



LA Regional Collaborative Transportation & Logistics Activation Plan

February 28, 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 the first 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 Transportation and Logistics 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

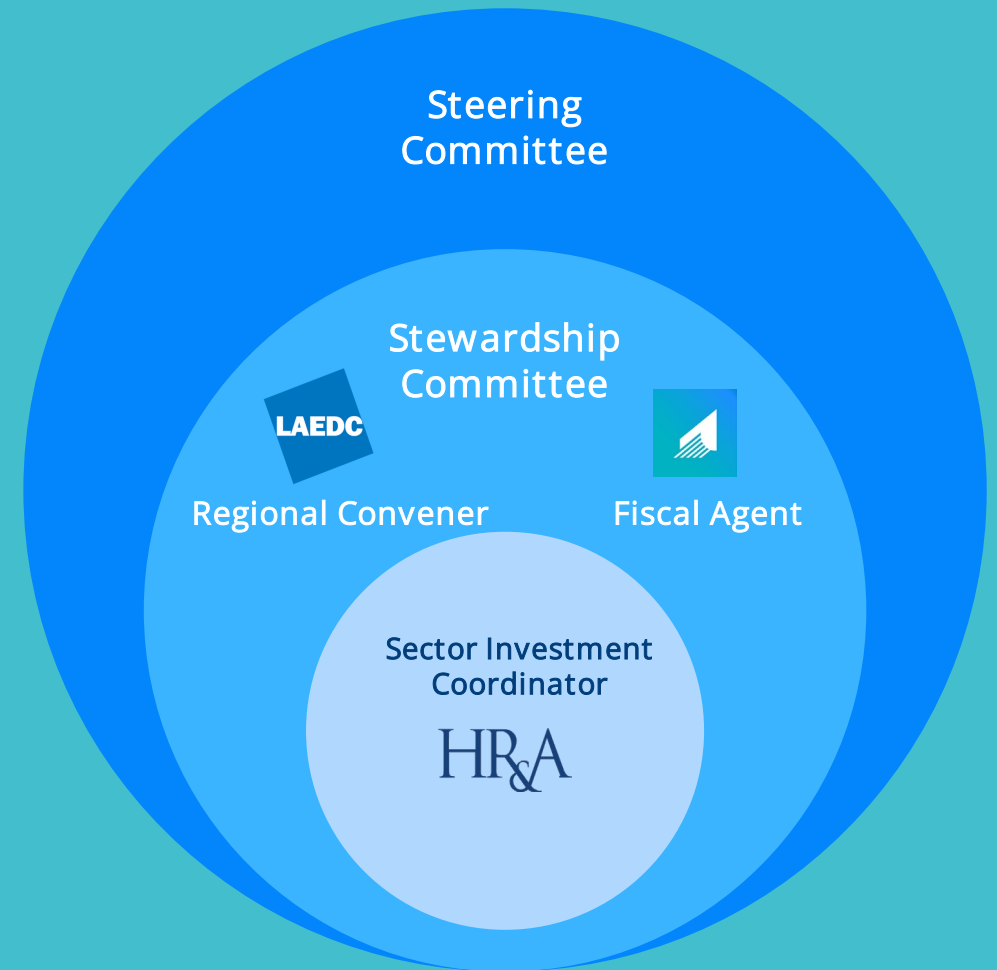
The LA Collaborative formed a 38-member Steering Committee comprised of representatives from government, labor, business, industry, and community stakeholders to shepherd the California Jobs First Process.

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.

Presented to full Steering Committee, and shared draft for public comment and a vote.

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Strategy Overview

SECTOR OVERVIEW

Los Angeles County is a key center for trade, industry, and population movement, and has seen significant growth across multiple Transportation and Logistics subsectors. Combined, the Transportation and Logistics and Water Transportation industry clusters employ over 97,000 individuals in well-paying careers pivotal to the region's people and goods movement. More than 275,000 people are employed by the broader Trade industry, which also include distribution and e-commerce.¹ Efficient transportation systems serve as the backbone of economic development, facilitating the seamless flow of goods and services across regions and borders. Strengthening this ecosystem will have ripple effects across the entire region.

Los Angeles County's Transportation and Logistics sector is expanding across multiple fronts, driven by technological advancements, infrastructure investments, and evolving market demands. The innovation ecosystem is also rapidly transforming the industry, improving efficiency, sustainability, and connectivity, in addition to creating new jobs. The LA County Transportation and Logistics ecosystem includes the following:

- **Key subsectors:** transloading and third-party logistics in the Los Angeles and Long Beach ports, highway transportation, microtransit (i.e. ridesharing), warehousing and logistics, air freight, goods movement, and cold storage. These subsectors are crucial to maintaining the county's economic vitality and connectivity in an increasingly globalized world.
- **Existing regional assets:** the Los Angeles County Metropolitan Transportation Authority and 26 other transit agencies across the county; freight rail networks like Union Pacific and Burlington Northern Santa Fe; Los Angeles International Airport, Long Beach Airport, and Hollywood Burbank Airport; institutions such as the University of Southern California, the University of California, Los Angeles, and Cal State campuses; regional planning agencies such as the Southern California Association of Governments; and the San Pedro Bay Port Complex, which includes the Ports of Los Angeles and Long Beach. In addition to these agencies and institutions, a vast network of small businesses, entrepreneurs, and nonprofit organizations drive the ecosystem forward.

The strategies and tactics outlined in this Activation Plan aim to strengthen the Transportation and Logistics 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 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.

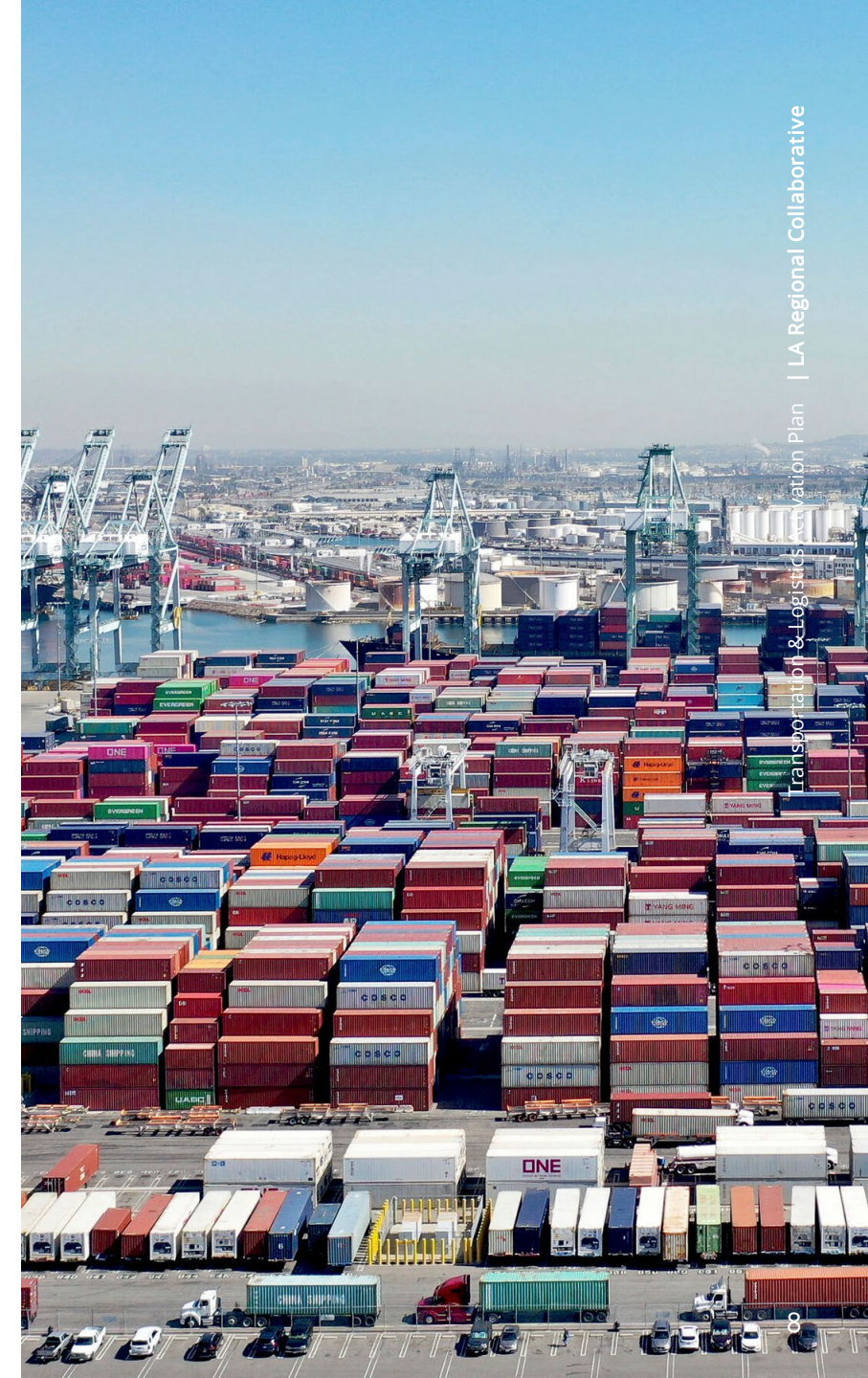
1. Los Angeles Economic Development Corporation *Industry Clusters Study*, 2024.

Target Sector Strategy Overview

CHALLENGES

Our Collaborative has identified challenges across our five main topics.

- **Carbon Neutral Economy:** While investments in recent years have laid a strong foundation, Los Angeles still faces challenges in its transition to a carbon-neutral economy. Additional incentives may be needed to encourage adoption of zero-emissions technology, from micro-transit to large-scale port operations. Disadvantaged communities need targeted efforts to ensure access, both as individual consumers and as suppliers, to the wealth-building opportunities that are expected to come from moving to a carbon-neutral economy. Additionally, industry stakeholders expressed a clear need to attract a local manufacturer for zero emission vehicles and/or vehicle parts, to fill public sector demand and create good jobs for residents.
- **Innovation and Entrepreneurship:** Emerging technologies are rapidly reshaping traditional business models and creating new opportunities. Access to capital and networking opportunities is a challenge across the innovation ecosystem, especially for disinvested communities.
- **Small Business:** In a sector dominated by large employers, small businesses can struggle to access procurement opportunities. 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.

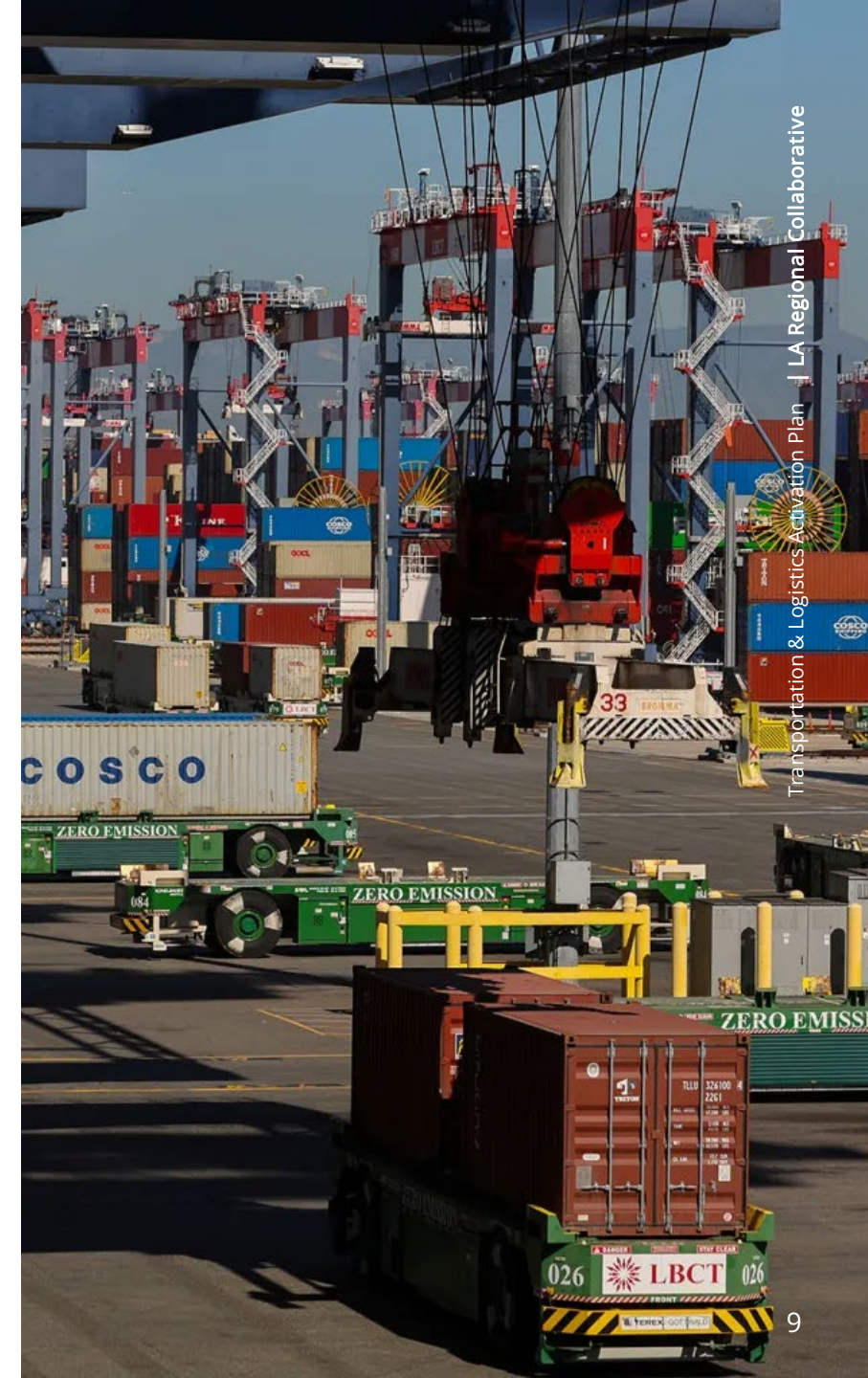


Target Sector Strategy Overview

CHALLENGES (continued)

- **Talent Development:** As the industry moves to a more sustainable future, technological innovation is changing existing roles and creating entirely new jobs. To match the pace of this change, education and workforce partners must develop industry-driven credentials and upskill existing talent in evolving roles (such as mechanics, technicians, and drivers). In some longstanding roles, an aging workforce and poor working conditions have created a labor shortage that will require a new generation of talent and improved job standards.
- **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 transition to a carbon neutral economy. The transition to a clean Transportation and Logistics industry will require changes in zoning and land use policy, including expanding public transportation, allocating land for charging and refueling of private vehicles and public fleets (including heavy-duty trucks), fast-tracking green projects, and more. Partners also expressed a desire to create a plan for the reuse, redistribution, and ethical end-of-life disposal of spent batteries, including both consumer and commercial battery use. Lastly, stakeholders expressed a desire to identify ethical sourcing opportunities for lithium and other extractive minerals currently required to create batteries and other clean transportation technology. As the LA Collaborative, the Sector Investment Coordinator, and the Regional Convener continue the work of activating the Transportation and Logistics ecosystem, we will look for opportunities to pursue these additional 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

The Los Angeles Jobs First Collaborative prioritized the Transportation and Logistics sector for immediate implementation for the following reasons:

- The sector currently employs 97,000 individuals (including Transportation and Logistics and Water Transportation), largely in well-paying careers. For example, the scheduled passenger air transportation industry pays an average wage of \$111,900 annually and the freight transportation industry and marine cargo handling pay average wages above \$88,000 annually.
- Efficient transportation and logistics are the backbone of economic development and can not only boost the local economy but also attract foreign investment by supporting a competitive business environment.
- The sector is expanding across multiple fronts, driven by technological advancements, infrastructure investment, and evolving market demands.
- The Logistics and Goods Movement sector is one of the fastest growing sectors due to increases in ecommerce and the rise of home delivery services.
- There are clear local market signals that indicate continued growth in the sector, including strong investment in the infrastructure needed to grow the sector. There are more industries related and connected to this sector such as construction and manufacturing encompassing an even larger job and investment pool.

The LA Collaborative will use the following strategies to advance the Transportation and Logistics 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 transportation 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 the sector's opportunity landscape and expand programs across the region to better align access to economic opportunity 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 transportation.

CORE VALUES

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



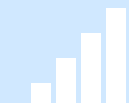
EQUITABLE

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 Expand Funding & Incentives	Expand access to funding and incentives for transportation or logistics companies to adopt carbon-neutral strategies, including providing support to individual drivers who wish to adopt lower emission vehicles and CBOs working within the sector.
1.2 Build Awareness & Exposure Programs	Build awareness of opportunities for disinvested communities to access and participate in benefits from a carbon-neutral economy.

INNOVATION AND ENTREPRENEURSHIP

2.1 Strengthen Entrepreneurship Capacity	Identify and expand incubators, accelerators, and other programs focused on creating new models, innovations, and technologies in Transportation and Logistics, with a focus on disinvested communities and the transition to a carbon-neutral economy.
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SMALL BUSINESS

3.1 Develop Support Networks	Connect small business owners (especially MWBE/DBEs and businesses located in disinvested communities) with larger companies and public entities for mentorship, procurement, and other opportunities.
3.2 Connect Talent	Connect small businesses with trained workers or workforce programs—including incumbent worker training, upskilling and reskilling existing workers—to improve access to skilled workers.

TALENT DEVELOPMENT

4.1 Develop Apprenticeships	Collaborate with existing efforts to define and expand earn-and-learn models, such as apprenticeship and pre-apprenticeship programs, that train talent in Transportation and Logistics occupations.
4.2 Support Upskilling & Reskilling	Identify and support programs focused on re-training and upskilling incumbent workers in existing Transportation and Logistics occupations in the skills and credentials needed to support the next generation careers and understanding of new technologies.

Operating Structure to Organize and Execute

OPERATING STRUCTURE

The Transportation and Logistics sector is broad and disparate—while subsectors are closely intertwined, they face distinct challenges and opportunities. There is currently no single convening or coordinating entity that spans the entire sector. However, common challenges are emerging around the transition to a carbon-neutral economy: the transition requires new technology and innovation, an upskilled and retrained workforce, and an equitable approach that allows disinvested communities to fully participate in and benefit from a clean Transportation and Logistics 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 transitioning the transportation industry to a carbon-neutral economy. Several efforts are already underway to convene partners to advance transportation electrification, including the regional Transportation Electrification Partnership, 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. Additionally, the LAEDC's Institute for Applied Economics will be releasing a report focused on the Trade & Logistics industry which can be leveraged to guide strategic initiatives.



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.

Public Agencies such as the **LA County Department of Economic Opportunity** and the 27 transit agencies across the county are critical to workforce training to support the transition to a carbon neutral future. The **Southern California Association of Governments** conducts research and brings together stakeholders in Transportation and Logistics and will be an important partner.

The Ports & Regional Airports are key employers in the region. This includes the **San Pedro Bay Port Complex** (the Ports of Los Angeles and Long Beach), **Los Angeles International Airport**, **Long Beach Airport**, and **Hollywood Burbank Airport**.

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**. **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 the **National Association of Small Trucking Companies**, the **Owner-Operator Independent Drivers Association**, and the **Western States Trucking Association**. Major corporate partners include **Amazon**, **UPS**, **FedEx**, and **XPO Logistics**.



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 all of 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:

- A \$77.5-million grant from the Federal Transit Agency allowed LA Metro to purchase dozens of battery-electric buses. An additional \$709.9 million from the Bipartisan Infrastructure Law and the Fiscal Year 2024 Transportation Spending Law also support LA Metro's ongoing improvements. LA Metro has committed to several major projects including the East San Fernando Valley Light Rail Transit Project and the D Line Extension.
- \$30 billion in federal infrastructure funding through the Infrastructure Investment and Jobs Act has been directed towards upgrading road, bridges, rail, airports, and more.
- The LAX Modernization project will improve current terminals, add new terminals, enhance safety, and improve access to the airport.
- The Ports of Los Angeles and Long Beach have seen major infrastructure and job creation investments including technology upgrades, rail expansions, and the development of the U.S.'s first training facility specifically devoted to supply chain workers, located within the San Pedro Bay port complex.
- ARCHES, a public-private partnership, and the US DOE announced a landmark \$12.6 billion to build and expand clean energy infrastructure across California.

RESOURCING

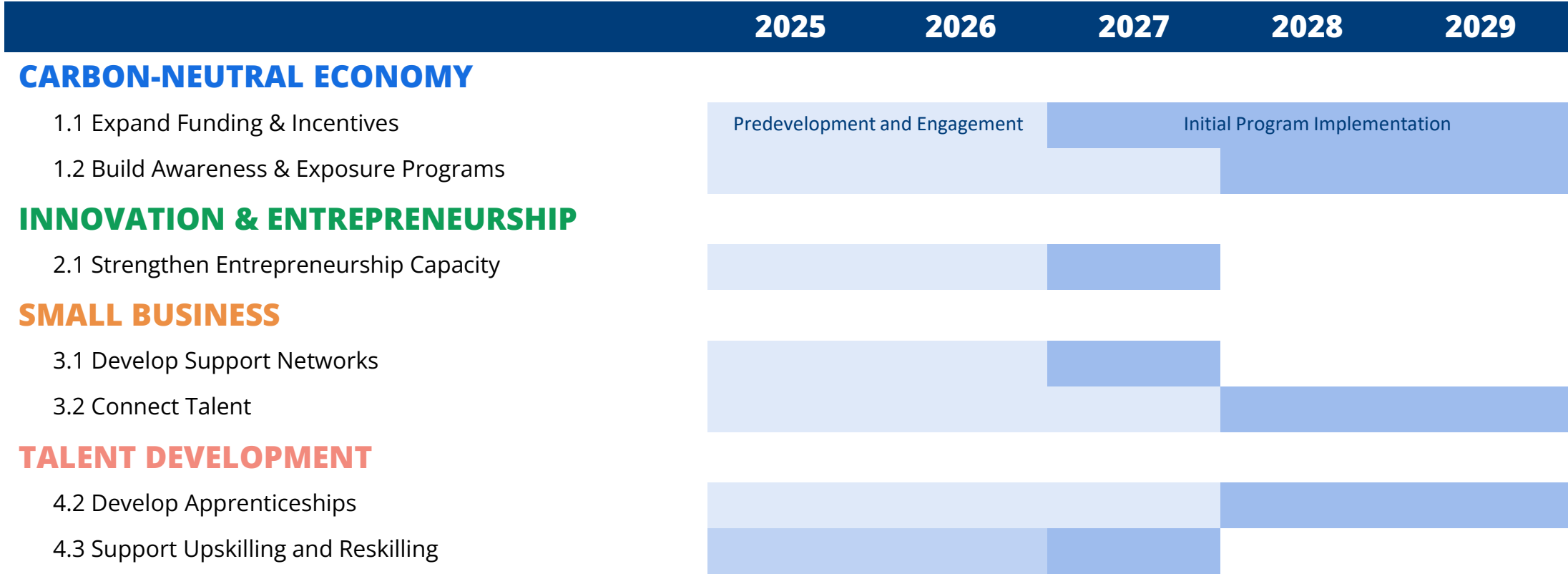
Each strategy and tactic includes three phases: pre-development and strategic planning, outreach and engagement, and initial program implementation. Pre-development and engagement are designed to occur simultaneously. The resources needed to support execution of the Activation Plan are summarized here. 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.	\$1.0 million to \$1.5 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 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.	\$7 million to \$10 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.



Goals and Metrics Across the Strategy

GOALS | 10-Year Look-Ahead

The LA Collaborative has identified four overarching objectives for the Transportation and Logistics 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 lead the nation in developing a carbon-neutral Transportation and Logistics 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. **Increase employment and earnings in “green jobs,”** including new jobs created in the green economy and existing jobs that transition to carbon-neutral approaches.
2. **Create and scale startups that address core challenges in the industry,** with a particular focus on the number of founders from historically underrepresented communities.*
3. **Expand the number and size of small businesses in the industry** throughout the supply chain, with specific focus on minority and women-owned businesses.
4. **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 Transportation and Logistics 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 Transportation and Logistics industry in LA County faces several dependencies that could impact the execution of the tactical workplan. The industry is heavily interconnected and requires efficient functioning of existing assets, from the Ports of Los Angeles and Long Beach to air, rail, and road networks across the region. The industry also spans geographies, connecting to both other regions and other states.

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. CARBON-NEUTRAL ECONOMY

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

1.1 EXPAND FUNDING AND INCENTIVES

Objective: Expand access to funding and incentives for transportation or logistics companies to adopt carbon-neutral strategies, including support to individual drivers who wish to adopt lower emission vehicles.

Purpose: Funding and incentives programs are constantly in flux. Consolidating information, and distributing it through industry communication channels, can encourage adoption of carbon neutral strategies by simplifying the process of finding and applying for funding.

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 our LA Collaborative.

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

Potential Metrics: Number of funds identified in initial research; size and growth of distribution list; applications for funds and incentives.

Costs:

Type	Estimate	Uses
Pre-development	\$100,000	Repository beta version, website hosting
Outreach	\$30,000	Stipends, staff time
Program	\$500,000	Scaling and increase usability of repository

NEXT STEPS

Task	Responsible Party	Timeline
1. Conduct research to identify existing climate funds available to T&L companies and workers who adopt carbon-neutral strategies.	SIC	Short-Term
2. Create a centralized repository of available funds and incentives, including details on program requirements, eligibility, and application information. Explore additional information to include, such as relevant regulations, land use, and permitting.	SIC	Short-Term
3. Identify resources to maintain up-to-date repository of available funds, including ongoing staff time and permanent home for the information.	LAEDC	Medium-Term
4. Identify existing industry communication channels to regularly distribute repository, such as Chamber newsletters, industry association publications, etc.	LAEDC	Medium-Term
5. Explore additional opportunities in concert with public and private partners to further incentivize the field.	LAEDC	Long-Term

1. CARBON-NEUTRAL ECONOMY

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

1.2 BUILD AWARENESS & EXPOSURE PROGRAMS

Objective: Build awareness of opportunities for disinvested communities to access and participate in benefits from a carbon-neutral economy

Purpose: Many residents, particularly those in disinvested communities, do not see themselves in the transition to a carbon-neutral economy (many of whom are most impacted by environmentally harmful policies). Increasing awareness of and access to opportunities in clean Transportation and Logistics benefits both residents and the industry ecosystem, expanding the talent and opportunity pool.

Program Design: Seek opportunities to expand workforce training programs into disinvested communities and create exposure programs to generate excitement about careers and innovation in clean Transportation and Logistics.

Leadership: Initial leadership will be provided by the SIC, with collaboration and coordination with relevant workforce and industry partners.

Potential Metrics: Number of students from disadvantaged communities served by workforce or exposure programs; number of partnerships formed with local K-12 schools

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 existing workforce training programs focused on Electric Vehicle Supply Equipment and other green T&L subsectors. Ensure alignment with LA Collaborative's Good Jobs Principles that can serve as models for expanding programs. Focus on exploration and mentorship-based opportunities.	SIC	Short-Term
2. Partner across industry and workforce (including community colleges, CBOs, and local businesses) to expand training programs into disinvested communities, through targeted recruitment efforts and/or new program locations.	SIC; LACI; LARC; LA Metro Transportation Career Program, LATTC	Short-to-Mid-Term
3. Pair industry and educational partners to develop hands-on modules for K-12 students that generate excitement about careers and innovation in clean transportation and the green economy. Engage workers and/or industry leaders for activity-based learning and exposure.	LAEDC + Regional Partnership; LAUSD	Long-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: Identify and expand incubator and accelerator programs focused on emerging innovations and technology, with a focus on the transition to carbon-neutral technology. Expand access to capital and network opportunities for disinvested communities, in partnership with trusted partners from the community.

Purpose: Clean transportation is critical to reaching our carbon neutral goals. While supporting overall programming and funding is necessary, specific and intentional programming is needed to support access to capital and networking opportunities for diverse founders. Nationwide, women receive 14% less funding than male founders, and only 3.47% of founders seeking funding from VC firms are Black.

Program Design: LA Collaborative partners are extensively working in this field. SIC will collaborate with relevant partners to advance and leverage existing work.

Leadership: Initial leadership will be provided by the SIC, with collaboration and coordination with LACI, Port of LA, and other relevant partners.

Potential Metrics: Additional funding to support and scale entrepreneur-focused programs for underrepresented founders.

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 mentorship program

NEXT STEPS

Task	Responsible Party	Timeline
1. Engage LA Collaborative Partners to identify existing programs and resources (e.g., LACI, Port of LA).	SIC + LA Collaborative Partners	Short-term
2. Analyze potential for scale, additional promotion, and/or additional partnerships with community-based organizations in concert with partners.	LAEDC + LA Collaborative Partners	Mid-Term
3. As appropriate, provide technical assistance to programs to support additional engagement and expansion.	LAEDC + LA Collaborative Partners	Mid-Term

3. SMALL BUSINESS

Diversify the sector's opportunity landscape and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

3.1 DEVELOP SUPPORT NETWORKS

Objective: Connect small business owners (especially MWBE/DBEs and businesses located in or serving disinvested communities) with larger companies and public entities in the industry for mentorship, procurement, and other opportunities.

Purpose: Ensure that companies located in disinvested communities or providing significant benefits to disinvested communities can access opportunities to work with larger companies and public entities. Help small businesses grow and sustain their operations by providing them with the necessary financial resources and technical know-how.

Program Design: Work with existing programs to better align small businesses with the resources they need to work in this competitive landscape.

Leadership: SIC and identified existing programs.

Potential Metrics: Procurement Contracts Awarded (number and value awarded to small businesses); evaluate the success of partnership agreements through the number of internships/apprenticeships created.

Costs:

Type	Estimate	Uses
Pre-development	\$150,000	Management costs and staff time
Outreach	\$100,000	Partnership building, understanding existing resources
Program	\$2 million	Mentorship program development, 100+ served

NEXT STEPS

Task	Responsible Party	Timeline
1. Identify existing programs and intermediaries (e.g., the Los Angeles Area Chamber of Commerce OneLA Inclusive Procurement program, the Small Business Development Center, and the Los Angeles Office of Small Business) that support MWBE/DBEs and businesses located in disinvested communities, including programs that support the certification process or offer technical assistance. Conduct a gap analysis and identify program needs.	SIC; L.A Chamber of Commerce	Short-Term
2. Identify existing mentorship programs (e.g., Resilient Business Advising Program) that focus on small business owners in Transportation and Logistics.	SIC	Short-Term
3. Leverage existing public and private sector relationships to increase exposure to small businesses to improve opportunities for contracting, including “Buy Native” and similar initiatives. Identify additional technical assistance and interventions with partners.	SIC, in partnership with existing business associations	Short-Term

3. SMALL BUSINESS

Diversify the sector's opportunity landscape and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

3.2 CONNECT TALENT

Objective: Connect small businesses with trained workers or workforce programs—including incumbent worker training, upskilling and reskilling existing workers—to improve access to skilled workers.

Purpose: Ensure small businesses can hire and grow locally by connecting small businesses to recruitment services, transitional work, customized training, incumbent worker training, and professional services through the public workforce system.

Program Design: The program will involve promoting and identifying existing workforce training assets and introducing small businesses to these programs to increase their exposure to graduating talent.

Leadership: SIC; LA Chamber of Commerce; workforce training programs.

Potential Metrics: Graduate Placement (the number of graduates choosing employment with small businesses); improvements in the length of time it takes small businesses to fill open jobs.

Costs:

Type	Estimate	Uses
Pre-development	\$150,000	Management costs and staff time
Outreach	\$100,000	Partnership building, understanding existing resources
Program	\$1.5 million	New programmatic investment focused on mentorship, assumes 100 businesses served

NEXT STEPS

Task	Responsible Party	Timeline
1. In conjunction with workforce development strategies, draft outreach plan to engage small businesses to understand workforce needs.	SIC; LA Chamber of Commerce	Short-Term
2. Identify small business organizations to build a bridge with the existing workforce efforts through community colleges and others, including developing culturally-appropriate trainings for targeted populations. Understand gaps for employers.	SIC; Workforce Partners; LAEDC	Short-Term
3. Outline opportunities for small business engagement with workforce development ecosystem, especially for new trainings focused in clean energy good jobs.	LAEDC; LA Chamber of Commerce; Workforce Partners	Long-Term
5. Host or launch events such as a career fair or an online resource to connect small businesses with workforce program graduates.	LAEDC; LA Chamber of Commerce; Workforce Partners	Long-Term

4. 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 transportation.

4.1 DEVELOP APPRENTICESHIPS

Objective: Collaborate with existing efforts to define and expand earn-and-learn models, such as apprenticeship and pre-apprenticeship programs, that train talent in Transportation and Logistics occupations. This will define clear entry points for talent, supporting disinvested communities through linkages with community colleges and community-based organizations.

Purpose: LA County currently hosts 19,000 registered apprentices comprising 20% of CA total apprentices – however, only 11% of available opportunities exist outside of building and fire trades. Opportunities exist to create and expand apprenticeships to support talent and employers. Governor Newsom has set a goal to expand beyond traditional apprenticeship programs and serve 500,000 apprentices by 2029, and LA plans to support this initiative.

Program Design: SIC to develop in collaboration with partners and intermediaries.

Leadership: Existing workforce development intermediaries.

Potential Metrics: Number of new apprenticeship models developed; number of graduates hired at relevant job and salary into the field.

Costs:

Type	Estimate	Uses
Pre-development	\$400,000	Management costs & staff time, curriculum support
Outreach	\$100,000	Partnership building
Program	\$1.5 million	~100 trainees served through new apprenticeship models

NEXT STEPS

Task	Responsible Party	Timeline
1. Engage intermediaries that support community colleges, workforce development boards, and the Community College networks (e.g., LAUNCH and LARC) to understand current program development.	SIC and workforce partners	Short-Term
2. Engage consortium employers to support the creation of new apprenticeships. This may include understanding and defining industry-driven credentials for green jobs (also see 4.2).	LAEDC and workforce partners	Mid-Term
3. Engage consortium community-based organizations as recruitment and pipeline for talent into apprenticeships and ensure program design includes wraparound services to meet talent needs.	LAEDC and workforce partners	Mid-Term
4. Explore funding opportunities to build earn and learn models.	LAEDC and workforce partners	Long-Term
4. Activate consortium to market and deliver apprenticeships.	LAEDC + LA Collaborative	Long-Term

4. 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 transportation.

4.2 SUPPORT UPSKILLING & RESKILLING

Objective: Identify and support programs focused on re-training and upskilling incumbent workers in existing Transportation and Logistics occupations in the skills and credentials needed to support the next generation careers and understanding of new technologies.

Purpose: The workforce community is still defining and understanding the new jobs being created as part of the transition to a clean transportation industry given its nascency. As such, additional programs that upskill and reskill workers is needed for existing talent (e.g., mechanics, technicians).

Program Design: Engage with organizations leading this work to identify good jobs in the clean transportation industry.

Leadership: SIC, with economic development clean technology focused organizations

Potential Metrics: Public list of defined good jobs in the clean transportation industry; clear pathways and industry-driven credentials defined; talent connected to upskilling opportunities

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 through launch of new apprenticeship models

NEXT STEPS

Task	Responsible Party	Timeline
1. Partner with existing collaboratives such as the Green Jobs Regional Partnership, understanding opportunities to support the reskilling and upskilling workers.	SIC, LACI	Short-Term
2. Identify existing programs that could be leveraged to support both reskilling (e.g., oil and gas workers) and upskilling (e.g., mechanics, technicians) towards green.	LAEDC	Mid-Term
3. Engage employers and workforce trainers to understand gaps in the ecosystem on industry-driven credentials.	LAEDC, LA Collaborative	Mid-Term
4. Provide analysis and recommendations that could help define new occupations, and recommendations for connecting disinvested communities to opportunities.	LAEDC	Mid-Term



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