**Vermont State Workforce Development Board**

**Strategic Plan – Strategies and Benchmarks**

**DRAFT**

**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. One-Stop Operator System
3. 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 April 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 to Vermont Department of Labor (VDOL), Agency of Education (AOE), HireAbility and other applicable agencies regarding WIOA and One-Stop Operator goals and performance accountability measures.

**Align Workforce System**

*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. Warm Handoff System
2. System Reviewal of Customer Outcome
3. Regional Business Partnerships
4. Expansion of Workforce Services to Marginalized Groups

*Benchmarks:*

1. The Board staff 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.
   1. This form will not only collect high level contact information of customers but then be triaged to workforce related resources, both within and outside of the One-Stop system.
2. The Board staff will receive quarterly reports from VDOL, AOE, HireAbility and other applicable agencies regarding the outcomes of customers served within the WIOA system, including job placement, credential attainment and customer service satisfaction by July of 2023.
   1. These reports will be evaluated by the Board at quarterly meetings and the Governor, as necessary.
3. The Board staff will engage with business owners monthly on a regional basis to better understand employer needs (county tours, surveys, etc.), effective upon approval.
   1. This engagement will be steered by Board member recommendation, Regional Development Corporations and other community partners (ex. Vermont Manufacturing Extension Center, Vermont Chamber of Commerce, etc.) in order to not duplicate ongoing efforts.
4. The Board staff 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, effective upon approval.

**Increase and Enhance 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. Employee Services Utilization
2. Employer Services Utilization
3. Workforce Adjacent Policy Recommendations
4. Employee and Employer Language Accessibility

*Benchmarks:*

1. By July 2023, the Board staff will collaborate with VDOL to develop a targeted engagement strategy (including but not limited to digital marketing, direct outreach, email, events, etc.) towards WIOA qualifying Vermonters.
2. By January of 2025, Board members and staff will review outreach strategy success by the metric of number of program enrollees in quarterly reports provided by agencies (see Align Workforce System).
3. By April of 2025, Board members and staff will evaluate collected metrics and report findings to the Governor.
4. By April 2023, the Board staff will develop an outreach strategy in collaboration with state agencies and interested community partners (including but not limited to digital marketing, direct outreach, email, events, etc.) targeting small, medium and large businesses notifying them of state and federal services available.
5. By April 2024, the Board staff will track the number of businesses that have seen messaging via service utilization.
6. By July of 2024, Board members and staff will evaluate collected metrics and summarize findings, via the Board staff, to the Governor yearly.
7. By the Governor’s FY2025 budgeting deadline, the Board will propose policy recommendations related to workforce to the Governor’s office for consideration.
8. By October of 2023, the Board will establish and approve the process for official Board policy proposals within bylaws.
9. By October of 2024, the Board staff will develop both an employee and employer toolkit of workforce related or workforce tangential services that are available 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).
   1. These languages align with the Vermont Department of Health’s translation offerings. Additional translations will be updated yearly, as needed.

**Coordinate 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. Career Pathway Mapping
2. Youth Engagement
3. Training and Education Provider Support
4. Eligibility and Approval of Credentials and Certificates

*Benchmarks:*

1. The Board staff will host Career Pathways Committee meetings, at least quarterly.
   1. The Career Pathways Committee will establish an approval process for reviewing and approving Career Pathways by July of 2023.
   2. Every year after, the Career Pathways Committee will agree upon two priority careers identified as essential for future sector specific growth and map out career pathways, along with interested community partners.
2. The Board staff will continue to host Youth Committee meetings, at least every other month.
   1. By January of 2024, the Youth Committee will establish a tracking system for the number of career advancement and development services for youth, in coordination with AOE and VDOL, to better understand gaps in the youth workforce development system.
3. 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.
4. By January 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.

**Facilitate Relocation, Recruitment and Retainment**

*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. Partner Collaboration
2. Relocation Tracking
3. Recruitment Marketing Campaign
4. Increase Workforce Diversity

*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.
2. By October of 2025, the Board staff will establish a streamlined tracking system, with the assistance of the Relocation and Recruitment Committee, and agency heads to identify net-new workers that are entering Vermont’s workforce system and understand their status up to two years post-services provided.
   1. The Relocation and Recruitment Committee, along with the Board staff, will evaluate which strategies contribute to net-new workers effectively and report to the Governor yearly.
3. By October of 2023, the Board staff will identify ongoing state and partner program recruitment campaigns and identify gaps in those efforts. This includes those laid out by VDOL, the Agency of Commerce and Community Development (ACCD), any other applicable agencies or community partners.
4. Every year after, the Board staff will coordinate alongside participating marketing personnel to better align and strengthen the state’s relocation and recruitment marketing campaigns.
5. The Board staff will utilize existing Board funds to promote work of the Board, Vermont communities, businesses and initiatives through social media and digital advertising.
6. The Board staff will work alongside the Office of Racial Equity and other interested community partners to actively increase and retain equitable representation of marginalized groups in Vermont’s workforce.
   1. By January of 2023, the Board staff will have quarterly meetings with the Office of Racial Equity, with potential partnership with the Governor’s Workforce Equity and Diversity Council and any other interested parties on potential strategies.