

ACT 189 of 2018 IMPLEMENTATION REPORT

Submitted to

House Committee on Commerce and Economic Development
Senate Committee on Economic Development, Housing and General Affairs
House Committee on Education
Senate Committee on Education

Submitted by

Lindsay Kurrle, Commissioner
Vermont Department of Labor

Dustin Degree, Executive Director
State Workforce Development Board

January 15, 2019

This report is submitted to fulfill the requirements of Act 189 of 2018, *An Act Relating to Workforce Development*. This report provides an update on the progress made in the implementation of each section in Act 189 as required by the State Workforce Development Board per Act 189 13(a), and includes the Department of Labor’s required report regarding the availability and expansion of apprenticeship opportunities per Act 189 13(b) and reporting requirements per Act 189 6(c).

Section A. Stakeholder Alignment, Coordination, and Engagement Process; Vision; Goals – Implementation Update

The State Workforce Development Board (SWDB) approved the following plan for implementing Act 189 1(a) on December 6, 2018.

Activity 1: Regional Workforce Summits: Building on activities already planned or anticipated, the SWDB will hire a consultant to assist with coordinating a standardized day-long summit in each region that would:

- Meet service-delivery providers need to conduct a regional cross-trainings in the state plan
- Provide employers with state and localized tools & information about how and where to access workforce resources
- Generate regional feedback to inform aspects of the 2020 WIOA State Plan.
- Create, through planning process, a directory of local providers of workforce education and training providers, programs, and resources.

Activity 2: (Joint) State Workforce Summit: The Vermont Department of Labor (VDOL) and the SWDB, in partnership with the Vermont Chamber of Commerce is working to plan, organize, promote, and support a State Workforce Summit in Burlington this spring. Working together, we will use the event planning expertise and resources of the VT Chamber, and the organizational outreach support of VDOL/SWDB, to host **one event** that meets the needs of the SWDB, core WIOA partners, and interested stakeholder groups (e.g. Advance VT). The day will include key participants who will learn, engage, and inform one another through carefully structured activities throughout the day.

Activity 3: Aligning Plans and Goals: The SWDB, through the Policy Committee, is working to create a directory of relevant state plans and planning requirements, understand where areas of overlap exist, and codify agreements among state agency leaders to ensure uniformity in commitment language, efficiency and inclusion in planning engagement processes, and alignment in implementation where possible.

Activity 4(a): Establishing Performance Measures & Dashboard – The SWDB and VDOL are working to establish universal workforce *system* performance measures that public and private stakeholders can look to in evaluating how well Vermont is meeting its labor force education, training, and employment needs. This “dashboard” will assist the SWDB in carrying out its statutory oversight duties and support the legislative and executive branches efforts to standardize and operationalize the measurement of programs and systems. This activity should

be informed by existing requirements to report workforce education, training, and employment service *program* performance.

Activity 4(b): Program Inventory Data – Consensus is needed around what *program* data must be collected regularly for the purposes of maintaining robust and accurate workforce program inventory. Information about what is regularly reported, available, and the workload associated with collecting data from different sources and systems will be reviewed by the Policy Committee of the SWDB.

Section B. Workforce Development Action Plan Creation Update

The State Workforce Development Board (SWDB) approved the following plan for implementing Act 189 1(b) on December 6, 2018:

Activity 1: 2020 WIOA State Plan: The SWDB will appoint an ad-hoc committee tasked with leading SWDB-related work on the 2020 WIOA Unified State Plan.

Activity 2: State Workforce Development Board Website Creation: The SWDB now hosts a website (vwdb.vermont.gov) that features information about the SWDB and its activities . Additionally, the SWDB sends out a monthly newsletter to roughly 500 interested parties and stakeholders with information about initiatives and activities related to workforce development. Copies of recent newsletters are available upon request or may viewed at vwdb.vermont.gov. This mechanism will also be used to post and promote the WIOA Unified State Plan per Act 189 1(b)(2).

Section C. State Workforce Development Board Permissive Activities

Permissive Activities as described and outlined in Act 189 1(e):

- The SWDB has continued to develop and populate an online tool that visually depicts connections between individuals and organizations in the workforce development system.
- The Department of Labor is exploring new tools (with the help of regional and federal partners) to understand program connectivity and achieve greater system alignment.
- In June, the SWDB received technical assistance funding and support for a comprehensive board training from Region 1 ETA. See Appendix A for the slides used for this training.
- Appropriate workforce partners (identified) are leading the exploration of the strategies outlined below and will report any recommendations to the SWDB when they are developed:
 - Sharing employer-outreach positions in the field [*VDOL & the Division of Vocational Rehabilitation(VR)*]
 - Better coordination of services to and for employers [*VDOL, Regional Development Corporations (RDCs) & Department of Economic Development (DED)*]
 - Creating a One-Stop Job Center in Rutland (*VDOL*)

- Scaling middle-and high-school career readiness pilots [*VDOL & Agency of Education(AOE)*]
- The SWDB and VDOL funded a representative delegation from Vermont to participate in a New England-based initiative that is designing and promoting a Whole Family approach to employment. The delegation included representation from VDOL, Reach-Up, Child Development Division, Champlain Valley Office of Economic Opportunity, and the Vermont Community Foundation, as well as a parent, a member of the House, and a representative of a parent child center. See Appendix B for a summary of the most recent regional meeting in Portsmouth, NH. A workgroup with greater membership continues to meet to develop recommendations for Vermont-specific policies and practices.

Section D. Career Pathways, CTE and Adult Technical Education – Implementation Update

The summary below describes progress made by the SWDB, AOE, and VDOL to implement a process for developing career pathways per Act 189 3(b).

The SWDB created a Career Pathways Committee charged with reviewing and approving state-endorsed Career Pathways that reflect a shared vision across multiple sectors and agencies for improving employment outcomes, meeting employers’ and workers’ needs, and leveraging available State and federal funding. Members of the Committee (below) represent stakeholders across the business community, higher and career technical education, veterans’ services, and state government, and is chaired by Eileen Illuzzi (North Country Career Center) and vice chaired by Melissa Hersh (Answers Within, LLC). The full Committee has met twice since its appointment to examine and define its charge and scope in reviewing and approving Career Pathways, and is undertaking work to establish additional minimal criteria for all Career Pathways beyond the statutory definitions in Act 189. The Committee will also establish an official approval process, including a timeline that reflects AOE’s work around each Career Pathway, better define its collaborative relationship with the AOE in developing Career Pathways, and create strategies to publicize approved Career Pathways.

- Heather Bouchey (AOE)
- Alison Clarkson (SENATE)
- Diane Dalmasse (VR)
- Joan Goldstein (ACCD)
- Laurie Gunn (BUSINESS)
- Melissa Hersh (BUSINESS)
- Eileen Illuzzi (CTE)
- Lindsay Kurrle (VDOL)
- Jeb Spaulding (VSC)
- Dave Wheel (VETERANS)

Section E. Career Readiness, and CTE Pilot Creation

As authorized in Act 189 of 2018, Section 6(b), the Agency of Education (AOE) established guidelines, proposal submissions requirements, and a review process for proposals for pilot project. As authorized in the law, these proposals will identify “novel ways of integrating funding for CTE and general education and new governance structures for regional CTE, centers, including unified governance structures between regional CTE centers and high schools, or both.” The AOE identified and reserved carryover funds totaling \$160,000 over two years to be granted to support implementation of approved proposals.

The request for proposals was released on December 3, 2018, with written questions due on January 4, 2019. The AOE held a conference call with interested applicants to discuss the nature of the proposals, to answer questions that were submitted in advance, and to allow applicants to ask additional questions. The deadline for proposals to be submitted is February 15. The AOE has created a process to review and select up to four proposals.

The anticipated start date of selected proposals will be April 1, 2019 with a requirement for status reports to be submitted every six months until April 1, 2021 when the final reports will be due. AOE expects to provide ongoing technical assistance to each of the selected sites over the two-year period.

Section F. Adult Training Programs and Adult CTE

VDOL continues to ensure effective use of State investments per Act 189 5(a), and by overseeing and maintaining the federally-required “Eligible Training Provider List,” to ensure that training programs delivered by Career & Technical Education (CTE) centers, non-profit and private entities, and higher education institutions are included in the system per Act 189 5(b). VDOL collaborated with the SWDB’s Policy Committee to make initial amendments to the Eligible Training Provider procedures and eligibility criteria, which were approved by the full SWDB in December. A more comprehensive assessment will occur in the next year, but this process will not begin until VDOL submits a waiver request for some reporting requirements.

This year, VDOL funded a series of regional convenings (led by RDCs) that delivered locally-tailored sets of labor market information to employers and adult training providers to facilitate more robust, diverse, and responsive solutions to employers’ training needs. The regional reports were generated by CTE region, rather than economic development region, to support a closer connection between employers and training providers in developing trainings. See Appendix C for a copy of those reports.

Much has been accomplished in examining different delivery methods of secondary and post-secondary CTE across the state. Beginning last spring, CTE directors, staff, and instructors (in addition to dozens of other stakeholders) were asked to participate in numerous projects, meetings, and activities related to the operation and future of both secondary and post-secondary CTE. VDOL and the SWDB have supported AOE’s lead in developing a unifying strategic plan that clearly articulates the role of CTE in Vermont’s education and workforce development systems.

Phase one included thirty-minute interviews with dozens of stakeholders across the state and 1,472 respondents completing a 50-question online survey. In Phase 2, carried out this past June, an advisory committee representing secondary education, colleges and universities, employers, policy makers, and workforce development entities convened. The group developed goals and identified initial strategies requiring implementation to achieve collective aims. AOE continued to gather information, feedback, and perspectives on the CTE system in Vermont by conducting multiple listening sessions throughout the state. In addition to 165 students from 27 sending schools, 43 CTE faculty members also participated in the events. As the Agency wraps up its analyses, it is continuing to share information and findings with VDOL. VDOL is also sharing its information on how Adult CTE programs are using their workforce education and training fund grants, equipment grants, and other resources, in order to provide a full picture of how CTE is delivered throughout the state.

As AOE wraps up its review and analysis of the information gathered in order to present recommendations, VDOL is respectful of the ways that secondary and post-secondary CTE are co-delivered in the state. Further, as anticipated, Perkins V legislation was finally reauthorized. This federal law funds secondary and postsecondary CTE programs in the state. The bulk of relevant AOE staff time this coming year will be focused on designing and writing the new required state plan for Perkins. Because the Agency's attention will necessarily be turned toward this required work, it will reduce resources available for their participation in Adult CTE this year. We recommend considering a "pause" on any adult-specific work and recommendations, so that any future changes linked to Perkins might be contemplated in the context of a system realignment.

Sec. G: Strengthening and Aligning Workforce Training

Per Act 189 7(1), the SWDB created a "Training and Credentialing" workgroup (membership listed below). This limited-duration work group is charged with recommending the charge and initial membership of the SWDB's standing Training and Credentialing Committee. In addition to overseeing WIOA eligible training provider eligibility and approval process, the Committee will likely be responsible for approving state-endorsed and industry-recognized credentials and certificates.

The full work group has met once since its appointment, while a subset has met several times for purposes of strategic planning. The co-chairs, Jay Ramsey (AOE) and Marilyn Cargill (VSAC), are leading the group in a thorough process designed to inform the creation of a credential recognition and evaluation system for the state. The group has planned a series of meetings throughout January and February, facilitated by a performance improvement specialist, to define "credential of value," establish a process by which the standing committee will review and approve credentials of value, define the standing committee and/or SWDB's role in managing the approval process, consult with employers and other stakeholders, and recommend the standing committee's charge and initial membership.

- Hugh Bradshaw (VR)

- Kim Bushey (DOC)
- Marilyn Cargill (VSAC)
- Jane Fortin (VDOL)
- Maureen Hebert (VTC)
- S. Lauren Hibbert (OPR)
- Sharon Parker (AOE)
- Jay Ramsey (AOE)
- Mary Anne Sheahan (VTPM)
- Joe Teegarden (CTE)

Sec. H: Workforce Education and Training Fund and Grant Programs

Per Act 189 8(g), all training funds awarded under the Workforce Education and Training Grant Fund (WETF) are now required to demonstrate alignment with a career pathway.

Sec. I: Vermont Returnship Program – Program Creation and Implementation Update

Per Act 189 10(3), VDOL and Associates for Training and Development (A4TD) have partnered to create the Vermont Returnship Program, an innovative project designed to address Vermont’s skilled labor shortages and pair employers with experienced workers. A “returnship” is a position similar to an internship, designed specifically for adults with previous experience in the workplace who have taken time away from their careers and seek to reenter the workforce. The Vermont Returnship Program mitigates the shrinking of the state’s workforce by bringing back into work those who are not currently engaged and retaining those who are otherwise poised to retire.

The program has been launched and includes staffing, online and print resources, a participant and employer outreach plan, and a series of agency and partner informational webinars to promote and further align this program with the employment and training offerings available throughout the state. VDOL will recommend continued funding for this program in FY2020.

Sec. J: Vermont Talent Pipeline Project – Funding Update

Per Act 189 16(b), VDOL was able to subgrant a portion of a federal grant to support the work of the Vermont Talent Pipeline Management Project to support development and rollout of career pathways across the state.

Sec. K: Results-Based Monitoring and Data Collection

See Section A, Activity 4(a) and 4(b) above.

Sec. L: Apprenticeships – Report and Update

This section serves as the report required per Act 189 18(a).

In 2018, VDOL applied for and received new funding for a national apprenticeship expansion grant. The grant led to the creation of a State Apprenticeship Team that is charged with:

- Gaining expertise in federal Registered Apprenticeship program requirements;
- Designing tools and common outreach practices for engaging and supporting employers and apprentices;
- Establishing efficient systems to develop apprenticeship models quickly, including the standards of apprenticeship, related instruction curriculum, work plan, employer agreement, connection to a career pathway, and any other related component;
- Creating support service models for employers and apprentices that can be replicated throughout the system;
- Accelerating and strengthening the connections of their agency to apprenticeship work throughout the state;
- Developing mechanisms to evaluate the effectiveness of the system and promote continuous improvement; and
- Identifying opportunities to leverage resources and support for apprenticeship opportunities.

The six team members are: VDOL, VR, AOE, DED, Community College of Vermont, and Vermont Technical College. The team has met several times during the summer and fall and is creating an action plan for accomplishing the goals above. The grant provides limited support from a consultant, who facilitated a successful Apprenticeship Summit in October.

The team has identified both aims in Act 189 Sec.18(b)(1) and (2)—encouraging more businesses to offer registered apprenticeships and encouraging more participants to enroll in registered apprenticeships—as foundational for its work. Three activities it has undertaken to further these goals are:

1. Promote awareness of registered apprenticeship opportunities to meet workforce needs and advance employment opportunities. Partners have participated in a series of publicity activities throughout the fall, including a joint press conference during National Apprenticeship Week in November.
2. Increasing the inclusion of Vermont State Colleges as a related instruction partner. The Community College of Vermont and Vermont Technical College have been past instructional partners in programs like early childcare, electrical, and plumbing. VDOL has expanded that partnership in programs in the healthcare, construction, and manufacturing fields.
3. Stronger collaboration between agency partners. By bringing internal attention to the expansion of apprenticeships, AOE, the Agency of Commerce & Community Development (ACCD), VDOL, the Department of Corrections, and the Department of Aging and Independent Living have united around various partnerships aimed at expanding apprenticeships in cybersecurity, health care, manufacturing, and the trades.

There are four sectors that should be enhanced in Vermont: Health Care (including at the mid-career level), Construction, Manufacturing, and Business Services (including IT and accounting).

VDOL also took steps to strengthen its Apprenticeship Division. New oversight and additional staff support were added this fall to support changes that will improve outreach, coordination, and support for prospective and current apprentices and apprenticeship sponsors.

Sec M: WIOA Youth Funds Use

VDOL has reviewed the use of its federal Youth Program funding, including how it funds youth employment during the summer (formerly a federally-required Summer Youth Employment Opportunity Program). Though the reauthorization of WIOA no longer requires states to implement a Summer Youth Employment program, VDOL continued to allocate funds in the summers of 2017 and 2018. After reviewing the outcomes of this investment and the spending of the funds in general (including the number of youth served, the number of employers served, and the youth employment outcomes after participating in the program), VDOL has decided to pursue an outcome-driven approach to its use of federal Youth Program funds.

First, VDOL will pursue a federal waiver that will allow VDOL to alter the ratio of youth demographics served. Currently, WIOA requires a minimum of 75% of federal funds to be used serving “out of school youth,” allowing 25% to be spent serving “in school youth.” Vermont ranks among the highest states in high school completion rates, and the number of out of school youth is small compared to the number of in school youth. In addition to out of school youth, VDOL is interested in supporting more at-risk youth who are still considered “in school” according to federal eligibility requirements. Therefore, VDOL will be asking for a federal waiver that will allow VDOL to use a minimum of 60% of its funding to support out of school youth.

Second, VDOL will pursue a new youth employment strategy that is not limited to summer months and engages more employers. Federal law requires that 20% of WIOA Youth Program funds are spent on youth work experiences. This includes payment of wages for employment, internships, apprenticeships, and other forms of on-the-job training. VDOL is developing a new approach that is not limited to seasonal end-dates, engaging employers and employing more youth in jobs that offer career experience and an opportunity for permanent employment by the partner-employer.

Sec N: Film and Television Trades Opportunities Update

In the summer of 2018, VDOL was contacted to participate in a meeting with training providers in the film and television sector to discuss apprenticeship funding opportunities. Because registered apprenticeships require an employer sponsor, VDOL requested that the training provider locate a potential employer who would be interested in pursuing workforce expansion options that could include work-based training. VDOL will pursue such opportunities when a

possible employer-sponsor is located. Concurrently, ACCD continues to pursue economic development initiatives that consider and include expansion of the film and television industry. Those activities are ongoing.

Sec O: Workforce Development; Green Energy and Technology

This work is ongoing. VDOL offers a number of apprenticeship opportunities in these sectors and continues to engage business sponsors and education providers to refine career pathways and employment opportunities.

Sec P: Reservation of Funds

VDOL obligated funds for activities per Act 189 section 4, including:

- Over \$8,000 for SWDB and Committee meetings, trainings, and activities.
- Hiring a permanent, full-time state employee to assist in the ongoing implementation of SWDB activities, coordination, and alignment with state workforce initiatives.
- Anticipated \$40,000 for contracting services in support of regional alignment, information sharing, feedback, and development of local directories.
- \$150,000k in a federal DWG Sector grant to support the creation of regional industry and labor market information reports.
- \$180,000k in a federal DWG Sector grant to support regional convenings that further outline local sector strategies and employer-demand.
- Approximately \$20,000 in staff funding to support State Workforce Development Board and Committee work.

Report Review

This report will be reviewed by the State Workforce Development Board at its February 7, 2019 meeting. Any further recommendations will be offered to the legislative committees of jurisdiction within 10 days.

Appendix A: State Workforce Development Board Training Session
June 7, 2019

Building a Strong and Strategic Workforce Board



Vermont State Workforce
Development Board Training

June 7, 2018



Today's Presenters



Governor Phil Scott



U.S. DOL Regional Administrator
Tim Martin

Today's Presenters



Jennifer Freeman

Director
Jobs for the Future

Sarah Buxton

*Director of
Workforce Policy*
Vermont DOL



Dustin Degree

Executive Director
Vermont SWDB

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Building a Strong and Strategic Workforce Board

Today's Presenters



Lindsay Kurrle

Commissioner
VT Department of Labor



Frank Coiffi

Chair
VT State Workforce Development Board

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Building a Strong and Strategic Workforce Board

Today's Agenda



1. Introductions
 - ▶ Governor Phil Scott
 - ▶ DOL Regional Administrator Tim Martin
2. Vermont's Workforce Plan and Career Pathways Legislation
3. The Roles of Effective SWDBs
4. Career Pathways and Sector Strategies
5. Employer Engagement
6. Measuring Success
7. Wrap-up and Next Steps

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Building a Strong and Strategic Workforce Board

Today's Objectives

- ✓ Learn about the roles that board members play to further state workforce strategies
- ✓ Consider how to develop career pathways and sector strategies
- ✓ Develop ways to deepen employer engagement and build employer-led efforts



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Building a Strong and Strategic Workforce Board

Vermont's State Workforce Plan

- ▷ **Goal 1:** Maximize equitable access to workforce development services through a seamless, coordinated delivery system that provides a quality, consistent experience for any jobseeker or Vermont employer.
- ▷ **Goal 2:** Connect individuals to the training and supports they need to enter an occupation and progress on career pathways resulting in a livable wage.
- ▷ **Goal 3:** Strengthen the Vermont economy by working with state and private partners to make data-driven changes that increase the number of women and other under-represented populations employed in the skilled trades, STEM fields, advanced manufacturing and other Vermont priority sectors.
- ▷ **Goal 4:** Ensure all students who graduate from high school are able to pursue and complete post-secondary education, training, apprenticeships or career opportunities, with the education and skills necessary to keep Vermonters competitive in the economic sectors critical to the Vermont economy.
- ▷ **Goal 5:** Align the workforce development system to the needs of employers, as well as job seekers, through systematic and ongoing engagement and partnership.
- ▷ **Goal 6:** Expand Vermont's labor force by helping more Vermonters enter the labor market and relocating out-of-state workers to meet employer's needs.

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Vermont's Workforce Development Legislation (H.919)

- ▷ H. 919: An Act Relating to Workforce Development...
- ▷ Grants The SWDB authority to approve State-endorsed and industry- recognized credentials and certificates aligned with the Career Pathways.
- ▷ Addresses promotion, alignment of Career Pathways, CTE, apprenticeships, and similar work-based learning opportunities.
- ▷ Charges SWDB with expanding and improving workforce training opportunities that lead to valuable, recognized credentials.

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What do State Workforce Boards Do?

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The Evolving World of Work



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What workforce problems in Vermont are we working to solve?

The Vermont Futures Project has identified an annual workforce supply gap of nearly 11,000 people, as well as six strategic growth targets for VT.



70x2025VT.ORG

Vermont has the lowest overall rate of college enrollment (about 60% of high school graduates), and the lowest rate among economically disadvantaged students (37.3%).

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WIOA Expectations: Common vision...Common Goals



Educational Systems



Economic Development



Workforce System



Targeted Growth Sectors

The Talent Pipeline – workforce as an asset for regional prosperity

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WIOA Vision

The **WIOA Vision TEGL** states that the “revitalized workforce system” will be characterized by three critical hallmarks of excellence:

1. The needs of business and workers drive workforce solutions;
2. One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

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Central WIOA Concepts

- ▷ Requires connections between Workforce, Adult Education and Postsecondary systems
 - ▶ E.g. **Career pathways** that integrate basic and/or English language education with occupational training.
- ▷ Promotes **work-based training** (e.g. apprenticeships and similar models) and services to employers
- ▷ Stresses **connections to postsecondary** education/training and career pathways for youth.
- ▷ Adds new **educational progress** indicators to stress longer term service delivery (career pathways approaches).

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Board as ...



System Planner:

gatekeeper of the guiding state/regional vision



Initiator:

lead policy and communication efforts; ID funding opportunities and pursue grants



Convener:

convene employers, partners; broker services

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NGA's High-Performing State Workforce Boards



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NGA's Tips from the Field



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Functions of State Workforce Boards

- ▶ Review statewide policies and programs to align core and other programs to support a comprehensive system
- ▶ Develop guidance for the workforce development system (addressing alignment, career pathways, sector partnerships, case management information systems)
- ▶ Identify and disseminate best practices
- ▶ Develop and review policies affecting the coordinated provision of services through the one stops

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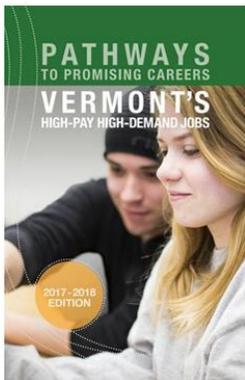
Functions of Local Workforce Boards

- ▷ Analyze of regional conditions
- ▷ Lead efforts to engage employers
- ▷ Lead efforts to develop and implement career pathways
- ▷ Identify and promote proven and promising practices
- ▷ Establish standing committees to more effectively accomplish the work of the local boards
- ▷ Better utilize technology for coordinated services and improved access
- ▷ Enhance coordination with education providers
- ▷ Assess the physical and programmatic accessibility of one-stop centers

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Who else in Vermont is seeking to address workforce challenges?



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Board Survey Results

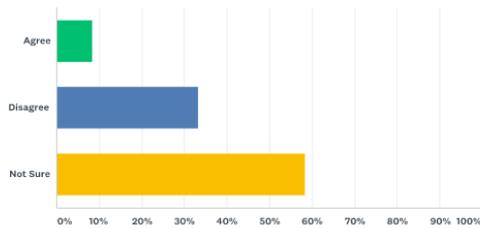
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Conveying Vision

Vermont State Workforce Development Board Survey

Q4 Vermont's SWDB is effective at conveying the state's workforce development vision and goals.

Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES
Agree	8.33% 1
Disagree	33.33% 4
Not Sure	58.33% 7
Total Respondents: 12	

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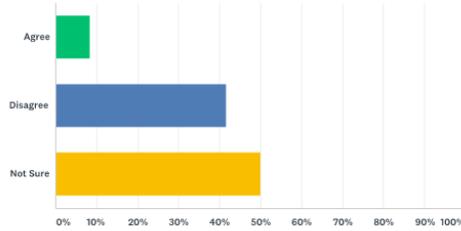
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Driving Implementation

Vermont State Workforce Development Board Survey

Q5 Vermont's SWDB effectively drives implementation of the state's workforce development goals.

Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agree	8.33%	1
Disagree	41.67%	5
Not Sure	50.00%	6
Total Respondents: 12		

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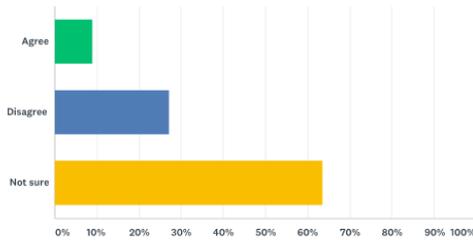
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Assessing Progress

Vermont State Workforce Development Board Survey

Q6 The Vermont SWDB is effective at assessing progress toward Vermont's workforce development goals.

Answered: 11 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree	9.09%	1
Disagree	27.27%	3
Not sure	63.64%	7
Total Respondents: 11		

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The SWDB would be more effective if it...

- ▷ **reorganized** and got to work. They also need to take **ownership of their leadership** in the area of workforce - coordination, training, education, and promotion.
- ▷ had a **clear set of metrics** that showed financials per initiative, participation in each initiative and results
- ▷ had more **frequent communications** between meetings. Less members, more authority
- ▷ utilized **sub committees** to take "deeper dives" into policy and other topics
- ▷ focused on **populations who are on the fringes of the labor market**: individuals with disabilities, ex-offenders, TANF participants, underemployed etc. These populations are not going to be leaving the state, and with the right training and support, could help fill the growing gap between Vermonters and the middle-skills jobs that are in such high demand.
- ▷ I believe when we do **committee work** we are effective, but the larger group doesn't seem to function well.
- ▷ Not sure. Tough because Board members are volunteers and have **limited time**
- ▷ This **training** is needed - once the members know the expectations, the board can be more effective.
- ▷ Had a more **public presence and could articulate issues and solutions** - or play a role in communicating them- to the general population.

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Discussion: How Might We...



- ▷ Align our efforts with those of the other Vermont initiatives (e.g. 70x2025VT)?
- ▷ Communicate and promote the vision for Vermont's workforce development?
- ▷ Build greater alignment between education and training providers, Career Resource Centers and needs of business?

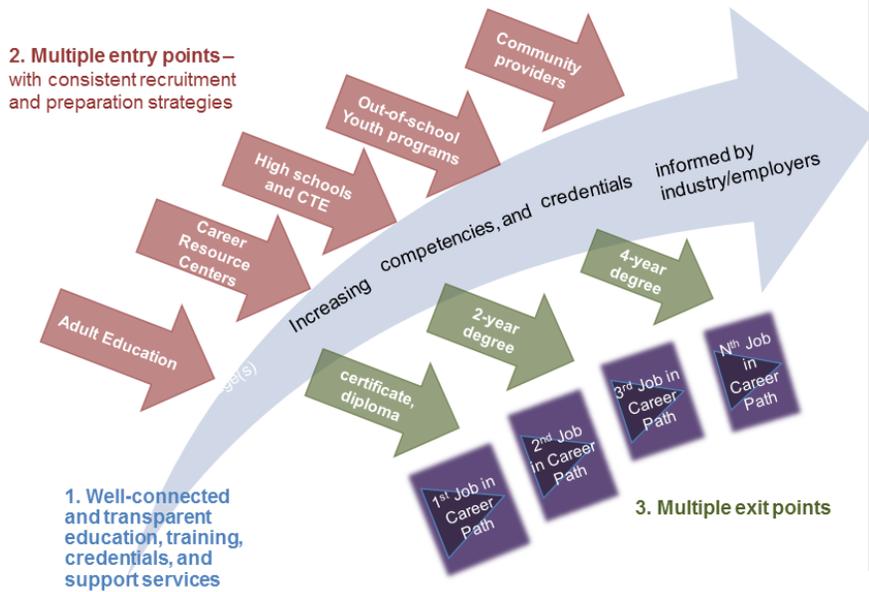
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Career Pathways and Sector Strategies

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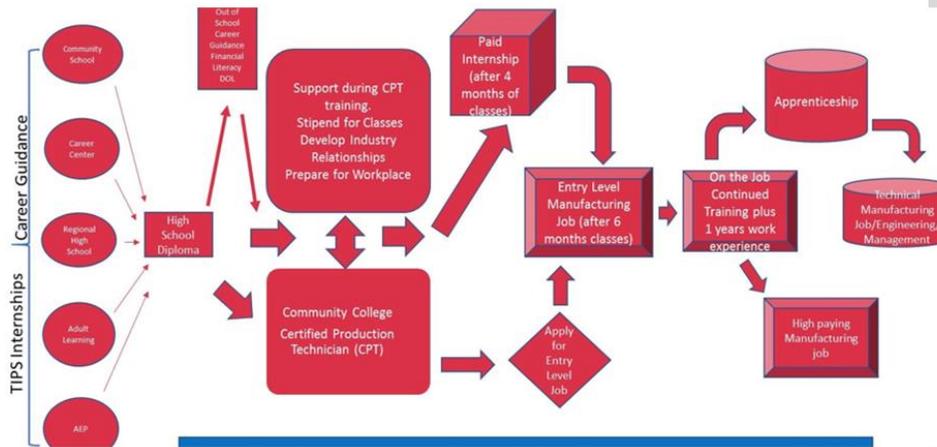
Career Pathway Model



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Example: Manufacturing Employment Pathway

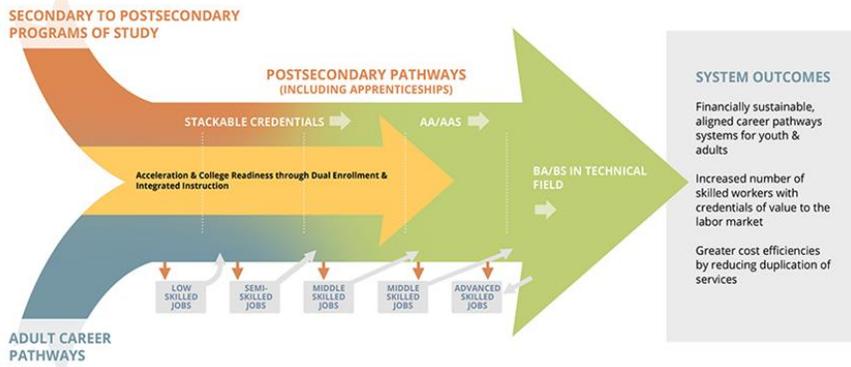


Developed by Rutland Workforce Investment Board and Rutland Region Economic Development Council

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Integrated Programs of Study



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Pathways System – key design elements

Co-designed with secondary, postsecondary, adult education, workforce development, and industry/employers

Leverage state and regional **policy**

Regionally focused; **Labor market** aligned

Stackable credentials

Multiple **on- and off-**ramps



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Elements of Career Pathways



From Career Pathways Toolkit, US DOL, Employment and Training Administration

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What is a Sector Strategy?

A partnership of **multiple employers** within **a critical industry, that includes** education, economic development, workforce systems, and community organizations to identify and collaboratively meet the **workforce needs** of that industry within a **regional labor market**.



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Building a Strong and Strategic Workforce Board

Examples From Other States



A new approach to meeting the REAL workforce needs of employers and creating REAL job opportunities for workers



Industry-Led Partnerships
Bridging Maryland's Skills Gap, Driving Growth



NH SECTOR PARTNERSHIPS INITIATIVE

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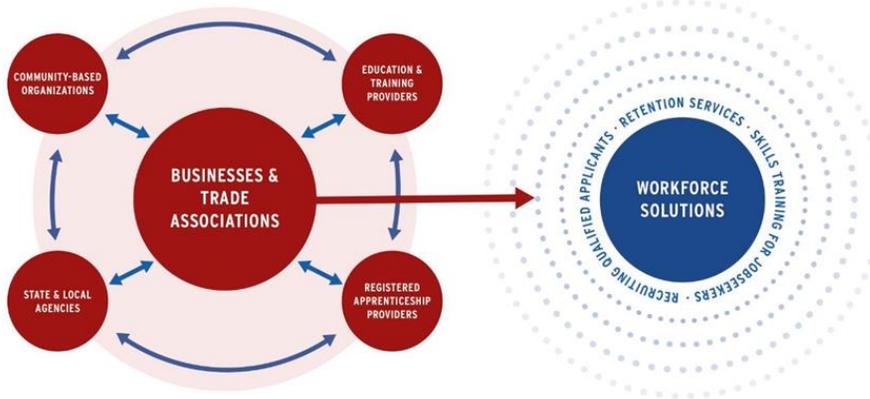
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New Hampshire's Sector Partnerships Initiative



<http://www.nhworks.org/Sector-Partnership-Initiative/Overview/>

Employer-Driven



Sector Intermediaries

-  Serve dual customers: employers & workers
-  Organize multiple partners & funding streams
-  Provide or broker labor market services
-  Project vision to guide partnership & activities

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Discussion: How Might We...



- ▷ organize career pathways by sector?
- ▷ coordinate career pathways statewide or regionally?

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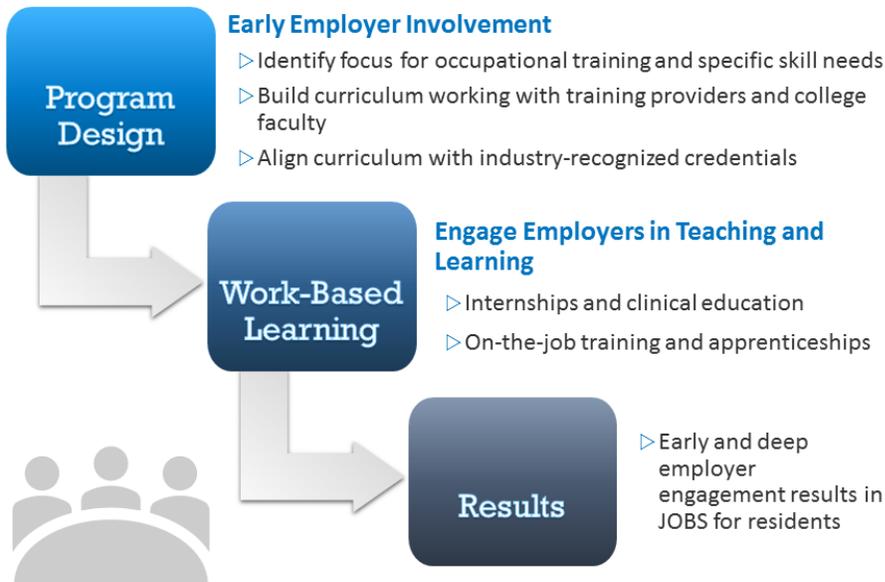
Employer Engagement



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Employers Must be at the Table



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Business Engagement: From Transactional to Transformational

One Message, One Voice

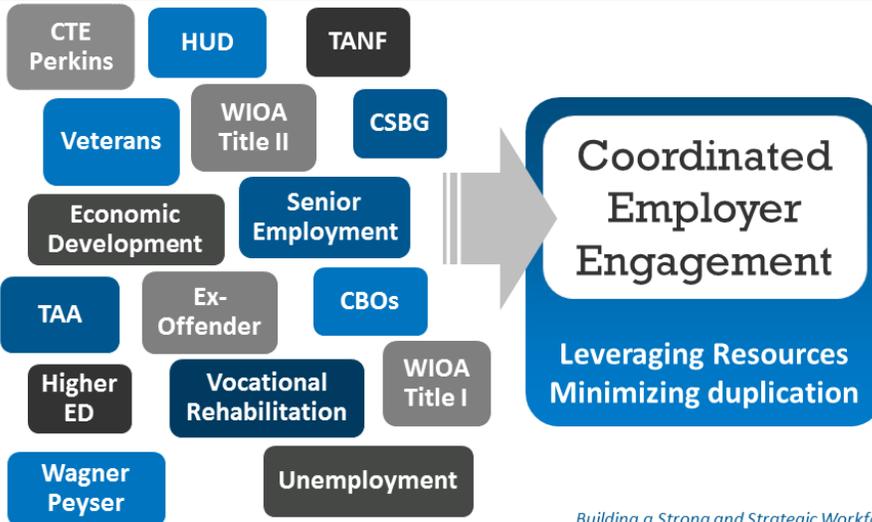


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One POC for Businesses

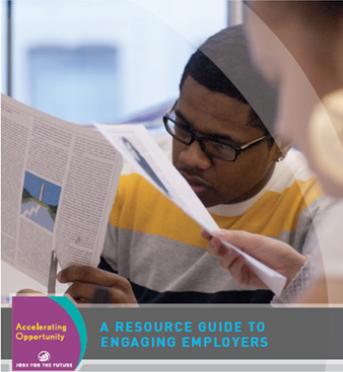
WIOA Required & Optional Partners



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Building a Strong and Strategic Workforce Board

Levels of Employer Engagement



- ▷ **Level 1:** Advising
- ▷ **Level 2:** Building Educational Capacity
- ▷ **Level 3:** Co-Designing Curriculum and Career Pathways
- ▷ **Level 4:** Convening Workforce Partnerships
- ▷ **Level 5:** Leading & Sustaining Partnerships

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Building a Strong and Strategic Workforce Board

Ladder of Employer Engagement

		Key employer role	Stage of relationship	Activity Examples
New Relationship	Level I	Advising	Initial contact / new relationship	Insight into curricula; hiring needs
	Level II	Capacity-building	Establishing trust and credibility	Jobs site tours; speakers; mock interviews; internships; equipment loans/donations
Working Relationship	Level III	Co-designing	Working relationship	Curriculum and pathway development; adjunct faculty; work-based learning
	Level IV	Convening	Trusted provider and collaborator	College/school/training provider -employer sectoral partnerships; work-based learning and apprenticeships
Strategic Partnership	Level V	Leading	Full strategic partner	Multi-employer / multi-college partnerships

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Building a Strong and Strategic Workforce Board

Effective Employer Engagement is...

- ▷ **Continuous** vs. episodic or “one-off” (more than advisory)
- ▷ **Strategic** vs. transactional (high-impact partnerships)
- ▷ **Mutually Valuable** – creating value for employers as well as customers
- ▷ **Wide-Ranging** – going beyond “usual suspects”
- ▷ **Comprehensive** – engaging in a variety of roles and activities
- ▷ **Intensive** – engaging employers in depth on skills, program needs
- ▷ **Empowering** – employers assume leadership roles, from the start
- ▷ **Varied** – using many channels, including employer associations

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Building a Strong and Strategic Workforce Board

Discussion: How might ...

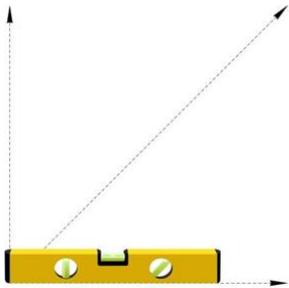
- ▷ The board expand the pool of employers that are engaged in partnerships with education/training providers?
- ▷ Business members of the board serve as champions among employer peers?
- ▷ Business members help design effective employer engagement strategies?



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Building a Strong and Strategic Workforce Board

Measuring Success



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Key Operational Strategies to Achieve WIOA Vision

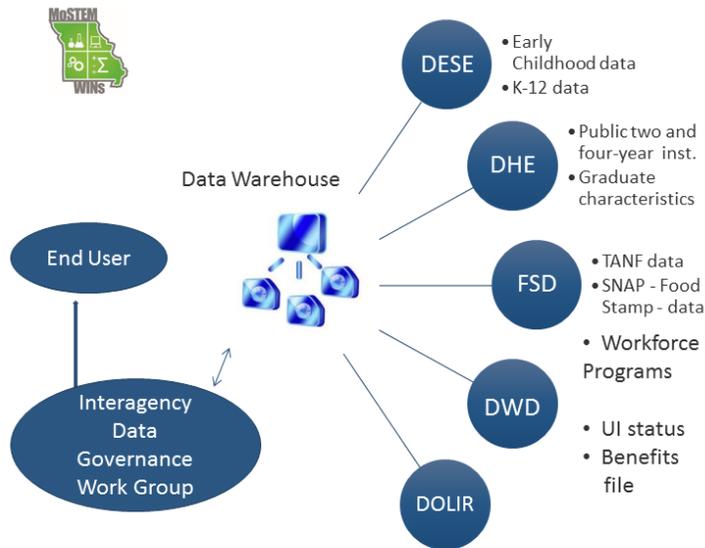
3 Manage Efficiently & Be Accountable

- ▶ Better measure performance & use info to support continuous improvement
- ▶ Share system process and progress measures with stakeholders and public
- ▶ Use integrated technology platforms and tools
- ▶ Make sound infrastructure decisions and manage grants and costs effectively
- ▶ Integrate data across systems and use it to make decisions

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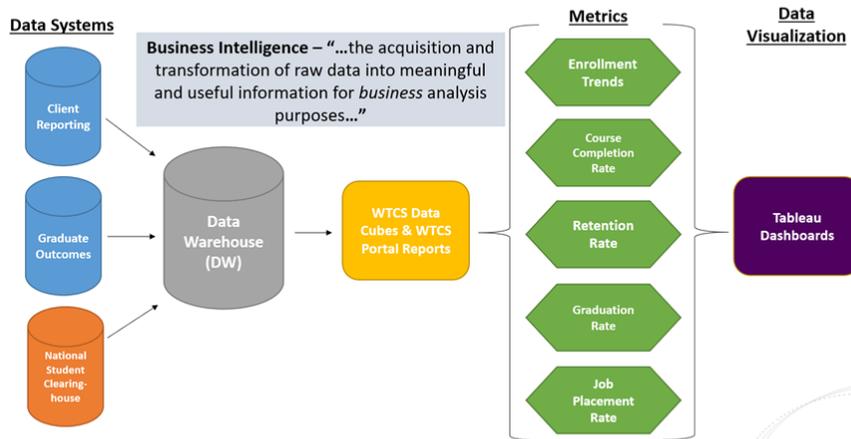
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Missouri's Longitudinal Data System



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Measuring Career Pathway Success in Wisconsin



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Discussion



- ▷ What information does the board need to make decisions about the workforce system?
- ▷ What key indicators would help the board know whether the workforce system is successful?

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Thank You!



Jennifer Freeman

Director

Jobs for the Future

✉ jfreeman@jff.org

📞 617-728-4446

Building a Strong and Strategic Workforce Board

Appendix B: Whole Family Approach to Jobs

Portsmouth Convening, Summary for Vermont

On December 3-5, 100 stakeholders from six New England states in ACF Region One and representatives from Region 4 convened in Portsmouth, New Hampshire to share progress in moving policy and practice priorities, learn from state innovations, and identify the next stage of priorities and work for each state.

The Vermont Team included:

- Sarah Buxton, Department of Labor
- Steve Harrington, Rutland County Parent Child Center
- Jennifer Jackman, Parent Consultant
- Kate Larose, Champlain Valley Office of Economic Opportunity
- Reeva Murphy, Department of Children and Families
- Erin Oalican, TANF/ReachUp
- Ann Pugh, State Representative
- Kevin Wiberg, Vermont Community Foundation
- Mary Zigman, Rutland County Parent Child Center

Key stakeholders were present throughout the three days. Parents were engaged in both a parent panel and in most panels throughout the convening, offering their perspective on whole family approaches. Deputy Assistant Secretary Steve Wagner was present throughout the convening, as were HHS Regional Administrator John McGough and HHS Regional Director Paul Jacobson. Governor Chris Sununu offered welcoming remarks and First Lady Valerie Sununu moderated a panel on early childhood education and workforce. Legislators, executive branch leaders, advocates, community organizations, business and philanthropy all contributed their perspectives throughout the convening, together offering a comprehensive view of the opportunities to improve whole family practice and policy.

Policy Sessions

Parent Panel: The convening began with a parent panel, facilitated by Senator Marilyn Moore of Connecticut, and featuring four parents, including Vermont's Jennifer Jackman, who told their stories of how a two-generation approach by practitioners and policy makers has enabled them to move ahead in their lives.

Federal Reserve Bank of Boston: Dr. Mary Burke offered an excellent overview of the New England economy, where worker shortages exist in industries, and profiles of long-term unemployed residents. A respondent panel included a parent, a state senator, and a senior level consultant, all of whom offered excellent observations on how a two-generation approach could contribute to solving the worker shortage.

Federal ACF presentation: Deputy Assistant Secretary Steven Wagner discussed efforts in Washington DC to support whole family approaches, with a particular focus on supporting

individuals receiving public assistance in moving to work, and the opportunities afforded through Managed Care Organizations.

Policy Innovations: Each state presented a range of policy innovations through interactive stations; Vermont's was well-attended and many were interested in the tools under development. Other sessions included:

- Connecticut: Levers for Change: Parent Leadership and Creating 2G Incentives
- Maine: Family Futures Downeast Model
- Massachusetts: Lessons from Learn to Earn – TANF Reforms, Earned Income Disregards, and Cross-Regulatory Analyses
- New Hampshire: How Partnerships Influence Programming and Policies
- Rhode Island: Early Childhood Education Ecosystem
- Tennessee: Systems Integration

Benefits Cliffs: A panel presentation offered a range of practice and policy tools. Minnesota discussed their approach to implementing a benefits cliff calculator for use by families and case workers, as well as offered excellent visual representations of the impact of the cliffs on families seeking to advance economically. Senator Amy Volk from Maine then discussed the research completed last spring to document the cliffs, which are more like slopes, that are preventing families from moving ahead, and gave an overview of the policy options the Maine team is considering. Finally, Amy Kershaw from Massachusetts presented the regional working group's policy options on benefits cliffs.

Young parent policy: Massachusetts and Rhode Island presented emerging work focused on improving coordination of services for young parents, which is crossing multiple state agencies. Topics included how to streamline case management/coaching across agencies; where barriers exist for young parents between agencies and how to increase coordination to make services seamless, and the importance of improving both state and local practice and policy and the interplay between them.

Opioid Crisis, Family and Workforce: New Hampshire executive branch, business, and parents presented strategies for employing parents in recovery. The importance of business recognizing they can expand their talent pipeline with committed workers who are in recovery was highlighted; the Department of Health and Human Services discussed how they are supporting potential workers in recovery in connecting to businesses, and a parent chronicled her journey through recovery to employment.

Early Care Through a Two-Generation Lens: Child Care as a Work Support: First Lady Valerie Sununu moderated a panel that offered innovative ways to connect early childhood education and care efforts with workforce outcomes. The panel featured Connecticut's home visiting employment incentive model, UTEC's strategy to engage young men who are parents through employment and a new child care center; and Vermont's workforce strategy to engage the early childhood education field in supporting employment strategies.

Topical Breakouts. Four sessions offered information on key topics related to whole family work

- Pathways to work: How New Hampshire is constructing effective pathways
- Data interoperability: How do we gather data across generations in a whole family approach to jobs?
- Child Support: How can child support be leveraged to support noncustodial parent employment?
- Building parents as partners: How can states change culture to partner more with parents?

Business Panel: The last panel featured CVS’s training strategy, which offers training and paid work experiences in several states that lead to employment as pharmacy technicians.

Vermont’s Strategy:

Through a peer learning session and three team planning times, Vermont identified these elements to potentially incorporate into the Vermont strategy:

- Benefits Cliffs: bring a benefits calculator to Vermont; look at income disregards for Reach UP families moving into employment; and implement SNAP transitional benefits.
- Navigator Progression: How can we make sure that parents don’t have to tell their story multiple times?
- Employer and Parent Engagement: How do we do better connections to workforce? How do we align childcare workforce with other workforce needs?

The team discussed bringing the full Vermont team together in January to discuss these ideas, and to present to the Child Poverty Council in the interim.

Appendix C: Labor Market Information by CTE Region 2018

Career and Technical Education Regions

Industries

Distribution and Concentration of Jobs - 2017



Career and Technical Education Regions

Industries

Distribution and Concentration of Jobs

2017

Vermont Department of Labor
Economic and Labor Market Information Division

www.vtlmi.info

June 2018

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How to Use this Publication

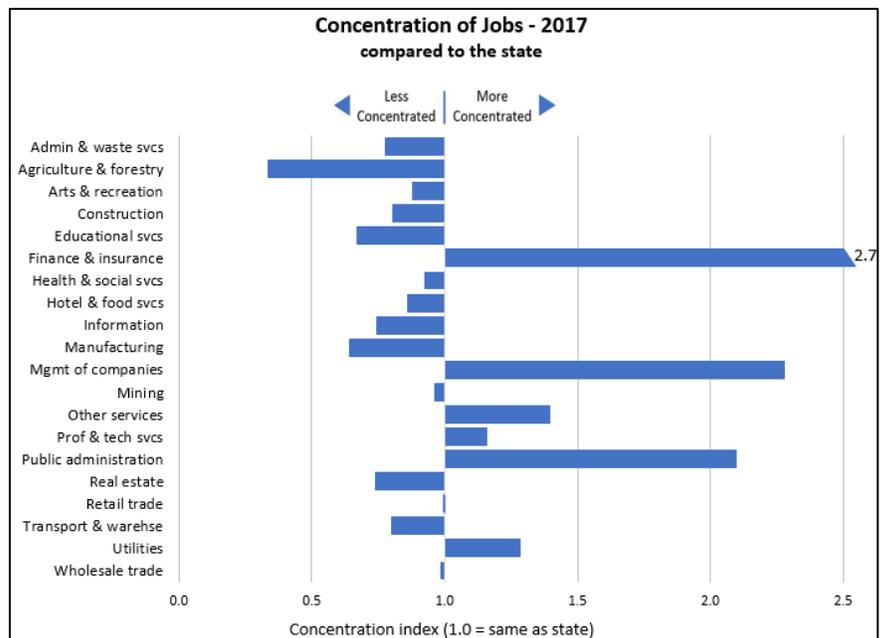
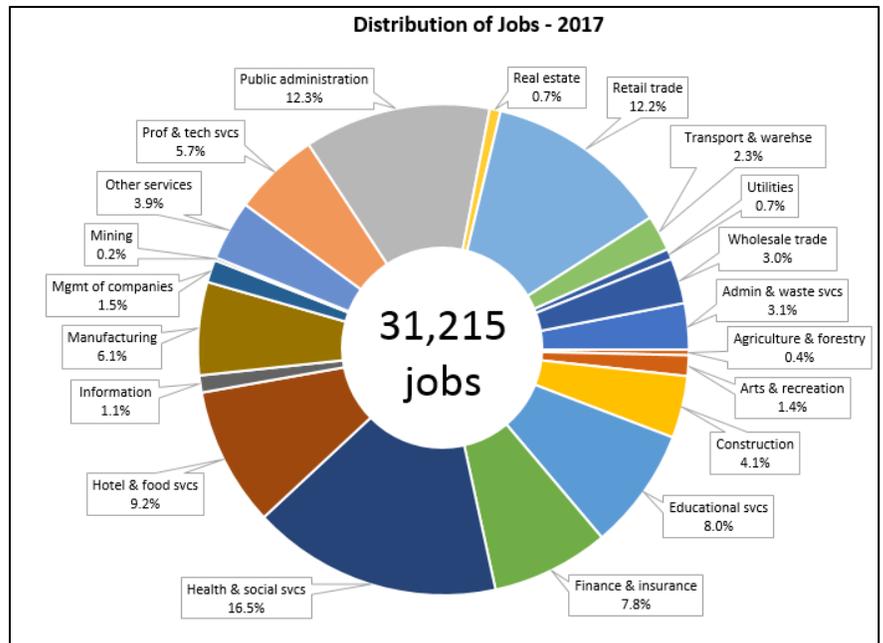
Understanding the industries that comprise a local economy can be helpful in knowing the types of jobs in the most demand. This publication provides an overview of the mix of industries in each Career and Technical Education Region (CTE), as well as how that mix differs from the state.

In this publication, you'll find two charts for each CTE showing 1) the distribution of jobs, and 2) the concentration of jobs. Distribution of jobs, illustrated by a pie chart, shows the percentage of jobs in each industry and the total number jobs located in the CTE. Note the mix of industries and those that dominate the area. For example, in the sample chart the regional economy is dominated by three industries, Health & Social Services, Retail Trade, and Public Administration (government).

Concentration of jobs, a bar graph, compares the local mix of jobs to the state average. Industries that differ from the state are highlighted by a much lower or higher value. A value of 1.0 indicates an industry's concentration matches the state, less than 1.0 indicates its less concentrated, and greater than 1.0, more concentrated. Values too large to fit on the graph are noted with an angled tip and the actual value. In the case of the sample chart, four industries stand out, one far less concentrated and three far more, of which Finance & Insurance's value is just off the chart. Concentration of jobs, compared to the state, points out the economic uniqueness of a region.

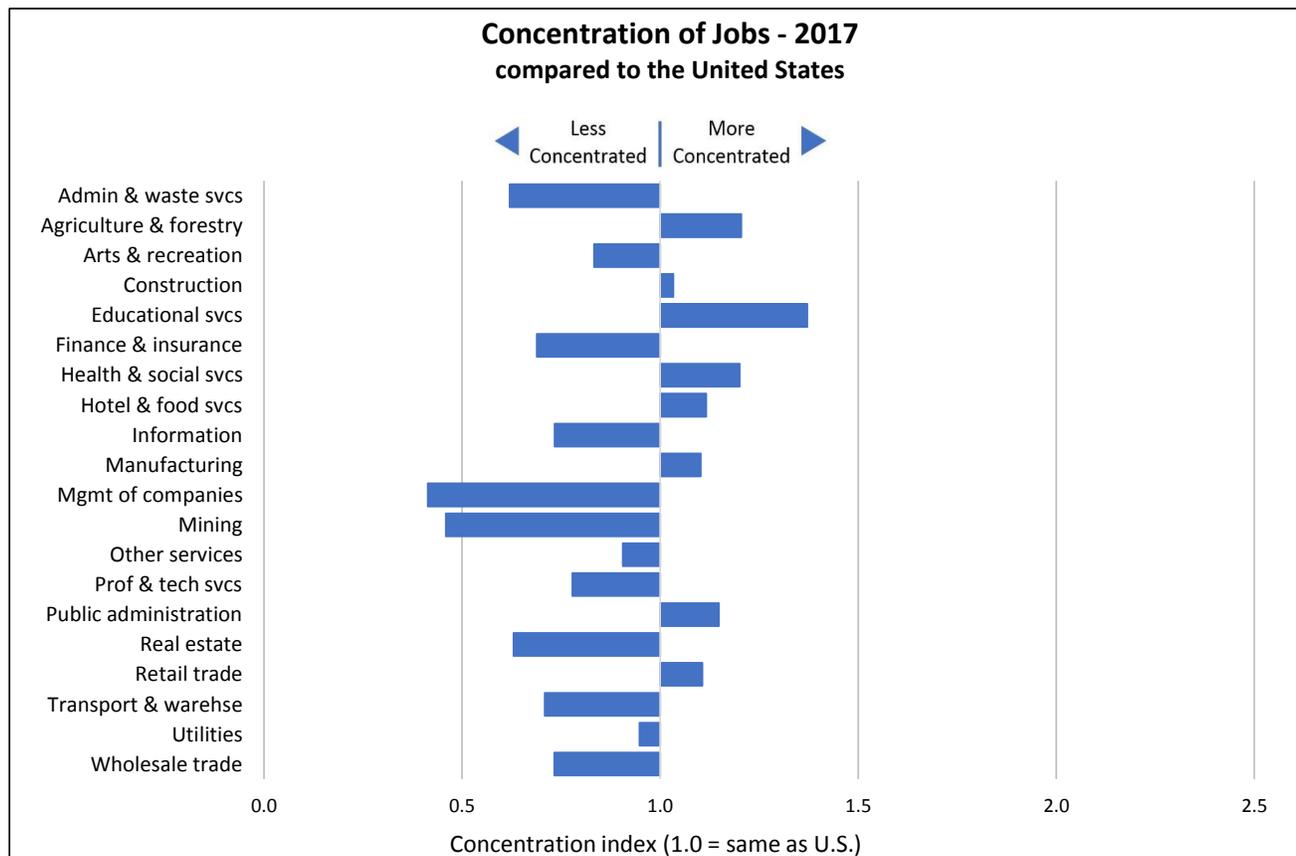
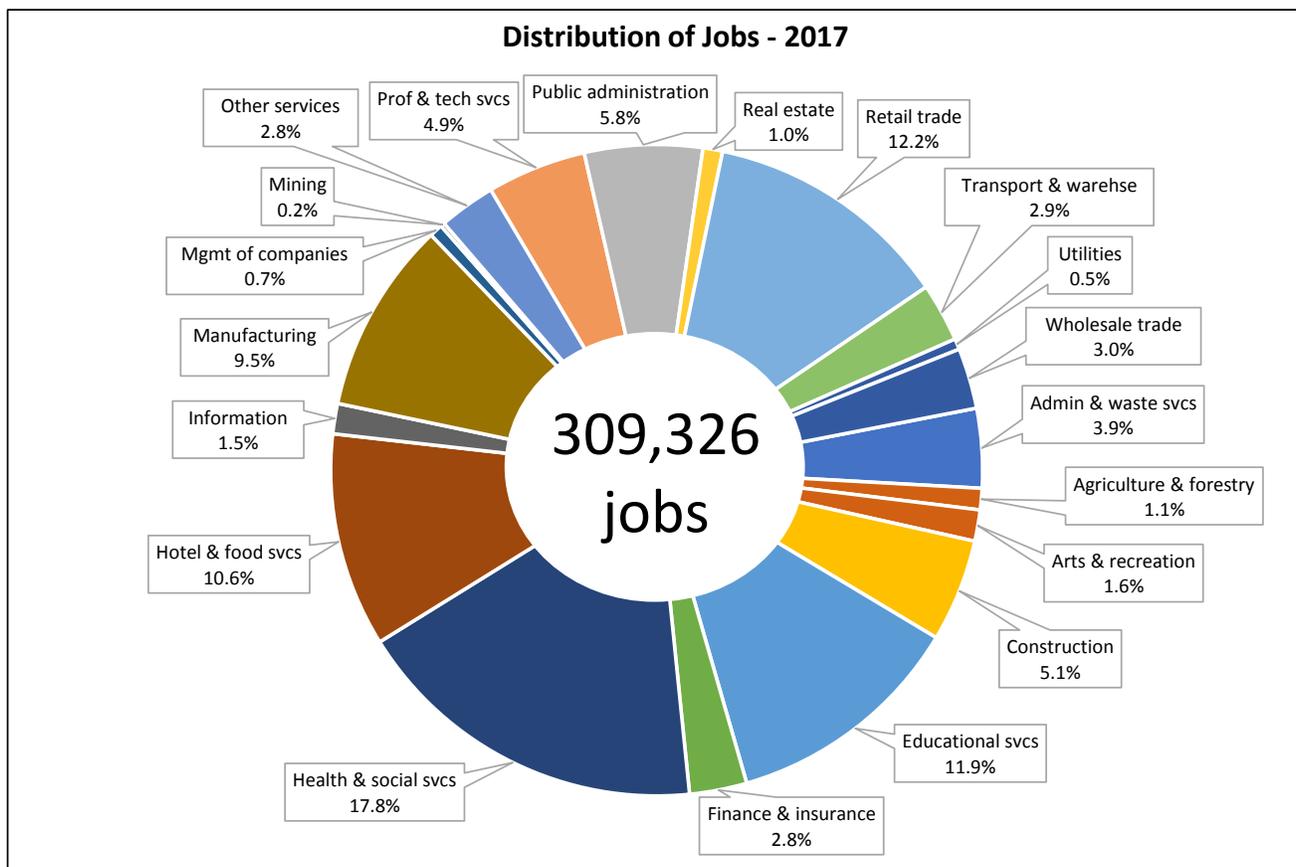
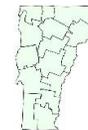
Using both charts together provides a more complete picture of the area. Of the three industries with high concentrations, one, Management of Companies, is quite small in the number of jobs (1.5%). Conversely, Health & Social Services, the largest sector in jobs, has a below average concentration. Examining both the size of an industry and its concentration gives you a sense of the importance of an industry and its contribution to the uniqueness of a region.

More information about the data, industry descriptions and CTE region definitions can be found in the appendices.





Vermont

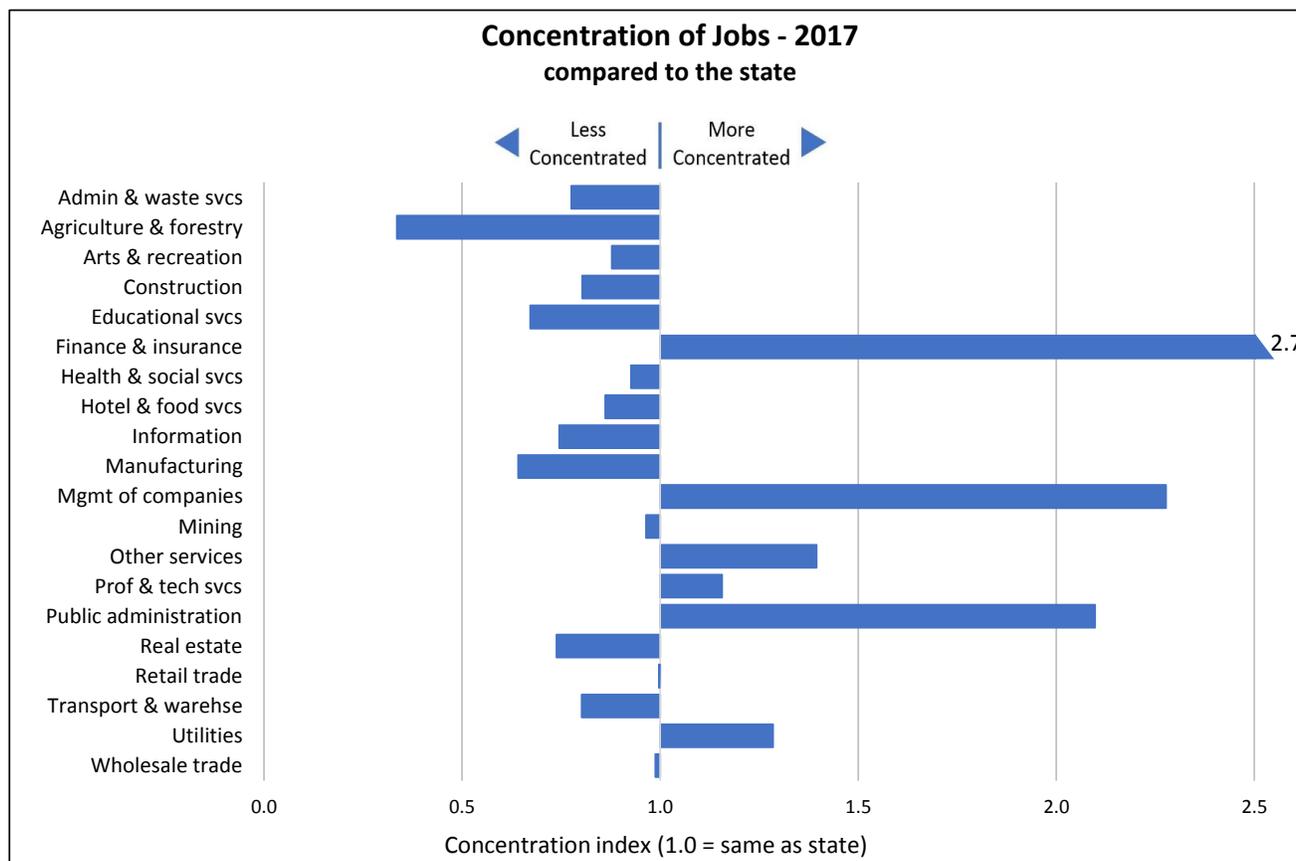
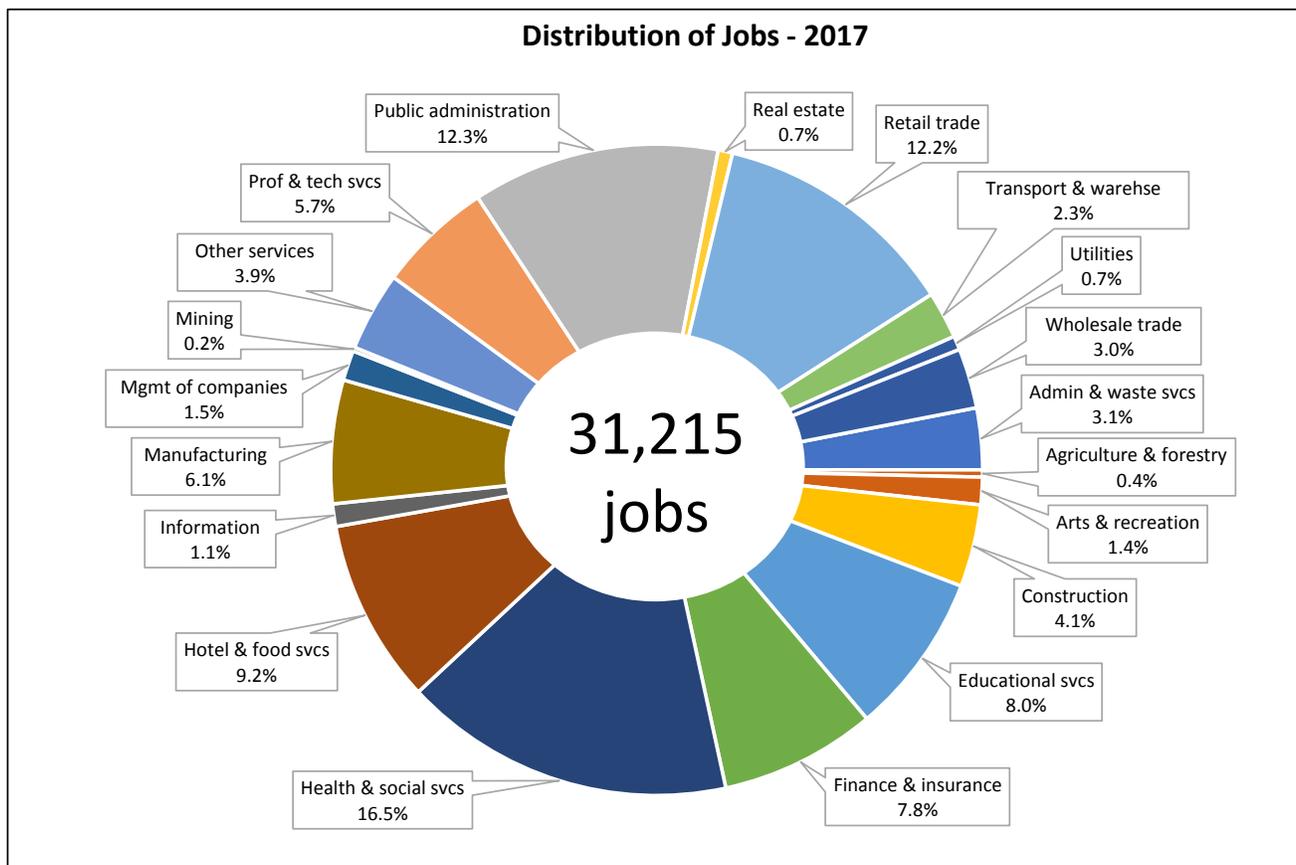


Career and Technical Education Regions



Central Vermont

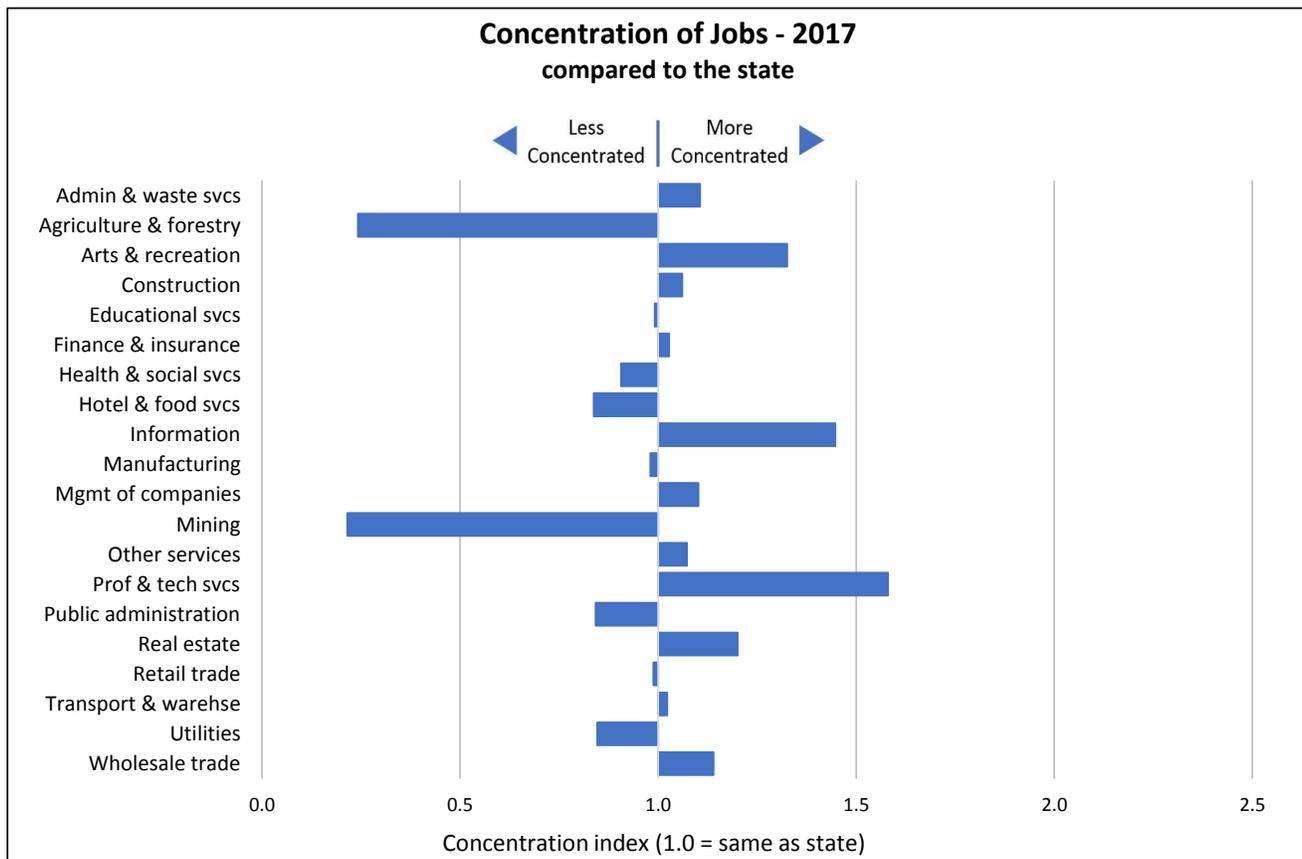
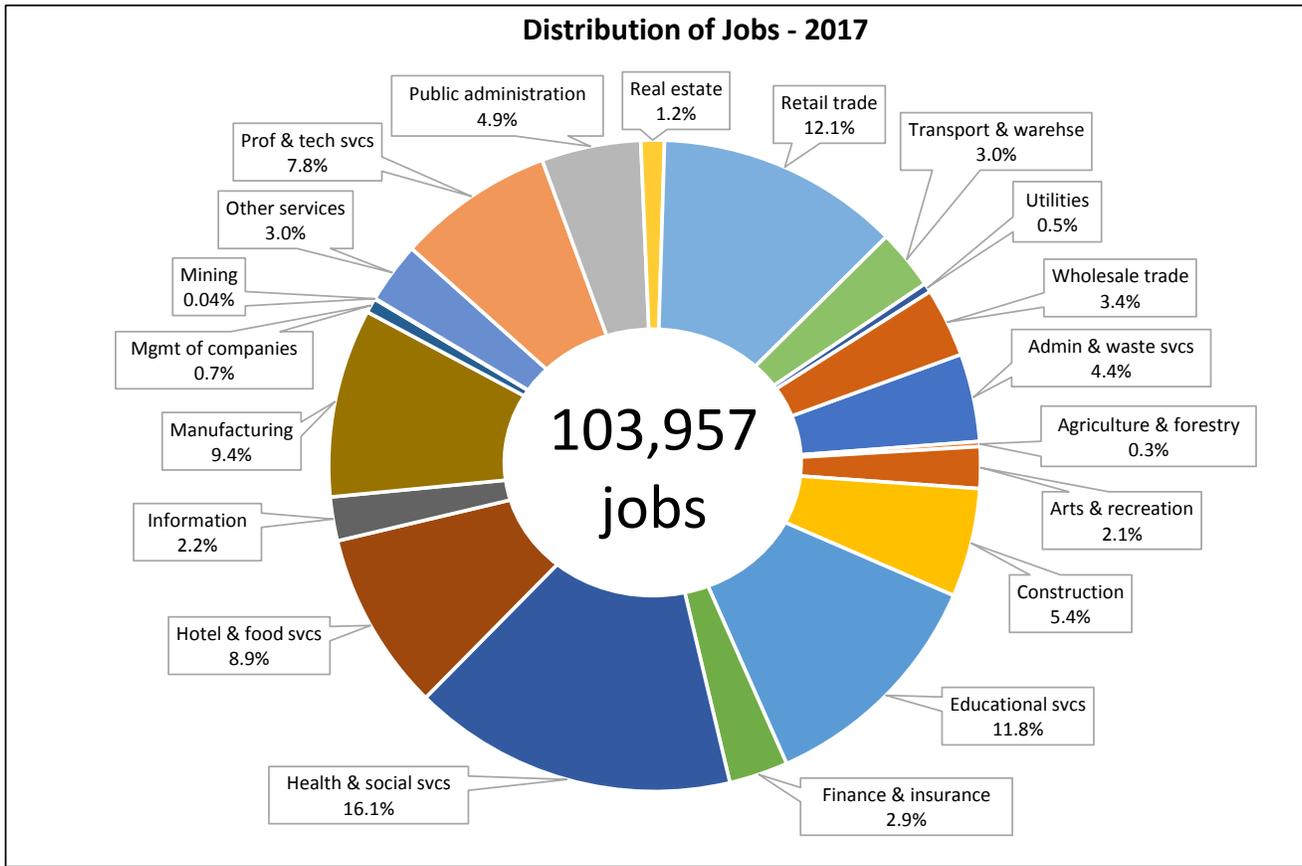
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Chittenden

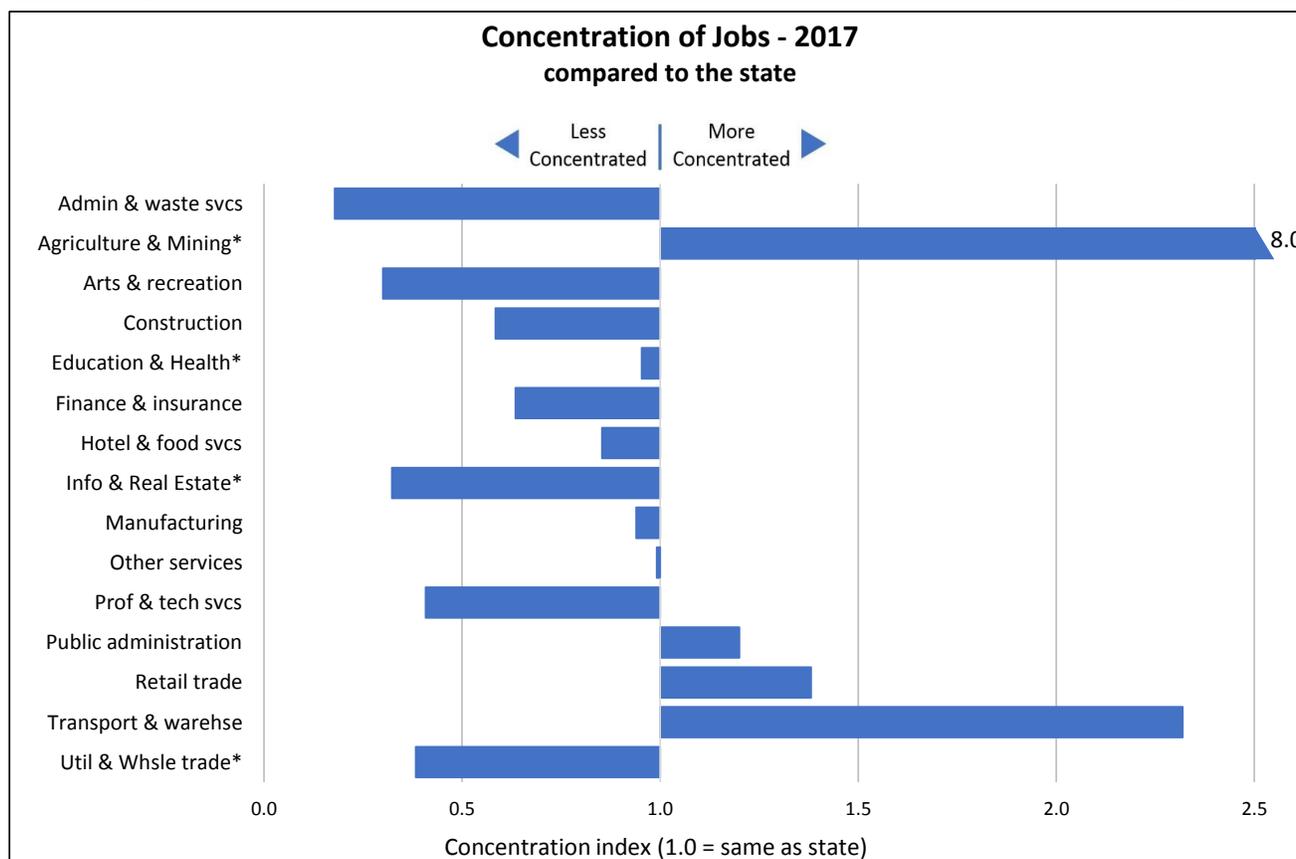
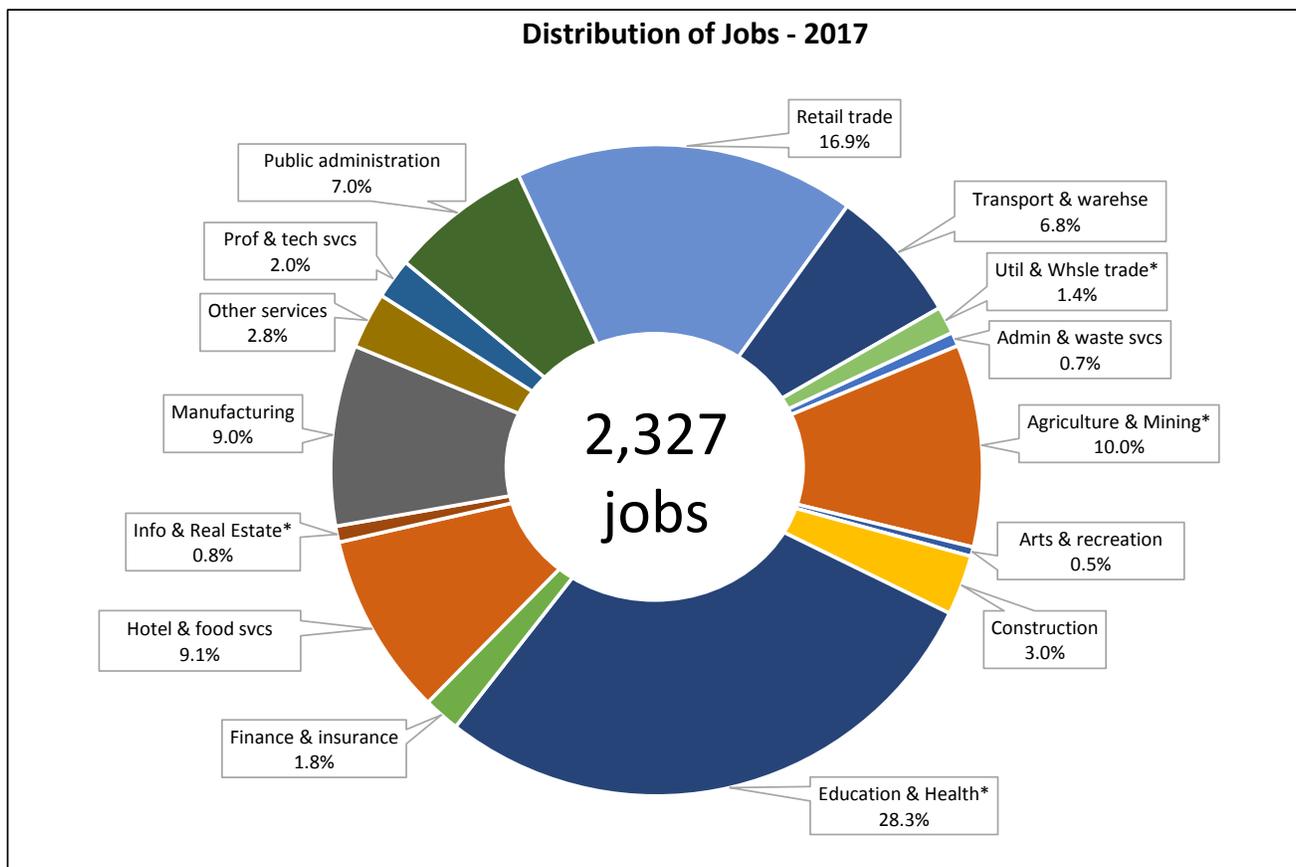
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Cold Hollow

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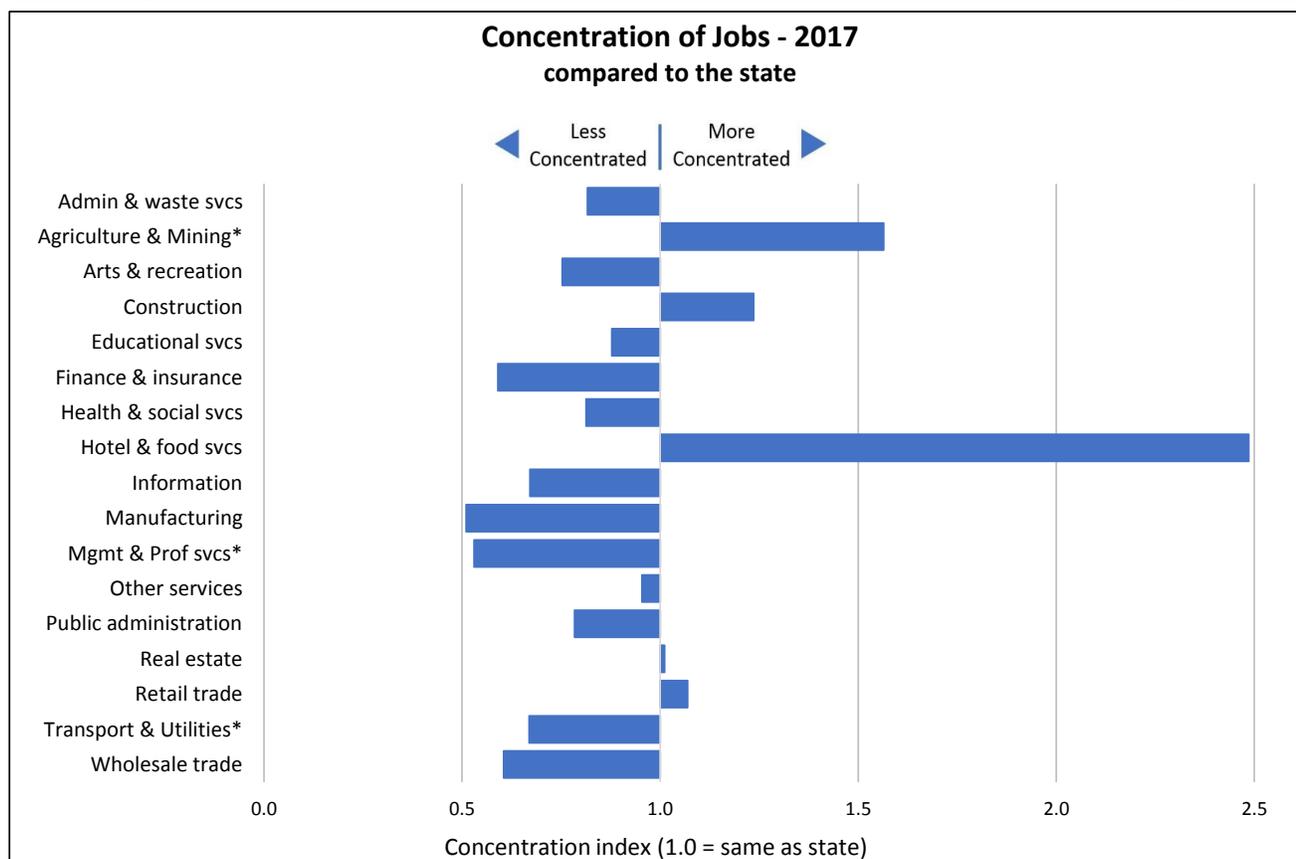
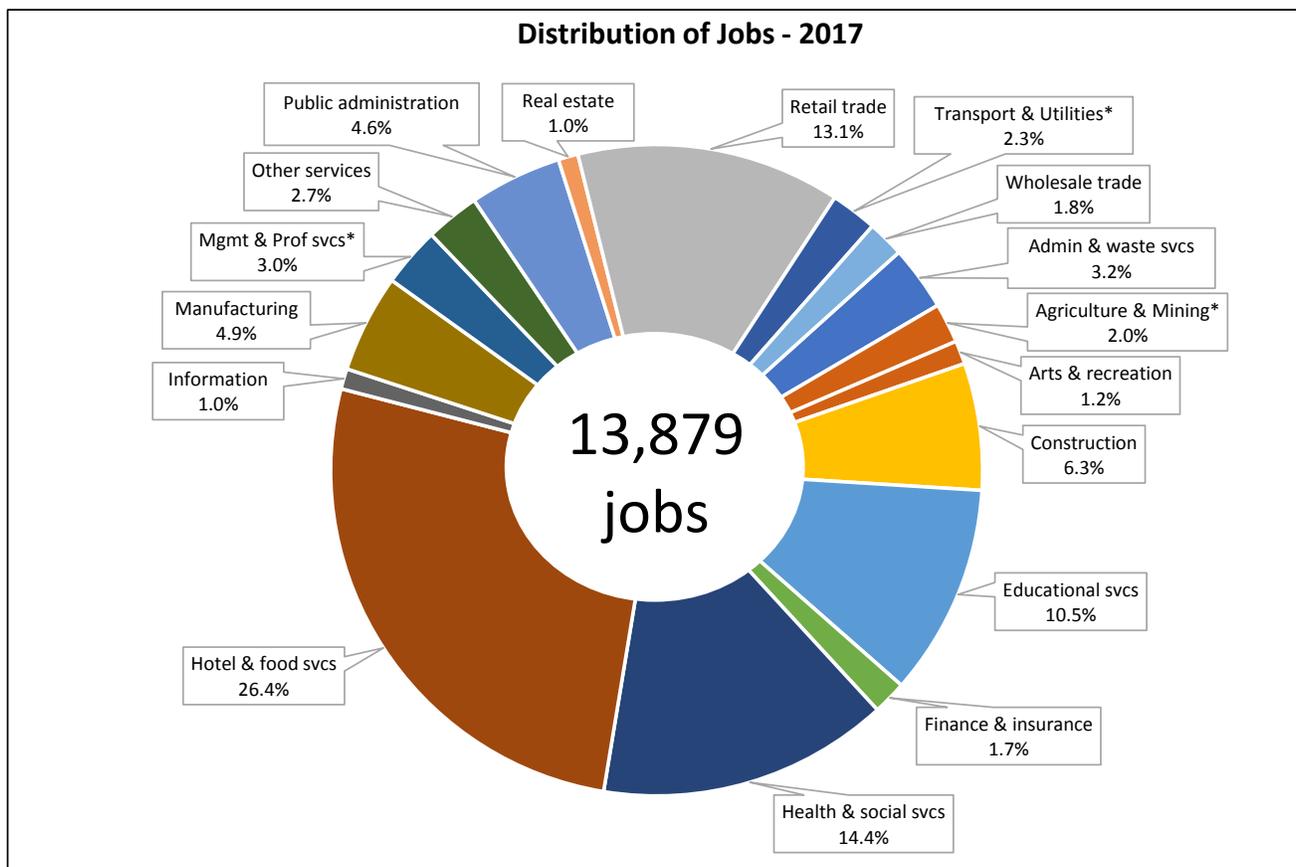


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Green Mountain

Career and Technical Education Region

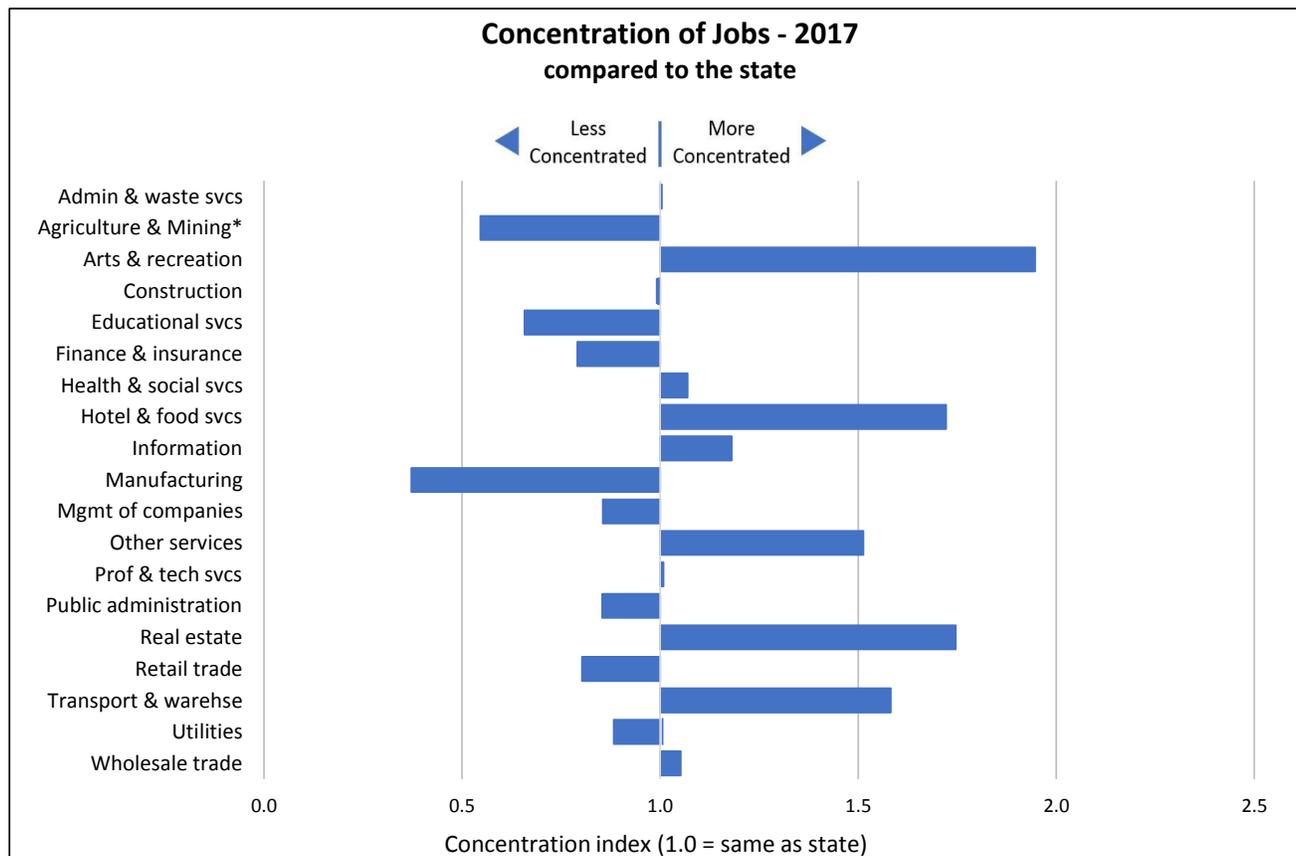
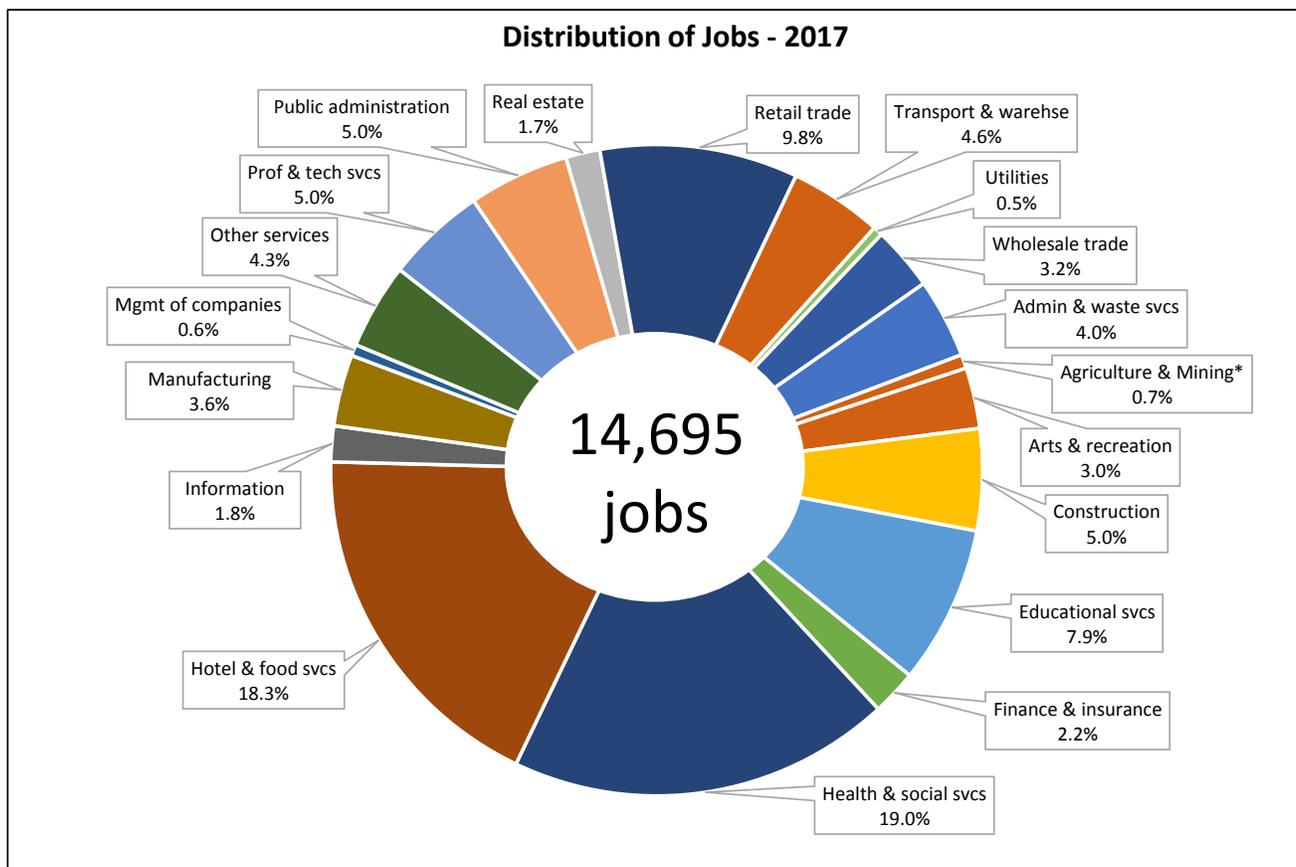


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Hartford

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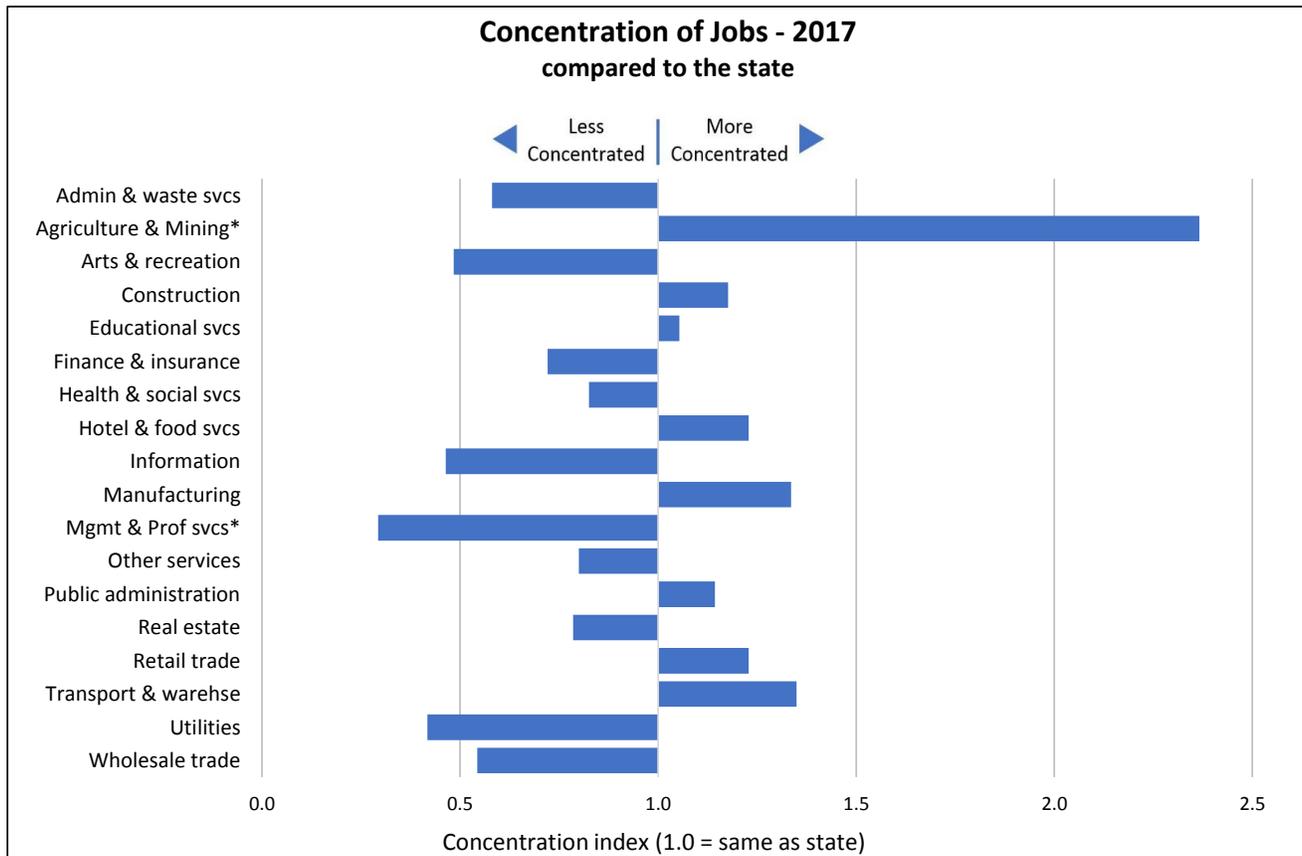
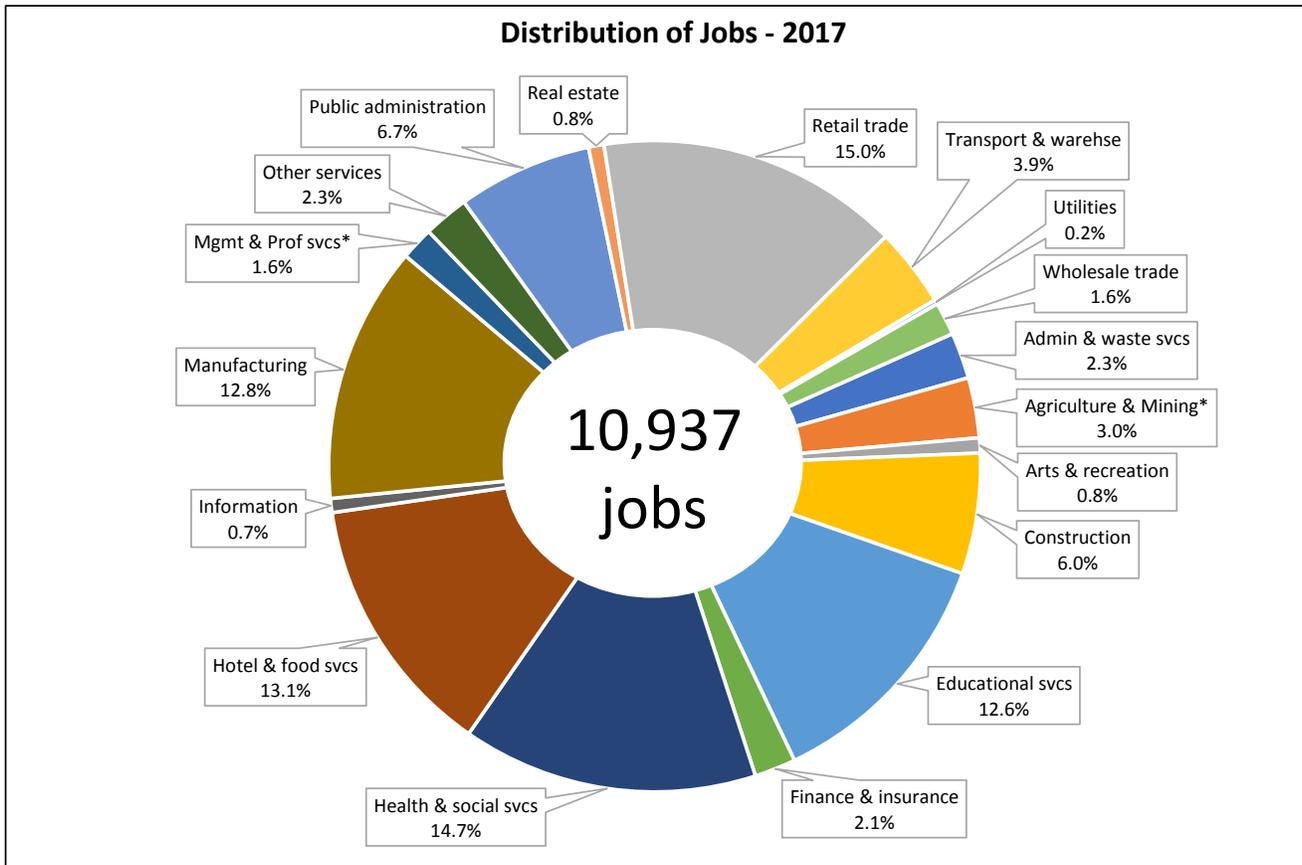


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North Country

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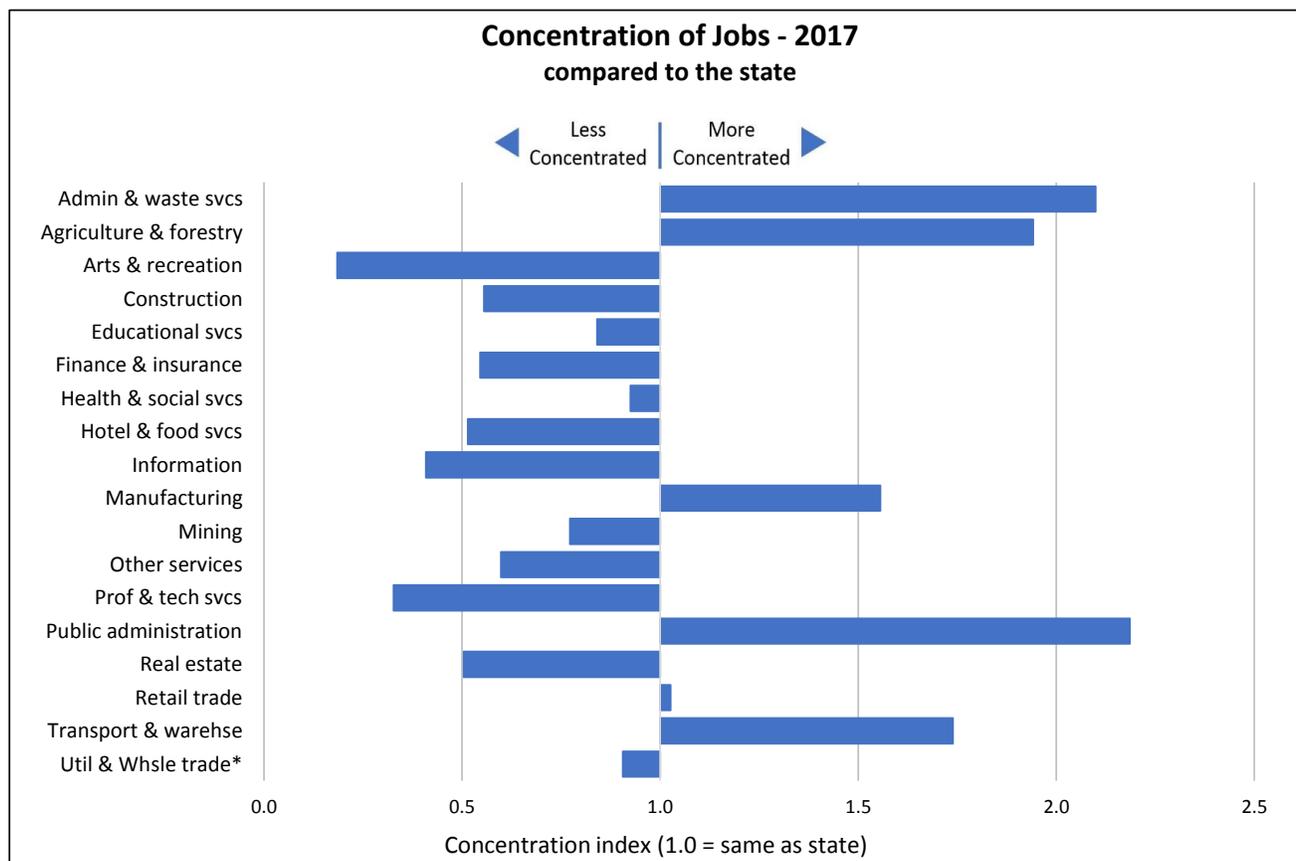
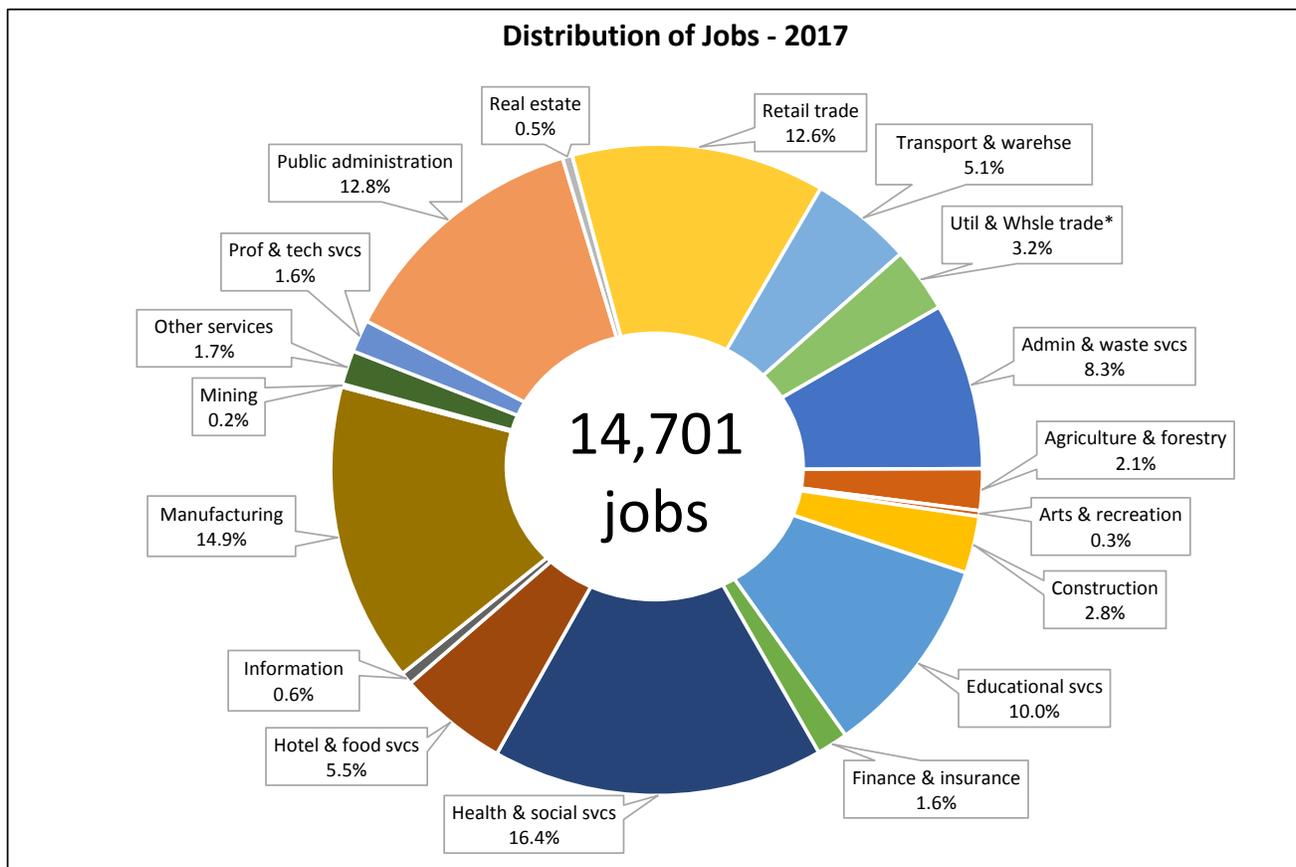


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Northwest Vermont

Career and Technical Education Region

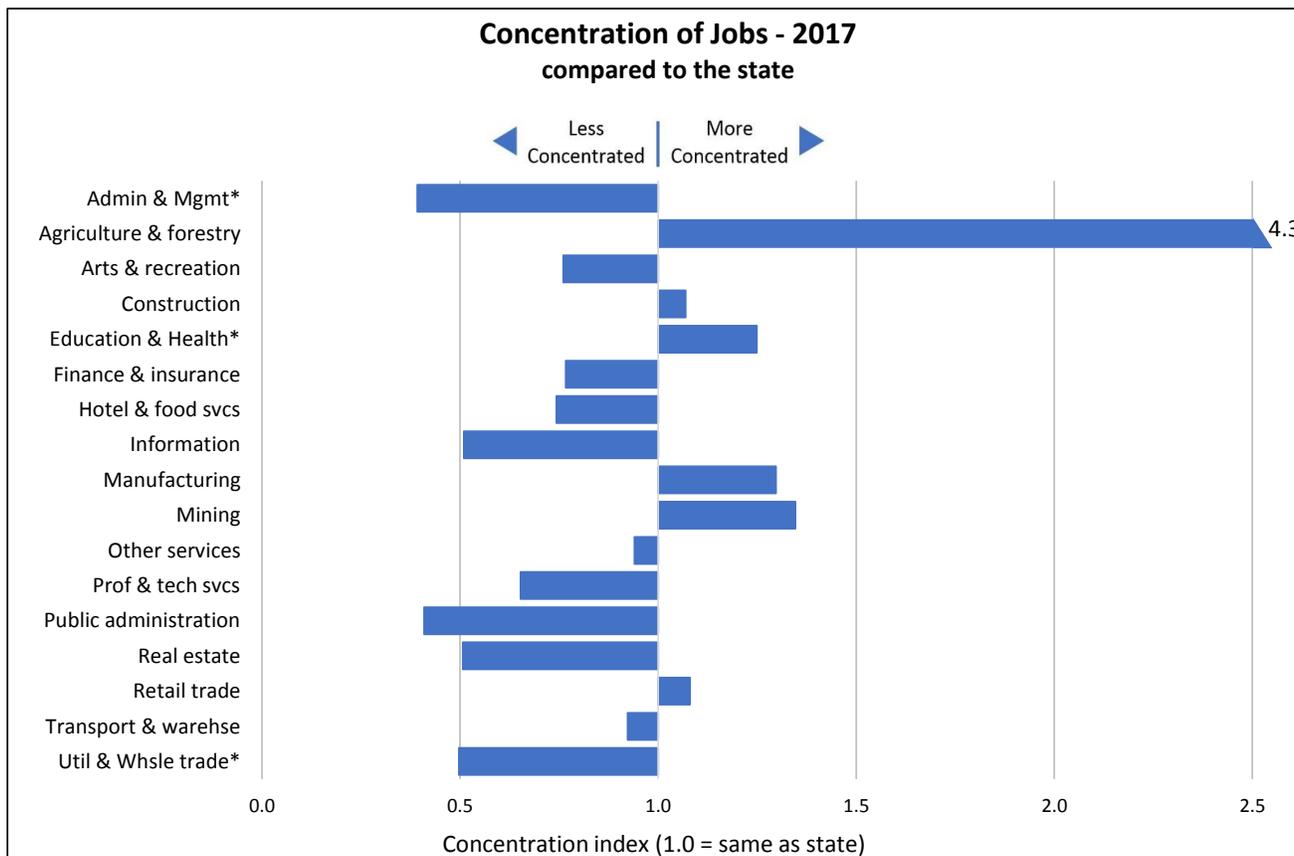
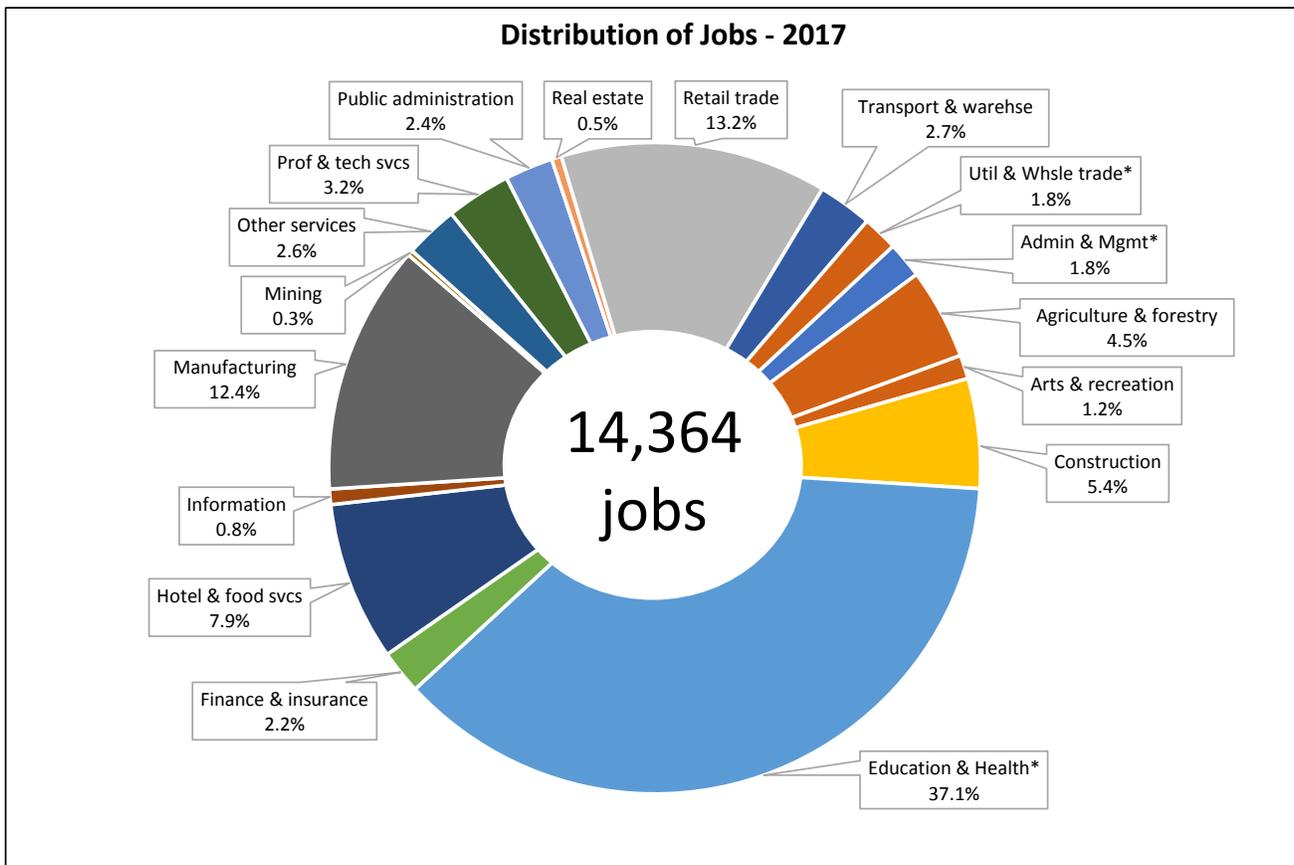


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Patricia A. Hannaford

Career and Technical Education Region

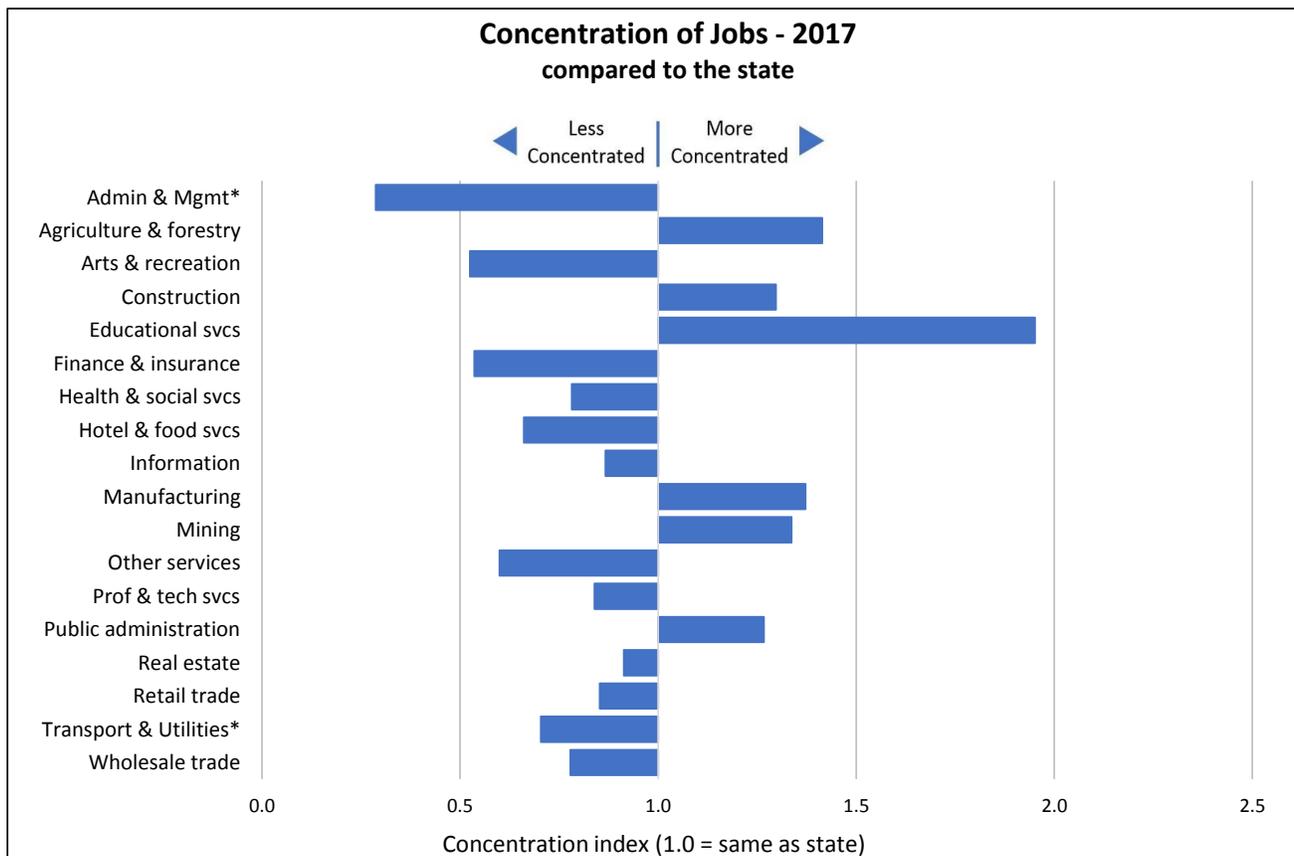
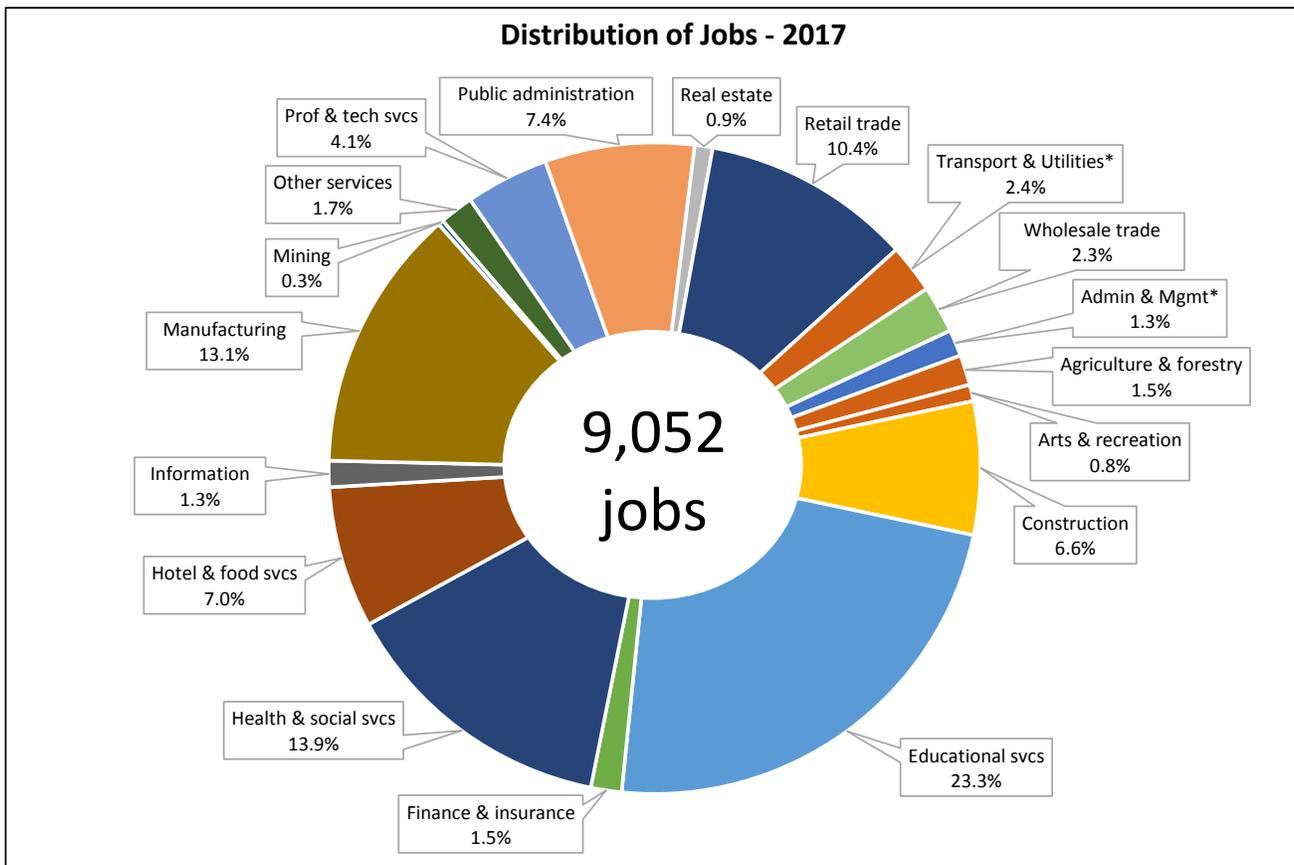


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Randolph

Career and Technical Education Region

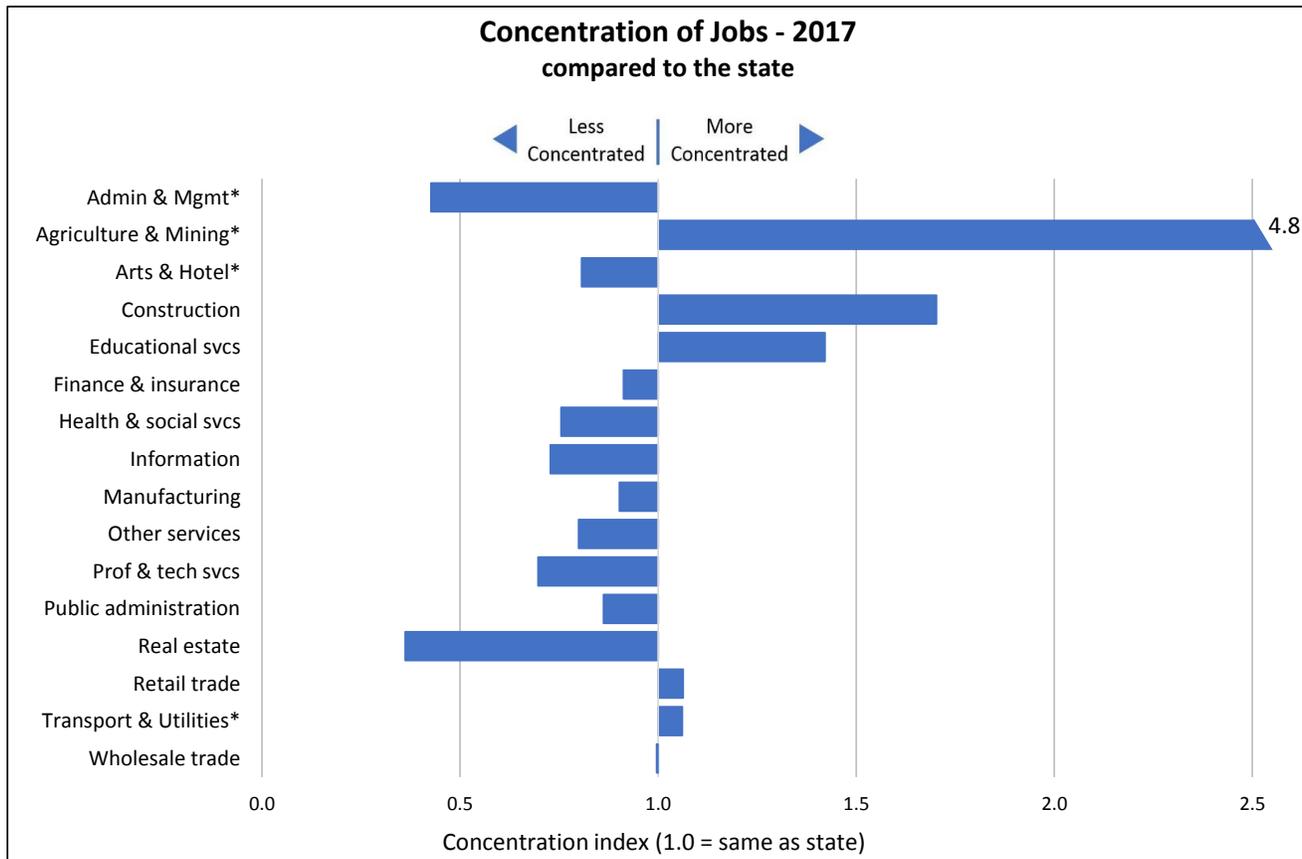
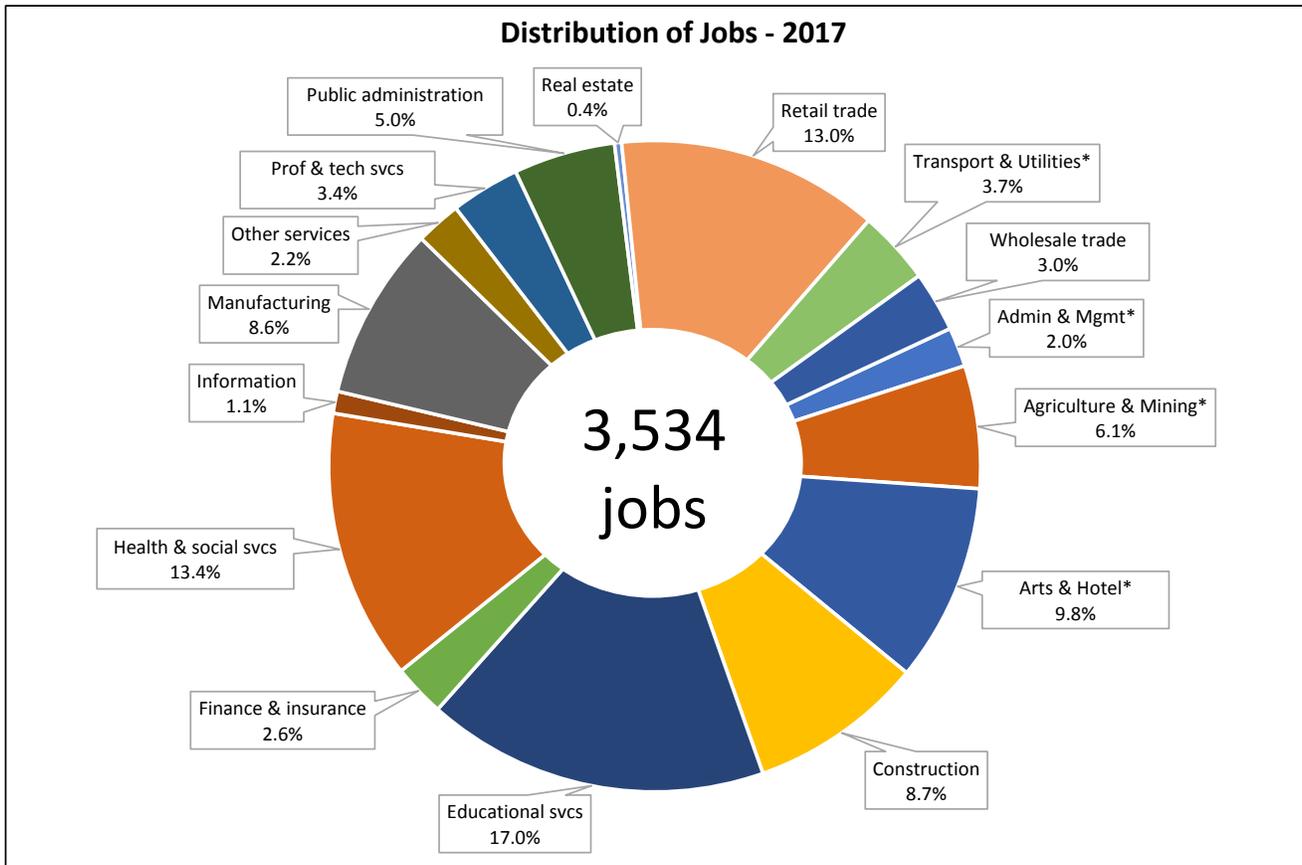


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River Bend

Career and Technical Education Region

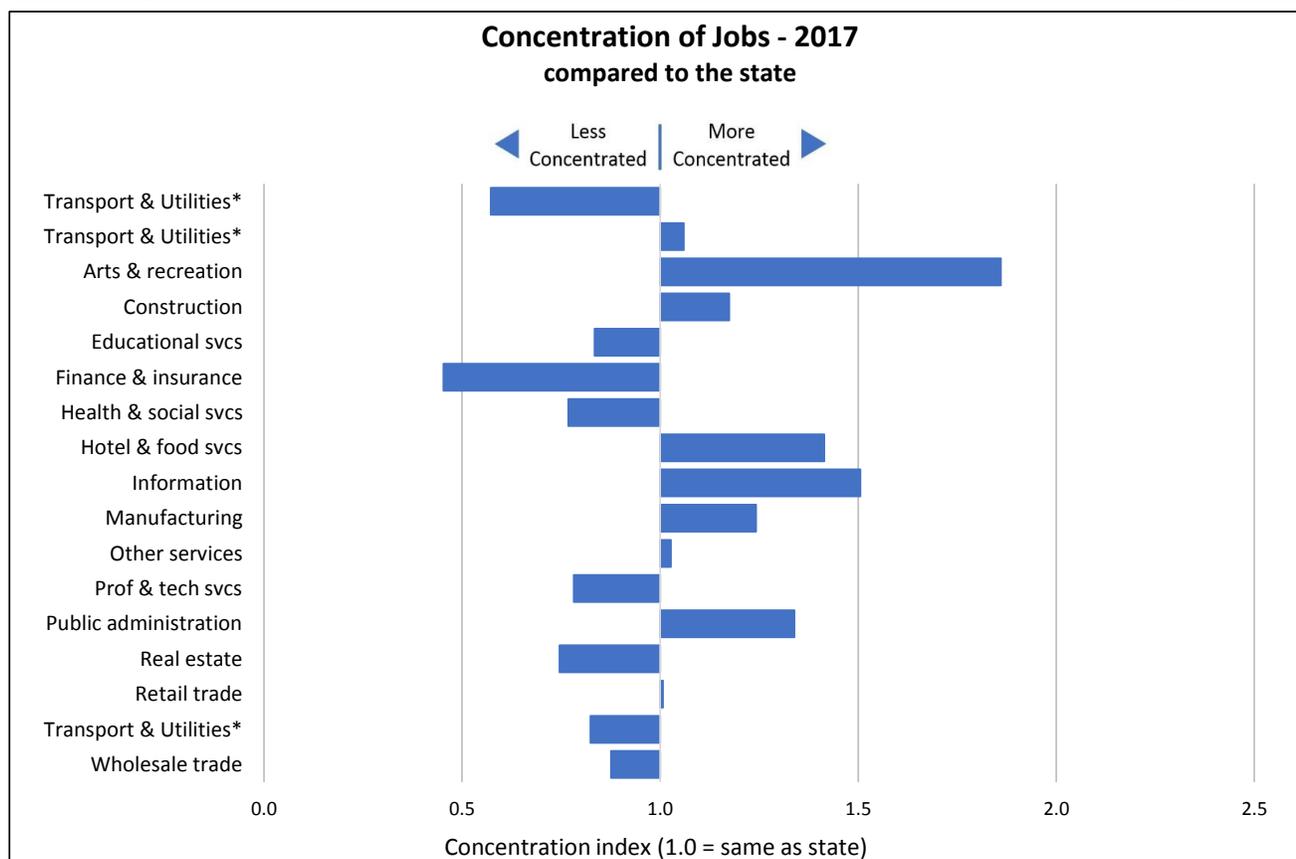
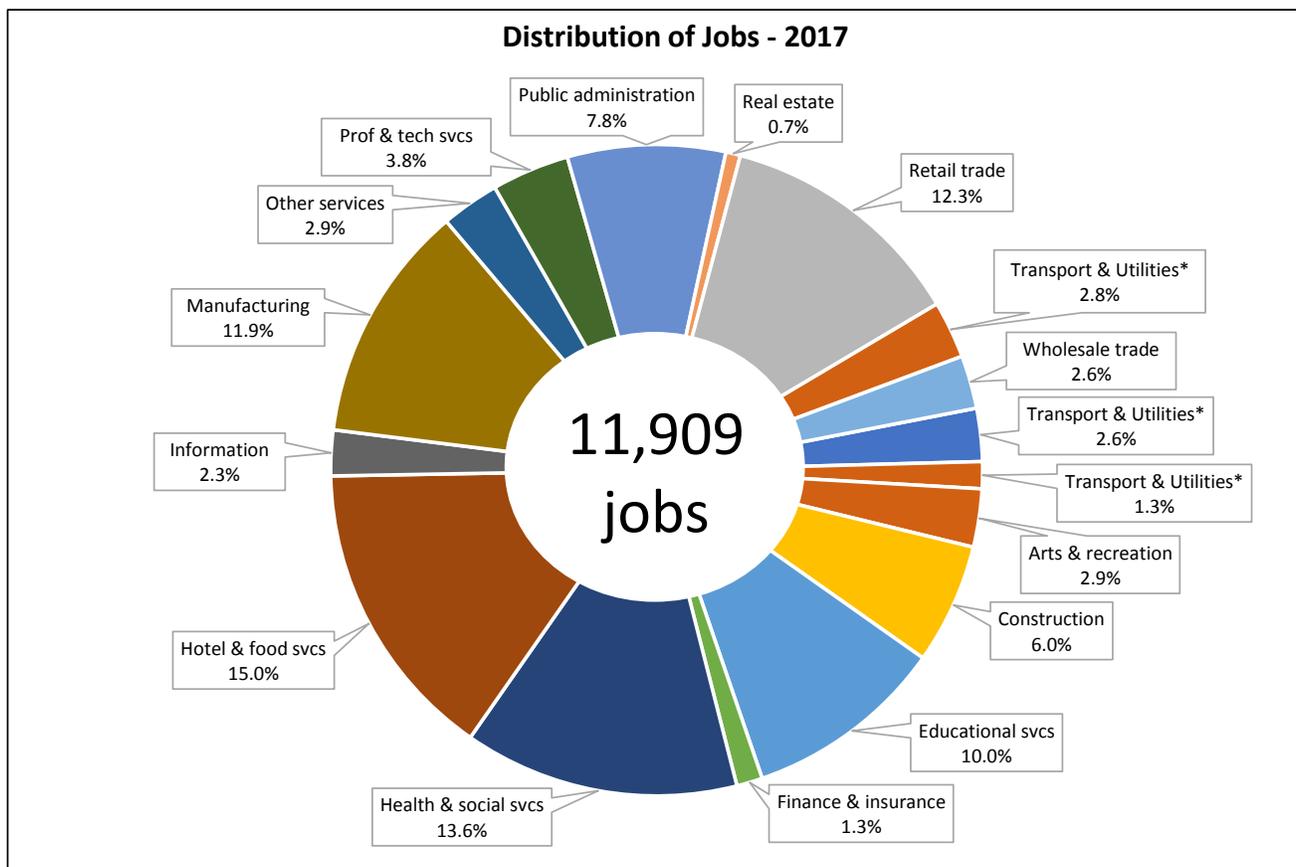


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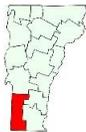


River Valley

Career and Technical Education Region

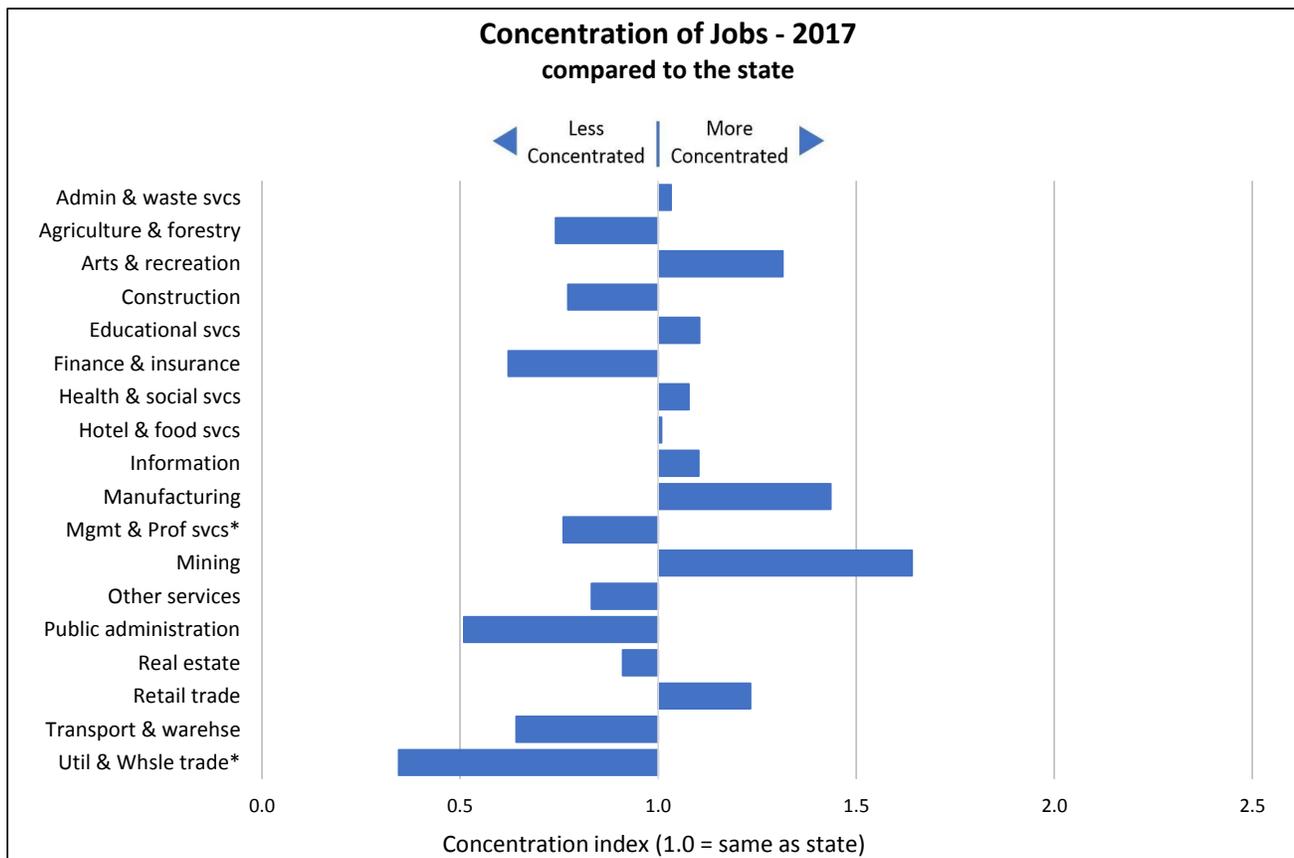
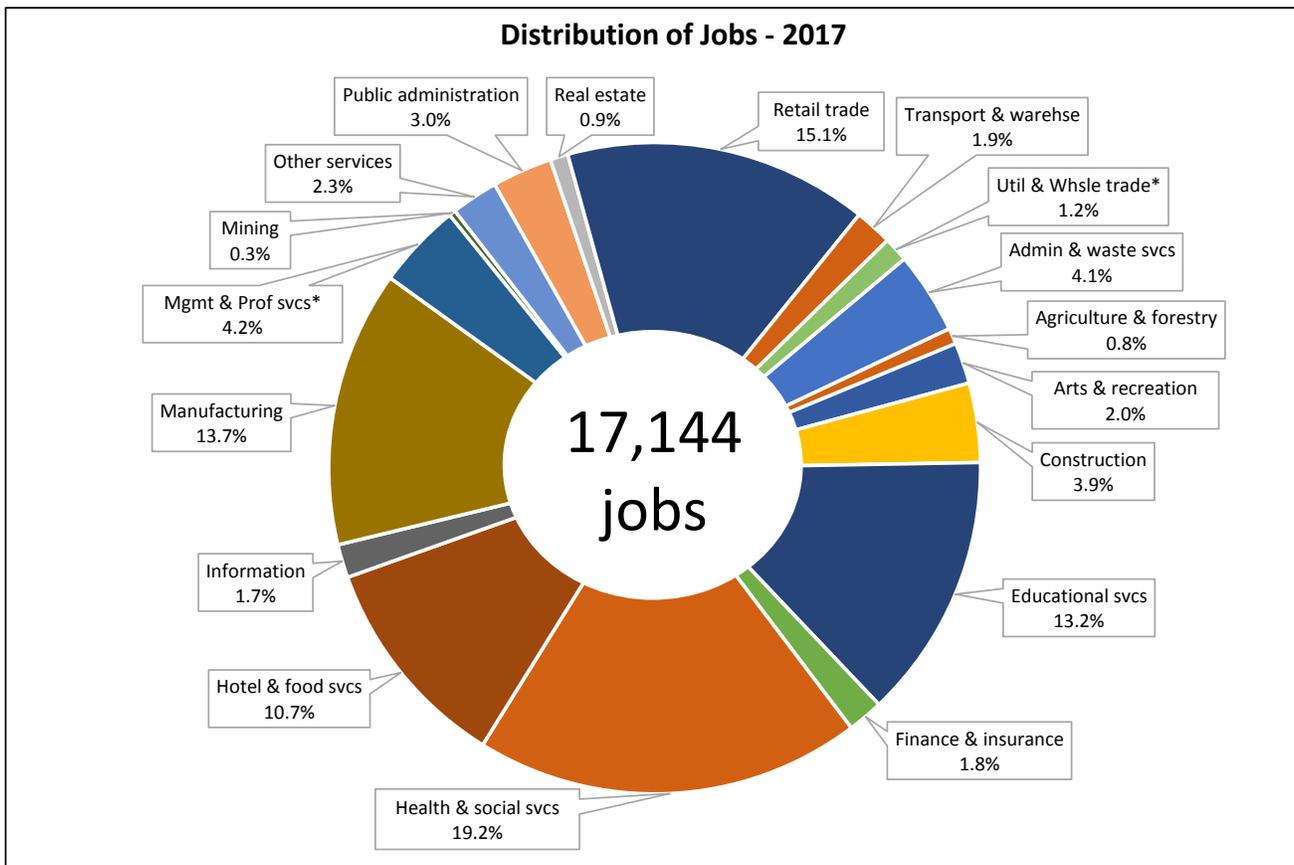


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Southwest Vermont

Career and Technical Education Region

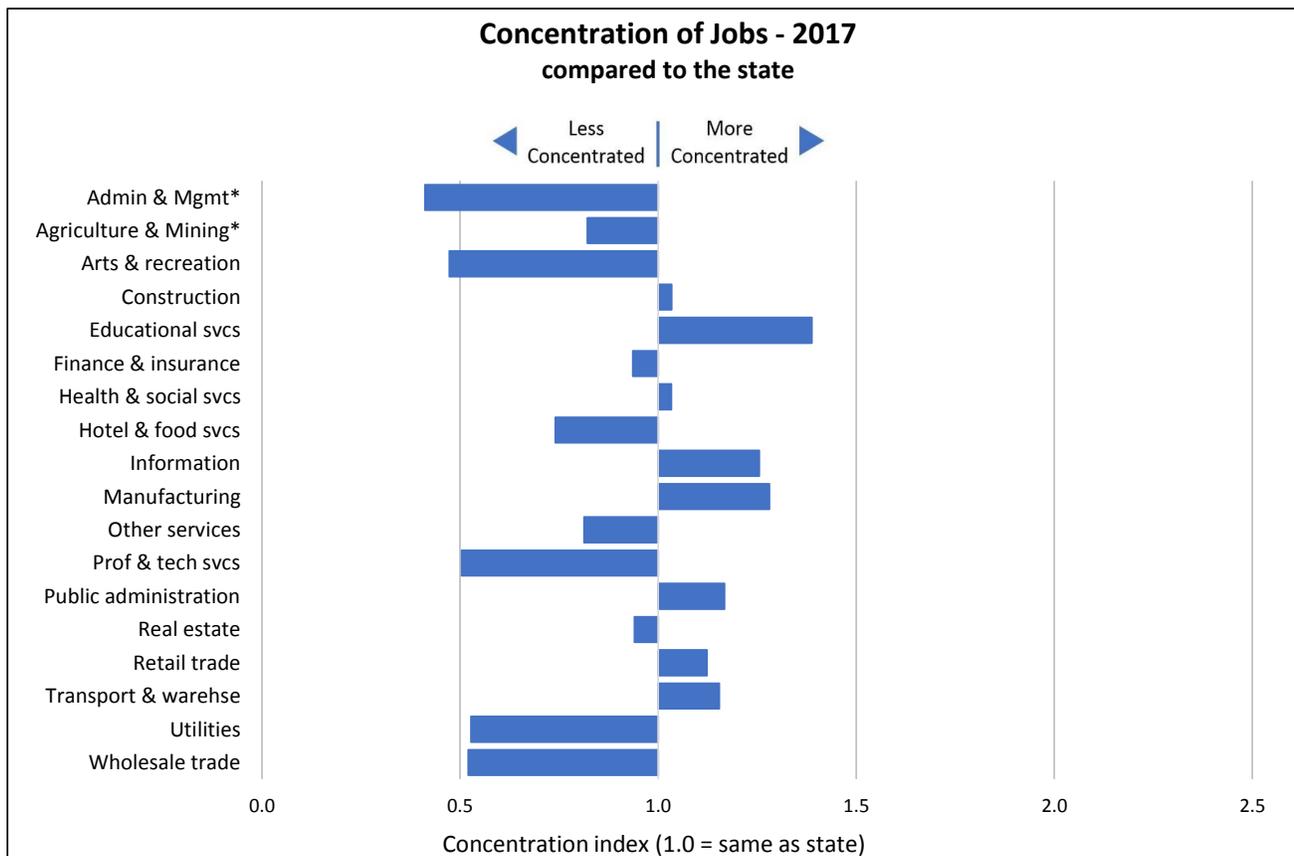
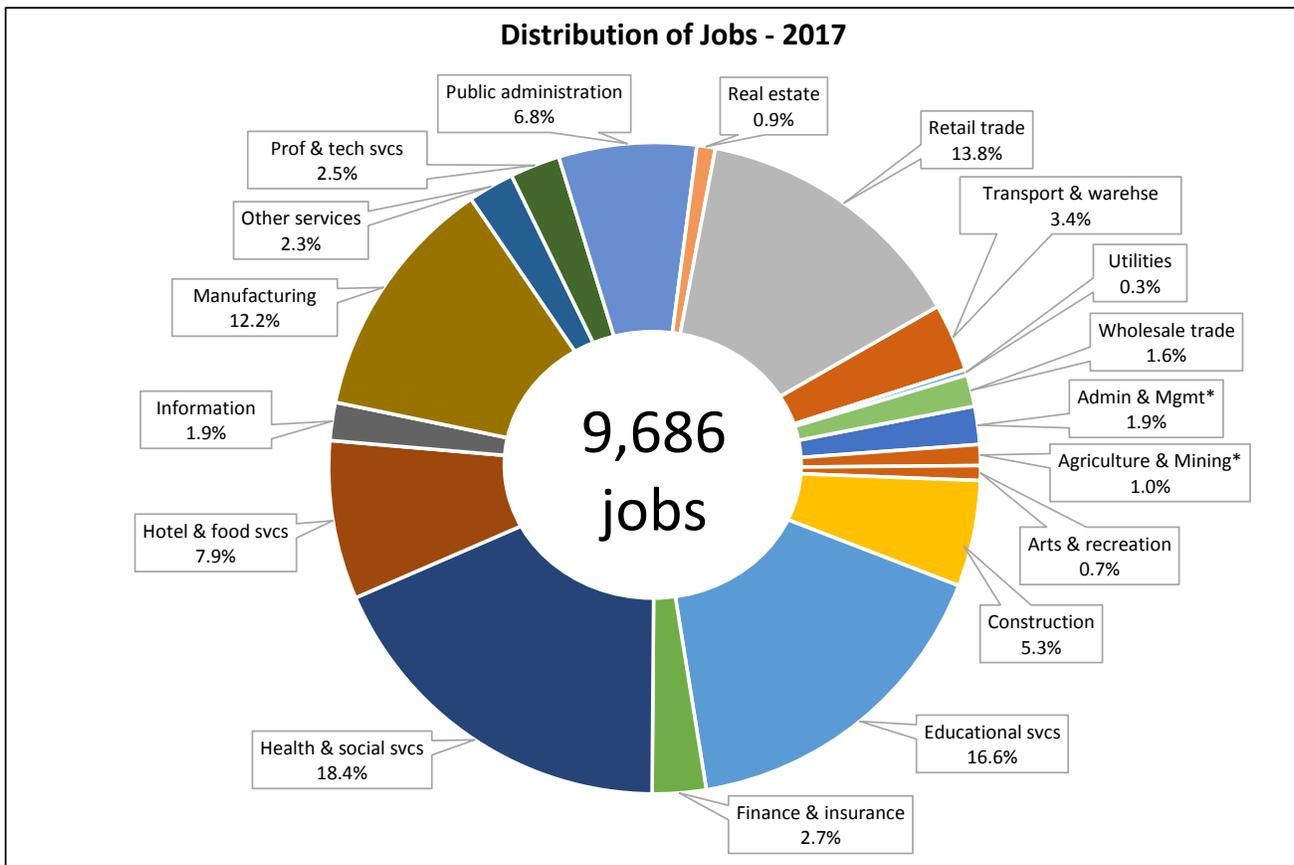


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St. Johnsbury

Career and Technical Education Region

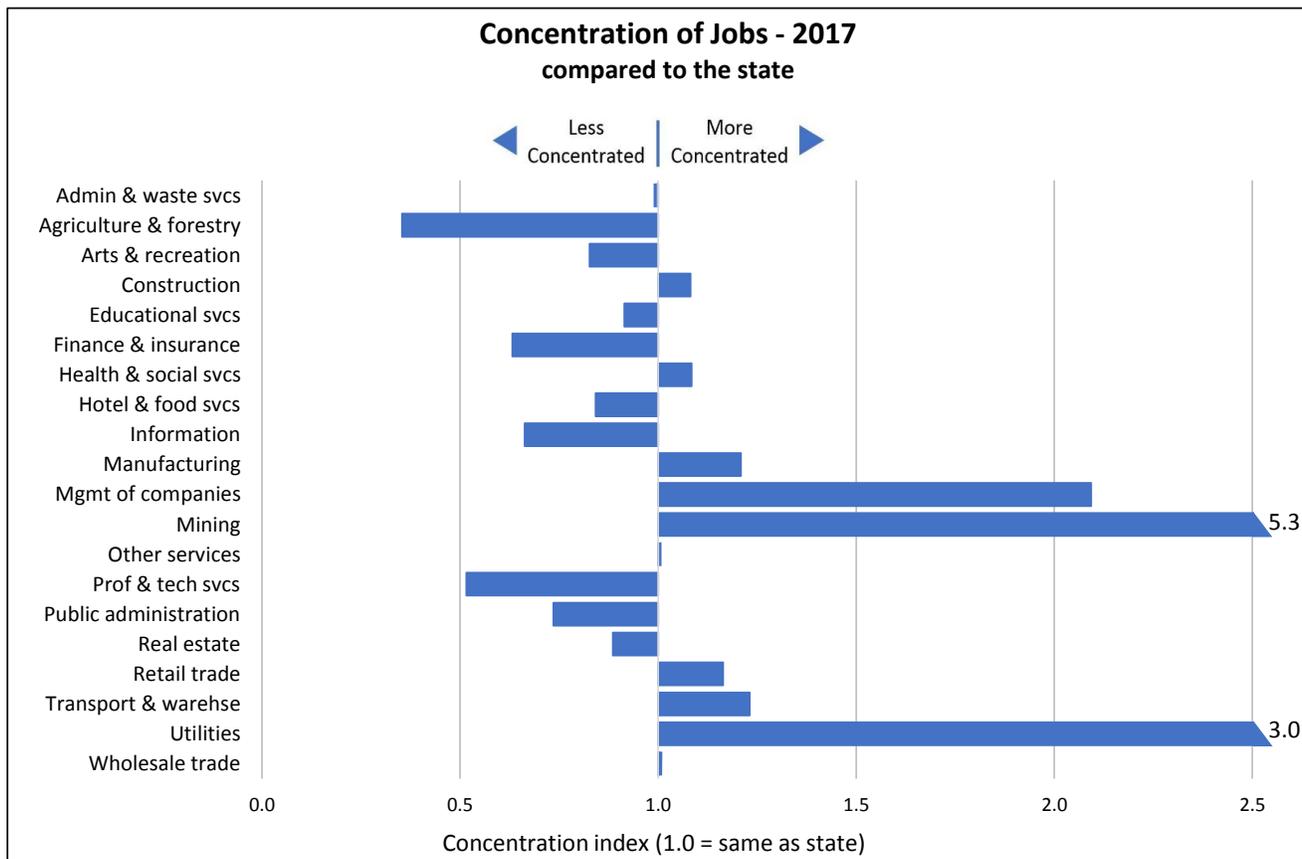
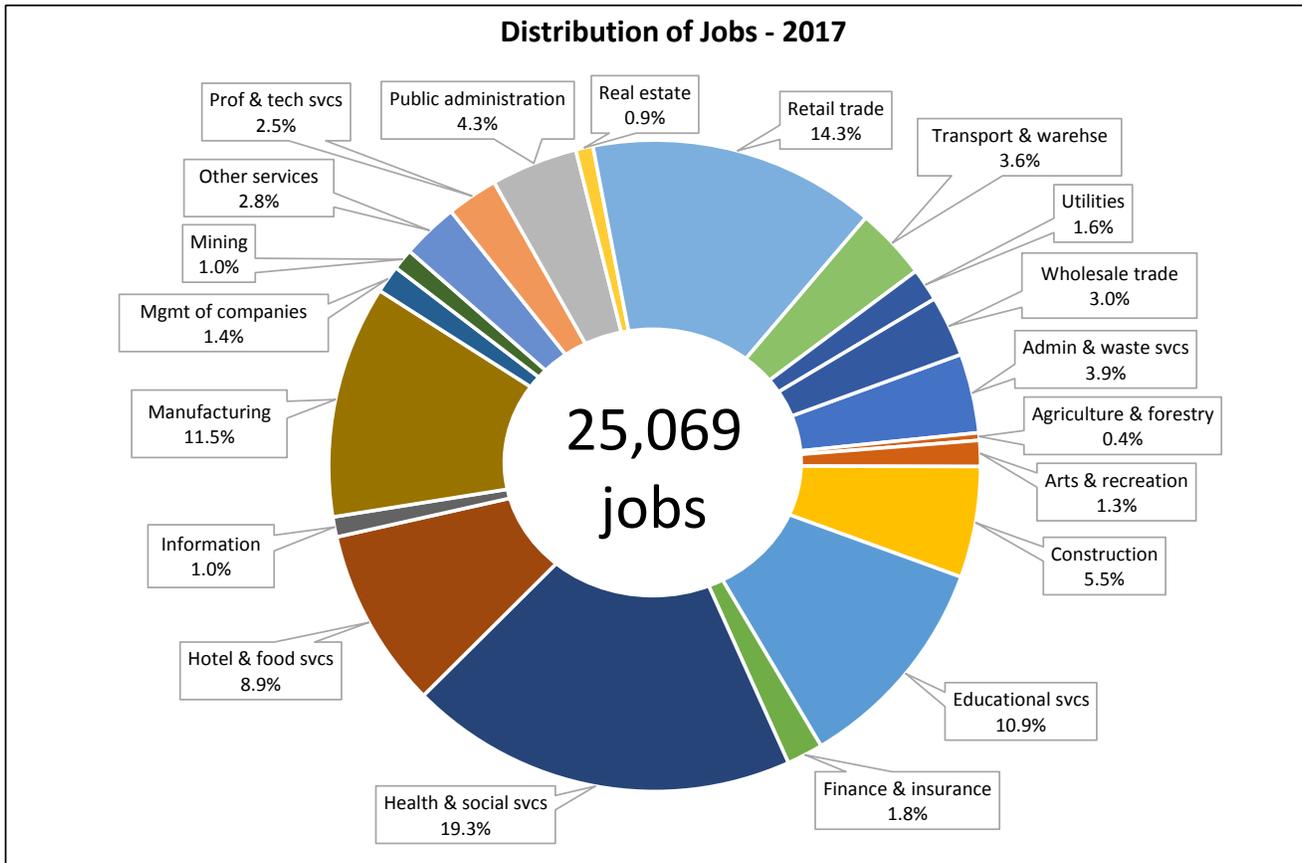


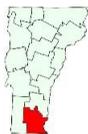
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Stafford

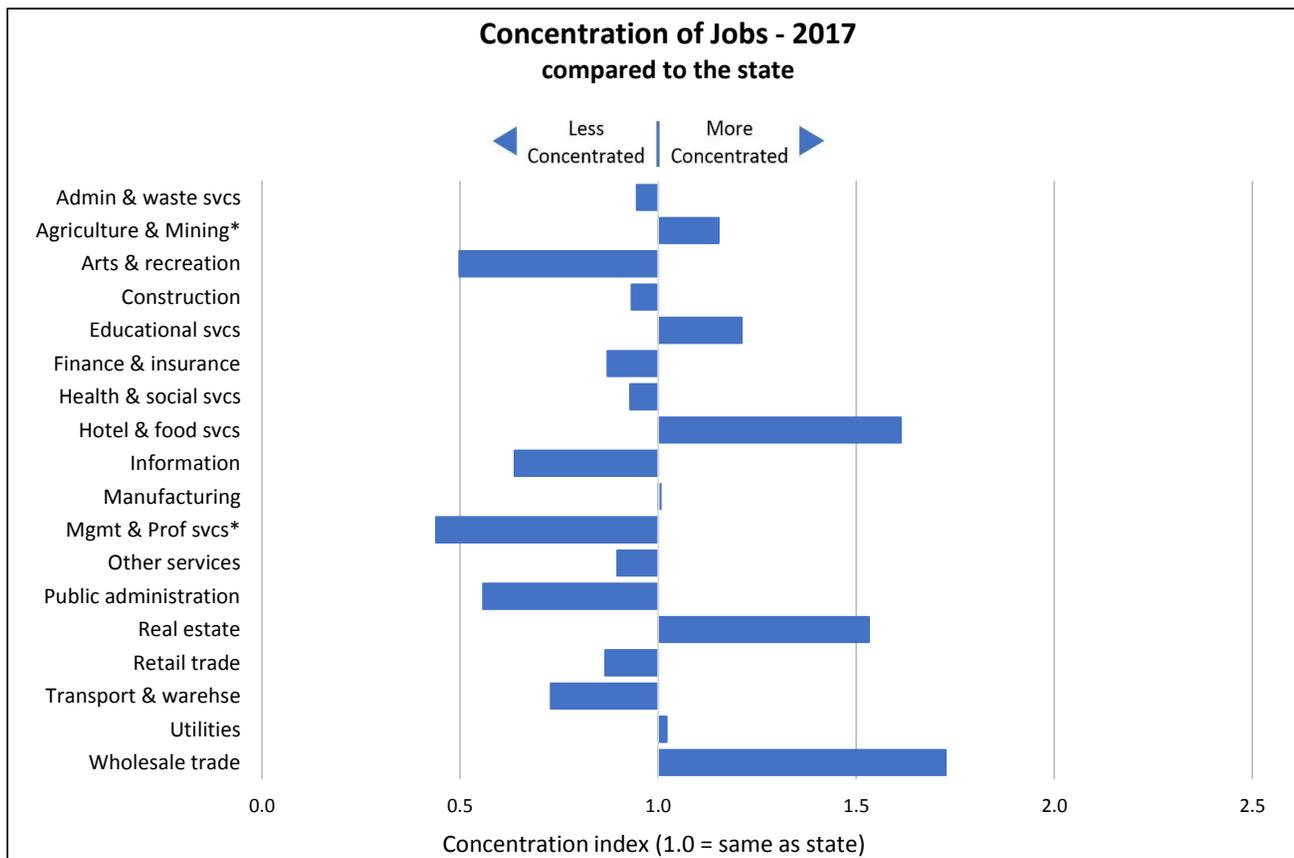
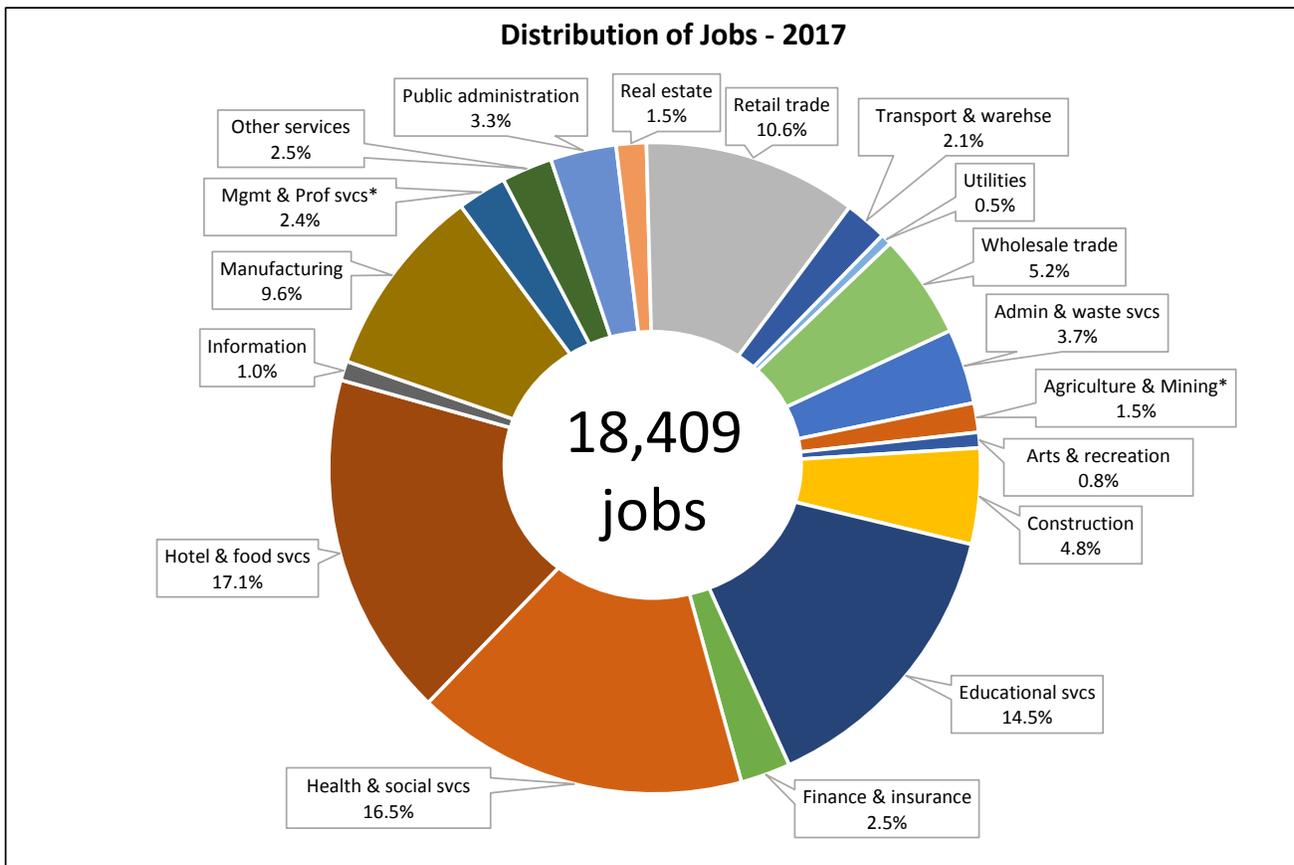
Career and Technical Education Region





Windham

Career and Technical Education Region



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Appendices

Appendix A. Data

Source

The source of data for this publication is the 2017 Quarterly Census of Employment and Wages (QCEW). QCEW is a Federal/State cooperative program between the U.S. Department of Labor, Bureau of Labor Statistics and the Vermont Department of Labor, Economic and Labor Market Information Division.

Jobs Included and Excluded

The QCEW program includes all jobs covered by the Vermont Unemployment Insurance Law and Unemployment Compensation for Federal Employees program. For 2017, this was about 90% of the labor force. Jobs not included are the unincorporated self-employed, proprietors, religious and railroad workers, unpaid family members, elected officials and most farmworkers.

Government Jobs Included

Job counts include jobs at private non-government employers and at federal, state, and local government agencies, including state hospital, state colleges, and local schools.

Combined Industries

Data is collected under a pledge of confidentiality. Reports must be summarized so as not to reveal individual employer information. For this reason, industries within a Career and Technical Education Region too small to be released separately are combined and published together. Combined industries are asterisked. Following are combined industry titles and the industries included in each.

Combined Title	Industries Included
Admin & Mgmt*	Administrative and waste services Management of companies and enterprises
Agriculture & Mining*	Agriculture, forestry, fishing and hunting Mining, Quarrying, and Oil and Gas Extraction
Arts & Hotel*	Arts, entertainment, and recreation Accommodation and food services
Education & Health*	Educational services Health care and social assistance
Info & Real Estate*	Information Real estate and rental and leasing
Mgmt & Prof svcs*	Management of companies and enterprises Professional and technical services
Transport & Util*	Transportation and warehousing Utilities
Util & Whsle trade*	Utilities Wholesale trade

Appendix B. Industry Descriptions

Businesses are classified into an industry based on the 2017 North American Industry Classification System (NAICS). Listed below are the industry titles used in this publication, the full title, if abbreviated, and the typical activities found in that industry.

Admin & waste svcs (Administrative and Waste Services)

Administrative and support activities for the day-to-day operations of other organizations, such as office administration, hiring, clerical, security, and cleaning. Waste collection, treatment and disposal services.

Agriculture & forestry (Agriculture, Forestry, Fishing and Hunting)

Growing crops, raising animals, harvesting timber, and harvesting fish and other animals on farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries and agricultural support activities.

Arts & recreation (Arts, Entertainment, and Recreation)

Performing arts, spectator sports, museums, historical sites, zoos, parks, and amusement, gambling, or recreation establishments.

Construction

Construction of buildings, highways or utilities and specialty trade activities such as electrical, flooring, structural steel, masonry, roofing, plumbing, tile and painting.

Educational svcs (Educational Services)

Schools (K-12), colleges, universities, business and computer training, technical and trade schools and educational support services.

Finance & insurance (Finance and Insurance)

Banks, credit unions, brokerages, investment services, insurance carriers, funds, trusts, and other financial services.

Health & social svcs (Health Care and Social Assistance)

Physicians, dentists, medical labs, home health care agencies, hospitals, ambulance service, nursing homes, mental health facilities, child day care, senior centers, and family social service agencies.

Hotel & food svcs (Accommodation and Food Services)

Hotels, boarding houses, RV parks, restaurants, bars, caterers, mobile food trucks, cafeterias.

Information

Publishing, motion picture and sound recording, broadcasting, telecommunications, data processing, and information services.

Manufacturing

Transforms materials into new products such as canned food, baked goods, beverages, textiles, apparel, footwear, plywood, paper, printing, gasoline, paint, plastics, steel, hardware, computers, appliances, autos, and furniture.

Mgmt of companies (Management of Companies and Enterprises)

Offices that manage other establishments of the company, such as corporate, headquarter, and regional offices. Legal entities known as holding companies that own a controlling interest in companies.

Mining (Mining, Quarrying, and Oil and Gas Extraction)

Mining or quarrying dimension stone such as granite and marble, stone crushing plants, sand and gravel pits, and support activities for mining.

Other Services

Activities not elsewhere classified, such as repair and maintenance of equipment, personal and laundry services, membership associations and private households employing workers.

Prof & tech svcs (Professional and Technical Services)

Legal, accounting, engineering, computer, consulting, research, advertising, photographic, translation, and veterinary activities.

Public administration

Activities of Federal, state, and local government such as police, fire, courts, corrections, and immigration, and administration of public programs such as education, public health, environmental and economic.

Real estate (Real Estate and Rental and Leasing)

Selling, buying, renting, or leasing real estate. Renting or leasing automobiles, consumer goods and industrial machinery. Assigning rights to assets such as patents and franchise agreements.

Retail trade

Selling goods to the general public, through store and non-store outlets, such as autos, furniture, electronics, appliances, building supplies, food, personal care, gasoline, clothing, music, and books.

Transport & warehse (Transportation and Warehousing)

Airlines, railroads, ferries, trucking, buses, pipelines, sightseeing tours, dinner cruises, tramways, postal and courier services, warehousing and storage.

Utilities

Activities involving electric power, natural gas, steam supply, water supply and treatment.

Wholesale trade

Selling goods to other businesses as an intermediate step in the distribution of merchandise, normally operating from a warehouse or office, such as equipment, metal, chemicals, and petroleum products.

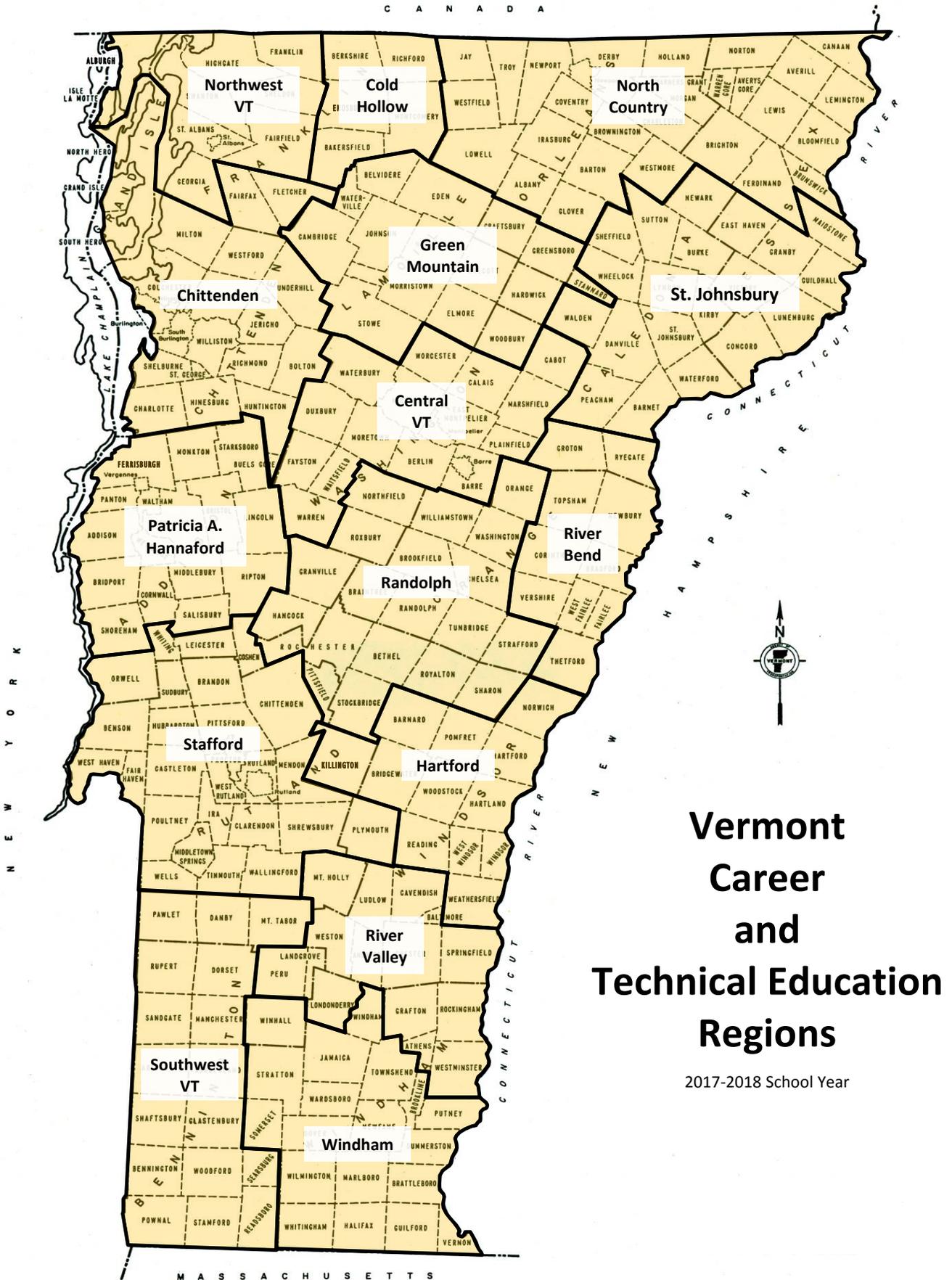
Appendix C

Career and Technical Education Regions

Map

CTE Towns

Town Index



Vermont 2017-2018 Career and Technical Education Regions

Central Vermont Career Center Region	Barre city	Cold Hollow Career Center Region	Bakersfield	North Country Career Center Region	Albany	Patricia A. Hannaford Career Center Region	Addison	
	Barre town		Berkshire		Averill		Bridport	
	Berlin		Enosburgh		Avery's gore		Bristol	
	Cabot		Montgomery		Barton		Cornwall	
	Calais		Richford		Bloomfield		Ferrisburgh	
	Duxbury	Green Mountain Technology and Career Center Region	Belvidere		Brighton		Lincoln	
	East Montpelier		Cambridge		Brownington		Middlebury	
	Fayston		Craftsbury		Brunswick		Monkton	
	Marshfield		Eden		Canaan		New Haven	
	Middlesex		Elmore		Charleston		Panton	
	Montpelier city		Greensboro		Coventry		Ripton	
	Moretown		Hardwick		Derby		Salisbury	
	Plainfield		Hyde Park		Ferdinand		Shoreham	
	Waitsfield		Johnson		Glover		Starksboro	
	Warren		Morristown		Holland		Vergennes city	
	Waterbury		Stannard		Irasburg		Waltham	
Worcester	Stowe		Jay	Weybridge				
Chittenden County Service Region	Bolton		Waterville	Lemington	Northwest Vermont Technical Center Region	Alburgh	Randolph Technical Career Center Region	Bethel
	Buel's gore		Wolcott	Lewis		Fairfield		Braintree
	Burlington city	Woodbury	Lowell	Franklin		Brookfield		
	Charlotte	Hartford Area Career and Technology Center Region	Morgan	Georgia		Chelsea		
	Colchester		Barnard	Newport city		Granville		
	Essex		Bridgewater	Newport town		Hancock		
	Fairfax		Hartford	Norton		Northfield		
	Fletcher		Hartland	Troy		Orange		
	Grand Isle		Killington	Warner's grant		Pittsfield		
	Hinesburg		Killington	Warren's gore		Randolph		
	Huntington		Norwich	Westfield		Rochester		
	Jericho		Pomfret	Westmore		Roxbury		
	Milton		Reading	Northwest Vermont Technical Center Region		Swanton		Royalton
	North Hero	Weathersfield	Alburgh			Sharon		
	Richmond	West Windsor	Fairfield			Stockbridge		
	Shelburne	Windsor	Franklin			Strafford		
	South Burlington city	Woodstock	Georgia		Tunbridge			
	South Hero		Highgate		Washington			
	St. George		Isle La Motte	Williamstown				
	Underhill		Sheldon					
Westford		St. Albans city						
Williston		St. Albans town						
Winooski city								

Vermont 2017-2018 Career and Technical Education Regions

River Bend Career and Technical Center Region	Bradford
	Corinth
	Fairlee
	Groton
	Newbury
	Ryegate
	Thetford
	Topsham
	Vershire
	West Fairlee

St. Johnsbury Service Region	Barnet
	Burke
	Concord
	Danville
	East Haven
	Granby
	Guildhall
	Kirby
	Lunenburg
	Lyndon
	Maidstone
	Newark
	Peacham
	Sheffield
	St. Johnsbury
	Sutton
	Victory
	Walden
Waterford	
Wheelock	

Windham Regional Career Center Region	Brattleboro
	Brookline
	Dover
	Dummerston
	Guilford
	Halifax
	Jamaica
	Marlboro
	Newfane
	Putney
	Somerset
	Stratton
	Townshend
	Vernon
	Wardsboro
	Whitingham
	Wilmington
Windham	
Winhall	

River Valley Technical Center Region	Andover
	Athens
	Baltimore
	Cavendish
	Chester
	Grafton
	Landgrove
	Londonderry
	Ludlow
	Mount Holly
	Peru
	Rockingham
	Springfield
	Westminster
Weston	

Stafford Technical Center Region	Benson
	Brandon
	Castleton
	Chittenden
	Clarendon
	Fair Haven
	Goshen
	Hubbardton
	Ira
	Leicester
	Mendon
	Middletown Springs
	Orwell
	Pittsford
	Plymouth
	Poultney
	Proctor
	Rutland city
	Rutland town
	Shrewsbury
	Sudbury
	Tinmouth
Wallingford	
Wells	
West Haven	
West Rutland	
Whiting	

Southwest Vermont Career Development Center Region	Arlington
	Bennington
	Danby
	Dorset
	Glastenbury
	Manchester
	Mount Tabor
	Pawlet
	Pownal
	Readsboro
	Rupert
	Sandgate
	Searsburg
	Shaftsbury
	Stamford
	Sunderland
	Woodford

Vermont Towns/Cities and Career and Technology Education Region

Town/City	CTE	Town/City	CTE	Town/City	CTE
Addison.....	Hannaford	Cavendish.....	River Valley	Greensboro.....	Green Mtn
Albany.....	North Country	Charleston.....	North Country	Groton.....	River Bend
Alburgh.....	Northwest VT	Charlotte.....	Chittenden	Guildhall.....	St. Johnsbury
Andover.....	River Valley	Chelsea.....	Randolph	Guilford.....	Windham
Arlington.....	Southwest VT	Chester.....	River Valley	Halifax.....	Windham
Athens.....	River Valley	Chittenden.....	Stafford	Hancock.....	Randolph
Averill.....	North Country	Clarendon.....	Stafford	Hardwick.....	Green Mtn
Avery's gore.....	North Country	Colchester.....	Chittenden	Hartford.....	Hartford
Bakersfield.....	Cold Hollow	Concord.....	St. Johnsbury	Hartland.....	Hartford
Baltimore.....	River Valley	Corinth.....	River Bend	Highgate.....	Northwest VT
Barnard.....	Hartford	Cornwall.....	Hannaford	Hinesburg.....	Chittenden
Barnet.....	St. Johnsbury	Coventry.....	North Country	Holland.....	North Country
Barre city.....	Central VT	Craftsbury.....	Green Mtn	Hubbardton.....	Stafford
Barre town.....	Central VT	Danby.....	Southwest VT	Huntington.....	Chittenden
Barton.....	North Country	Danville.....	St. Johnsbury	Hyde Park.....	Green Mtn
Belvidere.....	Green Mtn	Derby.....	North Country	Ira.....	Stafford
Bennington.....	Southwest VT	Dorset.....	Southwest VT	Irasburg.....	North Country
Benson.....	Stafford	Dover.....	Windham	Isle La Motte.....	Northwest VT
Berkshire.....	Cold Hollow	Dummerston.....	Windham	Jamaica.....	Windham
Berlin.....	Central VT	Duxbury.....	Central VT	Jay.....	North Country
Bethel.....	Randolph	East Haven.....	St. Johnsbury	Jericho.....	Chittenden
Bloomfield.....	North Country	East Montpelier.....	Central VT	Johnson.....	Green Mtn
Bolton.....	Chittenden	Eden.....	Green Mtn	Killington.....	Hartford
Bradford.....	River Bend	Elmore.....	Green Mtn	Kirby.....	St. Johnsbury
Braintree.....	Randolph	Enosburgh.....	Cold Hollow	Landgrove.....	River Valley
Brandon.....	Stafford	Essex.....	Chittenden	Leicester.....	Stafford
Brattleboro.....	Windham	Fair Haven.....	Stafford	Lemington.....	North Country
Bridgewater.....	Hartford	Fairfax.....	Chittenden	Lewis.....	North Country
Bridport.....	Hannaford	Fairfield.....	Northwest VT	Lincoln.....	Hannaford
Brighton.....	North Country	Fairlee.....	River Bend	Londonderry.....	River Valley
Bristol.....	Hannaford	Fayston.....	Central VT	Lowell.....	North Country
Brookfield.....	Randolph	Ferdinand.....	North Country	Ludlow.....	River Valley
Brookline.....	Windham	Ferrisburgh.....	Hannaford	Lunenburg.....	St. Johnsbury
Brownington.....	North Country	Fletcher.....	Chittenden	Lyndon.....	St. Johnsbury
Brunswick.....	North Country	Franklin.....	Northwest VT	Maidstone.....	St. Johnsbury
Buel's gore.....	Chittenden	Georgia.....	Northwest VT	Manchester.....	Southwest VT
Burke.....	St. Johnsbury	Glastenbury.....	Southwest VT	Marlboro.....	Windham
Burlington city.....	Chittenden	Glover.....	North Country	Marshfield.....	Central VT
Cabot.....	Central VT	Goshen.....	Stafford	Mendon.....	Stafford
Calais.....	Central VT	Grafton.....	River Valley	Middlebury.....	Hannaford
Cambridge.....	Green Mtn	Granby.....	St. Johnsbury	Middlesex.....	Central VT
Canaan.....	North Country	Grand Isle.....	Chittenden	Middletown Springs.....	Stafford
Castleton.....	Stafford	Granville.....	Randolph	Milton.....	Chittenden

Vermont Towns/Cities and Career and Technology Education Region

Town/City	CTE	Town/City	CTE	Town/City	CTE
Monkton.....	Hannaford	Rupert.....	Southwest VT	Victory.....	St. Johnsbury
Montgomery.....	Cold Hollow	Rutland city.....	Stafford	Waitsfield.....	Central VT
Montpelier city.....	Central VT	Rutland town.....	Stafford	Walden.....	St. Johnsbury
Moretown.....	Central VT	Ryegate.....	River Bend	Wallingford.....	Stafford
Morgan.....	North Country	Salisbury.....	Hannaford	Waltham.....	Hannaford
Morristown.....	Green Mtn	Sandgate.....	Southwest VT	Wardsboro.....	Windham
Mount Holly.....	River Valley	Searsburg.....	Southwest VT	Warner's grant.....	North Country
Mount Tabor.....	Southwest VT	Shaftsbury.....	Southwest VT	Warren.....	Central VT
New Haven.....	Hannaford	Sharon.....	Randolph	Warren's gore.....	North Country
Newark.....	St. Johnsbury	Sheffield.....	St. Johnsbury	Washington.....	Randolph
Newbury.....	River Bend	Shelburne.....	Chittenden	Waterbury.....	Central VT
Newfane.....	Windham	Sheldon.....	Northwest VT	Waterford.....	St. Johnsbury
Newport city.....	North Country	Shoreham.....	Hannaford	Waterville.....	Green Mtn
Newport town.....	North Country	Shrewsbury.....	Stafford	Weathersfield.....	Hartford
North Hero.....	Chittenden	Somerset.....	Windham	Wells.....	Stafford
Northfield.....	Randolph	South Burlington city...	Chittenden	West Fairlee.....	River Bend
Norton.....	North Country	South Hero.....	Chittenden	West Haven.....	Stafford
Norwich.....	Hartford	Springfield.....	River Valley	West Rutland.....	Stafford
Orange.....	Randolph	St. Albans city.....	Northwest VT	West Windsor.....	Hartford
Orwell.....	Stafford	St. Albans town.....	Northwest VT	Westfield.....	North Country
Panton.....	Hannaford	St. George.....	Chittenden	Westford.....	Chittenden
Pawlet.....	Southwest VT	St. Johnsbury.....	St. Johnsbury	Westminster.....	River Valley
Peacham.....	St. Johnsbury	Stamford.....	Southwest VT	Westmore.....	North Country
Peru.....	River Valley	Stannard.....	Green Mtn	Weston.....	River Valley
Pittsfield.....	Randolph	Starksboro.....	Hannaford	Weybridge.....	Hannaford
Pittsford.....	Stafford	Stockbridge.....	Randolph	Wheelock.....	St. Johnsbury
Plainfield.....	Central VT	Stowe.....	Green Mtn	Whiting.....	Stafford
Plymouth.....	Stafford	Strafford.....	Randolph	Whitingham.....	Windham
Pomfret.....	Hartford	Stratton.....	Windham	Williamstown.....	Randolph
Poultney.....	Stafford	Sudbury.....	Stafford	Williston.....	Chittenden
Pownal.....	Southwest VT	Sunderland.....	Southwest VT	Wilmington.....	Windham
Proctor.....	Stafford	Sutton.....	St. Johnsbury	Windham.....	Windham
Putney.....	Windham	Swanton.....	Northwest VT	Windsor.....	Hartford
Randolph.....	Randolph	Thetford.....	River Bend	Winhall.....	Windham
Reading.....	Hartford	Tinmouth.....	Stafford	Winooski city.....	Chittenden
Readsboro.....	Southwest VT	Topsham.....	River Bend	Wolcott.....	Green Mtn
Richford.....	Cold Hollow	Townshend.....	Windham	Woodbury.....	Green Mtn
Richmond.....	Chittenden	Troy.....	North Country	Woodford.....	Southwest VT
Ripton.....	Hannaford	Tunbridge.....	Randolph	Woodstock.....	Hartford
Rochester.....	Randolph	Underhill.....	Chittenden	Worcester.....	Central VT
Rockingham.....	River Valley	Vergennes city.....	Hannaford		
Roxbury.....	Randolph	Vernon.....	Windham		
Royalton.....	Randolph	Vershire.....	River Bend		