SOCWED | Phase Two

Final Report

January 11, 2024

PUBLIC CONSULTING GROUP

Journey to the Recommendations

Stakeholder Interviews & Document Review

Discussion of other state models

Iteration and Discussion of Proposed Models
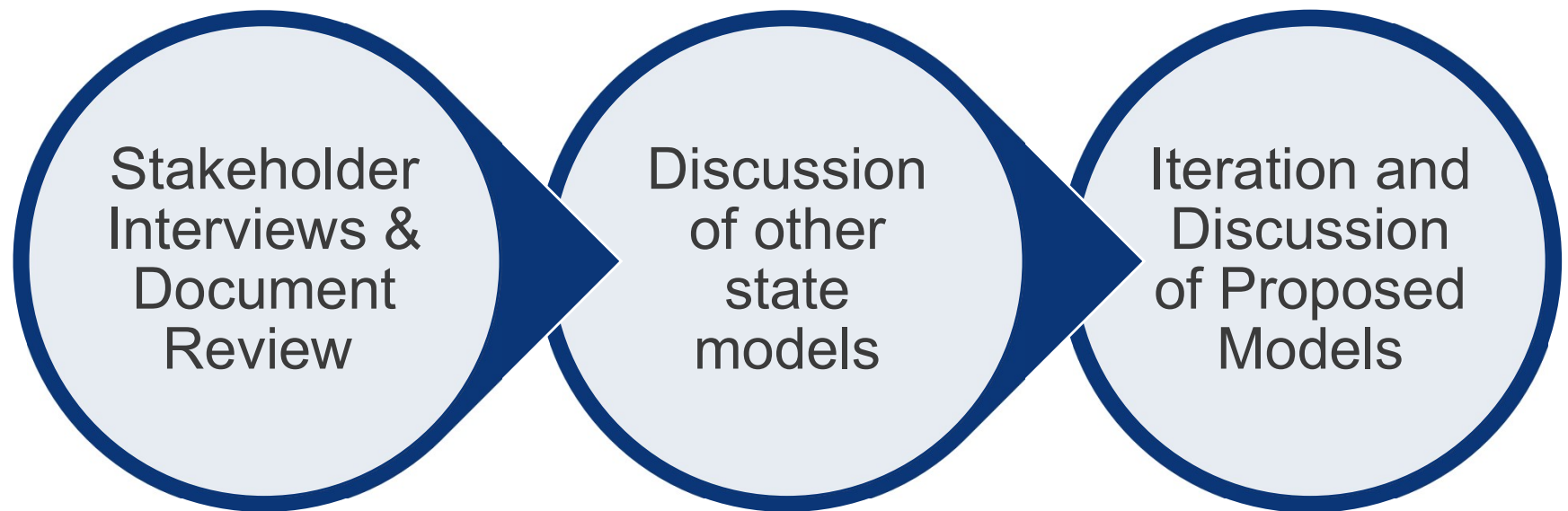
Guiding Principles

Governance

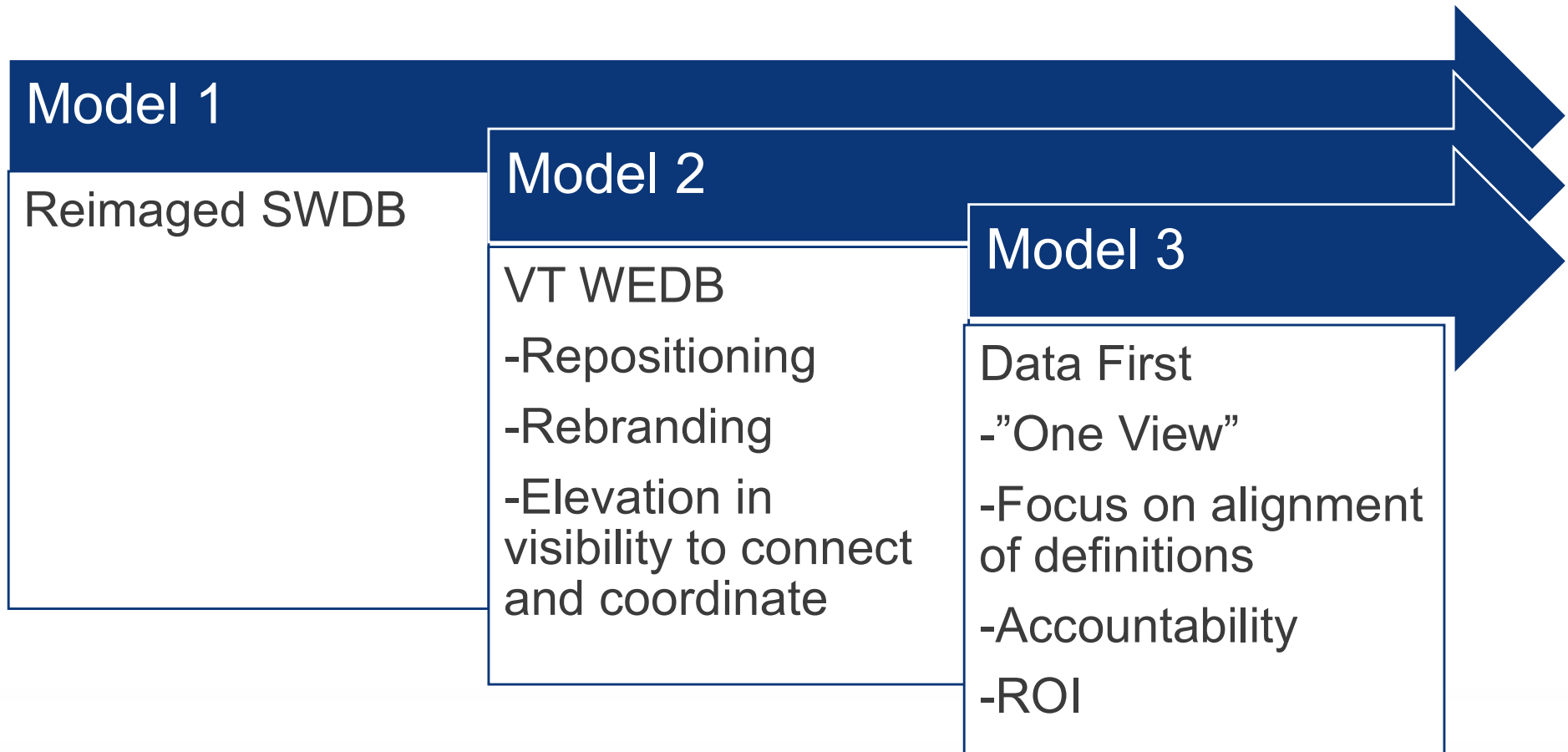| Make more explicit accountability and oversight authority in the system	Structurally support comprehensive data alignment	Promote greater resource integration to meet individual resident and business needs	Honor state-wide priorities, while allowing for regional differentiation

Models Stand-Alone or as a Progression

Model 1

Reimaged SWDB

Model 2

VT WEDB

-Repositioning

-Rebranding

-Elevation in visibility to connect and coordinate

Model 3

Data First

-"One View"

-Focus on alignment of definitions

-Accountability

-ROI

Design Principles

Simplicity - minimal bureaucracy.

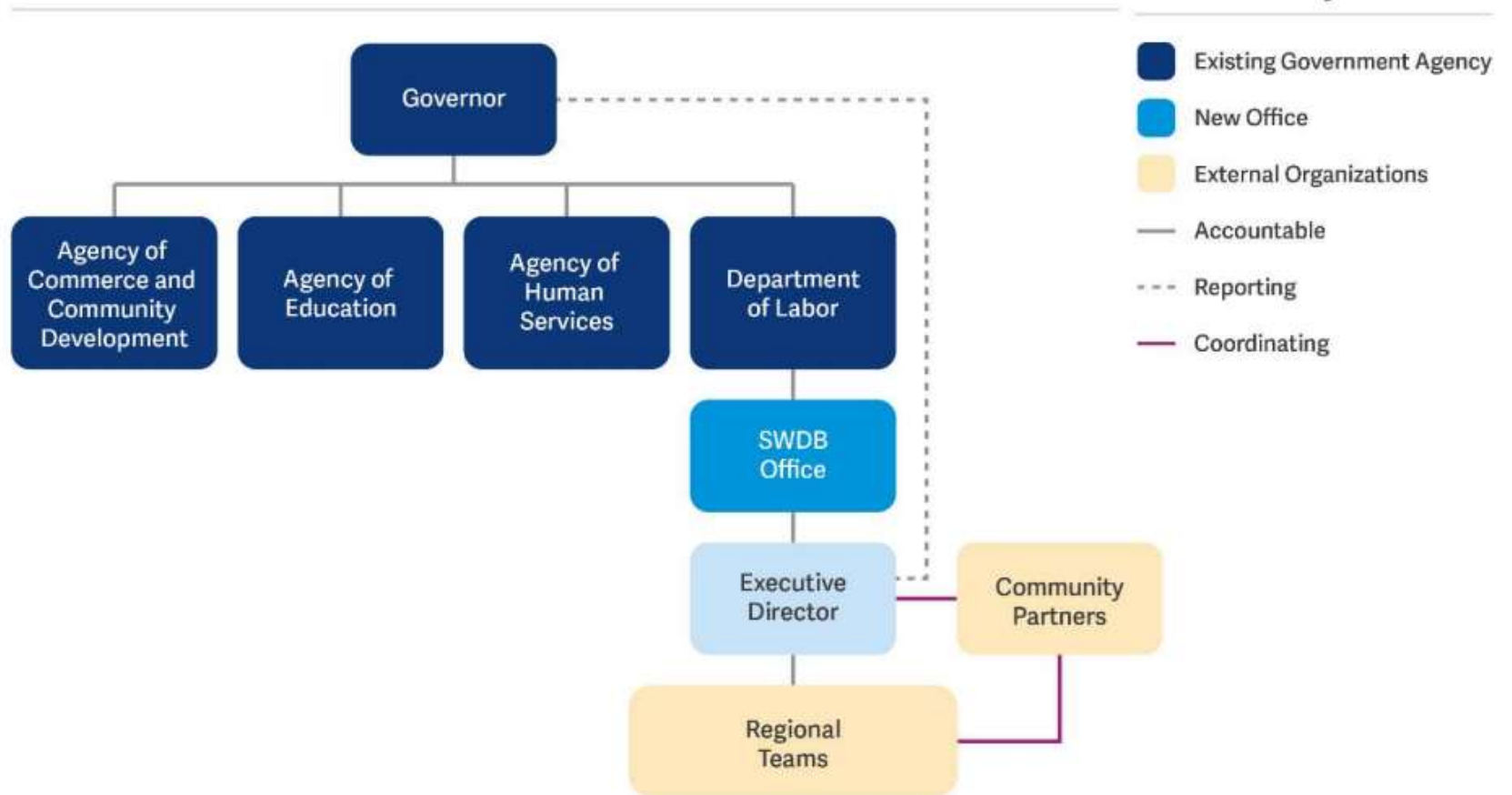**Efficiency -** given resource constraints.

Nimbleness - to respond in times of crisis.

Responsibility with authority

Form should follow function.

# Model 1

Model 1: Reimagined SWDB

Features

- SWDB remains in DoL
- SWDB ED established as sole job with staff
- Strategic plan managed through SWDB committees
- ED reports to Commissioner of Labor
- SWDB gathers feedback to share with governor and legislature
- Reconfigured board
- Creates limited number of regional teams
- Regional teams are supported by 2-3 backbone orgs
- Regional team model is fluid and responsive to resources

Model 1: Reimagined SWDB

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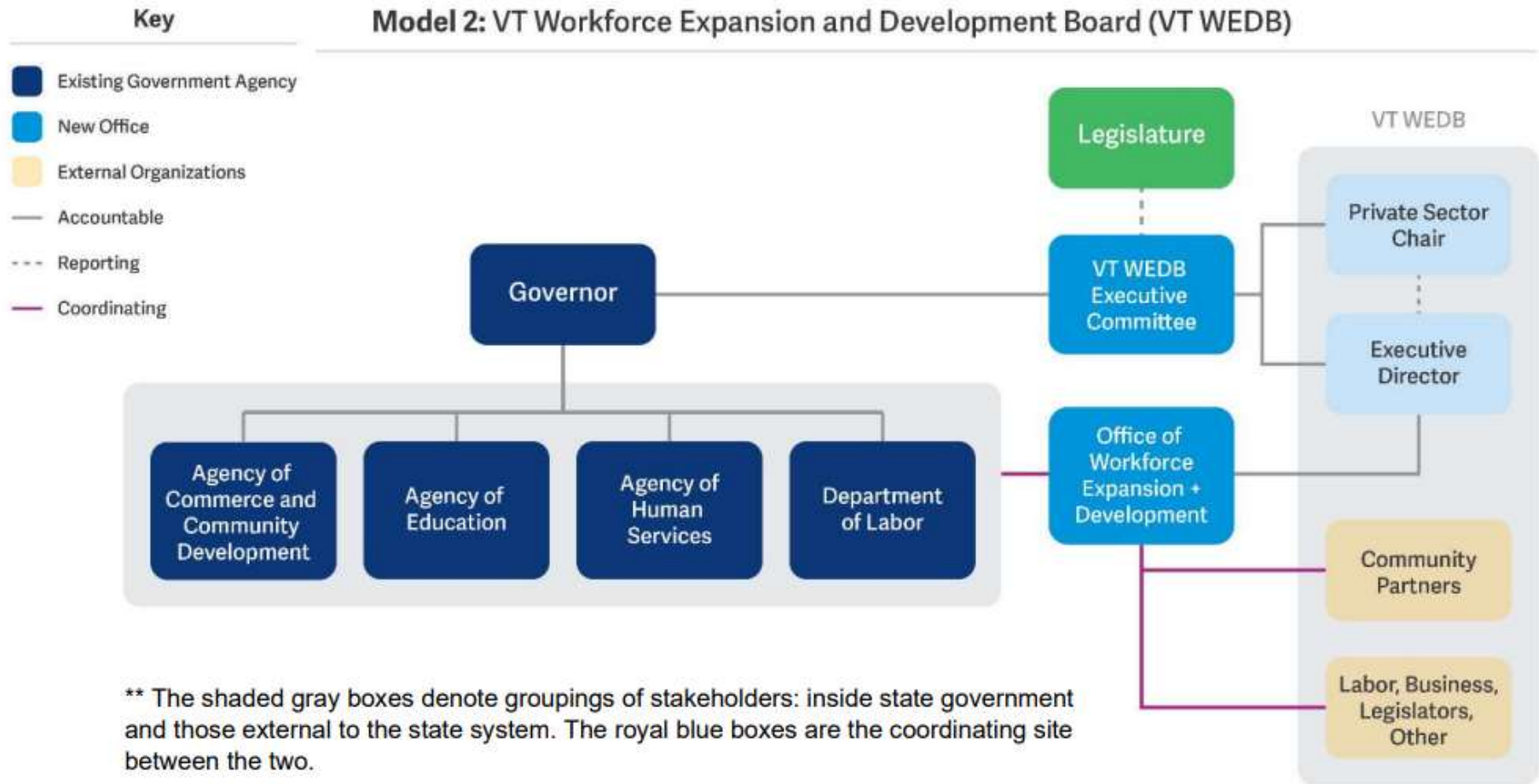
Key
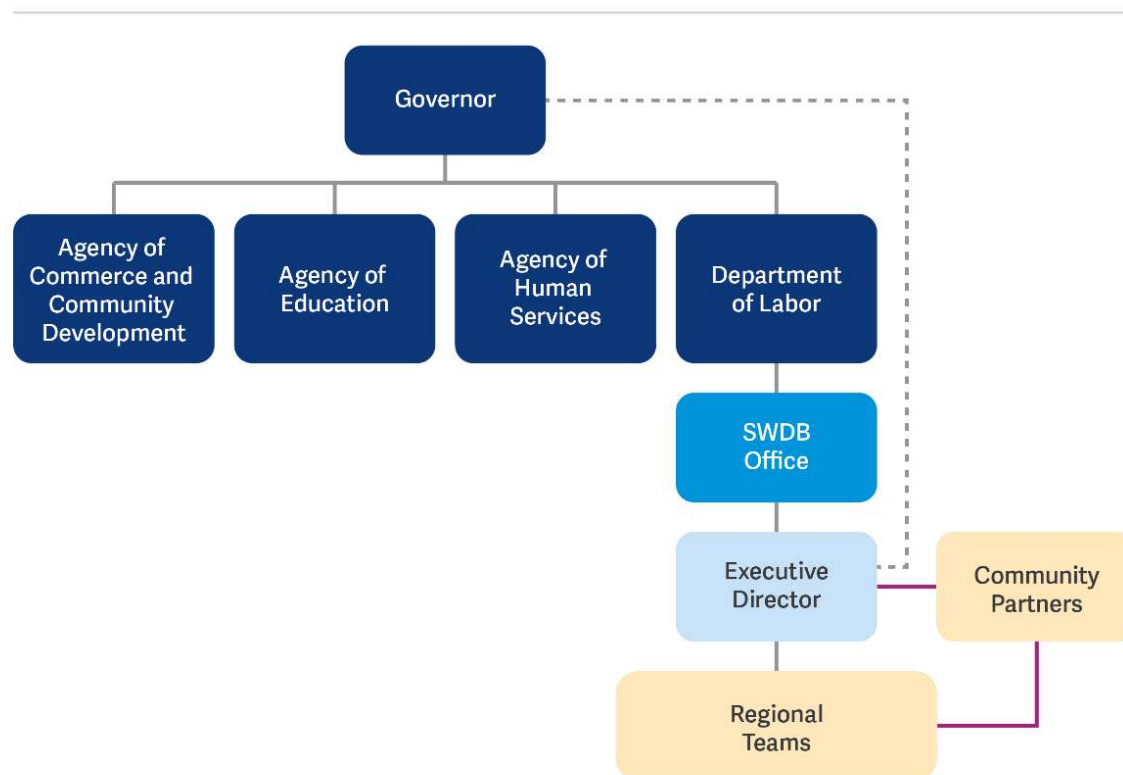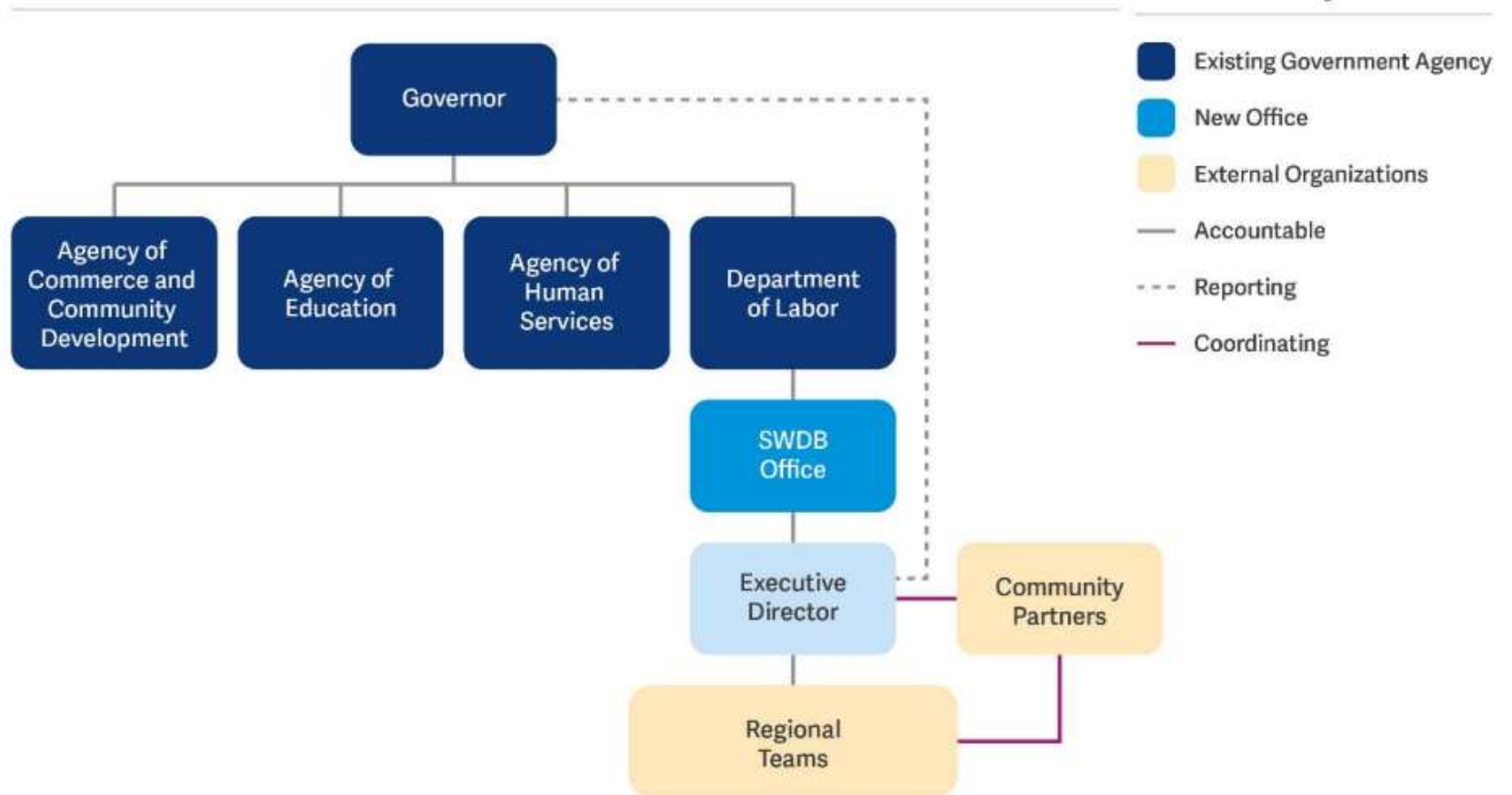
Reimagined SWDB

Pros

- Allows for some level of continuity while improving and/or formalizing connections within the system.
- Makes staff leadership of SWDB explicit (Executive Director) and structured outside of the Governor's Office
- Reduces the size of the SWDB,
- Provides the legislature with a single point of contact (the Executive Director)
- Provides capacity to plan, coordinate, and implement regionally with accountability to the SWDB through a grant-funded program.

- Minimally disruptive

Cons

- Least transformational of the three models.
- Depends upon the credibility and political acumen of the executive director.
- Requires financial investment and/or realignment of existing resources to shore up the structure.
- Some current SWDB representatives would be removed.
- Doesn't necessarily make progress on aligning measures across agencies.
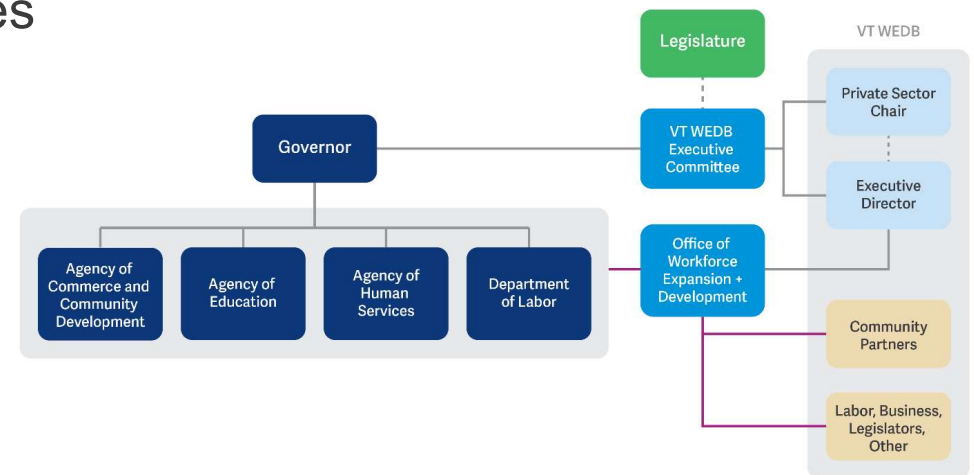- Not clear whether it will impact customer experience.

Model 2

Key

- ■ Existing Government Agency
- ■ New Office
- ■ External Organizations
- — Accountable
- - - - Reporting
- — Coordinating

Model 2: VT Workforce Expansion and Development Board (VT WEDB)

Legislature

Governor

VT WEDB Executive Committee

VT WEDB

Private Sector Chair

Executive Director

Agency of Commerce and Community Development

Agency of Education

Agency of Human Services

Department of Labor

Office of Workforce Expansion + Development

Community Partners

Labor, Business, Legislators, Other

** The shaded gray boxes denote groupings of stakeholders: inside state government and those external to the state system. The royal blue boxes are the coordinating site between the two.
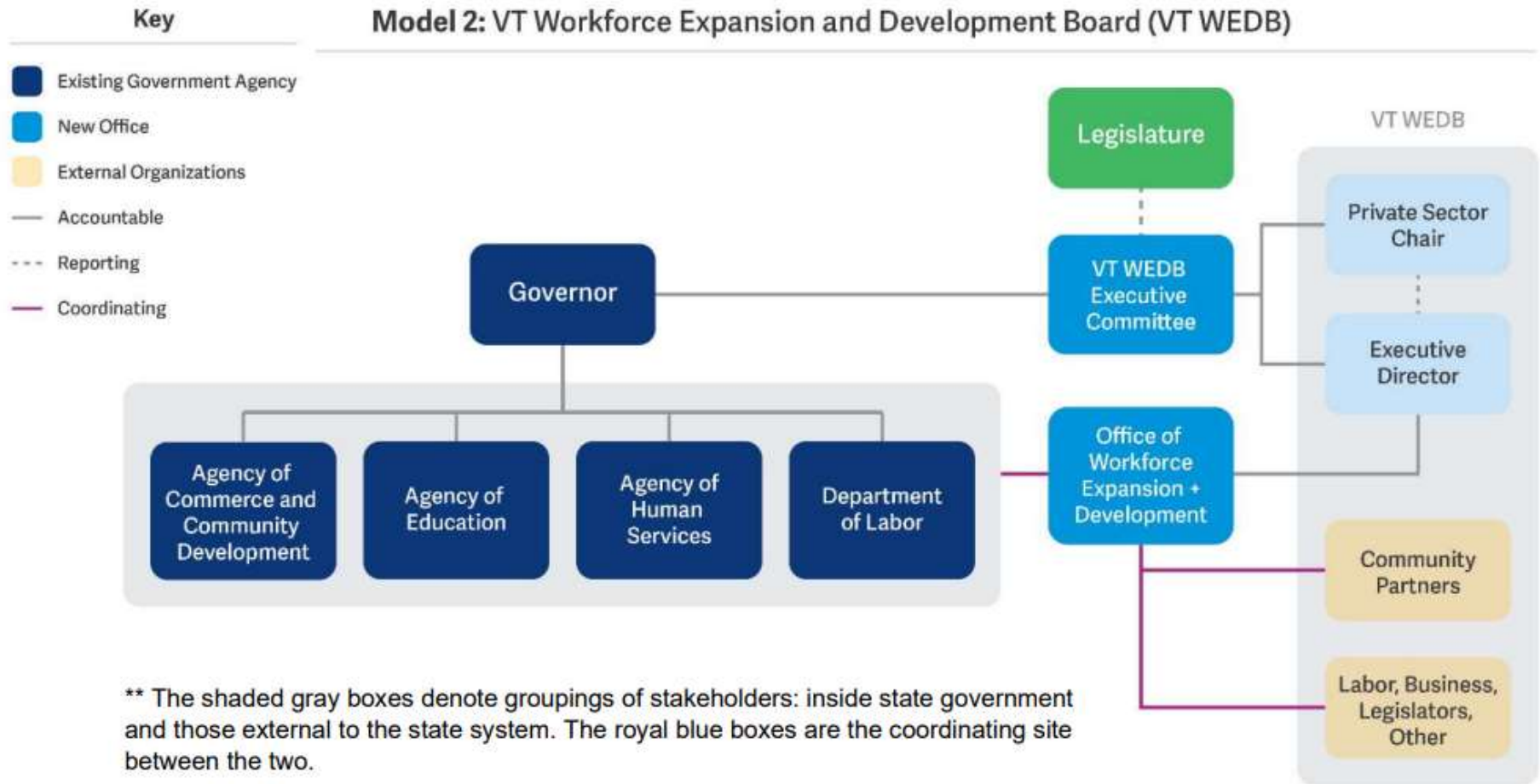
Features

- Dissolve current SWDB and establish VT WEDB with its own office
- Independent and focused on convening, connecting, and coordinating resources
- Performs WIOA mandated SWDB functions of oversight
- Established exec committee to create priority metrics, proposals to address admin or tech barriers to reporting.
- Maintains state-wide vision, roadmap, brand for talent.
- Clearinghouse for all cross-cutting initiatives
- ED part of Gov's Cabinet
- ED chairs interagency working group

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Workforce Expansion and Development Board
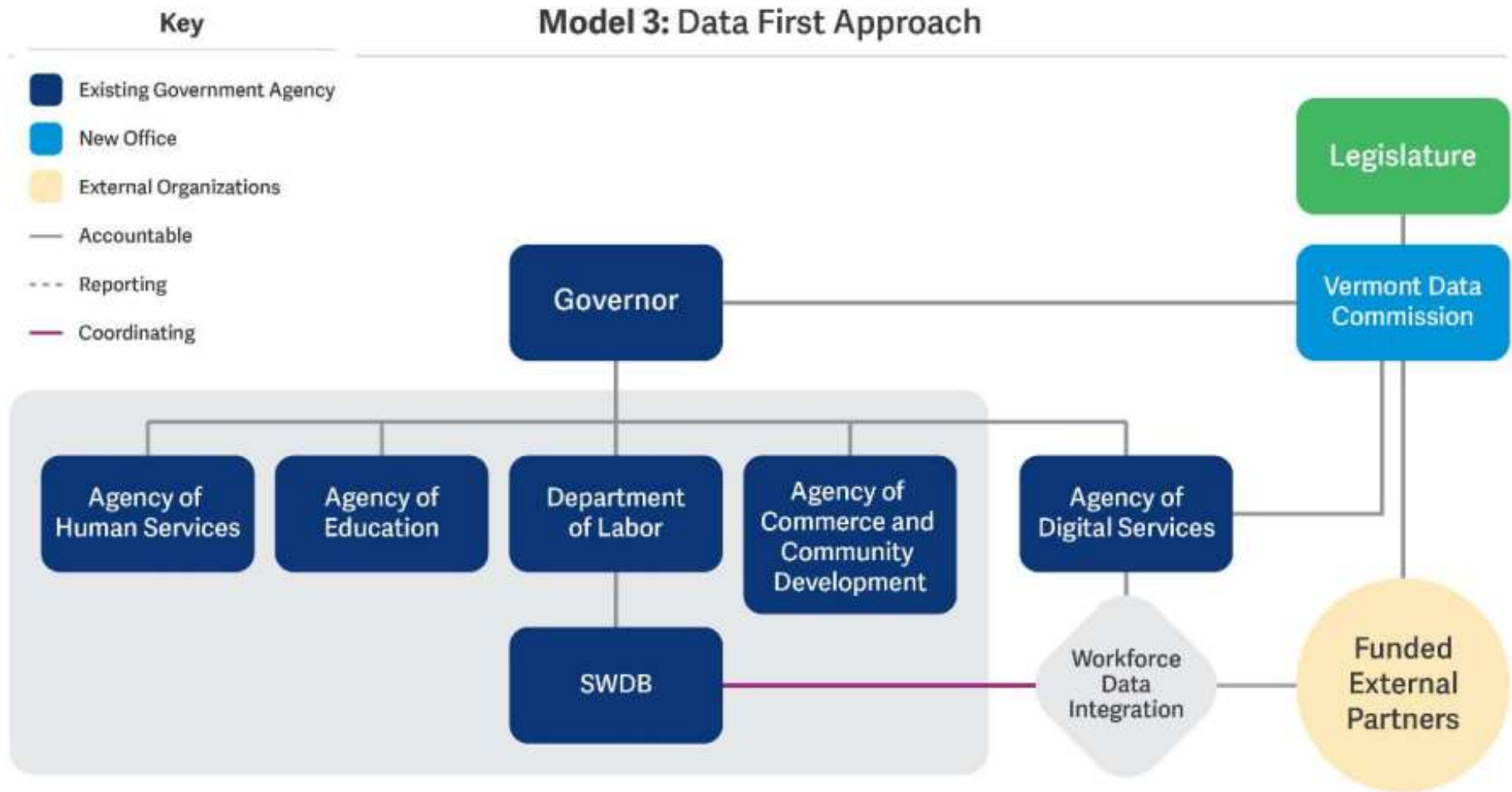
Pros

- Elevates workforce and economic growth priorities

- Codifies in legislation continuity across administrations

- Creates a platform for unified metrics

- Creates a one-stop access point for businesses

- Establishes single state leader for workforce expansion – inside/outside

- Improves messaging and branding for all workforce investments

Cons

- Success of the model, especially in early stages, is highly dependent upon identifying a politically astute individual/team to be the ambassadors, influencers, and build trust and foster systemic change without direct authority over budgets and systems.

- A restart after 2022-2023 efforts

- Resources still reside in "home agencies" with separate systems

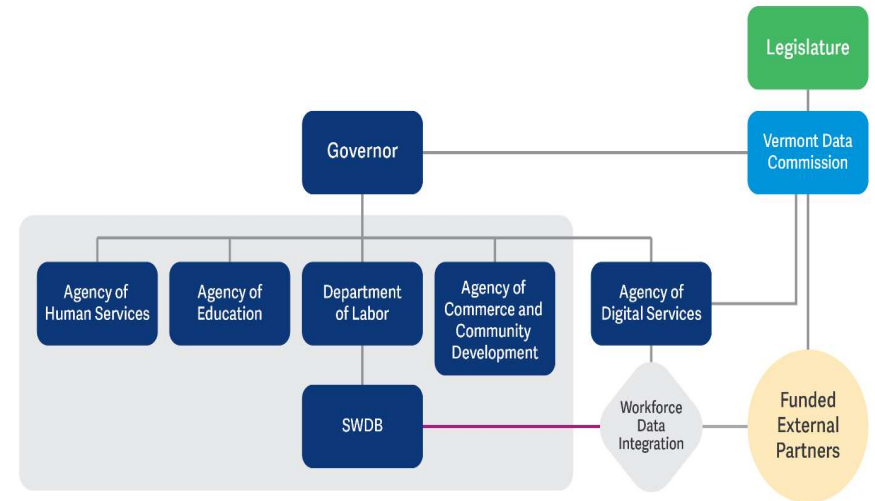- Success will take time to build trust internally and externally

Model 3

Model 3: Data First Approach

Key
- Existing Government Agency
- New Office
- External Organizations
- —— Accountable
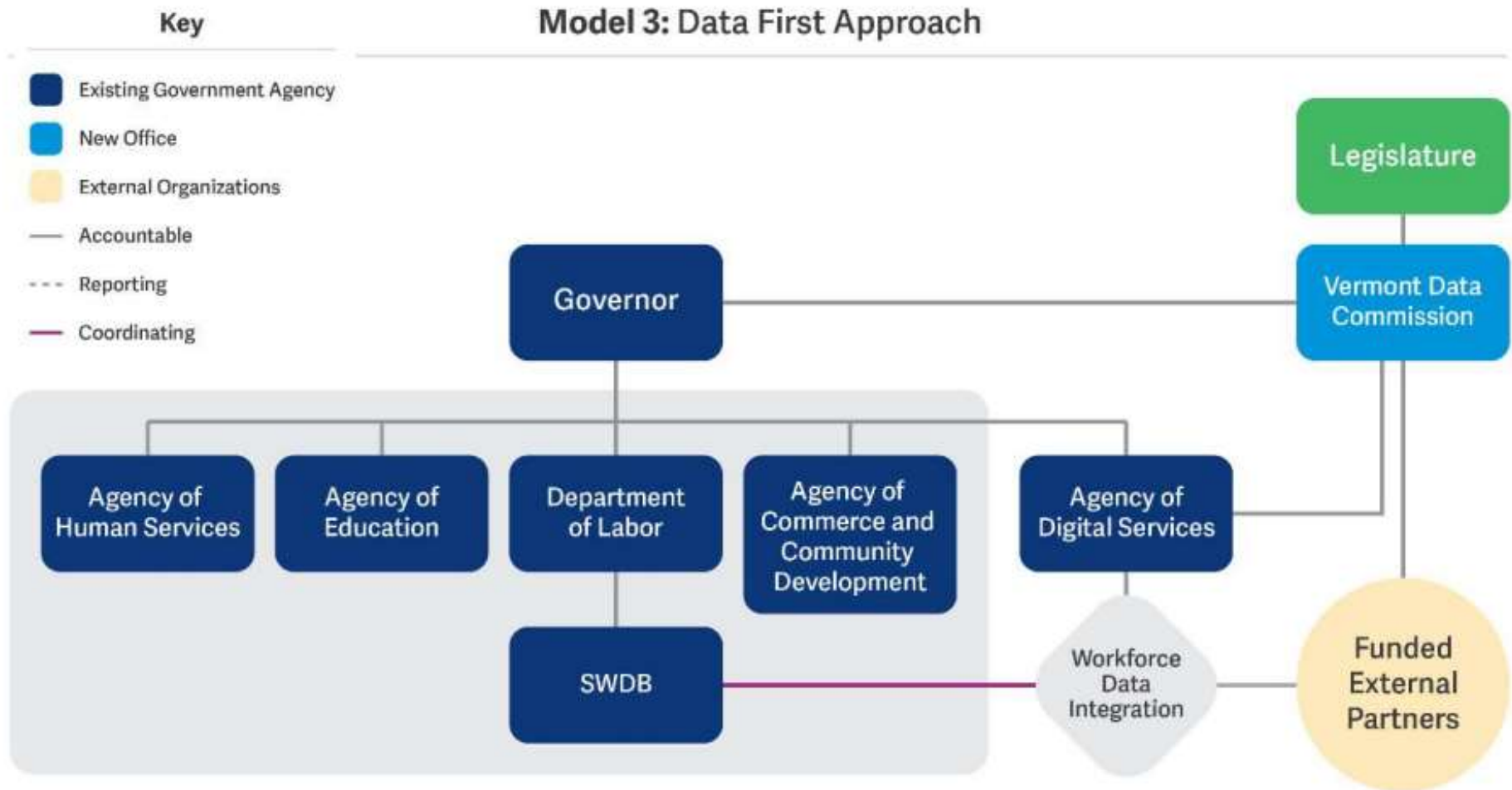- - - - Reporting
- —— Coordinating

Features

- SWDB remains in VDOL – organizes Gov's strategic workforce vision

- Permanent Executive Director

- State Data Trust – legal entity to hold/access data from multiple sources and makes decisions about how the data can be used for specific purposes

- Agency of Digital Services as the lead for managing the trust

- Data Governance Committee comprised of the leaders and representatives of those contributing and benefiting from the trust - public and private

Model 3: Data First Approach

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Model 3: Data First Approach

Key
- ■ Existing Government Agency
- ■ New Office
- ■ External Organizations
- —— Accountable
- --- Reporting
- —— Coordinating

Data First Approach

Pros

- High-level statewide focus on data and analysis allows programs to focus on the work of programming and addresses a common organizational gap -- work of figuring out "point-to-point" data sharing agreements, technological infrastructure, and analysis

- Scalable, promotes common rules for data security, privacy, and confidentiality while also reducing technical costs by onboarding into one environment

- Accurate "one look" of the system

- Greater clarity, accountability, and coordination to inform decision-making about future investments and design and development of systems.

Cons

- A longer-term endeavor. It will likely take years to realize the full value derived from a data strategy.

- Require intensive planning and development efforts and costs.

- Better data to improve the system, "putting a lot of eggs in one basket"

- Delays having to make inevitable hard choices about consolidation or reorganization of service delivery.

Final Considerations

- **Stakeholder Engagement** – Does the model hardwire meaningful participation from a broad range of stakeholders, including those who are typically underrepresented?

- **Transparency and Resilience** – Does the model provide clear lines of accountability? Are there enough redundancies in the model/system so that it withstands organizational or individual turnover?

- **Data Utilization** – Are statewide goals sufficiently aspirational? Do all stakeholders see their contributions represented in the efforts to move the dial on meaningful measures?

- **Continuity** – Does the model help to ensure continuity across administrations? Are goals and strategies sufficiently documented? Where will the leadership come from to execute and sustain a transformation?

- **Funding Maximization** – Is the model broad enough to unify and integrate *all* of the primary resources that will drive change in Vermont's workforce expansion and development?

- **Vermont Context** – Does the model respond well to statewide trends, culture, and politics? How effectively will this model engender trust to withstand challenges should it have to make hard, but necessary choices?