



STATE WORKFORCE DEVELOPMENT BOARD

Quarterly Board Meeting
Thursday, February 16th

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Governor's Budget Initiatives



Environment

Building a strong cradle-to-career education system that will feed our labor market AND attract new families to Vermont is **a long-term strategy for sustainable workforce growth.**

Current data illustrates need for urgent corrective action:

- 3 jobs per every 1 worker on unemployment.
- 20,000+ open jobs
- From 2019-2022 average wage increase of 21%
- ALL counties show decline from peak workforce
 - 6 showing over 10% decline
 - 8 showing over 15% decline



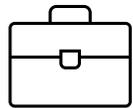
Governor's Vision



Invest in the existing workforce



Retain more high school and college graduates



Recruit more working families



Continuous monitoring and improvement to ensure system efficiency



Investing In Current Workforce

Previous Investments

- CTE and trades training to boost trades workforce.
- Internships, work-based learning, career placements and apprenticeships to directly place Vermonters into jobs.
- Regional workforce development support services to address regional business and worker needs.
- Training and upskilling scholarships to fill critical jobs and provide opportunities for Vermonters for career growth.

New opportunities for growth:

- **Modernize apprenticeship program**
- **Further invest in Work-based learning**
- **Expand On-the-job training programs**



Retain more High School and College Grads

Previous Investments

- Loan Repayment for critical occupations.
- Investment in youth employment and training.
- Expanding Work-based learning in our education system.
- Tuition re-imbusement for upskilling and training.

New opportunities for growth:

- **Youth development programs for foster care youth**
- **Further investment in trade scholarships and advancement grants.**
- **Further investment in upskilling workers at Vermont higher ed institutions.**



Recruit more Workers

Previous Investments:

- Hundreds of millions for recruitment and retention in critical occupations like trades, healthcare, childcare, and infrastructure.
- Relocation funds to recruit workers here.
- Modernizing licensing requirements and processes to attract more workers here.
- Re-engaging disengaged workers already in Vermont.
- Investments in affordable housing, childcare, education, broadband and infrastructure.
- Returnship grants for mature workers.
- Give a second chance to people who have criminal backgrounds and are trying to earn stable, meaningful employment to become licensed.

New opportunities for growth:

- **Addressing the benefits cliff for wrap around services**
- **Expand workforce training for incarcerated population**
- **Continued support for marketing and relocation efforts by Agency of Commerce**
- **Significant investment in refugee resettlement and support infrastructure**
- **Provide tax relief for vulnerable Vermonters**



Continuous Improvement

Previous Efforts

- Creation of the SOCWED
- State of Vermont Unified State Plan

New opportunities for Improvement:

- **Data collection and monitoring by the State Workforce Board**
- **Consistent stakeholder engagement.**
- **Implementation of recommendation from the SOCWED**
- **One-stop operator system management.**

Questions?

State Workforce Development Board Strategic Planning

Strategic Plan - Timeline

Phase One: Setting the Stage

May 2022 – September 2022

Operating Committee Strategic Plan Meeting #1 – 5/12/22

Quarterly Board Meeting – 5/26/22

Operating Committee Strategic Plan Meeting #2 – 6/27/22

Phase Two: Framing and Review

October 2022 – December 2022

Operating Committee Strategic Plan Meeting #3 – 9/23/22
Open forum working session

Quarterly Board Meeting – 10/6/22

Phase Three: Plan Development and Refinement

January 2023 – March 2023

Operating Committee Strategic Plan Meeting #4 – 1/17/23

Operating Committee Strategic Plan Meeting #5 – 2/2/23
Vote to approve strategies

Quarterly Board Meeting – 2/13/23

Vote to approve strategies



Operating Committee – TBD
Edit One-Pagers

Operating Committee – TBD
Edit One-Pagers

Phase Four: Final Approval

April 2023 – May 2023

Operating Committee – TBD
Vote to approve one-pagers

Quarterly Board Meeting – 5/26/23**

Vote to approve strategic plan (in person!)

Framework

Letter from the Governor

Executive Summary (Chair and Executive Director)

Table of Contents

Current Workforce Landscape

General Plan Overview (Priority Areas)

We are discussing this today!

- Vision, mission, goals, approach
 - Workforce Innovation and Opportunity Act (WIOA)
 - Workforce System Alignment
 - Workforce Supports
 - Workforce Education and Training
 - Relocation, Recruitment and Retention

Breakdown (One-Pagers)

- Includes one-pagers on SWDB's committees

Appendix

SWDB Statutory Charge

Board Bylaws (Article II, Duties)

- "The Board advises the Governor on the development and implementation of a comprehensive, coordinated and responsive statewide workforce education and training system."
- "Development and updating of comprehensive state performance accountability measures, including state adjusted levels of performance, to assess the effectiveness of the core programs in the state."

State Statute (10 V.S.A. § 541a)

- "...conduct an ongoing public engagement process throughout the State that brings together employers and potential employees, including students, the underemployed, the incumbent employees seeking further training, to provide feedback and information concerning their workforce education and training needs..."
- "...ensure that State-funded and federally funded workforce development and training efforts are of the highest quality and aligned with the State's workforce and economic goals..."

Federal Charge

- "...the review of statewide policies, of statewide programs, and of recommendations on actions that should be taken by the State to align workforce development programs in the State in a manner that supports a comprehensive and streamlined workforce development system in the State..."
- "Development and updating of comprehensive state performance accountability measures, including state adjusted levels of performance, to assess the effectiveness of the core programs in the state."

State Workforce Development Board

Vision:

Vermont's employment demands will be met through a statewide, coordinated, and integrated system of workforce education, training, and development where all Vermonters can connect to robust career pathways, advance along career ladders, and new Vermonters can quickly secure employment with a Vermont employer. (Vermont's Modified 2022 WIOA Combined State Plan, pg.25)

Mission:

To develop and implement a comprehensive, coordinated, and responsive statewide workforce education and training system. (Board Bylaws)

Strategic Plan Priority Areas

Workforce
Innovation and
Opportunity Act
(WIOA)

Workforce System
Alignment

Workforce Supports

Workforce
Education and
Training

Relocation,
Recruitment and
Retention

Priority Area 1:

**Workforce Innovation and Opportunity
Act (WIOA)**

Workforce Innovation and Opportunity Act

In keeping with WIOA, the Board will remain in compliance regarding federal requirements.

Strategies

Benchmarks

1. Develop, Implement and Modify WIOA State Plan

- The SWDB staff, along with applicable agencies, will review, execute and improve statewide policies and programs outlined in the State Plan.

2. Select One-Stop Operator and Monitor System Improvement

- By March of 2023, the SWDB staff will procure the One-Stop Operator to oversee the One-Stop system, including all One-Stop system partners.

3. Create and Apply State Performance Accountability Measures

- The Board staff will produce an annual report, in collaboration with the Policy Committee, to be evaluated by the full Board and the Governor, that uses metrics to measure and correct program effectiveness.

Priority Area 2: Workforce System Alignment

Workforce System Alignment

Improve Vermont's workforce development system by increasing coordination, integration and tracking of support services to meet the needs of all Vermonters throughout their lifespan.

Strategies

Benchmarks

1. Create and Implement a Warm Handoff System

- The Board staff, along with the One-Stop Operator entity, will review, and edit, the current common intake form encompassing all One-Stop partners and interested community partners to ensure a warm handoff among all workforce services by July 2023.

2. Foster and Maintain Regional Business Partnerships

- The Board staff will engage with business owners monthly on a regional basis to better understand employer needs (county tours, events, etc.).

3. Expand Workforce Services to Marginalized Groups

- The Board staff, in coordination with the Office of Racial Equity, will leverage community partnerships and host events to directly offer workforce services, information and resources to marginalized communities, no less than four times per year.

Priority Area 3:

Workforce Supports

Workforce Supports

Improve awareness and utilization of current workforce resources while also addressing external workforce barriers like affordability of housing, childcare, internet access, and more which additionally must be considered to better enhance workforce growth.

Strategies

Benchmarks

1. Solicit and Apply Workforce Board Policy Input

- By the Governor’s FY2025 budgeting deadline, the Board will propose policy recommendations related to workforce to Governor office staff and cabinet members for consideration.

2. Implement Language Accessibility Plan for Workforce Related Materials

- By December of 2023, the Board staff and members will identify priority workforce related documents, including the Board’s employee and employer toolkits, to be translated in the following languages: العربية (Arabic), Bosnian, မြန်မာစာ (Burmese), دری (Dari), Français (French), Kirundi, नेपाली (Nepali), پښتو (Pashto), Soomaali (Somali), Español (Spanish), Swahili, Tiếng Việt (Vietnamese).

Priority Area 4:

Workforce Education and Training

Workforce Education and Training

Identify Vermont's high-demand careers and develop career pathways to be seamlessly executed by training and education providers while engaging Vermonters at any stage of their career path, leading to greater financial independence and personal fulfillment.

Strategies

Benchmarks

1. Map Career Pathways

- By July 2023, the Career Pathways Committee will establish the process for defining, creating and approving of career pathways to be carried out on a quarterly basis.

2. Host Training and Education Provider Round Tables

- The Board staff will engage with primary, secondary and post-secondary education and training providers, including career and technical education centers and adult education and literacy providers, in coordination with AOE, twice per year to better understand education and training providers' needs to improve the handoff system between education and career pathways.

3. Define Eligibility and Approve Credentials of Value

- By March of 2023, the SWDB staff will maintain a Training and Credentialing Committee that will meet at least twice per year to approve State-endorsed and industry-recognized credentials and certificates, in coordination with VDOL and interested community partners.

Priority Area 5:

Relocation, Recruitment and Retention

Relocation, Recruitment and Retention

Work to better identify, strengthen and coordinate Vermont's relocation and recruitment system with the guiding objective of net-new workers to grow Vermont's workforce.

Strategies

Benchmarks

1. Facilitate Collaboration and Efficiency of Recruitment and Retention Strategies

- The Board staff, along with the Relocation and Recruitment Committee, will engage with the Regional Development Corporations (RDCs), workforce training providers and applicable agencies at least twice per year to better understand effective and ineffective relocation and recruitment strategies and their marketing campaigns. This includes identifying gaps in those efforts.

2. Increase Workforce Diversity

- By March of 2024, the Board staff, in coordination with the Office of Racial Equity and other interested community partners, will produce recommended strategies to assist into recruitment, relocation and retention of marginalized groups in Vermont's workforce for the Board to consider.

3. (Pending Legislative Approval) Develop Statewide Refugee Resettlement Support Network

- (Pending Legislative Approval) The Board will request for proposal and contract an entity to convene the Agencies of Human Services, and Commerce and Community Development, Secretary of State Office of Professional Regulation and community-based service partners to develop and recommend a coordinated system to recruit and employ more New Americans in the state's labor force and to support the career advancement of New Americans living in Vermont so they may more fully participate in Vermont's economy.

Next Steps & Key Decision Points

Decision Points for Today's Meeting:

1. Discussion and vote on priority areas.
2. Discussion and vote on strategies per priority area .

Moving Forward:

1. Operating Committee and full board feedback through email, committee meetings, one-on-one meetings and full board discussion.
2. Approval and final development of one-pagers.
3. Full board meeting to discuss, review and vote on strategic plan.

Questions?

Discussion and Vote – Priority Areas

- Workforce Innovation and Opportunity Act (WIOA)
- Workforce System Alignment
- Workforce Supports
- Workforce Education and Training
- Relocation, Recruitment and Retention

WIOA Strategies - Vote

1. Develop, Implement and Modify WIOA State Plan
2. Select One-Stop Operator and Monitor System Improvement
3. Create and Apply State Performance Accountability Measures

Workforce System Alignment Strategies - Vote

1. Create and Implement a Warm Handoff System
2. Foster and Maintain Regional Business Partnerships
3. Expand Workforce Services to Marginalized Groups

Workforce Supports Strategies – Vote

1. Solicit and Apply Workforce Board Policy Input
2. Implement Language Accessibility Plan for Workforce Related Materials

Workforce Education and Training Strategies – Vote

1. Map Career Pathways
2. Host Training and Education Provider Round Tables
3. Define Eligibility and Approve Credentials of Value

Relocation, Recruitment and Retention Strategies – Vote

1. Facilitate Collaboration and Efficiency of Recruitment and Retention Strategies
2. Increase Workforce Diversity
3. (Pending Legislative Approval) Develop State Refugee Resettlement Support Network

Final Thoughts?

Standing Office Hours : Every Friday from 10 – 11 am via Microsoft Teams

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