



next street

New Economy
Industrial Supply Chain Forum

December 2024



Leading small business and supplier solutions company for the new economy

200,000+

Small businesses and suppliers served annually

4 Million

Small businesses reached through partners

30+ Markets

Developed regional small business strategies

\$10B+

Procurement opportunities opened for small businesses

\$4.5 Billion

Redirected to small businesses systemically held back

1000+

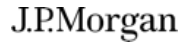
Active relationships with Trusted Advisors

Next Street partners with the public and private sector to build the connected infrastructure to mobilize the right resources at the right time for small businesses and suppliers

A Track Record of Excellence with Leading Institutions and Partnerships



LOS ANGELES AREA CHAMBER OF COMMERCE



THE CITY OF COLUMBUS



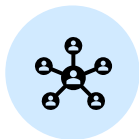


Supplier Solutions at Next Street



Ecosystem Assessment and Industrial Strategies

Analysis of local, sector-specific supply chains and ecosystems for place-based strategy



Coalition Building

Convening of public and private institutions to expand access for small and mid-sized suppliers



Supplier Capital Solutions

Capital advisory services to expand access to capital products that meet supplier needs



Supplier Program Design and Delivery

Design and delivery of supplier accelerator programs via a scalable tech-enabled solution



- **Supplier Resource and Capital Hub**

Tech platform that coordinates ecosystems and connects suppliers to best-in-class resources





Javier Diaz, Founder & President



WINGS AIR
HELICOPTERS 



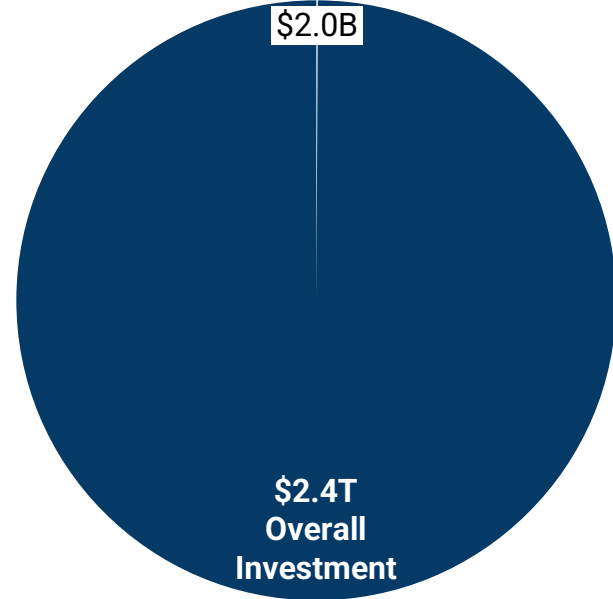
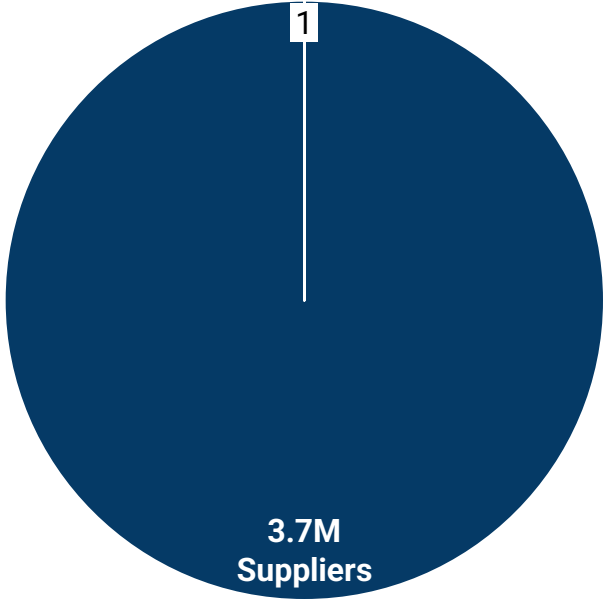

equinor

- **Transportation firm in business for 22 years**, providing helicopter charter, tours, aerial surveys, TV/movie production
- Experiencing a decrease in charter/tourism bookings

- Empire Wind developer, making **~\$2B investment in OSW in New York**
- In need of contract-ready suppliers to deliver on project needs



The Opportunity





Introduction: Industrial Supply Chain Forum

Purpose of the Forum

- **To convene national and regional leaders in government, industry, and other institutions** to address small business challenges and opportunities in evolving industrial supply chains
- **To serve as a platform for knowledge sharing, collaboration, and capacity building** in critical sectors across the country

Objectives

- ▶ **Elevate and equip small businesses and their workers** to compete in and benefit from the industrial transformation
- ▶ **Build a knowledge network** among stakeholders across industries, sectors, and regions to share insights, best practices and tools to accelerate inclusive industrial development
- ▶ **Develop and execute on scalable models** across the pillars of the “Marshall Plan for Small Businesses”: business development, workforce, and capital and financing
- ▶ **Demonstrate impact of regional initiatives** as models to reach national scale



Agenda

9:00am – 9:20am	Welcome and Introduction
9:20am – 9:50am	Dynamics of the Industrial Transformation
9:50am – 11:05am	Transitions in Manufacturing Sectors
11:05am – 11:15am	Break
11:15am – 12:30pm	The Role of Procurement in Transportation and Utilities Infrastructure
12:30pm – 1:30pm	Lunch
1:30pm – 2:45pm	Business and Workforce Ecosystems in the Industrial Transition
2:45pm – 3:00pm	Closing Remarks and Next Steps

America Needs a Marshall Plan for Small Business

An industrial transformation is underway, projected to **generate trillions in GDP** by investing in America's infrastructure and manufacturing.

The industrial transformation **places investments in critical infrastructure and advanced sectors**, including semiconductors and batteries, that **boost national security and economic competitiveness**.

These public and private investments are **turning into contracts and employment, particularly among small and mid-sized companies**.

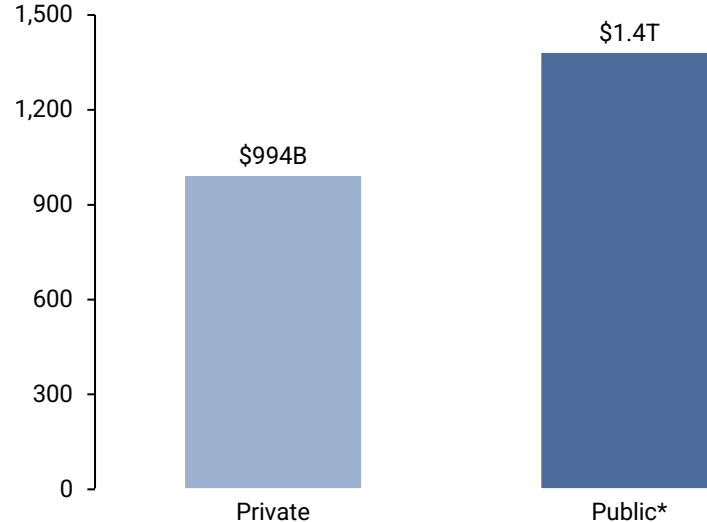
We now must mobilize the **country's small businesses** to build the **capacity essential for domestic supply chains and good jobs for American workers**.

Industrial Transformation: Big Bets

America's Industrial Transformation: Overview

- Over \$1 trillion in federal investments is set to transform the industrial landscape in the U.S.
- These investments are driving a transformation in infrastructure and manufacturing, including in advanced sectors like semiconductors and batteries
- This public funding is expected to catalyze historic levels of private sector investments
- These investments constitute a **modern industrial policy in the U.S. with significant demands for American businesses and workers**

Public and private investments over the next decade, \$ billions

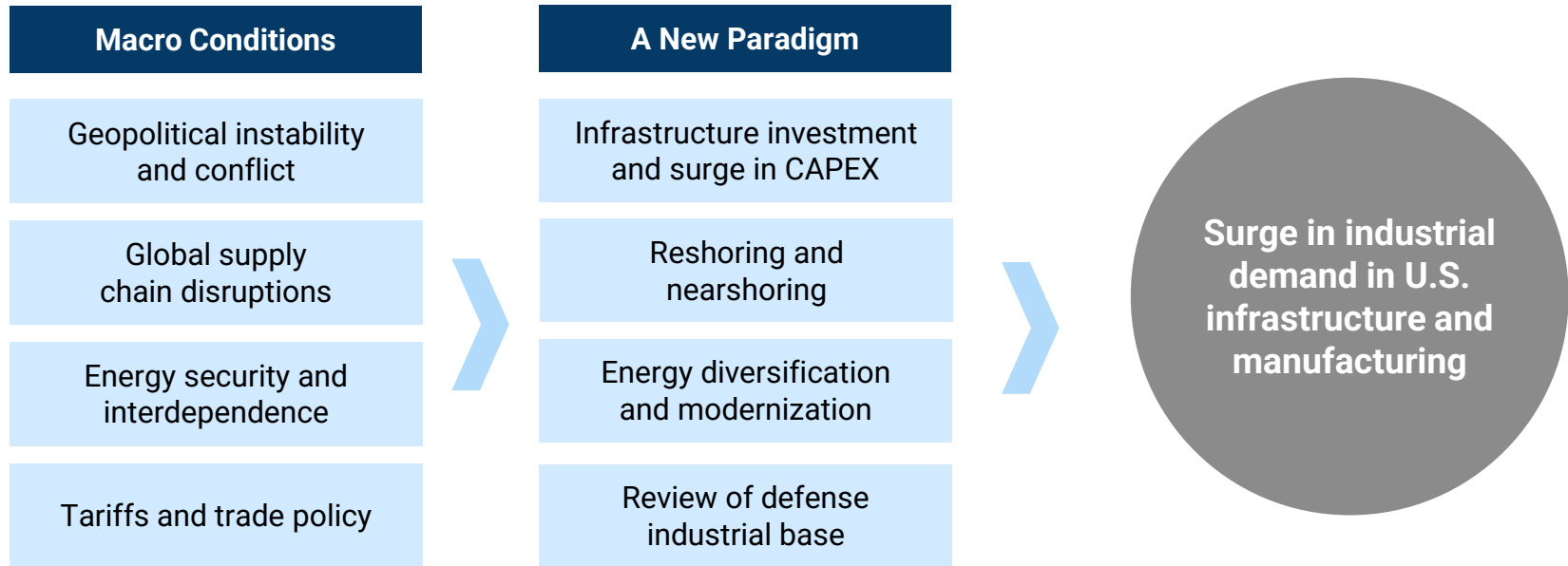


Note: * Includes spending from the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, and CHIPS and Science Act

Source: White House; Congressional Business Office; JPMorgan Chase; Credit Suisse

Industrial Transformation: A New Paradigm

Macro forces driving the industrial transformation have create enormous demand for infrastructure and manufacturing





Industrial Transformation: Strategic Sectors

The industrial transformation is poised to drive major growth in strategic sectors in infrastructure and manufacturing

Infrastructure

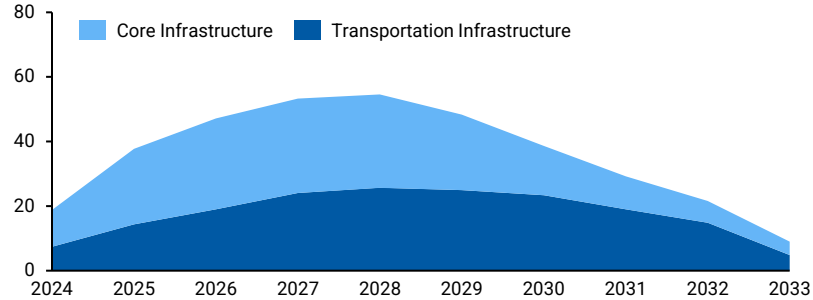
Airports, Ports, and Waterways	Broadband Infrastructure	Electric Vehicle Infrastructure	Passenger and Freight Rail
Roads, Bridges, Major Projects	Power and Grid Infrastructure	Public Transit	Water Infrastructure

Manufacturing

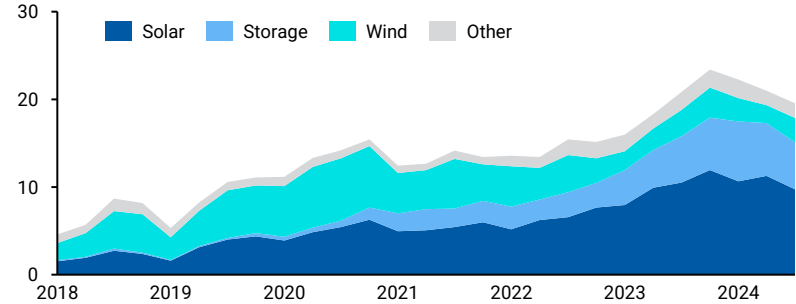
Aerospace and Defense	Automotive and Mobility	Battery Manufacturing	Bio and Pharma Manufacturing
Clean Energy Manufacturing	Heavy Industry and Equipment	Polymers and Materials	Semiconductor Manufacturing

Trends: The Industrial Transformation In Charts

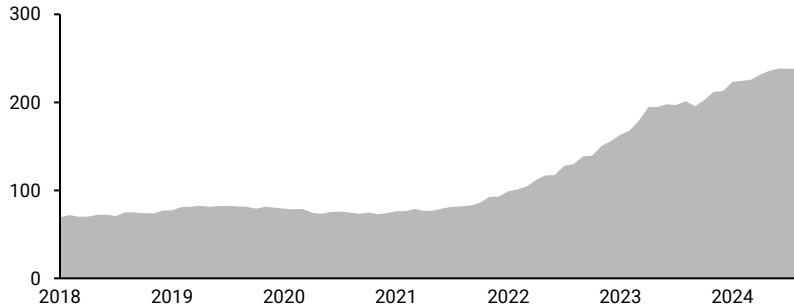
Projected construction CAPEX, by year and asset class, \$ billions



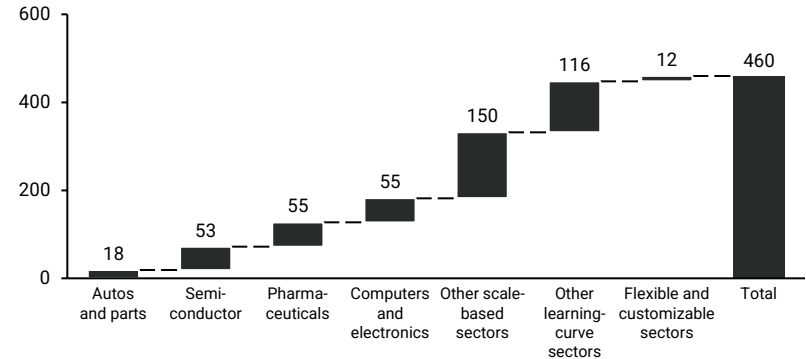
Energy investment, by year and technology, \$ billions



Construction spending for manufacturing, by year, \$ millions

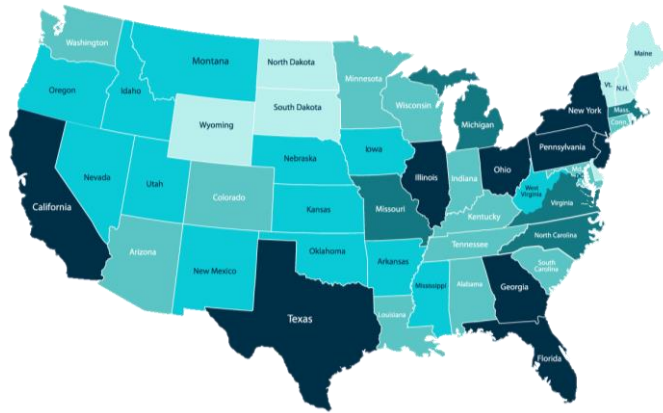


Incremental 2030 GDP in manufacturing, \$ billion (index 0 = 2020)

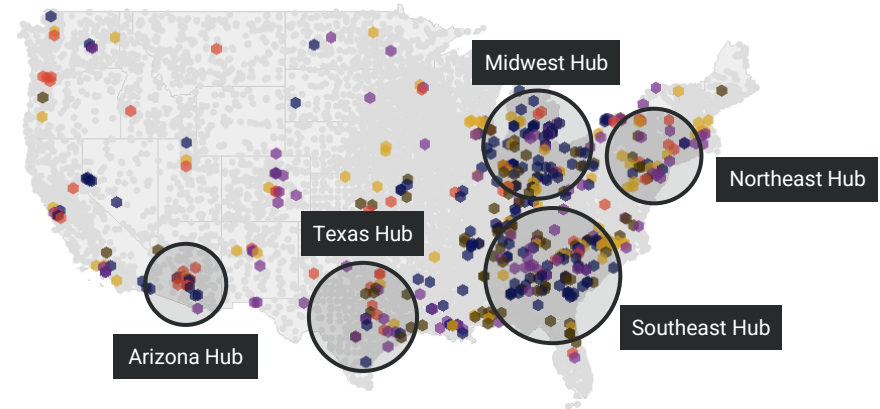


Trends: Geography of the Industrial Transformation

Total estimated public infrastructure allocations, by State



Private manufacturing investments, by new plant announcements



Investment in “strategic sectors” in advanced manufacturing is flowing disproportionately to economically distressed counties—a break with the pattern of the last several decades

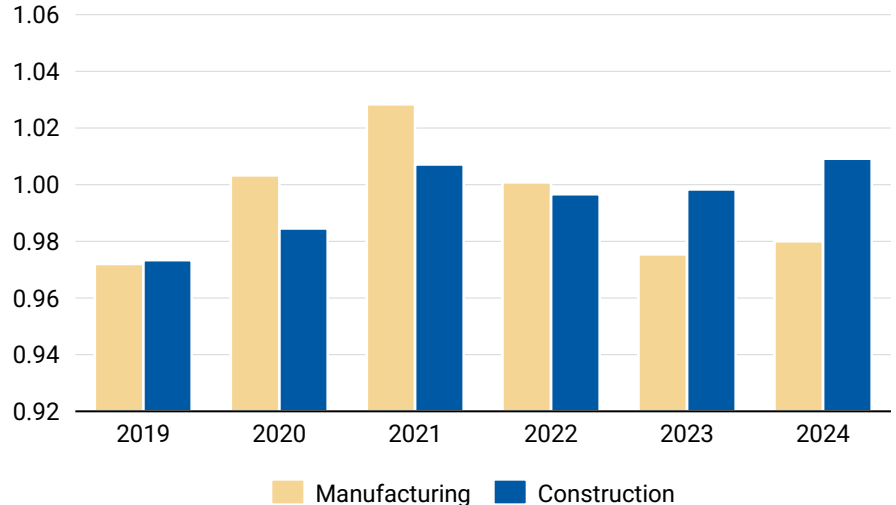
Trends: Small Business Demand

Capital investments and reshoring have already led to a boom for small and mid-sized businesses

Bank of America Global Research Institute: Report

- For every \$10 billion of manufacturing revenue that is moved back to the US, there is an estimated **\$3.8 billion of CAPEX spending**
- BofA small business data showed **notable payroll payment growth for manufacturing and construction firms, particularly in the South**
- Construction firms' **average inflow-to-outflow ratio (a proxy for profits) reached historically high levels this year, while manufacturing firms' ratio remains higher than pre-COVID levels**

Bank of America: Small Business Client Profitability
Inflow-to-Outflow Ratio, by Industry

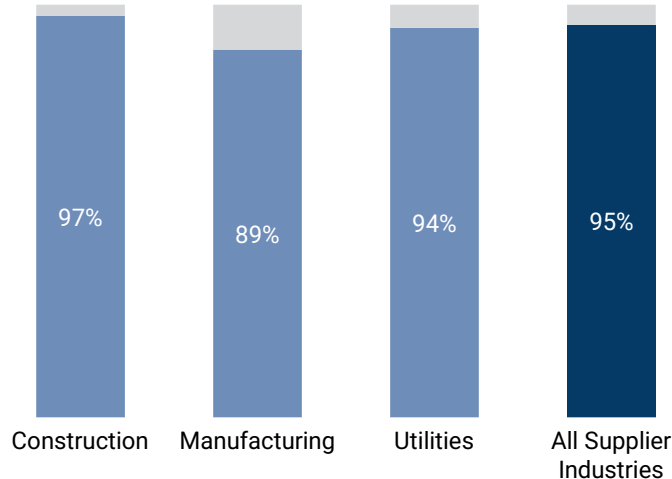


Small Business: Role in the Transformation

Small businesses are critical for today's industrial transformation as key drivers of domestic supply chains

Small Businesses in the Industrial Transformation

% of US employer firms with fewer than 50 employees in 2020



Small and medium-sized businesses account for...



50%

of U.S. industrial production



75%

of the workforce in supply chain industries



21%

growing into very large manufacturing firms

Small Business: Segmentation

Segmenting small businesses by their business characteristics and growth potential offers a useful framework for discussing specific solutions to address their needs

	Main Street Businesses	Supplier Businesses	High-Growth Businesses
Business Characteristics	<ul style="list-style-type: none"> Local businesses serving consumers and other local businesses Low-to-moderate scale potential Often smaller, community-based Employs highly accessible but lower wage job profiles 	<ul style="list-style-type: none"> Suppliers to government (B2G) or other businesses (B2B) in traded sectors Moderate-to-high scale potential Can have local supplier facilities Employs moderate-to-high wage, accessible job profiles 	<ul style="list-style-type: none"> Fast-growing, often innovation-driven businesses High-margin, high-scale potential Often service-based with local staff Employs high-wage but less accessible job profiles
Number of US employer firms	6.5M firms	3.7M firms	6.4M firms
Representative industries*	<ul style="list-style-type: none"> Accommodation and Food Services Personal and Repair Services Retail Stores and Trade 	<ul style="list-style-type: none"> Construction Manufacturing Transportation and Warehousing 	<ul style="list-style-type: none"> Finance and Insurance Information Technology Professional Services

Our focus for industrial supply chains

Note: These business segments are illustrative to overarching characteristics and needs. Representative industries are not mutually exclusive but represent different categories of firms of interest
 Source: Adapted from the Harvard Business School; U.S. Census Bureau Annual Business Survey (2022)

Small Business: The Challenges

1

Supplier Pipeline Challenge

The country does not yet have the **supplier pool and capacity to deliver** on the vast scope of the industrial transformation in infrastructure and manufacturing

2

Job Quality and Workforce

Small businesses—**anxious about competitive operating costs and workforce shortages—will not be positioned to act as full partners in the good job revolution**

3

Inequality Risk

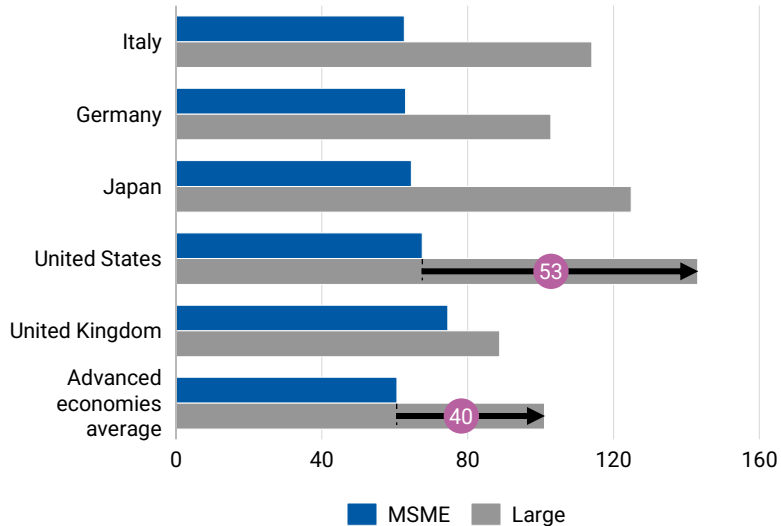
We could **expand rather than reduce economic inequalities** as established, very large incumbents are best positioned to garner new business opportunities

Small Business: Productivity Gaps

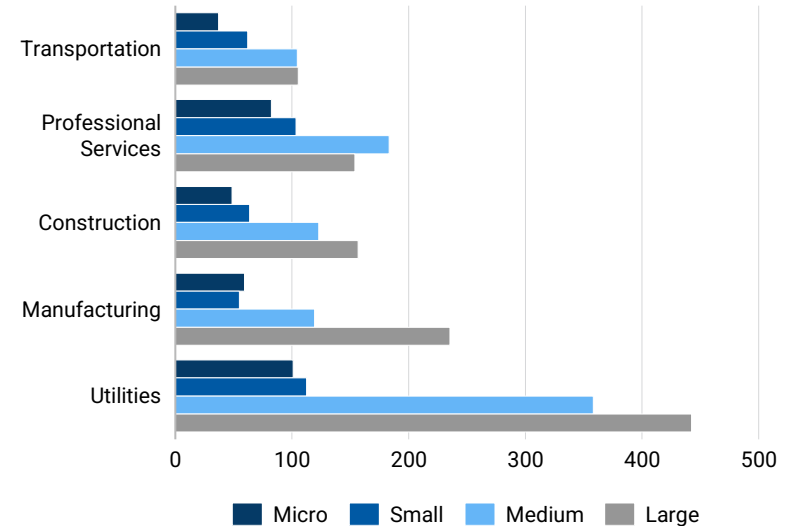
U.S. small businesses have been less productive than larger companies *and* small firms in other advanced economies

Productivity, value added per worker, \$ thousand (purchasing power parity)

By Country



By Industry (in the U.S.)



Small Business: Evolving Needs

Small and mid-sized businesses will require capital, management assistance, and workforce development to adapt to the evolving demands of the country's industrial transformation

Business and Management Assistance

- **Corporate strategy guidance** to adapt business models in evolving sectors
- **Product development** to adjust and optimize to shifting demand and trends
- **Back-office support** to enhance corporate functions and foster efficiency
- **Market access** to new customers within the industrial transformation

Capital and Financing

- **Capital investments** for retooling/upgrading facilities and equipment
- **R&D investments** for innovating and developing new products
- **Strategic investments** for corporate growth, including M&A finance
- **Working capital** for liquidity and day-to-day operations

Workforce

- **Employee development** for new product / service capabilities and processes
- **Talent recruitment** with local and diverse workforce pipelines to fill key skills needs
- **Corporate leadership development** to plan and operationalize shifting operating models and change management



“Marshall Plan for Small Business”

America needs a “Marshall Plan for Small Business” centered on three pillars for the industrial transformation

Business Development

Scale results-driven national programs that **prepare small businesses with industry-specific guidance** to navigate evolving market conditions

Capital and Financing

Expand access to **capital solutions through small business financing programs and products** crafted for supplier firms in critical industrial supply chains

Workforce Development

Establish a workforce development approach centered on small businesses that is **equipped to mobilize the American workforce on an industrial scale**

Operationalizing the “Marshall Plan”

Surge in industrial
demand in
infrastructure and
manufacturing



Business Development

- Industry consulting services and training programs
- Industry tools and playbooks
- Business continuity planning

Capital and Financing

- Blended financing and revolving loan programs
- Equity for M&A and JVs
- Retooling grant programs

Workforce Development

- Employee training and work-based learning
- Industry-workforce partnerships

Ecosystem coordination and collaboration platforms

Public-private engagement with relevant public efforts and large private companies



Community & Worker
Economic Transition Office



Two visions for the future

Which one is correct?

Michigan **Advance** →

**Clean energy laws and funding fuel Michigan jobs
and economic growth, new study says**



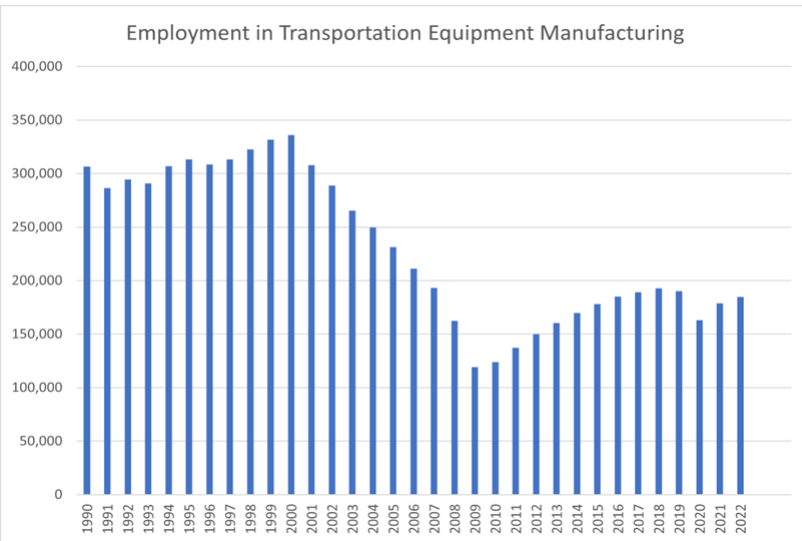
**Trump in Michigan tells auto workers that EVs are
a ‘transition to hell’**

A focus on manufacturing and on-shoring critical supply chains can support economic growth in Michigan...

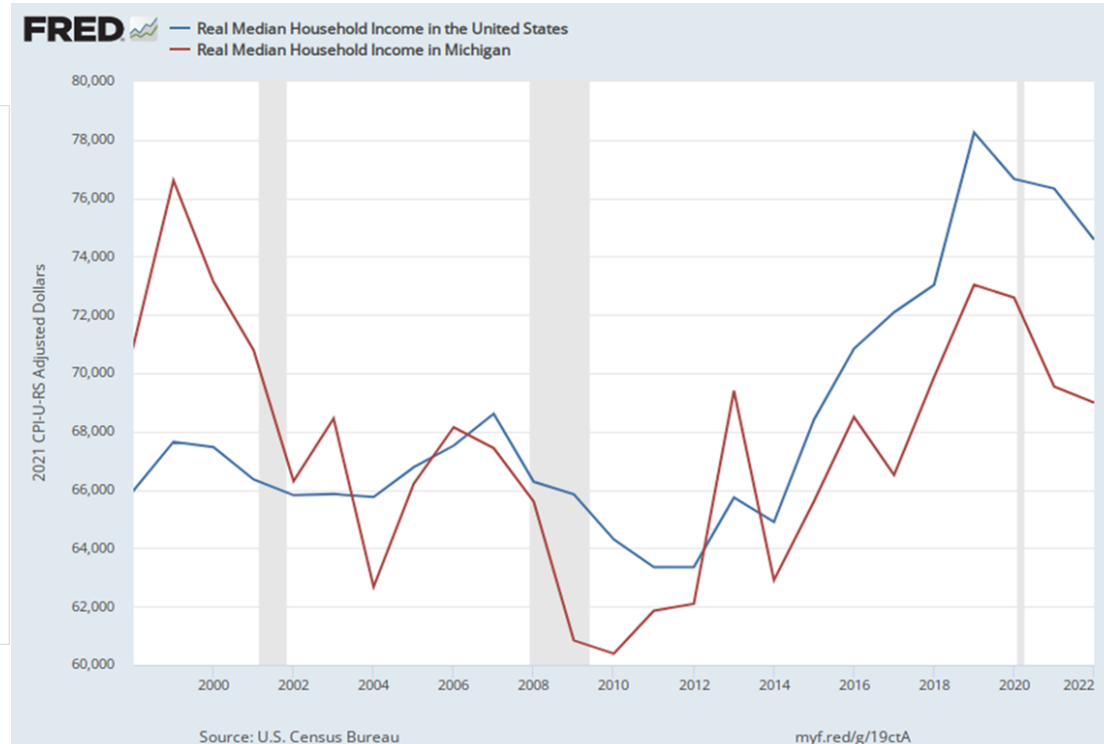
But to ensure that growth happens equitably, we need to start preparing now.



Michigan's economy has been transitioning for years...



Source: Michigan Center for Data and Analytics; US Bureau of Labor Statistics



Source: U.S. Census Bureau

myf.red/g/19ctA

With profound impacts on communities across the state

1980

2016

Rank	Metropolitan Statistical Area	State	Avg Earnings	Metropolitan Statistical Area	State	Avg Earnings
1	Bridgeport-Stamford-Norwalk	CT	\$54,194	Bridgeport-Stamford-Norwalk	CT	\$83,470
2	Flint	MI	\$53,463	San Jose-Sunnyvale-Santa Clara	CA	\$81,541
3	Detroit-Warren-Dearborn	MI	\$53,290	San Francisco-Oakland-Hayward	CA	\$76,697
4	Midland	MI	\$51,043	Washington-Arlington-Alexandria	DC-VA	\$69,890
5	Washington-Arlington-Alexandria	DC-VA	\$50,093	Seattle-Tacoma-Bellevue	WA	\$65,580
6	Saginaw	MI	\$49,469	Boston-Cambridge-Newton	MA	\$65,131
7	Midland	TX	\$49,319	Trenton	NJ	\$64,939
8	Casper	WY	\$49,310	New York-Newark-Jersey City	NY-NJ	\$64,055
9	Monroe	MI	\$49,107	Boulder	CO	\$61,161
10	Bremerton-Silverdale	WA	\$48,987	Baltimore-Columbia-Towson	MD	\$60,418



Michigan's auto footprint

23 OEM facilities
1000+ independent
suppliers



The ICE to EV transition is an opportunity to stop these trends



	NO TRANSITION SCENARIO	ALL ELECTRIC BY 2033 SCENARIO, HIGH COMPETITIVENESS CASE	ALL ELECTRIC BY 2033 SCENARIO, LOW COMPETITIVENESS CASE
EV sales	No growth in EVs	EVs reach 62% of light-duty vehicle sales in 2030, 100% by 2033	
Michigan's share of US vehicle production	Remains at 20%	Rises to 25% by 2030 and stays at that level	Falls to 15% by 2030 and stays at that level
Michigan's share of US EV battery production	Remains at 10%	Rises to 15% by 2030 and stays at that level	Falls to 5% by 2030 and stays at that level



Auto plants grew their workforces after transitioning to electric vehicle production

Data suggests the switch to EVs may not mean the loss of assembly jobs some predicted

Weng, A., Ahmed, O.Y., Ehrlich, G. *et al.* Higher labor intensity in US automotive assembly plants after transitioning to electric vehicles. *Nat Commun* 15, 8088 (2024). <https://doi.org/10.1038/s41467-024-52435-x>

What Michigan makes now...

North American Production & Michigan Production Share

2023

Assembly

- 98 assembly plants* produced 15,500,000 light vehicles
- 13 assembly plants* in Michigan producing



Michigan
Production
Share: 12.1%



Engine

- 39 engine plants* produced 12,750,000 engines
- 7 engine plants in Michigan



Michigan
Production
Share: 6.9%



Transmissions

- 20 Transmission plants* produced 10,100,000 transmissions
- 3 Transmission plants in Michigan



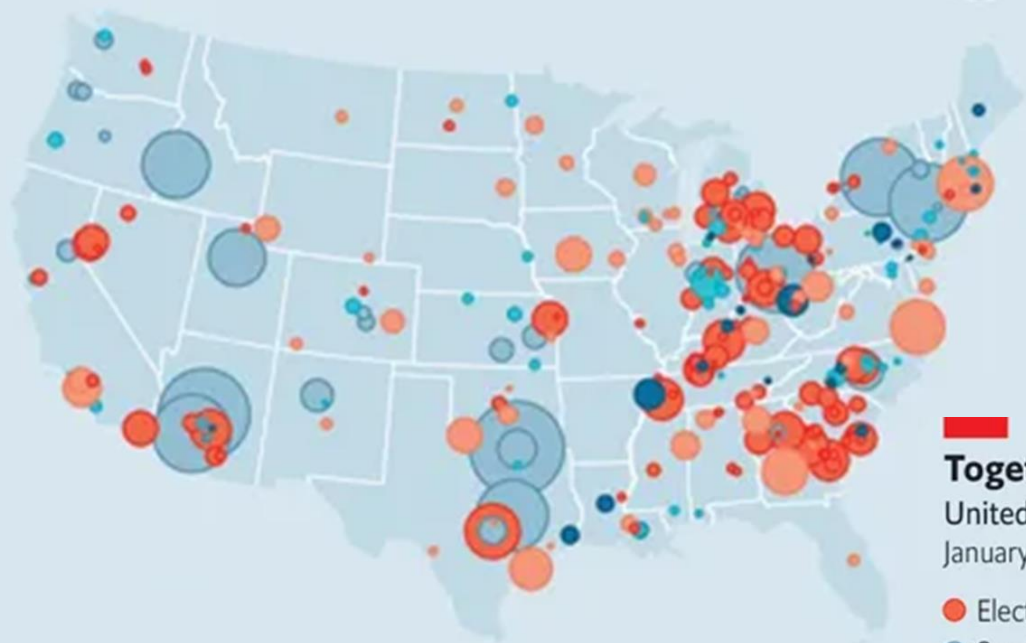
Michigan
Production
Share: 28.4%



Michigan ranks first in transmission production and second in vehicle assembly among all N.A. production states/countries. Mexico is the top production region for motor vehicles (24%) and engine production (23.6%).

... and where EV investments are going

Investments announced, \$bn 5 ○ 10 ○ 30 ○



Together in electric dreams

United States, investments by category
January 2021-May 2023

- Electric vehicles/batteries
- Clean energy
- Semiconductors/electronics
- Biomanufacturing
- Heavy industry

Source: White House

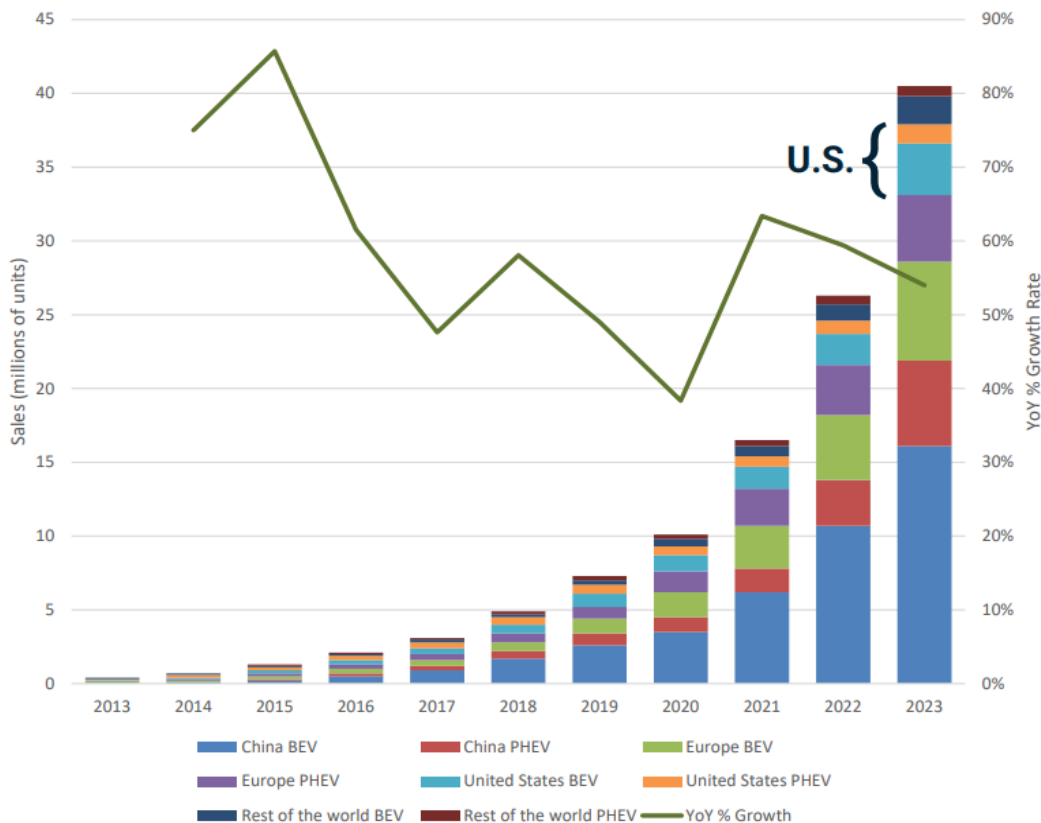
Source: *The Economist*, Sept. 24, 2023



EVs are a large, growing international market

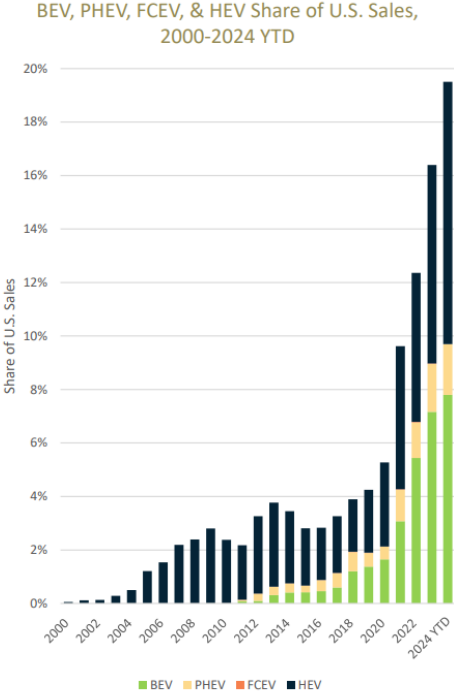
Michigan needs a plan to remain globally competitive

Global Electrified Light Vehicle Sales Country & Type, YoY % Change 2013-2023

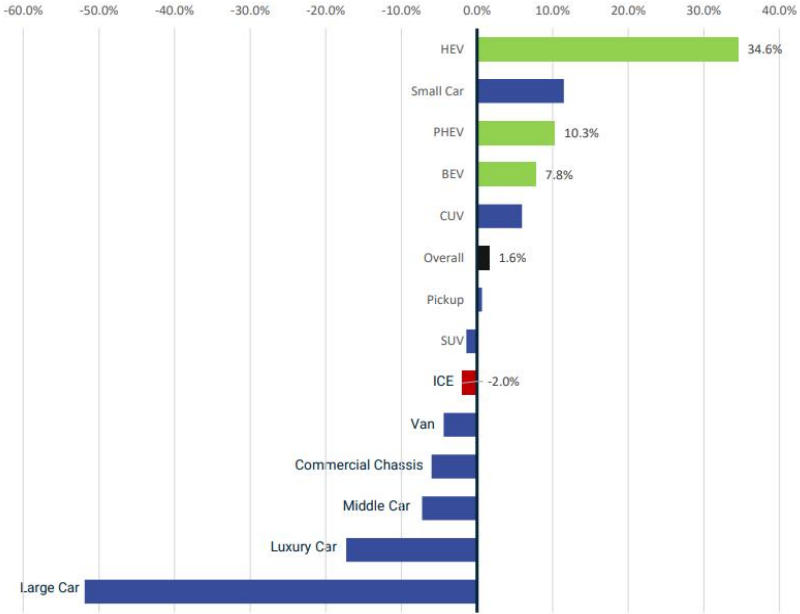


Source: IEA (2024), Global electric car stock, 2013-2023, IEA, Paris <https://www.iea.org/data-and-statistics/charts/global-electric-car-stock-2013-2023>, Licence: CC BY 4.0

Electrified vehicle sales continue to grow in the US



U.S. Light Vehicle Sales by Segment, YoY % Change
2023 Jan-Oct vs. 2024 Jan-Oct



How fast will the transition happen?

- Jaguar 100% EV

- GM 100% BEV
- Lexus 100% EV
- Kia 100% EV

- Hyundai, Kia, Ford, VW, Honda, Toyota, Nissan, Mazda, Mitsubishi, Subaru all carbon neutral

2025

2030

2035

2040

2045

- Ford 100% BEV in EU
- Cadillac 100% EV
- Jeep 50% BEV US, 100% BEV EU
- Chrysler 100% BEV
- BMW 50% BEV
- Volvo 100% BEV
- Kia 100% EV EU

- GM carbon neutral
- Volvo carbon neutral
- Mercedes Benz 100% BEV
- **State of Michigan 100% Clean Energy Standard**



The Michigan Plan

1

Consistent funding for the Governor's economic development agenda

2

Access to capital for retooling and increased technical assistance and support for businesses

3

Expanded workforce support

4

Increased support for community capacity building





Consistent funding for the Governor's economic development agenda

Driving knowledge
economy job
creation & growth



Mobility & Automotive Manufacturing



**Advanced Manufacturing: Defense, Aerospace
& Advanced Materials**



Clean Energy



Engineering, Design & Development



Tech – Semiconductors & Cyber Security



Life Sciences & Medical Devices



Professional & Corporate Services

The Make It in Michigan vision is working

A LOOK AT THE PROJECT PIPELINE: THEN-TO-NOW

Total number of projects won has increased each year since FY 2020

Average private investment associated with pipeline projects more than doubled from 2017 to 2024

Projects have been announced in all 83 counties since 2019¹

MAKE IT IN MICHIGAN INVESTMENTS DELIVER

\$1 invested in economic development is estimated to generate **\$4.17** back to the state that can be invested in our schools, roads, and more.²

\$1 invested in economic development projects is estimated to put an average of almost **\$4** back into Michigan residents' paychecks.³

MAKE IT IN MICHIGAN INVESTMENTS SUSTAIN THE MIDDLE CLASS

3rd in U.S. for amount of federal grant dollars spent in the state⁴

Assisted small businesses in all counties
+60k times⁵

\$48.8M in Competitiveness Fund investment = **\$276** in federal investment: a **+5:1 return**

+10k housing units announced all across the state⁶

+40k new auto jobs announced⁷

\$7.8B in placemaking, such as housing, parks, etc.⁸

\$44B in private investment⁹

56% of projects in geographically disadvantaged areas¹⁰

1,750 new small and high-tech businesses¹¹

Let's continue to deliver prosperity for all in Michigan



HOW MICHIGAN STACKS UP WITH THE COMPETITION¹²

Michigan job growth: +260k (5.8%)

Ohio job growth: 230k (4.1%)

Indiana job growth: 150k (4.7%)

Minnesota job growth: 120k (4.1%)



The remaining pieces of the puzzle:

- Access to capital for retooling and increased technical assistance and support for businesses
- Expanded workforce support
- Increased support for community capacity building

Where the state's new **Community & Worker Economic Transition Office** plays a role.

About the office

Mission



Ensure that communities, workers, and employers impacted by transitions have the support they need to proactively **prepare for, benefit from, and shape Michigan's future economy.**

Key Strategies



Statewide transition strategy development



Data sharing and analytics



Deep community engagement



Resource navigation

Enabler of Success



Coordination across Michigan departments, federal agencies, private-sector partners.



Office Capabilities Big Picture



Create a data-driven central source of truth

- Develop likely economic scenarios
 - Evaluate long-term risks, opportunities, effective interventions
-



Employer engagement

- Proactive direction to relevant funding, resources
 - Identify and facilitate diversification opportunities
-



Community engagement

- Co-create a clear vision for a vibrant, diversified economy
 - Capacity enhancement for strategy and execution
-



Worker support

- Proactive outreach, resource navigation
- Design new programs that fill gaps



Data and Analytics

→ Goals

- **Create a Data Driven Central Source of Truth:** Develop likely economic scenarios and evaluate long-term risks, opportunities, and potential interventions.
- **Empower Stakeholders:** Rather than rely on a single state plan, provide individual communities the data and insights needed to develop their own forward looking growth and resiliency plans.

→ Current Projects

- **Supply Chain Mapping:** Develop data tool that State and partners can use to proactively support auto suppliers with diversification and retooling opportunities.
- **Supplier Resource Hub:** Develop a tool that serve as a single, easy to use portal that will help manufacturers navigate to federal, state and private programs and funding to support their stability, expansion or diversification.



Industry Growth & Diversification

→ Goals

- **Program Navigation & Development** Help businesses navigate the confusing silo of state and federal programs; use insights and partnerships to identify and fill resource gaps.
- **Diversification:** Leverage state's relationships and convening powers to develop diversification opportunities for manufacturers.

→ Current Projects

- **Support for retooling/diversification:** Secured \$22.6M DOE grant for small and medium-sized manufacturers retooling; \$9.1M U.S. Treasury grant to provide small and underserved manufacturers with technical assistance for retooling.
- **Energy Sector Diversification:** Partner with state's largest investor-owned utilities to secure commitments and develop state policies that help Michigan-based businesses successfully move into energy supply chains, focusing on auto suppliers seeking diversification opportunities.



Community Resiliency

→ Goals

- **Planning:** Support communities in developing local economic diversification and resiliency plans.
- **Capacity Enhancement:** Assist communities in securing the necessary resources to implement those plans.

→ Current Projects

- **MIFundingHub.org:** Digital resource that helps local governments navigate to state and federal grant opportunities and provides technical assistance
- **Community Playbook:** Conduct simulated plant closure exercises to document and improve on current process; document learnings and pair with resources supporting growth and diversification planning; support learning cohort in playbook deployment/planning exercise.



Employee Engagement & Empowerment

→ Goals

- **Resource Navigation:** Help workers and workforce partners navigate to existing state, federal, and local programs.
- **Program Development:** Identify resource gaps and develop implementation recommendations for partner agencies and policymakers.

→ Current Projects

- **Job Quality:** Received \$750K grant from the Families and Workers Fund to work with the Burning Glass Institute to develop a framework and tools to define, measure, and advance job quality standards.
- **EV Workforce Hub:** Michigan 1 of 4 hubs announced by the Biden Administration in April, designed to prepare Michigan workers for the good-paying jobs; focused on four challenges identified by stakeholders; several pilots/projects underway.



What does success look like in Michigan?

Industrial policy strategies must be tied to a broader **prosperity agenda**.



Equitable job creation & shared prosperity



Diversified & resilient economy



Healthy & thriving communities

Questions and Discussion

Michigan.gov/EconomicTransition



The Role of Procurement in Transportation and Utilities Infrastructure

Next Street's Industrial Supply Chain Forum: Kickoff Event

December 13, 2024



HARVARDKennedy School
Government Performance Lab

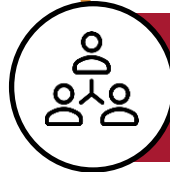
The Government Performance Lab (GPL)'s Procurement Portfolio

In over 250 projects, we have worked closely with state and local leaders to develop and test promising practices.

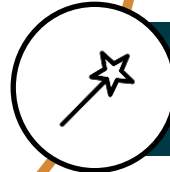
We then spread those practices to communities nationwide.



Extreme Procurement Makeovers to transform procurement systems



Intensive coaching and executive education programs to spread solutions



Learning community to build government capacity: Procurement Excellence Network

Technical assistance provided through our procurement practice

The GPL's Procurement Excellence Framework

The **GPL's Procurement Excellence Framework** is a set of strategies designed to help governments use procurement and contracting to achieve better outcomes for residents.



**Efficient &
Fair**

**Faster, easier, &
more transparent**
procurement
processes



**Results-
Driven**

RFPs & contracts
focused on
outcomes, not just
compliance



Equitable

Expanded **vendor
pipeline**, increased
competition, &
improved equity in
the delivery and
distribution of
services



Strategic

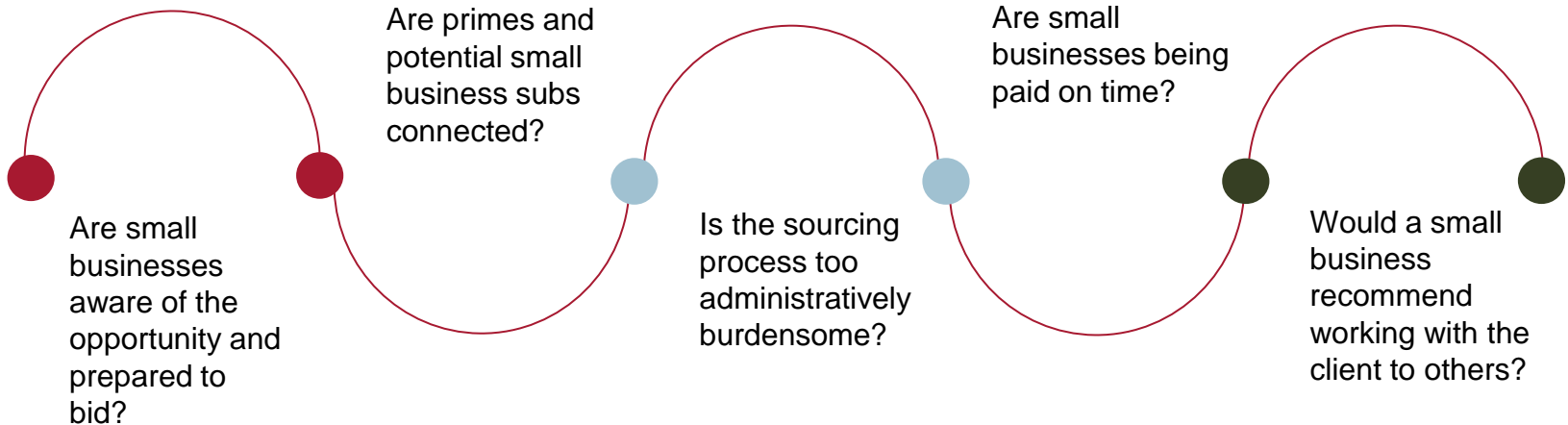
**Elevated and
accountable**
procurement,
sustained success

Common question:

How can public sector entities increase the share of their contracted spend going to small businesses?



Small businesses face challenges across the procurement lifecycle



To expand contracting with small businesses, there are many barriers to address:

Vision

Small businesses must have awareness of contracting/partnering opportunities.

Small businesses must be equipped to bid and assess opportunities as a good match.

Small businesses must have a successful experience and want to bid again.

Vendor Perspectives

*Timing is unpredictable and **upcoming projects are not shared**. Learning about bids feels like a "need to know" basis.*

*The **process seems too difficult**, and I sometimes am not sure what information is asked for.*

*The **time it takes to be paid** for invoices is quite long -- we have had times when it has affected our liquidity.*

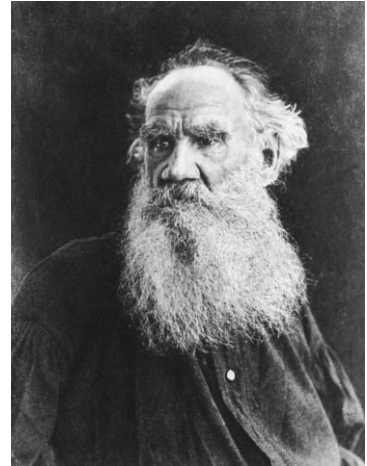
Challenges

- Navigating confusing websites
- No targeted outreach
- Informal information networks
- Unpredictable nature of opportunities
- Perception incumbent will win

- Process hard to navigate with unclear requirements
- Onerous insurance and bonding requirements
- Scope of project too large
- Minimal coordination with other major buyers

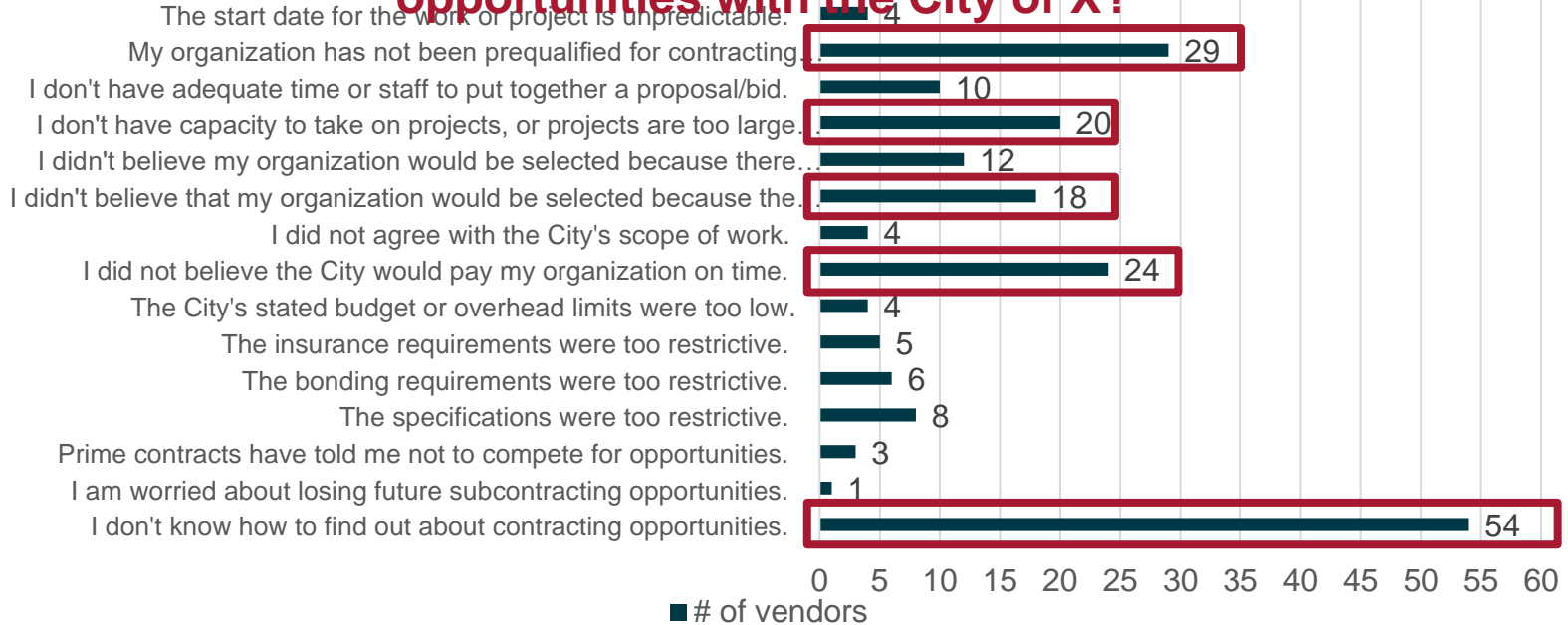
- Little feedback given to newer contractors in need of coaching and support
 - Payment delays
 - Unfair treatment
 - Disingenuous offers of partnership from primes

The Anna Karenina Principle (of Government Contracting): “Each unsuccessful public sector buyer is unsuccessful in its own way.”



Vendor engagement can help diagnose challenges

What has prevented you from proposing/bidding on opportunities with the City of X?



For this city, the biggest impediment to seeing new vendors participate in the process is that they do not know how or where to find opportunities.

Solutions abound for addressing these challenges

Vision

Small businesses must have awareness of contracting/partnering opportunities.

Small businesses must be equipped to bid and assess opportunities as a good match.

Small businesses must have a successful experience and want to bid again.

Opportunities

1. Rethink outreach
2. Help primes to build relationships with new subcontractors
3. Forecast opportunities and prepare the marketplace

1. Right-size opportunities, through unbundling and task orders
2. Create small business-specific marketplaces
3. Reduce administrative burden of the procurement process

1. Pay firms faster or offer advance payment
2. Promote contractor development
3. Provide financial support to small firms

Procurement categories are expanding in infrastructure

	Supplier Categories	Energy and Utilities	Construction
Higher Margin ↑ Lower Margin ↓	Technology	<ul style="list-style-type: none"> IT and telecom installation and maintenance 	<ul style="list-style-type: none"> IT and telecom installation and maintenance
	Professional Services	<ul style="list-style-type: none"> Engineering services (e.g., structural, mechanical) Property services (e.g., site selection, land acquisition) Consulting, HR, and safety services (e.g., energy policy, market analysis, recruiting, training, compliance) Marketing and demand-side management 	<ul style="list-style-type: none"> Trade services (e.g., mechanical, plumbing, lighting, voltage) Architects and general contractors (e.g., cleanroom, flooring, walls, ceilings) Consulting services
	Manufacturing	<ul style="list-style-type: none"> Electrical equipment (e.g., transformers, circuit breakers) Energy production and storage (e.g., solar, wind, battery) 	<ul style="list-style-type: none"> Facilities equipment and signage Maintenance and repairs
	Commodity / Supplies	<ul style="list-style-type: none"> Cable and wires Aggregates (e.g., gravel, sand, stone) Chemicals, gases, and lubes 	<ul style="list-style-type: none"> Valves, piping, mechanical pumps, ductwork Electrical equipment
	Work Services	<ul style="list-style-type: none"> Fleet management (e.g., vehicles and equipment) Staff augmentation (e.g., temporary staffing services) Maintenance services (e.g., equipment and infrastructure) 	<ul style="list-style-type: none"> Landscaping, cleaning, janitorial Waste services
	Construction	<ul style="list-style-type: none"> Site preparation (e.g., surveying) Structural assembly (e.g., concrete works, steel packages) 	<ul style="list-style-type: none"> Site preparation (e.g., surveying, excavation) Structural and building works (e.g., concrete, steel, roofing, trestles, scaffolding, masonry)

Small businesses must have awareness of contracting/partnering opportunities.

Rethink how to conduct outreach about contracting opportunities



Connect Boulder

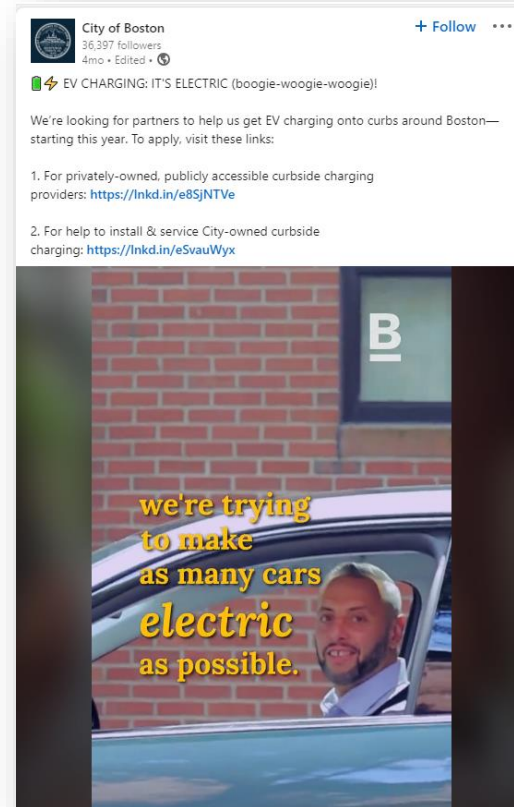
Fiber Construction Project Pre-Solicitation Conference – August 29, 2019



The purpose of this presentation is to provide project background on the City's upcoming fiber construction bid
* This is **not** a technical presentation. Technical specifications will be included in the Bid*

Agenda

1. Staff presentation
 - a) Project background – motivation and vision of success
 - b) High level backbone design (HLD)
 - c) Fiber Project Financial summary
 - d) Key 2019 next steps and timeline
 - e) Guidance on how to respond to the Bid
2. Vendor & Community questions



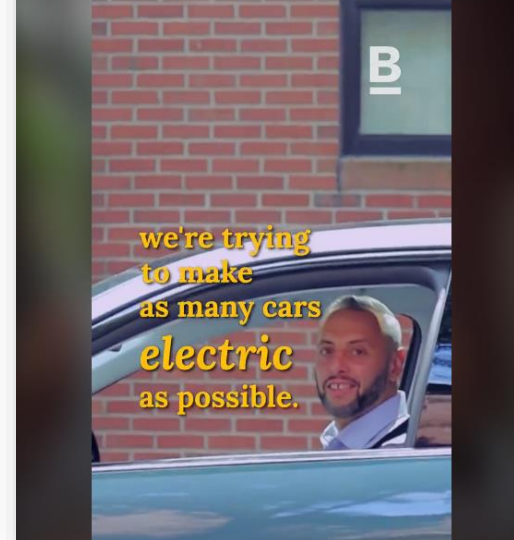
City of Boston
36,397 followers
4mo • Edited •

+ Follow ...

⚡ EV CHARGING: IT'S ELECTRIC (boogie-woogie-woogie)!

We're looking for partners to help us get EV charging onto curbs around Boston—starting this year. To apply, visit these links:

1. For privately-owned, publicly accessible curbside charging providers: <https://lnkd.in/e8SJNTVe>
2. For help to install & service City-owned curbside charging: <https://lnkd.in/eSvauWyx>



we're trying to make as many cars electric as possible.

Expand audiences through reciprocal certifications



Left to right: John Pocari, co-founder of EIP, Dorval Carter Jr., president of CTA, Leslie Richards, CEO and general manager of SEPTA and Phil Washington, co-founder of EIP and CEO of Denver International Airport join together at an event hosted by AASHTO to sign a reciprocity agreement that will benefit historically underutilized businesses.

Forecast Upcoming Opportunities



Procurement - Buying Plan - Fiscal Year 2024

Buying Plan Number	Contract Category	Department	Project Description	Estimated Amount	Anticipated Advertise Date
BP2024-25	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	86th Ave - 131st to Cal Sag Trail	\$1,000,001 - \$5,000,000	2024 2nd Quarter (Mar - May)
BP2024-26	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	Plainfield (County Line to East Ave)	\$1,000,001 - \$5,000,000	2024 2nd Quarter (Mar - May)
BP2024-27	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	Pulaski (127th to 159th)	\$1,000,001 - \$5,000,000	2024 2nd Quarter (Mar - May)
BP2024-28	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	108th - 167th to 159th	\$1,000,001 - \$5,000,000	2024 1st Quarter (Dec - Feb)
BP2024-29	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	I-294 at Midlothian Tkpe/Pulaski Rd	\$1,000,001 - \$5,000,000	2024 1st Quarter (Dec - Feb)
BP2024-3	Architecture & Engineering	1031.OFFICE OF ASSET MANAGEMENT	Structural Façade Inspections - DOC Camp	\$100,001 - \$500,000	2024 4th Quarter (Sep - Nov)
BP2024-30	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	Western Avenue Grade Separation (GS17)	\$250,001 - \$500,000	2024 1st Quarter (Dec - Feb)
BP2024-31	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	Railroad At-Grade Crossing (GS20)	\$1,000,001 - \$5,000,000	2024 1st Quarter (Dec - Feb)
BP2024-32	Architecture & Engineering	1500.TRANSPORTATION AND HIGHWAYS	Structures Management for Design	\$1,000,001 - \$5,000,000	2024 1st Quarter (Dec - Feb)
BP2024-4	Architecture & Engineering	1031.OFFICE OF ASSET MANAGEMENT	Toilet Room Renovations and Upgrades - Ve	\$1,000,001 - \$5,000,000	2024 1st Quarter (Dec - Feb)
BP2024-5	Architecture & Engineering	1031.OFFICE OF ASSET MANAGEMENT	Parking Garage Assessments and Rehabilit	\$100,001 - \$500,000	2024 1st Quarter (Dec - Feb)

Kentucky's EV Infrastructure Deployment Plan

Request for Information

KYTC issued a Request for Information (RFI) to gain input from potential market participants across various sectors concerning the planning, deployment, operation and maintenance of the DCFCs and Electric Vehicle Supply Equipment (EVSE) in Kentucky.

More Information

Respondents included utilities, charge network providers, potential site hosts, nonprofits, contractors, and EVSE suppliers. Comments were collected from August 24 – September 30, 2022.

The RFI responses helped KYTC develop an implementation strategy for deploying DCFC stations with the NEVI formula funding. More information on the RFI can be found [here](#).

Request for Proposals

KYTC has issued three Requests for Proposals (RFP). RFP 3 was issued on September 17, 2024, and closed October 21, 2024. The Notice of Intent was expected mid-December, 2024.

More Information

RFP 1

A [draft request for proposal \(RFP\)](#) was issued on January 4, 2023, and closed January 27 after receiving over 150 comments. Based on the [RFP 1](#) was released June 15, 2023, and closed August 24. RFP 1 received over 150 submissions and consisted of two rounds of awards. In October 2023, 15 charging station sites were awarded across seven developers with a total of \$10 million in funding under the National Electric Vehicle Infrastructure



Electric vehicles (EVs) are growing in popularity in Kentucky and across the nation. Kentucky is also rapidly becoming the leader in EV battery manufacturing with over \$11.6 billion in new investment coming to the state over the next few years. With these changes underway, now is the time for electric utilities to prepare.

EDUCATE UTILITY LEADERSHIP AND STAFF ABOUT EVs AND EV INFRASTRUCTURE.
+ [Webinars/Websites](#) – Learn about EVs and EV funding on websites hosted by [USDOT](#), [USDOE](#), the [Joint Office](#), non-profits or others.
+ [EV Infrastructure](#) – Understand the uses and costs for Level 2 and Level 3 (DCFC) charging.

COLLABORATE WITH PEER AGENCIES AND OTHERS INVOLVED WITH EV INFRASTRUCTURE IN YOUR AREA.
+ [Local and State Agencies](#) – Talk with your local agencies about their EV planning efforts. Work with state agencies on their efforts.
+ [Other Communities](#) – Consider collaborating on EV planning and deployment with your surrounding communities.
+ [Other Organizations](#) – Reach out to groups like the [KY Clean Fuels Coalition](#), [TVA](#), and [Evolve KY](#).

PLAN FOR EVs AND EV INFRASTRUCTURE IN YOUR COMMUNITY.
+ [EV Infrastructure Planning](#) – Investigate the power demand and distribution infrastructure needed to support EV charging at home, work, and elsewhere.
- Assess EV infrastructure impacts on grid load and the needed upgrades, evaluate distribution system and capacity limitations, identify transformer needs, identify where EV chargers can be integrated into a smart grid network, develop a distribution resource plan with station and solar hosting capacity maps.
+ [Rate Considerations](#) – Examine your rate structure. Explore changes to support affordable vehicle charging for customers. Work with the Public Service Commission (PSC).

FUND AND INCENTIVIZE NEW EV INFRASTRUCTURE IN YOUR COMMUNITY.
+ [Private Sources](#) – Most EV infrastructure to date has been installed using private funds and this trend is expected to continue. Talk to private firms, utilities, and non-profits like those listed above about how you can collaborate.
+ [Volkswagen Settlement Funds](#) – EEC Rebate program. Requires 50% match. EEC to announce details in 2024.
+ [NEVI Formula Funding Program](#) – Federal program. Limited to direct current fast charging (DCFC) stations along Interstates and [Route 76](#) until FHWA approves build-out. KYTC issued a Request for Proposals (RFP) in 2023 and awarded 24 projects. A second RFP was released in February 2024 with proposals due in April 2024.
+ [NEVI Competitive Grant Program](#) – Federal program. A total of \$2.5 billion is available over 5 years. The next notice of funding opportunity is expected in summer 2024.

SUPPORT AND DEPLOY EV INFRASTRUCTURE, GUIDELINES, AND STANDARDS.
+ [Public EV Infrastructure](#) – Facilitate, support, or fund charging stations. Determine if there are partners you could support.
- Consider making "behind the meter" investments to ensure charging adequacy, and identify a "make ready" approach for residential and commercial consumers.
+ [Policies and Rates](#) – Implement new policies or rates in coordination with the Public Service Commission (as applicable).
+ [Publicity and Support](#) – Promote EV infrastructure awareness among businesses, developers, realtors and the public. Consider promoting guidance on EV infrastructure.

Notes: USDOT = U.S. Department of Transportation; USDOE = U.S. Department of Energy; DCFC = Direct Current Fast Charging; TVA = Tennessee Valley Authority; EEC = Energy and Environment Cabinet; NEVI = National Electric Vehicle Infrastructure; KYTC = Kentucky Transportation Cabinet; FHWA = Federal Highway Administration

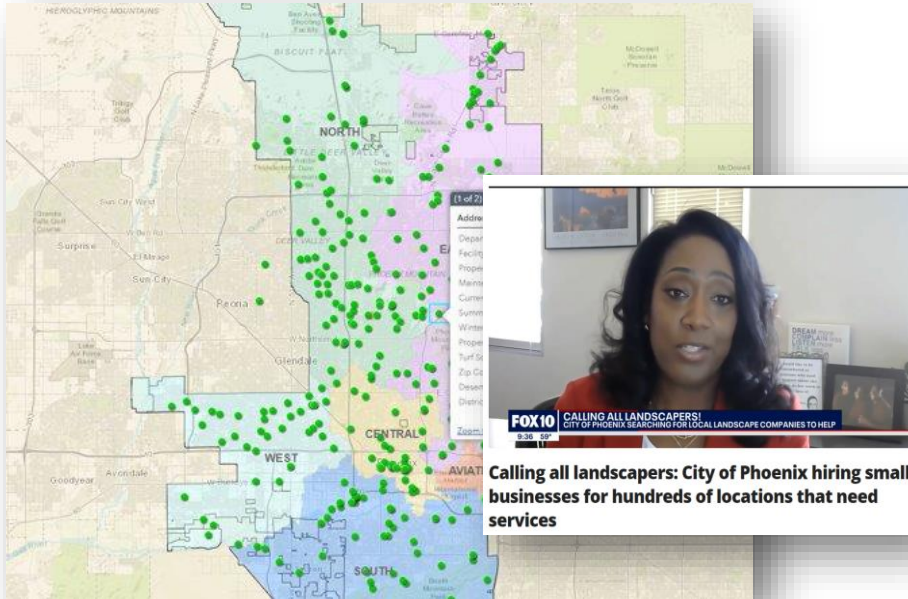


Small businesses must be equipped to bid and assess opportunities as a good match.

Consider whether a contract could be unbundled

Phoenix targeted small, local, and Spanish-speaking business owners for their citywide landscaping contract.

Los Angeles World Airports using Multiple Award Task Order Contract approach, encompassing a wide range of horizontal and vertical projects.



LAWA Moves to MATOC: New Method, Benefits, and Opportunities

The latest on LAWA's Multiple Award Task Order Contract (MATOC) for Design Build and Construction Services.



Create defined marketplaces where small businesses compete among themselves

The screenshot shows the Washington State Department of Enterprise Services (DES) website. The header includes the DES logo, the text "Washington State DEPARTMENT OF ENTERPRISE SERVICES", and a search bar. The navigation menu includes "Purchase", "Sell to the State", "Services", "Policies & Legal", and "About". The main content area is titled "Small Works Roster" and includes a breadcrumb trail: "Home > Services > Facilities and Leasing Management > Construction (For Contractors) > Small Works Roster". The text describes the roster as a list of Washington licensed contractors that public agencies can ask for public works bids on projects of \$350,000 or less. It also mentions that DES uses the statewide small works roster through MRSC and provides a link to register for the statewide roster.

The screenshot shows the Minnesota Department of Transportation (MnDOT) website. The header includes the MnDOT logo and the text "DEPARTMENT OF TRANSPORTATION". The main content area is titled "Equity in procurement and contracting" and includes a sub-header "Small Contracts to Advance Equity Program". The navigation menu includes "Home", "About", and "Contacts".

Small Business Enterprise (SBE) Program

The Small Business Program is designed to give certified small businesses an opportunity to bid as primes on CTA contracts under \$5 million with sufficient Small Business availability. Under the program, selected contracts will be set aside for small businesses to bid on as prime contractors.

Fix process bottlenecks to reduce the level of administrative burden in contracting processes



Connecticut's standard vendor response packet required a large amount of information from vendors up-front. Procurement, finance, and legal staff worked together to move much of this paperwork to the contracting phase.

RESPONDENT CHECKLIST	
Use this checklist to ensure You have properly read and completed all documents listed below. This document (the RFP) contains all the following materials, which must be completed and returned to the City of Tulsa Clerk's Office. We recommend You include this checklist with your proposal.	
Proposer's Name: _____	
RESPONDENT CHECKLIST	
RESPONDENT DOCUMENTS	INCLUDED?
Cover Letter	
Proposal Narrative	
Respondent Information Sheet (required form)	
Price Sheet Summary (required form)	
Affidavit (Non-Collusion and Interest) (required form)	
Additional Information (Optional)	

Many entities, including the City of Tulsa, OK, include respondent checklists of all materials required to be completed and returned to the City in their RFP template, so vendors are less likely to exclude a proposal component.

Small businesses must have a successful experience and want to bid again.

Pay small contractors fast, push primes to pay subs quickly

The contractor must continue to comply with the prompt payment per the contract terms.

The contractor shall pay each subcontractor under its contract for satisfactory performance of work no later than to seven days after receipt of each progress payment received from LACMTA. Subsequently, subcontractors must pay their subcontractors within seven days (at all tier levels).


Pursuant to Metro's prompt payment requirements, the contractor is obligated to pay for work performed by its subcontractors, not in dispute, if it has authorized or directed a subcontractor to proceed to said work. Any delay or postponement of prompt release of retention beyond the seven-day time limit shall be for good cause, and only upon prior written approval by Metro.

SECTION 2. Section 103-10.5, Hawaii Revised Statutes, is amended to read as follows:

§103-10.5 Prompt payment. (a) Any money[, other than retainage,] paid to a contractor shall be [dispersed] disbursed to subcontractors within ten days after receipt of the money in accordance with the terms of the subcontract; provided that the subcontractor has met all the terms and conditions of the subcontract and there are no bona fide disputes on which the procurement [agency] officer has withheld payment.

(b) Upon final payment to the contractor, full payment to the subcontractor, including retainage, shall be made within ten days after receipt of the money; provided there are no bona fide disputes over the subcontractor's performance under the subcontract.

Innovative model from Minnesota DOT to reimburse small businesses for expenses related to bidding

 **DEPARTMENT OF TRANSPORTATION**

MnDOT Contract No.: _____

Office of Civil Rights (OCR)
Certified Small Business Micro Grant Program Application
Exhibit A

Instructions: Return the completed application form along with all required supporting documentation to ocrgrantinvoices.dot@state.mn.us. Applications must be emailed as an attachment. If you have questions about the Micro Grant or need assistance with the application form, please contact the program manager, at OCR.DOT@state.mn.us.

Legal Name of Certified Small Business Firm	
Full Name of Primary Owner	
Business Address - Street	
- City, State, Zip Code	
Email Address	
Phone Number	
Date of Application	
SWIFT Vendor ID	
Have you received a Micro Grant in the past?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is Minnesota the applicant firm's principal place of business?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the firm maintain written policies, procedures, and internal controls?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Number of Full-Time Employees	Number of Part-Time Employees
Does the firm use an accounting system or software to track, record, and report on revenues and expenditures?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Qualifying expenses

- technical training, workshops, conferences, or coursework
- individual business development needs such as training in accounting methods, project management, management/leadership coaching, personnel management
- technical certifications in areas related to the firm's area of business
- software programs or subscriptions
- website development
- books or educational materials
- professional services that directly benefit the firm's ability to bid on MnDOT projects/contracts or that provide direct support for the firm's operational capacity

Help small firms during a contract grow their capacity

- Mentor-protégé programs
- Contractor development and bonding programs

CITY OF LOS ANGELES



City of Los Angeles – Contractor Development and Bonding Program

Harnessing the power of a diverse community to fuel a thriving economy

With a population of nearly 4 million, Los Angeles is the the 2nd largest city in the United States and the third largest metropolitan economy in the world, with over 140 different countries represented in its diverse demographics.

Recognizing the importance of encouraging the economic stability and potential of small contractors within this vibrant community, the City of Los Angeles established the Bond Assistance Program (BAPLA) in 2005, now known as the Contractor Development and Bonding Program (CDABP), which helps diversify and expand opportunities for small, minority, women and veteran contractors to participate in City projects, as well as assisting them to grow their capacity. By eliminating bonding barriers, the City has increased the pool of qualified contractors able to bid on City projects, resulting in a greater number of competitive bids and generating significant cost savings to the City.

Photo above: Los Angeles International Airport, Courtesy of Los Angeles World Airports

Resources we offer

Support to public sector entities via our *Procurement Excellence Network*

With more than **2,000 members**, PEN offers **free tools, trainings, and resources** to help governments take their procurement practices to the next level. Visit: <https://gplpen.hks.harvard.edu/>



Frequent **trainings and roundtables** to help you refine your craft, such as “*Improving Vendor Certification Programs*”



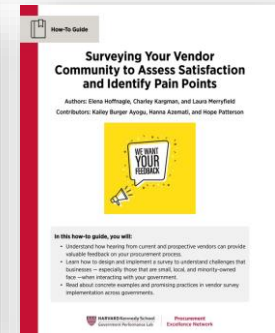
A growing library of specialized **how-to guides and templates**, such as “*Fostering Equitable Contract Outcomes*”



One-on-one office hours with GPL experts to workshop procurement challenges



A community **discussion board** to share best practices and a **member directory** to facilitate connections



Technical assistance to four cities via our *Procurement for Good Jobs* initiative

Government procurement at its best not only delivers high-quality and reliable goods and services, but it also functions as a lever for inclusive workforce development, job quality, and local economic empowerment. Through this cohort, we aim to enhance governments' capacity to meet community workforce goals, protect workers' rights, and illuminate best practices to share and replicate.

Pittsburgh, PA

Supporting integration of job quality standards into solicitations to expand access to high-quality jobs created from federally funded infrastructure projects.

Dearborn, MI

Helping design RFP evaluation criteria that incentivizes contractors to pay construction workers a living wage that meets the region's ALICE threshold.

Cleveland, OH

Helping improve monitoring and enforcement of the City's Fair Employment Wage policy which requires service contractors to pay workers a living wage.

San Antonio, TX

Strengthening the pipeline of job-trainee participants hired onto contracts and into higher-wage jobs, by integrating hiring commitments into RFP language and ensuring contracts are enforceable.

Upcoming support to small cities in the *Local Infrastructure Hub*

Good procurement practices will be critical to effective project delivery. Many cities interested in this opportunity have indicated that they worry about their limited expertise evaluating vendors, finding enough qualified or available vendors, and managing contracts.



Local Infrastructure Hub

[CALENDAR](#) [GRANT SEARCH](#) [RESOURCES](#) [NEWS](#) [ABOUT](#) 

Registration now open!

Courses to help small and mid-sized cities develop competitive infrastructure grant applications

New Organization Announcement

- Since its founding, all our work has sat within the Harvard Kennedy School Government Performance Lab (HKS GPL).
- In March 2025, the broader HKS GPL procurement team of ~20 people will all form a new non-profit called Partners for Public Good (PPG).
- Our new non-profit will continue to lead procurement transformation work.

Partners
for Public Good

“One of the most direct and powerful ways the city can support our small businesses is through contracting opportunities for the goods and services we use.”

Mayor Bruce Harrell, Seattle



Thank you!

Elena Hoffnagle | Director
Government Performance Lab
Harvard Kennedy School
elena_hoffnagle@hks.harvard.edu



next street

Industrial Supply Chain Forum

Business and Workforce Ecosystems in
the Industrial Transition

December 2024



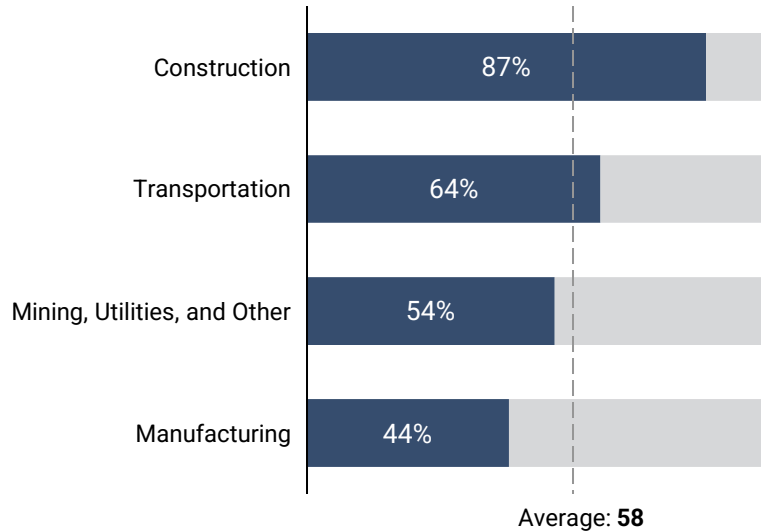
Executive Summary

- 1 **The industrial transition represents a generational opportunity for creating good jobs for American workers**, with millions of higher-paying, in-demand jobs that provide opportunity for upward mobility
- 2 **Small and midsize businesses are key to driving the industrial transition** employing nearly six in ten workers and having created two out of every three jobs added in the past 25 years
- 3 **Small businesses are key levers in creating good jobs for its workers** but require support to grow and adequately meet the demands of the transition, facing distinct challenges in training and hiring
- 4 **We need a new workforce development approach centered on small businesses** that is equipped to mobilize the American workforce on an industrial scale
- 5 The **integration of business, capital, and workforce ecosystems through solutions such as industry-workforce partnerships** in strategic sectors will be critical to building the capacity of small businesses

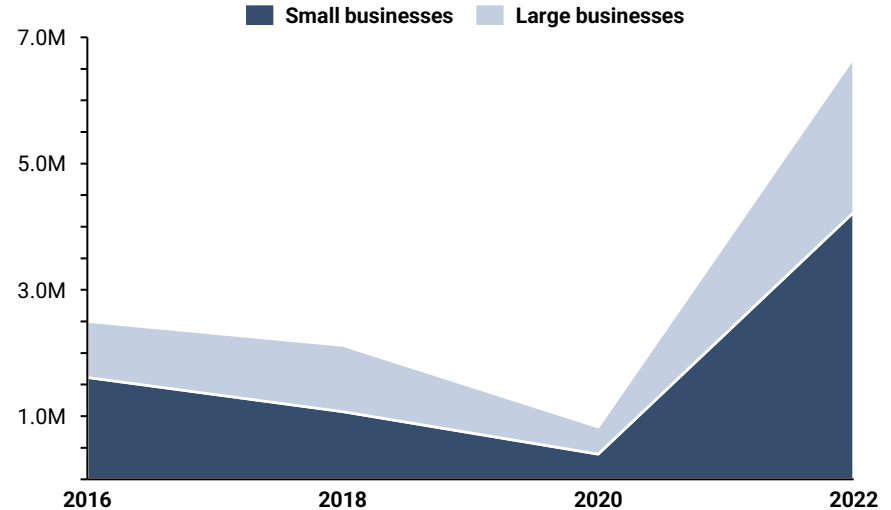
Small Businesses as Workforce Drivers

Small and mid-sized businesses are key to driving the industrial transition, employing nearly six in ten workers—many in relevant sectors—and having created two out of every three jobs added in the past 25 years

Small and mid-sized businesses' share of employment, %



Net job creation, 2016-2022



Workforce Opportunities in the Industrial Transition

Federal investments will create millions of higher-paying, in-demand jobs that require attention to fill gaps

Estimated Annual Direct Jobs Created and Job Characteristics, by Sector

From Recent Public Investments

Sector	Average Annual Direct Job Creation	Median Hourly Wage	Access to Health Insurance	Union Membership
Total	~1M jobs	\$26.20		
Construction	453k	\$28.13	75%	11%
Manufacturing	230k	\$23.67	91%	8%
Other Sectors*	317k	\$25.28		
Total U.S. Workforce	151,853k	\$23.70	75%	11%

69%

of jobs created available to workers without a bachelor's degree

48

skilled occupations expected to significantly increase in demand



High-Demand Occupations

The expansion of job opportunities generated by investments will be especially large among occupations that do not require 4-year college degrees as a qualification

Occupations with Largest Estimated Increases in Demand

Construction laborers	First-line supervisors of construction trades and extraction workers	Electrical power-line installers
Operating engineers	General and operations managers	Construction managers
Carpenters	Assemblers and fabricators	Project management specialists
Heavy and tractor-trailer truck drivers	Welders and cutters	Electricians
Laborers and freight and material movers	First-line supervisors of production and operating workers	Industrial engineers

Workforce Mobility in the Industrial Transition

The investments are increasing jobs in manufacturing and construction sectors, which have high opportunity for mobility for low-wage to higher-wage occupations

Key: — Progression to greatest economic mobility

Targets

Mid- to higher-wage (>\$42,000) occupations that are good quality because they are resilient to automation and accessible based on job experience, not just credentials

- Operations managers
- Industrial production managers
- Construction managers

Gateways

A good job that can lead to target occupations with the occupations with the opportunity build skills while offering >\$42,000 in pay

- Mechanical technicians
- Storage and distribution managers
- First-line supervisors of production workers

Origins

Low wage (<\$37,000)* and mid-wage (\$37,000-\$42,000) occupations, with high unemployment among workers **without 4-year degrees**


- Assemblers
- Manual operators
- Warehouse clerks

Functional and industry-specific career trajectories allows for multiple pathways for advancement that build on hands-on experience from Origin roles

Note: * Estimate based on low-wage work definition from UC Berkeley “Low-Wage Work Data Explorer”
Source: Adapted from the Rework America Alliance

Small Business and Good Jobs

While small businesses excel in creating accessible pathways for workers, small businesses need support in creating good jobs in monetary dimensions such as wage and benefits due to financial constraints

	Good Job Dimensions	Findings from Small Business and Quality Jobs Report		
Financial Dimensions	 Living Wage	Average wages increase with firm size – a result of smaller firms having fewer resources compared to larger companies	Challenges for small businesses	
	 Basic Benefits	Small businesses struggle to provide competitive benefits – 90% of workers at larger firms have access to healthcare compared to 52% at small firms		
Non-Financial Dimensions	 Wealth-Building Opportunities	Small businesses are wealth-building pathways for their owners but have fewer opportunities for their workforce		Opportunities to expand through small businesses
	 Career-Building Opportunities	Small businesses and its workers report investments in career building opportunities through training and mentorship		
	 Fair + Engaging Workplace	Small businesses excel in creating inclusive and supportive workplaces offering flexible work arrangements and work-life balance		

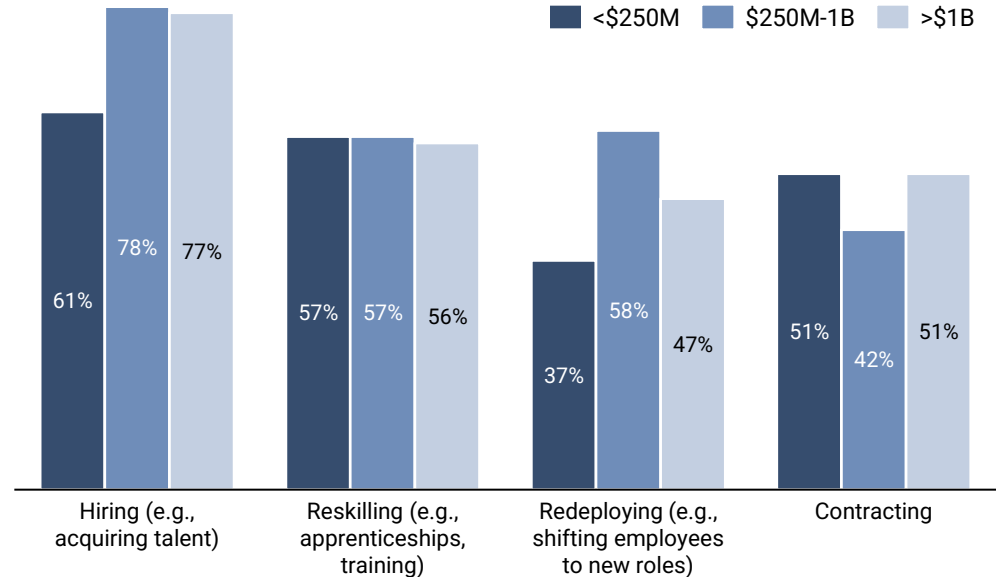
Addressing Skills Gaps in Small Businesses

Small businesses face distinct challenges in meeting the workforce demands of the industrial transition, requiring conditions required for growth in addition to investments in training workers and hiring required skill sets

Conditions for meeting workforce demands

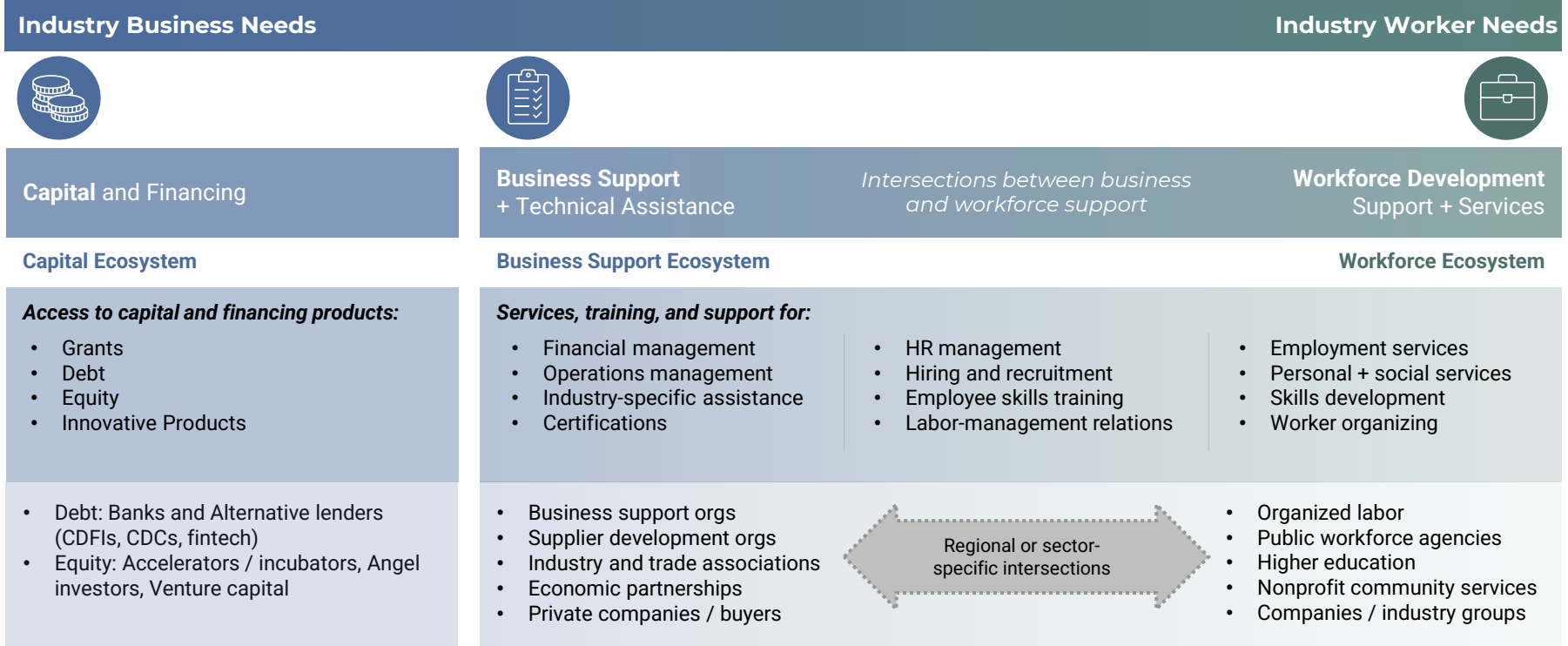
- **Knowledge and skills assessment:** Evaluation of current workforce capabilities and identification of skills gaps
- **Capital and investment capabilities:** Available financing to invest in required training or hiring
- **Time and priority:** Allocation of time required for workforce development
- **Resources:** Access to quality training or hiring materials, expert trainers, or tools

Actions organizations have taken to address skills gaps, by firm revenue



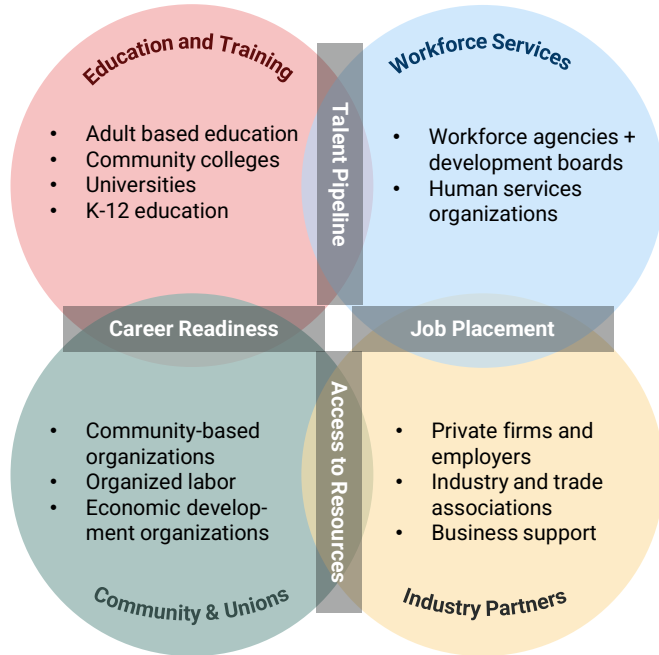
Business and Workforce Ecosystems

A new workforce approach centered on small businesses requires integration of business and workforce ecosystems



Industry-Workforce Partnerships

The collaborative alliances designed to align workforce development with the specific needs of industries serve as emerging solutions to enhance competitiveness and job quality in growing industries



Key Features of Industry-Workforce Partnerships

- **Industry-led problem solving:** Active employer participation in identifying workforce challenges and developing solutions
- **Prioritization of partnerships:** Sustained collaboration among industry leaders, labor representatives, and educational institutions
- **Tailored solutions:** Programs are tailored to industry demands, providing workers with skills for quality jobs and career growth
- **Emphasis on good jobs:** Commitments to promote high-quality jobs, offering living wages, benefits, and career opportunities

Local and Regional Examples

HIGHROAD
TRAINING PARTNERSHIP



MANUFACTURING
WORKS

TECH HUBS¹

U.S. Economic Development Administration

Next Steps and Closing Remarks



Follow Up Survey

Please complete a 3-minute survey to share your thoughts about this Forum and Network moving forward.



<https://survey.alchemer.com/s3/8129391/New-Economy-Industrial-Supply-Chain-Forum-Survey>



Next Steps

- Complete the follow up survey about Forum programming that may interest you
- Look out for follow-up communications about today's event and the materials from the day
- Sign up for a Forum newsletter on programs and learnings around the industrial transformation
- In the newsletters, keep an eye out for come soon on programming and conversations.

Please reach out to neueconomy@nextstreet.com
if they have any questions or additional feedback on the Marshall Plan for Small Business