

SKILLS IN THE STATES

SECTOR PARTNERSHIP POLICY



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NATIONAL SKILLS COALITION
Every worker. Every industry. **A strong economy.**

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Summary

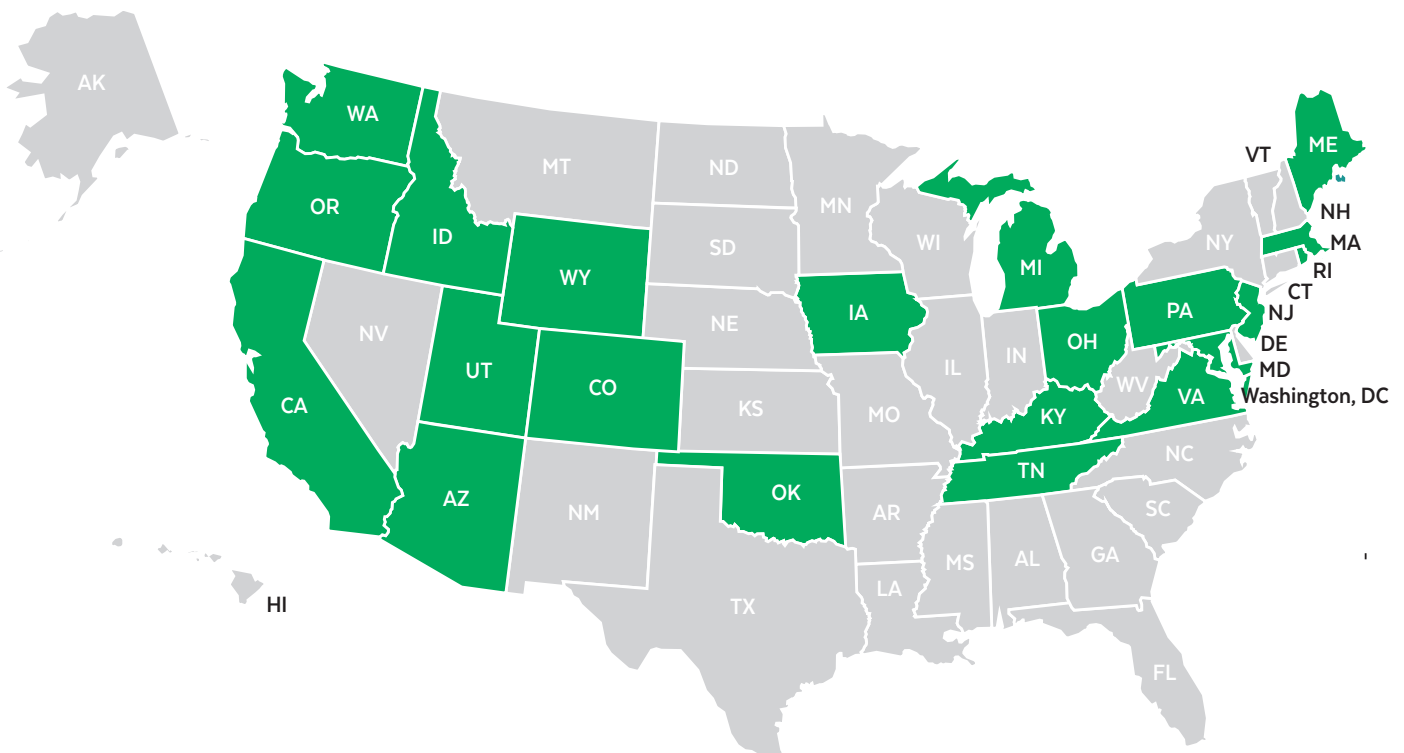
Across the country, state policymakers are identifying education and job training as a critical component of their state's economic development strategy. By preparing workers for jobs that require education and training beyond high school, states can provide economic opportunity to workers and their families while at the same time providing businesses with the skilled workforce they need to succeed. In an environment of limited resources, it's critical that state policymakers invest in workforce development strategies that work.

Sector partnerships, which convene multiple employers with education, training, labor, and community-based organizations to address the local skill needs of a particular industry, are a proven strategy for helping workers prepare for middle-skill jobs and helping employers find skilled workers.¹ States can adopt policies that help establish, sustain, and scale local sector partnerships by providing ongoing funding,

technical assistance, and/or support through program initiatives. Through this 50-state scan, National Skills Coalition finds that 21 states have such sector partnership policies in place, and as such, are positioned to help local communities meet the needs of both workers and employers in key industries.

We expect the number of states with sector partnership policies to increase as states implement the federal Workforce Innovation and Opportunity Act (WIOA). Passed with overwhelmingly bipartisan support in 2014, WIOA requires sector partnerships as a local workforce activity, and requires states to support those local efforts. If the law's intent is realized, more states will adopt policies to support local sector partnerships. Moreover, the 21 states with policies already in place will have more opportunities to strengthen or scale-up their existing policies.

TWENTY-ONE STATES HAVE ESTABLISHED SECTOR PARTNERSHIP POLICIES



Introduction

In every state, middle-skill jobs, which require education or training beyond high school but not a bachelor's degree, account for the largest share of the labor market. Yet too often, employers can't find enough workers trained to the middle-skill level. Sector partnerships help solve this problem by bringing together multiple employers with education, training, labor, and community-based organizations to address the local skill needs of a particular industry. They provide a human resources function for multiple employers in an industry whose businesses share common occupations and workforce needs, and they create opportunities for workers to train for and access skilled jobs within an industry. The regular and continuous convening of multiple employers within a local industry and other workforce partners is what differentiates sector partnerships from other job-driven strategies.

While some states have, over the past several years, embraced sector partnerships as a central component of the workforce development system, the federal government did not adopt the practice in law until last year. The passage of the Workforce Innovation and Opportunity Act (WIOA) in July 2014 changed this, making sector partnerships a required strategy under federal statute. Under WIOA, local workforce boards must use certain funds to “develop, convene, or implement” sector partnerships.² WIOA also requires states to support sector partnerships. Under WIOA, states must use a portion of statewide discretionary funds to support local areas in the development, convening, and implementation of industry or sector partnerships.³ State workforce boards must assist the Governor in developing and expanding strategies for meeting the needs of employers, workers, and jobseekers, particularly through sector partnerships related to in-demand industry sectors and occupations.⁴

If WIOA's intent comes to fruition, more states will adopt policies to support local sector partnerships, and more local communities will use these partnerships to close skill gaps and meet the needs of both workers and employers in key industries. By establishing a state-level policy to support local sector partnerships, states can ensure that these partnerships are a critical, sustainable, and scalable component of their state's skills strategy.

In anticipation of WIOA's provisions beginning to take effect in July 2015, National Skills Coalition has conducted the first-ever scan of state-level sector partnership policies in all

SECTOR PARTNERSHIPS TYPICALLY CARRY OUT THE FOLLOWING ACTIVITIES:

- Analyze an industry's current and future skill needs in the local area and identify occupations with skill gaps
- Develop a plan to close the skill gaps in the industry
- Assist in the implementation of the plan by carrying out activities such as:
 - Identifying common skill standards and promoting industry-recognized credentials
 - Building career pathways to skilled jobs in the industry
 - Creating or informing training programs and curricula

Sector partnerships are typically convened by organizations interested in aligning workforce development programs with the local area's economy and industry needs. These conveners or “intermediaries” may include local workforce boards, community colleges, chambers of commerce, community-based organizations, funder collaboratives, or economic development organizations. Intermediaries typically staff the activities of sector partnerships and may also help raise and manage funding. While employers typically do not convene sector partnerships, their leadership and engagement is critical in order for the partnership to develop strategies that are responsive to industry-specific workforce needs. Other partners may include education and training providers, labor, government agencies, and philanthropy.

50 states and the District of Columbia. This scan provides a baseline of states that currently have policies in place. For states that do not currently have a sector partnership policy in place, the scan describes other state-level workforce activities that target industries or sectors. This scan will be updated to track state-level progress in realizing WIOA's vision of sector partnerships as a key component of the workforce development system.

Defining State Sector Partnership Policies

This report offers a new definition of a state sector partnership policy as **a state-level policy that authorizes ongoing state support for local sector partnerships through funding, technical assistance, and/or program initiative(s)**. This definition is generally consistent with definitions used in previous bodies of work on this topic.⁵

Criteria for a State Sector Partnership Policy

In conducting the scan, National Skills Coalition counted a state as having a sector partnership policy if it provided at least one of the following forms of support to local sector partnerships in more than one industry:

- **Funding:** States can provide funding to local partnerships through grants or formula funds, using state or federal resources. We do not count as funding one-time federal grants intended to support sector partnerships (e.g., Trade Adjustment Assistance Community College and Career Training (TAACCT) grants, State Energy Sector Partnership grants (SESP), etc.) because such grants are not a consistent source of funding and may reflect a federal policy or program requirement rather than a state policy.⁶
- **Technical Assistance:** States can provide technical assistance to local partnerships in many forms, including assistance convening and staffing partnerships; professional development and capacity building through academies, toolkits, and peer sharing networks; labor market and economic analysis for the purpose of identifying sectors or customized for the use of sector partnerships; and information on worker training, skills standards, and industry-based certifications.
- **Program Initiatives:** States can support local partnerships by adopting legislation or administrative policies that require or promote the use of local sector partnerships as part of a state program or initiative, or as part of a federally-funded program beyond what is necessary to

A NOTE ON TERMINOLOGY:

- **Local vs. Regional:** This scan uses the term “local” to refer to a labor market area, which could include one or more workforce development areas under WIOA. Some states use the term “region” instead. When describing individual state sector partnership policies, we use the term used by the state.
- **Sector vs. Industry Partnership:** The terms sector partnership and industry partnership are often used interchangeably in the workforce development field. This scan uses the term “industry partnerships” when states refer to the partnerships they support using that term.

meet federal requirements. Examples of program initiatives include legislation or administrative policies (e.g. workforce board resolution, request for proposals) that promote local sector partnerships as a key aspect of the state's workforce development strategy or that set criteria for local sector partnerships; policy guidance documents that instruct local areas to support local sector partnerships; or competitive grants that provide extra points to proposals that include sector partnerships.

These three types of support are not mutually exclusive, and some states provide more than one type of support to local sector partnerships.

An Important Distinction: State Sector Partnership Policies vs. Other State-Level Activities that Target Sectors

State activities that target sectors are not limited to state sector partnership policies. In fact, states use a variety of activities to meet the needs of leading industries. For example, some states have economic development initiatives that target key industries with a focus on preparing a skilled workforce, and others convene state-level committees that develop plans to address the skill needs of key industries in the state. For each state that does not have a sector partnership policy that meets our definition, we describe other state-level workforce development activities that target industries or sectors, although our description may not capture all state-level activities. Since so many states have received one-time federal grants to support sector-targeted workforce development, we do not make note of such grants.

We provide this information on other state-level sector activities so that state policymakers, administrators, and advocates can determine whether existing activities might provide a foundation for establishing a state sector partnership policy.

There are key reasons why states should establish a state sector partnership policy. First, there are distinct benefits that come from the continuous and deep engagement of multiple partners connected to a local sector. Through such engagement, sector partnerships are able to thoroughly assess the shared workforce needs of firms in a local industry and develop or refine education and training programs to specifically meet those needs.⁷ Second, by establishing a sector partnership policy, states can fulfill WIOA's requirements.

We also make note of states that have had sector partnership policies in the past. Some states used Workforce Investment Act (WIA) statewide discretionary funds to support local sector partnerships. Under that law, 15 percent of the state's WIA funds could be used for statewide activities at the governor's discretion. In 2011, Congress reduced this share to five percent, resulting in fewer state sector partnership policies.⁸ WIOA provides an opportunity for these states to re-establish sector partnership policies: the new Act restores the statewide discretionary funding level to 15 percent⁹, and requires states to use a portion of those funds to support local sector partnerships.

Key Findings

As shown in the table on the following page, there are 21 states with sector partnership policies in place that meet our definition.

- **Funding:** Fifteen of these states provide funding to local sector partnerships. Of these 15, 11 use state funding sources; 3 use federal funding sources; and one blends federal and state funds to support local sector partnerships. The vast majority of these states allocate funding to local sector partnerships through a competitive grant process, though two states do provide formula grants to local intermediaries who convene partnerships.
- **Technical Assistance:** Fifteen of these states provide technical assistance to local sector partnerships. Common forms of technical assistance include state staff expertise and support to local partnerships, data analysis, peer-to-peer learning opportunities, and toolkits. Technical

assistance is never the sole type of support provided; instead it is always provided in concert with funding or a program initiative.

- **Program Initiative(s):** All of these states use program initiatives to provide support for local sector partnerships. In states that also provide funding to partnerships, program initiatives typically come in the form of statutes that establish the programmatic framework for the state's sector partnership policy or administrative policies that guide the spending of federal or state funding on sector partnerships. The majority of states that provide funding also use requests for proposals or applications to describe the framework for the state's sector partnership policy and to set specific criteria for partnerships. States that do not provide funding for local sector partnerships tend to require or promote sector partnerships as a key aspect of their state's workforce development strategy through state plans, economic development initiatives, and workforce policy guidance.

Looking Ahead

Many state policymakers identify a skilled workforce as an integral part of their state's economic growth strategy. State sector partnership policies can serve as a key strategy for developing that skilled workforce. By authorizing ongoing funding, technical assistance, and/or program initiatives, state sector partnership policies support local partnerships that address the specific skill needs of employers and workers in target industries. State sector partnership policies also provide a mechanism for realizing WIOA's vision of sector partnerships as a key component of the workforce development system.

Twenty-one states already have sector partnership policies in place and are well-positioned to use WIOA to strengthen or expand sector partnerships in their state. The majority of states without sector partnership policies have some other state-level workforce activities that target key industries or sectors. These activities may provide a foundation for developing a state-level policy to support sector partnerships that can help grow those industries.

As states implement WIOA, National Skills Coalition will update this scan to track state-level progress in adopting sector partnership policies. As states look ahead to the future of their workforce development system under WIOA, we hope they will see sector partnership policies as a central strategy.

SUMMARY OF SECTOR PARTNERSHIP POLICY IN THE STATES

State	SECTOR PARTNERSHIP POLICY			NO SECTOR PARTNERSHIP POLICY	
	Funding	Technical Assistance	Program Initiative(s)	Past Sector Partnership Policy	Other State-Level Targeted Sector Activities
Alabama					✓
Alaska					✓
Arizona		✓	✓		
Arkansas					✓
California	✓ Federal & State	✓	✓		
Colorado		✓	✓		
Connecticut					✓
Delaware					
District of Columbia					✓
Florida					✓
Georgia					✓
Hawaii					✓
Idaho	✓ State	✓	✓		
Illinois				✓	✓
Indiana				✓	
Iowa	✓ State		✓		
Kansas					
Kentucky	✓ Federal	✓	✓		
Louisiana					
Maine	✓ Federal		✓		
Maryland	✓ State	✓	✓		
Massachusetts	✓ State	✓	✓		
Michigan		✓	✓		
Minnesota				✓	✓
Mississippi					✓

State	SECTOR PARTNERSHIP POLICY			NO SECTOR PARTNERSHIP POLICY	
	Funding	Technical Assistance	Program Initiative(s)	Past Sector Partnership Policy	Other State-Level Targeted Sector Activities
Missouri					
Montana					✓
Nebraska					✓
Nevada					✓
New Hampshire					
New Jersey	✓ State		✓		
New Mexico					
New York				✓	✓
North Carolina					✓
North Dakota					✓
Ohio	✓ Federal	✓	✓		
Oklahoma		✓	✓		
Oregon	✓ State	✓	✓		
Pennsylvania	✓ State	✓	✓		
Rhode Island	✓ State	✓	✓		
South Carolina					✓
South Dakota					
Tennessee	✓ State		✓		
Texas					✓
Utah	✓ State	✓	✓		
Vermont					
Virginia	✓ State		✓		
Washington			✓		
West Virginia					
Wisconsin				✓	✓
Wyoming		✓	✓		

STATE POLICIES THAT PROVIDE FUNDING TO SUPPORT LOCAL SECTOR PARTNERSHIPS

Most Recent Year for which Data are Available

State	Policy	Funding Source	Annual or Biennial Amount Awarded to Partnerships	Number of Awards	Range of Award Amounts
CA ¹	Doing What Matters for Jobs and the Economy	Braids federal and state funding sources	N/A	N/A	N/A
ID	Industry Sector Grants	State Workforce Development Training Fund	\$897,526*	3	\$202,000 - \$463,000
IA ²	Pathways for Academic Career and Employment (PACE)	State General Fund Appropriation	N/A	N/A	N/A
KY	Industry Partnerships	Federal WIA Statewide Discretionary Funds	\$187,450	4	\$37,450 - \$50,000
MD	Employment Advancement Right Now (EARN)	State General Fund Appropriation	\$7.4 Million*	40	\$52,700 - \$455,000
MA	Middle Skills Gap Grant Program	Workforce Competitiveness Trust Fund	\$4.5 Million*	15	\$200,000 - \$500,000
ME ³	Maine Industry Partnerships	Federal Funds	N/A	N/A	N/A
NJ ⁴	Opportunity4Jersey Training Grants	State Workforce Development Partnership Program Training Fund	\$547,474	5	\$10,000 - \$192,000
OH	Industry Workforce Alliance Pilot	U.S. DOL Incentive Grant and Governor's Office of Health Transformation Innovation Fund	\$1.4 Million*	6	\$243,000 each
OR	Sector Strategies	State General Fund Appropriation	\$1.4 Million	7	\$200,000 each
PA	Industry Partnerships	State General Fund Appropriation	\$1.7 Million	20	Approximately \$85,000 each
RI	Industry Partnerships Program	State Job Development Fund	\$1.1 Million	8	\$104,000 - \$193,000
TN	Labor Education Alignment Program (LEAP)	State General Fund Appropriation	\$10 Million	12	\$136,000 - \$992,000
UT	Utah Cluster Acceleration Project (UCAP)	State Unemployment Insurance Special Administration Fund	\$1 Million	8	\$33,000 - \$200,000
VA ⁵	Governor's Competition for Talent Solutions	State Funds	N/A	N/A	N/A

¹ California's Doing What Matters Initiative provides funding to support sector partnerships. The funding is provided from braided funding sources in the form of several grants rather than through a single grant program for partnerships.

² Iowa provides a total of \$5 million in PACE grants to each of its 15 community colleges. Grant awards can be used to support career pathways and sector partnerships.

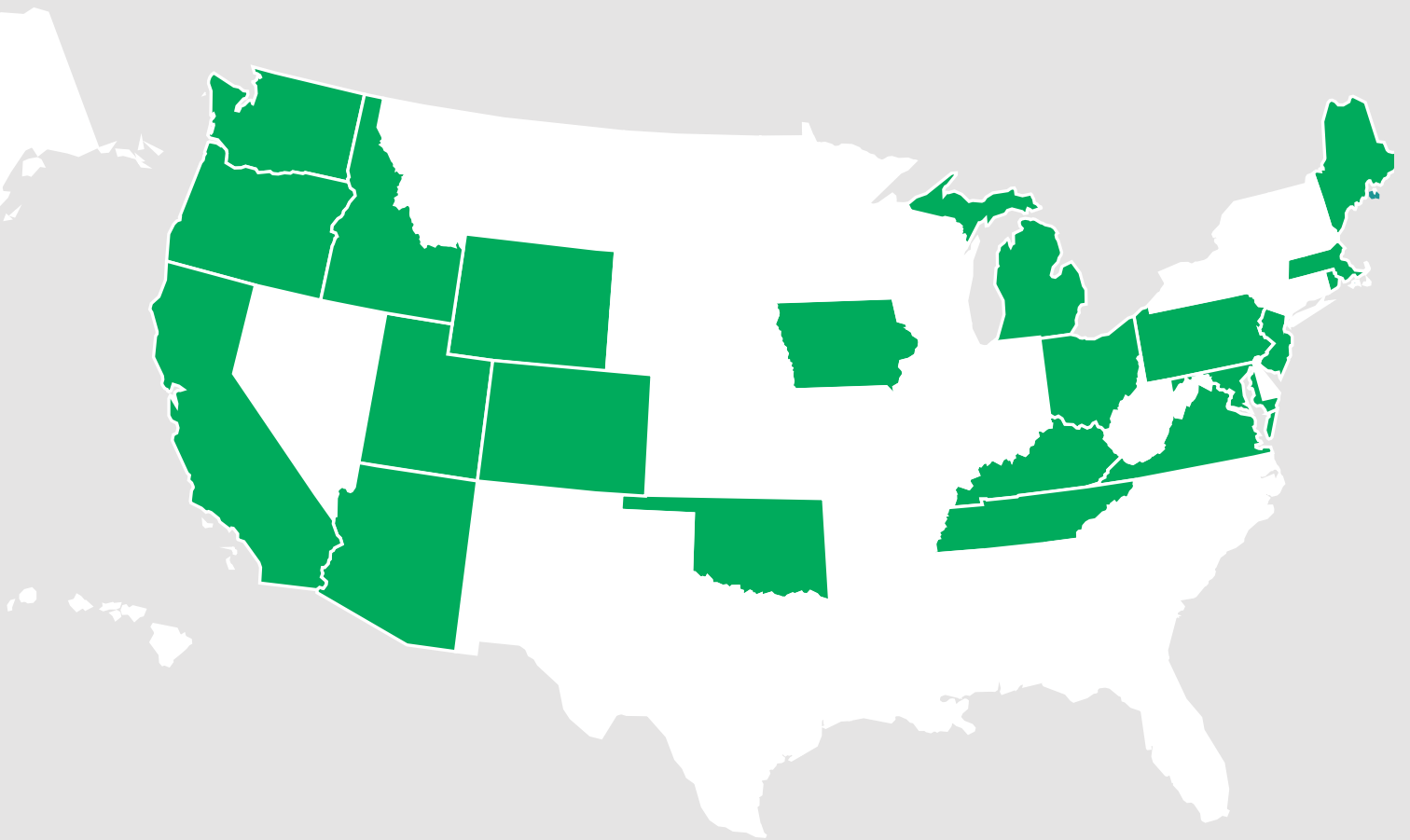
³ Maine reported that they intended to use federal funds to support industry partnerships. No further information is available.

⁴ New Jersey made six Opportunity4Jersey Grants in FY2015 but we do not count one in this table because it did not support a partnership with multiple employers.

⁵ Virginia released the RFP for this program in summer 2015 and has not yet made its first round of grants.

*Grants cover more than one year.

Sector Partnership Policy: State by State



ALABAMA

SECTOR PARTNERSHIP POLICY IN PLACE		NO
Funding		No
Technical Assistance		No
Program Initiatives		No
Other		
Past Sector Partnership Policy in Place		No
Other State-Level Targeted Sector Activities		Yes
Description		
Alabama's "Accelerate Alabama" economic development plan has identified 11 targeted industry sectors statewide. The plan identifies workforce training as key to recruiting and retaining businesses in those industries.		

ALASKA

SECTOR PARTNERSHIP POLICY IN PLACE		NO
Funding		No
Technical Assistance		No
Program Initiatives		No
Other		
Past Sector Partnership Policy in Place		No
Other State-Level Targeted Sector Activities		Yes
Description		
Alaska's state workforce board has developed workforce plans for five industries .		

✓ ARIZONA

SECTOR PARTNERSHIP POLICY IN PLACE		YES
Funding		No
Technical Assistance		Yes
Program Initiatives		Yes
Description		
<p>Arizona provides support to regional sector partnerships through technical assistance and program initiatives.</p> <p>Technical Assistance: Arizona provides intensive technical assistance, staff expertise, and analytical tools that help partnerships choose target industries.</p> <p>Program Initiative(s): Arizona identifies sector partnerships as a key aspect of its economic development and workforce policies. It also includes sector partnerships in federally-required workforce plans and guidance to local workforce areas.</p>		

ARKANSAS	
Sector Partnership Policy in Place	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>In 2015, Arkansas adopted the Workforce Initiative Act of 2015, which establishes a program to provide planning and implementation grants to support employer-driven career pathways in industry sectors identified by local workforce boards. Proposals can be developed by alliances of technical institutes, community colleges, universities, K-12 education, educational cooperatives, or employers. Under statute, employers are not a required member of alliances.</p>	

✓ CALIFORNIA	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: Federal and state
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>California’s state workforce board and community college system work together to support regional sector partnerships through the California Community Colleges’ Doing What Matters for Jobs and the Economy initiative and the California Workforce Development Investment Board’s SlingShot Initiative.</p> <p>Funding: California Community Colleges’ <i>Doing What Matters for Jobs and the Economy</i> initiative supports regional sector partnerships through grants that braid federal and state funding sources. The state workforce board uses WIA statewide discretionary grants to provide SlingShot regional grants. While SlingShot regional grants are not limited to sector partnerships, they can be used to support them.</p> <p>Technical Assistance: In <i>Doing What Matters for Jobs and the Economy</i>, staff with industry-specific knowledge and expertise deliver technical assistance to regional partnerships. Industry data analysis is also provided to partnerships.</p> <p>Program Initiative(s): Support for regional sector partnerships under <i>Doing What Matters for Jobs and the Economy</i> and <i>SlingShot</i> is authorized by state statute. Senate Bill 1402 (2011-2012) reauthorizes the California Community Colleges Economic and Workforce Development Program (the program that houses <i>Doing What Matters</i>), with the intent that it use industry-driven regional collaboratives. Senate Bill 118 (2013-14) requires the state workforce board to develop an industry sector initiative as part of a strategic workforce plan. The board is implementing this requirement through its SlingShot initiative.</p>	

✓ COLORADO

SECTOR PARTNERSHIP POLICY IN PLACE		YES
Funding		No
Technical Assistance		Yes
Program Initiatives		Yes
Description		
<p>Colorado has had a state sector partnership policy in place for several years. In 2013, Colorado launched the next generation of sector partnerships in the state.</p> <p>Technical Assistance: Colorado provides technical assistance to regional sector partnerships in the form of an annual sectors summit, industry and peer networks, a sector partnership toolkit, staff expertise, intensive coaching, and capacity building.</p> <p>Program Initiative(s): Colorado identifies sector partnerships as a key aspect of its economic development and workforce policies. It incorporates sector partnerships into state initiatives, local workforce planning, and proposals for federal funding. Colorado Senate Bill 205 (2014) recognizes sector partnerships as a proven model for coordinating the needs of industry and workers, and creates the Key Industries Talent Pipeline Working Group and tasks it with utilizing sector partnerships to advise the development of career pathway programs and ensure the coordination of education and workforce initiatives.</p>		

CONNECTICUT

SECTOR PARTNERSHIP POLICY IN PLACE		NO
Funding		No
Technical Assistance		No
Program Initiatives		No
Other		
Past Sector Partnership Policy in Place		No
Other State-Level Targeted Sector Activities		Yes
Description		
<p>The Connecticut Employment and Training Commission (the state workforce board) has an industry sectors committee. Its workgroups for advanced manufacturing and allied health are charged with addressing the workforce priorities of these sectors.</p>		

DELAWARE

SECTOR PARTNERSHIP POLICY IN PLACE		NO
Funding		No
Technical Assistance		No
Program Initiatives		No
Other		
Past Sector Partnership Policy in Place		No
Other State-Level Targeted Sector Activities		No

DISTRICT OF COLUMBIA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>The District of Columbia Workforce Investment Council (which serves as the District’s state and local workforce board) has a workforce intermediary initiative that supports training and job placement in the hospitality and construction industries. Each industry program receives guidance from an industry advisory committee consisting of employers, industry associations, labor unions, and the District’s Department of Employment Services.</p>	

FLORIDA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>Florida has workforce and economic development plans that focus on six industry clusters, and business-led Target Industry Cluster Task Forces to address human capital needs and other economic development issues.</p>	

GEORGIA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>The Go Build Georgia program educates young people on careers in five industries: manufacturing, industrial construction, transportation, energy, and telecommunications. The Governor’s High Demand Career Initiative Report also highlights high demand skills and careers in nine industry sectors.</p>	

HAWAII	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
Hawaii's Workforce Development Council has held a series of employer-led industry skill panels to identify skill needs in specific industries.	

✓ IDAHO	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Idaho provides support for regional sector partnerships through its Industry Sector Grants program.</p> <p>Funding: Grants are provided through the state's Workforce Development Training Fund. Idaho postsecondary institutions can apply for a two-year grant to support training when partnered with at least three employers in a single industry. Industry partners are required to provide a 25 percent cash match. In 2015, Idaho awarded nearly \$900,000 to 3 industry partnerships.</p> <p>Technical Assistance: Idaho uses business specialist staff to provide technical assistance to partnerships supported by Industry Sector Grants. Business specialists help convene partners, develop strategic plans, and conduct analyses of regional labor markets.</p> <p>Program Initiative(s): The Idaho Workforce Development Council identified sector partnerships as a strategy to meet industries' skill needs, has made the Industry Sector Grants program an initiative of its Workforce Development Training Fund, and sets criteria for partnerships.</p>	

ILLINOIS	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	Yes
Other State-Level Targeted Sector Activities	Yes
Description	
<p>Through the Critical Skills Shortage Initiative, Illinois previously used WIA statewide discretionary funds to provide sector partnership grants to local workforce areas. Since the decline in WIA statewide discretionary funds, Illinois has looked for opportunities to use federal competitive grants to support sector-based training. For example, Illinois has used federal funding to create “Illinois Pathways,” which include industry-specific talent networks with a P-20 focus. Illinois has also used a USDOL Workforce Innovation Fund grant to support regional manufacturing partnerships that provide training and work-based learning.</p>	

INDIANA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO (Under Development)
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	Yes
Other State-Level Targeted Sector Activities	No
Description	
<p>The Indiana Career Council is working to develop a state sector partnership policy that will launch or expand regional sector partnerships in accordance with its strategic plan. The Career Council has developed a Sector Strategies Taskforce charged with developing the framework for the state’s sector partnership policy. Indiana previously supported sector partnerships through the Strategic Skills Initiative, which provided competitive funding to address skills shortages in high-wage industries.</p>	

✓ IOWA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	No
Program Initiatives	Yes
Description	
<p>Iowa provides support for local sector partnerships through its Pathways for Academic Career and Employment (PACE) program.</p> <p>Funding: Iowa's PACE program funds partnerships between community colleges, industry, and nonprofits, with the community college serving as the grant recipient. While the PACE program is not limited to sector partnerships, PACE funds may be used to support the development and implementation of regional industry sector partnerships. In 2015, Idaho appropriated \$5 million for PACE, with awards made to all 15 community colleges through a funding formula.</p> <p>Program Initiative(s): The Iowa statute (Iowa Code 260H.7B) that established PACE identifies sector partnerships as a potential element of PACE programs, and lists activities that may be carried out by sector partnerships.</p>	

KANSAS

SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

✓ KENTUCKY

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: Federal
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Funding: Kentucky uses WIA statewide discretionary funds to provide competitive grants to industry partnerships. Grants can be used to create new partnerships, expand the capacity of existing ones, and support training. Partnerships must target one of the state's key industry sectors. While Kentucky allows a variety of organizations to serve as a Partnership intermediary, local workforce boards must serve as the fiscal agent for grant funds. In 2015, Kentucky awarded \$187,450 to four partnerships.</p> <p>Technical Assistance: Kentucky also provides technical assistance to Industry Partnerships in the form of peer-to-peer learning opportunities and a toolkit.</p> <p>Program Initiative(s): Kentucky has identified sector strategies as a key aspect of its workforce development policies. The Kentucky Workforce Investment Board is using sector strategies to drive investment decisions. The RFP for Industry Partnerships details criteria for partnerships.</p>	

LOUISIANA	
Sector Partnership Policy in Place	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

✓ MAINE	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: Federal
Technical Assistance	No
Program Initiatives	Yes
Description	
<p>Funding: Maine statute (Ch. 368 Public Law) creates an industry partnership grant program. Though the grant program has been created by statute, it has not been funded with state funds. Maine planned to use federal funds to provide support to local sector partnerships.</p> <p>Program Initiative(s): Maine statute (Ch. 368 Public Law) establishes a state industry partnership policy. The law establishes an Industry Partnership Assistance Collaborative (IPAC); assigns the Commissioner of Labor as the convener/facilitator of IPAC and assigns roles and responsibilities to agencies and educational programs; charges the IPAC with supporting industry partnerships and using the public system to support them; and creates an industry partnership performance improvement and evaluation system.</p>	

✓ MARYLAND	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Maryland's Employment Advancement Right Now (EARN) program supports regional industry partnerships.</p> <p>Funding: Maryland's EARN program provides grants to support regional industry partnerships. In 2014, EARN awarded two-year implementation grants, totaling \$7.4 million to 40 industry partnerships to support industry-specific training. At the program's start, EARN awarded planning and implementation grants.</p> <p>Technical Assistance: Maryland's Department of Labor, Licensing, and Regulation provides technical assistance to EARN partnerships in the form of staff assistance and peer-to-peer learning opportunities.</p> <p>Program Initiative(s): Maryland Senate Bill 278 (2013) establishes the EARN program. The law helps establish industry partnerships a key element of the state's overall workforce development strategy. The EARN solicitation for proposals details criteria for partnerships.</p>	

✓ MASSACHUSETTS

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Massachusetts' Workforce Competitiveness Trust Fund supports regional industry partnerships.</p> <p>Funding: Massachusetts provides funding to sector partnerships through its Workforce Competitiveness Trust Fund, which is funded through appropriations of state funds and managed by the quasi-public Commonwealth Corporation. In 2013, \$4.5 million in grants were provided to 15 organizations.</p> <p>Technical Assistance: Massachusetts provides technical assistance to sector partnerships through the Commonwealth Corporation, which provides peer-learning opportunities, program feedback, labor market analysis, and information on industry practices.</p> <p>Program Initiative(s): The Workforce Competitiveness Trust Fund was established by statute (§2WWW of Chapter 29 of Massachusetts General Laws). The law helps establish industry partnerships a key element of the state's overall workforce development strategy.</p>	

✓ MICHIGAN

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Michigan's Industry Cluster Approach provides support to regional sector partnerships.</p> <p>Technical Assistance: State staff with industry-cluster expertise provide assistance to local sector partnerships as needed.</p> <p>Program Initiative(s): Starting in 2011, Michigan used administrative policy to implement the Michigan Industry Cluster Approach. All workforce efforts are aligned around priority industry clusters identified by the state's workforce agency. Through policy guidance, the state has directed all local workforce agencies to take steps toward implementing sector partnerships (called "cluster strategies" in Michigan). State policy guidance also sets forth that local agencies' eligibility for certain workforce funds is contingent upon their adoption of the Michigan Industry Cluster Approach.</p>	

MINNESOTA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	Yes
Other State-Level Targeted Sector Activities	Yes
Description	
<p>As late as 2009, Minnesota used WIA statewide discretionary funds to provide Framework for Integrated Regional Strategies (FIRST) grants to support regional partnerships with a cluster focus. Currently, key Minnesota workforce development initiatives target specific sectors. For example, Minnesota's FastTRAC career pathways initiative integrates basic skills education and career-specific training for occupations in high-demand industry sectors; Minnesota State Colleges and Universities have Centers of Excellence that promote connectivity between industry sectors and colleges and universities; and the Governor's Workforce Development Council has created a Skills@Work Campaign with efforts in seven regions. The Twin Cities region is creating Industry Skills Panels in three sectors.</p>	

MISSISSIPPI	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>Mississippi has an administrative policy that requires local workforce investment boards to prioritize WIA funds to focus on training for the region's key in-demand industries.</p>	

MISSOURI	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

MONTANA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
Montana's state workforce board has a Sector Strategies Committee to address the workforce needs of key target industries.	

NEBRASKA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
Nebraska has an Industry Cluster Initiative that identified nine targeted industry sectors statewide. Sector-specific workforce development is a planned element of the Initiative.	

NEVADA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
State statute (NRS 232.935) requires the Governor's Workforce Investment Board to establish industry sector councils to identify training and education programs that meet regional economic development needs. It also requires the Board to identify and seek federal funding to support those programs. The state workforce board has established nine statewide industry sector councils .	

NEW HAMPSHIRE	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

✓ NEW JERSEY	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	No
Program Initiatives	Yes
Description	
<p>Funding: New Jersey's Opportunity4Jersey provides grants to local sector partnerships, and is funded through the state's Workforce Development Partnership Program Training Fund. Grant applicants can be a postsecondary institution or an approved training provider, and they are required to partner with businesses from one of the state's targeted industry sectors and one-stop career centers. In FY 2015, New Jersey awarded \$547,474 to five sector partnerships.</p> <p>Program Initiative(s): In 2011, the New Jersey State Employment and Training Commission (the state workforce board) adopted a resolution making sector partnerships an organizing principle for New Jersey's workforce development system. New Jersey's Department of Labor and Workforce Development supports the convening of seven "talent networks" that bring together employers, educators, and workforce development professionals to identify industry-specific skill needs. Sector partnerships receiving Opportunity4Jersey grants are to use relevant Talent Networks as a resource.</p>	

NEW MEXICO	
Sector Partnership Policy in Place	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

NEW YORK	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	Yes
Other State-Level Targeted Sector Activities	Yes
Description	
New York used to use WIA statewide discretionary funds to award competitive grants to support sector partnerships in nine regions of the state. In 2011, the governor created 10 Regional Economic Development Councils that are tasked with developing long-term strategic plans for economic growth. New York State provides funding for the Councils to implement regional priorities, which may include workforce development initiatives that target sectors in the region.	

NORTH CAROLINA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
North Carolina's 2014-2016 strategic plan sets as a guiding principle that the workforce system will focus on target industries and career clusters. Specifically, the plan charges the NCWorks Commission with leading the development of career pathways for critical industry clusters by December 2015.	

NORTH DAKOTA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
North Dakota had identified target industries based on job creation, high-demand, and high-wage occupations. North Dakota provides workforce enhancement grants to eligible state colleges to develop demand-driven training programs that meet a critical workforce shortage in a target industry or high-demand occupation.	

✓ OHIO	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: Federal
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Ohio supports local sector partnerships through its Industry Workforce Alliance Pilot Initiative:</p> <p>Funding: Ohio blended two federal funding sources to pilot its Industry Workforce Alliance Pilot Initiative. In 2014, the state awarded \$1.4 million in two-year grants to support six industry partnerships.</p> <p>Technical Assistance: As part of the pilot initiative, Ohio has created a partnership toolkit, provided assistance with employer outreach, and created a survey tool to identify needs.</p> <p>Program Initiative(s): Ohio has identified Industry Workforce Alliances as a strategic workforce priority for aligning employer skill needs with education and training programs. The Request for Grant Applications provides a framework for the initiative and criteria for industry workforce alliances.</p>	

✓ OKLAHOMA	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Technical Assistance: Oklahoma's Department of Commerce provides regions with an analysis of their regional economy. Regional development specialists from the Department of Commerce also facilitate partnership convenings and provide technical assistance.</p> <p>Program Initiative(s): Oklahoma identifies sector partnerships as a key aspect of its economic development and workforce policies, and incentivizes sector partnerships in certain competitive grants.</p>	

✓ OREGON	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Funding: Oregon used a general fund appropriation to provide formula-based grants to each of the state's local workforce boards to support the generation and convening of sector partnerships. In 2014, Oregon provided \$1.4 million in total to the state's seven local workforce boards.</p> <p>Technical assistance: The State of Oregon contracted with an expert to provide technical assistance to local workforce boards as they developed their sector partnerships.</p> <p>Program Initiative(s): Executive Order No. 13-08 re-charters Oregon's local workforce boards to lead efforts to reduce fragmentation and align federal and state programs to better serve Oregon's job seekers and businesses. State agencies have identified sector partnerships as a key strategy for fulfilling this Executive Order.</p>	

✓ PENNSYLVANIA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Funding: Pennsylvania uses a general fund appropriation to support regional industry partnerships in the state. In 2014, Pennsylvania provided \$1.7 million in grants to 20 sector partnerships.</p> <p>Technical assistance: Pennsylvania provides technical assistance in the form of assistance from state staff and labor market and economic analysis. In the past, Pennsylvania has provided other forms of technical assistance to partnerships.</p> <p>Program Initiative(s): Pennsylvania statute (Act 67 of 2011) creates the state's industry partnership program. The law helped establish industry partnerships as a key element of the state's overall workforce development strategy.</p>	

RHODE ISLAND

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>The Rhode Island Governor's Workforce Board supports sector partnerships in eight industries.</p> <p>Funding: Rhode Island uses its Job Development Fund to provide competitive grants that support industry partnership activities and training. In 2014, Rhode Island provided \$1 million to support eight industry partnerships.</p> <p>Technical Assistance: Rhode Island provides technical assistance in the form of assistance with partnership convening, professional development and capacity building through peer sharing networks, labor market and economic analysis for the purpose of identifying sectors or customized for the use of sector partnerships, and information-sharing on worker training, skills standards, and industry-based certifications.</p> <p>Program Initiative(s): The Governor's Workforce Board has identified industry partnerships as a key strategy to meet industries' skill needs, and has made them one of the funding priorities for the state's Job Development Fund. The Board also defines and sets criteria for sector partnerships through Requests for Proposals.</p>	

SOUTH CAROLINA

SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>In 2014, South Carolina chose to use Department of Labor incentive grant funds to provide career pathways in three key industries.</p>	

SOUTH DAKOTA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

✓ TENNESSEE	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes: State
Technical Assistance	No
Program Initiatives	Yes
Description	
<p>Tennessee provides support to local sector partnerships through the Tennessee Labor Education Alignment Program (LEAP):</p> <p>Funding: LEAP provides grants to partnerships between local economic/workforce development agencies, a state technical or community college, career technical education programs or other K-12 representatives, and two or more employers representing industry sectors with a demonstrated shortage of skilled workers who are seeking credentialed program graduates. In 2014, Tennessee awarded \$10 million from a general fund appropriation to support 12 sector partnerships.</p> <p>Program Initiative(s): Tennessee LEAP was established through statute (Public Chapter 338). The LEAP program is intended to establish partnerships between employers and postsecondary institutions as a key strategy for closing the state's skills gaps.</p>	

TEXAS	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	Yes
Description	
<p>Texas Senate Bill 275 (2003) required the Governor to establish a statewide strategy to strengthen the competitiveness of industry clusters. In response, the Texas Industry Cluster Initiative was developed in 2004. The Initiative developed industry cluster teams, and workforce development is a key strategy.</p>	

✓ UTAH

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Yes
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Utah provides support for regional sector partnerships through the Utah Cluster Acceleration Partnership (UCAP).</p> <p>Funding: UCAP grants are funded through the state's unemployment insurance special administration fund. Grants are used to develop, implement, or enhance educational programs that are responsive to regional and statewide industry needs. In the 2014-15 fiscal year, UCAP awarded nearly \$1 million in grants to eight sector partnerships.</p> <p>Technical Assistance: Staff responsible for administering UCAP provide technical assistance to partnerships interested in applying for grants and to partnerships that receive grants.</p> <p>Program Initiative(s): Utah identifies sector partnerships as a key aspect of its economic development and workforce policies. UCAP is administered through a memorandum of understanding between the Department of Workforce Services, the Utah System of Higher Education, and the Governor's Office of Economic Development. U-CAP sets criteria for partnerships in a Request for Grants Application.</p>	

VERMONT

SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

✓ VIRGINIA

SECTOR PARTNERSHIP POLICY IN PLACE	YES (Beginning in 2015)
Funding	Yes: State
Technical Assistance	No
Program Initiatives	Yes
Description	
<p>Funding: In July, Virginia issued the Governor's Competition for Talent Solutions RFP to provide regional competitive grants to business-driven consortia, including sector partnerships, to develop training programs. Through the program, a total of \$900,000 is available with the maximum grant award amount set at \$200,000. A private sector match equal to the grant reward is required.</p> <p>Program Initiative(s): The RFP for the Governor's Competition for Talent Solutions identifies the grants as a way to help businesses in the same industry sector meet skill needs and ties the initiative to the Governor's goal to close the skill gap in technician level jobs.</p>	

✓ WASHINGTON	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	No
Program Initiatives	Yes
Description	
<p>Policy: Washington State statute (RCW 28C.18.130 and .140) authorizes the state workforce board to administer a grant program for industry skill panels, and to establish standards for industry skill panels. While the state no longer funds this program, Industry Skill Panels have become a key strategy used by local areas in the state.</p>	

WEST VIRGINIA	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	No
Other State-Level Targeted Sector Activities	No

WISCONSIN	
SECTOR PARTNERSHIP POLICY IN PLACE	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
Other	
Past Sector Partnership Policy in Place	Yes
Other State-Level Targeted Sector Activities	Yes
Description	
<p>From 2008-2012, Wisconsin had a sector partnership policy called Wisconsin Industry Partnerships that used WIA statewide discretionary funds to support local industry sector partnerships. Wisconsin's Fast Forward Initiative provides grants to employer-led, customized worker training projects. The initial round of Fast Forward grants addressed skilled labor shortages in the manufacturing and construction sectors, as well as for customer service occupations.</p>	

✓ WYOMING

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Funding: While Wyoming no longer provides funding to sector partnerships, the state used to provide funding in the form of planning and implementation grants using WIA statewide discretionary funds.</p> <p>Technical Assistance: Wyoming is providing staff to help develop and convene partnerships in three industry sectors.</p> <p>Program Initiative(s): The Wyoming Workforce Development Council has developed a new strategic plan that commits to reviewing existing partnerships and using labor market information to target new industry partnerships, providing technical assistance to start at least one newly identified partnership.</p>	

Appendix: Methodological Note

To conduct this scan, National Skills Coalition reviewed a variety of documents and communicated with state officials and stakeholders. Specifically, we reviewed key documents for each of the 50 states, including states' most recent integrated five-year state plans and annual reports created under the Workforce Investment Act, websites of state workforce boards and agencies, and any other relevant state-issued documents or reports. We also reviewed preceding reports on state sector strategies developed as part of the National Governors Association's sector strategy academy. When a review of such documents indicated that a state may have a sector partnership policy in place, we conducted email correspondence and/or phone interviews with state program administrators and/or policy organizations. Where possible, hyperlinks are provided in each state table to link to external document sources that discuss the state's sector partnership policy or other state-level targeted-sector activities.

Endnotes

- ¹ For an evaluation of training by sector partnerships specifically, see Maguire, Sheila, Joshua Freely, Carol Clymer, Maureen Conway, and Deena Schwartz. 2010. *Turning In to Local Labor Markets: Findings From the Sectoral Employment Impact Study*. Philadelphia: Public/Private Ventures. For a discussion of evaluations of sectoral and related strategies, see King, Christopher. 2014. "Sectoral Workforce and Related Strategies: What We Know...and What We Need to Know" In *Connecting People to Work: Workforce Intermediaries and Sector Strategies*, Maureen and Robert P. Giloth, Eds. 2014. New York: American Assembly.
- ² WIOA Section 134(c)(1)(A)(v) requires that Title I-B funds allocated to local areas be used to develop, convene, or implement industry or sector partnerships.
- ³ WIOA section 134(a)(2)(B)
- ⁴ WIOA section 101(d)(3)(D)
- ⁵ A 2013 report by the National Governors Association (NGA), the Corporation for a Skilled Workforce, (CSW), and NSC states "[s]ector strategies are partnerships of employers within one industry that bring government, education, training, economic development, labor, and community organizations together to focus on the workforce needs of an industry within a regional labor market. *At the state level, they are policies and investments that support the development of local sector partnerships.*" (Emphasis added). See Woolsey, Lindsay, Garrett Groves, Martin Simon, Larry Good, and Eric Seleznow. 2013. "State Sector Strategies Coming of Age: Implications for State Workforce Policymakers." Washington, DC: National Governors Association, available at <http://www.nationalskillscoalition.org/resources/publications/file/state-sector-strategies-coming-of-age.pdf>. A 2010 report by CSW states "[s]tate sector strategies are integrated state policies that promote and support the development of regional sector initiatives (also called sector, industry or workforce partnerships). States can use a variety of policy tools to incent and support the development of successful sector partnerships in critical industries across their regions, including choices about funding; alignment of workforce, education and economic development policies; industry analysis that clearly identifies which industries drive local economies; and capacity building opportunities for local stakeholders to help them ." See "State Sector Strategies at a Tipping Point – A FACT SHEET", October 2010, available at <http://www.sectorstrategies.org/library/2010/snapshot-state-sector-activity>
- ⁶ We do include, however, states that use more flexible grants, such as WIA Incentive Grants, to provide funding to local sector partnerships, as using such grants in this way is a state policy decision.
- ⁷ For a more detailed discussion of this topic, see Dedrick, Fred. 2014. "Industry Partnerships: Theory and Practice" In *Connecting People to Work*.
- ⁸ Although Congress raised the statewide discretionary share to 8.75 percent in January 2014, few states used these limited funds to provide grants to local sector partnerships.
- ⁹ Fifteen percent is the authorized level. The level of funding appropriated by Congress may be less.

National Skills Coalition organizes broad-based coalitions seeking to raise the skills of America's workers across a range of industries. We advocate for public policies that invest in what works, as informed by our members' real-world expertise. And we communicate these goals to an American public seeking a vision for a strong U.S. economy that allows everyone to be part of its success.

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