LA Regional Collaborative

Aerospace Activation Plan

June 30, 2025

About the LA Collaborative

The California Jobs First (CJF) Program was created by the State of California to help local regions develop economic development plans. The CJF program seeks to:

- Create high-quality and accessible jobs for all Californians
- Help local communities transition to and thrive in a carbon-neutral economy
- Invest in COVID-19 recovery and build long-term economic resiliency
- Integrate the priorities of local residents into the region's 10-year plan

The Los Angeles Jobs First Collaborative (LA Collaborative) is a coalition of over 700 organizations and individuals volunteering to develop strategies to strengthen the Los Angeles County region (LA County) and inform local implementation of the California Jobs First Program. One of the core values of the LA Collaborative is to ensure historically disinvested communities are prioritized and included in this program and its governance. In September 2024, the LA Collaborative completed Regional Plan Part 2, a comprehensive analysis of the economic landscape that captures the intricate community experiences and diverse challenges residents and businesses in LA County face. Informed by an extensive community engagement process, Regional Report Part 2 acts as a guide for the Catalyst and Implementation Phases of the CJF Program.

This is one of five sector-specific Activation Plans the LA Collaborative will submit to the State. The goal of the Activation Plan is to identify the strategies and tactics the LA Collaborative will advance to support inclusive economic development in the Aerospace sector, elevating impact for residents across LA County. This Plan builds on the Regional Plan Part 2 as well as contributions from the LA Collaborative's Steering Committee and industry focus groups and is designed as a living document that will be updated and adapted.

The Vision of the California Jobs First Program is to create investment opportunities through climate neutral initiatives that can produce high-quality, sustainable jobs for individuals and families within LA County to thrive.

Acknowledgements

The LA Collaborative formed a 38-member Steering Committee comprised of representatives from government, labor, business, industry, and community stakeholders to shepherd the California Jobs First Process.

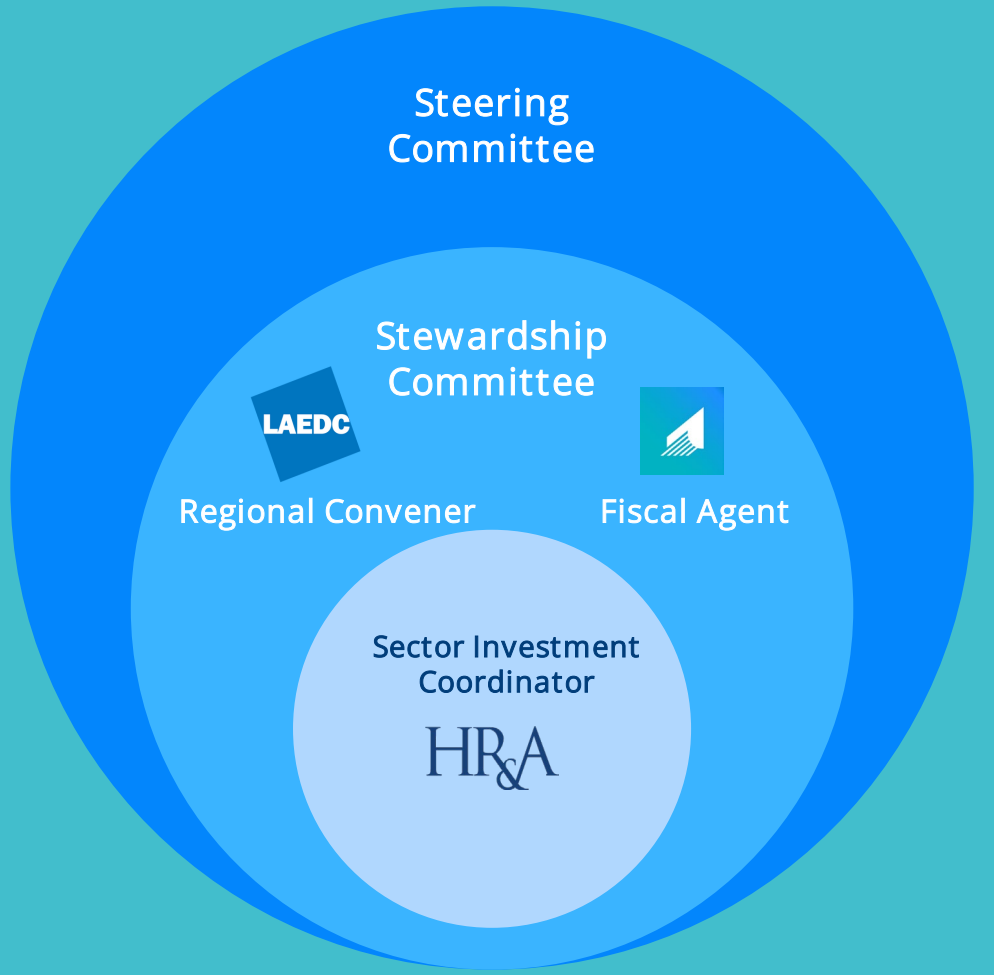
The Stewardship Committee is led by the Los Angeles County Economic Development Corporation (LAEDC) as the Regional Convener, with California Community Foundation (CCF) as the Fiscal Agent.

HR&A Advisors, an economic development consulting firm, acts as the Sector Investment Coordinator for the LA Collaborative.

Thank you to all individuals and organizations who engaged in this Activation Plan process; it would not be possible without your insights.

The Regional Plan engagement effort was led DTI, and their engagement and efforts were critical to the development of this activation plan.

Los Angeles County Jobs First Collaborative



The Collaborative consists of 700+ onboarded partners, including CBOs, agencies, and private-sector partners.

Process

The Activation Plan is informed by Regional Plan Part 2, which was consolidated and synthesized into strategies and tactics. An industry focus group provided insight into the sector's challenges and opportunities and confirmed key areas of focus. A Steering Committee Working Group guided the prioritization of tactics and reviewed the full Activation Plan draft.

1

Regional Plan Part 2

Reviewed Regional Plan Part 2, including sector-specific and sector-neutral strategies.

Reviewed relevant external studies, including work from LAEDC, DTI, and other partners.

Synthesized relevant goals, strategies, and tactics into clear framework.

2

Industry Engagement

Conducted an Industry Focus Group as well as 1:1 interviews with relevant stakeholders to understand challenges and opportunities within the sector.

3

Steering Committee Feedback

Facilitated a Steering Committee Working Group to prioritize strategies and tactics and incorporate feedback.

Shared draft with full Steering Committee for public comment and a vote.

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SECTOR OVERVIEW

The aerospace industry in Los Angeles County is a cornerstone of innovation, high-quality job creation, and economic activity. Boasting major players such as The Aerospace Corporation, SpaceX, and Northrop Grumman, alongside emerging startups like Apex, Impulse, and Varda Aerospace, the region serves as a hub for both established primes and cutting-edge innovators. Collaborative efforts by organizations like the SoCal Alliance, Disruptive Technology Index (DTI), and prestigious universities such as CalTech, USC, and UCLA emphasize advancing workforce development and addressing industry challenges. The aerospace vehicles and defense cluster alone support over 57,000 jobs, with six out of seven subsectors offering average annual wages exceeding $110,000. These roles span advanced manufacturing, engineering, and MRO (maintenance, repair, and overhaul), with California capturing an impressive 85% of U.S. space-related capital investments in 2022.

- Key subsectors: The LA County Aerospace and Vehicles Defense industry cluster includes Aerospace Manufacturing and Engineering and Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing, particularly Aircraft Manufacturing, Guided Missile and Space Vehicle Manufacturing and Propulsion Unit Parts Manufacturing.
- Existing regional assets: There is a concentration of aerospace assets and companies in the County, including major defense Primes like Lockheed Martin, Raytheon, Northrop Grumman, and Boeing. Strong research and development infrastructure supported by institutions like NASA's Jet Propulsion Laboratory, Aerospace Corporation, CalTech, UCLA and USC. Given the legacy of the industry, there is an existing skilled workforce with expertise in advanced manufacturing and engineering. SpaceWERX, DTI established The Br-dge, a 17,000 sq. ft innovation and collaboration hub located in El Segundo, that fosters innovation between entrepreneurs, technologists, brands, private organizations and government.

The strategies and tactics outlined in this Activation Plan aim to strengthen the aerospace ecosystem, leveraging existing funding to support Los Angeles' growth into a carbon neutral economy, advance our innovation ecosystem, grow small businesses, and develop the next generation of homegrown talent to support good jobs. Throughout each of our strategies, our tactics focus on supporting historically disinvested communities to ensure they can participate in the wealth-building opportunities as part of this growth. As the federal funding landscape continues to evolve, this Plan works to build regional resilience by identifying creative funding opportunities and supporting local initiatives.

An important note for our Activation Plans: At the time of writing this proposal, Los Angeles is still recovering from devastating wildfires. Our intent is to revisit our strategies across all plans on an ongoing basis to ensure they consider the measures needed to support our communities as they recover.

Sources: Regional Plan Part 2; Los Angeles Economic Development Corporation Industry Clusters Study, 2024.

Target Sector Strategy Overview

CHALLENGES

Our Collaborative has identified challenges across five main topics.

- **Carbon Neutral Economy**: The aerospace industry is resource intensive and is not likely to shift practices unless financially or legally incentivized to do so. Challenges exist across different areas including scale and timelines, supply chain and infrastructure readiness, and high costs all have an immense impact on achieving changes in the industry. The aerospace industry must align with Department of Defense priorities and goals as it relates to the clean economy.
- **Innovation and Entrepreneurship:** There is a high barrier to entry for small businesses in the aerospace industry. The DoD's Small Business Innovation Research (SBIR) program is an important driver of innovation for California's entrepreneurs and small businesses. SBIR offers access non-dilutive capital, crucial for advancing early-stage technology prototypes—a phase that often poses significant challenges in securing traditional funding. SBIR is currently set to expire in September (Congress will need to reauthorize) and they could be subject to federal funding freezes.
- **Small Business:** In a sector dominated by large employers, small businesses can struggle to access procurement opportunities. There is a high barrier to entry for small businesses in the aerospace industry due to costs, contracting, and government regulation. Lack of access to technical assistance and support networks increases this challenge and can prevent small businesses from participating in public and private infrastructure spending. The industry's significant regulatory requirements also increases administrative burden on small businesses.

Target Sector Strategy Overview

CHALLENGES (continued)

- **Talent Development:** Despite its strengths, the aerospace sector faces challenges in workforce diversity and an aging talent pool. Despite an increase in workforce numbers, the demand for skilled workers continues to outpace supply. New, emerging technologies further the need for on-the-job training. And, although the industry standard has been to hire college graduates, there is a shift in this model as the workforce is aging and retiring. Additionally, women and underrepresented racial groups, such as Hispanic/Latino and Black/African American individuals, are underrepresented within the workforce compared to their population in Los Angeles County. A 2021 Aerospace and Defense Workforce Study of end-use manufacturers reported that the number of women holding roles at those companies was 24%, and only 6% identified as Black and 8% as Latino.
- **Policy and Advocacy:** While beyond the scope of this Activation Plan, there are several topics that emerged regarding policy change and advocacy at all levels of government. At the federal level, shifting regulatory and funding landscapes present clear challenges for the industry itself which relies heavily on federal funding and contracts and the transition to a carbon neutral economy.

To continue its strong legacy in the County, the aerospace sector must modernize. This can be done through a variety of strategies including diversifying supply chains and production capabilities, investing in workforce development and skills diversification, expand into emerging markets and sectors, strengthen public-private partnerships and foster resilience through financial and operational strategies.

Our strategies and tactics address these challenges by collaborating across the region to scale existing efforts, develop new initiatives, and align partners towards common goals.

Target Sector Strategy Overview

PRIORITIZATION

California is a global leader in aerospace manufacturing and in 2022 California brought in more than 85% of the total capital invested in the United States space-related companies. Los Angeles County remains a key player in aerospace engineering and manufacturing, with employment in this sector being significant due to the presence of large defense contractors and a network of suppliers. In Los Angeles County, 57,000 employed in the Aerospace and Vehicles Defense industry with average annual wages for six of the seven subsectors at $110,000. Furthermore, job growth from 2022-2023 was over 6% for the aerospace product and partners manufacturing industry. This makes aerospace critical to LA County.

The LA Collaborative will use the following strategies to advance the sector over the next 18-24 months. These strategies are designed to deliver early results to build momentum and support communities, as well as establish the groundwork for continued collaboration and long-term success.

Target Sector Strategy Overview

STRATEGIES

The Los Angeles Region will advance this sector through the following strategies, adapted from Regional Plan Part 2.

CARBON-NEUTRAL ECONOMY

Grow the carbon-neutral economy by promoting investment in clean energy and increasing access to opportunities for disinvested communities.

INNOVATION AND ENTREPRENEURSHIP

Expand the entrepreneurial ecosystem by supporting innovators and entrepreneurs creating and expanding the next generation of businesses, jobs, and wealth building opportunities.

SMALL BUSINESS

Diversify sector opportunities for target businesses and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities.

CORE VALUES

The LA Collaborative has identified three core values that drive its work:

EQUITABLE

Programs and policies should benefit disinvested communities who have historically been excluded from economic and workforce development. Each community requires a targeted, culturally responsive approach developed in concert with trusted partners.

INCLUSIVE

Disinvested communities should be involved in decision-making for programs and policies that impact their communities. Programs should include supportive services that enable full participation.

MEASURABLE

Programs should directly lead to measurable outcomes, including job creation, supporting talent in accessing good jobs, and creating or convening resources. Programs should be developed in collaboration with industry partners to ensure training aligns with employer need.

Target Sector Strategy Overview

TACTICS

The following tactics were adapted from the Regional Plan Part 2, based on insights from industry stakeholders and the Los Angeles Collaborative Steering Committee.

CARBON-NEUTRAL ECONOMY

1.1 Share Best Practices	Share best practices on how aerospace companies can integrate clean economy and climate resilience practices into their supply chain and business operations, including being responsive to State and regional climate resilience best practices given emerging disasters.

INNOVATION AND ENTREPRENEURSHIP

2.1 Strengthen Entrepreneurship Capacity	Promote co-investments and sustained collaboration between industry and community organizations with strong ties to underserved residents and educational institutions for future jobs and business opportunities.

SMALL BUSINESS

3.1 Facilitate Pipeline	Facilitate a pipeline of small and medium business players that could support supply chain needs for larger companies.

TALENT DEVELOPMENT

4.1 Support Early Exposure	Support early education and exposure programs to support the diversification of the talent pipeline and expand engineering curriculum for high school age talent. (e.g., Palmdale Aerospace Academy).
4.2 Expand Training	Create a talent pipeline through expansion of on-the-job vocational trainings and certification opportunities for communities that have been historically disinvested.

Operating Structure to Organize and Execute

OPERATING STRUCTURE

The aerospace industry in Los Angeles County remains a dynamic sector and is a global epicenter for aerospace and defense, driven by a blend of established giants, emerging startups, and robust federal partnerships. Its diverse array of aerospace and defense companies – Northrop Grumman, SpaceX, Boeing, Raytheon Technologies – are key employers for the region. The industry is deeply intertwined with federal funding, with key facilities like the Los Angeles Air Force Base in El Segundo overseeing and coordinating efforts with the federal government and local aerospace firms. The ecosystem is coordinated through various efforts at a national level (Aerospace Industries Association), state level (CA Chapter Aerospace States Association), and local level. Most of the strategies identified here seek to scale existing programming, and the Activation Plan's goal (and the process more broadly) is focused on enhancing and empowering local organizations to convene and run partnerships to address these challenges. Initially, the SIC will support convening meetings and provide technical assistance, while evaluating a formal long-term structure.

The LA Collaborative and SIC propose enhancing existing partnership and convening efforts related to growing the aerospace industry in collaboration with

This Activation Plan recommends working in concert with existing activities and long-range planning already being executed by partners. As Regional Convener, LAEDC will continue to work in partnership with regional stakeholders to harmonize efforts across the area's vast ecosystem.

Operating Structure to Organize and Execute

REGIONAL PARTNERS

The plan's success relies on working with the broad range of partners in the region. The potential partners listed below are a few of the many important assets in the region.

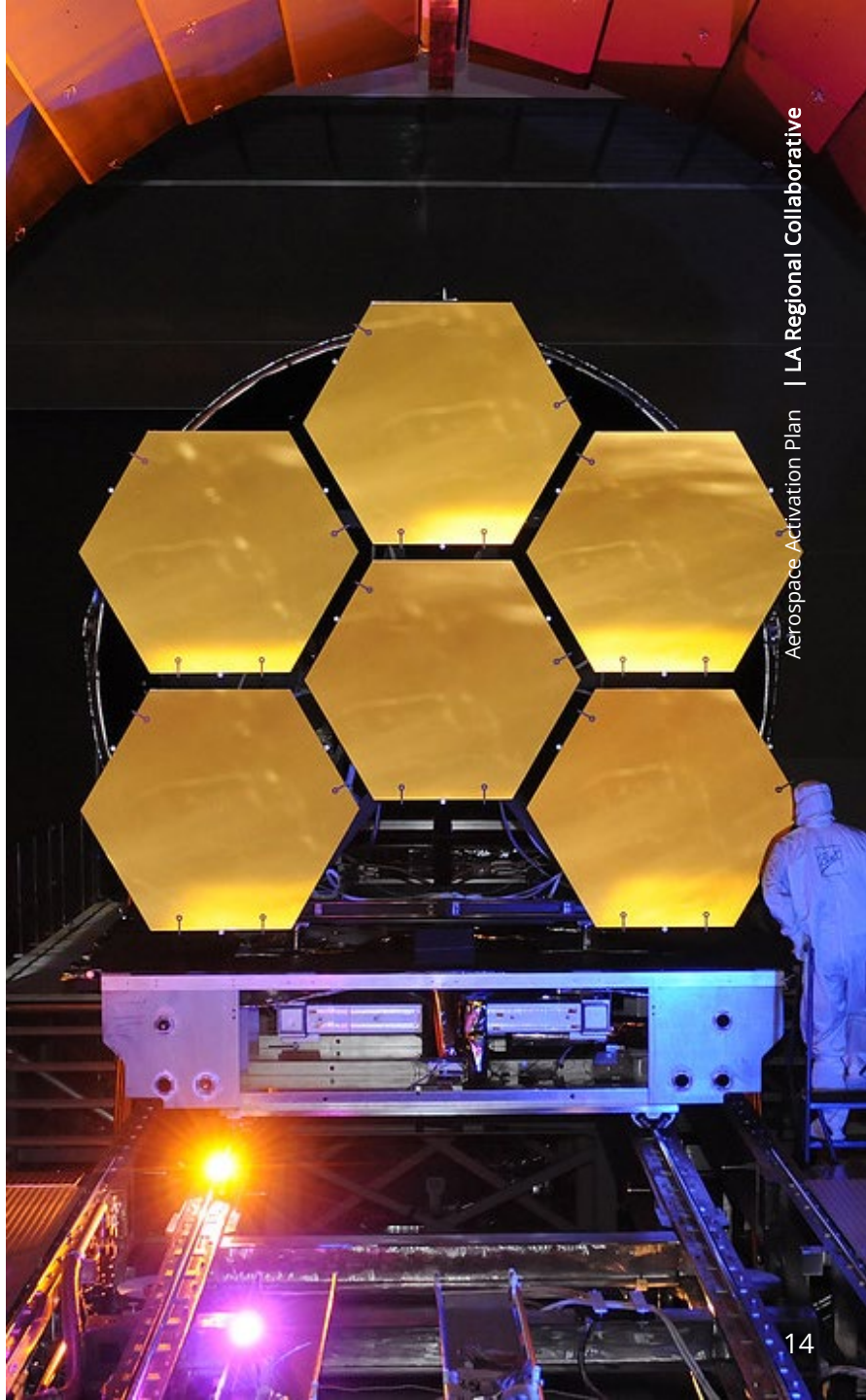
Educational Institutions, including the **Los Angeles Regional Consortium** (comprised of 19 community colleges in Los Angeles County), **University of Southern California, California State University, Long Beach,** and the **University of California, Los Angeles** are important partners in workforce training and innovation. **City of Palmdale Aerospace Academy** serves 540 students on STEM. **Santa Clarita Valley** also has robust training related to aerospace manufacturing.

Public Agencies such as the **LA County Department of Economic Opportunity** is critical to workforce training; El Segundo Economic Development is a hub for aerospace innovation.

Critical Infrastructure: The city of El Segundo - the "Aerospace Capital of the World" – is home to **LA Air Force Base**; **the Aerospace Corporation** and major firms are also in El Segundo. City of Long Beach – or "Space Beach" - deemed aerospace as the fastest growing business has deemed 17 acres of land at the **Long Beach Airport specifically for "aeronautical" purposes**. **NASA's Jet Propulsion Lab** and the Caltech both reside in Pasadena.

Regional Economic Development, Workforce, and Business Organizations provide support to businesses, residents, and workers across the county. This includes economic development organizations such as the **Los Angeles County Economic Development Corporation** and the **Small Business Development Center**, community development corporations, and chambers of commerce (including the **Los Angeles Area Chamber** and identity-based business organizations). Innovation-driven work by **Disruptive Technology Index (DTI)** is dedicated to accelerating innovation in the aerospace and space sectors through collaboration has launched a dynamic coworking space THE BR-DGE. **Community-based organizations** and **other non-governmental organizations** will be essential partners in working in LA County's many communities.

Private Sector Employers and Associations, including **Lockheed Martin**, **Raytheon**, **Northrop Grumman**, **SpaceX**, **The Aerospace Company**, **Boeing,** and many other smaller companies.



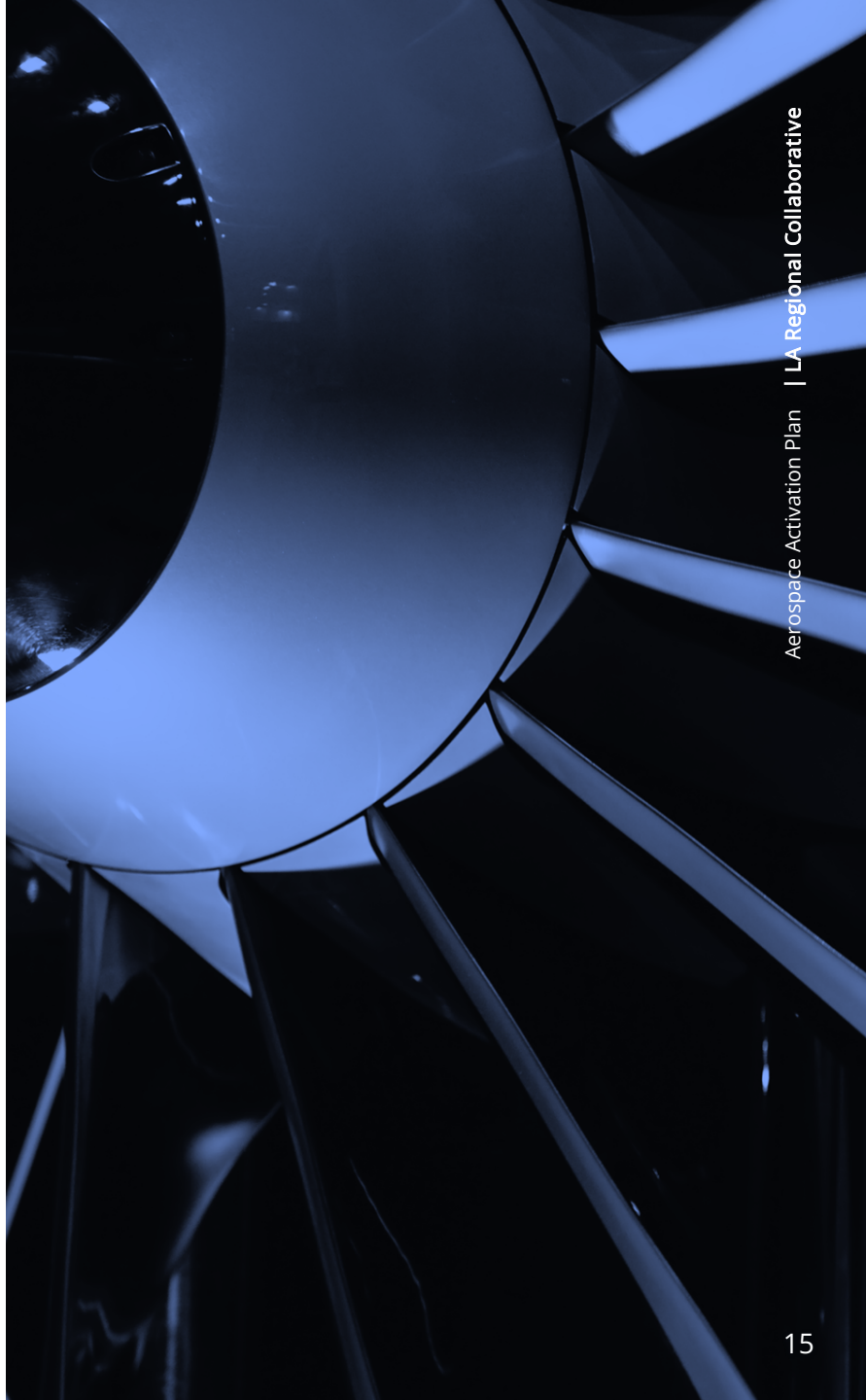
Resourcing Across the Strategy

RECENT INVESTMENTS

Public and private investment is driving industry advancement in the region. The LA Collaborative views these investments as opportunities to ensure that businesses, jobs, and partnerships support LA County. Public-private partnerships offer an opportunity for the transportation industry to tap into private capital for infrastructure projects, reducing reliance on public funds and increasing economic diversification and resilience in LA.

Key recent investments include:

- **Aerospace Corporation,** a nonprofit research and development lab supporting government and private-sector initiatives, **invested $100-million investment in its El Segundo campus**.
- **Archer Aviation** revealed plans to **introduce electrical takeoff and landing (eVTOL) air taxies** during the 2028 Los Angeles Olympics.
- **Nikon Advanced Manufacturing opened a $100 million research and development** and manufacturing facility in Long Beach.
- **SpaceWERX,** DTI **established The Br-dge, a 17,000 sq. ft innovation and collaboration hub** located in El Segundo, that fosters innovation between entrepreneurs, technologists, brands, private organizations and government. As subject-matter experts, DTI runs free cohort-style education and immersion programs that help dual-use technology companies and startups "bridge" the valley of death through education, funding and mentorship.



Resourcing Across the Strategy

RESOURCING

Each strategy and tactic includes three phases: pre-development and strategic planning, outreach and engagement, and initial program implementation. Pre-development and engagement are designed to occur simultaneously. The resources needed to support execution of the Activation Plan are summarized here, however, multiple strategies in this Plan were submitted via the CJF State Implementation Planning project list. As such, we have included those projects as they are priorities for the region, although their costs will be dependent on that process. Cost estimates are highly dependent on time horizons and final programmatic details determined in the pre-development and outreach stages. We anticipate collaborating and coordinating with existing funded projects wherever possible. In our next stage of work, we will also identify new and scalable programs (e.g., apprenticeship programs), which will expend significant private and public investment.

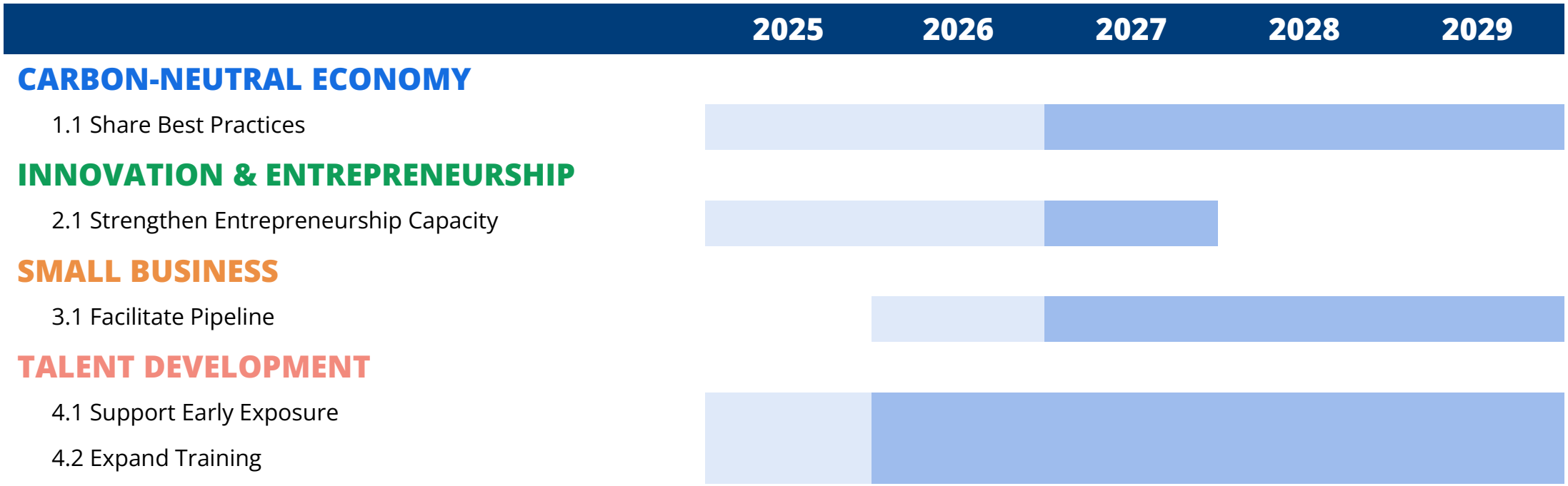
	Estimated Costs	Assumptions & Dependencies
Pre-development & Strategic Planning Support comprehensive planning and policy initiatives to inform program development.	$700,000 to $1 million	• *Management time, research, & staffing:* program management and coordination based on comparable past projects • Dependent on staff costs and time horizon
Engagement and Outreach Ensure robust stakeholder participation and community engagement. Ensure clear prioritization across tactics, maximizing existing resources and expertise throughout the region.	$600,000 to $1 million	• *Time*: Collaboration and coordination efforts by responsible parties and key partner's time • Dependent on additional engagement needed to ensure success of projects
Initial Program Implementation Costs for initial investments associated with small business, mentorship, and workforce development programs with assumptions for each program on number served.	$2 million and up	• *Workforce programs*: Cost of $10,000 to $15,000 per person/ business served • *Mentorship and exposure programs*: Cost of $5,000 per person served • Dependent on determination of final number served
CJF Implementation Projects	*To be determined in collaboration with partners via the CJF Implementation Phase.*	

Resourcing Across the Strategy

TIMELINE

Multiple strategies in this Plan were submitted via the CJF State Implementation Planning project. The Sector Investment Coordinator (SIC) and Regional Convener will continue to support these efforts and ensure regional coordination and community engagement. Responsible parties will guide and support initiatives across tactics and provide periodic updates on deliverables, milestones, and updated timeline as appropriate. Timelines are approximate and will be refined in coordination with partners and Responsible Parties as strategies progress.

This timeline assumes that short-term actions run through 2026, mid-term actions run through 2027, and long-term actions run through 2028-2029. These are approximate and will be updated in concert with the Statewide process; work is already in progress.



Goals and Metrics Across the Strategy

GOALS | 10-Year Look-Ahead

The LA Collaborative has identified four overarching objectives for the aerospace sector: grow the carbon-neutral economy, expand the entrepreneurial ecosystem, diversify the sector's landscape for small businesses, and develop pathways to good jobs. In 10 years, LA will continue to be a global hub for the Aerospace sector, with residents across the region able to access good jobs, capital to start or grow a business, and wealth-building opportunities for their communities. Metrics for success include:

1. **Create and scale startups that address core challenges in the industry,** with a particular focus on the number of founders from historically underrepresented communities.*
2. **Expand the number and size of small businesses in the industry** throughout the supply chain, with specific focus on minority and women-owned businesses.
3. **Increase the amount (dollar value, volume, and share) of contracts** from public agencies and private companies awarded to small businesses owned by or located in disinvested communities.

Short-Term Metrics

Measures to track shorter-term progress towards achieving outcomes in the aerospace sectors include identifying and connecting with organizations and partners in the sector, identifying potential funding sources, and convening or growing regional partnerships.

The SIC will report progress on strategies and tactics to the LA Collaborative Steering Committee and other partners involved in implementation.

**Underrepresented communities include but are not limited to Black, Latinx, AAPI, Native American, LGBTQ+, veteran, and female founders. Each underrepresented community requires unique, targeted strategies relevant to the population, which will be developed in concert with partners from those communities.*

Dependencies and Challenges

DEPENDENCIES AND CHALLENGES

The aerospace industry in LA County faces several dependencies that could impact the execution of the tactical workplan. One key dependency facing the entire industry is the impact of federal funding through the Department of Defense and Department of Energy, and changes to global trade. This could impact research, commercialization, workforce and talent opportunities for the entire industry. These macro factors, combined with technological advancements, could significantly change the landscape.

Potential risks to execution include:

- **Limited resources**, including a possible reduction in federal funding or politicization of federal funding
- **Regulatory changes and technological advancements** including any changes to requirements to contract with the DoE and DoD.
- **Macroeconomic and political factors**, such as changes in global markets and trade and shifts away from federal prioritization of aerospace.
- **Environmental and external factors**, such as the destruction seen in the 2025 Palisades and Eaton fires, global disruptions to supply chains, or cyber threats.

The Activation Workplan addresses these risks by enhancing coordination among stakeholders, planning proactively to build resilience, and identifying existing resources that can be used to support the industry.

02 | Tactical Workplan

Strategies

The Activation Plan is informed by the LA Regional Plan Part 2, as well as additional Steering Committee Working Groups, Industry Focus Groups, and interviews to ensure our strategies align with the Collaborative's vision.

INDUSTRY FOCUS GROUPS

REGIONAL PLAN PART 2

STEERING COMMITTEE WORKING GROUP

1. **Carbon Neutral Economy:** Grow the carbon-neutral economy by promoting investment in clean energy and increasing access to opportunities for disinvested communities.

2. **Innovation and Entrepreneurship:** Expand the entrepreneurial ecosystem by supporting innovators and entrepreneurs creating the next generation of businesses, jobs, and wealth building opportunities.

3. **Small Business Development:** Diversify sector opportunities for target businesses and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

4. **Talent Development:** Develop pathways to employment through education, training, certification, and access to resources for disinvested communities.

1. CARBON-NEUTRAL ECONOMY

Grow the carbon-neutral economy by promoting investment in clean energy and increasing access to opportunities for disinvested communities.

1.1 SHARE BEST PRACTICES

Objective: Share best practices on how aerospace companies can integrate clean economy and climate resilience practices into their supply chain and business operations, including being responsive State and regional climate resilience best practices due to emerging disasters.

Purpose: The aerospace industry must be aligned with Department of Defense (DOD) priorities and goals given its dependency on government contracts. By providing updated requirements and information in one place, smaller companies and contractor can make sure they are in compliance with DOD goals and working towards the same priorities.

Program Design: Identify and expand access to existing resources through a beta version of a centralized repository that is regularly updated and distributed through industry communication channels, including marketing through DTI and CBOs.

Leadership: Initial leadership will be provided by the SIC, until a permanent partner can be identified.

Potential Metrics: Number of hits on website; number of newsletters distributed.

Costs:

Type	Estimate	Uses
Pre-development	$100,000	Management costs and staff time
Outreach	$100,000	Partnership building, mapping existing resources

NEXT STEPS

Task	Responsible Party	Timeline
1. Identify resources to maintain up-to-date repository of available funds, including temporary home for the information, working closely with ecosystem partners.	LAEDC	Medium-Term
2. Create an online centralized hub for information on federal and state priorities and requirements regarding carbon neutrality and hydrogen.	LAEDC	Short-Term
3. Identify existing industry communication channels to regularly distribute repository, such as Chamber newsletters, industry association publications, etc.	LAEDC, LA Collaborative Partners	Medium-Term
4. Define strategy for longer-term operations and upkeep of the information, including partnership and long-term home for repository.	LAEDC	Medium-Term

2. INNOVATION AND ENTREPRENEURSHIP

Expand incubators, accelerators, and other programs focused on creating new models, innovations, and technologies, with a focus on disinvested communities and the transition to a carbon-neutral economy.

2.1 STRENGTHEN ENTREPRENEURSHIP CAPACITY

Objective: Promote co-investments and sustained collaboration between industry and community organizations with strong ties to underserved residents and educational institutions for future jobs and business opportunities.

Purpose: Organize large employers in the industry and organizations that support innovation and workforce development in the to coalesce around workforce training and innovation in the ecosystem to support a more dynamic industry.

Program Design: PArtner with DTI (Disruptive Technology Index), which operates The Br-dge, a 17,000 SF innovation and collaboration hub that encourages innovation between entrepreneurs, technologists, brands, private organizations and government. Additional expansion of programs like Innovate to Accelerate and Community Innovation Program could further this effort, advancing aerospace technologies and empowering local communities.

Leadership: Initial leadership will be provided by the SIC, until a permanent partner, likely DTI, can be onboarded.

Potential Metrics: Number of funds identified in initial research; potential joint collaborations in public-private partnership endeavors.

Costs:

Type	Estimate	Uses
Pre-development	$100,000	Management costs and staff time
Outreach	$100,000	Partnership building
Resource Development	$500,000	Website development and maintenance

NEXT STEPS

Task	Responsible Party	Timeline
1. Continue the work of the SoCal Aerospace Council, a Los Angeles County task force composed of diverse industry leaders' government officials, and academic representatives to oversee the execution of expanding talent pipelines & reshape and influence perceptions of the aerospace Industry.	LAEDC	Short-Term
2. Create an online presence that connects people with the large array of existing resources within the industry in Los Angeles County.	LAEDC	Short-Term
3. Work with DTI and other industry partners to expand programming and events that encourage collaboration across sectors, especially as technology created for other industries can be utilized in the aerospace sector.	DTI, LAEDC	Mid-Term
4. Establish a capital consortium to support the consolidation, availability, and access to the capital necessary for aerospace innovation at all levels.	LAEDC, LA Collaborative Partners	Long-Term

3. SMALL BUSINESS

Diversify sector opportunities for target businesses and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

3.1 FACILITATE PIPELINE

Objective: Facilitate a pipeline of small and medium business players that could support supply chain needs for larger companies.

Purpose: Small and medium size businesses are an important part of the ecosystem as large companies are required to have 4% of their contracts subcontracted. Maintaining and expanding a strong base of subcontractor companies makes the LA region a competitive location for the aerospace industry. Many of the large firms have "qualified" companies they continuously engage and expanding that list could better support small businesses throughout the region in access to those opportunities.

Program Design: Expand and support the existing programming at DTI.

Leadership: Initial leadership will be provided by DTI.

Potential Metrics: Number of qualified subcontractors in the region

Costs:

Type	Estimate	Uses
Pre-development	$150,000	Management costs and staff time
Outreach	$100,000	Network building, understanding challenges
Program	$1 million	Events; Program expansion by 60-70 businesses

NEXT STEPS

Task	Responsible Party	Timeline
1. Identify the core gaps and challenges that exist to small businesses entering in the aerospace contracts (e.g., preferred list, access to networking opportunities, capital funding).	LAEDC + LA Collaborative Partners	Mid-Term
2. Develop a targeted strategy that could both increase technical assistance to small and medium sized business and provide forums for access to new opportunities to partner with big firms. This includes working extensively with LA Collaborative partners and beyond to ensure a broad approach.	LAEDC + LA Collaborative Partners	Mid-Term
3. Organize networking, collaboration events, and forums to encourage SBIR portfolio companies, primes and startups within the aerospace sector to actively participate in collaboration on contracts and product development and knowledge exchange, through organized networking and collaboration events and forums. This could build on many of the activities currently taking place at The Br-dge that encourages opportunities for connections in the industry.	LAEDC + LA Collaborative Partners	Mid-Term
4. Support and expand Launchpad Sessions, which provide an overview of the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs, followed by in-depth discussion and personalized guidance to address each small businesses unique needs.	LAEDC + DTI	Mid-Term

4. TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities.

4.1 SUPPORT EARLY EXPOSURE

Objective: Support early education and exposure programs to support the diversification of the talent pipeline and expand engineering curriculum for high school age talent.

Purpose: Early exposure to the aerospace industry and curriculums that focus on skills and knowledge that is needed to work in the aerospace industry can help grow the pool of qualified talent in the region. Given the growing demand for aerospace and defense products, talent is a necessary component to support the sector's growth and emphasizing STEM education early is critical. Furthermore, given the industries lack of representation across gender and racial lines, beginning this process earlier in education is essential to reach more diverse students. Existing infrastructure like the Palmdale Aerospace Academy can serve as excellent models to build from.

Program Design: Expand STEM and exposure programs to expose and prepare talent for potential opportunities in the aerospace field.

Leadership: Palmdale Aerospace Academy with support from the SIC.

Potential Metrics: Number of students enrolled; Number of student internships

Costs:

Type	Estimate	Uses
Pre-development	$50,000	Identify partners, manage connections
Outreach	$200,000	Stipends, partnership building
Program	$500,000	Serve 100+ students; Explore funding options

NEXT STEPS

Task	Responsible Party	Timeline
1. Identify programs that support early exposure to STEM and aerospace related training – including networking and mentorship focused programming, specifically supporting disinvested communities (e.g., learnings from Palmdale Aerospace academy).	SIC, LAUSD, LARC	Short-Term
2. Support collaboration with employers to garner both programmatic and financial support for the development of additional exposure or educational programming. Understand the current talent needs to help support additional exposure programs.	LAEDC, LAUSD, LARC, SIC	Mid-Term
3. Partner with training programs and others to support dual enrollment and ensure a continuation of education.	LAEDC, LAUSD, LA Collaborative Partners	Mid-Term
4. Explore funding opportunities to build earn and learn models.	LAEDC, LAUSD, and Palmdale	Long-Term

4. TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities.

4.2 Expand Training

Objective: Create a talent pipeline through expansion of on-the-job vocational trainings and certification opportunities for communities that have been historically disinvested.

Purpose: The demand for skilled workers continues to outpace supply. This will be exasperated by a wave of retirements, coupled with new technologies signaling a need for upskilling. The industry is not diverse across racial or gender lines and would require early and often interventions that could help change that narrative.

Program Design: Engage with organizations leading this work to streamline training and identify areas of need in the industry

Leadership: SIC, with the support of existing workforce development organizations such as Reignite Hope, Lost Angels and the community colleges such as Cerritos College.

Potential Metrics: Number trained; number hired

Costs:

Type	Estimate	Uses
Pre-development	$300,000	Management costs and staff time, curriculum development
Outreach	$100,000	Network development, curriculum evaluation
Program	TBD*	Standardized curriculum guidance and serving first cohort.

**Costs and implementation dependent upon state implementation project*

NEXT STEPS

Task	Responsible Party	Timeline
1. Conduct focus groups with employers and workforce training partners (e.g. DTI, Lost Angels, ReIGNITE Hope, and others) and employers to identify challenges in hiring.	SIC; LARC	Short-Term
2. Provide analysis to define job opportunities, defining occupations and needs as well as providing a repository of existing programs. Provide recommendations for connecting disinvested communities to opportunities with engagement strategies, recruitment from CBOs, and services that could support talent in their training and retention.	LAEDC, LA Collaborative	Mid-Term
3. Create specialized curriculum and training program(s) in partnership with L.A. County's community college and university ecosystem and training partners focused on aerospace manufacturing, space technology, and defense aimed at underrepresented communities. Advance effort as articulated in the state implementation projects to support a unified curriculum for training and scaling (e.g., LACCD in partnership with NexusEdge and CA State University LA School of Engineering).	LAEDC, LA Collaborative Partners, LARC	Mid-Term
4. Consider expansion of pre-apprenticeship and registered apprenticeship programs, such as the Aero-Flex Pre-Apprenticeship and Apprenticeship Program, created by the South Bay Workforce Investment Board (SBWIB), which is designed to develop workforce pipelines for the aerospace industry in partnership with CBOs.	LAEDC, LA County DEO	Mid-Term

LA Regional Collaborative

Aerospace Activation Plan

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