

Economic Development and Workforce Development: Results Through Partnerships

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- **Barriers and Obstacles**
- **What's the "End Game"?**
- **Governance Solutions**
- **Strategies and Tactics**
- **Critical Success Factors**

- **Three-legged stool:**
 - Business attraction and recruitment
 - Business retention and expansion
 - Business creation and start-up

- Culture
- Authorizing Federal statute(s) and state policies
- Target populations served (job seekers vs. firms, “blue-collar” vs. “white collar”)
- Funding streams
- Philosophy/Language
- Planning Tools
- Performance Metrics

Economic Developers

- Company-focused (firms and industries)
- Business background
- Tax policy, Financing, Real estate development
- “Return on investment,” “location quotients”

Workforce Developers

- Individual-focused (occupations and skills)
- Social service background
- Counseling, supportive services
- “Eligibility,” “self sufficiency standards,” “terminations”

Workforce Development

- Local Plan
- Community Audits
- State of the Workforce Assessment
- Strategic Plan

Economic Development

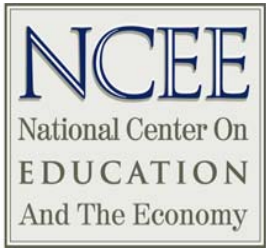
- Comprehensive Economic Development Strategies
- Community Profile
- Data Guidelines
- Comprehensive Master Plan

- **Economic Development**
 - Jobs created and retained
 - Public investments made
 - Private investments leveraged
 - Tax revenues

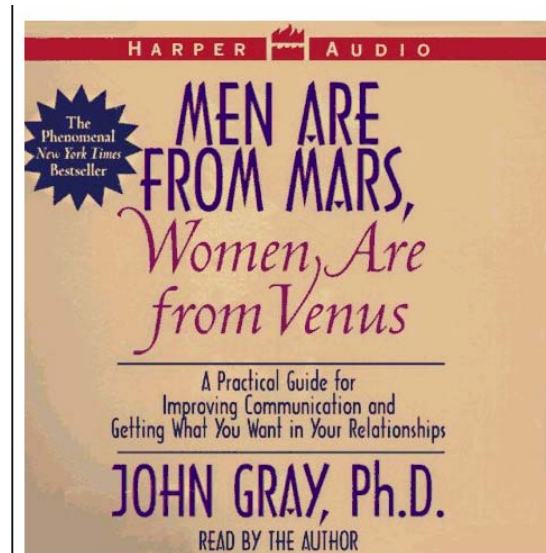
- **Workforce Development**
 - Placement
 - Retention after six months
 - Earnings
 - Skill attainment/Credentials
 - Customer Satisfaction

- Relationships with business community
- Market knowledge about industry trends, employer needs & business challenges
- Creativity in finding resources to make deals happen
- Network of field staff with business experience and established relationships with employers
- Image creators skilled in packaging and selling available opportunities

- Resources, expertise about training
- Flexible, reliable funding
- Information about local labor market, labor pool
- Alliances, Relationships with employers
- Strong, proscriptive federal authorizing statute governing workforce development.



*Economic developers are from
Mars, workforce developers...*





“Organizing” Economic Development

	Attraction	Retention	New Business Formation
Level One: Governance: Organizational restructuring			
Level Two: Strategic: Alignment of mission, functions, resources			
Level Three: Tactics: Targeted initiatives to achieve specific objectives			

- **Agency Consolidation**
 - Texas, Oklahoma, Minnesota, Idaho
- **Structured Coordination (“Jobs Cabinets”)**
 - Florida, Pennsylvania, Massachusetts, Tennessee
- Derived from NGA Issue Brief: “The State’s Role in Aligning Workforce Development and Economic Development,” Mark Troppe, Steve Crawford, Martin Simon, forthcoming.

- **Segmenting the marketplace by industry or occupation**
 - Michigan's Regional Skills Alliances
 - Washington's Skills Panels
- **Joint planning and information management**
 - Illinois' Critical Skills Shortage Initiative
 - Missouri Economic Research and Information Center
- **Integrated performance information**
 - WA State Workforce Training and Coordinating Board
 - Led six states to create blueprint to simplify measures and align strategic investments

- Assess the status quo candidly
- Evaluate reform options
- Enhance the quality of information available
- Organize activities around regions and groups of firms
- Leverage changes through financial and administrative incentives
- Set broad performance measures