic and Paralympic Games (CFCI – General WD)

Objective: Develop an HRTP that trains and places underserved Angelenos into unsubsidized high road jobs in sectors important to the 2028 Olympic and Paralympic Games and other major events, especially those relating to event infrastructure, operations, and tourism.

Funding amount: $1,202,000 across up to 1 grant

To be eligible for this funding opportunity, applications must meet the following requirements:

- **Partnership requirements:**
    - **Employer:** Applicants must include at least one employer partner that has experience in the 2028 Olympic and Paralympic Games or other major events. Employer partner MoUs or LoCs must demonstrate how they are planning to hire graduates for jobs in preparation for the 2028 Olympic and Paralympic Games.
- **Placement requirements:** More than 50% of all placements must be in jobs that will directly or indirectly support the 2028 Olympic and Paralympic Games. Applicants must demonstrate the connection to the 2028 Olympic and Paralympic Games in the application.

[29] These systems include, but are not limited to: Pre-treatment systems; infiltration infrastructure (e.g., drywells, pre-cast galleries); pump systems; valves, diversion structures, conveyance lines (RCP, HDPE, PVC, etc.); intensive treatment infrastructure (e.g. ozone disinfection, UV, etc.); traditional municipal drainage system components (e.g. catch basins, manhole structures, etc.)

Preference will be given to applications that demonstrate the following:

- **Target industries and occupations:** The following industries will be given preference, for highest relevance to the 2028 Olympic and Paralympic Games and other major events:
  - Event infrastructure: Public transportation
  - Event operations: Retail, hospitality and food services
  - Event tourism: Arts and media, entertainment

4. Training for Justice-Involved Individuals, in Preparation for the 2028 Olympic and Paralympic Games (CFCI – Justice-Involved)

Objective: Develop an HRTP that trains and places justice-involved Angelenos into unsubsidized high road jobs in sectors important to the 2028 Olympic and Paralympic Games and other major events, especially those relating to event infrastructure, operations, and tourism.

Funding amount: $792,000 across up to 1 grant

To be eligible for this funding opportunity, applications must meet the following requirements:

- **Target populations:** Applicants must serve justice-involved participants as the primary priority population. At least 50% of participants of the HRTP must be justice-involved.
- **Partnership requirements:**
  - **Employer:** Applicants must include at least one employer partner that has experience in the 2028 Olympic and Paralympic Games or other major events. Employer partner MoUs or LoCs must demonstrate how they are planning to hire graduates for jobs in preparation for the 2028 Olympic and Paralympic Games.
- **Placement requirements:** More than 50% of all placements must be in jobs that will directly or indirectly support the 2028 Olympic and Paralympic Games. Applicants must demonstrate the connection to the 2028 Olympic and Paralympic Games.
- **Training model:** Applicants must propose a clear plan to address barriers to placement that justice-involved individuals face. In addition, applicants must propose tailored supportive services and case management plans, beyond minimum requirements, to meet the needs of justice-involved individuals.

Preference will be given to applications that demonstrate the following:

- **Target industries and occupations:** The following industries will be given preference, for highest relevance to the 2028 Olympic and Paralympic Games and other major events:
  - Event infrastructure: Public transportation
  - Event operations: Retail, hospitality and food services
  - Event tourism: Arts and media, entertainment

5. Training on the Ethical Use of Artificial Intelligence (CFCI – AI)

Objective: Develop an HRTP that provides practical training on the ethical use of artificial intelligence and places participants into in-demand, unsubsidized high road jobs that use AI as a core part of the work.

Funding amount: $957,000 across up to 1 grant

To be eligible for this funding opportunity, applications must meet the following requirements:

- **Target industries and occupations:** HRTPs must focus on in-demand, high road occupations with a demonstrable use case for AI as a core part of job requirements.
- **Training model:** HRTPs must provide training and practical exposure to the ethical use of AI to 100% of program participants.

6. Training for Social Services and Homeless Services Jobs for Angelenos with Lived Experience of Homelessness or Justice Involvement (AB109 C4C)

Objective: Develop an HRTP that trains and places Angelenos with lived experience of homelessness or justice involvement into unsubsidized high road jobs in the social services and homeless services sectors.

Funding amount: $755,000 across up to 1 grant

To be eligible for this funding opportunity, applications must meet the following requirements:

- **Target industries and occupations:** HRTPs must target occupations in the social services and homeless services sectors.
    - **Eligible social services occupations include**, but are not limited to, community health workers, mental health workers, peer support specialists, and substance use counselors.
    - **Eligible homeless services occupations include**, but are not limited to, outreach workers, case managers, and resident advisors and other shelter-based direct care roles.
- **Target populations:** Applicants must demonstrate how they will ensure that 100% of program participants have lived experience of homelessness or justice-involvement. At least 50% of participants must be individuals with lived experience of homelessness. Applicants must also define participants' (i) training readiness and (ii) job readiness. Applicants must describe how readiness will be assessed throughout the program, and how individuals who do not yet meet readiness criteria will be referred to appropriate services.
- **Target geographies:** Applicants must prioritize participants who are residents of Skid Row, and must describe how outreach, enrollment, and training delivery will reach this population.

- **Training model:** Training partner(s) must demonstrate experience serving individuals with lived experience of homelessness and/or justice-involvement, and a track record of placing participants into unsubsidized employment.
- **Training curriculum:** Proposed programs must develop and deliver a DEO-owned training curriculum that creates pathways into social services and homeless services for individuals with lived experience of homelessness and/or justice-involvement. The curriculum must be developed in partnership with employers, worker-centered partners, and social and homeless services organizations that value lived experience and have a demonstrated need for staff who can effectively engage these communities. Applicants must ensure that the final curriculum will be owned by DEO to use in future programs and provide support in transitioning the curriculum to DEO at the end of the grant period. At a minimum, the curriculum must meet the parameters defined in the table below.

Curriculum parameters
• **Learning objectives and competencies:** Clearly defined learning objectives and measurable participant competencies aligned with the targeted occupations, career pathways, and employer needs within the social services and homeless services sectors. • **Workforce readiness and professional skills:** Foundational workforce readiness instruction, including but not limited to communication skills, professionalism, workplace expectations, digital literacy, time management, problem solving, teamwork, and conflict resolution. • **Sector-specific training:** Sector-specific instruction relevant to careers in the social services and homeless services sectors, including foundational knowledge of homelessness, reentry, behavioral health, trauma, service systems, and the public and community-based services landscape. • **Trauma-informed and culturally responsive practices:** Training in trauma-informed, culturally responsive, and client-centered service delivery practices to support effective engagement with individuals and communities experiencing complex barriers. • **Case documentation, systems navigation, and service coordination:** Instruction in case documentation, service coordination, professional boundaries, ethics, confidentiality, and navigation of relevant public, nonprofit, and community-based systems. • **Client engagement and de-escalation:** Client engagement, communication, conflict de-escalation, strengths-based approaches, and other supportive practices, such as motivational interviewing and peer support, where appropriate. • **Assessments and participant progress**: Competency-based assessments, progress milestones, and other evaluation methods to measure participant learning, skill attainment, and readiness for employment. • **Retention and advancement:** Job retention and career advancement strategies designed to support participants' successful transition into and advancement within quality employment.

- **Credentials:** The proposed program's training must, at a minimum, result in a County-approved certificate of completion. Where applicable, the program will also prepare participants for industry-recognized certifications or credentials relevant to the targeted occupation or sector.
- **Case Management, Training Stipends, and Supportive Services**
    - **Training stipend:** Proposed programs must provide a training stipend of at least $4,500 to each participant.
- **Target outcomes:** Proposed programs must enroll at least 42 participants. At least 36 participants must graduate from the program, and 32 participants must be placed in unsubsidized employment by the end of the program. In addition to the target outcomes outlined in **Section 5.B.6**, proposed programs must track participant skill acquisition (i.e., percentage of participants who report increased competence in soft skills and social services-related knowledge). Applicants must define an ambitious but realistic target for participant skill acquisition in their application.

Preference will be given to applications that demonstrate the following:

- **Target populations:** Applicants that demonstrate how they will serve more than 50% of participants who have lived experience of homelessness will be prioritized.
- **Target geographies:** Preference will be given to programs that demonstrate how at least 50% of their participants will be from Skid Row. Training providers based in Skid Row, or with a demonstrable track record of work in Skid Row, will be prioritized. Preference will also be given to applicants who demonstrate that training sites and schedules are accessible to Skid Row residents.
- **Training model:** Community-based organization-led programs will be prioritized, with emphasis on models that place participants into employment rather than into further education enrollment.
- **Partnership preferences:** Applicants with formalized partnerships with County departments serving this population, including the Department of Mental Health (DMH), the Justice, Care and Opportunities Department (JCOD), the Department of Health Services (DHS), and the Los Angeles County Department of Homeless Services and Housing, will be prioritized.

6. Implementation Requirements

A. Grant Period

The program grant period will begin on January 1, 2027 and end on March 31, 2028. Applicants will be required to submit a workplan in their application demonstrating that they can complete all required activities within this grant period. The grant period includes 12 months for program design and implementation, with a 3-month additional period to report on outcomes.

- **Program design**: Program design will begin on January 1, 2027 and last 2-3 months.
- **Program implementation**: Training implementation for all programs must begin at the latest by May 1, 2027, and conclude by December 31, 2027.
- **Program reporting**: All programs will be provided with a 3-month reporting period from January 1 to March 31, 2028. During this time, programs will provide placement and retention-related support to participants, report ongoing outcomes data on CalJOBS,[30] and contribute information towards the close-out report.

B. Staffing requirements

The program must staff, at a minimum, the following roles: program manager, employment partnerships and placement lead, case manager, and data entry and reporting lead. Applicants will be required to submit a staffing plan in their application demonstrating how they will meet these requirements.

C. Budget and Payment Terms

The program must adhere to the approved budget included in their subrecipient agreement with Dalberg and use grant funds only for allowable expenses. Programs are required to adhere to the guidance on allowable expenses included in Addendum 1 of the RFA. Indirect cost rates cannot exceed 10%, unless the applicant has a Negotiated Indirect Cost Rate (NICRA) approved by a federal agency.[31] Programs will be required to submit invoices and supporting documentation on a regular basis, and expenditures will be reviewed by Dalberg, in its role as Third-Party Administrator (TPA), to ensure compliance.

The Fund award will be paid on a monthly reimbursement basis. The reimbursement process is expected to take approximately 30 to 45 days from receipt of a complete and accurate invoice and all required supporting documentation. Receipt of up to 10% of the award will be contingent on

[30] CalJOBS is California's online workforce services system. HRTP subrecipient use CalJOBS to record participant information, services, training milestones, credentials, placements, and other program outcomes. Access CalJOBS at www.caljobs.ca.gov.
[31] 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.

achievement of validated placement targets that meet the living wage and industry focus requirements defined in **Section 5.B.6**, with payment tied to the percentage of the target achieved.

D. Reporting and Evaluation

Programs must comply with rigorous performance and quality assurance expectations to ensure consistency and quality of grant implementation and program outcomes. Awarded applicants must maintain complete and auditable records, including participant files, service delivery documentation, financial records, and partner agreements. Additional guidance on standard audit requirements will be provided at the contracting stage.

Applicants must outline how they will ensure timely and adequate compliance with the following data collection and reporting requirements. Expectations include but are not limited to:

- *Weekly data entry on CalJOBS*: During program implementation, all participant-level data must be entered into CalJOBS within one week of service delivery or activity start date, and the subrecipient must ensure the accuracy of all raw data into CalJOBS weekly.
- *Monthly narrative reports and invoices*: Every month for the duration of grant implementation, the subrecipient must submit timely and adequate progress reports and invoices. The reports must include a detailed update on program activities, deliverables, budget expenditures to date, progress towards outcomes, and success stories when available.
- *Periodic meetings*: The subrecipient must participate in periodic meetings with Dalberg's designated point of contact to provide updates and seek advice and support on any issues related to grant implementation. The cadence for these meetings will be determined by Dalberg at the contracting stage.
- *Close-out report and evaluation*: The subrecipient must comply with data requests from Dalberg and/or DEO to aid in the development of a final grant close-out report and any grant evaluation activities.
- *Placement and Retention*: the subrecipient must provide documentation of participant placements on CalJOBS and follow up with participants at the 30, 60, and 90-day mark to support retention.

7. Selection Criteria

Applications will be evaluated based on five criteria as outlined in the table below:

Criteria	Weight	What it assesses
Program Design and Training Model	**(75% overall)**	
Theory of Change and Alignment with HRTP Goals	25%	• Well-developed Theory of Change narrative with logical linkages between activities, outputs, and outcomes. • Clear articulation of the industry problem and workforce challenge supported by data, along with a description of how the applicant proposes to address both. • Clear identification of target populations and geographies, their needs, and how the program will ensure equity, inclusive outreach, and adequate support. • High potential to generate lasting systems change in the targeted industry or community. • Clear alignment with the required HRTP goals, outcomes, outputs, and activities in **Section 4**.
Partnership Model	15%	• Clearly defined roles that cover each of the five core partnership roles defined in **Section 5.A**, with signed documents formalizing these partnerships. • Relevant partnerships that align with the theory of change and program design. • Clear and effective plan to engage and collaborate with partners throughout the grant period.
Comprehensive Training Model, Including Training, Training Support (Case Management, Training Stipend, Supportive Services), Placement Strategy, and Target Outcomes	35%	• Relevant training curriculum aligned with current and emerging industry needs that includes classroom-related instruction, real world job experience, and industry-recognized credentials. • Relevant supportive services and case management model that includes training stipends, a supportive services plan, and a case management approach. • Clear and well justified placement strategy, including existing commitments from employer partners to hire program graduates. • Clear and well justified outcomes for tracking program progress and success, including overall cost per participant served.

Implementation Readiness	**(25% overall)**	
Past Track Record	10%	• Experience administering County or other government grants and managing complex multi-stakeholder programs. • Experience serving priority populations. • Demonstrated past performance on similar workforce development grants or initiatives. • Strong project management and reporting capacity.
Implementation Plan and Launch Readiness	15%	• Feasible implementation plan and timeline. • Comprehensive budget narrative, including the key staff positions, associated program costs, and cost per head estimates. • Clear plan to collect and report on quantitative and qualitative indicators; ability to use data for continuous improvement and impact assessment.

8. Application Process and Submission Guidelines

A. Timeline and Submission Guidelines

The application window will open on September 28, 2026 and close on October 30, 2026, at 12:00 PM Pacific Time. Awards will be announced in December 2026, and intended awardees must sign grant contracts with Dalberg by December 31, 2026.

One application per program partnership is permitted, and applicants must adhere to the Minimum Mandatory Requirements and Partnership Requirements to be considered. Applications that do not meet these requirements will be removed from further consideration. To submit your application, please follow the instructions below:

- **A complete application with all required attachments must be submitted to the HRTP@dalberg.com email by the deadline.** Late submissions will not be considered under any circumstances.
- The ***subject line*** of the email must indicate "HRTP Cycle 3 Fund – Application".
- The ***body of the email*** must include the following details: (1) Name of the Lead Applicant and (2) List of Email Attachments.

The following *attachments* must be included in your email using the templates linked on the HRTP Cycle 3 website for your application to be considered complete:

- **Complete application form:** Applicants must complete the detailed application form describing how they will fulfill all requirements listed in **Section 5**. The Application Form must be submitted as a PDF.
- **MoUs/LoCs for core partners:** The documents must include all five core partners as defined in **Section 5.A**. MoUs/LoCs must be submitted as a PDF.
- **Proposed budget:** Applicants must submit a detailed, itemized budget along with an explanation justifying the funding request. A breakdown of staff salaries and benefits will also be required. The budget must only contain allowable expenses as detailed in **Addendum 1** of the RFA. The budget must be submitted as an Excel file.
- **Logic model:** Applicants must complete a logic model as indicated in the template. The logic model must be submitted as a PDF.

B. Applicant Support

For additional guidance, applicants can access the following supports.

- **Virtual informational webinar on October 1, 2026 at 1:00-2:00 PM Pacific Time.** Through this webinar, Dalberg and DEO will summarize key requirements included in the RFA and collect questions from interested applicants. All applicants are invited to join the Zoom webinar via **this link**. A recording will be shared to the HRTP Cycle 3 website.

- **Dalberg and DEO will answer two rounds of written questions**. The first deadline to submit questions is October 2, 2026 and the second deadline to submit questions is October 16, 2026. To submit your questions, write to HRTP@dalberg.com with the subject line "HRTP Cycle 3 Fund – Questions". All questions will be compiled and answered (without identifying the inquiring applicant) in two FAQ documents, which will be released on the HRTP Cycle 3 website on October 9, 2026, for the first round of questions and October 23, 2026, for the second round of questions. Any questions received later than the stipulated deadlines will not be answered. No questions related to this RFA should be directed to any other Dalberg or DEO points of contact, as they will not be able to answer any questions about this funding opportunity.

C. 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 Dalberg review panel, and the decision will be final.

9. Addendum: Los Angeles County DEO HRTP Allowable Expenses Guidance

LA County DEO-funded HRTP funds are intended to support integrated training, supportive services, and partnership-driven activities that lead to high road jobs and systems change outcomes.

A. Overview

Expenditures charged to the subaward must be adequately supported, allowable, and appropriately allocated.

Guiding principle:

Allowable expenses directly contribute to programmatic targets and outcomes including:

- Participant outreach and support (recruitment, supportive services, case management)
- Training and job placement outcomes (training, certification, hiring, retention)
- Systems change outcomes (industry practices, job quality, equity)
- Partnership strengthening (employer and labor/worker representative engagement)
- Grant management and administration
- Reporting

Please refer to DEO's **Allowable Costs Directive** - 638658106793730000

All costs must:

- Be necessary and reasonable for the performance of the subaward, and ordinary and necessary for the operation of the program and contractual performance
- Be allocable to the subaward, meaning directly tied to approved program activities
- Conform to any limitations or exclusions set forth in the subaward
- Be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the entity
- Be accorded consistent treatment with other expenditures of the entity
- Be determined in accordance with generally accepted accounting principles
- Not be used to meet cost sharing or matching requirements of any other federally financed program (without prior approval)
- Be adequately documented
- Be included in an approved budget and, where required, pre-approved by DEO and/or Dalberg
- Be reimbursable only with appropriate documentation and justification

Reasonableness of Costs

A cost is reasonable if, in its nature and amount, it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the cost. In determining reasonableness of a given cost, consideration must be given to:

- Whether the cost is of a type generally recognized as ordinary and necessary for the operation of the entity or the proper and efficient performance of the subaward
- The restraints or requirements imposed by such factors as: sound business practices; arm's-length bargaining; Federal, state, and other laws and regulations; and terms and conditions of the subaward
- Market prices for comparable goods or services for the geographic area
- Whether the individuals concerned acted with prudence in the circumstances considering their responsibilities to the subrecipient
- Whether the entity significantly deviated from its established practices and policies regarding the incurrence of costs, which may unjustifiably increase the subaward's cost

Allocable Costs

A cost is allocable to a subaward or other cost objective if the goods or services involved are chargeable or assignable to that subaward or cost objective in accordance with relative benefits received. This standard is met if the cost:

- Is incurred specifically for the subaward
- Benefits both the subaward/subcontract and other work of the subrecipient and can be distributed in proportions that may be approximated using reasonable methods
- Necessary to the overall operation of the entity and is assignable in part to the subaward in accordance with the principles set forth in 2 CFR 200.400-200.475

All activities which benefit from the entity's indirect cost, including unallowable activities and donated services will receive an appropriate allocation of indirect costs.
Any cost allocable to a particular subaward may not be charged to other subawards to overcome fund deficiencies, to avoid restrictions imposed by Federal statutes, regulations, or terms and conditions of the subaward, or for other reasons.

Unallowable Expenditures

Unallowable types of spending (unless explicit permission is granted in writing by DEO and/or Dalberg):

- Any costs not tied to approved project activities
- Any costs incurred outside of the contract period
- Expenses incurred for cohorts or participants not covered by grant funding
- Expenses exceeding approved budget limits
- Expenses without documentation or a clear program purpose

- Full cost of expenses that are not limited to programmatic activities (costs must be allocable if benefit goes beyond grant requirements)

Unallowable expenditures

Uniform Guidance addresses the allowability of a variety of costs. For all costs, there are certain restrictions and limitations; however, the following are examples of costs that are generally unallowable, unless expressly approved in writing by DEO and/or Dalberg:

- Advertising & Marketing (except that specifically requested in the contract)
- Alcoholic beverages and tobacco products
- Bad debts
- Bonuses, gifts, and other expenditures solely intended to improve employee morale
- Contingency provisions
- Contributions and donations
- Costs for travel that exceed the amount of the standard fare
- Entertainment, social activities, and other similar expenditures (unless there is an approved programmatic purpose)
- Fines and penalties (e.g., Non-sufficient Funds Check Fees, Traffic Citation Fees)
- Fundraising activities
- Interest
- Losses on other awards
- Lobbying and political activities
- Promotional items
- Personal expenses

B. Allowable Expenses

The following is an illustrative list of allowable expenses. ***This list is not comprehensive***, rather it is intended to provide guidance to HRTP grantees as they plan their activities. Please contact your Dalberg point of contact if you have any questions.

Examples of Allowable Expenses Across the Participant Journey:

1. Outreach & Recruitment

- Outreach staff time
- Comms support for outreach materials (e.g., website, digital ads etc.)
- Outreach related materials (engaging partners including CBOs, flyers, ads, digital campaigns)
- Informational sessions for recruitment purposes (may include light snacks/refreshments)
- Translation/interpretation services
- Partner recruitment support

2. Enrollment & Assessment

- Staff time to conduct intake, eligibility screening, and assessment and data entry/ documentation gathering (e.g., case managers, navigators)
- Materials and supplies required for enrollment

3. Training Delivery

- Instructor / training staff salaries and fringe (including consultants as required)
- Curriculum development and adaptation
- Training equipment, materials, and supplies (**Note**: capital expenditure for equipment not distributed to participants with use beyond the grant term will require specific per item approval and additional contractual requirements)
- Certification and testing fees
- Portion of the facility rental or training space costs directly attributable to serving participants under this grant (If needed; training providers are expected to utilize existing spaces wherever possible)
- Transportation costs for training site visits/ field trips other
- Participant personal protective equipment (PPE), uniforms, or required gear (Equipment and materials must be necessary, reasonable, allocable to the program, and included in the approved budget. All non-consumable assets including equipment and material purchases not provided as supportive services to participants and anything considered capital expenditure must be approved in writing by Dalberg and DEO and must be accompanied by a separate ownership agreement between DEO and the grantee)

4. Case Management

- Case manager salaries and benefits
- Partner case management support / referral partners

5. Supportive Services

Supportive services should go directly to participants and can be provided in the form of direct services, vouchers, or reimbursement with receipt, or payment to partners for services provided to participant. Supportive services are meant to help participants successfully complete their training programs and secure high road jobs. Whenever possible, grantees should try to leverage other funds for these services. But when not available, grant funds can be used for the following:

Service areas	Eligible supportive services
Training	Educational materials Transportation costs to trainings (e.g., gas cards, bus passes, parking) Food/basic necessities to participate in trainings (can be provided as meals during training where food insecurity barriers exist, grocery cards, other) Testing
Employment	Equipment retained by participants Personal protective equipment Tools

	Worker outreach *(e.g., connecting workers with employers and workforce services through job fairs)* Licensing costs Vaccinations and drug testing Job-readiness Work / interview attire retained by participants Union fees
Broader Education	Remedial academic training English language training Life skills training Financial literacy
Healthcare	Counseling Physical examinations Mental health Outpatient health / Medical bills Substance use treatment
Housing	Moving costs Temporary lodging Rental assistance Utility bills
Other	Clothing for children Legal services (e.g., immigration, record expungement) Childcare & dependent care Opening a savings account

6. Placement & Retention Services

- Job developers / placement staff or contractors
- Employer engagement activities (outreach, events)
- Hiring events / job fairs
- Resume/interview preparation
- Retention follow-up services
- Placement event expenses (if hosted by grantee or partner)

7. Employer, Partnership, and Systems Change Activities

- Partnership and employer related meetings/ events
- Industry advisory group or partnership facilitation
- Worker representative engagement (including stipends for worker participation, as needed)
- Partnership coordination staff time/ consultant time for partnership strengthening or systems change activities
- Development of MoUs or agreements
- Activities that advance HRTP principles with partners and/or in the broader industry (e.g., working to improve job quality, drive equitable hiring practices, etc.)

- Systems change related research, reports, media/ communications (as approved)

8. Program Infrastructure & Administration

- Program management staff
- Data tracking and reporting systems
- Monitoring, evaluation, and compliance
- Audit and financial management
- Events: Graduation ceremony expenses (space rental, refreshments, certificates); partner meetings, other partnership-related events

9. Direct costs vs Indirect costs

- **Direct Costs** are those costs that can be identified specifically with a particular final cost objective, such as a subaward or subcontract, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy.
- **Indirect Cost** means those costs incurred for a common or joint purpose benefiting more than one cost objective, and not readily assignable to the cost objectives specifically benefited without effort disproportionate to the results achieved
    - Total must fall within approved rates (10% of total budget, unless NICRA applies)
    - Staff materials, supplies, technology, hiring may fall under indirect costs but can be partially funded (e.g., cell phones/laptops for case managers) if used towards partially supporting programmatic activities

Case by case: Must be tied to program outcomes and have written approval by Dalberg and/or DEO

- Broad marketing, tech or communications support beyond participant outreach or employer/partner engagement
- Capital expenditures for program training needs that is not provided to participants as a supportive service (maintained by the grantee) – *additional agreements related to ownership of these expenditures will apply in cases where this is approved*
- Other items not already listed for a case-by-case basis consideration