LA County Jobs First Collaborative:

Legacy Blueprint

California COMMUNITY Foundation

CALIFORNIA JOBS FIRST
Los Angeles Collaborative

LAEDC

Foreword

Los Angeles County is not short on talent. It is short on access. We have the workers. We have the entrepreneurs. We have the community organizations that have held this region together through recession, through pandemic, through fire and recovery. What we have not had is a system that moves capital toward them with the same urgency it moves capital everywhere else. That is the work of ISAC. Collectively, our charge is simple: make sure the investments we prioritize reach the workers, communities, and small businesses that have carried this region and rarely been carried by it. That means asking harder questions about who is at the table when decisions get made. It means measuring success not by how much we invest, but by who is better off after we do. It means building something that outlasts a grant cycle. California Jobs First is a promise. Our job is to keep it.

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EXECUTIVE SUMMARY

OVERVIEW: This summary provides an overview of the Legacy Blueprint and outlines the assets, priorities, governance structure, and investments needed to sustain CJF-LA as a locally owned regional economic development collaborative beyond the current program period.

INTENDED AUDIENCE: ISAC members • Future CJF-LA governance/advisory Entity • Regional leaders and Collaborative partners • State partners and policymakers • Potential funding and investment partners

What is CJF-LA? Established through the California Jobs First initiative as one of 13 regional economic development collaboratives, CJF-LA is a comprehensive economic development collaborative uniting more than **800 partners** across all eight Los Angeles County Service Planning Areas. The Collaborative spans workforce development, industry, labor, education, government, philanthropy, and community organizations to create a shared vision for inclusive economic growth in the Los Angeles County region. CJF-LA is committed to building an equitable and sustainable economy that prioritizes historically disinvested communities and advances equity, sustainability, job quality, economic competitiveness, and long-term climate and economic resilience.

How We Maintain Momentum: After four years of community-informed planning, partnership building, industry strategy development, and early implementation, CJF-LA has reached a critical transition point. As the current California Jobs First grant period approaches its September 2026 closeout and California prepares for a new gubernatorial administration, Los Angeles County has an opportunity to transition CJF-LA from a time-limited, state-supported initiative into durable, locally stewarded regional economic development infrastructure. Sustaining this infrastructure will allow the region to connect state priorities to local implementation, maintain community and industry engagement, coordinate public, private, and philanthropic capital, advance sector-specific Activation Plans, support projects moving from planning to implementation, and ensure that economic growth and investment reach the communities that need them most.

The Legacy Blueprint serves as CJF-LA's practical transition, continuity, and handoff framework. It identifies the partnerships, strategies, governance practices, and coordinating functions that should continue beyond the current funding cycle and brings together recommendations related to long-term governance, fiscal and administrative arrangements, sustainable funding, policy and advocacy, industry activation, community engagement, cross-sector collaboration, data and impact measurement, and funder partnership development. The Blueprint is intended to provide ISAC, future governance leaders, regional partners, state agencies, and prospective funding partners with a shared roadmap for preserving the progress already made, establishing local ownership, mobilizing continued investment, and translating CJF-LA's regional plans into measurable and equitable economic outcomes.

KEY ASSETS FOR CJF-LA 2.0 [see Figure 1]

01 | COMMUNITY-LED ECONOMIC DEVELOPMENT PLANNING:

The collaborative has led extensive engagement—including thousands of resident survey responses, more than 170 outreach activities, and engagement with over 200 community-based organizations to develop an **Economic Plan for LA County**.

- Key Engagement Opportunities: include convening community listening sessions, conducting stakeholder research, strengthening partnerships with community-based organizations, and aligning workforce strategies with resident needs.

02 | INCLUSIVE ECONOMIC GROWTH IN KEY INDUSTRIES:

CJF-LA developed **five sector-specific activation plans** that align workforce development, industry growth, and community priorities to support quality job creation and long-term economic competitiveness.

- Key Growth Opportunities: include leveraging strong regional partnerships with industry, government, labor organizations and stakeholders to support sustained industry development and growth across LA County.

03 | CROSS-SECTOR PARTNERSHIPS & COLLABORATION

CJF-LA has built a **strong cross-sector network** of workforce, industry, labor, public sector, philanthropic, and community-based partners and established itself as a trusted convener capable of bringing stakeholders together across sectors and SPAs around shared economic development goals. [see Figure 2]

- Key Collaboration Opportunities: include strengthening cross-sector coordination through ongoing convenings and leveraging regional partnerships to attract public and private investment.

MISSION & VISION FOR CJF-LA 2.0 (Transition & Continuity)

Mission | The Los Angeles Collaborative aligns public, private, labor, education, and community partners across Los Angeles County to advance coordinated, equitable, inclusive economic and workforce strategies that

01 - expand access to quality jobs

02 - strengthen regional industries, and

03 - support long-term climate and economic resilience.

Vision | A thriving Los Angeles region with a **coordinated, inclusive economy** where investments generate quality jobs, where all work has dignity, shared prosperity, and opportunity across all communities.

ROBUST GOVERNANCE FRAMEWORK TO MAINTAIN MOMENTUM

The Investment & Sustainability Advisory Committee (ISAC) plays a key role in supporting the long-term continuity and impact of CJF-LA. Members are organized across three clusters:

Cluster 1 | Regional Cluster by Service Planning Area (SPA)

Cluster 2 | Pillar Alignment Cluster representing CJF priority pillars including:

Inclusive Growth · Regional Prosperity · Workforce Mobility · Sustainability · Labor and Workers · Industry · K-16 Collaborative (Education)

Cluster 3 | Function Operational Cluster representing technical and operational expertise

KEY RECOMMENDATIONS FOR CONTINUED INVESTMENT IN CJF-LA

CJF-LA provides a functioning example of how a large, complex region can transform into a coordinated ecosystem capable of attracting investment and implementing regional strategies.

To maintain this momentum, CJF-LA identifies three regional priorities:

Priority 1. Strengthening long-term governance and coordination capacity

Priority 2. Developing shared data systems and outcome measurement tools

Priority 3. Ensuring that economic opportunities, programs, and investments continue to reach historically underserved communities throughout Los Angeles County.

CJF-LA also provides three key recommendations for state policymakers:

Recommendation 1. Provide **dedicated, multi-year funding** to sustain regional collaborative infrastructure and community engagement efforts.

Recommendation 2. Establish more **flexible, braided funding mechanisms** that allow organizations to coordinate across agencies and funding streams more effectively.

Recommendation 3. Reduce barriers to implementation by **streamlining permitting, funding applications, and project coordination tools** that help move projects from planning to execution.

TOOLS FOR ACTION

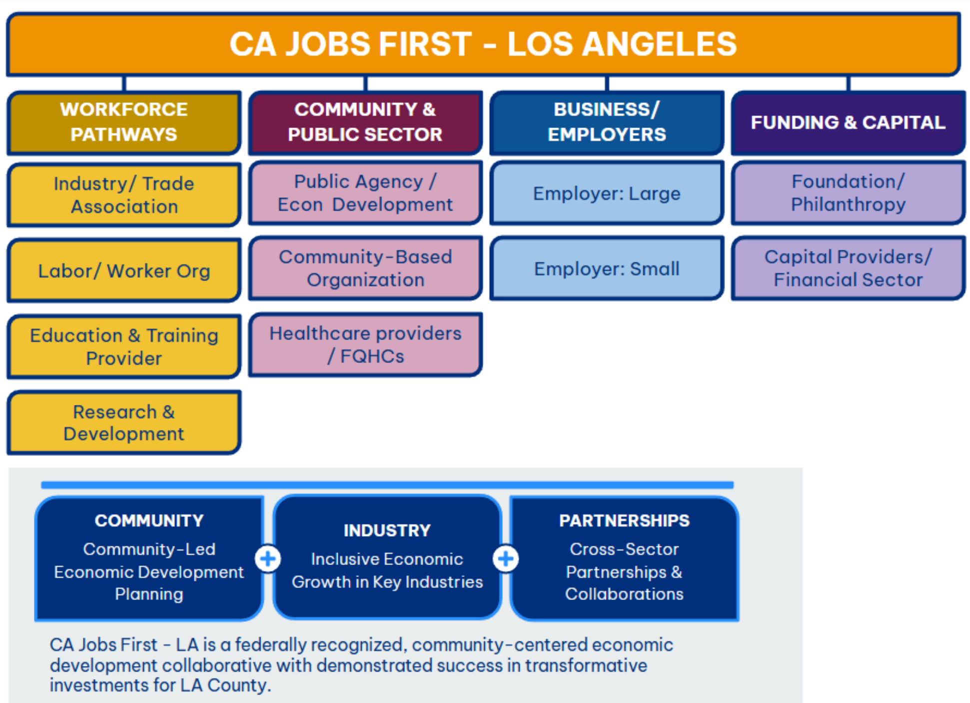
To translate these recommendations into action, the Legacy Blueprint includes an Advocacy Sheet that equips partners with consistent messages and state policy asks, as well as a Funder Partnership Briefing that communicates CJF-LA's investment case, funding priorities, demonstrated impact, and opportunities for public, private, philanthropic, and corporate partnership.

SUSTAINABILITY & INVESTMENT STRATEGY

To support this next phase, CJF-LA has developed a sustainability strategy that includes continued investment in community-led planning, industry activation, cross-sector partnership development, and backbone operational support. The collaborative has identified a target of **$5 million over two years** to maintain and expand this regional infrastructure while leveraging additional public and private funding opportunities.

[Figure 1]

[Figure 2]



ALIGNMENT BRIEF

OVERVIEW: This brief makes the case for continued investment in CJF-LA by demonstrating the Collaborative's role in coordinating economic development across Los Angeles County and connecting regional priorities with California's evolving economic and workforce strategies.

INTENDED AUDIENCE: State agency partners and policymakers • ISAC members • Future CJF-LA governance/advisory Entity • Regional leaders and Collaborative partners

Our Value Proposition Statement

CA Jobs First in LA County (CJF-LA) is a federally recognized community-centered economic development collaborative with demonstrated success in catalytic cross-sector funding investments for LA County.

For the first time, Los Angeles County has established a coordinated, cross-sector infrastructure for its own economic future. This infrastructure is the California Jobs First LA County Collaborative (CJF-LA). CJF-LA has successfully unified entities, public and private, large and small, across the entire LA County region. Spanning from Lancaster to Long Beach, and from Malibu to Pomona, CJF-LA partners have worked together to develop federally recognized economic plans and deliver nearly $40 million in funding that meets regional needs.

This brief makes the case for continued investment in CJF-LA. It connects CJF-LA's work to California's evolving policy landscape and highlights the importance of dedicated funding to sustain this regional infrastructure.

California is the world's fourth-largest economy, and Los Angeles County is its most populous county.[1] LA County is home to critical industries and employers that deliver products and services across the state, country, and world. As a new administration takes office, the California Jobs First – Los Angeles County Collaborative offers a functioning, regionally governed model that connects state economic priorities to real outcomes on the ground.

In a region defined by vast geographic scale, deep cultural diversity, and stark economic disparities, CJF-LA has successfully convened a broad coalition of public agencies, employers, community-based organizations, and workers around a shared economic development agenda. This level of cross-sector alignment in a region as complex as Los Angeles County is both rare and consequential. By centering historically underrepresented communities in its planning and investment framework, this coalition has

[1] California is now the 4th largest economy in the world | Governor of California

laid a critical foundation for expanding access to economic opportunity and building more inclusive, long-term prosperity for LA County residents.

Renewed funding for CJF-LA's durable regional infrastructure will not only sustain, but also build on an unprecedented, regionally coordinated economic planning and implementation effort. The question isn't whether this work matters. It's whether the state, its partners, and its investors will choose to sustain it.

Rationale 1 | Delivering Solutions in California's Largest Regional Economy

The opening and primary argument for Sacramento.

Twenty-five percent (25%) of California's population calls LA County home. With regional concentrations in key strategic sectors identified in California's Economic Blueprint, such as the Creative Economy, Transportation & Logistics, and Aerospace & Defense, the economic health of the region has impacts far beyond county boundaries. Sector-specific planning and investment are critical to developing these industries, strengthening the region and state's competitive advantages. Equally critical is the alignment of talent development systems, including education, workforce training, and upskilling pathways, to ensure that local residents can access and participate in these growing industries. CJF-LA's regional plan, accepted by the U.S. Economic Development Administration as a Comprehensive Economic Development Strategy (CEDS), explicitly integrates these workforce priorities with sector strategies to better connect residents to quality jobs. This work has laid the groundwork for the region to receive nearly $40 million in funding (see Investment Impact) . **Renewed funding for CJF-LA will ensure these plans are actively managed and implemented, enabling LA County and the state to sustain their competitive advantage and translate strategy into measurable economic outcomes.**

Though LA County is an economic powerhouse, many of its residents face barriers in improving their livelihoods. Fifty-two percent (52%) of the population is disinvested, living in communities that face high rates of poverty, unemployment, and environmental hazards.[2] Whether struggling to find consistent employment, secure well-paying jobs, or navigate clear career pathways, many residents remain disconnected from the region's growth. CJF-LA has intentionally centered these communities in its planning and investment framework, ensuring that economic development strategies are inclusive and responsive to community needs.

Moving beyond strategy into action, CJF-LA has directed $9 million through its Catalyst awards to 26 projects designed to create high-quality jobs and expand access to opportunity in underserved communities. These projects include workforce training and career pathway development in sectors such as Clean Energy and the Creative Economy, as well as community-based initiatives that connect residents to jobs in Construction and Healthcare. Early results indicate that they have already generated hundreds of industry-recognized certifications and work-based training slots, demonstrating measurable progress in connecting residents to quality employment.

CJF-LA has delivered tangible solutions for industry and community in LA County. It has developed the framework for community-centered economic growth, job creation, and industry development. With over 800 partners representing a diverse set of stakeholders such as public agencies, private sector employers, CBOs, economic development organizations, workforce centers, and educational providers, CJF-LA has the infrastructure to continue delivering real jobs, employer partnerships, and sector strategies for the region and state.

[2] LA County CJF Regional Plan–Part 1_04-24 (1).pdf

What the CA Jobs First Investments Have Produced

Planning Impact

- US EDA CEDS-accepted regional plan that can be leveraged to attract funding towards CJF-LA
- Five sector-specific Activation Plans that provide actionable steps for industry development
- An 800+ member Collaborative spanning *13* entity types, including government agencies, industry associations, CBOs, educational institutions, workforce training providers, and labor organizations
- A formal ISAC governance structure of 15 members representing regional geographic clusters, functional pillars, and cross-sector interests — with elected leadership, defined decision-making authority, and active working groups
- Ongoing ISAC Core & Working Group meetings to develop the *CJF-LA County Legacy Blueprint* — which will include a dual-playbook framework comprised of: (1) a **Funding Sustainability & Partnerships Playbook** and (2) a **Policy and Advocacy Playbook** — translating regional collaboration into durable infrastructure for long-term economic impact.

Investment Impact

- 26 Catalyst projects funded across LA County, representing **$9 million** in planning and early-stage investment, spanning *6* target industry sectors, including *Creative Economy*, *Clean Energy*, *Healthcare*, and *Construction*, which comprise most of the awarded projects[3] *
- Mid-term impacts from Catalyst Projects: 7 site locations secured for workforce and training centers, 22+ industry-aligned curricula developed, 9 career exploration programs developed, 186+ work-based learning slots filled, 195 industry-recognized certifications provided, and 94 partnerships with non-profits & employers formalized
- **$23.9 million** investment into LA County Life Sciences industry to advance regional goal of 10,000 new high-quality jobs by 2030[4]
- **$1.8 million** investment into LA County tribal communities and partners to support career pathways and business expansion[5]
- **$5 million** investment for an LA County-based green loan fund to expand access to clean-energy improvements for entrepreneurs[6]
- Advanced implementation-ready projects, including the SoCal Quantum Alliance, to compete for Implementation Round 2 funding at the CJF Investment Summit
- **$1.9 million** in grants distributed to 110 LA County organizations to gather industry and community feedback for the Regional Plans published in the Planning Phase

> ***On measuring early-stage impact:** Catalyst projects are in their performance period and remain in pre-development, so job creation numbers are still emerging. Early indicators include: employer and workforce partnerships formed, curriculum and internship pathways launched, and leveraged funding secured, demonstrating that CJF investment attracts additional capital.*

[3] Catalyst Projects
[4] LA Region Receives Nearly $24 Million in California Jobs First Funding to Drive Life Science Sector Growth and Job Creation - Department of Economic Opportunity
[5] California awards $15 million to support economic growth in tribal communities across the state | Governor of California
[6] 1b216cf9-0e2f-4306-bbee-a97d98271e81.pdf

LA's Regional Sector Strategy — and How the State is Aligned

CJF-LA's sector strategy was built from the ground up — grounded in regional labor market data, employer demand, and community priorities. Building off the LA County Regional Plan, The Collaborative has developed five industry-sector activation plans across *Aerospace*, *Bioscience*, *Clean/Renewable Energy*, *Transportation & Logistics*, and *Video Production & Distribution*, each identifying specific barriers to job growth and concrete strategies to address them. That regional work is now informing action at the state level.

The Governor's Office of Business and Economic Development (GO-Biz), through AB 940 and in collaboration with California Jobs First, is currently developing industry-specific strategies for six sectors. Of the six sectors, four are priorities for the LA region. These strategies focus on job creation, capital investment, and workforce development. GO-Biz is expected to publish its strategies by summer 2026.

Most notably, the bill explicitly directs GO-Biz to publish a statewide quantum technology strategy. Quantum — a sector CJF-LA has already been cultivating — is now the state's first designated "bet" sector under this law, with GO-Biz required to deliver a strategy by July 1, 2026, and $4 million in new state funding committed.

Not only are CJF-LA and the state aligned in their strategic directions, but CJF-LA has the infrastructure and partnerships required to implement the strategies prioritized by the state.

Rationale 2 | Connecting Workforce Investment to Community Opportunity

Demonstrating that LA's sector growth translates to real people in real communities.

A strong economy is not just measured in GDP — it is measured in whether working people can access the jobs that drive it. CJF-LA sits at the intersection of the state's major workforce investments and has actively worked to ensure that LA's sector growth reaches communities that have historically been left out, including in underserved and geographically dispersed areas of the county.

Aligned with Every Major State Workforce Framework

Regional Planning Units (RPUs) -LA County's seven Workforce Development Boards operate under the LA Basin Regional Planning Unit — and are directly aligned with the CJF State Economic Blueprint. Rather than duplicating this infrastructure, the CJF-LA Collaborative builds on it. As a regional coordinating body, we bring together employers, community partners, and workforce stakeholders who haven't traditionally had a seat at the table — bridging the gap between state investment and regional outcomes.

EDD & CWDB Sector Alignment - CJF-LA's industry sectors are now embedded in state workforce funding criteria. Recent EDD & CWDB funding opportunities — including the PY 25-26 Employment and Training Pathways Program (ETPP) and the High Road Training Partnerships (HRTPs) 2025 Grant Program, which explicitly reference the Governor's Jobs First initiative — have provided additional consideration to applicants with demonstrated connections to California Jobs First priorities. This creates a direct link between CJF-LA's regional work and the state's workforce investment decisions. A link which has reaped benefits for the region, as 4 of 10 PY 25-26 ETPP awardees and at least 2 of 7 HRTP 2025 awardees will perform their work in LA County.[7][8]

K–16 Regional Collaborative - CJF-LA is actively coordinating with the LA Region K-16 Collaborative to connect education-to-career pathways to the industry sectors the Collaborative prioritizes. Over 25 distinct shared partners are working to advance nursing pathways and employment; biomedical science training; aerospace industry career awareness and hands-on educational experiences; and several paid work opportunities.

Community Reach Across LA County

- *800+ members* in the Collaborative
- *206* community-based organizations engaged across the Collaborative's network
- *170+* outreach and engagement activities conducted across all of LA County
- 3500 survey responses gathered through community outreach from county residents

CJF-LA's strength lies in its ability to operate as a truly regional collaborative, connecting communities across the full geographic and economic diversity of Los Angeles County. The Collaborative includes more than 800 members, with 206 community-based organizations actively engaged across its network. Through over 170 outreach and engagement activities conducted countywide and more than 3,500 survey responses gathered from residents, CJF-LA has built a grounded understanding of community needs and workforce barriers. This scale of engagement ensures that regional planning is informed not only by data, but by direct input from the communities it is designed to serve.

This regional approach is particularly important in areas that have historically been harder to reach through traditional workforce systems. In the Antelope Valley, where long travel distances, limited transit access, and the absence of a dedicated workforce board have posed persistent challenges, CJF-LA has taken deliberate steps to bring investment and attention to the region. The Collaborative hosted its Catalyst to Impact Regional Summit at Antelope Valley College, convening local stakeholders, state and regional leaders, and industry partners, alongside site visits such as a tour of Northrop Grumman facilities to highlight the area's economic potential. These efforts have helped elevate the Antelope Valley within regional and state conversations, while advancing projects that connect residents to workforce opportunities closer to home. By intentionally engaging regions that have often been overlooked, CJF-LA is demonstrating how coordinated, place-based strategies can expand access to economic opportunity across the entire county. Sustaining CJF-LA's regional infrastructure is essential to ensuring that every community, including those that have historically paid more and received less, finally sees meaningful, measurable benefits.

> ***What this means for the state:*** *CJF-LA is not duplicating state workforce infrastructure — it is connecting it. The Collaborative serves as the regional integrator, ensuring that state investments reach the communities and industries where they will have the greatest impact.*

[7] wssfp25-01award.docx

[8] CWDB HRTP 2025 Award Announcement

Rationale 3 | A Collaborative Model Built for LA's Complexity — and California's Future

The closing argument: CJF-LA built something durable; the state has already recognized it; now it must sustain it.

One of the most persistent barriers to economic development in Los Angeles County has been fragmentation. With 88 municipalities, multiple county departments, seven Workforce Development Boards, and thousands of community-based organizations, the region has historically struggled to coordinate around shared priorities. This fragmentation is compounded by the county's vast geographic scale and deep socioeconomic divides, which create uneven access to services, limit collaboration, and leave many communities disconnected from regional investment and decision-making.

CJF-LA was designed to address these challenges by creating a governance model that brings together public agencies, employers, community-based organizations, and workers into a single, regionally coordinated framework. By aligning stakeholders across jurisdictions and sectors, the Collaborative has begun to break down silos, elevate underrepresented voices, and build consensus around shared economic strategies. Its structure enables more coordinated planning, more equitable distribution of resources, and stronger connections between communities and workforce opportunities across the entire county. In doing so, CJF-LA is not only responding to LA's complexity, it is establishing a durable model for how large, diverse regions can govern economic development more effectively.

Why This Moment Matters for State Policy

The state and its partners are currently grappling with how to structure long-term regional economic development infrastructure — including discussions around GO-Biz reorganization, the Regions UP Regional Economic Council model championed by California Forward, and potential trailer bill language that would establish the Office of Regional Economic Development Initiatives that would define how regional collaboratives are governed and funded going forward.

CJF-LA has already been working through these same questions in practice. Our ISAC governance model — 15 members, elected leadership, defined decision-making authority, cross-sector working groups, and an 800+ member network — is a functioning institution with real lessons to offer.

Every region is different, and no single model fits all. But what we've built in LA County demonstrates that this kind of regional infrastructure is possible and that the state's investment in it is worth continuing.

The State Has Already Validated This Model

The nine Cabinet-level agencies of the California Jobs First Council — including GO-Biz, the Labor & Workforce Development Agency, the Office of Planning & Research, the Natural Resources Agency, CalEPA, Health & Human Services, and the Department of Veterans Affairs — are actively working to integrate CJF's regional strategies and sector activation plans into their own programs, grants, and initiatives. Convened most recently at the April 2026 Investment Summit in Sacramento, these agencies represent the full reach of state government and align behind the regional infrastructure CJF has built.

The policy record reflects the same momentum. The *FDI in California 2025 Report* — co-published by LAEDC/WTCLA and organized by CJF's 13-region framework for the first time — was presented before the Assembly Select Committee on Asia–California Trade and Investment in August 2025, directly informing

Chair Caloza's call for follow-up legislation. That legislation became **AB 2745**, sponsored by the CalAsian Chamber, which would require GO-Biz to convene a statewide Global Partnership Advisory Body for international trade and investment.

AB 940 directed GO-Biz to publish a statewide quantum technology strategy explicitly aligned to the CJF Economic Blueprint — with $4 million committed and a July 2026 deadline — making quantum the state's first designated "bet" sector under the initiative. CJF-LA was already cultivating it through their support for the SoCal Quantum Alliance.

The **U.S. Economic Development Administration** formally accepted all 13 CJF regional plans as Comprehensive Economic Development Strategies — the first time in California history that every city and county has a federally recognized economic strategy — unlocking eligibility for a wide range of federal economic, infrastructure, and workforce funding programs.

The **EDD's ETPP and CWDB's HRTP Program** explicitly reference the Jobs First initiative as an alignment criterion — meaning CJF's sector priorities now shape how the state awards workforce funding. **SB 131 and AB 130** reduced CEQA barriers for advanced manufacturing, semiconductors, and industrial biotech sectors that CJF-LA had already identified in its activation plans. And the **Master Plan for Career Education**, released by Labor & Workforce Development Agency (LWDA) in 2025, was designed to complement Jobs First — aligning education and training pathways with the jobs envisioned in each CJF region.

CJF-LA's regional data and governance model didn't just serve LA — across legislation, federal policy, and state funding criteria, it helped write California's economic playbook.

More than half of California's 13 CJF regions have expressed interest in continuing beyond the current program period. Every region will chart its own path. But LA's experience — the governance architecture, the cross-sector network, the sector activation work — offers lessons the state can draw from as it defines what comes next.

> ***What this means for the state****: Continued investment in CJF-LA is an investment in California's capacity to govern regional economic development at scale — and a signal to every region in the state about whether this model is worth building on.*

> ***What CJF-LA has built is too important to be tied to any single funding cycle. Sustaining it is a shared responsibility — and a shared opportunity.***

THE AGENDA: POLICY PRIORITIES

OVERVIEW: This agenda establishes CJF-LA's regional and state policy priorities, outlining what the Collaborative must strengthen internally and the funding, policy, and implementation support it will advocate for at the state level.

INTENDED AUDIENCE: ISAC members • Future CJF-LA governance/advisory Entity • Regional leaders and Collaborative partners • State agency partners and policymakers

Purpose & Audience

This brief translates the CA Jobs First LA Collaborative's work into clear, actionable recommendations for regional action and state-level advocacy on governance, data infrastructure, and equitable program reach, and state-level advocacy on funding structures, implementation tools, and policy mechanisms that support long-term regional economic and collaboration on economic development.

The internal priorities outline what the Collaborative must build, sustain, and strengthen regionally.

The external priorities outline what will be advocated for at the state level.

All priorities are informed by the CJF-LA Investment & Sustainability Advisory Committee and validated through working group convenings.

Primary Audience

- State agency partners and policymakers (e.g., GO-Biz, EDD, relevant legislative offices)
- Philanthropic and institutional funders who need to understand LA's regional case for continued investment

Secondary Audience

- ISAC members and the future governance entity responsible for maintaining, updating, and deploying the playbook over time
- Regional leaders and Collaborative partners who may draw on playbook materials when their own advocacy aligns with the Collaborative's agenda

Regional Strengths: What LA Is Getting Right

Strengths Statement

The LA Collaborative has built a track record of convening stakeholders across the workforce, education, labor, industry, and community-based organizations. Through standing convenings, cross-sector coordination, and regionally tailored activation plans, the Collaborative has established itself as a trusted convener capable of aligning diverse stakeholders around shared goals — including those representing disinvested communities, small businesses, and geographically underserved areas like the Antelope Valley.

The Collaborative has made meaningful progress in demonstrating equity commitments, including:

- Tribal partnerships and initiatives across the region that reflect an emerging recognition that equity requires more than geography — it requires intentional representation of communities that are too often invisible in regional planning tables.

The Collaborative's collective data work — though still evolving — reflects a growing consensus that shared metrics and a common data dictionary are prerequisites for building the regional and statewide narrative needed to attract sustained investment and drive state-level policy change.

Internal Policy Priorities | What LA Needs to Strengthen Regionally

Internal priorities reflect what the Collaborative must build and drive regionally — the governance, data infrastructure, and equity commitments needed to sustain coordination and demonstrate impact from within.

Priority 1 — Strengthen Regional Sustainability & Coordination Capacity

Establish the governance structures, roles, and processes needed to maintain regional coordination and collective decision-making beyond CJF funding. The Collaborative's convening power — demonstrated through standing meetings, cross-sector participation, and the implementation of its activation plan — must be institutionalized so it does not depend on any single funding source.

Key Actions

- Establish a durable governance entity with clear roles
- Maintain standing convenings as a coordination tool
- Implement Activation Plans as a key vehicle for translating strategy into regional action

Priority 2 — Build Shared Data Infrastructure & Impact Measurement

Develop common metrics, shared tools, and a regional data narrative to enable the Collaborative to track outcomes, demonstrate impact, and align partners on evidence.

Key Actions

- Develop shared definitions and common metrics so that partners across SPAs and sectors can measure outcomes consistently and comparably.

- Explore expanding data linkage to show the connection of K-16 initiatives, workforce programs, and business development efforts into a single regional narrative.

Priority 3 — Ensure Geographic & Community Equity in Program Reach

Many communities across LA County face distinct resource gaps, including rural and remote areas, Tribal communities, low-income urban neighborhoods, and other disinvested communities. The goal is to ensure that programs, funding, and decision-making actively reach LA County's disinvested communities.

Key Actions

- Continue monitoring partner feedback across the county and using research and data to assess what exists, what is missing, and the deepest gaps by geography.
- Ensure the continuation of extensive outreach efforts throughout the regions.

From Regional Priorities to State-Level Asks

From Internal to External Priorities

The LA Collaborative has made meaningful progress in building the regional infrastructure needed for long-term economic coordination. Sustaining that progress requires diligent support from our State partners. Multi-year flexible funding, aligned agency reporting requirements, and accessible implementation tools are prerequisites for the continuity, shared data infrastructure, and equitable program reach that the Collaborative is working to build and sustain.

The external priorities that follow reflect the voices of the regional collaborative partners who have shown up consistently: the conditions for regional impact are within reach and require coordinated state investment to be fully realized.

External Policy Priorities | What LA is Asking of the State

The external priorities reflect what ISAC will advocate for at the state level — the funding structures, policy mechanisms, and implementation tools that the State can provide.

These three asks represent the Collaborative's unified voice to state agencies, legislators, and funders. They are grounded in on-the-ground experience from across the region and ranked by stakeholder priority.

External Priority 1 — Secure Dedicated Funding for Regional Collaborative Infrastructure

The State of California should establish multi-year funding dedicated to regional intermediaries — not just project-based grants — so the coordination capacity that CJF has built can be sustained.

The Problem

- The start-stop-wait funding model does not allow regional infrastructure to develop or retain staff

- Year-to-year budget cycles would force convenors to re-justify needs annually rather than build toward long-term goals

The Ask

ASK	Reframe coordination capacity as a public investment (rather than an overhead cost) by dedicating multi-year state funding to regional collaborative infrastructure.
ASK	Create an 'Outreach and Partnership Fund for the region to engage in community-led, inclusive economic development planning and implementation.

External Priority 2 — Establish Flexible, Braided Funding Mechanisms

Funding structures that support cross-sector, cross-agency initiatives would be most beneficial to the region, as they would reduce administrative barriers that slow regional collaboration.

The Problem

- Lack of flexibility prevents conveners from pursuing complementary sources to sustain or expand initiatives
- Misaligned funder timelines and agency-specific reporting requirements create administrative burdens that divert capacity from delivery, making it harder for community-based organizations, workforce providers, and small businesses within the collaborative to sustain participation and follow through on commitments.

The Ask

ASK	Develop accessible cross-agency funding opportunities for each state region, allowing CJF-aligned organizations to combine funding streams across state agencies without duplicative proposal requirements.
ASK	Streamline and align funding across agencies so that convenors can leverage support and further support partners in the regional collaborative.

External Priority 3 — Remove Barriers to Regional Project Implementation

The Problem

Tools and streamlined processes that accelerate the transition of regional projects from planning to execution are most needed in the region.

- Organizations across the region are pursuing multiple funding sources independently and simultaneously, with no shared system to track what is available, what is aligned with CJF sectors, or how funding streams can be legally combined, resulting in duplicated effort and missed opportunities.
- Catalyst grantees who received planning funding are now ready to move their projects into implementation, but lack a clear pathway to funding the next phase that matches the scale and complexity of their plans.

The Ask

ASK	Develop a region-specific, all-encompassing permitting platform and a statewide consolidated funding application.
ASK	Formalize a statewide funding tracker to help the organization pursue additional funding sources to diversify project funding streams and support long-term sustainability. This resource should be intended as a catalog of current funding sources aligned with CJF LA target sectors.
ASK	Create a networking organization map/tool: Provide a platform for organizations in specific sectors/regions to make their organizations publicly available in a central place, encouraging statewide collaboration.

LA Collaborative — The Agenda: Policy Priorities | 2026

FRAMEWORK FOR ECONOMIC DEVELOPMENT COLLABORATION

OVERVIEW: This framework outlines how CA Jobs First - LA (CJF-LA) serves as a regional economic development collaborative built around three core pillars: Community, Industry, and Cross-sector Partnerships.

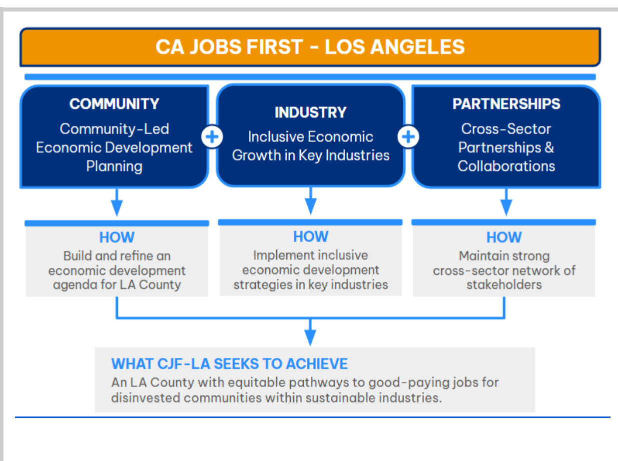
INTENDED AUDIENCE: ISAC members • Future CJF-LA governance/advisory Entity • Regional leaders and Collaborative partners • Potential funding and investment partners

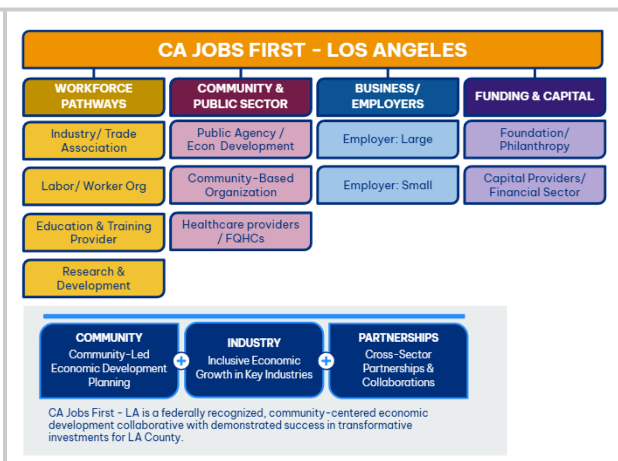
OVERVIEW

This framework outlines how CA Jobs First - LA (CJF-LA) serves as a regional economic development collaborative built around three core pillars: Community, Industry, and Cross-sector Partnerships.

1. Opportunities in Community: Continue stakeholder engagement to develop economic development strategies reflective of community needs and priorities.
2. Opportunities in Industry: Advance inclusive economic development across priority sectors such as Aerospace, Bioscience, Clean & Renewable Energy, Transportation & Logistics, and Video Production & Distribution, while expanding into additional emerging and foundational industries.
3. Opportunities in Partnerships: Leverage CJF-LA's cross-sector network to establish industry councils, align stakeholders around shared economic goals, and pursue funding opportunities.

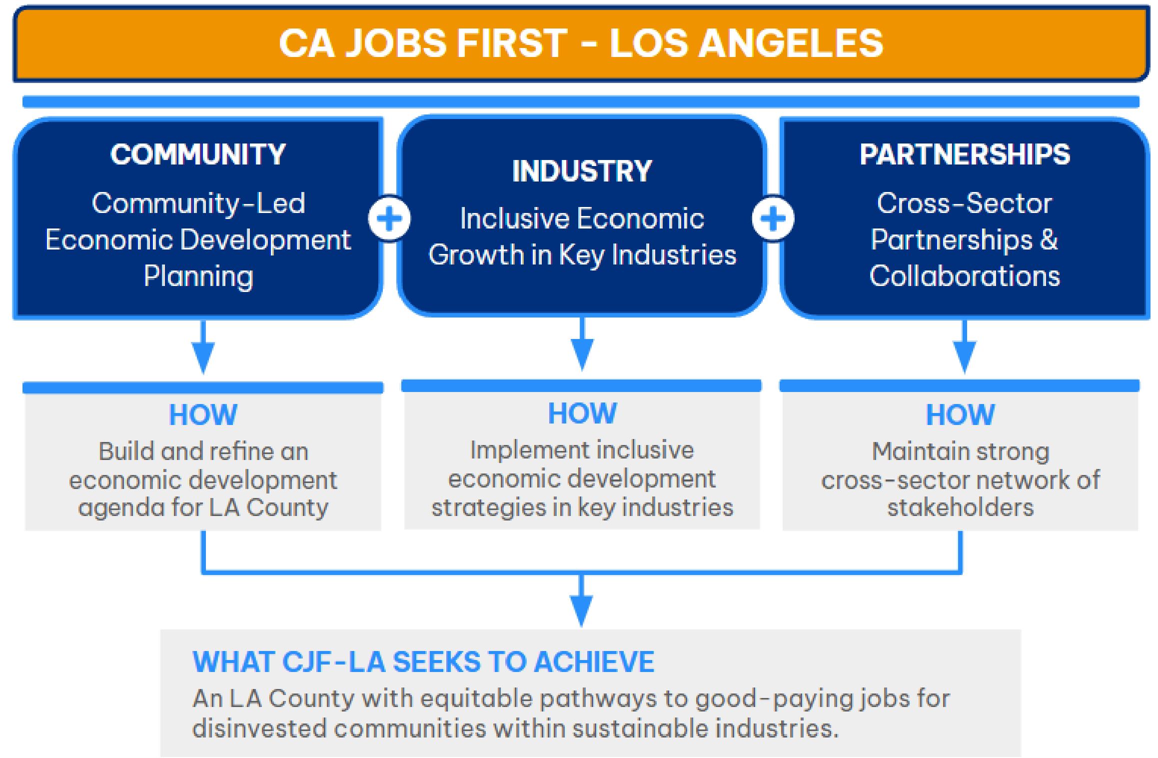
VISUALS





A Framework for Economic Development Collaboration in LA County

CA Jobs First - LA is a federally recognized, community-centered economic development collaborative with demonstrated success in transformative investments for LA County. Built on an 800+ partner network spanning all eight Service Planning Areas, CJF-LA connects community, industry, and cross-sector partners around a shared regional economic agenda.



COMMUNITY

How: In 2024, CJF-LA led a large-scale, participatory initiative that engaged over 4,785 stakeholders to develop an economic plan for LA County. Moving forward, CJF-LA will continue refining this community-centered economic development approach with key stakeholders.

Opportunities:

- **Listening Sessions:** Facilitate community-listening sessions in collaboration with key economic development partners to refine and build on LA County's economic agenda.
- **Stakeholder Surveys**: Inform future research by updating the Regional Plan's economic summaries, strategic initiatives, and industry-sector blueprints.
- **CBO Engagement**: Educate, inform, and bring CBOs together as strategic partners to identify and build coalitions to go after major funding opportunities. Support future outreach and engagement activities for future regional planning initiatives.
- **Workforce/Community Alignment**: Connect workforce opportunities with LA County residents, and align workforce priorities with resident needs

INDUSTRY

How: CJF-LA will implement inclusive economic development strategies across five priority industries, including Aerospace, Bioscience, Clean & Renewable Energy, Transportation & Logistics, and Video Production & Distribution. Led by LAEDC, the program will leverage strong regional partnerships with industry, government, labor organizations and stakeholders to support sustained industry development and growth across LA County.

Opportunities:

- **Industry Validation**: Employ targeted efforts to co-design and validate inclusive economic development strategies with the key industry partners (primes, suppliers, labor and workforce partners)
- **Data Insights**: Develop targeted data insights that complement the CJF-LA Regional Plan data and account for major industry shifts (including AI, automation, space commercialization, etc.)
- **Local, Emerging, & Anchor Industries**: Expand inclusive economic development strategies to additional industries: Construction, Healthcare, Childcare, Infrastructure, Housing, Education & Skilled Workforce, and future emerging industries (e.g., Spectator Sports & Entertainment)
- **Technical Assistance**: Industry-specific accelerator programming, trade and investment: domestic & international business promotion, localized capacity-building support

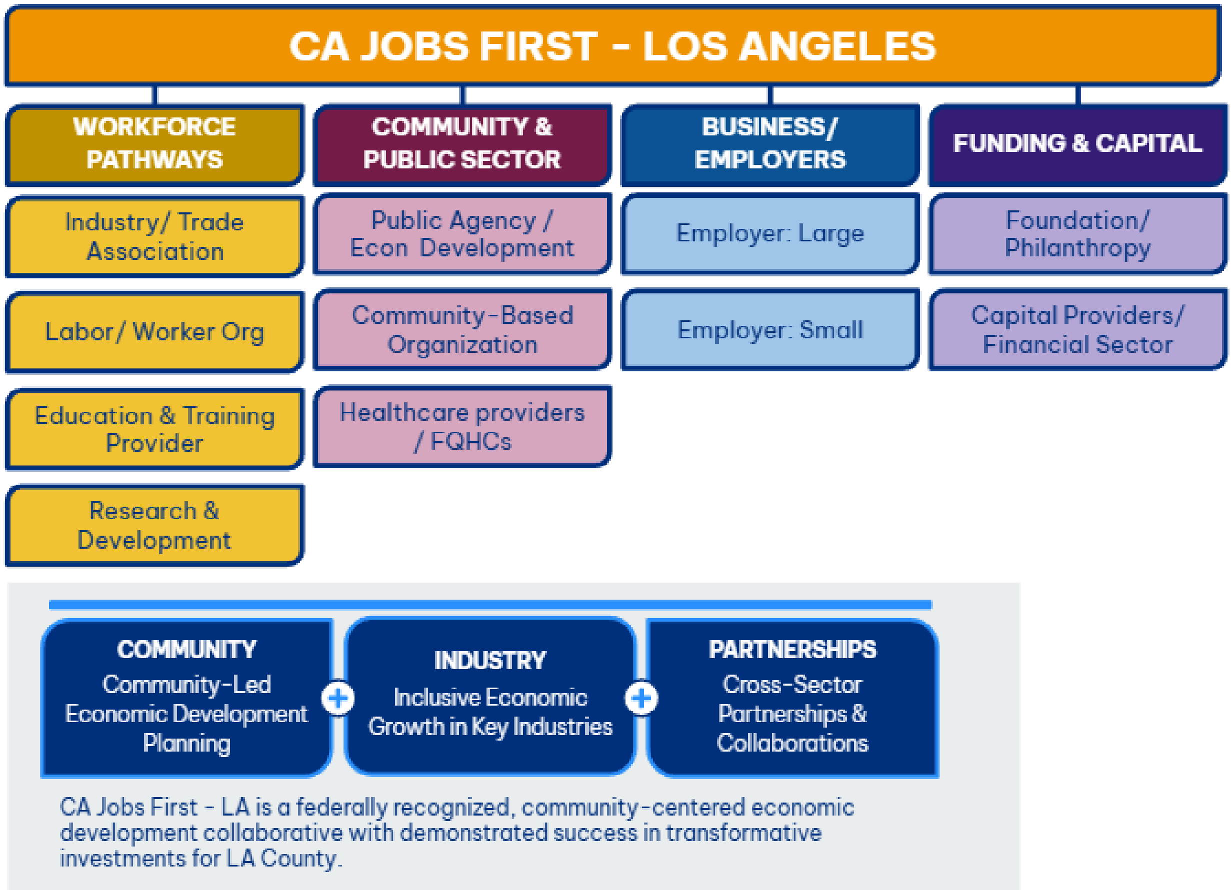
PARTNERSHIPS

How: CJF-LA has built a strong cross-sector network of workforce, industry, labor, public sector, philanthropic, and community-based partners. Through standing convenings, regional coordination, activation planning, and collaborative funding opportunities, CJF-LA has established itself as a trusted convener capable of bringing stakeholders together across sectors and SPAs around shared economic development goals.

Opportunities:

- **Leverage regional partnerships** to pursue additional public and private investment opportunities for LA County
- **Strengthen cross-sector coordination** through continued standing convenings and collaborative planning spaces
- **Establish regional councils** around sector-specific ecosystems, inclusive of industry, labor, workforce organizations, education, etc., to launch and scale coordinated programming.

CA Jobs First – LA represents a uniquely comprehensive coalition — spanning workforce, industry, public sector, community, healthcare, and financial partners — intentionally designed to ensure that economic development in LA County is inclusive, coordinated, and driven by the communities it serves.



***How the Pieces Fit Together*:** Each opportunity area above is advanced by the stakeholder categories below. Workforce Pathways partners drive Industry Validation and Workforce/Community Alignment. Community & Public Sector partners anchor Listening Sessions, CBO Engagement, and regional coordination. Employers shape activation plans and data insights. Funding & Capital partners enable coalition-based investment across all three pillars.

Category 1: WORKFORCE PATHWAYS

- **Who**: Industry/Trade Associations, Labor/Worker Organizations, Education & Training Providers, and Research & Development partners
- **What role do they play in the CJF-LA/Economic Development Landscape?:** Workforce pathways partners translate employer needs into workforce initiatives, building talent pipelines that include training programs, apprenticeships, and early-exposure opportunities, and co-designing earn-and-learn models with employers across the five priority sectors.
- **Key Opportunities:**
  - Align workforce programs and education with industry demand to build efficient initiatives and reduce duplication

Category 2: COMMUNITY & PUBLIC SECTOR

- **Who are they**: Public agencies, economic development organizations, community-based organizations, government agencies, and healthcare providers.
- **What role do they play in CJF-LA (if any)**: Community and public sector partners help ensure that CJF-LA remains community-centered by identifying regional priorities, elevating resident and stakeholder voices, informing planning and implementation efforts, and helping align economic development strategies with local needs.
- **What role in the economic development landscape**: Community & Public Sector represent the needs of regional stakeholders being served and work within ecosystems to provide solutions for regional issues and barriers.
- **Key Opportunities**:
    - Support regional coordination to educate, inform, and support LA County’s emerging needs

Category 3: EMPLOYER

- **Who are they**: Large employers, small businesses, industry associations, suppliers, and sector leaders across CJF's priority industries.
- **What role do they play in CJF-LA (if any)**: Employers help identify industry needs, shape workforce and economic development strategies, inform activation plans, and support training and hiring opportunities tied to regional industry growth.
- **What role in the economic development landscape**: Employers help drive regional growth by creating jobs, identifying workforce needs, and ensuring economic development strategies stay aligned with industry demand.
- **Key Opportunities**:
    - Employers can partner with ecosystem coalitions to strengthen funding applications and commit to pathways that support direct internship and job opportunities.

Category 4: FUNDING & CAPITAL

- Who are they: Philanthropic organizations, public funders, financial institutions, capital providers, and investment stakeholders.
- What role do they play in CJF-LA (if any): Funding and capital partners help advance CJF-LA priorities by identifying and sharing public and private funding opportunities, supporting collaborative investments, and reducing barriers to capital
- What role in the economic development landscape: Funding and capital partners provide the financial support needed to move projects from planning to implementation, support cross-sector collaboration, reduce barriers, and help scale inclusive economic development efforts across the region.
- **Key Opportunities:**
    - Philanthropy can partner with ecosystem coalitions to help fund scalable models, such as workforce pathways, to help meet industry demand.

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HOW WE DELIVER: OUR MISSION

The Los Angeles Collaborative builds on 3+ years of intentional coalition-building, aligning public, private, labor, education, and community partners across Los Angeles County to advance coordinated, equitable, and inclusive economic and workforce strategies that expand access to quality jobs, strengthen regional industries, and support long-term climate and economic resilience.

OUR IMPACT

$40M	$34M	26	$10M
in regional funding leveraged through CJF LA Planning & investment	awarded by CJF Implementation for Life Sciences & Quantum sectors	grants distributed, advancing regional priorities across 6 sectors	directed to disinvested communities

WHY THE LA COLLABORATIVE MATTERS

- Aligns 800+ cross-sector partners around a shared regional economic strategy, bridging government, labor, education, industry, philanthropy, and community systems.
- Connects statewide priorities to coordinated regional implementation across Los Angeles County.
- Directs investment toward underserved communities and high-opportunity industries.

HOW THE STATE CAN BUILD ON THIS

- Secure dedicated, multi-year funding to sustain regional coordination and the infrastructure California has already helped build.
- Establish flexible, braided funding mechanisms that allow regions to coordinate funding and implementation across state agencies and sectors.
- Remove barriers to project delivery while strengthening partnerships between state and regional agencies.

INDUSTRIES IMPACTED

- Aerospace
- Bioscience
- Clean & Renewable Energy
- Construction
- Healthcare
- Transportation & Logistics
- Video Production & Distribution

LA COUNTY'S ECONOMIC FOOTPRINT

Los Angeles County spans 4,084 square miles and is home to 9.8 million residents - more people than 41 states. Its $1 trillion economy supports nearly 4.6 million jobs, underscoring the County's significant economic scale and reach.

CALIFORNIA JOBS FIRST
Los Angeles Collaborative

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WHY THE LA COLLABORATIVE MATTERS

- Aligns more than 800 cross-sector partners around shared economic priorities
- Connects funders, employers, educators, and community organizations to accelerate impact
- Reduces duplications by coordinating investments across sectors that creates scalable, replicable models across California

HOW PARTNERS CAN ENGAGE

INVEST

- Support regional initiatives that scale proven solutions

PARTNERSHIP

- Collaborate on workforce, innovation, and industry initiatives

LEADERSHIP

- Support backbone infrastructure and systems change

INDUSTRIES IMPACTED

Aerospace

Bioscience

Clean & Renewable Energy

Construction

Healthcare

Transportation & Logistics

Video Production & Distribution

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Los Angeles County spans 4,084 square miles and is home to 9.8 million residents - more people than 41 states. Its $1 trillion economy supports nearly 4.6 million jobs, underscoring the County's significant economic scale and reach.

LETTER OF INTEREST FOR FUNDING

OVERVIEW: This letter of interest for funding makes the case for the long-term sustainability and local ownership of CJF in LA County.

INTENDED AUDIENCE: Potential grantmakers, philanthropic organizations, and investors • ISAC members • Future CJF-LA governance/advisory Entity

OVERVIEW

This letter of interest for funding makes the case for the long-term sustainability and local ownership of CJF in LA County.

1. Funding Request: A targeted request to reach a $5,000,000 goal over 2 years ($2,500,000 per year) to sustain CJF-LA
2. Funding Items: This funding will support CJF-LA's continued:
   a. Inclusive Economic Development Planning
   b. Economic Growth in Key Industry Sectors
   c. Cross-Sector Partnerships & Convenings
   d. Operational management

RE: Community-Centered Economic Development For Good-Paying Jobs in Los Angeles

CA Jobs First in LA County (CJF-LA) is a federally-recognized community-centered economic development collaborative with demonstrated success in cross-sector catalytic funding investments for LA County. The initiative began in 2021 by Governor Gavin Newsom as a ground-up economic development planning effort across 13 regions in California. CJF-LA is one of 13 regions and is currently led by a 15-member governing body representing cross-sector leaders who provide guidance for community-centered economic development strategies. We envision an LA County where everyone has an equitable pathway to obtain and create jobs with sustainable wages and economic mobility.

Inclusive economic development growth in a region where entities have historically competed for the same funding opportunities is challenging. While LA County is an incredibly complex and competitive region, CJF-LAs has nonetheless excelled in leveraging cross-sector partnerships to pursue transformative investment opportunities.

Demonstrated Success Securing Transformative Investments for LA County

The CA Jobs First initiative has built a strong track record leveraging cross-sector partnerships among industry, labor, academia and non-profit groups to pursue public and private regional investment opportunities.

- **2022 - $5M** in State Funding for Planning: In 2022 CJF-LA was awarded $5,000,000 in state funds to develop regional economic roadmaps in partnership with communities across Los Angeles, of which $2,200,000 was disbursed to 110 partner organizations across Los Angeles County for outreach and engagement efforts to develop a Regional Report. The report was later included in the State of California's Economic Development plan, which received a Comprehensive Economic Development Strategy (CEDS) certification by the US Economic Development Administration, giving us a competitive edge in securing federally funded economic development grants.
- **2025 - $14M** in State Funding for Predevelopment Projects: In 2025 CJF LA was awarded $14,000,000 in state funds, of which **$9,000,000** was disbursed as seed funding to 26 predevelopment projects with strong community collaboration components and the potential to create high-quality jobs. Mid-term progress data shows that Catalyst projects are currently supporting over 186 work-based learning opportunities,195 industry recognized certifications, and 94 partnerships between non-profit & industry groups.
- **2025 - $23.9M** in State Funds for Implementation: In September 2025, the Los Angeles County Department of Economic Opportunity (DEO), in collaboration with a regional consortium of partners, secured $23.92 million in California Jobs First (CJF) implementation funding to advance interconnected life sciences projects—positioning LA County as a national leader in life sciences innovation and job creation.

After four years of impactful economic development under the CA Governor's Office of Business and Economic Development (GO-Biz) CJF-LA is at a critical inflection point. As the program begins to sunset and CA transitions to a new gubernatorial administration, we have a unique opportunity to advocate for local ownership and long-term sustainability. We are writing to respectfully request $###,### [include targeted ask here] to reach our $5,000,000 goal over 2 years ($2,500,000 per year) to sustain our community-driven economic development initiative. We also urge the state to ensure that economic development funding is allocated equitably among California's regions, with investments aligned to each region's share of the state's population and economic output. Such an approach would recognize the outsized role our region plays in driving California's economy while ensuring communities receive resources commensurate with their impact and needs. This funding will support CJF-LA's continued:

- **Community-Led Economic Development Planning** by funding community outreach & engagement strategies to engage community stakeholders, including community-based organizations, government entities, industry representatives, workforce training providers, labor groups, academia, and others.
- **Inclusive Economic Growth in Key Industry Sectors** by funding industry stakeholder councils and activating industry growth through strategies like industry-aligned workforce development and work-based training.
- **Cross-Sector Partnership & Collaboration** by funding industry stakeholder convenings, development of industry strategies for the region to secure additional public and private regional investments.
- **CJF-LA Backbone Support** for operational management including programmatic, fiscal and compliance staff support and technical assistance tools.

This funding will help us deepen the regional momentum and hard-worn alignment among key stakeholders within Los Angeles and across other CA regions.

Robust Framework for Community-Centered Economic Growth

California Jobs First has developed a framework for community-centered economic growth, job creation, and industry development in Los Angeles County. With more than 800 partners—including public agencies, private-sector employers, CBOs, economic development organizations, workforce centers, and education providers —California Jobs First has the infrastructure to deliver real jobs, employer partnerships, and sector strategies across the region. We welcome the opportunity to explore a partnership to further anchor and catalyze this movement for an enduring impact.

Thank you for your consideration.

FISCAL SPONSOR OVERVIEW

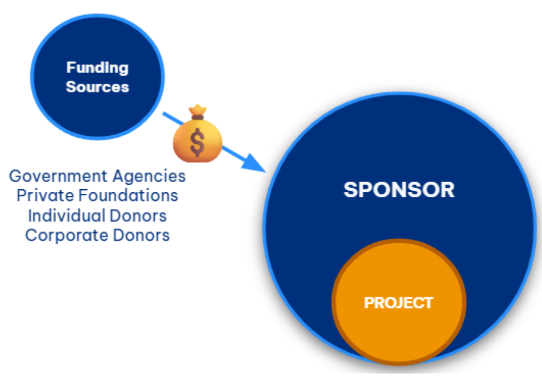
OVERVIEW: This document explains why CA Jobs First - LA (CJF-LA) may consider establishing a fiscal sponsorship structure by outlining two models: Model A: Comprehensive Fiscal Sponsorship and Model C: Pre-Approved Grant Relationship.

INTENDED AUDIENCE: ISAC members • Future CJF-LA governance/advisory Entity • Regional leaders and Collaborative partners • Prospective fiscal sponsors and legal/administrative advisors

OVERVIEW

This document explains why CA Jobs First - LA (CJF-LA) may consider establishing a fiscal sponsorship structure by outlining two models: **Model A: Comprehensive Fiscal Sponsorship** and **Model C: Pre-Approved Grant Relationship.**

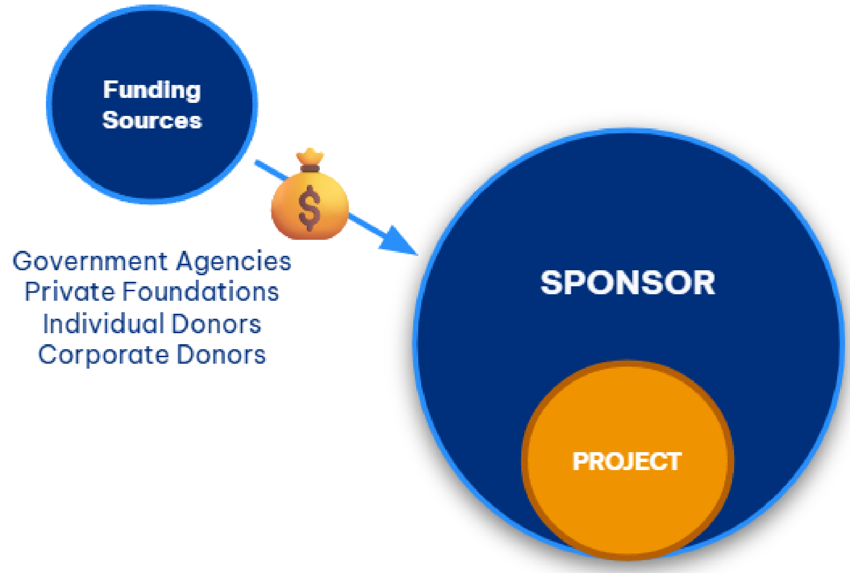
VISUALS



Why would CJF-LA consider a fiscal sponsor?

A fiscal sponsor is a 501(c) (3) (non-profit and tax-exempt) entity that provides fiduciary oversight, administrative management, and other administrative services to a project/initiative. A fiscal sponsorship may benefit the next phase of CJF-LA to build capacity and raise funds.

Fiscal Sponsorship Models



MODEL A - Comprehensive Fiscal Sponsorship

Administrative Fee/Percent of Revenue Costs: ~**10%-15%**

In Model A, CJF-LA 2.0 would be operated as a program under the fiscal sponsor. While the program focuses on fundraising and impact, the fiscal sponsor assumes all fiduciary oversight, administrative management, and other administrative services (i.e. tax and regulatory filings, financial and grants management, compliance, asset management and liability insurance, etc.) to keep the program running.

Benefits:

- *501(c) (3) status from fiscal sponsor,*
- *Consolidated legal, compliance and operating risks*
- *Turnkey infrastructure for short-, medium-, or long-term needs*

MODEL C - Pre-Approved Grant Relationship

Administrative Fee/ Percent of Revenue Costs: ~**4%-8%**

In Model C, CJF-LA 2.0 would operate as an independent legal entity and would work with the sponsor to accept donations and grants for approved charitable purposes.

Benefits:

- *Bridge support for entities seeking independent 501(c) (3) status*

How to Establish a Fiscal Sponsorship

1. **Find a Fiscal Sponsor:** for a partial list of organizations that serve as fiscal sponsors, visit the Fiscal Sponsor Directory (San Francisco Study Center), or inquire among your networks.
2. **Submit a Proposal to the Prospective Sponsor:** The Project should submit to the Sponsor a written sponsorship request or "proposal" describing each activity it proposes to conduct that will further the Sponsor's tax-exempt purpose.
3. **Execute a Fiscal Sponsorship Agreement:** The agreement must state clearly that the Sponsor retains complete discretion and control over the use of the contributions it receives on behalf of the Project. The agreement should also include a mechanism explaining how to terminate the relationship and how the Project's activities and assets will be separated from the Sponsor in case of termination. For more information, please view Public Counsel's Fiscal Sponsorship resource.

Key Questions to Consider

1. Cultural and Values Fit

- Consider the fiscal sponsor's mission, values, and approach to decision-making - how well do they align with our mission, vision and goals?

2. Competitive Sector

- Consider which fiscal sponsor and model would allow CJF-LA 2.0 to maintain a distinct identity and competitive positioning while still benefiting from the sponsor's infrastructure

3. Risk Assessment

- Consider how each model may expose the project to risks related to compliance, liability, or dependency on the sponsor's systems and decisions

Sources

Fiscal Sponsorship: An Alternative to Forming a Nonprofit 501(c)(3) Corporation (Public Counsel Law Center)

Fiscal Sponsorship Models at a Glance (Fiscal Sponsorship: 6 Ways To Do It Right, Third Edition)

Fiscal Sponsorship 101 - Social Impact Commons

FUNDER'S BRIEFING PLANNING

OVERVIEW: This document outlines a proposed Funder's Briefing to bring together philanthropic foundations, impact investors, corporate funders, and other capital providers to learn about CJF-LA's regional economic development strategy and explore opportunities for strategic investment.

INTENDED AUDIENCE: ISAC members • Future CJF-LA governance/advisory Entity • Regional leaders and Collaborative partners • Potential funding and investment partners

OVERVIEW

This document outlines a proposed Funder's Briefing to bring together philanthropic foundations, impact investors, corporate funders, and other capital providers to learn about CJF-LA's regional economic development strategy and explore opportunities for strategic investment.

What is a Funder's Briefing?

A funders' briefing convenes grantmakers, philanthropic organizations, and investors to learn more about key issue areas and strategic initiatives, share insights, and make informed funding and investment decisions. Beyond supporting investment opportunities, these briefings serve as an important forum for cultivating relationships and engaging funders as key stakeholders in our economic development ecosystem.

Preparation Work Ahead of a Proposed Funder's Briefing for CJF-LA

Before convening a funder briefing, consider the following steps to build relationships and identify opportunities for alignment.

- **Discuss Current Awareness and Engagement** among philanthropic, corporate, and impact investment stakeholders. Map existing and prospective relationships with key stakeholders and identify current champions and trusted messengers who can serve as ambassadors to facilitate warm handoffs.
- **Build Rapport & Trust** through targeted outreach and relationship-building to understand prospective funder priorities and identify shared goals.
- **Engage in Targeted Strategy Discussions** with a carefully selected group of prospective funders and investors to explore aligned priorities, identifying partnership opportunities, and developing a preliminary list of potential investments in key projects/ initiatives.

Proposed Purpose of Convening

Convene philanthropic organizations, impact investors, and other capital providers to:

1. **Learn about CJF-LA's Comprehensive Economic Development Strategy** and its role in aligning workforce, industry, and economic development partners around a shared regional vision) and,

2. **Explore strategic investment opportunities** to strengthen CJF-LA's capacity and coordinating infrastructure to align regional initiatives, leverage public funding, and advance equitable economic growth in LA County
3. **Hear directly from funders and investors** about their priorities, investment strategies, and perspectives on regional economic development to inform CJF-LA's work and identify areas for alignment and co-investment.

Proposed Long-Term Outcomes

Outcome 1: Build Understanding of CJF-LA's Regional Coordination Role

- Increase awareness of CJF-LA's role
- Align on role of philanthropy and private capital

Outcome 2: Explore Shared Strategy to Leverage Public & Private Funding

- Explore opportunities to align public/private funding around a shared economic development strategy

Outcome 3: Establish a Foundation for Long-Term Partnership

- Build a foundation for long-term funding to advance inclusive economic growth and regional resilience

Draft Agenda

A. Welcome & Opening Remarks

1. Include: Why California Jobs First matters for the region and the role of philanthropy and private capital
2. Impact Story

B. Panel Discussion: Investing in Inclusive Economic Growth

Potential Panelists:

1. Catalyst Awardee,
2. Philanthropic Foundation Leader,
3. Impact Investor,
4. Workforce Development or Industry Partner

C. Building a Shared Commitment to Action

Philanthropy & private capital outline key priorities to build inclusive economic growth in LA region + next steps for coordinated funding and partnership

D. Closing Reflections

Legacy Blueprint | August 2026

Continue the Legacy

The LA County Jobs First Collaborative is building a coordinated, inclusive, and resilient regional economy where investments generate quality jobs, strengthen priority sectors, and expand opportunity across Los Angeles County.

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www.lacerf.org

California Community Foundation

California Jobs First
Los Angeles Collaborative

LAEDC