**Vermont State Workforce Development Board**

**Strategic Plan – Strategies and Benchmarks**

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

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

*Strategies:*

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

*Benchmarks:*

1. The SWDB staff, along with applicable agencies, will review, execute and improve statewide policies and programs outlined in the State Plan.
2. 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. 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 collected from the Vermont Department of Labor (VDOL), Agency of Education (AOE), HireAbility, Agency of Commerce and Community Development (ACCD) and other applicable agencies regarding WIOA and non-WIOA workforce programs, One-Stop Operator goals and performance accountability measures.

**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:*

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

*Benchmarks:*

1. 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. The Board staff will engage with business owners monthly on a regional basis to better understand employer needs (county tours, events, etc.).
3. 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.

**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:*

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

*Benchmarks:*

1. 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. 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, န်မာစာ (Burmese), دری (Dari), Français (French), Kirundi, नेपाली (Nepali), پښتو (Pashto), Soomaali (Somali), Español (Spanish), Swahili, Tiếng Việt (Vietnamese).

**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:*

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

*Benchmarks:*

1. 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. 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. 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.

**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:*

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

*Benchmarks:*

1. 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. 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) 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.