



High Road Training Fund Application

Cohort 2

About Jobs for the Future

Jobs for the Future (JFF) drives transformation of the U.S. education and workforce systems to achieve equitable economic advancement for all. www.jff.org

About JFF's Language Choices

JFF is committed to using language that promotes equity and human dignity, rooted in the strengths of the people and communities we serve. We develop our content with the awareness that language can perpetuate privilege but also can educate, empower, and drive positive change to create a more equitable society. We reevaluate our efforts as usage evolves. info.jff.org/language-matters

High Road Training Fund Overview

Introduction

In partnership with the California Workforce Development Board (CWDB), the California Labor and Workforce Development Agency, and the Governor's Office of Social Innovation, Jobs for the Future (JFF) launched the High Road Training Fund (HRTF) to advance California's [High Road vision](#) for equity, job quality, and climate resiliency.

The HRTF raises private funding to supplement the State of California's public resources that accelerate the impact of High Road Training Partnerships (HRTPs), which are designed to achieve equity and economic mobility for workers, develop skills, increase competitiveness for "high road" employers, and ensure long-term environmental sustainability for the state and its communities.

About JFF

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About California Workforce Development Board

The overarching goal of California's Workforce Development Board is the reorientation and realignment of California's workforce programs and institutions to help build a dynamic and globally successful state economy that offers residents of all racial, ethnic, and socioeconomic backgrounds opportunities to achieve economic advancement. More information is available [here](#).

What Is the HRTF?

The HRTF serves as a public-private partnership and private funding vehicle that HRTPs can leverage when additional funding is needed or the receipt of public funding will present significant delays, **impacting critical programmatic and partnership needs**. Here are a few examples of the challenges that HRTPs can address with HRTF funds:

- **Unforeseen Costs:** It is not uncommon for partnerships to run into unexpected expenses (e.g., higher-than-anticipated administrative costs). When this happens, there are often limitations on how partnerships can use public funding to cover the increased costs. The only option may be to amend budgets and reallocate funds that were originally earmarked for other uses.

- **Immediate Deployment Needs:** Partnerships often find that they need to use funds sooner than expected to get initiatives off the ground. While HRTF funding can often cover costs related to the development of programs, there are cases where partnerships will need relatively quicker access to additional funds to cover costs that arise as they ramp up initiatives.
- **Public Spending Limitations:** HRTFs receive funding through a variety of public sources, and each source has its own set of rules and regulations for how the money can be used. Further, public funding is often distributed on a reimbursement basis, leading HRTFs to take on cost upfront.

The HRTF was created to address challenges like these and is poised to help address entrenched systemic barriers within the California workforce development system by providing capital for new, emerging, and expanding HRTFs. It will provide additional funding support, that is intended to be more flexible, upfront, and immediate, to High Road Partnership initiatives to complement the programmatic work that designated High Road Partnership public funding supports. HRTF's supplemental funding can be utilized for a wide range of efforts—including capacity building, participant and training costs, wraparound services, and more. The HRTF can support efforts across the following areas¹:

- **Infrastructure:** To build and sustain project infrastructure.
- **Program and Participant Support:** To offer wraparound supports to program participants so that they can achieve programmatic goals.
- **Sustainability and Scalability:** To create sustainable and scalable pathways to high-quality jobs in regional economies.

Award Eligibility Requirements

Before applying for award funding from the HRTF, HRTFs must agree to the following:

1. **Recipient of CWDB High Road Funding:** Partnerships applying to the HRTF must either already be recipients of CWDB High Road funding or have a contract in place to receive funding.
2. **Use of Funds:** Applicants agree that the HRTF sub-grant funds ("Funds") will be used exclusively for charitable purposes as described in Section 501(c)(3) of the Internal Revenue Code. For a detailed definition of **Flexible Funding**, please refer to Appendix B. At the end HRTF sub-grant award period, any remaining unexpended funding shall be returned to JFF unless JFF grants an HRTF sub-grant award recipient an extension on the sub-grant award period.
3. **Eligible applicants:** Applicants for the HRTF are considered the **Fiscal Agent**, applying on behalf of the HRTF. These Fiscal Agents include, but are not limited to:

- a. Industry-based training providers
 - b. Industry-based intermediaries, including industry associations
 - c. Labor organizations and labor-management partnerships
 - d. Community-based organizations and non-profit organizations
 - e. Public education entities and training providers
 - f. Workforce intermediaries
 - g. Local workforce development boards
 - h. Environmental justice organizations
4. **Application Completion:** An application is considered complete if the applicant has adhered to the eligibility requirements, application format, and included all the requested information, including forms and attachments. Any application that does not adhere to these requirements will be considered incomplete and will not be considered for funding.

Application

Deadline to Submit: **September 1, 2023, 11:59pm.**

Award Details

JFF is soliciting applications for HRTPs to receive sub-grants through the HRTF. This is a 3-year award in the amount of up to \$500,000, administered by JFF.

Key Responsibilities and Conditions for an Award

Awardees selected for this opportunity will be required to:

- Designate a primary point of contact for sub-grant management and coordination with JFF staff.
- Participate in recurring touchpoints with JFF to assess progress toward award goals and address concerns or questions. This will include cooperation with JFF and a third-party evaluation firm. Examples of such touchpoints include, but are not limited to, quarterly connection calls with awardees and participation in convenings to initiate peer learning and feedback loops. More details will be provided to awardees.

- Submit interim and final annual reports to JFF. These reports are intended streamlined with other High Road Partnership reporting processing to minimize awardee administrative burdens where possible. Templates for the reports will be provided to all awardees.

Submission Process

1. There will be an optional informational Q&A session on **August 15, 2023**. Registration links will be sent out.
2. *[optional]* Applicants can submit a **letter of intent to apply** by completing the following form by **August 18, 2023**: [Letter of intent to apply form](#). Note, this form is non-binding and helps the HRTF program staff understand the volume of applicants.
3. Applicants must submit their application by completing this form by **September 1, 2023**: [HRTF Cohort 2 Application](#). Applicants can submit responses to the application questions directly on the form. If applicants have issues submitting this form, or would prefer to submit it via email, please reach out to hrtf@jff.org.

There are suggested character counts for the longer narrative responses; however, applicants will not be penalized for going above or below the suggested character count.

Application Review

Applications will be scored based on the assessment question outlined below:

- **Need & Additionality:** The partnership demonstrates a significant need for private funding through the HRTF. The partnership demonstrates that without the award, achieving the goals of the partnership would be difficult.
- **Intended Impact and Alignment to California's High Road Vision:** The partnership demonstrates that the award will support its partnership's ability to further drive its goals on equity, job quality, and climate resilience. The work significantly aligns with California's High Road Vision goals or strategies in a specific program area or field of work.
- **Track Record & Feasibility to Achieve Partnership Goals:** The partnership demonstrates capability of achieving its desired goals through this funding. The applicant has a track record of success and impact on its constituency or target population.
- **Equity-Centered Approaches:** The partnership demonstrates that equity is central to their operations (e.g., policies and practices that the partnership has implemented that promote equity in their approaches and activities).

Application Questions

Questions included within the application form are provided below for reference. As a note, some questions pertain to the fiscal agent applying on behalf of an HRTF, and other questions pertain to

the HRTP itself. We have outlined this under the instructions for each section below. Please try and keep longer responses under 300 words where possible.

Part I: Fiscal Agent Basic Information

Who is applying?

1. Name of Fiscal Agent Organization:
2. Mailing Address of Fiscal Agent:
3. Fiscal Agent Type of Organization (please select only one):
 - a. Industry-based training providers (not a community college)
 - b. Industry-based intermediaries including industry associations
 - c. Labor organizations and labor-management partnerships
 - d. Community-based organizations and non-profit organizations
 - e. Public education entities and training providers (e.g., community college)
 - f. Workforce intermediaries
 - g. Economic Development Organization
 - h. Local workforce development boards
 - i. Environmental justice organizations
 - j. Other (please describe)
4. Fiscal Agent Primary Point of Contact Information:
 - a. Full Name:
 - b. Title:
 - c. Email Address:
 - d. Phone Number:
5. Fiscal Agent Organization Budget for Last FY:
6. When was your HRTP formed? Month and year.
7. What is the name of the HRTP that your organization is applying on behalf of?

Part II: Tell us about your organization and the HRTP!

We want to understand your HRTP's mission and values.

8. **Fiscal Agent Mission:** Describe your organization's (i.e., the fiscal agent) mission and vision in one sentence.
9. **H RTP Mission:** Describe the H RTP's mission and vision in one sentence.
10. **Equity-Centered Program Design:** How is your organization as the Fiscal Agent, and the H RTP overall, incorporating equity-centered opportunities—such as diversifying team leadership, implementing feedback loops, developing equity-centered practices and policies, incorporating of worker-voice, and more—across its programming?

Part III: Funding Need & Request

Help us understand why you're applying.

11. **Funding Challenges:** Please describe the areas of your H RTP's work that are most difficult to secure funding. How has this impacted your partnership?
12. **Previous Funding Access:** Please the funding amount and funding sources across the following groups. If your H RTP has not received funding in any of the following categories, please enter \$0.
 - a. **Private Funding** (e.g., philanthropy, corporate)
 - b. **Public Funding** – not via CWDB (e.g., other state and federal funding programs)
13. **Potential Use of Funds:** While we understand needs may change across the three years of the grant, how does your organization envision the H RTP using the H RTF award? How will these funds contribute to the state's High Road vision for equity, job quality, and climate resilience? Please list any potential activities, deliverables, or milestones, and include how a H RTF award will further the mission and vision of the H RTP.

Part III: Expertise

Help us understand how your H RTP will carry out its efforts.

14. **Organizational Capacity and Partnership Sustainability:** Please describe the following about your organization and partnership's current capacity and sustainability plans:
 - a. Why your organization is well-positioned to lead this effort in your community?
 - b. What resources, expertise, partnerships, and staff capacity your partnership would dedicate and/or need to develop to advance your H RTP program(s)/initiative(s)?
 - c. How your partnership will work to sustain its H RTP efforts (e.g., strategies to expand its current fundraising and development efforts)?
 - d. And (if applicable) how your organization and H RTP's organizational capacity and plans for sustainability has changed since your partnership first received support from the CWDB?

Part IV: Priority Populations

Who does your H RTP support and how?

15. **Population Served Details:** Please answer the following questions in response to the specific initiative(s) for which your organization is applying for H RTP funding to support.

a. **Population(s) Served:** Please indicate the populations your organization will serve and select all that apply:

- i. English language learners
- ii. Housing insecure
- iii. Immigrants
- iv. Justice-involved individuals
- v. Low-income individuals
- vi. People with disabilities
- vii. Women
- viii. Veterans
- ix. Rural
- x. Youth up to age 24
- xi. Other (please describe)

b. **Region:** Please indicate the counties your organization will serve and select all that apply:

- | | | |
|--------------------------|--------------------------|----------------------------|
| i. Alameda County | xx. Madera County | xl. San Luis Obispo County |
| ii. Alpine County | xxi. Marin County | xli. San Mateo County |
| iii. Amador County | xxii. Mariposa County | xlii. Santa Barbara County |
| iv. Butte County | xxiii. Mendocino County | xliii. Santa Clara County |
| v. Calaveras County | xxiv. Merced County | xliv. Santa Cruz County |
| vi. Colusa County | xxv. Modoc County | xlvi. Shasta County |
| vii. Contra Costa County | xxvi. Mono County | xlvi. Sierra County |
| viii. Del Norte County | xxvii. Monterey County | xlvi. Siskiyou County |
| ix. El Dorado County | xxviii. Napa County | xlvi. Solano County |
| x. Fresno County | xxix. Nevada County | xlix. Sonoma County |
| xi. Glenn County | xxx. Orange County | l. Stanislaus County |
| xii. Humboldt County | xxxi. Placer County | li. Sutter County |
| xiii. Imperial County | xxxii. Plumas County | lii. Tehama County |
| xiv. Inyo County | xxxiii. Riverside County | liii. Trinity County |
| xv. Kern County | xxxiv. Sacramento County | liv. Tulare County |
| xvi. Kings County | xxxv. San Benito County | lv. Tuolumne County |

xvii.	Lake County	xxxvi.	San Bernardino County	Ivi.	Ventura County
xviii.	Lassen County	xxxvii.	San Diego County	Ivii.	Yolo County
xix.	Los Angeles County	xxxviii.	San Francisco	Iviii.	Yuba County
		xxxix.	San Joaquin County	lix.	Statewide

16. **Equity & Demographic Reach:** Describe your organization's commitment to and experience with serving the populations being prioritized for this award. How is your organization and partnership working to reduce systemic inequities in your community?

Part V: Additional Information

17. **Optional:** Is there any other information about your organization and/or partnership approach that you would like to share?

Part VI: Budget Template

Please use the template provided within the application form to indicate how the proposed funding will be allocated. Feel free to estimate costs to the best of your ability. Please reference Appendix A for a list of sample activities. This budget is nonbinding in this phase.

HRTF Activities	Amount	High Level Description
[Enter Line Item]	\$	[Text]
TOTAL	\$	

Application FAQ

1. **Where can I find more information about the JFF HRTF and/or the application?**

Please visit highroadtrainingfund.com for additional information about the fund. For questions, please reach out to hrtf@jff.org.

2. **If my organization does not apply in this JFF HRTF application round, will my organization be eligible to apply for future JFF HRTF opportunities?**

Yes. JFF and the CWDB team will be in communication for future funding opportunities; please also visit highroadtrainingfund.com for more details.

3. **What type of organizations are eligible to apply?**

If your organization and/or partnership has received High Roads funding from the CWDB, you are eligible to apply to the HRTF. The fiscal agent who applied and received the funds from the CWDB should remain the same for the HRTF. If your partnership plans to have a different fiscal agent for this award, JFF will evaluate it on a case-by-case basis. Please email hrtf@jff.org should your organization have any eligibility questions.

4. My partnership is national and works in multiple regions across the United States, can we apply on behalf of all these distinct regions?

HRTF funding supports California-only projects at this moment.

5. Are there guidelines or restrictions on how the funding can be used?

Yes. HRTF funding may only be used as follows: Funds will be used exclusively for charitable purposes as described in Section 501(c)(3) of the Internal Revenue Code. Awardees shall notify JFF of any changes to key personnel associated with the project. At the end of the HRTF award period, any unexpended portion of the HRTF award shall be returned to JFF unless JFF grants an HRTF award recipient an extension on the award period.

The funding is not to be used for any of the following:

- a. To participate in any political campaign on behalf of or in opposition to any candidate for public office or to otherwise influence the outcome of any specific public election as described in Section 4945(d)(2) of the Internal Revenue Code;
- b. For any non-charitable purposes;
- c. For the carrying on of propaganda or attempting to influence legislation within the meaning of Internal Revenue Code Sections 501(h), 4945(d)(1) and 4945(e) and related regulations (these provisions include local, state, federal, and foreign legislation), and neither Awardee nor JFF has entered into any agreement, oral or written, to the contrary.

6. Will this funding be available next year?

The HRTF will be open periodically. Open application schedules will be made available on highroadtrainingfund.com, as well as through communication from your partners at the CWDB.

7. What format is acceptable for the application submission?

Applications should be submitted via the application online form portal, which is available at highroadtrainingfund.com. Please reach out to hrtf@jff.org if your organization requires a different method of submission.

8. If my organization's proposal is not selected, will we be able to receive feedback?

We hope to be able to offer feedback to organizations not selected if feedback is requested; however, our ability to provide feedback will depend on the overall volume of applications we receive.

9. If my organization’s proposal is not selected, when can we apply for other JFF funding opportunities?

Organizations that are not selected to receive funding will be eligible to reapply for funding in future open application periods (with the potential to re-use and revise their previously submitted application as a starting point). Any changes to this schedule will be made available on highroadtrainingfund.com.

10. Can my partnership apply for and receive multiple rounds of HRTF funding?

Partnerships can apply for multiple rounds of HRTF funding, but multiple rounds of funding will only be awarded on a case-by-case basis. The HRTF application review committee is committed to granting awards in an equitable way, as well as distributing capital where there is great need. Therefore, preference will be given to those who have not yet received HRTF funding.

Appendix A – Use of Funds

Sample HRTF Use of Funds

Infrastructure Challenges	
Seed Capital	Newly created partnerships or initiatives receive the fund for: <ul style="list-style-type: none"> • Ramp-up costs • Operating expenses
Organizational Capacity	Fund recipient builds organizational capacity by using the fund for: <ul style="list-style-type: none"> • Operating expenses • Communication strategy (e.g., video production) • Capital expenditure (e.g., financial / accounting software, data collection tool) • Strategic planning (including mechanisms to measure outcomes and impact) • Administrative costs (e.g., payroll, indirect cost rate, etc.) • Data entry and case management (CaJOBS, Salesforce, supplemental reporting, etc.) • Staffing (program staff, not just administrative) • Contractual services • Partnership development (staff time organizing, convening, development committee meetings, etc.) • Partnership development (staff time organizing, convening, development committee meetings, etc.)

Program and Participant Support	
Supportive Services	<p>Fund recipient uses the fund to provide support services to clients in:</p> <ul style="list-style-type: none"> • Counseling and therapy for personal, family-related reasons • Career coaching • Childcare • Per diem (meals and transportation) • Financial assistance - paid time for individuals to participate in programs • Workspace for program-related activities • On-the-job training, stipends • Housing (e.g., built environment / infrastructure) • Emergency, unforeseen events that impact clients' basic livelihood (e.g., job loss, housing insecurity, stolen vehicle, victim of domestic violence)
Program Delivery	<p>Fund recipient will be able to deliver programs by using the fund for:</p> <ul style="list-style-type: none"> • Venue to rent out event space to host workforce training • HR / employment technology (e.g., LMS, mobile apps, website) • End-user technology (e.g., tablets) • Demonstration or pilot projects • Instructional materials and supplies • Tuition payments/vouchers • Training costs • Work experience wages – WEX
Sustainability and Scalability	
Stabilization Services	<p>Fund recipient uses the fund to provide financial assistance for:</p> <ul style="list-style-type: none"> • Moving staff from grant-funded to permanent hires • Moving from leased equipment or space to permanent space
Policy Advocacy	<p>Fund recipient uses the fund to influence policy changes that could scale the impact of the partnerships, such as:</p> <ul style="list-style-type: none"> • Policy advocacy support

Appendix B – Key Terms

Flexible Funding: In the context of the HRTF, flexible funding means that subgrantees can use and allocate subgrant dollars as needed for any charitable purpose that supports the development or expansion of their High Road Training Partnership or High Road Construction Careers initiative and as described in Section 501(c)(3) of the Internal Revenue Code.

Fiscal Agent: The HRTF fiscal agent is the entity that serves as the HRTF subgrant recipient and manages the HRTF subgrant on behalf of their High Road Partnership.

Endnotes

¹ For a detailed list of sample HRTF activities, please review the [Appendix A](#).