



BRATTLEBORO
DEVELOPMENT
CREDIT CORPORATION

REPORT



Hiring Needs Assessment

CDL & Logistics

Draft August 2020



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Overview and Project Goals

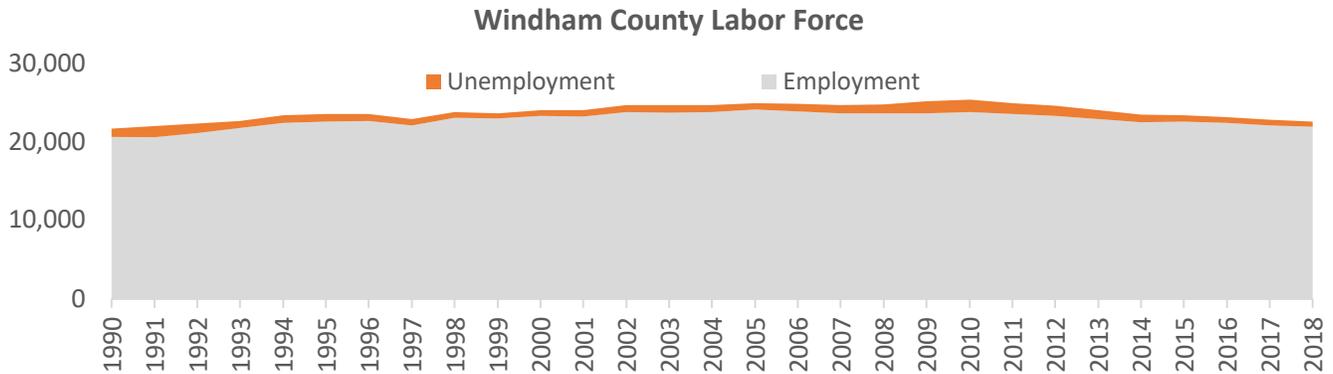
Brattleboro Development Credit Corporation (BDCC) is a private, nonprofit economic development organization that serves as a catalyst for industrial and commercial growth throughout Southeastern Vermont. Our goal is to assist start-ups, growing companies, and global businesses alike, in order to support increased economic vitality in our region. Based on research, planning, and data developed by BDCC's affiliate organization, Southeastern Vermont Economic Development Strategies (SeVEDS), BDCC has increasingly played a role in regional workforce development. SeVEDS is focused on creating long-term strategies to generate regional growth and prosperity. BDCC acts on SeVEDS' findings by implementing projects and programs. BDCC & SeVEDS also play important roles in convening and leveraging regional workforce partnerships within the public and private sectors, as well as partnering with state and federal entities.

This report presents results from a survey, the second in a series of hiring needs assessments, which take a look at workforce needs within a narrow set of occupations. These Hiring Needs Assessments are intended to be executed and acted upon individually to address workforce needs within each sector. However, the surveys together will deepen overall understanding of this region's "real time", granular workforce needs which frame the day-to-day challenges and opportunities for employers and people in the workforce.

The main objective with this series of hiring needs assessments is to understand demand given a particular occupational sector - the size of that demand today and looking forward over the next one to five years. The surveys also assess what employers need from workforce training programs and prospective employees, in relation to this specific occupational set. Collecting the data deepens our understanding of regional employers, and will inform innovative solutions to workforce developed by regional workforce development partners, in partnership with state and national entities. Driven by timely data and based on the specific needs of the employers here in the Windham region, BDCC's Southern Vermont Workforce Center of Excellence and the Windham Workforce Development Network will continue to improve alignment between regional demand for talent, job seekers, and the institutions and facilities that prepare job seekers for today's opportunities.

Problem Statement

Ongoing demographic challenges had, until recently, produced a consistent and long-term decline in Vermont's workforce. The Windham region mirrored these trends, with a labor force in 2019 around the size it was in 1993, having fallen steadily since 2009. At the same time, despite unemployment just above 2% in 2019, people continued to need more, and better, opportunities to improve wages and household incomes.



Covid-19 changed this dynamic, causing substantial immediate layoffs that drove regional unemployment rate from well under 3% in the region, to 11-15% by summer 2020. Some sectors in the state are seeing unemployment at 4-5X those rates, and projected unemployment in Vermont may hit 25-30% as the crisis continues.¹ A slowing of the regional economy will contribute to, and perhaps fundamentally change, the nature of this region’s long term economic and demographic struggles. Understanding the changing landscape of employment opportunities and talent demand is critical now more than ever.

The significant impacts of this pandemic will continue to unfold. However, with evidence of sustained activity in the production and manufacturing sector, it was important to complete this HNA process to obtain granular data. This data is critical to helping this region respond to a growing need for employment, a persistent need for talent, and the need to retain and sustain key employers.

Workforce development is a state and regional priority. The goals are to ensure employers have the people they need to thrive here, and that the people who live in the region can better access career opportunities that exist here. Connecting these goals requires data. In the winter of 2019-2020 this survey was sent to manufacturers, but as the report was being compiled COVID-19 arrived, clearly requiring the data to be revisited given the employment impacts of this pandemic. A supplemental Covid-19 survey was submitted to previous survey respondents. In addition, the entire original survey, including the Covid-19 supplement, was resubmitted to companies who had not responded in the first round. This “reboot” led to a broader and more diverse data set than the original sampling and survey results that are sensitive to the early effects of the pandemic.

Purpose

The Hiring Needs Assessment is a real-time, demand-focused analysis of our regional economy. The goal was a framework that could be targeted, repeated, required low user effort, and had a fast turnaround to generate useful, trusted, and timely data to inform planning and action. A primary objective in creating the rubric for ongoing Hiring Needs Assessment surveys

¹ [An Approach to Predicting Regional Labor Market Effects of Economic Shocks: The COVID-19 Pandemic in New England](https://www.bostonfed.org/publications/current-policy-perspectives/2020/the-covid-19-pandemic-in-new-england.aspx?utm_source=email-alert&utm_medium=email&utm_campaign=res&utm_content=cpp-button-200629) retrieved July 2020 from https://www.bostonfed.org/publications/current-policy-perspectives/2020/the-covid-19-pandemic-in-new-england.aspx?utm_source=email-alert&utm_medium=email&utm_campaign=res&utm_content=cpp-button-200629

was simplicity: It needed to be easily deployable by BDCC and thus sustainable to continue over time, and easy for employers to complete in a short period of time.

In an effort to build upon the statewide discussion of career pathways, BDCC published a 2019 white paper called *What is a "Good Job"*. In addition to a statewide focus on high-wage and high-growth jobs, this paper inspires a forward-thinking approach to workforce development that also pays attention to "high-need" and "high-opportunity" jobs. "High-need" may include occupations with large or growing vacancies due to retirements (or other factors), even if the occupational sector is not new or growing. "High-opportunity" jobs refer to positions that offer exceptional training and education, and career advancement. These are especially suitable for recent high-school graduates or workers looking to get a foothold in a job which is accessible today, but in which long-term career growth is also very well supported.

The question of "good jobs" informs the selection of each occupational sector chosen for survey. Other factors were considered in setting priorities: Which career pathways have strong support from statewide workforce partners or policy focus (e.g. apprenticeships)? What data might inform efforts among our regional workforce partners, such as the CTE curriculum or new certificate programs through CCV? Based on available data, our knowledge of policy, programs, and information gleaned anecdotally from employers, an occupational sector is selected for assessment. In this case, jobs requiring a Commercial Driver's License (CDL) have been targeted.

As mentioned earlier, in the midst of producing this report the Covid-19 pandemic made its way to Southeastern Vermont causing immediate impact on business operations in the region. This put the HNA project on pause. In the interim, to assess the extent of Covid-19 impacts on employers and small businesses and help them to navigate the crisis, BDCC created an outreach and liaison program to help businesses. The liaisons collected substantial qualitative data from which emerged a picture among local establishments which ranged from businesses shut down or downsizing, to those operating normally, and a few still continuing on a growth trajectory. This outreach affirmed the importance of moving forward with this survey.

Creating the Database

To build a database of employers to receive the survey, a three step process of data collection was used to compile recipients from a combination of federal, state, and local resources. The Hiring Needs Assessment builds upon the foundation of national Occupational Information Network (O*NET) data which syncs up with Department of Labor-Employment and Training Administration (DOL-ETA) and Talent Pipeline Management, but expands our understanding with a more intimate assessment of employers and employees in the region. North American Industry Classification System (NAICS) codes are not specific to CDL position, yet we identified classes of industry that we assumed would need CDL-certified employees at some stage of their supply chains. These NAICS codes were then used to select employers in the Windham region based on a likelihood that they employ CDL-certified personnel. The Vermont Department of Labor's business finder tool, search by county, was also used. Once this data was added to BDCC's existing database, 40 private-sector recipients were targeted to receive the survey by email. We also connected with Windham Regional Commission (WRC), the planning agency for our area to help distribute the survey. WRC has closer contact with town garages, and

we wanted to make sure that those organization, many of which require CDLs, were included in our survey.

This granular approach to building the database was used in order to include as many employers as possible in the survey. Over time, as we build a tailored, regional database, we can make judgements about which employers to include in various surveys depending upon the occupational categories in question. Federal and state data does not always translate to circumstances at the regional level. It is to our advantage then, to create databases of employers and occupational types that reflect the community we serve, and even the particular circumstances of individual employers.

CDL licensed employees are an occupational set that is found across a wide array of employers. So unlike certain professions where the job category aligns neatly with an industrial sector, this survey required a broader approach. In the case of positions requiring a CDL, we worked directly with two key individuals in order to reach employers. The first, a point of contact within the Regional Planning Commission, helped circulate this survey to the 27 municipalities in the Windham Region, nearly all of which host a DPW and road crews with CDL licensed employees. The second key individual is the proprietor of a private driver training academy. Through this point of contact the survey was circulated among employers who routinely hire their graduates. Both of these individuals also provided critical insight into regional hiring demand within this occupational sector based on their daily conversations with relevant employers.

The Survey

This survey focused on CDL employers across multiple sectors. It was developed using Survey Monkey's online tool, which was designed to be fast, mobile friendly, and to project data across a 1-5 year timeframe. The goal was to draw out data from employers to describe current staffing, hiring strategies, prospective hiring needs, and what training they need to achieve the quality of staff they want. It was important to ask questions in a way that could be easily answered by a human resources staffer, manager, or owner, without requiring research or calculations because of the low Human Resources capacity within many organizations (see below).

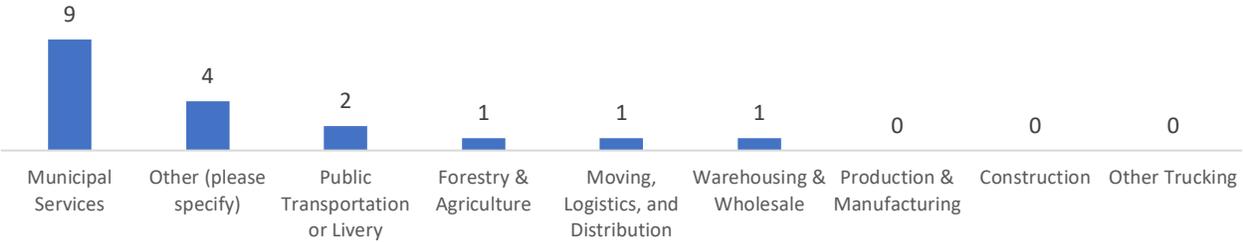
These surveys will be repeated in the Windham Region to build knowledge across the economy and maintain timely assessments. It is also a process that can be repeated elsewhere - scaled up or down to a regional economy and to the capacity of the organization implementing a Hiring Needs Assessment. It is possible to build a robust and representative sample, issue a simple survey, and compile and communicate the results with the use of inexpensive technology. The real limiting factor is staffing: the capacity to implement and repeat a series of time-consuming steps to obtain actionable data.

The framework is applicable to any industry with minimal need to adjust language or types of questions. Subsequent surveys will be implemented with minor adjustments based on specific occupations or learnings from previous surveys.

Results & Analysis

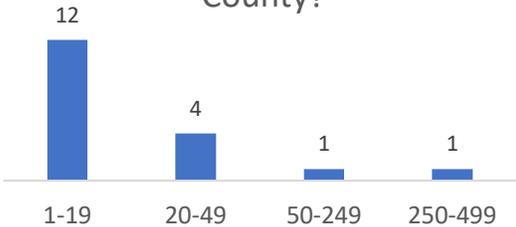
The CDL employers survey was submitted to 40 private-sector employers, and the garage foremen of each Windham County town. 10 companies and 8 towns responded. Other sectors represented include HVAC and Fuel Delivery, Towing & Recovery, and Storage Warehousing. A complete list of survey respondents can be found in the Appendix. The employers who responded currently employ a total of 76 CDL personnel.

What is the industry or sector that best represents your organization?

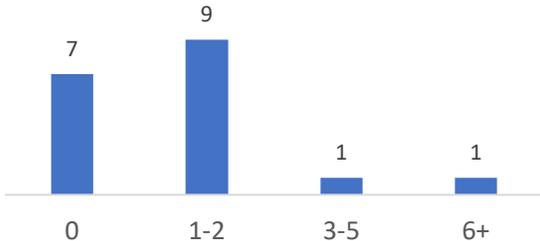


As mentioned previously, the size of organizations in this region tends to be very small. The majority of the businesses who responded to our survey employ fewer than 20 people. This means limited Human Resources capacity. This has real implications in terms of what can be accomplished through in-house training, recruitment, or supervision. The issue of employer scale, and therefore internal capacity, is one that comes up over and over again in rural workforce development. In terms of CDL licensure, older workers were able to obtain informal training and even a commercial license through experience derived from agricultural work or delivery jobs. These opportunities are not widely available to those entering the workforce more recently. Today’s training and licensing requirements are more stringent. These factors create financial and logistical barriers to entry for careers requiring a CDL, and may be constraining access to these career pathways despite strong demand and wages.²

How many total employees do you have in Windham County?



How many full-time Human Resources personnel do you have?



² While this survey did not take on wage ranges, job postings for the region as well as anecdotal evidence from CDL training placements point to a starting wage of \$18-28/hr.

Beyond these basic characteristics, the survey asked three broad groups of questions relating to staffing needs, training and education requirements, and recruitment strategies.

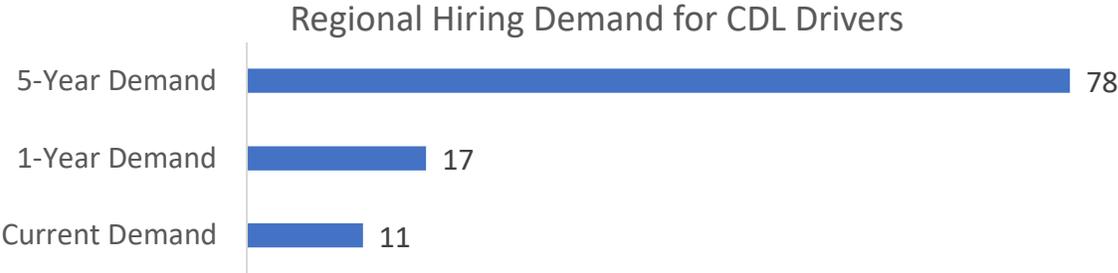
Staffing Needs

Survey questions were framed to assess current and projected CDL staffing needs:

- *How many CDL employees do you have in Windham County?*
- *How many CDL positions are currently unfilled?*
- *How many CDL employees will you be hiring over the next 12 months?*
- *How many CDL positions will you be filling in the next five years?*

Add language from survey to be clear These include new hires due to growth, and replacement hires from turnover and retirees.

The 18 employers who responded to the survey currently employ a total of 76 CDL Drivers. **Based on just these 18 employers there is a projected demand over five years of 78 new CDL personnel. This means their hiring challenge is equal to replacing over 100% of their current staffing.** With 30 non-respondent private sector companies, as well as 15+ non-respondent municipalities, we estimate that the real demand for CDL-licensed personnel at this time and over the next 1-5 years is two to three times this amount.

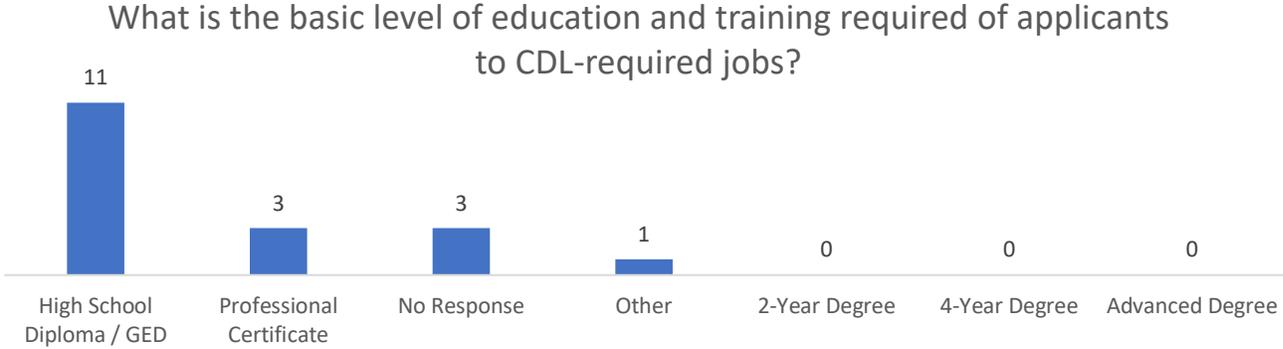


As with our other surveys, this is only a snapshot of the regional hiring need over a five-year timeframe. In addition to non-respondents, there are likely other CDL-hiring employers within our region which we failed to include in the initial list of targets.

Additionally, we have to consider the fact that we are in a regional economy which includes not only adjacent counties within Vermont, but in New Hampshire and Massachusetts. Some of the largest CDL employers are located outside the Windham region, presenting greater opportunities for the workforce living here than this survey which only represents jobs within this region. **This assessment is confirmed both by abundant job postings from surrounding areas, and the placements assisted by the point of contact in the local training academy who in July reported employers actively seeking his assistance to fill 40 current positions.** This number far exceeds the survey’s assessment from the respondents which indicates demand for 11 CDL-licensed personnel, again confirming that actual demand may be 3-4 times what our numbers indicate. High demand, accessible training, and high wages underscore the value of this career pathway to local people who are entering the workforce or seeking to reskill.

Finding Quality Hires – Training, Education & Recruitment

Overwhelmingly, employers surveyed either require their CDL Drivers to have a High School Diploma or GED Equivalent, or they have no education requirement at all.



Access to quality employees depends upon access to quality training and education. CDL licensure requires a “Class D” license obtainable in Vermont through the state Department of Motor Vehicles.³ An individual must be 18 years old to secure a Commercial License Permit (CLP). Drivers must be 21 with license qualifications to drive out of state.

Workforce training must be accessible within this economic region, given the low immigration of working age adults from other areas. We asked employers to indicate where their most recent hires were trained to provide some indication of the relevant regional training resources. The options included the state’s “VTRANS” training program, the CTE (Windham Regional Career Center), and a private training academy, Northeast Driver Training.

11 respondents said they train in-house, 7 indicating this is their only method, and 7 rely on external trainers. “Other” responses included drivers who were self-taught or trained with previous employers (3). Based on the low educational barrier to entry and access to on-the-job training, as well as projected high opportunity, these positions fit our assessment of a “good job”.



³ From the <https://dmv.vermont.gov/> web site: Drivers have been required to have a commercial driver's license (CDL) in order to drive certain commercial motor vehicles (CMVs) since April 1, 1992. The types of vehicles and operations requiring a CDL are outlined below. The Federal Motor Carrier Safety Administration (FMCSA) has developed and issued standards for State testing and licensing of CDL holders. These standards require States to issue CDLs to certain CMV drivers only after the driver passes knowledge and skills tests administered by the State and related to the type of vehicle the driver expects to operate.

Drivers are required to obtain and hold a CDL if they operate in interstate, intrastate, or foreign commerce and drive a vehicle that meets one or more of the classifications of a CMV described below. Restrictions are placed on a CDL when a driver takes the Skills Test in a vehicle which lacks critical equipment present in particular types of CMVs. Therefore, to avoid restrictions, drivers should take the Skills Test in the same type of vehicle for which they are seeking a CDL to operate.

Impacts from Covid-19

In the midst of producing this report, the region’s economy came to a standstill as a result of the COVID-19 pandemic. The baseline Hiring Needs Assessment was adapted to include supplemental questions regarding a limited range of impacts attributable to the pandemic. It is expected that state guidance, health and economic conditions will continue to evolve. This survey is a snapshot in time to capture employers’ best understanding based on current conditions.

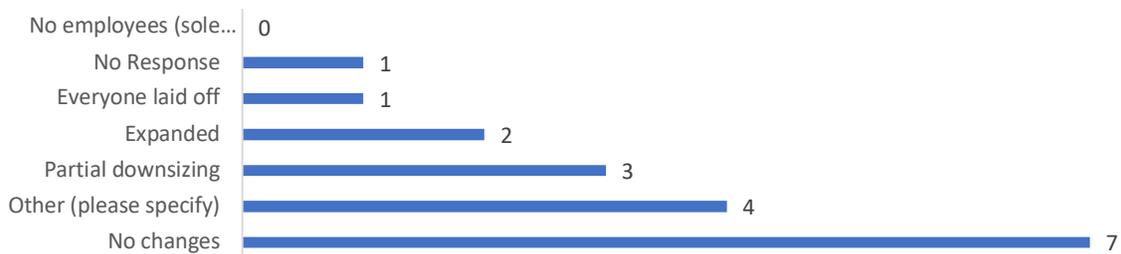
Among the 19 CDL employers who responded to the survey, COVID-19 has negatively impacted operations at five (5); they reported being closed, less busy, or otherwise constrained by virtue of being closed to the public in the case of municipal offices or public transportation. Four (4) employers indicated that as a result of COVID-19 they have conducted partial downsizing (3) or total layoffs (1). These were a mix of public and private sector entities.

Twelve (12) employers (63%) reported no operational change or being busier than ever (one “other” response identified mask-wearing as the only operational change).

What changes have occurred to your **operations** due to COVID-19?



What changes have occurred to your **staffing** due to COVID-19?



However, despite this majority avoiding negative COVID-19 impacts thus far, in terms of demand for their services, several indicated staffing constraints as a source of hardship. In some cases, staffing constraints were due to COVID-19. One employer reported losing 1 driver to the virus and 9 others to additional medical reasons. One employer reported employees being afraid to come back, forcing them to re-fill the position. Employers shared that employee fear of contracting COVID-19 led to recent hires leaving positions quickly.

One employer reduced routes due to lack of drivers, another reported drivers who “removed themselves from employment due to health concerns.” It should be noted that CDL

driver positions cannot be transitioned to remote work, making adaption for employers as challenging as for any service-sector position. Also, in many cases such as delivery drivers or drivers for public transportation, people are working together in close proximity with the public, increasing risk of transmission. Employee turnover may also be exacerbated by other effects of the pandemic like childcare and school closures.

This data shows us two important related findings in terms of workforce. First, COVID-19 is worsening a retention problem. Second, staffing problems are causing operations to contract, even in some establishments where COVID-19 has not otherwise led to operational reduction (less demand for services and goods). This type of contraction has long been a concern in Vermont – that the ongoing labor force decline would force an economic contraction that permanently eliminates jobs.

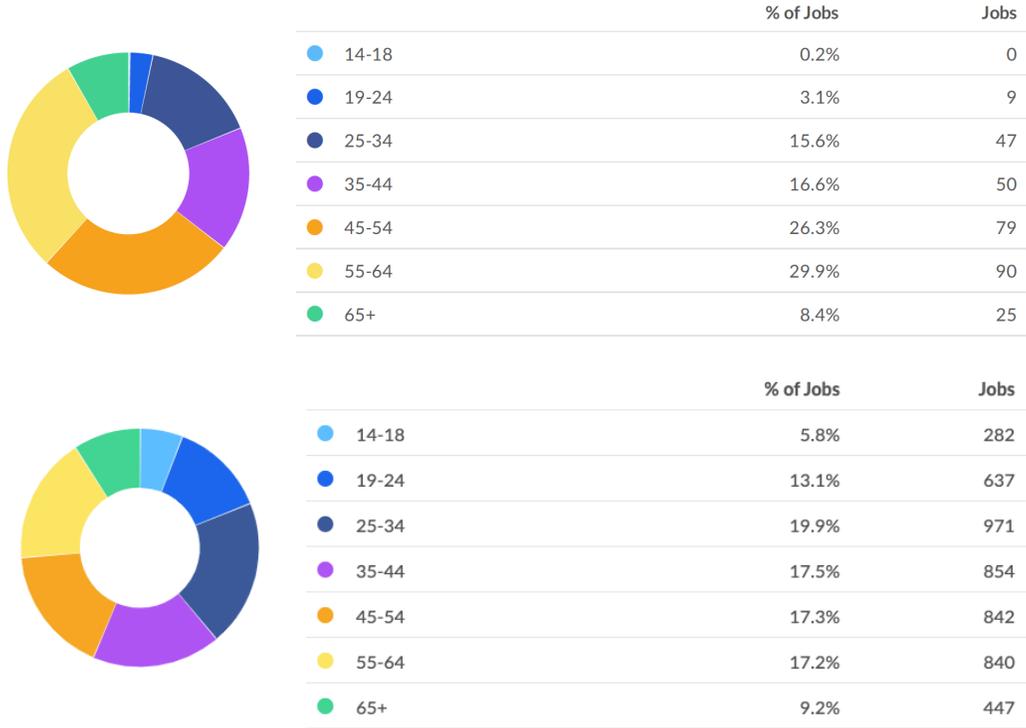
At least three employers indicated a combination of increased operations despite having the same or fewer staff. Employers may be less likely to hire (or rehire) employees in the future because they adapt to operations requiring a smaller workforce. This can be the result of two basic adaptations; finding new “efficiencies” enabling more work to be done by fewer individuals, or not responding to demand for their product or services.

Employer responses to the survey also pointed to pre-existing hiring challenges, which COVID-19 has likely exacerbated. Given the pre-existing demand for drivers described by employers and trainers, the new COVID-19 conditions seem to have worsened a dynamic which places employers in competition with one another. “We did not lay off, but have had some drivers compete for better paying CDL positions,” said one CEO.

This competitive environment can spell opportunity for workers in terms of higher wages and job options. But in sectors with slim margins or lower pay scales, such as municipalities, non-profits, and public transportation, it can be difficult to compete for the essential workers they need to operate. As many of these organizations provide essential services, the implications of this shortage go well beyond the health of the economy. Even with unemployment climbing due to early COVID-19 related layoffs, we can still anticipate sector-specific shortages due to licensing and training requirements which make a simple one-for-one substitution of workers impossible.

COVID-19 may also be hastening retirements. The CDL Driver occupational sector has a very high proportion of older drivers, even for a region with a high proportion of older workers. It may be that employers surveyed are experiencing an outsized impact on staffing due to factors of age. There is increased risk of infection, illness, and death from COVID-19 among older populations. The largest age cohorts of CDL Drivers are the 55-64 year olds and 45-54 year olds, comprising together over 55% of that workforce in this county. In contrast, those in the 45-64 year old range among semi-skilled workers (those most impacted by COVID-19 thus far) equal less than 35% of that workforce.

**Occupational Age Breakdown Comparison
CDL Drivers (top) vs Semi-skilled workers (bottom) in Windham County, Vermont⁴**



Another significant obstacle to hiring during the pandemic was a shutdown of public-facing services at the state of Vermont’s Department of Motor Vehicles. As of June 17, 2020, the only commercial license skills testing sites were available in Colchester and Rutland, creating a hardship for people from southeastern Vermont who need to access CDL testing. In mid-May, during a high-water mark of the pandemic, the owner of Windham region’s only commercial CDL training facility indicated that there were 40 positions ready to be filled by employers who had been actively contacting them to recruit graduates. The only obstacle to their students being hired upon completion of the training was the DMV’s closure of CDL testing operations.

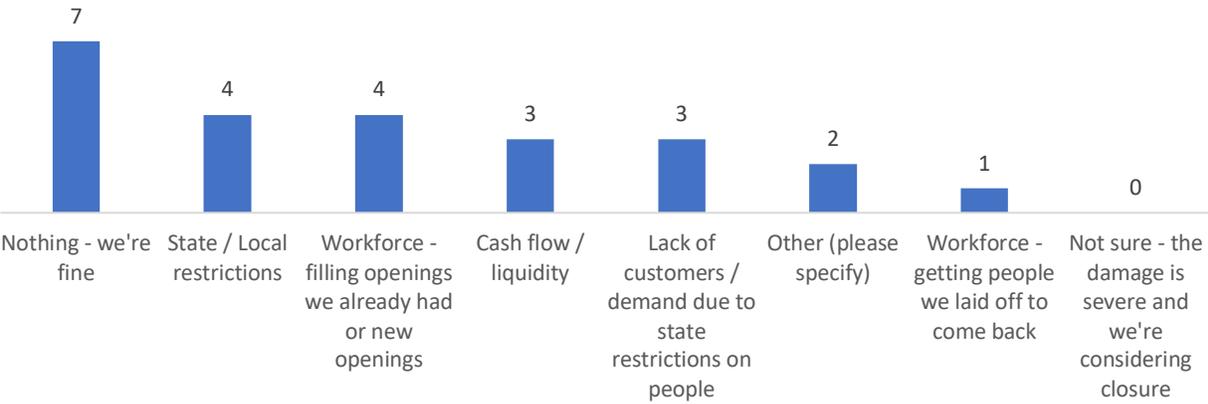
One employer stated, “We need DMV to resume CDL testing which is currently unavailable. The testing process is slow when the department is running 100%, so we foresee a major lag and [are concerned] we will not be able to get people licensed in time.” If we use the March 18, 2020 executive order halting in person operations at the DMV as a start point, and the June 17, 2020 date of partial resumption of DMV operations as an end point, there were at least three months of inactivity in which CDL trainees were unable to be licensed. This effectively halted the workforce pipeline. Under these circumstances, employers are now playing “catchup” with hiring because of the prolonged lack of qualified personnel. Normal attrition, growing retirements, and a shortage of newcomers entering the profession conspire to create a workforce shortage among CDL Drivers that will endure beyond the pandemic.

⁴ Source: Emsi Economic Modeling

There is some broad indication among respondents that hiring will not increase if and when businesses resume some form of “normal” operations. Assuming the ability to resume full operations by July, we asked if they would be hiring personnel, and whether they anticipated that these would be rehires or new hires. Seven (7) foresee hiring this summer. Perhaps optimistically, the five employers who said they would be hiring new employees once resuming full operations projected a total of 46 positions to be filled at that time.

Finally, to understand the diversity of problems experienced due to Covid-19, we asked employers about the barriers to resuming or continuing normal operations. At the time the survey was sent, the state had authorized distribution operations (many of our respondents) to resume operations with “as few employees as necessary to permit full operations while maintaining compliance with the mandatory health and safety requirements.”

What are the barriers to you resuming / continuing normal operations? (Please check all that apply)



The barriers facing employers of CDL Drivers vary widely, including COVID-19 related factors; “State / Local restrictions”, “Lack of customers” due to state restrictions, and the challenge of getting workforce laid off to come back. But the barriers faced also include factors that predate the pandemic, including the long-standing difficulty of filling positions, as well as cash-flow and liquidity issues.

Given the sustained demand for CDL Drivers projected in this study, there is an opportunity to increase the number of workers in the pipeline through some combination of the following strategies:

- Engaging young people entering the workforce to choose this occupation, pursuing employment where they can receive on-the-job training or pursuing a training course directly.
- Encouraging existing member workforce to re-skill.
- Retaining older workers or individuals with compromised health, which may be aided by addressing workplace health concerns.
- In-migration to the region of qualified individuals.

Best Practices of Demand-Driven Pipeline Development

The primary goal of this survey was to assess the degree of demand that employers in the Windham region have - now and in the near future - for certain workers. As indicated, workforce development is a regional and state priority. BDCC's task is to compile accurate regional data on workforce needs to extend to workforce development partners who may execute the training and education necessary to prepare and assist jobseekers, and to help meet the demand for these workers among the region's employers.

This survey illustrates abundant opportunity for current and future jobseekers within the clerical and administrative occupations. Demand-driven workforce development revolves around the creation of flexible and accessible education and training pipelines that lead directly to employment in high-wage, high-opportunity occupations. The data collected through the Hiring Needs Assessment can be leveraged to increase relevant skill development at every level of education attainment, decreasing targeted vacancies through adjustments and improvements in curricula, delivery methods, access (financial and geographic), and overall student preparedness.

The list below focuses on existing systems and institutions that prepare people for CDL qualifications and demonstrates the best practices in how to engage with these organizations in demand data.

- **Skill Integration into Secondary Education:** In many instances, starting a career in commercial driving only requires a GED-equivalent level of education. This places an increased need on the secondary education system to ensure that employability, interpersonal, and transferable skills are well integrated into coursework for all students. Career awareness, preparedness, and readiness training, as well as proficiency in basic math and writing, are imperative to a successful workforce pipeline. These activities include site visits, job-shadows, mock interview and resume practice, internships, and work-based learning experiences. This requires sustained support from school leadership, faculty, and guidance counseling departments, as well as relationships with employers local to the student body.
- **Adult & Post-Secondary Credentialing, Certification, and Degrees:** Adult and Post-Secondary certification and credentialing programs, offered at CTE centers of community colleges, often align directly with high-demand occupations available within the community, and may be the most cost-effective opportunity for careers that do not require an Associates or Bachelor's degree. Community and/or state colleges that deliver Industry Recognized Credentials (IRCs) are often willing to contract with local employers to adapt training curricula to suit specific workforce needs, and may offer CDL training.
- **Data-Sharing with Workforce Partners:** In order for a system to be responsive to employer-demand, this data must be shared with other organizations supporting job-seekers. Human Service organizations, Corrections, Labor Departments, and organizations supporting recovery and rehabilitation often serve as training providers for their clients. Sharing demand data with these institutions allow them to incorporate employability and technical skills to ensure trainees, especially those with barriers to employment, are best prepared to enter high-wage, high-opportunity occupations.

- **Industry-Specific Recruitment and Awareness Marketing:** This data is also important to leverage and communicate recruitment opportunities to job-seekers that may already have the appropriate skills, but may be looking to relocate or change careers from outside of the region. Being able to identify a geographic location as having an abundance of opportunities for individuals with specific skill sets allows job-seekers to have a greater level of confidence when considering relocation, and helps ensure they are aware of resources for retraining.

Current Resource Snapshot for Windham County

- **BDCC Pipelines & Pathways Program (P3) in Brattleboro, VT** is a career awareness and preparedness program that is designed to leverage Act 77 to better connect students to local high-wage, high-growth employment opportunities after high school. The program offers in-class and supplemental resources and workshops, ranging from cover letter assistance and Mock Interviews, to Alternative Pathway Exploration and Employer Site Visits. P3 is working to ensure every student has the means to become “Windham Work Ready.”
- **Northeast Driver Training, LLC in Rockingham, VT** offers a comprehensive Commercial Driver’s License training curriculum and defensive driving courses. The coursework at Northeast prepares students for the permit exam, offers hands-on driving experience in a contained space before on-road driving, and simulator training.
- **Statewide Funding for CDL Training** The state offers up to \$1,500 for prospective students to use for classes at the state-approved CDL schools, Northeast Driver Training being the most local for the Windham Region.
- **Southwest Tech (Bennington) CDL Licensure** offers a Class-B program that will allow students to learn pre-trip inspection, diagnosing and reporting malfunctions, handling cargo, safe operating procedures, and vehicle systems. The course includes a minimum of 74 hours of instruction split between classroom, lab, and on-road driving. The hours of instruction meet the state standard for Class-B qualifications.

Appendix A: Survey Respondents

Barrows & Fisher Oil Co.
 Vermont Foodbank
 Vernon Highway
 Townshend Highway
 Town of Westminster
 Town of Windham
 Town of Rockingham
 Bulldog Towing LLC
 Town of Guilford

Cota & Cota
 Brattleboro Public Works Department
 Food Connects
 Town of Wardsboro Highway Dept.
 Brattleboro Portable Storage
 C&S Wholesale Grocers
 Southeast Vermont Transit
 SEVT The MOOver

Appendix B: Southeastern Vermont Workforce Training Provider Contact List

Vermont Department of Labor
 Cindy Delgatto, Regional Manager
 (Brattleboro and Springfield)
 Cindy.Delgatto@vermont.gov

Northeast Driver Training, LLC
 Todd West, Owner
 802-463-9194
 todd@northeastdrivertraining.com

State of Vermont
 Karen Brouillette
 Civil Rights Program Coordinator
 802-917-8388
 Karen.brouillette@vermont.gov

Southwest VT Regional Technical School District
 Rob Bahny, Workforce and Education
 Coordinator
 802-447-0220
 Rbahny@svdc.org

Acknowledgments

The launch of the Hiring Needs Assessment series and this report were made possible through the work of Gabriel Sistare, BDCC's SerVermont VISTA Service Member. Additional recognition goes to Alex Beck, BDCC's Workforce and Education Specialist who helped launch this project, and who has helped build BDCC's Workforce Center of Excellence based on the original Hiring Needs Assessment. Special thanks to the employers who provided survey responses, and who provided BDCC's researchers with detail and context. BDCC's Director of Programs, Jennifer Stromsten provides research supervision and data analysis support for all research projects.