



GOAL AREA: Economy & Jobs

Create equitably shared prosperity and access to quality jobs

Introduction

The 6 objectives of STAR's Economy & Jobs Goal Area work together to promote equitably shared prosperity and access to quality jobs. EJ-1: Business Retention & Development and EJ-3: Local Economy both focus on supporting existing businesses within the community to retain workers and drive expansion to create a self-reliant local economy. Economic development efforts should consider not only the number of businesses, but the mix of businesses that suit the community and respond to its needs.

Recognizing that a robust local economy also needs to attract and incubate new businesses, EJ-5: Targeted Industry Development and EJ-2: Green Market Development seek to focus industry clusters and promote emerging green industries that protect the environment while strengthening and diversifying the local economy.

EJ-4: Quality Jobs & Living Wages evaluates workers' quality of life through increased household income and living wages, while EJ-6: Workforce Readiness recognizes the importance of a skilled workforce to fulfill local business needs and take advantage of available job opportunities.

Objective Number	Objective Title and Purpose	Available Points
EJ-1	Business Retention & Development: Foster equitable economic prosperity and stability by retaining and expanding businesses in all neighborhoods with support from the business community	20
EJ-2	Green Market Development: Increase overall market demand for products and services that protect the environment	15
EJ-3	Local Economy: Create an increasingly self-reliant community through a robust local economy that strongly supports small independent businesses	15
EJ-4	Quality Jobs & Living Wages: Expand job opportunities that support upward economic mobility, offer supportive workplace policies, and pay living wages so that all working people and their families can afford basic necessities without governmental assistance	20
EJ-5	Targeted Industry Development: Increase local competitiveness by strengthening clusters of businesses, suppliers, and associated institutions	15
EJ-6	Workforce Readiness: Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs	15
Total Points Available:		100



ECONOMY & JOBS

EJ- I: Business Retention & Development

20 available points

PURPOSE

Foster equitable economic prosperity and stability by retaining and expanding businesses in all neighborhoods with support from the business community

EVALUATION MEASURES

Community Level Outcomes

100% of points available through Outcomes

Outcome 1: Businesses

7.5 Points

Demonstrate an increased number of business establishments in the jurisdiction over time

Outcome 2: Employment

7.5 Points

Part 1: Demonstrate the percentage change between the jurisdiction's employment rate and the national rate is 10% or better [Partial credit available]

--AND--

Part 2: Demonstrate the percentage change between the jurisdiction's unemployment rate and the national rate is 10% or better [Partial credit available]

Outcome 3: Equitable Employment

5 Points

Part 1: Demonstrate the percentages of employed are proportional to the population in the labor force for each racial/ethnic group [Partial credit available]

--AND--

Part 2: Demonstrate unemployment rates are proportional to the population in the civilian labor force for each racial/ethnic group [Partial credit available]

Local Actions

70% of points available through Actions

Action 1:

Partnerships and Collaboration

Formally engage with the business community on a monthly or quarterly basis to improve economic conditions and address specific needs



Action 2:

Partnerships and Collaboration

Appoint an advisory body to provide recommendations and represent the business community in local decision-making

Action 3:

Partnerships and Collaboration

Engage in regional coordination with other governmental, public, private, and non-governmental entities to attract and retain businesses in the region

Action 4:

Enforcement and Incentives

Utilize tax incentives to retain or expand businesses

Action 5:

Enforcement and Incentives

Provide direct financial assistance to businesses

Action 6:

Enforcement and Incentives

Support business development activities in special investment zones

Action 7:

Programs and Services

Provide direct services and trainings tailored to the needs of the business community

Action 8:

Programs and Services

Provide focused support, resources, and services to young entrepreneurial companies through business incubators



ECONOMY & JOBS

EJ-2: Green Market Development

15 available points

PURPOSE

Increase overall market demand for products and services that protect the environment

EVALUATION MEASURES

Community Level Outcomes

70% of points available through Outcomes

Outcome 1: Greenhouse Gas Intensity

3.5 Points

Demonstrate decreased greenhouse gas (GHG) intensity over time

Outcome 2: Green and Energy Certified Building Stock

3.5 Points

Part 1: Demonstrate that 5% or more of residential units are certified through comprehensive green building programs or energy programs

--AND--

Part 2: Demonstrate that 5% or more of commercial and industrial building stock is certified through comprehensive green building programs or energy programs

[Partial credit available]

Outcome 3: Green Power

3.5 Points

Option A: Achieve status as a Green Power Community

--OR--

Option B: Demonstrate that the local government, businesses, and residents collectively use green power in amounts that meet or exceed EPA's Green Power Community usage requirements

[Partial credit available]

Local Actions

70% of points available through Actions

Action 1:

Plan Development

Amend existing local economic plans and strategies to focus market demand for green jobs, technology, products and services



Action 2:

Policy and Code Adjustment

Adopt policies and regulations that increase overall market demand for green buildings and associated materials, renewable energy products and infrastructure, and recyclable products

Action 3:

Policy and Code Adjustment

Review and amend zoning regulations to remove barriers or provide flexibility for green businesses

Action 4:

Policy and Code Adjustment

Establish regulations or zoning that incentivize district-scale sustainability projects

Action 5:

Partnerships and Collaboration

Partner with other local governments, community groups, and private entities in the region to articulate an overarching sustainable economic development strategy and work collaboratively to increase demand for green products and services

Action 6:

Education and Outreach

Create educational materials to define the larger vision of economic sustainability as one that proactively fosters green businesses, green jobs, and green practices

Action 7:

Practice Improvements

Create environmentally preferable purchasing for local government procurement of safe, healthy, and environmentally responsible products

Action 8:

Programs and Services

Create programs that directly help businesses transition to new green practices

Action 9:

Programs and Services

Implement a green business promotion program



ECONOMY & JOBS

EJ-3: Local Economy

15 available points

PURPOSE

Create an increasingly self-reliant community through a robust local economy that strongly supports small independent businesses

EVALUATION MEASURES

Community Level Outcomes

100% of points available through Outcomes

Outcome 1: Community Self-Reliance

5 Points

Option A: Demonstrate that 50% of import sectors have increasing location quotients over the past 3 years

--OR--

Option B: Demonstrate that the percentage of import sectors with increasing location quotients has increased over the past 3 years [Partial credit applies]

Outcome 2: Local Financial Institution Deposits

5 Points

Increase the total funds deposited in locally owned and operated financial institutions over time

Outcome 3: Small Businesses

5 Points

Option A: Demonstrate there are at least 20 small businesses per 1,000 residents for cities

--OR--

Option B: Demonstrate there are at least 31 small businesses per 1,000 residents for counties [Partial credit available]

Local Actions

70% of points available through Actions

Action 1:

Inventory, Assessment, or Survey

Conduct an assessment of local economic conditions, including economic leakage and targeted sectors for future investment



Action 2:

Plan Development

Adopt an economic localization plan to increase local production for local consumption and export

Action 3:

Policy and Code Adjustment

Promote purchasing preferences for locally produced goods and services in the local government and anchor institutions

Action 4:

Education and Outreach

Create or support promotional campaigns to bank locally, buy locally, or buy from small and independent businesses and retailers

Action 5:

Enforcement and Incentives

Provide incentives to small businesses in the form of direct financial assistance or tax incentives

Action 6:

Enforcement and Incentives

Provide incentives for businesses that use materials produced within the region and sell their products within the region

Action 7:

Programs and Services

Provide support services to targeted sectors to strengthen local value chain infrastructure and develop market channels

Action 8:

Programs and Services

Connect entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy

Action 9:

Programs and Services

Support import substitution strategies that positively impact key sectors of the local economy



ECONOMY & JOBS

EJ-4: Quality Jobs & Living Wages

20 available points

PURPOSE

Expand job opportunities that support upward economic mobility, offer supportive workplace policies, and pay living wages so that all working people and their families can afford basic necessities without governmental assistance

EVALUATION MEASURES

Community Level Outcomes

100% of points available through Outcomes

Outcome 1: Median Household Income

6.6 Points

Increase real median household income over time

Outcome 2: Living Wages

6.7 Points

Option A: Demonstrate that 80% of household incomes in the jurisdiction meet or exceed the living wage standard

--OR--

Option B: Demonstrate an increase in the percentage of household incomes in the jurisdiction that meet or exceed the living wage standard over time [Partial credit applies]

Outcome 3: Income Inequality

6.7 Points

Demonstrate that income inequality in the region and locally is decreasing over time

Local Actions

70% of points available through Actions

Action 1:

Policy and Code Adjustment

Enact a living wage policy that covers local government employees, contractors, and entities receiving financial incentives or assistance from the local government



Action 2:

Policy and Code Adjustment

Enact family-friendly workplace policies for all local government employees that include at least 3 of the following benefits: paid sick days, paid family leave, flexible scheduling, teleworking, job sharing, and easily available childcare

Action 3:

Policy and Code Adjustment

Require that local government contractors provide at least 2 of the following benefits to their employees: paid sick days, paid family leave, flexible scheduling, job sharing, and easily accessible childcare

Action 4:

Education and Outreach

Support living wage campaigns in the community

Action 5:

Education and Outreach

Support a Best Places to Work campaign to recognize local businesses that support employees and their families

Action 6:

Partnerships and Collaboration

Maintain collective bargaining relationships with public employee labor organizations that represent local government workers

Action 7:

Practice Improvements

Participate in and promote project labor agreements, community benefit agreements and local hiring agreements

Action 8:

Programs and Services

Provide training programs and assistance to local businesses to encourage them to provide family-friendly workplace policies and extended benefits



Action 9:

Programs and Services

Provide job training and assistance programs for employees and employers in professions or sectors where wages are below the living wage

Action 10:

Enforcement and Incentive

Enforce the living wage policy with a living wage officer or equivalent function



ECONOMY & JOBS

EJ-5: Targeted Industry Development

15 available points

PURPOSE

Increase local competitiveness by strengthening clusters of businesses, suppliers, and associated institutions

EVALUATION MEASURES

Community Level Outcomes

70% of points available through Outcomes

Preliminary Step:

Locally define 3 targeted industry sectors for evaluation

The Preliminary Step is required if the community is applying for credit in the Community Level Outcomes or Local Actions 2 – 8.

Outcome 1: Targeted Industry Businesses

5.25 Points

Increase the total number of new businesses in targeted industry sectors over time [Partial credit available]

Outcome 2: Targeted Industry Employment

5.25 Points

Increase total employment in targeted industry sectors over time [Partial credit available]

Local Actions

70% of points available through Actions

Action 1:

Inventory, Assessment, or Survey

Conduct a local economic analysis or participate in the development of a regional analysis of existing industry sectors to understand current needs and opportunities

Action 2:

Inventory Assessment, or Survey

Invest in market studies and research to support the continued growth and expansion of targeted industry sectors



Action 3:

Partnerships and Collaboration

Coordinate or support local and regional associations or formal networks of related businesses in the targeted industry sectors

Action 4:

Partnerships and Collaboration

Coordinate with universities, community colleges, the local workforce investment board, private firms and other community stakeholders to align research, workforce development, and resources to support targeted industry sectors

Action 5:

Education and Outreach

Educate residents about the economic impact of targeted industry sectors in the community

Action 6:

Enforcement and Incentives

Use tax incentives to attract, retain, or expand businesses in targeted industry sectors

Action 7:

Enforcement and Incentives

Provide direct financial assistance, such as local bonds, grants, or loans, to attract, retain, or expand businesses in targeted industry sectors

Action 8:

Programs and Services

Provide capacity building services and support for professionals in emerging and existing targeted industry sectors



ECONOMY & JOBS

EJ-6: Workforce Readiness

15 available points

PURPOSE

Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs

EVALUATION MEASURES

Community Level Outcomes

70% of points available through Outcomes

Outcome 1: Trained Workforce

3.5 Points

Demonstrate improvements in workforce training outcomes for participants over the past 3 years

Outcome 2: Workforce Mobility

3.5 Points

Option A: Demonstrate progress towards 60% post-secondary attainment by 2025 including high-quality credentials and associate, bachelor, and graduate/professional degrees [Partial credit available]

--OR--

Option B: Demonstrate progress towards 45% post-secondary attainment by 2025 including associate, bachelor, and graduate/professional degrees [Partial credit available]

Outcome 3: Equitable Workforce Mobility

3.5 Points

Demonstrate an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time [Partial credit applies]

Local Actions

70% of points available through Actions

Action 1:

Plan Development

Adopt a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities



Action 2:

Policy and Code Adjustment

Align local economic development policy strategies with workforce development programs

Action 3:

Policy and Code Adjustment

Require local government contractors and entities receiving financial incentives to prioritize hiring local residents

Action 4:

Partnerships and Collaboration

Create a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies

Action 5:

Partnerships and Collaboration

Create data-sharing agreements between local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce development planning

Action 6:

Practice Improvements

Produce an annual report that tracks workforce readiness performance measures

Action 7:

Programs and Services

Provide support services and training tailored to the needs of the local workforce

Action 8:

Programs and Services

Support expansion of community college or other credential-granting programs to address the educational and training needs of the local workforce

Action 9:

Facility and Infrastructure Improvements

Invest in community college or other credential-granting program facilities and capital improvements to accommodate residents and members of the local workforce