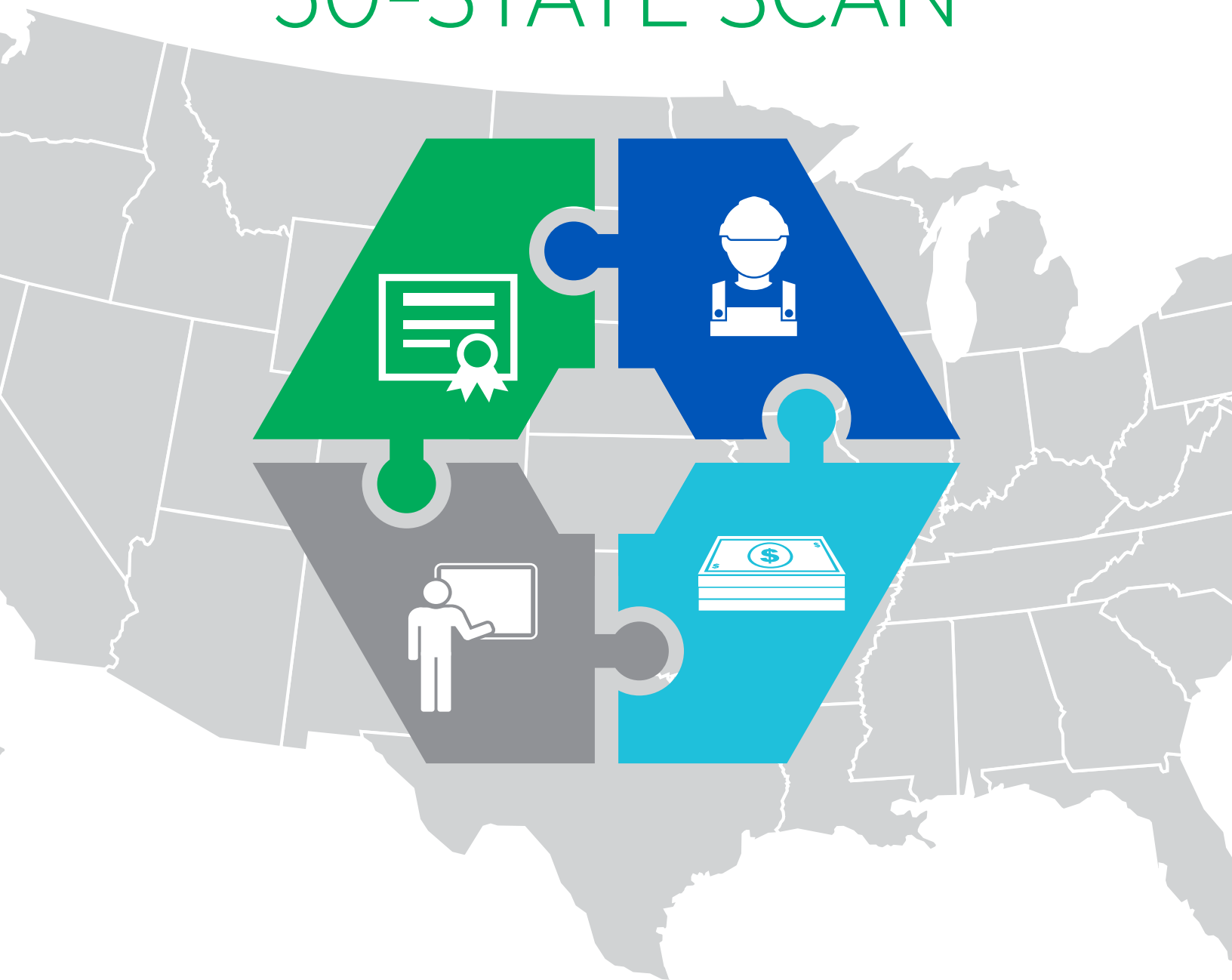


SKILLS IN THE STATES

# SECTOR PARTNERSHIP POLICY

## 50-STATE SCAN



Bryan Wilson

Updated September 2017



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

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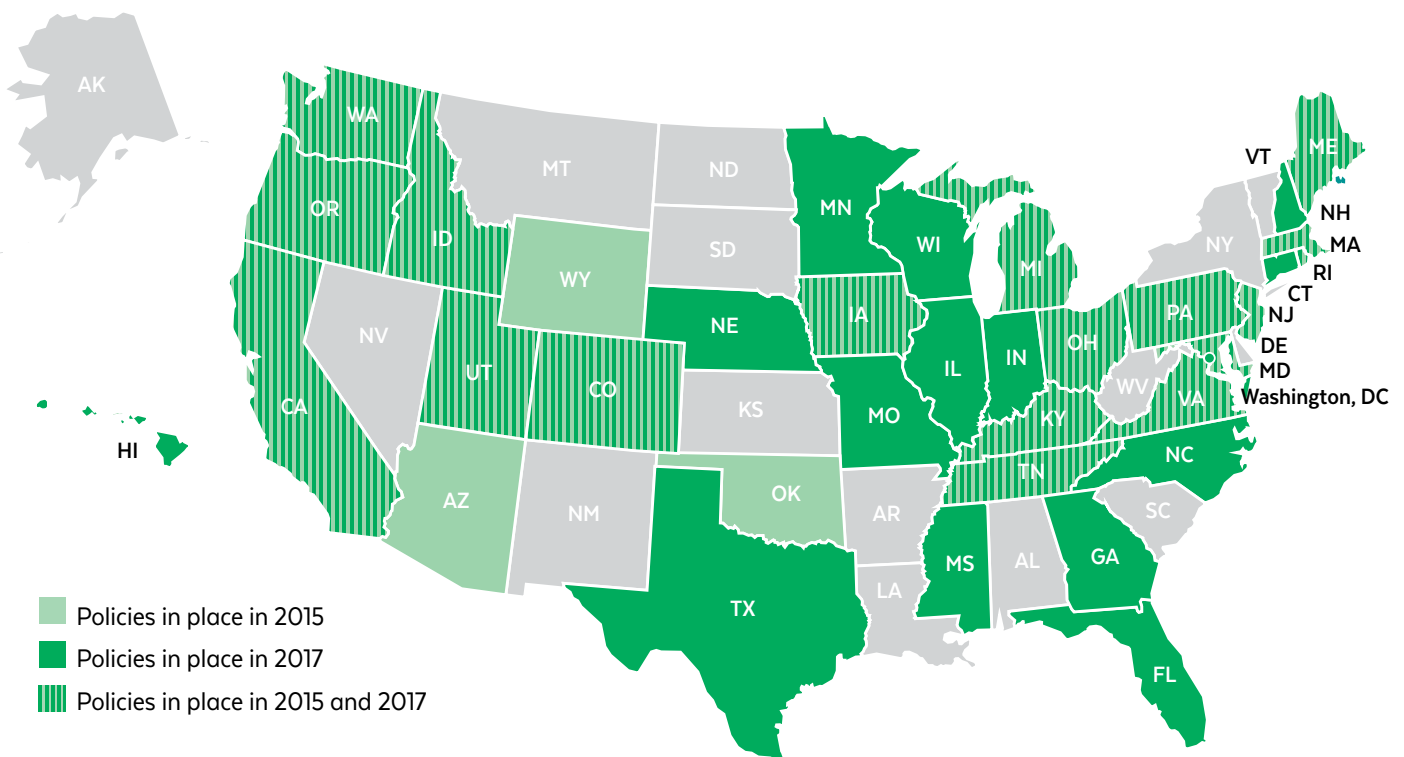
## Summary

Sector partnerships are a proven strategy for helping workers prepare for middle-skill jobs and helping employers find skilled workers.<sup>1</sup> This update of National Skills Coalition’s (NSC) fifty-state scan of sector partnership policies shows that state support for sector partnerships is rapidly growing. This scan finds that thirty-two states have policies in place to support local sector partnerships, an increase of eleven states from our previous scan conducted two years ago. Of the thirty-two states, twenty-two provide funding to support local sector partnerships, an increase of seven states from two years ago. The biggest difference in funding is the increased use of Governor’s Workforce Innovation and Opportunity Act (WIOA) Reserve Funds to support sector partnerships. Twelve states use these funds today, while just a single state used Workforce Investment Act Reserve Funds two years ago. Also, more states are providing technical assistance to local sector partnerships. Twenty-seven states now provide technical assistance; two years ago, fifteen states did so.

Increased state support for sector partnerships is largely attributable to WIOA. WIOA, which became effective two years ago, requires sector partnerships as a local workforce activity, and requires states to support those local efforts. While state support has increased substantially under WIOA, there is still considerable room for further progress. States without a policy in place can use NSC’s Sector Partnership Policy Toolkit to establish one.<sup>2</sup> Many of the states with a policy already in place can also use the toolkit to further expand state support for local sector partnerships.

Across the nation, state policymakers are identifying education and job training as a critical component of their state’s economic development strategy. By preparing workers for middle-skill jobs, 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.

### THIRTY-TWO 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.<sup>3</sup> 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. 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.<sup>4</sup>

Some states, including Pennsylvania, Massachusetts, and Washington, long ago embraced sector partnerships as a central strategy for workforce development. These states recognized the value of sector partnerships and took the initiative to provide state support. With the passage of WIOA, sector partnerships became a required strategy under federal statute. Under WIOA, local workforce boards must use certain funds to “develop, convene, or implement” sector partnerships.<sup>5</sup> WIOA also requires states to support sector partnerships. Under WIOA, states must use a portion of Governor's Reserve Funds to support local areas in the development, convening, and implementation of industry or sector partnerships.<sup>6</sup> 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.<sup>7</sup>

As knowledge of sector partnerships grows and WIOA's intent comes to fruition, more states are adopting policies to support sector partnerships, and more local communities are using 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.

### 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.

In 2015, NSC conducted the first-ever scan of state-level sector partnership policies in all fifty states and the District of Columbia. That scan provided a baseline of states that had policies in place at the beginning of WIOA. This 2017 scan identifies state progress over the past two years and the current status of state-level policies.

## Defining State Sector Partnership Policies

This scan defines 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)**. Appendix A details NSC's criteria for defining state sector partnership policies.

## Key Findings

As shown in the table on page eight, there are thirty-two states (including the District of Columbia) with sector partnership policies in effect that meet our definition. This is a substantial increase from the twenty-one states with policies in place two years ago.

■ **Funding:** Twenty-two of these states provide funding to local sector partnerships. Of these twenty-two, fourteen use state funding sources; and thirteen use federal funding sources (there are five that use both state and federal funds). Two years ago, only fifteen states provided funding to local sector partnerships.

The biggest difference in funding is the increased use of Governor's WIOA Reserve Funds to support sector partnerships. Twelve states use Governor's Reserve Funds, while just a single state did so two years ago. WIOA restored the authorized level of Governor's Reserve Funds to 15 percent. In 2011, Congress had reduced this share to 5 percent. This increase in Reserve Funds made their use to support sector partnerships much more attractive to states. States did not, however, switch from using state to federal funds. They either began using both federal in addition to state funds, or they used federal funds to start funding sector partnerships.

About an equal number of states (fourteen) turn to their own funds as to federal funds to support sector partnerships. States use either general funds or an

### WHAT DOESN'T COUNT AS A STATE POLICY?

- We do not count one-time federal grants intended to support sector partnerships because such grants are not a consistent source of funding and may reflect a federal policy or program requirement rather than a state policy.
- We do not count other sector strategies that do not include ongoing support for local sector partnerships.
- We do not count sector partnership language in WIOA state plans if there is no other evidence of a program initiative and implementation of state support.

unemployment insurance offset. Since 2015, some states (Indiana, New Jersey, Rhode Island, and Utah) either started or substantially increased the investment of state funds for local sector partnerships.

- **Technical Assistance:** Twenty-eight of these thirty-two states provide technical assistance to local sector partnerships, a large increase from the fifteen states that our previous scan found providing technical assistance. 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):** These thirty-two states all use program initiatives to support 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

## STATE SECTOR PARTNERSHIP POLICY CHANGES 2015-2017

	STATES MAKING STEADY PROGRESS Policy in 2015 Policy in 2017	STATES MOVING FORWARD No Policy 2015 Policy in 2017	STATES NOT MAKING PROGRESS No Policy in 2015 No Policy in 2017	STATES MOVING BACK Policy in 2015 No Policy in 2017
Policy in Place	18	14	16	3
Funding	12	10	26	3
Technical Assistance	12	16	21	3
Program Initiative	18	14	16	3

The numbers total to fifty-one, not fifty, because the District of Columbia is included in the counts.

their state’s workforce development strategy through state plans, economic development initiatives, and workforce policy guidance. In 2015, eleven fewer states had program initiatives to support local sector partnerships.

Diving deeper into the changes in state policies between 2015 and 2017, the above table shows that eighteen states had a sector partnership policy in place both years, fourteen states moved forward from not having a policy in 2015 to having a policy in 2017, sixteen states did not have a policy in either year, and three states moved back from having a policy in 2015 but not in 2017. While much progress has been made over the past two years, the table also shows that there is still considerable room for improvement in state policies to provide funding and technical assistance for local sector partnerships.

## 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.

Thirty-two states have sector partnership policies in place and are well-positioned to use state, WIOA, and other resources to strengthen or expand sector partnerships in their state. In 2018, states must modify their WIOA state plans, which will present another opportunity for states to establish policies to support sector partnerships. As Congress reauthorizes other federal acts — including the Carl D. Perkins Career and Technical Education Act, and the Higher Education Act — there may be more opportunities to include sector partnerships as a key strategy to engage employers in skill development.

States without any policies in place can use NSC’s *Sector Partnership Policy Toolkit* to establish one. Many of the states with policies already in place can also use the toolkit to further expand state support for local sector partnerships.

In two years, 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, 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 Sectoral Workforce Activities
Alabama					X
Alaska					X
Arizona				X	X
Arkansas					X
<b>California</b>	Federal & State	X	X		
<b>Colorado</b>	Federal	X	X		
<b>Connecticut</b>		X	X		
Delaware					
<b>District of Columbia</b>	District	X	X		
<b>Florida</b>	Federal	X	X		
<b>Georgia</b>	Federal	X	X		
<b>Hawaii</b>			X		
<b>Idaho</b>	State	X	X		
<b>Illinois</b>		X	X		
<b>Indiana</b>	Federal & State	X	X		
<b>Iowa</b>	State	X	X		
Kansas					
<b>Kentucky</b>	Federal	X	X		
Louisiana					X
<b>Maine</b>			X		
<b>Maryland</b>	State	X	X		
<b>Massachusetts</b>	State	X	X		
<b>Michigan</b>		X	X		
<b>Minnesota</b>		X	X		
<b>Mississippi</b>	State		X		
<b>Missouri</b>	Federal	X	X		



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

## STATE SECTOR PARTNERSHIP 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	Doing What Matters for Jobs and the Economy and SlingShot <sup>i</sup>	Braids federal and state funding sources, including Governor's WIOA Reserve Fund	N/A	N/A	N/A
CO	Colorado Sector Strategies - Next Generation Sector Partnerships	Governor's WIOA Reserve Fund	\$348,000	13	\$20,000 - \$40,000
DC	Intermediary Partnership	District General Funds	\$1.6 million	3	N/A
FL	Sector Strategies	Governor's WIOA Reserve Fund	\$1 million	N/A	N/A
GA	High Demand Career Initiative Sector Partnerships	Governor's WIOA Reserve Fund	\$3 million over 2 years	Up to 12	Up to \$250,000 Except \$400,000 for Atlanta Metro
ID	Industry Sector Grants	State Workforce Development Training Fund (unemployment insurance offset)	\$1 million	3 to 4	Up to \$400,000
IN <sup>ii</sup>	Sector Partnership	State General Funds and Governor's WIOA Reserve Fund	N/A	N/A	N/A
IA <sup>iii</sup>	Pathways for Academic Career and Employment (PACE)	State General Fund Appropriation	N/A	N/A	N/A
KY	Industry Partnerships	Governor's WIOA Reserve Fund	\$350,000	1	\$20,000
MD	Employment Advancement Right Now (EARN)	State General Fund Appropriation	\$8 million	46 over 3 years	\$52,700 - \$500,000
MA	Regional Partnership Grants	Workforce Competitiveness Trust Fund State Appropriation	\$2 million	14	\$60,000 - \$190,000
MO	Sector Strategies	Governor's WIOA Reserve Fund	\$600,000 (est)	14	\$36,000 - \$50,000

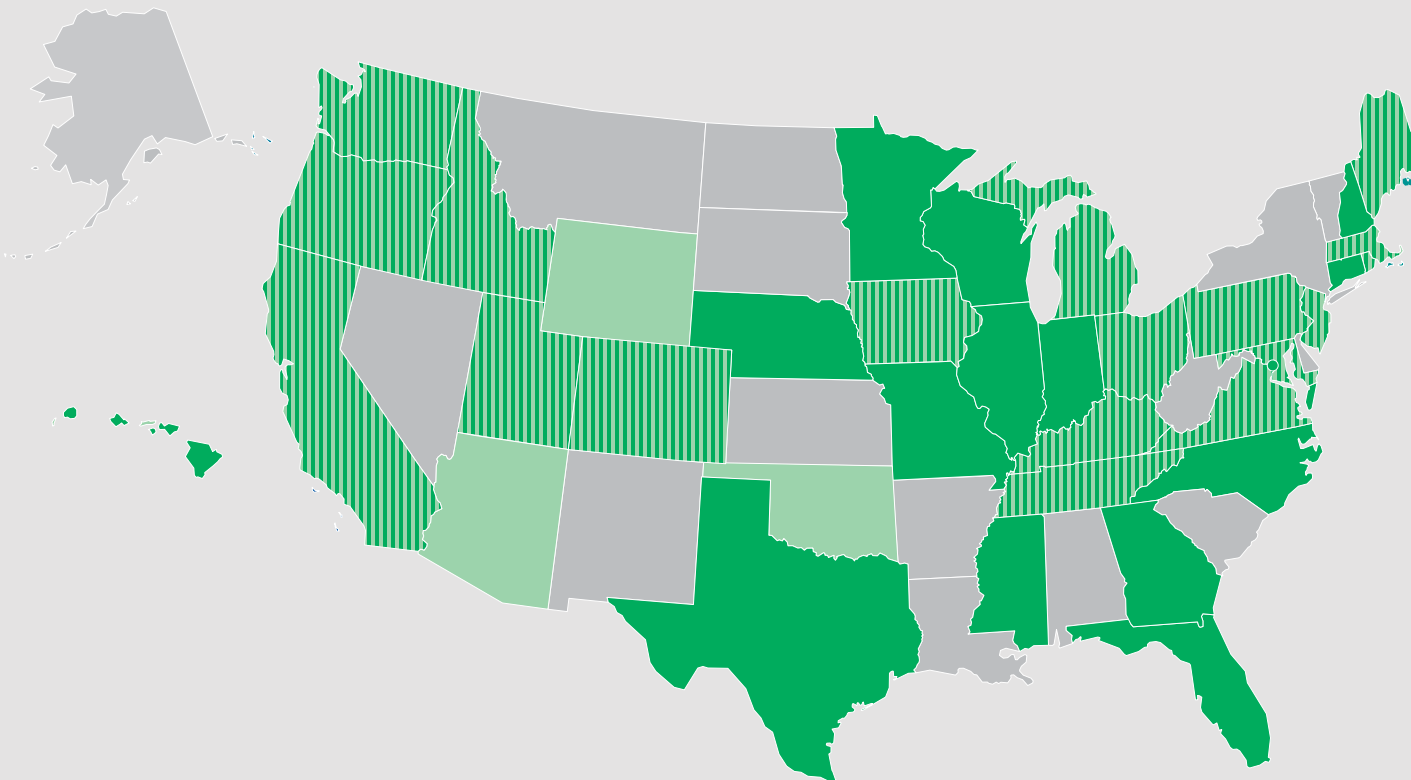
State	Policy	Funding Source	Annual or Biennial Amount Awarded to Partnerships	Number of Awards	Range of Award Amounts
MS	Sector Grants	State Funds through the UI System	\$200,000	4	\$50,000
NH	New Hampshire Sector Partnership Initiative	Governor's WIOA Reserve Fund	\$600,000	3 to 4	\$10,000 - \$85,000
NJ	Targeted Industry Partnerships	State and WIOA Title III	\$5 million	10 to 15	\$250,000 - \$900,000
OR	Sector Strategies	State General Fund Appropriation	\$1.5 million for 2 years	9	\$128,000 - \$296,000
PA	Industry Partnerships	State General Fund Appropriation and Governor's WIOA Reserve Fund	\$1.6 Million	28	\$84,000 - \$200,000
RI	Real Jobs Rhode Island	State Funds, Workforce Development Fund, Governor's WIOA Reserve Fund	\$12 million	38	\$20,000 - \$150,000
TN	Labor Education Alignment Program	State General Funds	\$10 million	N/A	Up to \$1 million
TX	Texas Industry Partnership Program	Governor's WIOA Reserve Fund	\$1 million	N/A	Up to \$100,000
UT	Utah Cluster Acceleration Project (UCAP) Strategic Workforce Investment Program	State Unemployment Insurance Special Administration Fund	\$3.4 million	21	\$53,000 - \$300,000
		State General Funds	\$1.5 million	N/A	N/A
WA	TAP Accelerator Phase 1	Governor's WIOA Reserve Fund	\$1.6 million	7	N/A

i 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.

ii Indiana's SkillUp Indiana Innovation Network grants may be used to support sector partnerships, among other permissible uses. Grants may total up to \$20 million. Twenty-five partnerships have received grants.

iii Iowa provides a total of \$4.8 million in PACE grants to each of its fifteen community colleges. Grant awards can be used to support career pathways and sector partnerships.

# Sector Partnership Policy: State by State



## 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.

### **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 attempt to include all such grants.

We also make note of states that have had sector partnership policies in the past. We provide this information on past sector partnership policies and other state-level sector activities so that state policymakers, administrators, and advocates can determine whether past and other existing activities might provide a foundation for establishing a state sector partnership policy.

<b>ALABAMA</b>	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
Alabama's "Accelerate Alabama" economic development plan 2.0 targets seven sectors: aerospace/aviation, agricultural and food products, automotive, chemicals, forestry products, metals/advanced materials, and bioscience. The Governor has directed that all actions related to job creation and workforce development are required to have a direct correlation to the Accelerate Alabama Plan.	

<b>ALASKA</b>	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
Alaska is supporting five state-wide sector partnerships in health care, construction, transportation, maritime, and mining.	

<b>ARIZONA</b>	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	Yes
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
Arizona has a large number of local sector partnerships. In the past, the state provided intensive technical assistance, staff expertise, and analytical tools that helped partnerships choose target industries. Arizona has targeted seven industry sectors: aerospace and defense, technology and innovation, renewable energy, bioscience and health, optics/photonics, advanced manufacturing, and advanced business services.	

ARKANSAS	
<b>Sector Partnership Policy in Place</b>	NO
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
<p>In 2015, Arkansas adopted the <a href="#">Workforce Initiative Act of 2015</a>, 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	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	Federal and State
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>California’s state workforce board and community college system work together to support regional sector partnerships through the California Community Colleges’ <i>Doing What Matters for Jobs and the Economy</i> initiative and the California Workforce Development Investment Board’s SlingShot Initiative.</p> <p><b>Funding:</b> 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><b>Technical Assistance:</b> 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><b>Program Initiative(s):</b> 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	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>Colorado has supported sector partnerships since at least 2011. In 2013, Colorado launched the next generation of sector partnerships.</p> <p><b>Funding:</b> Colorado allocates money from the Governor’s WIOA Reserve Fund to support local sector partnerships. Colorado invested approximately \$348,000 in grants to regional sector partnerships in PY 2016.</p> <p><b>Technical Assistance:</b> 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><b>Program Initiative(s):</b> Colorado identifies sector partnerships as a key aspect of its economic development and workforce policies. 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. House Bill 1274 (2015) requires that sector partnerships inform and drive the development of additional career pathways.</p>	

✓ CONNECTICUT	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p><b>Technical Assistance:</b> The Connecticut Employment and Training Commission (the state’s workforce board) established a Business Engagement Committee (BEC) that works with employers and other entities to promote industry partnerships, sector strategies and career pathways. The Committee serves as the state-level umbrella for employer-led industry partnerships, sharing best practices focusing on priority sectors at the state and regional levels.</p> <p><b>Program Initiative:</b> According to the WIOA State Plan: “State strategy concerning sector partnerships envisions BEC playing a convening role to promote the efforts and support the success of regional, employer-led sector workforce partnerships.”</p>	

DELAWARE	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	No

## ✓ DISTRICT OF COLUMBIA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	District
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> The District appropriates \$1.6 million per year to support sector partnerships.</p> <p><b>Technical Assistance:</b> The District of Columbia Workforce Investment Council (which serves as the District's state and local workforce board) provides technical assistance to the partnerships.</p> <p><b>Program Initiative:</b> The District's Workforce Intermediary Program is a sector-based workforce development initiative that brings together multiple stakeholders in key industries. The program promotes a shared understanding of industries' workforce needs, advances training that meets those needs, coordinates services for job seekers, and helps employers find qualified job candidates.</p>	

## ✓ FLORIDA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Florida allocates money from the Governor's WIOA Reserve Funds to support local sector partnerships. In 2016 Florida made \$1 million in state Governor's WIOA Reserve Funds available. Florida also uses Sector Partnership National Emergency Grant Funds.</p> <p><b>Technical Assistance:</b> CareerSource Florida has developed toolkits and during FY 2016-2017 organized five technical assistance workshops (one statewide; four regional) to aid local workforce boards, business leaders, economic development practitioners, as well as supply-side partners to better understand what sector strategies are and how best to create or advance them.</p> <p><b>Program Initiative:</b> CareerSource Florida established the "Sector Strategy Solutions" initiative to support sector partnerships, and is currently developing additional elements of a state policy.</p>	

## ✓ GEORGIA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Georgia has allocated \$3 million from the Governor's WIOA Reserve Funds to support sector partnerships over two years.</p> <p><b>Technical Assistance:</b> The High Demand Career Initiative (HDCI) and WIOA Services Teams in the Georgia Department of Economic Development's Workforce Division provide technical assistance to local sector partnerships. Technical assistance includes state workshops, on-site training and partner collaboration facilitation, program development guidance, new partner development assistance, and employer engagement.</p> <p><b>Program Initiative:</b> Georgia requires local areas to have sector partnerships, and the HDCI Sector Partnerships initiative offers HDCI grants for local sector partnerships, criteria for grant recipients, and technical assistance to local areas.</p>	



✓ HAWAII	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No
Technical Assistance	No
Program Initiatives	Yes
<b>Description</b>	
<p><b>Program Initiative:</b> Hawaii's WIOA state plan requires local areas to establish and maintain sector partnerships. Each local area has identified targeted sectors and established sector partnerships. The state has supported the effort with a U.S. Department of Labor (DOL) National Emergency Grant.</p>	

✓ IDAHO	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	State
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>Idaho provides support for regional sector partnerships through its Industry Sector Grants program.</p> <p><b>Funding:</b> 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 the most recent year, \$1 million was available for grants.</p> <p><b>Technical Assistance:</b> 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><b>Program Initiative(s):</b> 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	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p><b>Funding:</b> Although Illinois does not provide state dollars to support sector partnerships, the state has received a U.S. DOL Sector Partnership Grant and other federal funding that supports sector partnerships.</p> <p><b>Technical Assistance:</b> The state has brought in outside consultants to help establish the state framework and provide technical assistance.</p> <p><b>Program Initiative:</b> Illinois adopted a state framework to support local sector partnerships. The State's guidelines for regional planning include identifying, and fostering the improvement and expansion of sector partnerships in key sectors.</p>	

## ✓ INDIANA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal and State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Round three of <a href="#">Skill UP Indiana! Innovation Networks</a> was announced in June, 2017, offering up to \$20 million in grant funding to support Innovation Networks, which include sector partnerships. Indiana uses Governor's WIOA Reserve Funds to provide technical assistance to sector partnerships.</p> <p><b>Technical Assistance:</b> Indiana provides technical assistance for sector partnerships by hosting an annual state sectors summit and regional meetings to promote, share best practices, and demonstrate outcomes of active sector partnerships across the state. State Sector Specialists act as liaisons between the state-level and regional sector partnerships in priority sectors. The state has also engaged outside consultants to assist with sector strategy implementation.</p> <p><b>Program Initiative:</b> The <a href="#">Indiana Plan and Launch Sector Partnership Initiative</a> was developed in 2016. The document establishes definitions and key partners for sector partnerships, a framework, and sector policy/funding guidelines.</p>	

## ✓ IOWA

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Iowa provides support for local sector partnerships through its Pathways for Academic Career and Employment (PACE) program.</p> <p><b>Funding:</b> 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 2016, Iowa appropriated \$4.8 million for PACE.</p> <p><b>Technical Assistance:</b> The <a href="#">Iowa Department of Education</a> provides dedicated staff assistance, labor market analysis, peer-to-peer networking and learning opportunities, a series of toolkit and standalone education materials, outreach/promotional support, and facilitates the statewide Sector Partnership Leadership Council.</p> <p><b>Program Initiative(s):</b> 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 Sectoral Workforce Activities	No

✓ KENTUCKY	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p><b>Funding:</b> For the most recent year, Kentucky dedicated \$350,000 from the Governor's WIOA Reserve Fund to support industry or sector partnerships and has so far allocated one grant of \$20,000 to a local partnership.</p> <p><b>Technical Assistance:</b> Kentucky is contracting for technical assistance.</p> <p><b>Program Initiative(s):</b> Kentucky's WIOA State Plan indicates a continued focus on supporting sector partnerships.</p>	

LOUISIANA	
<b>Sector Partnership Policy in Place</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
Louisiana is supporting three sector partnerships with a National Emergency Grant from U.S. DOL.	

✓ MAINE	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No
Technical Assistance	No
Program Initiatives	Yes
<b>Description</b>	
<p><b>Program Initiative(s):</b> 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	State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p>Maryland’s <a href="#">Employment Advancement Right Now (EARN)</a> program supports regional industry partnerships.</p> <p><b>Funding:</b> The EARN operating budget for FY 2018 is \$8,058,327.</p> <p><b>Technical Assistance:</b> 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><b>Program Initiative(s):</b> Maryland Senate Bill 278 (2013) establishes the EARN program. The law helps establish industry partnerships as 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	State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> 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 FY 2016, \$2 million in grants were provided to fourteen organizations.</p> <p><b>Technical Assistance:</b> 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><b>Program Initiative(s):</b> The Workforce Competitiveness Trust Fund was established by statute (S2WWW 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><a href="#">Michigan's Industry Cluster Approach</a> provides support to regional sector partnerships.</p> <p><b>Technical Assistance:</b> The state Cluster Team develops state policy and provides technical assistance to support regional cluster activity. The state has created and disseminated tools and resources to assist with the development, implementation, and/or enhancement of industry cluster work.</p> <p><b>Program Initiative(s):</b> 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. There are currently over forty formally identified cluster groups in the state.</p>	

✓ MINNESOTA	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Technical Assistance:</b> The state agencies, primarily the Department of Employment and Economic Development, support the local boards by providing data and other analysis to assist them with selection of their sectors and other aspects of establishing partnerships with system providers. The Governor's Workforce Development Board provides general oversight to the process, approving the regional plans and assisting with creating a universal approach to sector practices to share across the state.</p> <p><b>Program Initiative:</b> The Minnesota WIOA State Plan establishes the state's policy for supporting sector partnerships, building on the state's history of creating local career pathways that engage industry. The state requires local plans to describe how they select sectors, establish sector partnerships, and how the partnerships will lead the development of career pathways. Business engagement focuses on creating business-led sector partnerships. The regional plans call for the local boards to identify up to three priority industry sectors that are experiencing occupations in demand.</p>	

## ✓ MISSISSIPPI

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	State
Technical Assistance	No
Program Initiatives	Yes
Description	
<p><b>Funding:</b> The State Workforce Board allocated \$10,000 for each of the four Local Workforce Development Boards (LWDB) to develop sector plans, and an additional \$40,000 for each LWDB after the sector plans are approved by the sector strategy committee.</p> <p><b>Program Initiative:</b> Mississippi has identified targeted sectors – advanced manufacturing, agribusiness, aerospace, automotive, energy, healthcare, shipbuilding, and tourism – and directed funding to local boards to develop sector partnerships.</p>	

## ✓ MISSOURI

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> The state authorized up to \$50,000 to each local workforce development board to support sector partnerships. Funding is from the Governor's WIOA Reserve Fund and WIOA Transitional Funds. In PY 2015, fourteen grants were awarded.</p> <p><b>Technical Assistance:</b> The state engaged an outside contractor to provide technical assistance to state and local officials on the development of sector partnerships. State staff have continued to provide technical assistance and online toolkits and other information.</p> <p><b>Program Initiative:</b> The Missouri WIOA State Plan established a policy of state support for sector partnerships. The state requires each of the fourteen Local Workforce Development Areas to develop a strategy within their WIOA Regional Plan that addresses how they will develop sector partnerships around key industries.</p>	

## 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 Sectoral Workforce Activities	No

✓ NEBRASKA	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No
Technical Assistance	YES
Program Initiatives	YES
<b>Description</b>	
<p><b>Technical Assistance:</b> Through a collaborative effort by the Departments of Labor, Education, and Economic Development the state has contracted to train state, regional, and local level public sector and community partners on how to develop and initiate industry partnerships.</p> <p><b>Funding:</b> State statutes authorize the establishment of the Sector Partnership Program Fund, however funding has not been provided to local sector partnerships.</p> <p><b>Program Initiative:</b> Nebraska adopted the <a href="#">Sector Partnership Act</a> (statute 48-3401–3407) in 2016 authorizing state support for local sector partnerships.</p> <p>The Act establishes the Sector Partnership Fund to support sector partnerships and directs the Departments of Labor and Economic Development to provide technical assistance.</p>	

NEVADA	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
<p>State statute (NRS 232.935) requires the Governor’s Workforce Investment Board to establish statewide 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 ten statewide <a href="#">industry sector councils</a>.</p>	

## ✓ NEW HAMPSHIRE

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> New Hampshire has allocated \$600,000 from the Governor’s WIOA Reserve Fund to support sector partnerships. Funds are primarily used to support Industry Intermediaries for each of the formally identified sectors – advanced manufacturing, medical, IT, and hospitality.</p> <p><b>Technical Assistance:</b> The state has established the interagency State Sector Partnership Team that oversees assistance to support sector partnerships, including support from an outside contractor.</p> <p><b>Program Initiative:</b> The New Hampshire Sector Partnership Initiative authorized by the WIOA State Plan includes funding, technical assistance, and guidance for the creation and maintenance of sector partnerships. The initial phases of the initiative include completing a comprehensive labor market analysis of the targeted sectors, as well as identifying existing resources throughout the state that can be leveraged to support these partnerships. Sector partnerships in the targeted industries will launch after that, developing new training programs or refining existing services based on the needs of businesses.</p>	

## ✓ NEW JERSEY

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal and State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> New Jersey utilizes a number of state and federal funding sources, including Wagner-Peyser, to provide funds to the Talent Networks that serve as the conveners of sector partnerships. In the most recent year \$5 million was provided.</p> <p><b>Technical Assistance:</b> State staff assist partnerships in developing proposals and following state policy guidance.</p> <p><b>Program Initiative(s):</b> The New Jersey State Employment and Training Commission adopted “Pathways &amp; Partnerships: NJ Blueprint for Talent Development,” which includes support for sector partnerships, and the WIOA State Plan also promotes sector partnerships. In addition to funding and technical assistance, state policy includes criteria such as required partners, targeted industries, geography, and available services.</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 Sectoral Workforce Activities	No



NEW YORK	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	Yes
Other State-Level Targeted Sector Activities	Yes
<b>Description</b>	
<p>New York used to use Workforce Investment Act statewide discretionary funds to award competitive grants to support sector partnerships in nine regions of the state. In 2011, the governor created <a href="#">ten Regional Economic Development Councils</a> 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. The state has used National Emergency Grant funds from U.S. DOL to support local sector partnerships.</p>	

✓ NORTH CAROLINA	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p><b>Funding:</b> Although North Carolina does not currently provide state or WIOA Reserve Funds for local sector partnerships, the WIOA state plan indicates that Reserve funds are likely to be provided in the future.</p> <p><b>Technical Assistance:</b> The state employs eight career pathway facilitators to provide technical assistance to local areas.</p> <p><b>Program Initiative:</b> Sector partnerships are a key component of NCWorks Career Pathways, the state's signature workforce development strategy, and are a required criteria for the North Carolina certified career pathways. Although the state does not require local areas to develop career pathways, they are encouraged and funding is provided. North Carolina has used a U.S. DOL Sector Partnership National Emergency grant (\$5.25 million) to fund forty-six planning and implementation proposals. Grant funds expired June 30, 2017.</p>	

NORTH DAKOTA	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	Yes
<b>Description</b>	
<p>North Dakota's WIOA State Plan indicates that the state will utilize Governor's Reserve funds and the Apprenticeship Accelerator grant to facilitate sector strategies in the following industries: energy, healthcare, information technology, and manufacturing. The state will work with business associations to explore options for regional collaborations.</p>	

## ✓ OHIO

✓ OHIO	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	No (not currently)
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>Ohio has supported local sector partnerships through its <a href="#">Industry Workforce Alliance Initiative</a>.</p> <p><b>Funding:</b> Although Ohio is not targeting new funds to support Industry Workforce Alliances, the state provided initial funding. The Initiative was made possible through an incentive grant awarded to the state based on successful performance in three of Ohio's federal-funded workforce and education programs and a grant from the Governor's Office of Health Transformation innovation fund. In 2014, the state awarded <a href="#">\$1.4 million in two-year grants</a> to support six industry alliances. Subsequently, Ohio applied for and was awarded a U.S. DOL Sector Partnership National Emergency Grant for \$7 million. The grant period was July 1, 2015, through June 30, 2017.</p> <p><b>Technical Assistance:</b> As part of the Industry Workforce Alliance initiative, Ohio created a <a href="#">partnership toolkit</a>, provided assistance with employer outreach, and created a survey tool to identify needs.</p> <p><b>Program Initiative(s):</b> The Industry Workforce Alliance Initiative: The Request for Grant Applications provided a framework for the initiative and criteria for <a href="#">Industry Workforce Alliances</a>. Although Ohio does not require the use of local sector partnerships, state policies and procedures encourage local workforce areas to form these partnerships, and alliances continue to be formed and maintained with private and other funds. During the second half of 2017 the state will develop a regional workforce collaboration model to provide work experiences for students.</p>	

## OKLAHOMA

OKLAHOMA	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	Yes
Other State-Level Sectoral Workforce Activities	No
<b>Description</b>	
<p>Oklahoma's Department of Commerce provided regions with an analysis of their regional economy. Regional development specialists from the Department of Commerce also facilitated partnership convenings and provide technical assistance. Oklahoma identified sector partnerships as a key aspect of its economic development and workforce policies, and incentivized sector partnerships in certain competitive grants.</p>	

✓ OREGON	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	State
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p><b>Funding:</b> Oregon appropriates state general funds to provide a total of \$1.5 million in grants to the state’s nine local workforce boards to support sector partnerships.</p> <p><b>Technical assistance:</b> A team of cross-agency staff provides a range of technical assistance for sector partnerships including: Meeting facilitation, launch preparation, coaching, data analysis, sharing research on promising practices and strategies (local, state, and nationally), training curriculum, and a common dashboard of success indicators.</p> <p><b>Program Initiatives:</b> Oregon’s WIOA state plan authorizes the state’s sector partnership initiative and requires local boards to support sector partnerships.</p>	

✓ PENNSYLVANIA	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	Federal and State
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p><b>Funding:</b> Pennsylvania uses a general fund appropriation to support regional industry partnerships. In FY 2016-17, Pennsylvania provided \$1.6 million in grants to twenty-eight industry partnerships. Pennsylvania has also used Governor’s WIOA Reserve Funds.</p> <p><b>Technical assistance:</b> Pennsylvania provides technical assistance from state staff including: Identifying career pathways; providing support for the recruitment of new employers; providing regional labor market data; assessing training needs of multiple employers; helping to develop strategies for sustaining partnerships; helping cross-program alignment; sharing information across partnerships; and aligning with statewide sectorial strategies.</p> <p><b>Program Initiative(s):</b> 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	Federal and State
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Rhode Island braids a number of state and federal funding sources to support local sector partnerships, including the state Workforce Development Fund, the Governor's WIOA Reserve Funds, and U.S. DOL National Emergency Grant funds. Over the past year, a total of \$12 million was provided.</p> <p><b>Technical Assistance:</b> Rhode Island provides technical assistance including: 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><b>Program Initiative(s):</b> The Governor's Real Jobs Rhode Island is a comprehensive initiative to establish sector partnerships as the framework for workforce development in the state.</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 Sectoral Workforce Activities	Yes
Description	
South Carolina has organized business service teams around the state's targeted sectors.	

## 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 Sectoral Workforce Activities	No

✓ TENNESSEE	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	State
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>Tennessee provides support to local sector partnerships through the Tennessee Labor Education Alignment Program (LEAP).</p> <p><b>Funding:</b> 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. During the most recent year, Tennessee awarded \$10 million from a general fund appropriation in twenty-four grants.</p> <p><b>Technical Assistance:</b> The Tennessee Higher Education Commission provides project management, employer engagement strategies, and assessment and analysis assistance.</p> <p><b>Program Initiative(s):</b> 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	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	Federal
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>Texas has established the Texas Industry Partnership Program.</p> <p><b>Funding:</b> Texas has made \$1 million in Governor’s WIOA Reserve Funds available for the current year for Texas Industry Partnerships. Grants may be for up to \$100,000. Proposals must be for partnerships in one of the six state-designated industry clusters. Partnerships must provide matching funds.</p> <p><b>Technical Assistance:</b> Texas Workforce Commission’s Office of Employer Initiatives staff provide assistance with labor market data, assistance meeting industry partners, and assistance with funding application procedures.</p> <p><b>Program Initiative:</b> The Texas Workforce Commission promotes the use of local sector partnerships. Local workforce development boards are required in their local WIOA plans to describe and provide analysis of their sector partnership activities. At its annual Texas Workforce Conference, the Texas Workforce Commission presents awards to local workforce development boards that have done an outstanding job in promoting industry sector outreach and developing successful sector partnerships and career pathways.</p>	

## ✓ UTAH

✓ UTAH	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>YES</b>
Funding	State
Technical Assistance	Yes
Program Initiatives	Yes
<b>Description</b>	
<p>Utah provides support for regional sector partnerships through the Utah Cluster Acceleration Partnership (UCAP) and the Strategic Workforce Investment Program.</p> <p><b>Funding:</b> 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 2017, UCAP awarded \$3.4 million to twenty-one organizations. Utah appropriates \$1.5 million per year for the Strategic Workforce Investment Program.</p> <p><b>Technical Assistance:</b> Staff responsible for administering UCAP provide technical assistance to partnerships interested in applying for grants and to partnerships that receive grants.</p> <p><b>Program Initiative(s):</b> 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. UCAP sets criteria for partnerships in a Request for Grants Application. In 2016, SB 103 established the Strategic Workforce Investment program. The funding is available to regional partnerships of at least five employers and two education providers in a high-need strategic industry cluster.</p>	

## VERMONT

VERMONT	
<b>SECTOR PARTNERSHIP POLICY IN PLACE</b>	<b>NO</b>
Funding	No
Technical Assistance	No
Program Initiatives	No
<b>Other</b>	
Past Sector Partnership Policy in Place	No
Other State-Level Sectoral Workforce Activities	No

✓ VIRGINIA	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	Yes
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Virginia does not currently have dedicated funding for sector partnerships. In 2015, 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.</p> <p><b>Technical Assistance:</b> Virginia is developing a Sector Strategies Academy administered by the Virginia Community College System. The Academy will provide workforce professionals with information on best practice industry sector strategies, methods for expanding local communities’ use of proven sector strategies, and tools to align sector strategies with other workforce strategies such as career pathways.</p> <p><b>Program Initiative:</b> Virginia’s WIOA state plan identifies the framework and basic action steps for forming local sector partnerships in each area.</p>	

✓ WASHINGTON	
SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	Federal
Technical Assistance	No
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Washington allocated \$1.6 million from the Governor’s WIOA Reserve Fund to support local sector partnerships through the “TAP Accelerator: Upskill-Backfill Phase I” initiative. Seven projects were funded.</p> <p><b>Program Initiatives:</b> The Talent and Prosperity (TAP) Accelerator provides funding to local sector partnerships to implement the strategy of upskilling incumbent workers and providing training to low-skilled individuals to backfill the positions. Washington State statute (<a href="#">RCW 28C.18.130 and .140</a>) 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. The TAP plan contains, “A Sector Partnership Framework... The framework provides a common set of principles, definitions, processes and criteria and creates the expectation that regional and state sector leads will coordinate and leverage each other’s work. The Framework creates a common language for implementing sector partnerships, sharing promising practices and lessons learned among regional level workforce development professionals from different agencies and different parts of 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 Sectoral Workforce Activities	No

## ✓ WISCONSIN

SECTOR PARTNERSHIP POLICY IN PLACE	YES
Funding	No
Technical Assistance	No
Program Initiatives	Yes
Description	
<p><b>Funding:</b> Wisconsin does not direct funding for the convening and support of sector partnerships themselves. However, dozens of local sector partnerships exist, many started in the past with state funds or U.S. DOL grants. The partnerships access the state-funded Wisconsin Forward program to fund training identified by the partnerships.</p> <p><b>Program Initiative:</b> Wisconsin's WIOA State Plan promotes local sector partnerships and indicates that overall guidance and support of sector partnerships will be guided through the Partnership and Development &amp; Resource Alignment Committee of the Governor's Council on Workforce Investment, the state workforce board. All local boards have sector partnership plans that have been approved by the Council.</p>	

## WYOMING

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 Sectoral Workforce Activities	No
Description	
<p><b>Funding:</b> While Wyoming no longer provides funding to sector partnerships, the state used to provide funding in the form of planning and implementation grants using Workforce Investment Act statewide discretionary funds.</p>	



# Appendix A: 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 (TAACCCT) grants, National Emergency Sector Partnership grants, 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.

**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 meet federal requirements. Examples of program initiatives include legislation or administrative policies (e.g. WIOA state plan, 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.

We do not count language in WIOA state plans if there is no other evidence of a program initiative, including actual implementation of state support. Since federal departments require state plans to describe support for sector partnerships, it can be expected that state plans contain such language. But if there is no other evidence of a program initiative and implementation, then the language documents a response to federal planning requirements, not evidence of a state policy. These three types of support are not mutually exclusive, and some states provide more than one type of support to local sector partnerships.

## Endnotes

- <sup>1</sup> See: Hendra, Richard; Greenberg, David; Hamilton, Gayle; Oppenheim, Ari; Pennington, Alexandra; Schaberg, Kelsey; and Tessler, Betsy; “Encouraging Evidence on a Sector-Focused Advancement Strategy,” MDRC, 2016; King, Christopher, “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 Conway and Robert P. Giloth, Eds., American Assembly, 2014; Maguire, Sheila; Freely, Joshua; Clymer, Carol; Conway, Maureen; and Schwartz, Denna; “Tuning in to Local Labor Markets: Findings from the Sectoral Employment Impact Study,” Public/Private Ventures, 2010.
- <sup>2</sup> DeRenzis, Brooke and Wilson, Bryan, “Sector Partnership Policy Toolkit,” National Skills Coalition, October 2015, <http://www.nationalskillscoalition.org/resources/publications/file/Final-Sector-Partnership-Policy-Toolkit-1.pdf>
- <sup>3</sup> See, “Middle-Skill Job Fact Sheets,” National Skills Coalition, 2017, <http://www.nationalskillscoalition.org/state-policy/fact-sheets>
- <sup>4</sup> For a more detailed discussion of this topic, see Dedrick, Fred, “Industry Partnerships: Theory and Practice,” in “Connecting People to Work,” 2014.
- <sup>5</sup> 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.
- <sup>6</sup> WIOA section 134(a)(2)(B)
- <sup>7</sup> WIOA section 101(d)(3)(D)

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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