

A photograph of a large wind farm in a hilly, arid landscape. Numerous white wind turbines are visible, stretching across the terrain. The sky is blue with some clouds. The image has a blue tint overlay.

LA Regional Collaborative

Clean & Renewable Energy 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 Clean and Renewable Energy sector, elevating impact for residents across all of 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

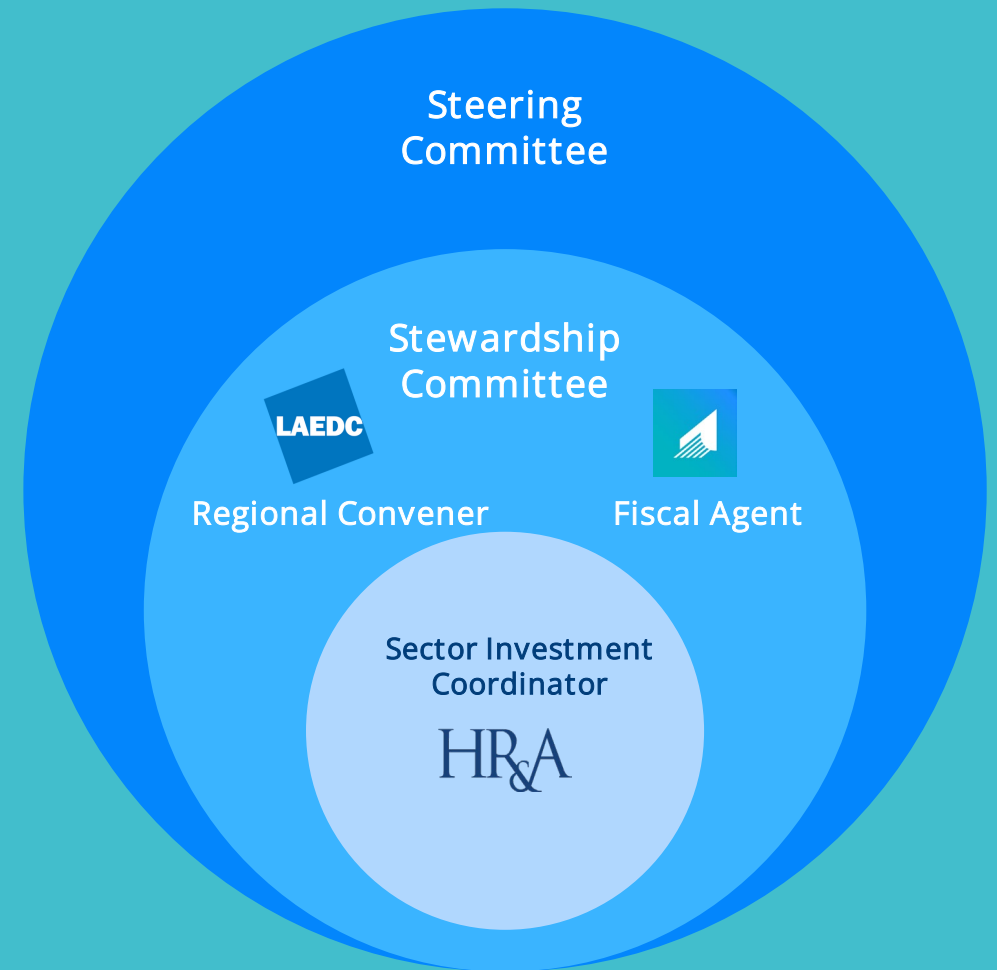
The LA Collaborative formed a 38-member Steering Committee comprised of representatives from government, labor, business, industry, and community stakeholders to shepherd the California Jobs First Process.

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.

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, SCAG, LACI, 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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01

Strategy Overview

SECTOR OVERVIEW

Climate change is rapidly accelerating, fueling extreme heat, wildfires, rising sea levels, and other life-threatening disasters. The burning of fossil fuels is the primary driver of this devastation, accounting for over 75% of global greenhouse gas emissions and 90% of carbon emissions. While Los Angeles is making strides to source more of its electricity from renewable sources, the County currently sources less than half of its power from renewable energy. To stave off the worst effects of climate change, the region must act boldly to expand the transition to clean and renewable energy sources.

The Clean and Renewable Energy target sector plays a vital role in the region's economy, offering stable, well-paying, and fast-growing jobs. In 2022 alone, the sector directly supported over 20,000 jobs, with median hourly wages nearly 30% higher than the statewide average.¹ The sector is also poised to experience sustained growth, driven in part by the sizable surge in solar electric power generation, wind electric power generation, and other electric power generation subsectors from 2017 to 2022. The sector holds immense potential to drive job creation and progress toward the region's climate goals.

The sector aims to support Los Angeles as a hub for green infrastructure, clean energy, and sustainable development. It encompasses a diverse range of clusters, including solar and wind power generation, energy storage and battery technology, grid modernization, electric vehicle (EV) infrastructure,² hydrogen and fuel cell technology, and energy efficiency solutions.

The strategies and tactics outlined in this Activation Plan aim to leverage 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. Our tactics also focus on supporting historically disinvested communities to ensure they can participate in the sector's wealth-building opportunities. 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, Los Angeles is still in the midst of recovery from devastating wildfires. Our intent is to revisit our strategies on an ongoing basis to ensure they consider the measures needed to support our communities as they recover.

1. Source: Regional Plan Part 2. The Clean Energy sector is rapidly evolving and is therefore difficult to define – Regional Plan Part 2 primarily includes data about the power generation subsectors (including wind, geothermal, biomass, hydroelectric, and nuclear).

2. While the EV industry is part of the Transportation & Logistics cluster, it is closely related to Clean and Renewable Energy, and shares many of the same partners and stakeholders.

Target Sector Strategy Overview

CHALLENGES

Our Collaborative has identified challenges across three main topics.

- **Innovation and Entrepreneurship:** Creating and scaling solutions in clean/renewable energy often requires public assets and significant capital, both of which can be difficult for startups to access. Additionally, scaling energy production requires significant equipment, which is often cost-prohibitive for entrepreneurs. Finding means to connect entrepreneurs with public infrastructure assets can help bridge the gap.
- **Small Business:** Historically, large-scale infrastructure projects have not been informed by those most impacted by climate change, and opportunities in the sector have often bypassed the communities most at risk. Additionally, employers are often interested in diversifying their talent base, but small business owners are resource- and time-constrained and may not know the steps to take. Creating a community of practice can help share resources, best practices, and other knowledge.
- **Talent Development:** Jobs continue to expand and change as sustainability and “green” industries become essential. This makes developing industry-recognized, standard credentialing and certifications to upskill workers critical. There is also a lack of financial support for students, limiting participation in training and internship programs. Finally, awareness of careers in clean and renewable energy is often low, particularly in disinvested communities. Increasing awareness, both of clean energy opportunities and of broader STEM careers, diversified and expands the talent pool while providing economic opportunities.

Shifting federal regulations and funding pose challenges to achieving a carbon-neutral economy. California and local governments rely heavily on IIJA and IRA funds, which are at risk under the current administration. This could potentially jeopardize regional initiatives and grants.

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

The **renewable/clean energy sector** was prioritized for immediate implementation for the following reasons:

- The sector provides thousands of well-paying jobs across various industries, including solar energy, wind power, energy storage, and electric vehicle infrastructure. The EV industry alone -- though technically considered part of the Transportation Activation Plan -- employs approximately 119,700 workers in Los Angeles, about 43% of the state's total EV industry employment. In the EV sector, the energy transition is expected to create about 2 million new jobs, 74% of which are accessible to those without a four-year degree. The clean energy industries offer median hourly wages 29% higher than the statewide median.
- Los Angeles is poised to experience significant growth in clean energy due to advancements in technology and strong state policy commitments (including CA's mandate to achieve 100% clean energy by 2045, a policy to phase out gasoline-powered vehicles by 2035, and initiatives to manage waste more efficiently). These mandates, along with infrastructure investments and the push for energy independence, poise this sector for further expansion.
- Clean energy is a foundational element of Los Angeles's economic future, supporting a resilient and sustainable regional economy. By leading in renewable energy adoption, the city can enhance its global competitiveness, attract investment, and reduce reliance on fossil fuels, contributing to long-term environmental and economic benefits.

The LA Collaborative will use the following strategies to advance the Clean and Renewable Energy 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.

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.

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 that encourage participation in LA's transition toward clean energy.

CORE VALUES

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



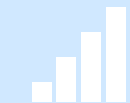
EQUITABLE

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.

1. INNOVATION AND ENTREPRENEURSHIP

1.1 Pilot Clean Solutions	Create a program that pairs clean economy entrepreneurs with public sector partners to pilot innovative solutions to problems. Use existing programs in cities such as Austin, Boston, and New York as potential guides.
1.2 Facilitate Capital Access	Expand access to capital and equipment for clean economy startups, with a particular focus on “hard tech.”

2. SMALL BUSINESS

2.1 Develop Partnerships	Connect small businesses from communities most impacted by climate change with existing infrastructure work or other large-scale projects in the green economy. Focus on the construction industry given the number of small businesses in the industry, and the importance of building decarbonization and large-scale infrastructure projects in the fight against climate change.
2.2 Foster Collective Growth	Develop communities of practice for small business employers committed to ensuring their talent pipelines in the clean and renewable energy sector better represent and advance the needs of disinvested communities.
2.3 Strengthen Internal Operations	Support business operations of renewable energy installation contractors, who are often experts in their subject but face challenges navigating contracts and partnerships with large power companies.

3. TALENT DEVELOPMENT

3.1 Develop Credentialing	Support credentialing and standardization for clean energy roles to facilitate more consistent training.
3.2 Grow Training Opportunities	Scale existing and develop new training programs in the green economy, especially those focused on connecting students to career opportunities in the sector (e.g., CT Academy, LACI training programs). Prioritize outreach to CBOs that provide wraparound support to those in educational/job training programs.
3.3 Strengthen Career Pathways	Invest in and support exposure programs to build a talent pipeline into high-paying, stable jobs (e.g., Middle School Girls in STEM), and educate existing sector-neutral workforce boards and programs about jobs in the clean energy industry. emphasizing transferable skills across clean energy sectors.

Operating Structure to Organize and Execute

OPERATING STRUCTURE

There is currently no single convening or coordinating entity that spans the entire Clean and Renewable Energy sector. However, common challenges are emerging: the transition to a clean energy economy requires new technology and innovation, a connected network of small businesses, an upskilled and retrained workforce, and an equitable approach that allows disinvested communities to fully participate in and benefit from the success of the sector. The Activation Plan's goal (and the process more broadly) is to enhance and empower 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 and strengthening the sector in connection to other sector verticals. Several efforts are already underway to convene partners to advance clean energy, including the Green Jobs Regional Taskforce, and aligning partners across the region can further these initiatives.

Through our engagement with industry, **the LA Collaborative has identified a potential need for a partnership that would support the sector** to ensure accessible and equitable career pathways into the field. This will likely require regional convenings with representation from community-based organizations, the public sector, and the private sector, and should represent all Service Planning Areas. Additional exploration is necessary to determine whether a new partnership is required, or whether existing organizations could host this convening role.

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 highlights among the many important assets in the region.

Educational Institutions, including world-class researching institutions such as the **University of Southern California (USC)** and the **University of California, Los Angeles (UCLA)** are important partners in innovation and the talent pipeline. Newer climate-focused educational institutions like **West LA College's CA Center for Climate Change** and the broader **Los Angeles Regional Consortium** (comprised of 19 community colleges in Los Angeles County) provide essential workforce training and exposure for LA residents

Public Agencies such as the **LA County Department of Economic Opportunity** and the **Los Angeles Department of Water and Power (LADWP)** – one of the nation's largest publicly-owned utilities – are critical to workforce training to support the transition to a carbon neutral future. **Southern California Association of Governments** conducts research and brings together stakeholders in Sustainable Development and Resilient Communities and will be an important partner. The county can also leverage statewide and regional initiatives to accelerate renewable energy projects, such as the **Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES)**.

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). Additionally, there are many active innovation and workforce programs such as those provided by **Los Angeles Cleantech Incubator (LACI)** **Green Jobs Regional Taskforce**, **LACI's Transportation Electrification Partnership (TEP)**, **UNITE-LA**, and several programs established by **Southern California Edison (SCE)**. Finally, the **Los Angeles Building and Construction Trades Council** represents 48 local unions and advocates for over 140,000 skilled workers in both public and private sector projects.



RECENT INVESTMENTS

The region has already seen major investments in clean energy infrastructure, including:

- California has been allocated \$369 billion from the federal Inflation Reduction Act towards energy security and climate change initiatives.
- IIJA provides the state with almost \$42 billion through FY2026 in federal investments, with \$1.2B dedicated to Clean Energy and Power and \$1.94B to water and wastewater infrastructure.*
- LA 100 aims to transition the city to 100% energy by 2045, and the initiative guides future investments and policies to achieve this goal, emphasizing the development of renewable energy sources within city boundaries.
- ARCHES has received \$1.2 billion in funding from the DOE to accelerate renewable hydrogen projects and necessary infrastructure committed to creating 220,000 jobs in the region over the next few years.
- The Los Angeles Department of Water and Power (LADWP) is investing in large-scale renewable energy projects and grid modernization.
- Los Angeles county is expanding state incentives for solar power, electric vehicle adoption, and hydrogen fuel development to accelerate the transition to clean energy.
- Collaborations between government agencies, utilities, research institutions, and private companies are fostering innovation and accelerating the adoption of renewable energy. These partnerships reduce reliance on public funding while stimulating job creation and technological advancements.

*As of June 2025, the Trump administration has attempted to pause some federal grant disbursements under the IIJA. CA's IIJA funding has already been appropriated by Congress and courts have issued orders preventing the administration from halting disbursement.



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. 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.	\$1.25 million to \$1.75 million	<ul style="list-style-type: none">• <i>Management time, research, & staffing:</i> 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.	\$750,000 to \$1.25 million	<ul style="list-style-type: none">• <i>Time:</i> Collaboration and coordination efforts by responsible parties and key partner's time• <i>Stipends:</i> Cost assumes approximately \$100 maximum for stipends for participants time and expertise• 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.	\$11 million to \$15 million	<ul style="list-style-type: none">• <i>Workforce programs:</i> Cost of \$10,000 to \$15,000 per person served• <i>Mentorship and exposure programs:</i> Cost of \$5,000 per person served• Dependent on determination of final number served

TIMELINE

The Sector Investment Coordinator (SIC) will advance pre-development and engagement for each tactic over the next 18 months of the CJF process, working in concert with partners to 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 (shown in tactical plan) 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.

	2025	2026	2027	2028	2029
1. INNOVATION & ENTREPRENEURSHIP					
1.1 Pilot Clean Energy Solutions	Predevelopment & Engagement		Initial Program Implementation		
1.2 Facilitate Capital Access					
2. SMALL BUSINESS					
2.1 Develop Partnerships					
2.2 Foster Collective Growth					
2.3 Strengthen Internal Operations					
3. TALENT DEVELOPMENT					
3.1 Develop Credentialing					
3.2 Grow Training Opportunities					
3.3 Strengthen Career Pathways					

Goals and Metrics Across the Strategy

GOALS | 10-Year Look-Ahead

The LA Collaborative has identified three overarching objectives for the Clean and Renewable Energy sector: 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 lead the nation in developing an accessible and innovative Clean Energy 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. To achieve this future, the sector must:

1. **Scale startups by expanding access to capital and piloting opportunities**, with a particular focus on "hard tech" which is often resource-intensive and cost-prohibitive.
2. **Expand the number and size of small businesses, and increase procurement contracts awarded to small businesses in the industry** throughout the supply chain, with specific focus on minority and women-owned businesses.
3. **Increase the number of workforce programs offering trainings in the clean energy sector and graduates hired into relevant jobs**, with a specific focus on residents in areas with high climate risk and lower awareness of opportunities.

Short-Term Metrics

Measures to track shorter-term progress towards achieving outcomes in the Clean and Renewable Energy sector 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.



Dependencies and Challenges

DEPENDENCIES AND CHALLENGES

The Clean and Renewable Energy industry in LA County faces several dependencies that could impact the execution of the tactical workplan. On a macro level, the future of federal legislative measures including the Inflation Reduction Act (IRA) and the Infrastructure Investment and Jobs Act (IIJA) is not certain. Funding from these bills has flowed down from the federal government into the State and local municipalities, and any changing federal policy or regulations could result in far fewer resources available.

One key dependency facing the entire industry is the timing of the transition to carbon neutral technologies: for a business to implement a new technology it needs a trained workforce, but workforce programs are reticent to train for jobs before they exist. This creates a delicate timing balance to ensure the workforce is prepared to meet employer demand without preceding available jobs.

Potential risks to execution include:

- **Limited resources**, including a possible reduction in federal funding
- **Regulatory changes** at the state and federal level, particularly regarding the shifting landscape of EV regulations
- **Macroeconomic and political factors**, such as new tariffs imposed
- **Environmental and external factors**, such as the destruction seen in the 2025 Palisades and Eaton fires or global disruptions to supply chains

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.



1. 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.

1.1 PILOT CLEAN ENERGY SOLUTIONS

Objective: Create a program that pairs clean economy entrepreneurs with public infrastructure-owning partners to pilot innovative solutions to problems. Use existing programs in cities such as Austin, Boston, and New York as potential guides.

Purpose: While clean energy solutions are being developed in the region, startups often struggle to access critical infrastructure like public assets to pilot these ideas. This can be a further barrier to entry for small startups and limit essential cutting-edge technology.

Program Design: Create opportunities for partnerships among public entities and start-ups to help emerging entrepreneurs pilot their products.

Leadership: SIC to develop in collaboration with public sector partners.

Potential Metrics: Contracts awarded (number and value) to small business entrepreneurs; number of startups whose piloted solutions are further scaled.

Costs:

Type	Estimate	Uses
Pre-development	\$100,000	Management costs and staff time
Outreach	\$100,000	Partnership building, understanding existing resources
Program	\$2 million	Partnership program development, technical assistance

NEXT STEPS

Task	Responsible Party	Timeline
1. Engage LA Collaborative Partners to identify existing programs and resources	SIC + LA Collaborative Partners	Short-term
2. Develop a system for entrepreneurs to browse available public sector partners to submit pilot proposals; develop program evaluation criteria in partnership with public agencies	LAEDC + Public Sector Partners	Mid-Term
3. As needed, provide technical assistance to programs for partnership-building, grant applications, capacity building, and program refinement.	LAEDC + LA Collaborative Partners	Mid-Term

1. 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.

1.2 FACILITATE CAPITAL ACCESS

Objective: Expand access to capital and equipment for clean economy startups, with a particular focus on “hard tech,” physical technologies like batteries or solar panels that enable energy production and infrastructure.

Purpose: Scaling energy production is extremely capital intensive and requires significant equipment, which is often cost-prohibitive for entrepreneurs. Facilitating access to capital and physical assets is needed to help entrepreneurs create products.

Program Design: Expand the reach of incubator programs that support scaling climatetech startups (e.g., LACI) by facilitating partnerships between existing programs and building connections with other stakeholders to increase visibility and access. Focus outreach and resources on accelerators for “hard-tech” solutions. SIC will collaborate with relevant partners to advance and leverage existing work. FORGE and Greentown Labs are potential models.

Leadership: SIC, with support from cleantech startup incubators and accelerators

Potential Metrics: Number of new startups connected to incubator programs; amount of capital (\$) acquired by member entrepreneurs/startups.

Costs:

Type	Estimate	Uses
Pre-development	\$100,000	Management costs and staff time
Outreach	\$100,000	Partnership building, mapping existing resources
Program	\$2 million	Technical assistance and partnership program

NEXT STEPS

Task	Responsible Party	Timeline
1. Engage LA Collaborative Partners to identify existing programs and resources, including the LA Cleantech Incubator, REDF, and Elemental.	SIC + LA Collaborative Partners	Short-term
2. Evaluate existing programs’ potential for scale, increased visibility, and/or additional partnerships with community-based organizations, workforce boards, or educational institutions	LAEDC + LA Collaborative Partners	Mid-Term
3. As needed, provide technical assistance to programs for partnership-building, grant applications, capacity building, and program refinement. Facilitate continual communication to update programs based on the needs and gaps of the workforce.	LAEDC + LA Collaborative Partners	Mid-Term

2. 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.

2.1 DEVELOP PARTNERSHIPS

Objective: Connect small businesses from communities most impacted by climate change with existing infrastructure work or other large-scale projects in the green economy. Focus on the construction industry given the number of small businesses in the industry, and the importance of building decarbonization and large-scale infrastructure projects in the fight against climate change.

Purpose: Provide growth opportunities for smaller businesses, and ensure that large-scale infrastructure projects are informed by those most impacted by climate change.

Program Design: Create a matchmaking and networking platform to showcase opportunities and foster potential partnerships between smaller and larger infrastructure-focused businesses.

Leadership: SIC

Potential Metrics: Platform participants; procurement contracts awarded to small businesses.

Costs:

Type	Estimate	Uses
Pre-development	\$150,000	Management costs and staff time
Outreach	\$100,000	Network building, understanding existing platforms
Program	\$1.5 million	Network platform program development, 1,000+ served

NEXT STEPS

Task	Responsible Party	Timeline
1. In conjunction with workforce development strategies, draft outreach plan to engage small and large businesses to understand workforce needs and opportunities.	SIC; LA Chamber of Commerce	Short-Term
2. Identify existing construction industry networking and contract matchmaking platforms to understand needs and opportunities.	SIC; Workforce Partners; LAEDC	Short-Term
3. Develop pilot version of networking platform with cohort of small business users and large businesses already established in infrastructure/large-scale work.	LAEDC; LA Chamber of Commerce; Workforce Partners	Mid-Term
4. Launch the networking platform to advertise contracts and partnership opportunities among small and large businesses.	Platform owner	Long-Term

2. 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.

2.2 FOSTER COLLECTIVE GROWTH

Objective: Develop communities of practice for small business employers committed to ensuring their talent pipelines in the clean and renewable energy sector better represent and advance the needs of disinvested communities.

Purpose: Build mutual knowledge and best practices among employers pursuing ways to develop their talent pipelines within disinvested communities.

Program Design: The program will involve establishing opportunities within existing networks for aligned employers to discuss and share ways to build talent pipelines within disinvested communities and take advantage of supportive workforce development programs.

Leadership: SIC; LA Chamber of Commerce.

Potential Metrics: Number of employers participating; amount of materials developed by participants to document best practices.

Costs:

Type	Estimate	Uses
Pre-development	\$150,000	Management costs and staff time
Outreach	\$100,000	Network building, understanding existing forums and materials
Program	\$2 million	Community of Practice program development, 100+ organizations served

NEXT STEPS

Task	Responsible Party	Timeline
1. Conduct a landscape analysis of existing forums and resources for hosting community of practice discussions, and gauge readiness to host. Highlights connections between clean infrastructure, small businesses, and workforce development efforts.	SIC; LA Chamber of Commerce	Short-Term
2. Establish participating forums and identify lead entities to oversee community of practice initiatives among participants.	Workforce Partners; LAEDC	Mid-Term
3. Alongside lead entities and participants, develop materials to document community of practice activities and lessons learned.	LAEDC; LA Chamber of Commerce; Workforce Partners	Long-Term

2. 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.

2.3 STRENGTHEN INTERNAL OPERATIONS

Objective: Support business operations of renewable energy installation contractors, who are often experts in their subject but face challenges navigating contracts and forming partnerships with large power companies.

Purpose: Build capacity of renewable energy installation contractors and facilitate digital literacy trainings to support the use of business operations technology (e.g., Salesforce, Monday, etc.) to more effectively operate.

Program Design: Provide educational materials (e.g. guidebooks, webinars, office hour sessions) for technical advisory best practices and support for digital literacy and tech use, focused on contracts and partnerships with renewable energy installation contractors.

Leadership: SIC; Workforce Partners.

Potential Metrics: Number of entities utilizing the materials.

Costs:

Type	Estimate	Uses
Pre-development	\$150,000	Management costs and staff time
Outreach	\$100,000	Engaging primary audience, development of educational materials' focus areas
Program	\$2 million	Drafting and distributing the educational materials, 100+ organizations reached

NEXT STEPS

Task	Responsible Party	Timeline
1. Conduct outreach to relevant employer and workforce networks to identify key issue areas and objectives.	SIC; Workforce Partners	Short-Term
2. Draft primary technical advisory materials and create outreach plan for sharing.	SIC; LAEDC	Mid-Term
3. Publish materials and engage audience directly in rollout. Adopt regular revision cycle to ensure resources are up to date.	LAEDC; LA Chamber of Commerce; Workforce Partners	Long-Term

3. TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities that encourage participation in LA's transition toward clean energy.

3.1 DEVELOP CREDENTIALING

Objective: Support credentialing and standardization for clean energy roles to facilitate more consistent training.

Purpose: As the clean energy sector expands and evolves, job roles and skill requirements are rapidly changing, creating challenges for both training providers and workers. To enable effective upskilling and career mobility, the region must support the development of industry-recognized, standard credentialing and certifications.

Program Design: Engage with existing workforce organizations, large employers, and collaboratives like LACI (whose programs give participants opportunities to earn industry-recognized credentials) to align and implement credentialing standards for high-demand clean energy roles.

Leadership: SIC, with clean energy focused workforce partners.

Potential Metrics: Number of clean energy roles matched to standardized credentials; number of programs to include these credentials.

Costs:

Type	Estimate	Uses
Pre-development	\$300,000	Management costs & staff time, engagement support
Outreach	\$100,000	Network development, credential evaluation
Program	\$1 million	Standardized credentialing guidance

NEXT STEPS

Task	Responsible Party	Timeline
1. Convene employers and existing workforce programs to review existing clean energy credentials.	SIC and LACI	Short-Term
2. Identify key programs and lead entities to align with chosen credentials and collaborate with regional partners to promote credential use.	SIC and LA Collaborative Partners	Short-to Mid-Term
3. Work with broader regional bodies to embed credentials into larger workforce policy and funding priorities, and track credentialing use across the sector. Create a repository of programs and standards for different roles.	LAEDC	Long-Term
4. As the industry evolves rapidly, continually monitor workforce needs and develop a system to update/refine credential recommendations as necessary.	LA Collaborative Partners; LAEDC	Long-Term

3. TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities that encourage participation in LA's transition toward clean energy.

3.2 GROW TRAINING OPPORTUNITIES

Objective: Scale existing and develop new training programs in the green economy, especially those focused on connecting students to career opportunities in the sector (e.g., CT Academy, LACI training programs). Prioritize outreach to CBOs that provide wraparound support to those in educational/job training programs.

Purpose: The transition to a green economy has been unevenly adopted across LA County, deepening existing inequities in access to clean technologies and career opportunities. Ensuring a successful, equitable transition will require prioritizing the growth of green economy training programs in disinvested communities.

Program Design: Formalize partnerships between training programs and trusted CBOs in priority communities to serve as outreach and recruitment hubs for participants seeking green training. Identify opportunities to foster new programs.

Leadership: SIC, with economic development clean technology focused organizations.

Potential Metrics: Number of training cohorts added or expanded in disinvested communities; number of CBOs engaged; number of students receiving support.

Costs:

Type	Estimate	Uses
Pre-development	\$300,000	Management costs and staff time, curriculum support
Outreach	\$100,000	Partnership building, employer engagement
Program	\$1 million	Assumes 100 trainees served via new partnerships

NEXT STEPS

Task	Responsible Party	Timeline
1. Identify top training programs and CBOs already serving target communities to engage them in co-designing support or referral models. Conduct interviews with providers and current trainees to assess the key barriers in training completion and job placement and identify gaps in existing programs.	SIC + LACI, workforce development boards	Short-Term
2. Explore opportunities to increase funds to expand existing training programs, ensuring they are as geographically accessible as possible. Develop a strategic plan to coordinate curricula towards future industry needs.	LAEDC + LA Collaborative Partners, workforce partners	Mid-Term
3. Pair local CBOs with workforce training programs to ensure that trainees of these programs are being proactively connected to wraparound services.	LAEDC + LA Collaborative Partners	Mid-Term
4. Formalize the delivery of wraparound services as part of the sector's training. Support the creation of shared metrics, referral processes, and funding strategies to sustain the partnerships and new programs long-term.	LAEDC + LA Collaborative Partners	Long-Term

3. TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities that encourage participation in LA's transition toward clean energy.

3.3 STRENGTHEN AND HIGHLIGHT CAREER PATHWAYS

Objective: Invest in and support exposure programs to build a talent pipeline into high-paying, stable jobs (e.g., Middle School Girls in STEM), and educate existing sector-neutral workforce boards and programs about jobs in the clean energy industry, emphasizing transferable skills across clean energy sectors.

Purpose: Though the clean energy sector is growing and there is demand for skilled workers in the field, awareness of careers in clean and renewable energy is often low among both job seekers and sector-neutral workforce organizations. Additionally, many employers in the sector lack established internship programs to effectively pipeline students into their companies, making it even more difficult for young people to find entry-level positions in the field.

Program Design: Curriculum development and support for exposure programs.

Leadership: Existing workforce development intermediaries.

Potential Metrics: Number of graduates hired at relevant jobs; average salary in the field.

Costs:

Type	Estimate	Uses
Pre-development	\$200,000	Identify partners, manage connections
Outreach	\$200,000	Stipends, partnership building
Program	\$1.5 million	Assumes serving 300 students

NEXT STEPS

Task	Responsible Party	Timeline
1. Identify and partner with existing STEM & talent development programs, such as Middle School Girls in STEM, Goodwill Cleantech Accelerator, and Legacy EV, and sector-neutral workforce organizations that may not be aware of sector-specific opportunities.	Workforce Partners, LACI, LAUSD	Short-Term
2. Facilitate in the creation of curriculum models and workshops that connect students and existing workforce programs to the sector, highlighting the transferable skills used in clean energy and the breadth of jobs available in the industry.	SIC, LACI, Workforce Partners, LAEDC	Mid-Term
3. Leverage employer partners and existing initiatives such as the Clean Tech Academy and community college sustainability programs to host site visits and short-term shadowing experiences for trainees.	LACI, Employer Partners, LAEDC, LAUSC	Mid-Term
4. Provide ongoing support to track success in new programs or certain areas of the region that need additional programming, and recommendations to connect disinvested communities to opportunities.	LAEDC	Long-Term



LA Regional Collaborative

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