

**VERMONT DEPARTMENT OF LABOR  
REPORT**

**Annual Workforce Development Report**

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## Introduction

In early 2017, the Vermont Department of Labor (VDOL) launched an intentional effort to review, refocus, regroup, and rebuild its Workforce Development (WD) efforts to meet the more modern needs of Vermont's workers, employers, and service provider partners. As the designated workforce leader of the state, the Vermont Department of Labor (VDOL) is working diligently to strengthen partnerships, align delivery of federal and state workforce program services, and orient our place in the state's workforce development system to support collective action.

VDOL is working through a reorganization of staff functions and responsibilities so that we are better equipped to meet the needs of the three main customers we serve: workers, employers, and system partners. We've endeavored to be innovative, transparent, goal-oriented, and respectful of the important work that our state and community partners are also engaged in. Through 2019, we navigated significant changes in federal oversight program personnel, Department and Division leadership and staff, and the loss of long-time field and administrative support staff. State and community partners experienced changing personnel, funding, and priorities, as well. In spite of the delays and disruption that change brings, developing new relationships and familiarizing new leaders with core programs and initiatives has helped to tighten and tune our practices, making us even more ready and able solve that challenges at hand.

Over the past two years, VDOL intensified its efforts to serve Vermonters with the highest economic need and those facing barriers to employment, including people with disabilities, out-of-school young adults, new Americans, women in poverty, ex-offenders, and Vermonters in recovery. A stronger relationship and collaboration with Vocational Rehabilitation (VR) has helped meet employers' needs faster and maximize the successful participation of customers in education and training programs that will result in employment or advancement in employment. Working together and with other workforce partners, regional leadership and staff have improved program referrals, co-enrollments, support service funding and delivery, and co-case management to support participant success. In several regional offices, VDOL and VR have physically co-located in order to provide more seamless service delivery.

VDOL has worked to expand the availability of occupational skills training programs in manufacturing, construction, and health care through apprenticeships, internships, class-based training, and other on-the-job opportunities. These are priority industry sectors with occupations in high-demand that pay strong wages. In partnership with the Agency of Education (AOE), Adult Education and Literacy (AEL) programs, and Adult Career and Technical Education (ACTE) providers, VDOL has helped ensure that under skilled youth and adults are connected to postsecondary training and education programs that result in a credential of value and lead to long-term, unsubsidized employment.

In 2019, VDOL focused on increasing the labor participation rate of young adults in partnership with other local service providers. VDOL demonstration projects like Real Careers at Rutland County, VT Youthworks, Vermont Barn Painting Initiative, and grants through the Vermont Internship Program which helped many Vermonters access workplace readiness trainings, job coaching, on-the-job work experiences, and skill development needed to help them successfully land full-time employment. As the designated Apprenticeship Agency for the state, VDOL has greatly expanded apprenticeship program enrollment and opportunities over the last year.

VDOL has also prioritized activities that retrain and retain older workers in the labor force after traditional retirement or temporary exit from the workforce. In December of 2018, VDOL launched the state's Returnship Program that connects individuals who have work experience, but have been out of the labor force, with support and short-term work experiences to aid in successful re-employment. In its first year, this program has helped over 100 Vermonters and the network of employment service providers fine-tune the way that experienced workers are reconnected to the labor force.

In partnership with the Department of Corrections, VDOL staff have worked to strengthen relationships and understanding of program requirements between regional managers, case managers, DOC leadership, and local probation and parole staff. The Departments have facilitated meetings for staff to learn about one another's work, provided training material and information to each other, participated in Regional Summits, and created a plan for extended communication and training between local service providers.

VDOL continues to work with the Agency of Commerce and Community Development (ACCD) to create and promote strategies to convert visitors, tourists, out-of-state college students, and Vermonters living outside of the state to full-time residents and workers. In 2019, the VDOL began designing and implementing the Vermont Relocation Assistance Program (VRAP), a system to connect, support, and respond to prospective new Vermonters as they consider making Vermont their new home.

2020 bears promise of even greater improvements and contributions to the State from VDOL. With a recently hired communication staff, we hope to use technology and digital platforms to communicate and share information more effectively between our offices, with our customers, and with the public.

## Workforce Development Division Overview

The Vermont Department of Labor's (VDOL) mission is to promote and assist the economic growth and vitality of Vermont employers; to help Vermont businesses retain, create and attract new jobs; to ensure that every Vermonter can have a good-paying, secure job in a safe and healthy work environment; to train Vermonters to be a skilled and ready workforce

to meet the challenges of the 21st century workplace and employers' hiring needs; to administer economic support, retraining and reemployment assistance to Vermonters who experience loss of their job or a workplace injury; and to provide vital and timely labor market information and analysis to the public, employers, workers, job seekers, lawmakers, researchers and planners to assist with strategic and successful decision making.

The Workforce Development Division (WD) is the largest of VDOL's four main divisions. It provides employment services, training assistance, and job counseling, recruitment and placement assistance to businesses, jobseekers, and workers. There are 80 positions that support the work of the division in central office and twelve regional career resource centers. Office hours and locations are found in *Attachment A*.

Workforce Development Office	Number of Staff
Barre	8
Bennington	8
Brattleboro	5
Burlington	12
Middlebury	2
Montpelier	15
Morrisville	2
Newport	2
Rutland	10
St Albans	5
St Johnsbury	5
Springfield	4
White River	2

## Vermont's Workforce Development Vision & Goals

### Governor Scott's Labor Force Directive

The state's aging population and demographic shifts have decreased the supply of available workers to support Vermont's businesses and economy. Prioritizing efforts to increase the state's labor force, Governor Scott set forth the following goal and directed his administration to adopt three main strategies noted below.

Statewide Goal: Increase the number and skill level of available workers in Vermont.

#### Strategies:

1. Increase the labor force participation rate of Vermonters.
2. Recruit and relocate new workers to Vermont.

3. Assist employers in accessing and retaining skilled workers.

### **WIOA State Workforce Vision & Goals**

Under the Workforce Innovation and Opportunity Act (WIOA), Governors must submit a state plan to the Secretary of the U.S. Department of Labor (US DOL) outlining a four-year strategy for the State's workforce development system. States must have approved state plans in place to receive funding for core programs. US DOL approved the unified plan Vermont submitted in 2016, and approved subsequent modifications made in 2018. The State's current workforce vision and goals (noted here) will remain in place until July 1, 2020 when US DOL is expected to approve Vermont's new four-year combined plan, which is currently being developed.

**WIOA State Vision:** The State's strategic vision is to create a workforce development system that is a highly visible and accessible network of programs and strategies designed to increase employment, retention, and earnings for all Vermonters. This system will meet the skill requirements of employers, enhance the productivity, competitiveness and life circumstances for all Vermonters, and result in an improved, diverse, and quality economy.

The State's guiding principles in administering this vision are:

1. The workforce system will support the workforce needs of all Vermonters, recognizing and addressing the unique needs of those with barriers to employment. The system will operate on the premise that any individual who wants to work, can work, given the right support.
2. We will be both leaders and partners in the design, development and implementation of the workforce development system. The workforce development system must be sufficiently flexible and responsive to meet the workforce needs of Vermont employers.
3. Sustained employment is the only viable route out of poverty for low income Vermonters. Therefore, the workforce development system will support pathways that lead to and can exceed a livable wage.
4. Partners within the workforce development system will rely on the best available labor market information when making policy decisions, in order to ensure that Vermonters are being placed in the best position possible to succeed in the Vermont economy.

### **WIOA State Goals:**

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.

## **State Plan Update**

In April 2019, the VDOL, the Agency of Education (AOE), and the Division of Vocational Rehabilitation (VR) began planning the process for developing the 2020-2024 WIOA State Plan. In coordination with the State Workforce Development Board (SWDB), the departments and agencies responsible for implementing federal programs funded by WIOA have begun building goals and operational strategies for delivering workforce services to Vermont jobseekers and employers as required by each individual program. The three core partners will submit a combined plan to the Governor and SWDB in late February. A public comment period will follow, with time for the Administration to consider changes before it is required to submit the plan on March 31, 2020. US DOL will review the plan and have 90 days to negotiate and finalize performance goals with the state before the plan is accepted and begins on July 1, 2020. In 2022, the State must review the plan and submit any requested or required modifications.

## **Workforce Development Program Updates**

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

The Workforce Innovation and Opportunity Act (WIOA) sets out a publicly-funded workforce development system through a national network of federal, state, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy.<sup>1</sup> Recent changes to WIOA aim

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<sup>1</sup> Required Elements for Submission of the Unified or Combined State Plan and Plan Modifications under the Workforce Innovation and Opportunity Act, OMB Control Number 1205-0522, September 5, 2019, p. 3.



to foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals.<sup>2</sup> WIOA also requires common planning and collaboration across multiple federally funded employment programs not included in WIOA (e.g. TANF, SNAP, Perkins V, etc.) to promote common approach to developing career pathways and implementing sector strategies to support the needs of businesses and workers.

VDOL receives funding and administers programs under WIOA Titles I and III. The Agency of Education (AOE) receives funding and administers programs under WIOA Title II. The Division for Vocational Rehabilitation (VR) in the Department for Aging and Independent Living (DAIL) receives funding and administers programs under WIOA Title IV. While not core programs, other organizations in the State receive funding under WIOA for specific activities. They include Pathstone, Northland Job Corp, and ResourceVT. Programs authorized, directed, and funded from other federal agencies are also required to participate in some WIOA performance and service delivery mandates. These include:

- Career and Technical Education Programs authorized under Perkins V
- Temporary Assistance for Needy Families (TANF)
- Employment, Training and Work Programs under the Supplemental Nutrition Assistance Program (SNAP)
- Senior Community Service Employment programs under Older Americans Act
- Community Services Block Grant Act
- Reintegration of Ex-Offenders Programs under Second Chance Act, and
- Employment and Training Activities under Housing and Urban Development (HUD).

VDOL also serves as the designated operator of the One-Stop American Job Center Network and coordinates the required activities of partners under WIOA. Vermont's One-Stop American Job Center Network's Operational MOU and Infrastructure Funding Agreement is attached to this report (see *Attachment A*).

### **Case, Data, and Performance Management**

Vermont JobLink (VJL) is Vermont's online career, employment, and resource center. It gives our customers – jobseekers and employers – free 24/7 access to many of the same services available through the One-Stop American Job Center and regional Career Resource Centers. Users can view current labor market information, explore career pathways, access employment preparation tools (like resume writing assistance etc.), and post or explore current job postings. Employers and jobseekers have access to automatic job posting and resume matching opportunities through email notifications.

VJL also serves as the Workforce Development Division's case management system. Vermont can request enhancements and modifications to the VJL application, making state

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<sup>2</sup> *Id.*

and program specific customizations a possibility. In the most recent program year alone, Workforce Development added three new enrollments and modified an existing enrollment to serve more jobseekers. A new staff user role was also developed to serve the needs of partner agencies.

In 2020, Workforce Development will begin setting up VJL's online module for Eligible Training Providers (ETP's) where jobseekers can research approved providers and programs. The ETP module will tie in with the case management module in order to support provider reporting and outcomes for participants engaged in the approved training programs.

VJL is the performance tracking and reporting tool currently supporting thirteen different programs. State and federal reports, as well as ad hoc and management reports are used daily. The transition from the Workforce Investment Act (WIA) to the Workforce Innovation and Opportunity Act (WIOA) has brought significant changes to federal reporting requirements and processes including the introduction of new jobseeker, eligible training provider and employer performance measures. VDOL is required to report approximately 400 data points per participant each quarter to federal agencies. VJL has been modified and enhanced to accommodate these changes. Vermont met all performance measures, which are negotiated with federal administrators every two years, in PY 2018. More information is detailed in the WIOA Adult, Dislocated Worker, Youth and Labor Exchange sections of this report.

In 2019, employees of the non-profit agency that administers the JobLink product, America's Job Link Alliance (AJLA), visited Vermont to conduct in-person user experience surveys in the Burlington and Barre Career Resource Centers. Staff were interviewed, as well as job seekers and self-service employers to better understand the user's experience and needs. Approved recommendations from Vermont's visit, as well as the input from other AJLA states, will be considered during AJLA's re-write project of the entire platform from ColdFusion to Ruby on Rails. The estimated release date is tentatively planned for late 2020. The end product is expected to be a more user-friendly, updated system allowing for faster, more efficient releases in the future.

Many steps have been taken to protect customer's information in VJL over the last few years. VDOL and AJLA have worked towards adopting many of the National Institute of Standards and Technology (NIST) control recommendations. Masking of social security numbers (all but the last four) was implemented along with application scans conducted by a third party prior to all releases. Annual application scans, code reviews and penetration tests are performed by an independent third-party software company to support these security measures. While many more changes not listed here have been made, the overall goal to protect jobseeker's information remains in the forefront.

VDOL is at the start of comprehensive system analysis in preparation for an upcoming system procurement process in 2021. System users have provided a "wish list" of functionality they would like to see improved or implemented. State partner agencies were also invited to offer input. As VDOL works towards data sharing opportunities with WIOA

partner agencies, the case management system plays an integral role in capturing and reporting participant co-enrollments.

In 2019, an additional .5 FTE position was re-allocated to support the Workforce Development Process & Performance Analyst. Duties include assisting with VJL training efforts, data clean-up, performance monitoring, and overall technical assistance to all user types. This position will continue to evolve as more projects are tracked using VJL, such as Eligible Training Providers and program outcomes.

### **State Wage Interchange System (SWIS)**

In May of 2019, the U.S. Departments of Labor and Education sent the State Wage Interchange System (SWIS) Data Sharing Agreement to state workforce administrators, state adult education directors, state vocational rehabilitation (VR) directors, and state unemployment insurance directors for their review and signature. States signing the Agreement are able to exchange interstate quarterly wage records with any other State signing the Agreement to satisfy performance reporting requirements in Section 116 of the Workforce Innovation and Opportunity Act (WIOA). The SWIS Agreement replaces the Wage Record Interchange System (WRIS and WRIS2) Data Sharing Agreements previously executed by most States.<sup>3</sup>

Although similar to the WRIS and WRIS2 Agreements, the SWIS Agreement incorporates all six WIOA core programs. The SWIS Agreement also addresses the requirements of WIOA, the confidentiality requirements of the Family Educational Rights and Privacy Act (FERPA) for education records, and the VR program regulations for VR records.<sup>4</sup> Vermont's Agency of Digital Services (ADS), Agency of Education (AOE), and Divisions for Vocational Rehabilitation (VR) and for the Blind and Visually Impaired (DBVI) signed onto the SWIS agreement before December 31, 2019.

### **WIOA Title I: Adult Program**

Title I Adult Program funds are awarded to the State through a formula grant. In program year (PY) 2018 Vermont received \$2,101,059 to deliver employment and training services to individuals ages 18 and older who are unlikely or unable to obtain or retain employment that leads to economic self-sufficiency, in need of training services, and have the skills and qualifications to participate successfully in training services available. Basic, individualized, and follow-up career services and supportive services are available to eligible participants. Because of funding limitations, VDOL prioritizes serving veterans, low-income individuals, and individuals with barriers to gaining and sustaining unsubsidized employment.

VDOL served over 275 Adult Program participants during PY 2018. In addition to providing basic career services like job search, labor market information counseling, interview preparation, resume updating, and work readiness trainings, Adult Program participants may

<sup>3</sup> <https://www.doleta.gov/performance/swis.cfm>

<sup>4</sup> *Id.*

engage in a paid or unpaid on-the-job training, work experience, or internship. During the experiences, individuals may learn how to perform specific occupational task, navigate the workplace, troubleshoot challenging workplace experiences and relationships, recognize and seize professional growth opportunities, and build a resume and references to market themselves for future unsubsidized employment.

The on-the-job training program continues to be a key method of delivering hands on training and has proven to be beneficial to both jobseekers and employers in the private and public sectors. The program affords employers an opportunity to train jobseekers at a wage reimbursement rate of up to 50% for a determined amount of contract hours. On-the-job training is designed to provide knowledge or skills essential to the satisfactory performance of the job. In PY 2018, VDOL partnered with employers to employ 13 jobseekers in the on-the-job program.

Occupational skills training is among the most utilized service that VDOL has to offer its adult population (See Attachment C, Eligible Training Provider List). Participants who have successfully completed these trainings have entered the labor force in a variety of occupations including but not limited to; heating and air conditioning mechanics and installers, welders, insurance consultants, tractor trailer truck drivers, home health assistants, LNAs, bookkeepers, teacher assistants, EMTs, medical records and health information technicians, chefs, machine tool operators, dental assistants, and computer programmers. In PY 2018, over 100 adults participated in occupational skills training totaling \$28,764.98 with local providers to gain the necessary skills training to perform specific jobs.

Although, not used in the Adult program as much as the youth, there are individuals that are in need of an internship or work experience that provides a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experiences may be combined with an occupational skills training so the participant is given the opportunity to apply what is learned in the classroom. In PY 2018, over 40 adults were served in a work experience totaling \$63,780.91.

### ***Adult Program Participant Success Stories***

**Success Story One:** Sabrina was welcomed to Vermont Department of Labor services through the Individual Career Advancement Network (ICAN/SNAP Program) orientation in December 2018. With limited work experience, transportation, financial resources and no high school diploma, Sabrina found it difficult to obtain employment. Shortly after connecting with VDOL Career Resource Center staff, Sabrina began meeting regularly with Northeast Kingdom Learning Services to enroll in a high school completion plan. She began career exploration with VDOL, identifying both short- and long-term goals. After several informational interviews and tours, Sabrina was offered a 12-week work experience as an assistant at the local Welcome Center. Sabrina became a certified Vermont Ambassador and gained skills, experience and confidence in data entry, customer service and business outreach. Based on continued improvement, Sabrina's work experience was extended an

additional 12 weeks. During that time, Sabrina obtained employment as a unit aide at St. Johnsbury Health & Rehabilitation, where she will complete training to become a Licensed Nursing Assistant. Sabrina is employed 30 hours per week and continues school at Northeast Kingdom Learning Services. She expects to graduate in the Spring of 2020 and continue her education and experience in the medical field.

**Success Story Two:** Thomas has been a longtime jobseeker since losing his position during a layoff at Global Foundries. Out of desperation, he became employed cleaning in a retail store three hours a day but was unhappy with treatment on the job. After working with the Burlington Career Resource Center staff, he was connected to OMNI Medical Systems, who was looking for someone with Thomas' professional skills. Upon referral, Thomas accepted a position as the quality control manager with the employer at \$16 per hour with immediate benefits. The OMNI hiring manager thanked the Burlington Career Resource Center staff for referring Thomas, stating he is a valuable employee and appears to be enjoying his position. The company plans to increase his wage from \$16 per hour to \$18 per hour in the near future based on his outstanding work performance. Thomas recently made contact with the Career Resource Center staff member and thanked them for their assistance in his re-employment efforts and helping restore his self-esteem and dignity.

#### ***PY 2018 Title I Adult Program Performance Outcomes***

WIOA Performance Measure	PY 2017 Actual		PY 2018 Target	PY 2018 Actual
Participants Served	282			275
Employment (2 <sup>nd</sup> Quarter after Exit)	74.1%		70%	72.7%
Employment (4 <sup>th</sup> Quarter after Exit)	60.0%		64.0%	63.5% <sup>5</sup>
Median Earnings	\$5,045.00		\$4,530.00	\$6,154.00
Credential Attainment Rate	73.8%		61.0%	64.5%
Measurable Skill Gains Rate	40.8%		Baseline	71.7%

#### **WIOA Title I: Youth Program**

Title I Youth Program funds are awarded to the State through a formula grant. In program year (PY) 2018 Vermont received \$2,209,670 to deliver employment and training services to individuals ages 14 to 24. Seventy-five percent of Title I Youth Program funds must be used to serve out-of-school youth (OSY) ages 16 to 24 and 25% of Title I Youth Program funds can be used to serve in-school youth (ISY) ages 14 to 21.

<sup>5</sup> States are allowed up to a 10% variance in performance from the negotiated rate to still be considered "passing". In the case above for the Employment measure (4<sup>th</sup> quarter after exit), 63.5% is considered a passing rate since it is within 10% of the negotiated rate of 64%.

The Vermont Department of Labor is committed to providing high quality services for youth and young adults beginning with career exploration and guidance; continuing support for educational attainment, opportunities for skills training in in-demand industries and occupations; and culminating with a good job along a career pathway or enrollment in postsecondary education while providing intensive case management to ensure success.

The youth program encompasses 14 program elements that must be made available to youth participants. Partner resources may be leveraged through appropriate referral processes to assist in offering the program elements to youth. Below, are the 14 program elements that are offered to all youth participants:

- Tutoring, study skills training, and instruction that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential;
- Alternative secondary school services, or dropout recovery services, as appropriate;
- Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, including summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities;
- Occupational skill training, prioritizing training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations;
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
- Supportive services;
- Adult mentoring;
- Follow-up services for not less than 12 months after the completion of participation;
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling;
- Financial literacy education;
- Entrepreneurial skills training;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Activities that help youth prepare for and transition to postsecondary education and training.

Twenty percent (20%) of Title I Youth Program must be spent on helping to connect and fund participant work experiences. Vermont meets and exceeds this requirement, as it aligns

directly with VDOL's philosophical approach to program implementation. In the experience of VDOL case managers and program staff, participants are most successful if their individual service plan includes on-the-job training or a work experience (e.g. internship, paid short-term employment, apprenticeship, etc.) – preferably a paid one. In PY 2018, participant payroll for work experiences totaled \$344,115.50 with over 200 youth served. In many youth cases, an educational component is required in conjunction with a work experience. In PY 2018, \$185,163.67 was expended on occupational skills training to strengthen participants' resumes as they enter the workforce.

### ***Youth Program Participant Success Stories***

**Success Story One:** John had been unemployed long term and enrolled in a WIOA program through the Brattleboro Career Resource Center. He was also engaged with Vocational Rehabilitation. John enrolled in the Environmental Services program at the Community College of Vermont (CCV) in collaboration with the Brattleboro Memorial Hospital (BMH). This nine-week training program included short term pre-vocational training and the Governor's Career Readiness Certificate program at CCV. He obtained certificates in Work Keys, OSHA safety and Infection Control. The classroom training complimented a six-week on-site work experience at BMH as an Environmental Services Technician. Successful completion of the training program resulted in permanent employment at the hospital. John also completed his WIOA service and training plan. He has decided to continue his education at CCV and has enrolled in the Associate in Business program. BMH offers tuition reimbursement and he is also eligible for financial aid.

**Success Story Two:** Jay, a twenty-year-old young adult visited the Rutland Career Resource Center in search of career guidance and employment opportunities. During his initial assessment, Jay revealed that he and his family receive public assistance benefits and he spent a significant amount of time providing care to his disabled mother and elderly grandparents. In addition to caring for family members, he had significant barriers to employment: medical issues, no work experience, lack of transportation, was shy and had no interest in working in a work environment which included public contact. Jay was enrolled in the WIOA Youth Employment Program, where he completed assessments to explore careers of interest. As a result of this process, he chose to explore baking as a career and enrolled in a WIOA funded work experience activity in a local bakery. Jay found the work rewarding and demonstrated positive work habits which resulted in a permanent job offer at the bakery. During his enrollment in this program, he completed driver's education, obtained his license and purchased a vehicle. Jay's next goal is to move out of his family's home into his own apartment.

## ***PY 2018 Title I Youth Program Performance Outcomes***

WIOA Performance Measure	PY 2017 Actual		PY 2018 Target	PY 2018 Actual
Participants Served	302		-----	337
Employment (2 <sup>nd</sup> Quarter after Exit)	62.3%		50.0%	72.4%
Employment (4 <sup>th</sup> Quarter after Exit)	57.1%		50.0%	59.2%
Median Earnings	\$3,138.00		baseline	\$4,209.00
Credential Attainment Rate	35.0%		35.5%	56.4%
Measurable Skill Gains Rate	20.5%		Baseline	52.3%

### **WIOA Title I: Dislocated Worker Program**

Title I Dislocated Worker Program funds are awarded to the State through a formula grant. In program year (PY) 2018 Vermont received \$659,683 to deliver employment and training services to dislocated workers ages 18 and older. A dislocated worker is one who has been terminated or laid off, or has been notified of a termination or layoff; is sufficiently attached to the workforce, demonstrated either through eligibility for or exhaustion of unemployment compensation; and is unlikely to return to the previous industry or occupation. Individualized services may include career exploration, comprehensive assessment, labor market information, referrals and coordination of activities with community partners and supportive services are available to eligible participants. In PY 2018, 95 dislocated workers were served. Services totaling \$149,450.33 included; Occupational Skills Training, On-the-Job Training opportunities, Pre-vocational courses and support services.

With many paths to reemployment, VDOL staff work one-on-one with Dislocated Worker Program participants, mapping out the best way to become reemployed in a permanent, full-time position. While the participant may have an extensive work-history reflected in their resume, they may require up-skilling to reflect the current needs of the labor market which allows them to earn a competitive wage. Using the WIOA eligible training provider list, Dislocated Worker Program participants can navigate and select occupational skills training that may be paid for with Title I funds. In PY 2018, after completing training programs and accessing other career services, Dislocated Worker Program participants landed full-time positions with labor market growth, including: information security analyst, bookkeeper, accountant, structural metal fabricators and fitters, tractor trailer truck drivers, medical assistants, teacher assistants, registered nurses, web developers, network and computer systems administrator, occupational therapy assistants, and more.

### ***Dislocated Worker Program Participant Success Stories***

**Success Story One:** Patti was a self-employed graphic designer for 20 years and struggled to maintain self-sufficiency with reliable work. She visited the Brattleboro Career Resource Center in hopes of securing employment to pay her bills. The staff referred Patti to a stop-gap employment opportunity as a flagger with a local traffic control company. She became a certified flagger. In her seasonal position as a flagger, Patti learned about other careers in



the construction industry. A friend suggested she attend Vermont's Annual Women's Economic Opportunity Conference. At this event, she networked with representatives from the VTrans Civil Rights Division. They encouraged Patti to apply for the VTrans funded program to earn her CDL and explore career opportunities within the State of Vermont. Patti was awarded the VTrans funding as well as a VSAC non-degree grant. She successfully completed CDL Class A training and was hired by VTrans as a Transportation Journeyman Maintenance Worker. Patti received follow up services from the Department of Labor, utilizing available resources and supports to successfully transition to a new career. She continues to be employed with the State of Vermont.

**Success Story Two:** Steven was laid off from Securitas Infrastructure and qualified for VDOL's Dislocated Worker program. He was a security guard with over 20 years of experience and was earning \$27.40 per hour. Steven was unable to find suitable employment that paid 80% of his previous salary. He completed occupational skills training at Northeast Driver Training and he obtained his CDL Class A license from New Hampshire in January, 2019. He is now employed with JB Hunt as a Heavy and Tractor Trailer Truck Driver earning \$22 per hour.

***PY 2018 Title I Dislocated Worker Program Performance Outcomes***

WIOA Performance Measure	PY 2017 Actual		PY 2018 Target	PY 2018 Actual
Participants Served	81		-----	95
Employment (2 <sup>nd</sup> Quarter after Exit)	89.6%		78.0%	88.9%
Employment (4 <sup>th</sup> Quarter after Exit)	75.6%		73.0%	78.1%
Median Earnings	\$10,606.00		\$8,051.00	\$10,493.00
Credential Attainment Rate	81.3%		61.0%	73.2%
Measurable Skill Gains Rate	34.5%		Baseline	73.9%

**WIOA Title I: Rapid Response**

VDOL Rapid Response Services under the Workforce Innovation and Opportunity Act promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, responding to layoffs and dislocations and preventing or minimizing their impacts on Vermont workers, businesses and communities. Layoff aversion strategies deliver solutions to address the needs of businesses in transition. These services are provided across the business cycle (expansion and contraction) and are developed in partnership with other workforce development partners and educational providers.

VDOL mobilizes Rapid Response teams and a response strategy is developed upon receipt of a Worker Adjustment and Retraining Notification (WARN) Letter from the employer providing the mandatory notice of layoff or closure. VDOL received a total of seven (7) WARN Letters during the 2018 program year. The Rapid Response Team will respond in the same manner to other layoffs and closures, even those that do not reach the WARN notification

threshold. In the 2018 program year, the Rapid Response Teams responded to 28 Non-WARN layoff/closure events.

VDOL Rapid Response Teams are available statewide to conduct informational sessions for the adversely affected workers facing layoff. The available services and benefits include unemployment benefit application assistance, job search assistance and training opportunities. Information is also made available on health insurance options, community services and local agencies that provide help, advocacy and support to dislocated workers and their families.

### **WIOA Title III: Labor Exchange Services**

Vermont's One-Stop service delivery system provides employment services for workers, jobseekers, and businesses in easy-to-find locations. Services are available virtually at VermontJobLink.com or in one of VDOL's twelve career resource centers (see Attachment A).

#### **Serving Individual Jobseekers**

The types of services individuals can receive include personalized assistance in accessing local labor market information, exploring career pathways, referrals to job openings job search support, placement assistance, resume and cover letter writing assistance, interview preparation and mock interviews, work readiness and specific reemployment services for unemployment insurance claimants. In addition, staff assess jobseekers to make service referrals to community partners, identify eligibility for individualized services (e.g. education or occupational training, social support services, etc.) to meet a person's identified needs.

In PY 2018, VDOL served 5,857 individuals in staff-assisted labor exchange services. The decrease in participants served between PY 2017 and PY 2018 is related to extensive changes in federal reporting due to the end of WIA and the transition to WIOA. Under WIA, self-service only jobseekers were included in participant counts along with staff-assisted jobseekers, whereas WIOA considers only staff-assisted participants. In addition, many of the staff-assisted services provided under WIA to jobseekers were measurable activities, but under WIOA they are no longer countable. The drop in participants counts in Labor Exchange are directly related to these changes.

#### ***Labor Exchange Success Stories***

**Success Story One:** Gary is a mature worker who was employed in the construction industry for more than thirty years and was permanently laid off from his employment. He entered the Career Resource Center in St Johnsbury to file for unemployment benefits and seek new job opportunities. He shared that he could no longer perform the essential duties of the construction trade and was looking for a new career that required less physical work. As part of an unemployment benefits requirement, Gary was selected to participate in the Re-employment Services and Eligibility Assessment Program (RESEA) facilitated through the Career Resource Center. He received numerous services related to job referrals, resume and

cover letter creation, assistance with work search activities, mock job interviews and access to resources available to him both at the Career Resource Center and with community partners. Gary had limited computer skills and was provided with assistance in creating an email account, completing online applications, researching local job opportunities, labor market information and filing his weekly unemployment benefit claims. As a result of these intensive services, and Gary's commitment to try something new, he is now successfully employed with a new career in the food service industry.

**Success Story Two:** Be Na, a New American with some language barriers, worked seasonally as a farmhand for several years. He became an annual visitor to the Burlington One-Stop Job Center where he would apply for unemployment benefits during the winter months. During these layoff periods, Be Na would participate in the Re-employment Services and Eligibility Assessment Program (RESEA) and other community social service programs. He indicated in early 2019 that he no longer wanted to work seasonally and would prefer to work in a manufacturing position with year-round stable employment. VDOL staff assisted him with filing his weekly unemployment claims and applying to jobs online. As a result of his work search efforts and the assistance of the VDOL staff, he was able to secure a full time, year-round position with Rhino Foods. This new employment opportunity provides him with a livable wage and health insurance benefits for his family, which includes two young children.

#### ***PY 2018 Title III Labor Exchange Program Performance Outcomes***

WIOA Performance Measure	PY 2017 Actual		PY 2018 Target	PY 2018 Actual
Participants Served	9,188		-----	5,857
Employment (2 <sup>nd</sup> Quarter after Exit)	64.7%		65%	65.1%
Employment (4 <sup>th</sup> Quarter after Exit)	58.5%		58.0%	57.5%
Median Earnings	\$4,927.00		\$5,000.00	\$5,326.00

#### **WIOA Title I & Title III: Employer Services**

WIOA requires that services be provided to employer to help them access and retain skilled workers. VDOL provides services to business customers statewide, including: taking and posting job orders, reviewing and editing job descriptions, referring or “matching” job seekers to available job openings, recruitment services like targeted job fairs and customized hiring events, screening of qualified applicants, referrals in creating job accommodations and use of assistive technologies, providing regional industry and occupational wage information, developing trainings and customized skills development opportunities, creating or expanding internship and registered apprenticeship opportunities, assistance in managing reductions in force and coordinating rapid response activities, accessing relevant workforce tax credits and fidelity bonds, and more.

In program year 2018, the federal departments overseeing WIOA began piloting three approaches to measuring the effectiveness of states in serving employers through WIOA programs. States may choose to report on two of the three indicators selected: (1) retention

with the same employer in the 2<sup>nd</sup> and 4<sup>th</sup> quarter after exit (the percentage of participants who exit a service and are employed with the same employer in the second and fourth quarters after exit), (2) employer penetration rate (percentage of employers who use core program services out of all the businesses represented in the state), and (3) repeat business customer rate (the percentage of businesses who receive services that use core program services more than once).

In program year 2018, Vermont selected “retention with the same employer” and “repeat business customer rate” as the indicators we would report. VDOL is working to establish data sharing agreements with the Agency of Education and the Department for Vocational Rehabilitation or capture and report on their employer service outcomes through WIOA Title I and III programs in the next year.

### ***Employer Success Stories***

**Success Story One:** The Village at White River Junction, assisted living community, has utilized the services of the White River Junction Career Resource Center. Since the business began recruiting their employees to open the facility, the Career Resource Center (CRC) has been involved. As a partner in a Vermont Community Development Block Grant, the Career Resource Center staff provided support in employee recruitment, employment and training resources through the Work Opportunity Tax Credits and the Workforce Innovation and Opportunity Act. With the assistance of the CRC staff, the facility has hired five employees and continues to engage in business related activities with the Career Resource Center.

**Success Story Two:** The Bennington Career Resource Center has been working closely with a manufacturing consortium of local employers, spearheaded by K&E Plastics, in an effort to respond to the development of a talent pipeline of CNC machine operators. The employer consortium group includes K&E Plastics, Hale Mountain Research, Kaman, NSK, Mack Molding and JBM Sherman Carmel. The consortium tied in their work with Bennington County during April Career Month and offered a “*We Make Cool Stuff,*” public forum. The purpose of the event was to raise awareness of viable career pathways that exist within Bennington county. The group works closely with the Southwest Vermont Career Development Center, Community College of Vermont and the Department of Labor’s apprenticeship expansion model to support CNC talent development. K&E Plastics is leading the charge by offering part time, paid internship opportunities to high school seniors who will be taking the CNC Operator Level 1 course at the CDC in May. K&E hopes that this will help promote the CNC pathway to high school seniors transition out of Mount Anthony Union High School and Southwest Vermont Career Development Center, and Hoosick Falls Central in New York.

## ***PY 2018 Effectiveness in Serving Employers Performance Outcomes***

WIOA Performance Measure	PY 2017 Actual		PY 2018 Target	PY 2018 Actual
Employers Served	1788		-----	1529
Retention with same employer in the 2 <sup>nd</sup> and 4 <sup>th</sup> quarters after exit rate	57.9%		Baseline	58.2%
Employer Penetration Rate	N/A		N/A	N/A
Repeat Business Customer Rate	51.1%		Baseline	24.8%

### **One Stop American Job Center Physical and Programmatic Accessibility**

As the One-Stop Operator for the Vermont's American Job Center Network, VDOL is responsible for working with one-stop partners to ensure that services provided under the Workforce Innovation and Opportunity Act (WIOA) are both physically and programmatically accessible.

As a condition of the State Workforce Development Board's (SWDB) 2019 recertification of the Burlington One-Stop American Job Center, the SWDB Policy Committee requested a progress update on several key areas related to the service delivery and accessibility in the Burlington location. Outlined below are the progress updates requested to date.

- 1. The One-Stop operator and required partners shall collaborate with partners including the Vermont Division of Vocational Rehabilitation and the Vermont Assistive Technology Program and Advisory Council to continue to improve the physical and programmatic accessibility of the One-Stop.*

VDOL has been working with the Division of Vocational Rehabilitation (VR), the Vermont Assistive Technology Program (AT), and the Vermont Division for the Blind and Visually Impaired (DBVI) to make the Burlington One-Stop fully accessible to individuals with disabilities. While there are tools for accessibility already in the One-Stop, VDOL is pursuing replacements and upgrades. Our working plans for improvements to physical and programmatic accessibility are as follows:

#### **Physical Accessibility**

The interior and exterior of the building have been assessed for physical accessibility, with several recommendations for improvement including:

- By fall 2020: Adding an additional handicapped parking space with clear designation that it is for One-Stop customers. Repaint spaces.
- By fall 2020: Updated Braille signage on elevators, restroom doors etc.
- For future consideration: Make the upstairs bathrooms ADA-compliant. The public restrooms on the first floor are fully accessible for both staff and customers. Upstairs bathrooms are not fully accessible, and the recommendation would be to make them

accessible in the event additional community partners and staff will occupy that upstairs space.

### **Programmatic Accessibility**

Working with experts in accessibility from VR, DBVI and the AT program, VDOL staff have identified several technologies that would make the One-Stop more accessible to individuals with disabilities. By creating 2 distinct accessible workstations\*, one focused on accessibility for Blind and Visually Impaired customers, and the other equipped with tools for individuals with hearing impairments, VDOL is committed to making programs and services accessible to ALL Vermonters:

- Workstation\* for individuals with visual impairments would include:
  - ZoomText Software integrated with JAWS screen-reader software
  - Text-to-speech (Microsoft)
  - Braille reader
  - Large screen monitors
- Workstation\* for individuals with hearing impairments:
  - Large screen dual-monitors for Video Remote Interpreting (VRI) American Sign Language
  - “Induction Loop” for resource room (allows for hearing in large areas using digital hearing aids)
  - Hands-free speaker phones with large keys & options for the hearing impaired
- Universal Accessibility (both workstations):
  - Multiple input devices including trackballs, trackpads, and vertical mice
  - Large print keyboard
  - Noise-cancelling headset with volume controls
  - Fully adjustable electric workstations that allow for wheelchair users
  - Word prediction software such as Lightkey
  - Dictation, MS Word built-in or Dragon

We estimate that the workstation for visually impaired would be functional by March 2020 and the workstation for hearing impaired would be available by April 2020.

### **Continuous Improvement of Accessibility**

Accessibility and technology are constantly changing, from new apps for individuals with Traumatic Brain Injuries to improved speech and character recognition. VDOL will continue to gather feedback from users and, with guidance from Assistive Technology specialists, work to ensure that equipment and software are continuously upgraded.

### **Overall One-Stop Upgrades**

While VDOL’s resources for capital improvements are limited, we recognize that the Burlington One-Stop facility is in need of significant upgrades. After completing an assessment involving our Facilities Manager, Tom Tomasi, Regional Manager, Danielle

Kane, Assistant Director of Workforce Development, Hugh Bradshaw, and Planning and Support Administrator, Rose Lucenti, we have identified the items to be addressed:

- Move reception desk to front of the Resource Room to create a more welcoming atmosphere-greet customers at the door
  - Establish a customer feedback mechanism to get “real-time” feedback on our services in the One-Stop
  - New paint and carpeting in common areas
  - Upgraded tables and chairs
  - Elevator painting, replace carpet
  - Create private office spaces on top floor for prospective new partners
  - Upgrade upstairs meeting space, including new induction loop for hearing impaired
  - Add safety stripes to stairs for visually impaired
  - Alternative formats available for all materials (possibly digital)
2. *The Committee recognizes the efforts of all One-Stop required and non-required partners to train and cross-train staff to share program/service information and best practices, however, the Committee understands that these trainings and cross-trainings are necessary on an ongoing, cyclical basis. The One-Stop operator and required and non-required partners shall develop and implement a plan to ensure that trainings and cross trainings are scheduled on a cyclical basis to ensure that all staff regularly receive up-to-date information.*

Cross-training of One-Stop staff and community partners has begun. Over the fall of 2019, One-Stop partners attended a VDOL and SWDB sponsored Regional Summit. Part of the event was dedicated to training service providers about other partner programs. Additionally, VDOL and VR regional managers and leadership have started day-long bi-annual meetings to better coordinate delivery of services, understand program eligibility and braid funding streams. Future trainings will be on a quarterly basis starting in March of 2020, with each partner program having a revolving opportunity to showcase their services and target population(s). A full calendar of trainings is under development and will be made available to all One-Stop partner programs by July 2020. Vermont Job Link cross training of ICAN staff working with SNAP participants has also been completed, with instructional videos and a user guide available to all users.

3. *The Committee recognizes the work of the One-Stop operator and required partners to complete its memorandum of understanding (MOU) last year. Though this is an important step, the Committee found that the co-location of required partners remains only partially implemented due to several barriers as indicated by One-Stop leadership. The One-Stop operator and required partners shall convene to discuss co-location, including:*
- *The necessity and feasibility of physical colocation*
  - *The potential benefits of virtual colocation*

- *The short-term and long-term steps to implement co-location*

### **Physical Co-location**

Co-locating workforce service providers at 63 Pearl Street, Burlington has been a longstanding challenge. The building itself is co-owned by the federal government and the VDOL and is thus not managed like other state buildings. VDOL manages all aspects of the facility and its operation.

WIOA requires all required one-stop partners to be (physically or virtually) co-located in the state's comprehensive One-Stop American Job Centers (Vermont's only comprehensive center is in Burlington). While Vermont does indeed meet this collocation requirement, the lack of substantial physical collocation is seen by some as a missed opportunity to further integrate delivery of all employment and training focused services. VDOL agrees that promoting and facilitating physical co-location of some programs will improve outcomes for customers. However, for roughly half of the required One-Stop partners, co-location of their programs and services would have a significant financial and programmatic impact that is likely to outweigh the benefit of a physical move. VDOL encourages the SWDB to further explore those considerations with the partners directly if there is interest in learning more.

Barriers to increasing collocation include: the overall condition of the facility, breaking current leases (particularly challenging in BGS leases), scarcity of personal office spaces, and parking. Advantages to collocation include: a relatively low per square foot cost, proximity to public transportation and downtown Burlington, availability of space, proximity of partners, ease in access to building oversight officers.

### **"Virtual" Co-Location**

Several partner programs have both an occasional presence and a full-time "virtual" presence via technology. Vocational Rehabilitation is a good example. A VR Counselor spends a few hours each week at the One-Stop, where they can assist any individual with a disability, often in partnership with their VDOL counterparts. In cases where a VR counselor isn't available in person, there is a mechanism to Skype over to the Burlington VR office, where the customer can interact face-to-face with a live person at VR, arrange for an initial meeting with a Counselor, or find out more about services VR can offer. We have found that this "warm" handoff between programs is a best practice.

4. *In order for the Committee to fulfill its charge to establish universal workforce system performance measures and identify necessary program data to be regularly collected for the purposes of maintaining a workforce program inventory, the One-Stop operator shall regularly report data and performance metrics to the Committee. As the Committee continues to develop a workforce performance "dashboard" by which it may evaluate the effectiveness of the system as a whole, it may choose to include some or all of the reported One-Stop performance data as a metric.*

All performance data for the One-Stop system is captured in Vermont Job Link and can be made readily available to the committee upon request. VDOL's recent Program Year 2018 reports are attached for the committee's information.



5. *The One-Stop operator shall develop and implement an improved mechanism for collecting client feedback. This feedback shall inform the continuous improvement of the One-Stop and shall be reported to the Committee on a regular basis.*

We are currently exploring several options for collecting customer feedback, ranging from real-time feedback “buttons” a person could select after receiving services, written customer feedback cards, to online surveys of customers to get more detail on their experiences. One initial tool we are exploring to bring a basic level of customer feedback into the One-Stop is the commercially available “happy-or-not” survey tool. We expect to have a preliminary feedback tool in place by March 2020.

VDOL is proud to be making progress in the areas outlined above and very much appreciates the Board and Committee’s interest in and support of this work.

<b>Trade Adjustment Act (TAA)</b>
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The Vermont Department of Labor files Trade Adjustment Act (TAA) petitions on behalf of adversely affected workers who lose their jobs due to foreign imports or a shift in production to another country. In PY 2018, VDOL filed four petitions that were certified in Vermont. Although the companies were located in Central Vermont and Chittenden County, the workers who were adversely impacted are from every region in Vermont, and beyond Vermont borders into the states of New York, New Hampshire, Massachusetts and Maine.

VDOL reached out to all trade-impacted workers and offered assistance with retraining in the classroom, distance training, and on the job training. Each training program offered the opportunity to obtain suitable employment at the successful completion of the training program. In TAA situations, VDOL staff work one-on-one with the individuals in creating the path to re-employment and covering the costs of the training programs. Additionally, VDOL administers the Re-Employment Trade Adjustment Assistance (RTAA) which pays a wage reimbursement to eligible workers in the event they re-enter the workforce at a lower wage rate.

In the upcoming year, Vermont TAA staff plan to engage regionally and with other states to identify best practices to expand the use of TAA funding. We hope to offer enhanced and innovative services and programs. In addition to offering many resources that can help affected workers gain the advanced skills needed to become re-employed, the TAA program can also increase business engagement thereby strengthening the Vermont economic landscape.

#### ***Trade Assistance Success Stories***

**Success Story One:** David was a dislocated worker laid off from Securitas Infrastructure as a Security Supervisor in October, 2018, earning \$32 per hour. He was unable to find suitable

employment that paid 80% of his dislocated income. David enrolled in occupational skills training for pre-apprenticeship linemen training at L.I.N.E. The training duration was 15-weeks and resulted in certification as a pre-apprentice lineman, climber, OSHA-10 and a CDL Class A license. David was employed with Consolidated Communications as a Splice Service Technician shortly after training was completed. This helped him gain experience that directly relates to the linemen occupation. He was employed from June 2019 to November 2019. This employment was a great experience for him, which led to a job opportunity as a Lineman Apprentice which included an additional 18 months of training. He began his new employment in November 2019 and earns \$32.10 per hour.

**Success Story Two:** Peter was laid off from Kennametal and Trade Certified in December, 2014. At the time of dislocation, he was working an average of 50 hours per week at \$19 per hour. He quickly obtained subsequent employment at Vermont Custom Gage, continuing to work as a Heat Treat Operator. In April of 2019 Peter was advised of a planned facility closure at Vermont Custom Gage, effective in May 2019. With 33 years of experience as a Heat Treat Operator, Peter searched and applied for employment and received no suitable offers. It was unlikely Peter would be able to secure suitable employment at an equal or higher skill level within his field and labor market area. In August 2019, Peter accepted part time employment as a laborer with Hopkins and Sons, including a promise of full-time employment after obtaining his Class A CDL. Peter utilized available Trade Program funding and obtained his CDL Class A with outstanding reviews in October 2019. Peter continues to be employed with Hopkins and Sons as a Precast Operator and Driver and enjoys his new occupation.

#### ***FY 2019 Trade Assistance Performance Outcomes***

TAA Target Measures	FY 2018 Actual		FY 2019 Target	FY 2019 Actual
% provided Case Management services	96%		75%	97.2%
Training Completion Rate	70.7%		75%	83.4%
Credential Attainment Rate	70.2%		70%	87.9%
Co-enrollment in a WIOA program	48.7%		50%	75.2%

#### **Jobs for Veterans State Grant (JVSG)**

The Jobs for Veterans State Grants (JVSG) program provides individualized career and training-related services to veterans with significant barriers to employment and assists employers in meeting their employment needs with job-seeking veterans.

JVSG staff perform one of three roles, Disabled Veterans' Outreach Program (DVOP) specialist position, Local Veterans' Employment Representative (LVER) staff, or Consolidated Position staff. DVOP specialists provide individualized career services to veterans with significant barriers to employment, with the maximum emphasis directed toward serving veterans who are economically or educationally disadvantaged. Veterans with barriers include homeless veterans and vocational rehabilitation clients. Local Veterans' Employment

Representatives conduct outreach to employers and business associations and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans and encourage the hiring of disabled veterans. Consolidated position staff serve in a dual role as DVOP and LVER. In PY 2018, JSVG staff served either as a DVOP or a LVER. In 2020, contingent upon program funding, VDOL is looking to combine one or more positions into a “consolidated position” to promote greater availability of services in more remote and underserved parts of the state.

As part of VDOL’s PY 2020 planning, a performance incentive awards program has been developed to incentivize all of VDOL’s workforce development staff to better serve veterans and promote our policy of priority of services to veterans. DVOP’s, LVER’s, local staff and career resource centers (as a team) who put forth extraordinary and commendable efforts on behalf of veterans will be recognized with small cash awards. The Veterans Performance Incentive Awards Program will encourage an increase in employment services to veterans and other eligible individuals, innovative approaches to serving them, expanded program integration, increase in performance outcomes and more intentional advocacy within the employer community. VDOL estimates that approximately \$4,919.63 will be available for performance incentive awards, with no additional cost to the state or taking funds away from the JSVG grant. Approximately \$3,000.00 will be used for individual cash awards and approximately \$1,919.63 to select for regional AJC winners.

Vermont received \$487,000 in federal JSVG funds for July 1, 2018 to September 30, 2019, funding 6 people (4.5 FTEs), their travel, mandatory and discretionary training, equipment, supplies, and program delivery.

JSVG Performance Measure	PY 2017 Actual	PY 2018 Target		PY 2018 Actual
Number of Individuals Served	246	n/a		277
Intensive Services Rate		90%		93.2%
Employment Rate – 2Q After Exit	58.1%	59%		52.4%
Employment Rate – 4Q After Exit	48.4%	53%		49.1%
Median Earnings – 2Q After Exit	\$5,676.00	\$5,000		\$6,342.00

### ***Jobs for Veterans Program Success Stories:***

**Success Story One:** A veteran came to the Barre Career Resource Center in search of help with employment. A conviction and four-year prison sentence proved to be a significant barrier to employment. The veteran had a meeting with the DVOP and LVER to discuss employment options. He had strong motivation, positivity and support network and was ready to prove his trustworthiness and strong work ethic. The DVOP and LVER discuss options around finding full-time seasonal stop-gap position. The DVOP helped with the veteran’s resume, worked on interview skills and options for education using the veteran’s Post 9/11 GI Bill. The veteran applied, was hired and trained to become a full-time seasonal flagger (\$16 per hour); a low-level position in the construction field. Within two months, the

veteran has been certified on three different types of earth-moving equipment, OSHA qualified for site safety and promoted to crew chief, a full-time position (\$20 per hour) with benefits and continued upward mobility. In addition, the veteran plans to attend college with an emphasis in construction science.

**Success Story Two:** An unemployed veteran, on the verge of being evicted from her home, visited the Newport Career Resource Center (CRC), seeking assistance in finding employment. The veteran was struggling with multiple barriers to employment including: a prior felony conviction, medical issues, lack of transportation, limited skills and unfamiliarity of the resources available to her. She met with the CRC Veteran Representatives, and together they developed an employment plan to connect her with community partner resources. Those partnerships included, Veterans, Inc., Supportive Services for Veteran Families and Vocational Rehabilitation. As a result of community partnerships, collaborative efforts and a strong commitment to being successful, this individual is now successfully employed as a Licensed Nurse Aide at a community nursing home in the Northeast Kingdom.

#### Foreign Labor Certification (FLC)

VDOL delivers services to support the federal foreign labor certification (FLC) program, helping Vermont employers fill jobs in a manner that protects both citizen and foreign workers. At the state level, VDOL is responsible for helping the federal Office of Foreign Labor Certification (OFLC) determine whether there are able, willing, and qualified U.S workers available for jobs that Vermont employers are looking to fill with temporary foreign workers.

VDOL receives an annual state grant to deliver the following services: placement of employer job orders, inspection of housing for agricultural workers, referral of qualified and available US workers, and the administration of prevailing wage and practice surveys. Vermont received \$130,000 in PY 2019 (October 1, 2018 to September 30, 2019) to support staff, travel, equipment, training, infrastructure, and other costs to administer the program. During that program year, VDOL cleared and processed 91 job orders for the H-2A program, conducted prevailing wage surveys for 17 agricultural occupations, completed 75 housing inspections and cleared and processed 60 job orders for the H-2B program.

This fall US DOL launched a new technical administration system (FLAG) that VDOL and Vermont employers began using to prepare and submit H-2A program job orders. Staff were trained on the new module and are now using it to process all of the H-2A job orders.

In 2020, VDOL and the Vermont Agency of Agriculture expect to enter into a memorandum of understanding that would, under a new partnership, support the delivery of foreign labor housing inspection certifications by staff at the Agency of Agriculture.

## **Work Opportunity Tax Credit (WOTC)**

The Work Opportunity Tax Credit (WOTC) is a federal tax credit available to employers to when they hire individuals from targeted groups who have consistently faced significant barriers to employment. Employers can earn a tax credit of between \$2,400 and \$9,000 per employee, depending on characteristics of the new employee and the number of hours worked in the first year. Administered by the IRS, the federal Work Opportunity Tax Credit (WOTC) is designed to incentivize the recruitment and employment of:

- Individuals with Disabilities
- Individuals with Felony Convictions
- Veterans
- Long-term TANF (Reach-Up) Participants
- Certain SNAP (3Squares VT) Recipients
- SSI Beneficiaries
- Long-term Unemployed

When employers apply for the credit, they submit the required paperwork to VDOL and staff verify various demographic and eligibility elements related to the individual employee. Once verification is completed, VDOL staff generate the authorization document that employers file to claim the tax credit when they submit their corporate tax returns.

In calendar year 2019, VDOL processed over 5,500 applications, with almost 2,100 being found eligible for the credit. This resulted in \$8.2 million in federal corporate tax savings to businesses operating in the state of Vermont.

VDOL received \$66,000 last year to process applications, verify worker eligibility, certify or decline applications, and generate the authorization certificates.

## **Federal Bonding Program (FBP)**

The Federal Bonding Program (FBP) is a tool to incentivize hiring individuals whose backgrounds can pose significant barriers to securing or retaining employment. Through the FBP, administered by the US DOL fidelity bonds may be provided to employers as an incentive for hiring applicants who might pose certain risks to the employer because of their background. The bonds protect the employer against losses caused by fraudulent or dishonest acts of the bonded employee, including theft, forgery, larceny, and embezzlement. Each bond has a \$5,000 limit with \$0 deductible and covers the first six months of a selected individual's employment. Bonds are free-of-charge to the employer, and are targeted to support the employment of:

- Justice-involved citizens

- Individuals in recovery from substance use disorders
- Welfare recipients
- Individuals with poor credit records
- Economically disadvantaged youth and adults who lack work histories
- Individuals dishonorably discharged from the military

In 2019, US DOL discontinued full federal funding of a state allotment of bonds through this program. However, bonds are still available, free of charge, to Vermont jobseekers and employers on a case-by-case basis by contacting the VDOL.

<b>Individual Career Advancement Network (ICAN) (SNAP Employment &amp; Training Partnership)</b>
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The Individual Career Advancement Network (ICAN) program helps 3SquaresVT recipients improve their employment prospects and wage potential through voluntary participation in job search, training, education, or workfare activities. The goal is to assist 3SquaresVT recipients in obtaining a livable wage leading towards self-sufficiency. The Department of Children and Families Economic Services Division contracts with the Vermont Department of Labor, Vocational Rehabilitation, VABIR and several community-based organizations (CBOs) to provide ICAN services.

ICAN services are designed to help 3SquaresVT recipients move promptly into employment. The following are key services an ICAN participant might receive from VDOL or a partnering agency.

**Job Search:** enhances the job readiness of participants by teaching them job seeking techniques, increasing job search motivation, and boosting self-confidence.

**Job Search Training:** includes occupational assessment, remedial and entry level job skills training, resume building, interview skills building, customized and institutional skill training and self-improvement training.

**Education:** includes a wide range of activities that improve basic skills and the employability of 3SquaresVT recipients. Allowable educational activities are programs that have a direct link to the local job market. ICAN uses two different types of education components.

- *Vocational Education* improves the employability of participants by providing training in a skill or trade, thereby allowing participants to move directly and promptly into employment. This service is typically provided by colleges or training institutes that provide a certification or diploma.
- *Basic Education* includes such programs as Adult Basic Education, basic literacy, English as a Second Language, and high school equivalency.

**Job Retention:** services are provided to individuals who have secured employment after participation in a component to help them achieve satisfactory performance, retain employment, and increase earnings over time. These services are available to the participant for up to 90-days from the date of employment. Job retention services can include support services like clothing required for the job, equipment or tools required for a job, transportation, and childcare. Job retention services can also include post-employment counseling, coaching, and other case management activities.

**Support Services:** are services designed to assist participants in overcoming barriers that prevent them from engaging in employment and training components. These services can include transportation assistance, safety clothing, temporary housing and utility assistance, child care subsidy, personal hygiene and grooming, school supplies, and tools or equipment needed to secure employment.

As a primary partner in Vermont's system of delivery of ICAN services throughout the State of Vermont, VDOL provides: ICAN participant orientations; ICAN services including case management, support services, and referrals to partner program services; and oversight, maintenance, and management of participant and program level data.

Additionally, VDOL provides basic and individualized career services as appropriate to ICAN participants as part of their individualized employment plan. These additional VDOL services are paid for through other funding streams, and can be qualifying ICAN components.

#### ***PY 2019 ICAN Performance Measures***

ICAN Performance Measure	PY 2018 Actual		PY 2019 Actual
Individuals Served	2325		2548
Retention with same employer in the 2 <sup>nd</sup> quarters after exit rate	48.21%		51.53%
Completion of an educational, training, work experience or an on-the-job training component	49.02%		80.19%

One of the best learnings and outcomes of the ICAN program has been the cooperation and alignment of service providers. The story below illustrates how ICAN program design is helping to move all of workforce development service providers toward common aims, communication habits, and a shared approach to participant success.

#### **ICAN Success Story:**

ICAN participant's team included VDOL, Restorative Justice Center, Vermont Probation and Parole, a nurse case manager, and a mental health counselor.

Participant had an incredible month. At our last meeting he identified his four main goals and has made significant progress.

1. Parole - Participant successfully completed his required P&P group. He continues to make good choices and is scheduled to go before the parole board 1<sup>st</sup> quarter of 2020.
2. Housing - Participant successfully graduated from the Judd House - he secured an affordable apartment and has a roommate.
3. Medical - Participant established a relationship with a primary care office. He connected with a dentist, had a cleaning and some work done and has more work scheduled for 2020. VDOL and nurse case manager were able to pull resources together to cover new glasses for him.
4. Education - Participant has not connected with NEKLS - the team discussed the importance of continuing his education and encouraged him to go back.

New goals were discussed:

1. Housing - contact apartment landlord about having a contract or lease to offer Participant security and also start to rebuild credit. The team suggested he pay his rent with a money order for documentation that his rent is paid.
2. Education - reconnect with NEKLS – VDOL and Participant will go back to NEKLS for more clarification on what he needs done for testing. Restorative Justice will contact BS to request Participant's class transcript. VDOL will look into tutoring options for Participant.
3. Transportation - transportation continues to be a barrier. Restorative Justice has documentation on what Participant needs to do in order to get his license back. She will forward the information to mental health counselor on team. VDOL will work with Participant to start budget planning, which will include paying the transportation fines.
4. Employment - Participant will continue to work at the (withheld name of business) under WIOA. In January, Participant and VDOL will start looking into new work sites that can turn into an OJT or full-time employment.
5. Parole - Participant will start a required DV group the beginning of the year. He will continue to make wise choices, meet with mental health counselor on team and stay out of trouble. Probation Officer or Participant will contact his support team when his parole board is scheduled. Those able will attend the meeting or write letters on Participant's behalf.

Nurse Case Manager's work with participant is complete. He successfully achieved all of the goals he had with her and any continued work can be done through his Care Coordinator.

<b>Registered Apprenticeship Program</b>
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Registered Apprenticeships are federally recognized workforce education and training programs that combine hands-on learning with related technical instruction. Hands-on training is provided under the supervision of a Registered Apprenticeship Sponsor, while



technical instruction is typically provided by a training provider or educational institution. Registered Apprenticeships require a minimum of 2,000 hours of work experience and recommend 144 hours of related classroom instruction, with a few higher-level occupations requiring as many as 10,000 hours for completion. Wage increases are linked to mastering of competencies, mentoring, and simultaneous employment with a sponsor employer are also key components of a Registered Apprenticeship. At the completion of a Registered Apprenticeship Program, the participant gains a nationally-recognized, portable certificate and career pathway advancement with their sponsor employer.

Roughly half of the States administer the federal Registered Apprenticeship programs as State Apprenticeship Agencies (SAA) while the others leave administration and oversight to the federal Office of Apprenticeship (OA) in the US DOL. Vermont is an SAA, serving as the administrative and regulatory entity that approves program standards, monitors programs, maintains records – including apprenticeship contracts, certifies program completion, and issues the Registered Apprenticeship credential. State and federal rules guide these processes, along with an advisory State Apprenticeship Council.

The federal government does not provide funding for the State’s administration of the Registered Apprenticeship program. There is some indication, however, that future federal formula funding may be on the horizon. In the meantime, Vermont provided \$719,000 in the FY 2019 General Fund for the staffing and related costs of administering, overseeing, and promoting of apprenticeships in Vermont.

Performance Metric	2016	2017	2018	2019
Total Apprentices Enrolled	1301	1350	1621	2015
Total New Apprentices Enrolled	247	284	405	821
Registered Apprenticeship Certificates Issued	111	290	128	304
Total Active Apprenticeship Sponsors	320	330	354	379
Total Approved Occupational Titles	209	213	215	220
Total Active Occupational Titles	24	34	30	35

### ***“Earn while you learn”***

Many Vermonters are discovering that becoming a Registered Apprentice has many benefits, including being paid by their employer sponsor throughout the training and educational components. Also built into Registered Apprenticeships are incremental wage increases as an Apprentice achieves proficiency milestones. While their peers may incur considerable student debt in the course of attaining a post-secondary degree and searching for employment, Registered Apprentices are employed during their training, and also earn a nationally recognized, portable credential. For those Vermonters who cannot afford college or the financial impact of taking time off from work to develop new skills, the Registered Apprenticeship program may be the best opportunity to gain the skills and experience needed in the 21<sup>st</sup> century economy.

## **“Traditional” Registered Apprenticeships**

Vermont has a long history of Registered Apprenticeships in the trades, particularly Plumbing and Electrical Apprenticeships. The VDOL administers the plumbing and electrical apprenticeships and partners with Vermont Technical College (VTC) to offer the required related instruction. VTC arranges for, and supports the apprenticeship instructors, many of whom are current or former contractors. Students also receive academic support, career counseling and other student services available through the College. There are currently 650 Registered Apprentices enrolled in Plumbing and Electrical at VTC.

## **Apprenticeship Expansion**

In 2018, VDOL received an Apprenticeship Expansion Grant from US DOL. The purpose of the grant is to expand both the variety and number of Registered Apprenticeships, while also developing strategies to increase access to Registered Apprenticeships for individuals who historically haven’t accessed them. In 2019, VDOL applied for additional funds to support the continued development, outreach, and organization of Registered Apprenticeship programs in Vermont. A portion of this funding will be dedicated to increasing the number of individuals with disabilities, New Americans, and individuals exiting the correctional system who are enrolled in a Registered Apprenticeship program.

In 2019, due to our expansion efforts and very robust plumbing and electrical enrollments, we saw a significant increase in the number of new Apprentices, going from 405 in 2018 to 821 in 2019. With a strong economy and more and more employers realizing that they must “grow their own” employees, we see tremendous opportunity for expansion of the Registered Apprenticeship program into more and more industry sectors, with a growing range of approved occupational titles over time.

## **Apprenticeship Team**

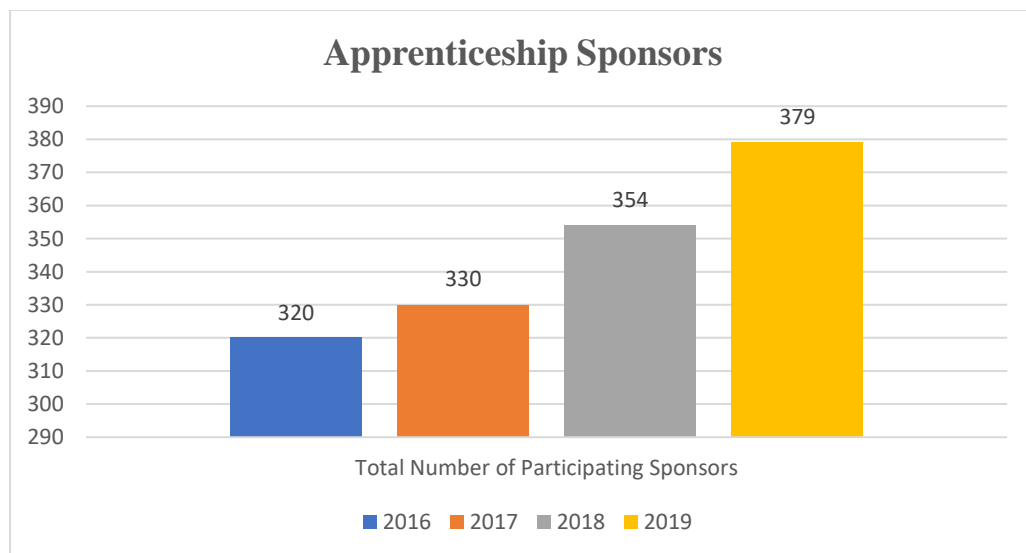
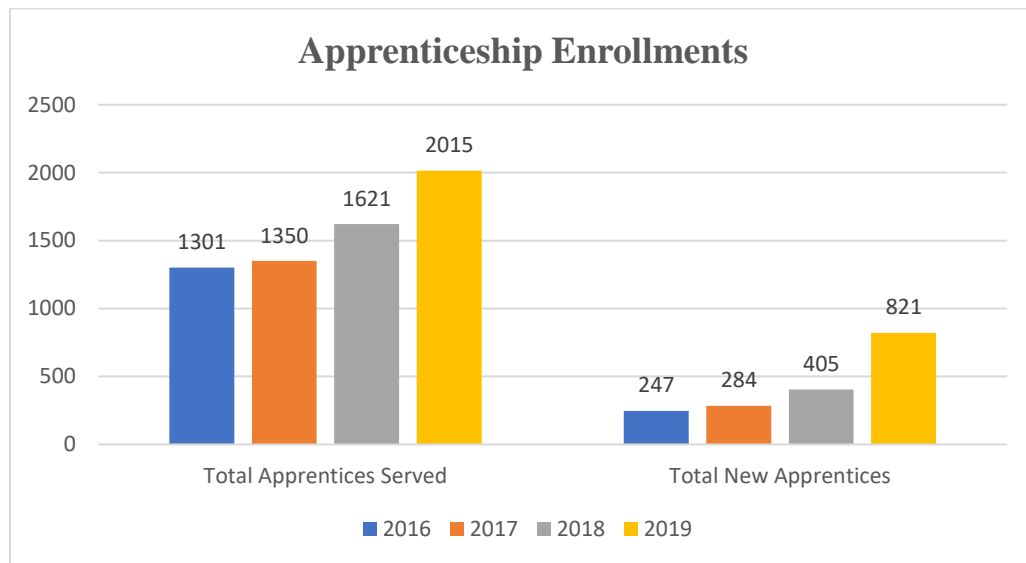
To support and coordinate the State’s apprenticeship expansion efforts, VDOL has established an Apprenticeship Team comprised of members from Vermont Technical College, Community College of Vermont, Agency of Education, Division of Vocational Rehabilitation and the Agency of Commerce and Community Development. The Team is working to create new Registered Apprenticeships in occupations that are in high-demand here in Vermont. In just the first year, the Team has supported the development of several new Registered Apprenticeships including Pharmacy Technician, Medical Assistant and an innovative Pre-Apprenticeship to Registered Apprenticeship track for LPN certification.

## **State Apprenticeship Council**

Each SAA operated a State Apprenticeship Council (SAC) that acts in an advisory capacity to the leadership of the State Apprenticeship Program. The role of the SAC is to provide guidance, support and recommendations to the Commissioner of the Department of Labor related to the Registered Apprenticeship program, including recommendations to the Commissioner related to approval of new “apprenticeable” occupations. VDOL is presently

reconstituting the SAC with new members from key constituencies including employers in the health care sector, the trades, public safety, business representatives, individuals who have been apprentices, training providers, union members and members of the public. VDOL plans to hold the first meeting of the newly reconstituted SAC by mid-February.

### Apprenticeship at a Glance



**Success Story One:** Carol is a single mother of 3 children and an Air Force veteran. Two years ago, she was working in a manufacturing setting, but wanted to find a career that would allow her the opportunity to advance and support her family. Carol visited the Rutland Career Resource Center seeking career guidance. She met with an Apprenticeship Field Representative and explored the Registered Apprenticeship Program. The conversation led to a review of the requirements of a registered plumbing apprenticeship and a suggestion

that Carol reach out to local plumbing contractors. She contacted Paquette Plumbing and Heating and was able to secure an interview and job shadow. Within two weeks, she started a new career as a plumbing apprentice. Carol will complete her apprenticeship in two years and will be able to take the test for her journey worker plumbing license. Carol's advice to women considering work in non-traditional trades is, *"if you have a desire to earn a living, working with your hands... I encourage you to think about a trade! You may find that you absolutely love it, just like I do!"*

**Success Story Two:** Jesse began an apprenticeship at Vermont Precision Tool as a CNC Machine Tool Operator. After the successful completion of the required intense related instruction, and the completion of the 2,000 hours of on-the-job learning, Jesse successfully completed his Registered Apprenticeship Program. Jesse's success and drive allowed him to move up to become an instructor at VPT for Blueprint Reading Basics and GD&T coursework. The collaboration of VPT, HITEC and the Department of Labor allowed Jesse to find a fulfilling career in advanced manufacturing. Jesse states that this program changed his entire career and he quickly discovered how education and training bridge the gap between liking a job and loving a job. With support from his instructors, management, project leaders and VPT, Jesse has become a valued asset to the company.

## Workforce Development: State Grants and Pilot Projects

### The Vermont Internship Program

The Vermont Internship Program, funded by VDOL, promotes internships by providing grants to organizations who support or connect Vermont employers with student interns from regional career and technical education (CTE) centers or post-secondary educational institutions. Funding may be used to build or administer an internship program or to provide participants with need-based stipends during the internship. In FY 2020, VDOL awarded \$350,000 in Vermont Internship Program grants through a competitive application process (see below for list of grantees).

In FY 2020, VDOL included an opportunity for organizations to apply for increased funding if they produced a program match – which could take the form of funding for program administration, intern stipends, job-related equipment or supplies, mentoring or coaching of employer or intern, and employer incentives. The purpose of the matched grant awards is to expand the availability of high-quality internships by leveraging state investment and promoting private investment in internship opportunities.

Vermont Internship Program supports projects that provide participants with exposure to real workplace experiences, expectations, and consequences. This year, projects identified how the following aims would be met:

- Internship experience leads to an opportunity for permanent employment with intern employer;
- Opportunities in health care, construction, manufacturing, hospitality, information technology, or business services sectors are targeted;
- Regional occupational demand is served;
- Program targets postsecondary participants who have an affiliation with Vermont and wish to become employed in Vermont;
- Matched funding demonstrates an institutional or industry commitment to promoting work-based learning experiences that lead to employment in Vermont;
- Participants with potential barriers to future employment are provided additional support or consideration; and
- Innovative ways to expand internship placements, including braiding of non-state or federal funds, special incentives offered by employers or third parties, or participant outreach.

### **FY 2020 Vermont Internship Program Grantees**

Bennington County Regional Commission (Bennington): To support SoVermont Internship Program in matching and supporting interns with businesses in Bennington County.

Brattleboro Development Credit Corporation (Brattleboro): To operate an internship program in Windham County matching local employers with students seeking work-based learning opportunities.

Casella Waste Systems, Inc. (Rutland): To expand current internship program to provide more opportunities for current Vermont-based college students and include cooperative education students from career technical center programs.

Cathedral Square (South Burlington): To provide internships in areas from health care to information technology across its 25 locations in Chittenden and Franklin counties.

North Country Career Center (Newport): To provide work-based learning and internship opportunities in the health care field for career technical education students.

Norwich University (Northfield): To support need-based transportation costs for students completing internships in Vermont.

Patricia A. Hannaford Career Technical Center (Middlebury): To implement work-based and mentor-focused learning model for early childhood professionals in partnership with Addison County Parent Child Center.

University of Vermont and State Agriculture College (Burlington): To support scholarship program to encourage undergraduate students to pursue Vermont-based internship opportunities.

Vermont Adaptive Ski & Sport (Killington): To provide year-round internships empowering people of all abilities through inclusive sports and recreational programming.

Vermont Businesses for Social Responsibility (Burlington): To connect college students and recent graduates with career opportunities in Vermont.

Vermont Student Assistance Corporation (Winooski): To provide internships for New Americans in the Educational Opportunity Center.

Vermont Vehicle and Automotive Distributors Association (Barre): To provide post-secondary students with work-based learning opportunities at Vermont auto dealerships.

### **Vermont Returnship Program**

The Vermont Returnship Program was launched in 2018 in partnership with Associates for Training and Development (A4TD). It is designed to provide opportunities for unemployed experienced workers to reenter the workforce, particularly in a new line of work; and to promote labor force retention by allowing workers to explore new and different types of work that better suits their needs. The central elements of the program include:

- Assessing and identifying transferrable skills, job goals, and training needs of participants,
- Supporting and counseling participants in creating a new career plan for success that involves some form of work placement,
- Making individual referrals to supportive service agencies (if needed) or current job openings,
- Training or partnering to train individuals in workplace-specific skill or familiarity competencies, credentialed training opportunities,
- Delivering workshops aimed at assisting jobseekers in discovering, readying, and applying for open positions,
- Working with employers to develop temporary and long-term employment opportunities that consider returning worker needs (e.g. schedule flexibility, mentoring, technology & industry- related professional development, etc.), and
- Matching employers and participants.

In its first year from October 1, 2018 to December 31, 2019, the Vermont Returnship program received 118 applications, referred 54 applicants to employment opportunities, provided services to 106 individuals, and delivered 12 workshops.

## Vermont Training Funds (FY 2019 Workforce Education and Training Funds (WETF))

In FY 2020, initiatives under the Next Generation Fund were appropriated directly and the former Workforce Education and Training Fund (WETF) grants were disassembled into allocations for the Vermont Internship Program, Vermont Returnship Program, Adult Career and Technical Education Grants, Vermont Training Grants, and Training Grants in support of ex-offenders. The award process for the Vermont Training Grants has not been completed as of the writing of this report. The following report is for the Vermont Training grants awarded under the former WETF, in the spring of 2019, using FY 2019 funds.

The Workforce Education and Training Fund (WETF) supports up-skilling and re-skilling opportunities for Vermont workers through technical and academic instruction, on-the-job training, internships, pre-apprenticeships, apprenticeships, returnships, and other workforce development activities aimed at strengthening and expanding the labor force. The Vermont Training Grants (VTG), funded through the WETF, provide grants to private, public, and non-profit entities – including school districts – for existing or new training programs that enhance the skills of Vermont workers. Training programs funded by VTG must lead to an industry recognized credential, post-secondary degree, certificate, or endorsement.

In FY 2019, VDOL awarded \$400,000 of the WETF in support of VTG. They were used for direct instruction and related tuition costs for the following activities:

- Occupational or technical training
- Post-secondary academic instruction
- Competency based on-the-job training
- Related instruction for a registered apprenticeship
- Pre-apprenticeship instruction

VDOL sought proposals to support the creation and expansion of sector specific training grants for occupations in the following sectors: Health Care, Manufacturing, Construction, Business Services, and Transportation. Proposals addressing the following aims were solicited:

- Training that leads to an opportunity for permanent employment with employer;
- Strong occupational demand;
- Participants include individuals with barriers to employment, including ex-offenders, New Americans, disadvantaged youth, unemployed, and mature workers;
- Innovative ways to expand placements, including braiding of funds and matches or incentives offered by employers or third parties;
- To the extent possible, aligns with subsequent programs offered through the Vermont State College System, the University of Vermont and State Agricultural College, or an accredited independent college located in Vermont; and
- Additional supports or benefits offered to participants by an employer or the training provider.

VDOL created a grant review team with representatives from the Agency of Education, the State Workforce Development Board, and the Agency of Commerce and Community Development to consider applications using the selection criteria above and submitted recommendations for grant funding to the Commissioner of Labor. The following awards were made, serving approximately 500 Vermonters across the state – including New Americans, individuals in recovery, ex-offenders, mature workers, and under-paid or under-employed Vermonters.

Association of Africans Living in Vermont - \$30,000.00  
Burlington School District - \$18,000.00  
Lamoille North Supervisory Union - \$18,000.00  
Lyndon Institute - \$18,000.00  
Maple Run Unified School District - \$14,000.00  
Patricia A. Hannaford Regional Technical School District - \$18,000.00  
Orange Southwest School District - \$18,000.00  
Orange East (River Bend) - \$18,000.00  
Salvation Farms, Inc. - \$10,000.00  
Southwest Vermont Regional Technical School District - \$25,000.00  
St. Johnsbury Academy - \$18,000.00  
UVM Health Network Home Health and Hospice - \$60,000.00  
Vermont Adult Learning - \$40,000.00  
Vermont Foodbank, Inc. - \$15,000.00  
Vermont HITEC, Inc. - \$23,000.00  
Vermont Technical College - \$25,000.00  
Vermont Works for Women - \$30,000.00  
ReSOURCE: A Nonprofit Community Enterprise - \$40,425.00  
Rescue, Inc. Brattleboro - \$12,000

## **Wage Reporting for Trainees in FY 2019**

As part of Sec. 5.801.1 of the 2009 Next Generation Act and reinforced by Act 156, Sec. B.1100, social security numbers (SSN) for individuals trained through the Vermont Department of Labor (VDOL) Training Fund were collected.<sup>6</sup> This allowed for the analysis of wage records for individuals trained through the program in fiscal year 2019. In total, 309 valid observations were able to be collected and attributed to fiscal year 2019 activity. Some observations may have been excluded because the training period did not start and end within the fiscal year of analysis. Graphs 1 and 2 display the results of the fiscal year 2019 analysis.

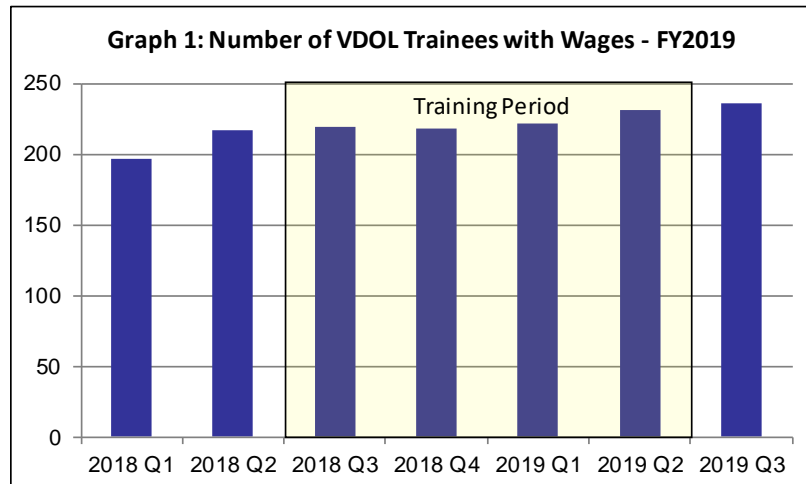
In Graph 1 (below), the number of training participants with wages greater than zero is displayed. As detailed in the graph, the trend is positive in that more individuals had wages post-training than pre-training. Specifically, Graph 1 shows 217 wage records with earnings

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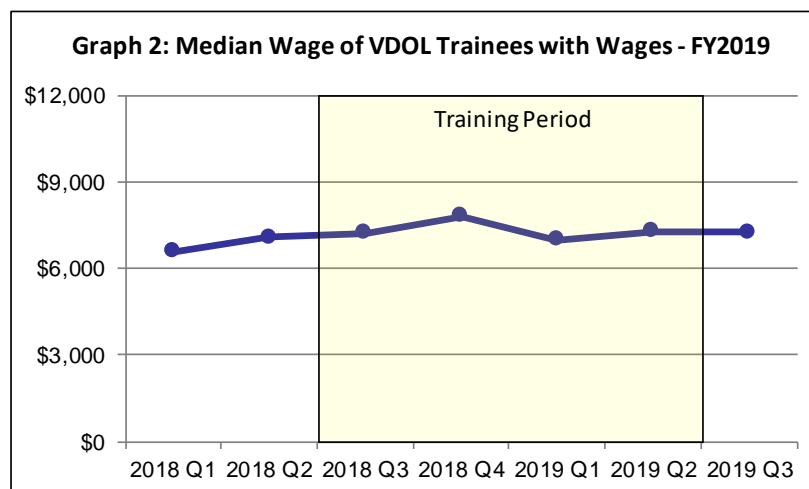
<sup>6</sup> This remainder of this section was developed and provided by VDOL's Labor Market Information Division.



above zero in the second quarter of 2018 (the quarter before training) versus 236 wage records in third quarter 2019 (the first quarter after the training period), which represents a +8.8% increase.



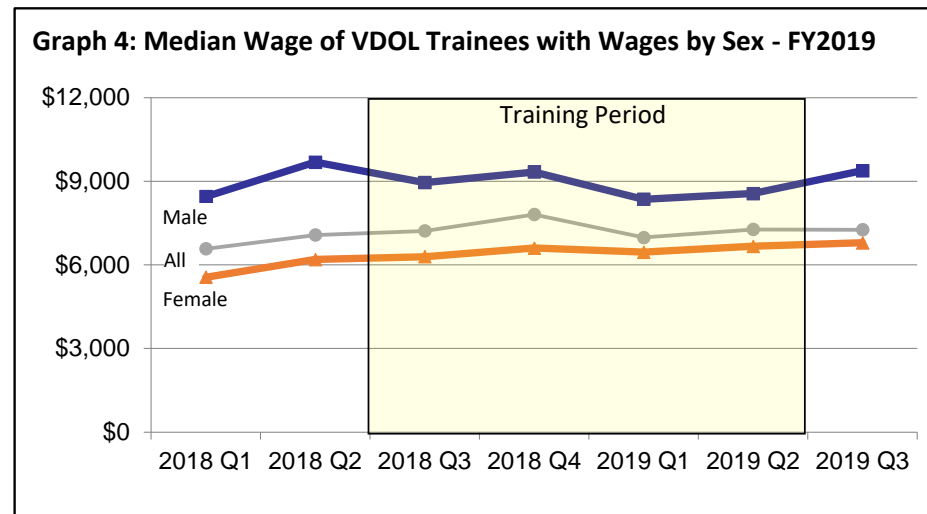
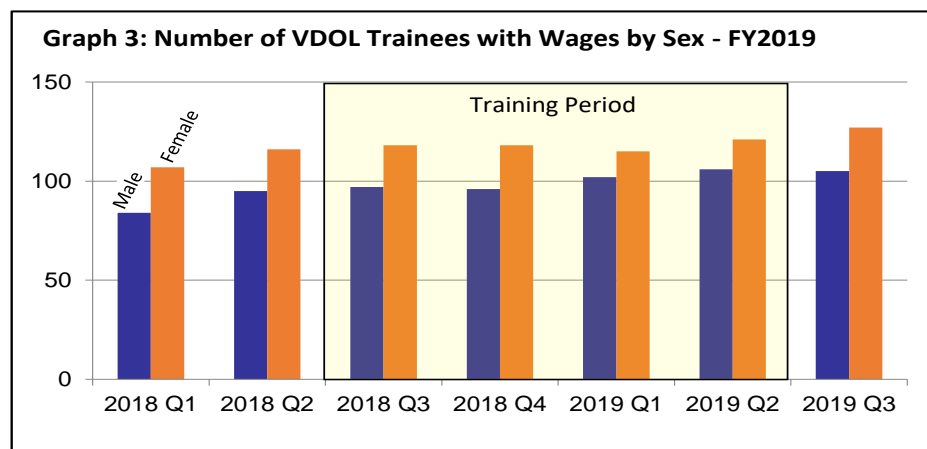
Graph 2 (below) shows an increase in the quarterly median wage for individuals trained through VDOL. The median quarterly wage increased by +2.7% between the second quarter of 2018 to the third quarter of 2019. A comparable statewide metric will not be available until summer 2020. On an annualized basis, the analysis shows a median wage increase from \$28,292 to \$29,053 between second quarter 2018 and third quarter 2019. It is possible all employer data is not yet on file with the VT Department of Labor making the wage record incomplete. Additional research would need to be conducted.



As with last year's report, it is important for individuals referencing this analysis to be aware of the limitations and or weaknesses with the underlying data; examples of which are:

- possible issue with the data analyzed not being representative of all program participants
- missing data or the absence of a control group used for comparison purposes
- the business cycle and other seasonal factors captured in quarterly data
- variations in the number of hours worked or number of jobs held (multiple job holders)
- industry specific factors which could impact wages by quarter
- the quality of the training and the resulting productivity increases

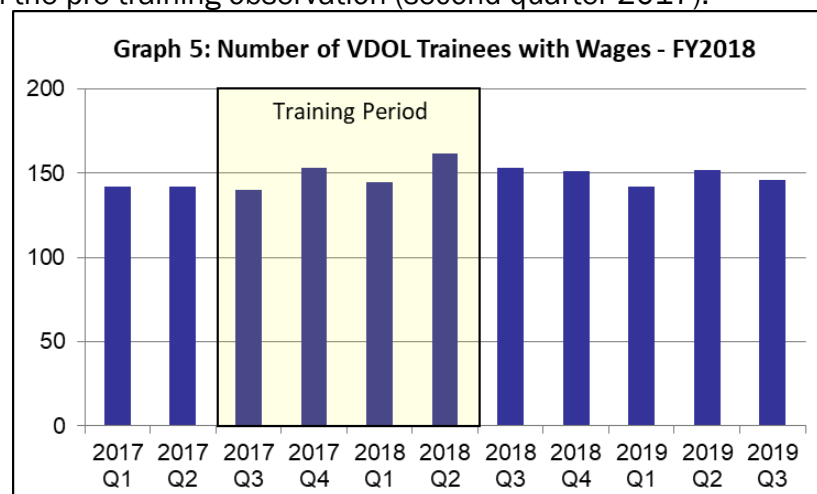
Graph 3 and 4 (below) distinguish trainee wages by sex.



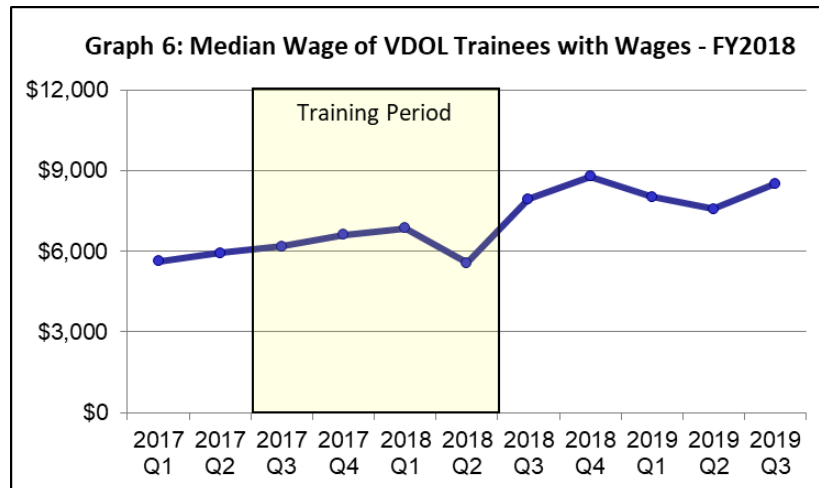
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As part of Sec. 5.801.1 of the 2009 Next Generation Act and reinforced by Act 156, Sec. B.1100, social security numbers (SSN) for individuals trained through the Vermont Department of Labor (VDOL) Training Fund were collected. This allowed for the analysis of wage records for individuals trained through the program in fiscal year 2018. Additional fiscal year 2018 data was received during fiscal year 2019. This analysis combines all the data related to training participants in fiscal year 2018. In total, 219 valid observations were able to be collected and attributed to fiscal year 2018 activity. Please note some observations may have been excluded because the training period did not start and end within the fiscal year of analysis. Graphs 3 and 4 display the results of the updated fiscal year 2018 analysis.

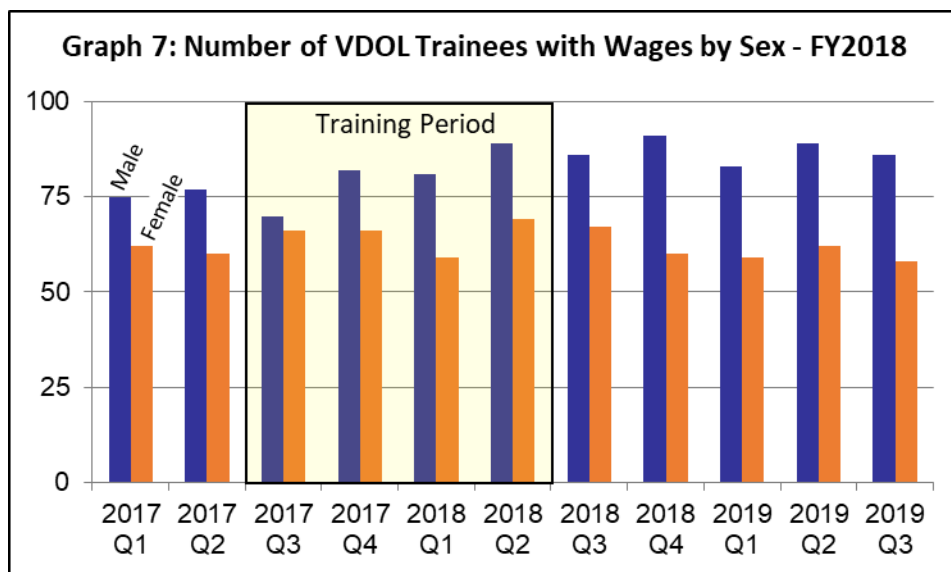
In Graph 5, the number of training participants with wages greater than zero is displayed. As detailed in the graph, the trend is positive immediately following training, but the full gain is not sustained. Specifically, Graph 3 shows 142 wage records with earnings above zero in the second quarter of 2017 (the quarter before training) versus 153 wage records in third quarter 2018 (the first quarter after the training period), which represents a +7.7% increase. However, the last observation available is third quarter 2019 which shows 146 wage records with earnings above zero. This last observation represents a +2.8% nominal increase from the pre-training observation (second quarter 2017).

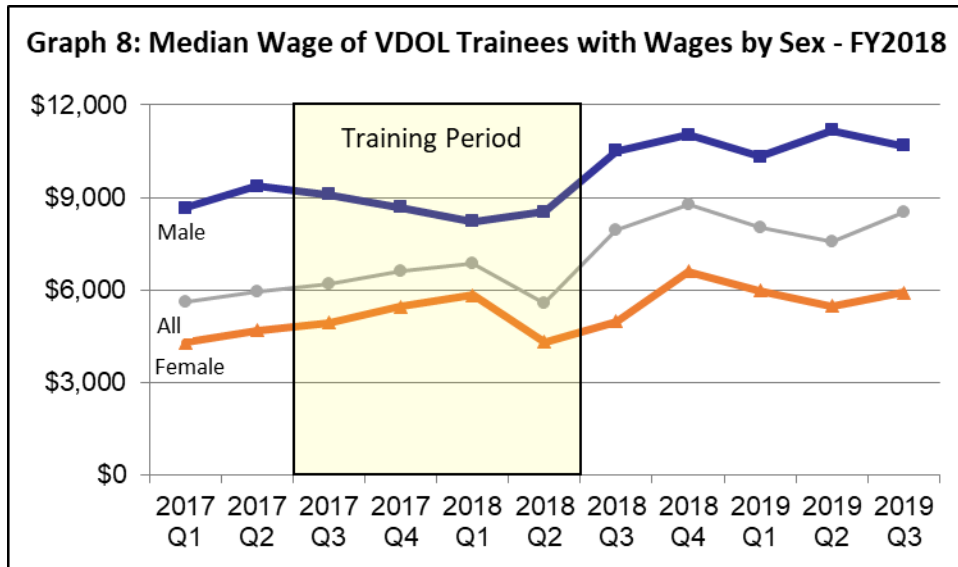


Graph 6 shows a positive change in the quarterly median wage for individuals trained through VDOL. The median quarterly wage increased by +43.5% between the second quarter of 2017 to the third quarter of 2019. A comparable statewide metric will not be available until summer 2020. On an annualized basis, the analysis shows a median wage increase from \$23,783 to \$34,128 between second quarter 2017 and third quarter 2019.



The same caveats regarding possible limitations and weaknesses of the underlying dataset reported at the bottom of the fiscal year 2019 analysis are still applicable.





### Adult Career and Technical Education Grants

As noted above, the FY 2020, initiatives under the Next Generation Fund were appropriated directly and the former Workforce Education and Training Fund (WETF) grants were disassembled into allocations for the Vermont Internship Program, Vermont Returnship Program, Adult Career and Technical Education Grants, Vermont Training Grants, and Training Grants in support of ex-offenders. Previously, \$360,000 was allocated in support of the delivery of Adult Career and Technical Education (ACTE). The allocation allowed for administrative costs (7%) to come from this amount supporting each of the 17 regional CTE centers. In FY 2020, the funding system was altered so that a total amount of \$400,000 would be spent in support of ACTE. Each of the 17 centers received \$20,000, and \$60,000 was set aside to support the general programmatic development and coordination, outreach, and training delivery of the adult career and technical education system.

Each of the 17 regional CTE centers received \$20,000 to support the delivery of career and technical education to unemployed adults, underemployed adults, and employed adults interested in increasing their skill sets through the adult career and technical education programs. Most grants were executed in early September with a period of performance through July 31, 2020. VDOL is working to put these grants on a regular August – August schedule to promote predictability and efficiency in grant management.

This funding pays for the salary of adult program directors, staff, and instructors. Funding may also be used to support tuition or scholarships for post-secondary students enrolled in an adult program; development of adult course curriculum, supplies for classroom use, and professional development or administrative support that promotes greater collaboration among centers programs in furtherance of a coordinated adult education and training system.

A regional career and technical education center that develops an adult technical education program of study using funding from this grant agrees to:

- 1) Make the program materials available to other regional career and technical education centers and adult technical education programs;
- 2) To the extent possible, align the program with subsequent programs offered through the Vermont State College System, the University of Vermont and State Agricultural College, or an accredited independent college located in Vermont; and
- 3) Respond to current or projected occupational demands.

Reporting on the FY 2020 outcomes will be included in next year's report.

## Regional Updates: Work in the Offices and in the Field

### Vermont's Southwest Region (Bennington, Rutland, and Middlebury)

The Southwest Region serves Bennington, Rutland and Addison counties. With landmass covering 2,431 total square miles (Bennington 678 square miles, Rutland 945 square miles, Addison 808 square miles), the tri-county region boasts 64,228 total labor force numbers and has experienced an overall low UI rate consistent with the VT State Average this past annual reporting period. All VT Department of Labor Career Resource Centers are a proud partner of the American Job Center Network.

Bennington county's labor force is served by the Career Resource Center conveniently located in the State Office Complex in the town of Bennington and serves 2 distinct labor market areas totaling annual average labor force numbers of 23,433. The first is the defined Bennington Micropolitan NECTA with labor force numbers of 11,793 and Manchester defined labor market area with labor force numbers of 11,640.

Rutland county and defined Micropolitan NECTA labor market area, is served by a Career Resource Center centrally located in the city of Rutland with annual average labor force numbers totaling 22,237. The office is located within the downtown business district in the state office complex on Merchants Row.

With average annual labor force numbers of 18,655, Addison county and the defined Middlebury labor market area is served by a VT Department of Labor office located on Route 7 in the town of Middlebury. The Middlebury Career Resource Center is not co-located within a state office complex. The office is however, located in the same building as the Addison County Economic Development Corp, the designated regional development corporation.

## **BENNINGTON Career Resource Center**

The Bennington VDOL office has remained uniquely co-located with Vermont Vocational Rehabilitation in the same suite within the State of Vermont office complex. VT Associates, serving low income Vermonters over the age of 55 is also co-located with VDOL. VSAC adult outreach counselor for the region regularly utilizes the office on a scheduled basis.

Northland Job Corp outreach and admissions counselor has also enjoyed the benefit of working out of the Bennington VDOL office on a scheduled basis. This co-location model affords a unique client and staff experience. Clients jointly working with agencies, receive collaborative wrap around services nearly on-demand as needed. Cross agency referrals are simplistic and provide opportunities for agencies to better guide service delivery on behalf of clients. A direct result of co-location, agency staff working in the suite experience natural teaming synergies greatly impacting effectiveness of forging professional working relationships for the benefit of clients and employers in a positive way.

With active participation in Bennington County Workforce & Education (Regional WIB), Bennington County Industrial Corp / Bennington County Regional Commission, Bennington County Economic Development Partners, Alliance for Community Transformations, and the Bennington County Regional Chamber, the VDOL office has remained an integral part of the Workforce Development system. Staff support two Career and Job Expo events per year and an array of projects such as; April Career Month, Sophomore Summit, Mount Anthony Middle School Career Fair, Financial Reality Fair, Emerging Leaders, Junior Experience (transitional pathways event), Transition Fair, Mock Interview Fair, and various school related activities upon request that supports personal learning plan development under Act 77 as well as job and career pathway exploration. The Bennington Career Resource Center also provided weekly onsite career and job exploration services with Junior and Senior students of Mount Anthony Union High School upon the request of the high school guidance department. In addition, the Bennington VDOL AJC hosted several hiring events in the office.

## **RUTLAND Career Resource Center**

The Rutland VDOL office is centrally located in the state office building in Rutland that also houses strategic workforce development partners that includes VT Vocational Rehabilitation, Economic Services and Department of Children and Families. Co-located within the VDOL office are VT Adult Learning staff serving TANF recipients, VSAC Outreach Coordinator, VT Associates staff serving low income Vermonters over the age of 55, and Northland Job Corps Outreach coordinator. VDOL and VT Vocational Rehabilitation remain committed to move towards a co-located model in effort to replicate the model that exists in Bennington.

Rutland VDOL has been an integral part of the workforce development system in the county. VDOL staff have remained actively engaged with Rutland Regional WIB, Stafford Technical Center Regional Advisory Board, Rutland Regional WIB, Rutland Economic Development Corp., Rutland Regional Chamber of Commerce and Project Vision. The Rutland VDOL office

supports two large job fairs per year, Sophomore Summit, Your Journey Starts Here, Transition Fair, Financial Reality Fair, Castleton University Career and Job Fair, workshops, and various hiring events in the AJC office.

The Rutland VDOL AJC office continues to be heavily involved in supporting a pilot initiative by the Rutland Regional WIB entitled Real Careers at Rutland and funded by VDOL dollars. This pilot initiative is designed to serve in school youth of Mill River and Otter Valley whom have been identified by guidance counselors as students that may be graduate from high school without a transition plan. They will work directly with a coordinator whom will help them identify a career pathway and potential training within the greater Rutland area. The other component of the pilot project will work with young adults whom have already left school and are currently unemployed or underemployed. Those individuals will be provided intensive mentoring and career pathway mapping that enables them to engage in training and jobs that are in demand.

Bennington and Rutland Counties encountered mass layoffs this past program year. Southern Vermont College in Bennington County, Green Mountain College, as well as College of St. Joseph's in Rutland County, permanently closed their facilities at the end of the Spring 2019 semester. This impacted approximately 133 workers in Bennington County, and 255 workers in Rutland County. Sessions of Rapid Response were facilitated in all three closures with small numbers of impacted workers continuing to work with their local AJC. Impacted worker groups were largely professional faculty members, whom quickly found employment with other institutions of higher education. WIOA services were offered to all of those impacted by their permanent facility closure.

### **MIDDLEBURY Career Resource Center**

The Middlebury VDOL office continues to collaborate with community partners that include VT Vocational Rehabilitation, Resource, VT Adult Learning, Hannaford Center, Northland Job Corp Center, Addison County Economic Development Corp. and Economic Services. This AJC receives staffing support for specialized services from the Rutland VDOL AJC. Northland Job Corp. regularly brings students to the AJC to learn more about services and the labor market of Addison county. In addition, staff were asked to support a resume and interview day for groups of students that were completing their programming with Northland Job Corps.

Larger scale community-based workforce development projects have been in a planning phase over the past year, except one project. The Addison County Workforce Stakeholders group (WIB) has started to develop a stronger cohesion for which VDOL remains heavily involved. Hannaford Center and VT Adult learning in collaboration with VDOL has been developing a program concept entitled "VT Youth Works." It is expected that collaborative projects will start to launch next year as a result. This past year, ReSource successfully launched their summer employment opportunity funded through WIOA and served a number of at-risk youth in Addison County.



Hannaford Center and VT Adult Learning in collaboration with VDOL, developed a program entitled “VT Youthworks.” The VT Youthworks program largely targets WIOA eligible youth populations funded through WIOA. The program provides opportunities for youth to build work readiness skills and obtain certifications in ServSafe, Toyota/OSHA Forklift Certification, CPR (American Heart Association), NCCER Core Curriculum Modules 3, 4, 7, and 8. In effort to explore additional career pathway options, Youthworks students participate in work experience services while they complete the last eight weeks of their training. Two cohorts completed Youthworks training this last program year. The program also rolled out in Rutland County during program year 2019.

Service Snapshot: Southwest Region PY 2018		
Total Clients		2229
Veterans Served		167
Labor Exchange Services		5929
Job Referrals		791
Employers Served		986
Job Listings		434
Adult Program Services		335
Dislocated Worker Program Services		52
Youth Program Services		505
Job Fairs and Hiring Events Held		85
Rapid Response Events		9

#### Vermont’s Southeast Region (Springfield, White River Junction, and Brattleboro)

The Southeast Region of Vermont hosts three Career Resource Centers in the towns of Springfield, Brattleboro, and White River Junction. With growing community partnerships, Vermont Department of Labor staff in these offices help to serve both Windham and Windsor Counties.

## **BRATTLEBORO Career Resource Center**

The VDOL Career Resource Center in the Brattleboro area has been working diligently to foster and grow connections with community and State partners such as Vermont Youth Services, Community College of Vermont (CCV), Vocational Rehabilitation, Brattleboro Memorial Hospital (BMH), Creative Workforce Solutions, Brattleboro Development Credit Corporation, Northland Job Corps, and ReSource.

In partnership with the Community College of Vermont (CCV) and Brattleboro Memorial Hospital, the Department's WIOA staff has again assisted in implementing the collaborative training assisting jobseekers in gaining specialized skills in environmental services leading to direct employment opportunities with Brattleboro Memorial Hospital.

A new collaborative project has been designed to assist with a recognized need of employees for local employers. In partnership with the Community College of Vermont (CCV) and ReSource, a new non-profit to the area, local employers and the Brattleboro WIOA staff have designed and are launching a Customer Service Training. This training will consist of educational components, part time work experiences, both subsidized and unsubsidized allowing participants to gain hands on skills leading to direct employment opportunities with local employers.

Career Resource Center staff have worked hard to outreach to local employers struggling to fill positions, arranging hiring events of up to 6 or 7 employers weekly in the Center.

## **SPRINGFIELD and WHITE RIVER Career Resource Centers**

In Springfield, the focus this past year has been to reconnect with our partners. We have worked hard to build relationships with partners serving job seekers within the greater Springfield area. We offer resume & interview workshops weekly in the Center. Our renewed focus on WIOA youth had an exciting summer. Following is the workshops available to the youth participating during the summer component. This model was so successful that our WIOA youth case manager is working with SEVCA to offer a similar opportunity to job seekers in another underserved area in the Region, Bellows Falls, VT and all organizations that have come to the table are very excited to tweak this to offer to all unemployed, underemployed, at risk adults & youth in the area. This will be a great opportunity for the jobseekers in the area as well as the employers that are struggling to find employees.

The White River Career Resource Center is focused on revitalizing the collaborative partnerships with other state agencies located within AHS in the building. We share many customers and have developed a co-case management agreement specifically with VR. Employer outreach has increased over the last year, and we are hosting a few to several hiring events within the office assisting employers with their recruitment needs. We offer resume & interviewing workshops weekly. We have returned to weekly on-site visits at the

Turning Point recovery center offering up to date LMI, resume & interview assistance as well as WIOA services as appropriate.

In collaboration with Dartmouth Hitchcock Medical Center's workforce development staff, the Community College of Vermont and the Vermont Department of Labor, programs are being developed to train individuals in pharmacy tech, environmental services leading to direct employment opportunities with DHMC. WRJ CRC has worked in collaboration with other partners to bring back the Upper Valley Employment Fair, with 45+ employers signed up to participate.

In November of 2019, VDOL reassigned the White River Junction Office to its Central – instead of Southeast – Region. This decision supported VDOL's aim to orient staff services to more underserved communities in the state.

Service Snapshot: Southeast Region PY 2018		
Total Clients		1408
Veterans Served		63
Labor Exchange Services		5243
Job Referrals		11
Employers Served		157
Job Listings		169
Adult Program Services		317
Dislocated Worker Program Services		82
Youth Program Services		248
Job Fairs and Hiring Events Held		142
Rapid Response Events		9

## Vermont's Northwest Region (Burlington and St. Albans)

The Northwest Region of Vermont is home to two Career Resource Centers and serving three Vermont counties and over 218,000 individuals, more than a quarter of Vermont's population (626,299 (2018)).

Over the last 12 months, the Northwest Region has worked diligently to meet our goal of communication and marketing in order to share our services and dismantle silos. As we continue to work on the implementation of WIOA and the One-Stop viewpoint we are achieving our goals. Vocational Rehabilitation, Vermont Student Assistance Corp (VSAC), Burlington Multi-Cultural Center, Job Corps, A4TD, Individual Career Advancement Network (ICAN), Economic and Labor Market, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, Trade, and Youth are all housed under one roof and we continue to seek other partners.

Service Snapshot: Northwest Region PY 2018		
Total Clients		1890
Veterans Served		95
Labor Exchange Services		2578
Job Referrals		254
Employers Served		83
Job Listings		407
Adult Program Services		314
Dislocated Worker Program Services		106
Youth Program Services		212
Job Fairs and Hiring Events Held		192
Rapid Response Events		4

In both regions we have established relationships with recovery centers (Turning Point) and others are reaching out requesting the same partnership. Our Jobs for Veterans staff (JVSG) which includes a full-time Local Veterans Employment Representative (LVER) and a full-time Disabled Veterans Outreach Program (DVOP) have also connected with employers and

support service providers resulting in veterans receiving the support services they need to include housing, counseling, veteran benefits, and employment.

In our region the local *Dress for Success* Program closed resulting with the Burlington Multi-Cultural Center reaching out to VDOL seeking approval to work together to continue the mission of the program. Job ready individuals can schedule an appointment and shop at no fee for work clothing. Donations from local businesses, government representatives and leaders are received on a consistent basis.

This summer we also continued our efforts of outreach by partnering with Franklin County Restorative Justice Center (RJC), Department of Corrections (DOC), Vermont Adult Learning (VAL), and Northwest Tech Center. Eligible WIOA Adults were enrolled in a NCCER Construction Program where they earned nationally recognized credentials in NCCER and OSHA 10 as well as offered the opportunity to earn their high school diploma through VAL. Individuals were provided with class and practical time with the goal of building two sheds for the community. This program provided DOC/RJC affiliated individuals an opportunity to learn skills, earn industry recognized credentials, and give back to their community. The program and efforts of the participants and support service providers human interest story featured on two local television stations.

Projecting goals for 2020 our regional plan is to continue with our momentum from 2019. Establishing relationships and communicating with partners in communities which historically functioned in silos takes great effort and diligence. Success did not occur overnight and we still have much ground to cover in both community and in house

#### **Vermont's Northeast Region (Newport and St. Johnsbury)**

The Northeast Region of Vermont, also known as the “Northeast Kingdom” serves Caledonia, Orleans and Essex Counties. The “Kingdom,” known for its undeveloped land and sparse population, is home to two Career Resource Centers in the population hubs of St. Johnsbury and Newport. The regional economy is centered on hospitality, home to Jay Peak, Burke Mountain and Kingdom Trails. Additional industry sectors include manufacturing, healthcare and agriculture.

Both the Newport and St. Johnsbury Career Resource Centers have become a key partner in supporting the local recovery centers in the region. Staff from these resource centers are key partners in the development and implementation of a comprehensive plan to serve individuals receiving medically assisted and other treatment options. In addition to VDOL, the regional “recovery team” consists of staff from Vocational Rehabilitation, Kingdom Recovery, Journey to Recovery and BAART. With the infusion of some additional funding, BAART was able to hire a regional Employment Specialist to support jobseekers in recovery. WIOA and Snap-E&T case managers work closely with that person and have realized many successful outcomes for their participants.

This program year, VDOL has implemented an intentional and structured partnership with the Vermont Department of Corrections to support inmate re-entry. Resource Center staff make a quarterly visit to the Northern State Correctional Facility to meet with inmates that are soon to be released. They provide employment related activities including labor market information, resume writing support, interview coaching, job referrals and referrals to additional resources that will support their transition back to the community. Additionally, we have piloted a joint “orientation” of services at these sessions, that includes WIOA and Vocational Rehabilitation staff.

The VDOL Regional Manager sits on the Regional Advisory Board for the North Country Career Center, the largest career and technical education center in the region. In this role, she provides labor market information and general occupational information that informs decisions around specific program development, expansion and retention. Additionally, the North Country Career Center Adult Education was the recipient of a state-funded internship grant to support the availability of Child Care Workers, which are in high demand. Resource center staff assisted in recruiting both participants and childcare centers who provided the internship opportunities.

The Career Resource Centers in the region host staff from partners on a regular basis including: Vocational Rehabilitation, Northeast Kingdom Learning Services (Adult Basic Education), Vermont Student Assistance Corporation, Vermont Associates for Training and Development and Vermont Office of Veterans Affairs.

Service Snapshot: Northeast Region PY 2018		
Total Clients		1202
Veterans Served		77
Labor Exchange Services		2597
Job Referrals		288
Employers Served		193
Job Listings		144
Adult Program Services		82
Dislocated Worker Program Services		44
Youth Program Services		56
Job Fairs and Hiring Events Held		50
<b>Rapid Response Events</b>		<b>1</b>

## **Vermont's Central Region (Barre and Morrisville)**

The Central Vermont Region serves the heart of Vermont with Career Resource Centers in Barre and Morrisville. Encompassing the state capital of Montpelier and several larger ski resorts including Stowe, Sugarbush and Smugglers' Notch, the Central Vermont Region offers employment opportunities in the hospitality, manufacturing, healthcare and government services. The Barre Career Resource Center shares space in a vibrant state office building with the Department of Vocational Rehabilitation, Office of Economic Services and the Department of Health. Other key partners including Department of Corrections, Capstone (CAP), Central Vermont Adult Basic Education and Turning Point Recovery Center are located just a few blocks away in downtown Barre. As a satellite office, the Morrisville Career Resource Center is housed in close proximity to all local community partners and organizations.

Highlights from the region for this program year include location participation in the 10<sup>th</sup> Annual Central Vermont Job Fair. This annual event is one of the largest in the state, hosting 75 local businesses and partners at the Barre Auditorium in downtown Barre. This event receives significant publicity and is well attended by job seekers from around the state. VDOL staff play a key role in the planning and staffing of this event. Each year has seen growth and it is anticipated that the 2020 event will be the largest ever.

The Region offers a unique training opportunity through partnership between Capstone Community Action and the Vermont Foodbank called Community Kitchen Academy. This program offers four sessions per year with an average enrollment of 12 students. The Central Vermont Resource Centers play a key role in recruiting students, assessing them and providing funding and case management under WIOA or Snap E&T as appropriate. The students who complete this comprehensive 12-week program learn high end culinary skills, critical employability and team-work skills, ServeSafe Manager's Certification and volume food production. They receive labor market exposure and are often highly recruited into local hospitality and culinary jobs. Many students receive highly collaborative support and case management from WIOA, Snap E&T, Vocational Rehab and Adult Basic Education. Enrollments have included WIOA Adult, Dislocated Worker and Youth participants.

The Central Region is home to an active WIOA Leadership group that meets bi-monthly to support on-going collaboration and continuous improvement around workforce development. Key partner involvement includes VDOL, Vocational Rehabilitation, Adult Basic Education and Capstone Community Action. This group has tackled streamlining interagency referrals, creating efficiency in business engagement, studying and implementing sector strategies, and reviewing common performance measures and outcomes. A common referral form is being tested to improve continued participant engagement and reduce participant departures.

The Morrisville Career Resource Center WIOA Youth staff were part of a highly successfully Vermont Youth Employment Program. Through months of planning, the team was able to

create a 6-week program that included work-based experiences and relevant classroom enrichment activities. Work sites for the nearly 30 participants, were identified and developed in coordination with Vocational Rehabilitation job developers. Related instruction was delivered through a partnership with Community College of Vermont and topics included financial literacy, workplace communication, personal responsibility and team building.

Service Snapshot: Central Region PY 2018		
Total Clients		1124
Veterans Served		65
Labor Exchange Services		1886
Job Referrals		23
Employers Served		68
Job Listings		156
Adult Program Services		125
Dislocated Worker Program Services		94
Youth Program Services		673
Job Fairs and Hiring Events Held		57
Rapid Response Events		5

## Workforce Development: Key Initiatives & Special Projects

### Vermont Youth Employment Program (VYEP)

Act 72 of 2019 directed VDOL to design and implement the Vermont Youth Employment Program (VYEP), to provide work experiences, individualized pre-employment, academic, occupational, and technical skill development supports to Vermont Youth ages 15-24.



Beginning in 2020, WIOA Youth, former Summer Youth Employment Program activities, the Vermont Internship Program, the forthcoming Pre-Apprenticeship Program, and other workforce preparation and experiences targeting youth and young adults will be aligned under the umbrella structure of VYEP. With WIOA Title I Youth remaining as the largest source of funding for basic and intensive career services, education and training, and work experiences for youth, a small amount of flexible state dollars will bridge funding of activities or participant wages that existing funding streams cannot cover.

All youth between the ages of 15-24 will be eligible to participate in structured opportunities to gain skills and experience real, paid work. VDOL staff will work with employers, training providers, and state and community partners to develop, oversee, and support employment projects that are customized to meet actual employer needs and, when possible, involve community service, improvement, or beautification.

VYEP can serve as a first step in defining a young person's career path. It ensures real-life opportunities to explore an occupation, combines structured skills instruction with paid work experience, involves an individualized service strategy (for employer and participant), and uses WIOA's 14 program elements to ensure participants receive the highest level of counseling, career support, and access to partner resources. The outcome VYEP will measure its success by is permanent, unsubsidized employment for the individual.

## **Program Outline**

**Purpose:** Through the Vermont Youth Employment Program (VYEP), the Vermont Department of Labor (VDOL) connects Vermont youth with local employers, providing skill development and work experience opportunities for youth, and workforce assistance for employers.

### **Goals:**

- To increase youth participation in Vermont's labor force by through education and occupational skill development and participant placements in real work experiences with Vermont employers.
- Provide local employers with young workers, assisting them in providing meaningful work opportunities and developing pipelines to continued employment.

### **Strategies and Objectives:**

- Support community-based, paid employment for service projects when possible with project specific grants.
- Partner with state and local organizations who can add value or expertise to enhance the participant or employers experience and increase positive employment outcomes.
- Develop intentional outreach to participants and employers at the local levels, including career resource centers, schools, and community organizations
- Launch a social media/online campaign to expose and connect youth to local employment opportunities.

- Ensure that VDOL case managers have the technical, logistical, and programmatic assistance to support participants and employers throughout the work experience

**Target Customers:**

- Youth aged 15-24, WIOA eligible in particular
- Vermont employers seeking workforce assistance
- Parents/family of youth and communities to encourage participation
- Out-of-School Youth

## **2019 Pilot Example**

Under VYEP, VDOL supported a barn painting project in partnership with the Vermont Agency of Agriculture in an effort to beautify the barns of Vermont. The two projects included paid work for youth, skills development opportunities with VDOL and project partners, and a community-focused outcome to be proud of. In collaboration with VTYouthWorks, VDOL paid eligible youth to paint the UVM Morgan Horse Barn in Weybridge, VT. This youth cohort were given the opportunity to develop skills, receive industry certifications, get paid to work, and be part of something bigger than themselves.

Another collaboration took place in Cambridge, VT, involving partnerships with YouthBuild, the Vermont Youth Conservation Corp (VYCC), Agency of Agriculture, and the local high school and career and technical education center. The Cambridge Barn project brought together youth and young adults from multiple regions, Burlington and Lamoille county and allowed them to set aside the challenges they face on a daily basis and feel like they were a part of an important project and a team that was making a positive impact on one of Vermont's historic barns. It allowed them to feel a sense of pride in the work they completed on a daily basis, as well as a sense of pride in the growth they showed on a personal level.

### **VYEP Success Story:**

DS is a young adult who persevered not only as participant on the barn painting project, but by attending his classes at CVABE and Drivers Education Classes four days a week. The hours he puts in at the barn have allowed him to meet almost all of his requirements to walk with the class of 2020 in June at Lamoille High School. He also made a connection with YouthBuild staff and continues to explore opportunities through YouthBuild and VDOL for construction or carpentry in the future.

<b>Vermont Relocation Assistance Program (VRAP)</b>
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It's widely agreed that Vermont's demographic changes are causing increased pressure on the state's labor force and, ultimately, our economy. In the fall of 2018, Moody's downgraded Vermont's bond rating – citing low economic growth prospects from an aging population. Recognizing that even the most successful efforts to train and match every able-

bodied worker with an existing job will still leave the state with a worker deficit, Vermont must accelerate and bolster its efforts to bring new workers into the state. VDOL's Relocation Assistance Program (VRAP) aligns already existing state and community systems to facilitate and expedite the successful physical transition of any person into a Vermont community by providing quick, customized information, resources, referrals, and support at the local level.

In the past year, VDOL has begun building the staff, systems, and infrastructure supporting VRAP so that each person interested in relocating has a personalized relocation support specialist equipped to provide information, make referrals, introduce employment leads and community connections, and coordinate the sharing of information. Additionally, VDOL is expanding VRAP to include its recruitment activities aimed at separating servicemembers at Ft. Drum. Along with partners at the Vermont Air and National Guard, VRAP outreach and assistance will be expanded on-base at Ft. Drum, and through military networks that aid veterans and separating service members in securing employment, housing, and other transitional supports.

The VRAP system is designed to:

- Maximize available state and federal resources
- Provide a customer support pathway to help every type of inquirer
- Customize the support resources to fit the qualifications and needs of prospective applicant
- Include business partnerships to maximize sharing of information about employment opportunities and promote placements or "matching" of applicants
- Track, share, and report information between public and private partners
- Ensure that every inquiry is responded to in a timely, appropriate way in support of future employment and successful relocation
- Evolve and respond to new needs and resources

Sec. 20 of Act 80 (H.533) directed \$275,000 "to the Department of Labor to expand opportunities for apprenticeships, training, and postsecondary career and technical education through the workforce education and training fund created in 10 V.S.A. § 543 and to perform its duties pursuant to 10 V.S.A. § 540(1)." 10 VSA § 540(1) requires the Department of Labor to "develop and implement a coordinated system to recruit, relocate, and train workers to ensure the labor force needs of Vermont's businesses are met." Some of that allocation has funded (Since July 2019):

- Established an internal process for receiving non-local referrals (and resumes), assigning staff, providing assistance and outreach, and tracking status
- Worked with ACCD to create an online form at ThinkVT.com that feeds into our shared database
- Collaborated with ADS to establish customer management system that can be used by state and community partners to assist individuals with relocation efforts
- Reallocated an existing position into one that will manage and oversee VRAP
- Trained staff in serving as relocation support specialists

- Inventoried available regional resources to begin formatting regional, standardized “packets” of information for staff and partners to offer interested relocators
- Attended two recruitment events at Ft. Drum; developed experience and resources specific to assisting separating service members
- Brought businesses and state agency partners to Ft. Drum for recruitment events
- Developed a demonstration project (community grant) with local partner to implement and pilot how localities can best serve and support individuals looking to relocate to Vermont
- Met with multiple business and HR representatives to ensure we are building a system with the employment need in mind

### **Separating Service Member Recruitment Initiative**

The Department of Labor (VDOL) created and implemented a system to help transitioning military members become Vermonters. This system pursues talented individuals with trade skills and STEM degrees that easily transfer to the workforce needs of Vermont. The recruitment initiative is designed to:

- Maximize transitioning talent on military installations using state and federal resources
- Provide military, veteran and civilian pathways to assist with every type of inquiry
- Customize the support resources, emphasizing community partners, to fit the qualifications and personal needs of prospective military members
- Include private, public and educational partnerships to maximize sharing of information about employment and educational opportunities to promote placement of service members
- Track, share, and report information between public and private partners
- Ensure that every inquiry is responded to in a timely, appropriate manner in support of future employment and successful transition from the military to Vermont
- Create opportunities to recruit transitioning service members

To date, VDOL has participated in multiple partnership meetings at Camp Johnson to identify and plan recruitment and relocation efforts. Staff have attended two events at Fort Drum- Summer and Fall 2019 (next event February 2020) and established relationships with Transition Specialists at Fort Drum. VDOL has direct interacted with 40-50 service members, following-up with all who expressed an interest in learning more about relocating to Vermont. The Department has met with Vermont Chamber, Vermont Businesses for Social Responsibility, Associated General Contractors of Vermont, Cabot and B-Corp Workgroup, and Regional Development Corporations, brainstorming what future business partnership and involvement might look like. Currently, VDOL is outlining possible projects (VT Day, Regional Events, Sector Specific Fairs, Vermont Veterans Internship Project, etc.) and coordinating with Northern Community Investment Corporation on a NEK Employer Focused On-Base Pilot.

During this process, we've learned that:

- There's tremendous value in having our Veteran staff speaking directly with soldiers
- There is a need for individuals to experience Vermont prior to making a commitment to re-locate
- VDOL can help provide a "cross-walk" between MOS military and civilian occupations for employers
- There is great diversity in possible recruits (age, race, experience, etc.)
- Vermont's gun laws are attractive
- Many recruits prefer a dirt road to a paved road
- Service members are interested in a way of life that includes going to college and raising a family
- The decision-maker may be the spouse
- Long lead-up to separation is both good and bad (re: timing of employment offers; availability)

#### Next Steps

- February 2020 recruiting event at Fort Drum
- Set date and event plan for the "Vermont Day" at Fort Drum, to feature employers from across the state who are committed to recruiting Veterans
- Start planning the Vermont Internship Program (later 2020)
- Continue presence at all Fort Drum recruiting events to raise the visibility of the Vermont brand
- Explore communications with other bases in New England (Fort Devens, Otis, Hanscom, Pease etc.)
- Fully integrate Veterans outreach activities into the Relocation Assistance Program, including resources and services available in a service member's community of choice
- Gather and collate regional Vermont information from Chambers of Commerce to include in outreach events

#### **Real Careers @ Rutland County**

VDOL has funded the pilot program Real Careers @ Rutland County since 2018. Real Careers provides a program characteristic unique within the educational and vocational support arena by offering in and out of school programs that provide professional planning, information about alternative routes to professional growth other than college, development of pre-employment skills, support students in creating their own local network, access to employers, enhanced job retention, and availability to continued support even after the program ends.

The in-school portion of Real Careers is student and staff identified as a major gap that has needed attention for a long time. Guidance counselors are overwhelmed with duties of emotional student well-being, college placement, course registration etc. High school

students have stated that there is a void in terms of applicable information for entry into the workforce and that this is information they both need and want.

The out of school portion includes flexibility and support. The one-time weekly commitment to a class and flexibility of scheduling individual coaching time makes it easy for student to simultaneously work and participate in the program. Also, the lack of eligibility requirements makes it accessible to a spectrum of interested parties. The afternoon and evening class options for the adult cohort also provides a stipend for students to offset any financial burden incurred (such as needs for childcare or loss of income) to ensure student retention and success.

## **Implementation**

A Program Coordinator and the Assistant Coach visit two schools as well as a venue in Downtown Rutland every week each teaching 5-6 classes. The campuses currently receiving these services are Otter Valley Union High School and Mill River Union High School. The Downtown Rutland classes are for the adult cohort, which are hosted by the Rutland Regional Planning Commission in their large conference room.

Topics covered in classes include: career exploration, job acquisition, introduction to education and training availability, financial literacy and personal planning, independent living, and health. Included in these classes are a variety of field trips (from visiting Killington Resort to the GE Aviation campus) as well as presenters (such as small business owners- Rob Stubbins from Stubbins Electrical - to topic area experts - Shelley Faris from BROCC Community Action).

## **Program Growth**

In order to grow and continue programmatic outreach, events are regularly held and attended. These events include: a quarterly adult workforce committee meeting which involves community partners and small and large business owners; job and transition fairs where a booth is setup to share information and provides a signup platform, which is supported by at least one student currently participating in the program; and Project Vision – a local collaboration of service providers facilitated by the Rutland City Police Department to provide tools that enhance the local community health.

There are ongoing efforts to establish working relationships with new schools through connecting with principals and school counselors. These schools include: Proctor High School, Poultney High School, Fair Haven Union High School, West Rutland High School, Stafford Technical Center, and Rutland High School.

In year two of Real Careers, it is planned that job coaching, tutoring and support will be offered to the 36 students from year-one. It is estimated that approximately 45 new high school seniors and 20 new out of school students will be enrolled for a total of new enrollments of 65. The summer program will run 8-weeks in July-August 2019 and serve up to 10 students in each cohort with a potential of multiple cohorts depending upon

enrollment. It is possible to serve more in the summer due to lack of in-school programming for those 8-weeks.

### **Organizational Collaboration**

Outreach to other social service organizations is also a regular endeavor to ensure that Real Careers is working collaboratively, spreading awareness of what the program offers, and to ensure that students are directed to the best programs for their needs are referrals are received. Many of the students that are actively involved with Real Careers are also involved with or receiving services from these social service organizations, so effort is made to ensure that there is minimal duplication of efforts and maximized leveraging of individual organizational services. Rutland Mental Health, Vermont Adult Learning, and Vocational Rehabilitation are a few of the organizations that Real Careers has regular contact with.

Real Careers also collaborates with other programs of the Rutland Region Workforce Investment Board (the WIB), specifically Sophomore Summit – an annual event which introduces high school sophomores to various education and professional options to consider as they move forward in their high school careers. Participating in this event provides exposure for Real Careers as well as provides a more holistic offering of vocational options for students of the Rutland Region.

To better support and enable the success of Real Careers, the RRWIB – the co-founding organization of Real Careers – will be collaborating with the Rutland Regional Planning Commission (RRPC) to provide financial, administrative, and strategic services for Real Careers. The RRPC’s ability to provide these additional services comes alongside additional services and benefits including the continued provision of meeting space for out of school classes, provision of a support network, enhanced access to local towns as they themselves are looking to bolster their own economic development, and the historical partnering of the RRPC, the WIB, and the Rutland Economic Development Corporation (REDC).

VDOL’s funding of the Real Careers pilot will end in 2020, though it will continue to work with the RRWIB and REDC on how to continue the good work underway and build from the lessons learned.

<b>2019 Regional Workforce Summits</b>
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During the summer of 2019, VDOL contracted with the Regional Development Corporations (RDCs) to coordinate and co-host twelve standardized regional workforce summits before January 1, 2020. Their role was to design the summits considering the State’s interest in replicating similar regional convenings on at least an annual basis. The three Workforce Innovation and Opportunity Act (WIOA) core partners, Department of Labor (VDOL), Division of Vocational Rehabilitation (VR), and the Agency of Education (AOE), and other state workforce partners like the Department of Corrections (DOC) parole and probation officers,

Temporary Assistance for Needy Families (TANF) staff, and the Community College of Vermont (CCV) supported and advised the RDC's work to ensure that programmatic aims of WIOA core partners, including those outlined in Vermont's WIOA State Plan, were met when possible.

The purpose of the Regional Summits was to:

- Facilitate cross-training among workforce training providers,
- Provide employers with state and local tools and information about how and where to access resources that will help them meet their labor force needs,
- Generate regional feedback on pre-determined questions that would be used to inform aspects of planning a 2020 Workforce Summit and the development of the 2020 WIOA State Plan, and
- Create a directory of local providers of workforce education, training, and support providers, programs, and relevant resources.

In addition, the RDCs worked to include the following aims into the design and content of the summits, as appropriate and when practicable:

- Conveying information, resources, and opportunities related to the State Apprenticeship Program pursuant to VDOL's State Apprenticeship Expansion Grant,
- Engaging participants and soliciting information in support of the state's development of the 2020 Perkins V Plan,
- Promoting the employment of New Americans pursuant to Act 80 of 2019, and
- Reducing the barrier to employment for offenders pursuant to Act 80 of 2019 and in furtherance of the State's Adult Re-Entry Employment Support grant.

The RDCs worked with AOE, VDOL, VR, DOC, CCV, and Reach-Up (TANF) about the goals and any specific interests in including their field staff in the summit. Using that information, the RDCs developed a uniform agenda for each of the summits, secure venues for events in each region, coordinate all aspects of each event – including lunch, create invitations and manage attendance, facilitate the event, and report outcomes from each event.

### **Report Pending**

VDOL, state partners, and the SWDB believe the regional workforce summits were very successful. On January 30, 2019, a full report on the regional workforce summits will be released and this report will be updated with those findings.



## **Hilton Honors Program**

VDOL is partnering with Hilton to offer up to 100,000 Honors Points, on an “as needed, lifetime” basis, via its Honors Program, for qualified veterans (including spouses) actively seeking employment in the state of Vermont. These points can be used in 24 states across the nation for a free night stay while job searching, interviewing or attending job fairs. Veterans will be military-connected members such as active duty transitioning service members, active National Guard/Reserve members, and military spouses, as well as, any era of military service. The Hilton Honors program became effective October 1, 2019, and VDOL appreciates working with together with Hilton to provide military veteran jobseekers lodging.

## **Credential Attainment**

### **Credential Attainment Cohort**

The Vermont Department of Labor in collaboration with Vocational Rehabilitation and the Agency of Education have joined forces with eight states (Alabama, Massachusetts, Michigan, Minnesota, Missouri, Ohio, Pennsylvania and Utah) to explore different methods for determining which degrees, certificates, certifications, and licenses qualify as credentials (according to the definition outlined within federal guidance), address common and state-specific challenges related to the indicator and develop a system-wide resource to assist states in similar efforts.

The discussion, developments, and promising practices shared throughout this structured cohort learning opportunity are helping to inform future federal technical assistance. A series of Skype (virtual) meetings and an in-person meeting in Washington D.C is on the agenda to drive this initiative. Because each state is unique, a capstone project will be developed and implemented individually. The Vermont team will work towards establishing an action plan that outlines a new or enhanced process for assessing and determining which degrees, certificates, certifications, and licenses qualify as federally defined credentials.

### **Post-Secondary Credential Attainment**

In Sec. 5 of Act 80 of 2019, VDOL is required to include the number of postsecondary credentials awarded in Vermont and the data sets that are used to inform the report.

In 2019, VDOL awarded 304 certificates of completion for federally-recognized Registered Apprenticeships.

Number of Degrees and Certificates Awarded (7/1/2018 – 6/30/2019)					
	Castleton University	Community College of Vermont	Northern Vermont University	Vermont Technical College	Total VSCS
Postsecondary award, certificate, or diploma (less than 2 acad. years)	0	63	5	146	214
Associate's degree	8	432	44	312	796
Bachelor's degree	360	0	411	152	923
Master's degree	33	0	46	1	80
Post-master's certificate	2	0	0	0	2
<b>Total</b>	<b>403</b>	<b>495</b>	<b>506</b>	<b>611</b>	<b>2,015</b>

### Employment of New Americans

Section 9 of Act 80, An Act Relating to Workforce Development, passed by the Vermont General Assembly and signed by Governor Scott in 2019, directed the Vermont Department of Labor to take specific actions in coordinating and supporting the employment of New Americans in Vermont's workforce. This work and the recommendations developed under the Act 80, Sec. 9 directive are reported separately and may be found on VDOL's website and the Vermont Legislature's Reporting page.

### Post-Secondary Career and Technical Education System Integration

In the first half of the 2019-2020 biennium, the General Assembly passed and Governor Scott signed Act 80 into law. As part of a comprehensive, multi-year initiative to bolster, integrate, and align the state's workforce and training programs, the law directs the Vermont Department of Labor, in collaboration with the Agency of Education, Vermont State Colleges, and the Vermont Adult Technical Education Association to consider and report to the General Assembly on the design, implementation, and costs of a fully integrated adult postsecondary CTE system.

VDOL solicited contractors to bid on performing the following services:

1. The development and execution of a transparent process that involves multiple stakeholders to create one or more designs of a fully integrated adult postsecondary career and technical education (CTE) system that:
  - a. provides Vermonters throughout the State with high quality programs that are standardized, replicable, and offered with regularity and consistency;
  - b. coordinates, or integrates where appropriate, the many programs and providers into the state's workforce education and training system to maximize the efficient use of training resources; and

- c. features a governance structure that provides consistency across the system whenever appropriate, but also provides the flexibility necessary to respond to local and regional workforce demands.
2. To assist VDOL in implementing the process by planning and facilitating in-person and virtual engagement of stakeholders.
3. To develop one or more system design options and report on what changes in delivery, organization, and governance are needed to implement the recommendations stemming from (1) above.

The resulting design of a fully integrated adult postsecondary CTE system will meet the following aims:

- Provide Vermonters throughout the State with high quality programs that are standardized, replicable, and offered with regularity and consistency;
- Coordinate, or integrate where appropriate, the many programs and providers of adult training and education to maximize the efficient use of workforce education and training resources;
- Feature a governance structure that provides consistency across the system whenever appropriate, but also provides the flexibility necessary to respond to local and regional workforce demands;
- Outline statutory or administrative barriers to implement the redesigned system;
- Delineate funding and cost implications that could arise when implementing the redesigned system; and
- Identify data and information sharing systems that would need to be developed to support effective integration.

<b>Deliverables</b>	<b>Estimated Completion Date</b>
Public and private meetings with stakeholders completed	April 1, 2020
Monthly virtual meetings with VDOL and implementation team	ongoing
Stakeholder meeting feedback review with VDOL and implementation team	April 15, 2020
Presentation of draft design options to VDOL and implementation team	May 15, 2020
Final report submitted to VDOL	June 15, 2020
Public call to present report	June 30, 2020

The Department is currently in contract negotiations with a vendor for the above services.

## **Ex-Offender Employment Support**

Section 11 of Act 80 of 2019 required the Department of Corrections (DOC), in collaboration with the Department of Labor, to provide a standardized program of education and training for all new and existing probation and parole officers that includes components related to

minimizing barriers for offenders to obtaining and maintaining employment and minimizing the impact of program and supervision requirements on the offender's employment, including monitoring and facilitating compliance with DOC case plan goals based on best practices and consistent with public safety.

As has been noted previously, VDOL sponsored twelve Regional Workforce Development Summits across the state in the fall of 2019. These regional convenings of employers and service providers created a valuable opportunity to share, plan and communicate challenges, opportunities, resources, and strategies between VDOL, DOC, employers, and other workforce partners. Department of Corrections local and central staff were invited and participated in the summits statewide. This improved understanding of the system and supports, created opportunities for developing and enhancing relationships, and created a shared language and understanding of the workforce and employment system. The Regional Development Corporations (RDCs) are creating a local directory of contacts and information based on information collected from the Summits. VDOL will share these directories with local service providers, including DOC staff, in support of better coordination and collaboration among workforce partners.

Additionally, DOC, through the Adult Reentry and Employment Systems (ARES) Planning grant and Cross Disciplinary Workgroup, has surveyed core partners at both the managerial and local levels in the Self-Assessment for Employment Focused Reentry Programs. The guidance document created will be used to both inform gaps and barriers and opportunities for enhanced best practice collaboration among the DOC and its core partners, which include VDOL.

The DOC and VDOL have developed material that can be incorporated into an online training for probation and parole officers. It includes material from the Self-Assessment for Employment Focused Reentry programs, best practices in supporting people with barriers, and resources available through local career resources centers. VDOL and DOC have already held cross-agency meetings involving regional staff and have scheduled future leadership and staff level meetings to further enhance information, communication and collaboration among the two Departments. The end result will be better coordinated employment service delivery for offenders re-entering the labor force.

### **Franklin County Offender Re-Entry Pilot**

With \$75,000 in funding from the VDOL, the Franklin - Grand Isle Restorative Justice Center created a one-stop program implementing a tiered employment and training program (specifically in construction) for individuals that have been or are being supervised by the Vermont Department of Corrections (DOC) and individuals who have had prior convictions. The program's goal is to provide re-entry opportunities for those who have offended to repair harm done in the community and increase short- and long-term employment outcomes.

This pilot encompassed a two-tiered certified work readiness and specialized training program that provides a hand-on, skills-based, paid training in the construction trades.

Tier I focused on: work readiness, academics and technical skills using the NCCER Core Curriculum, as well as other workshops related to employability. Duration: 4-6 weeks

Tier II focuses on: technical skills using the NCCER Core Curriculum, as well as a hands-on work experience with instruction from NCCER instructor. Duration: 4-8 weeks. Tier II also includes interaction with employers with goal of job placement at any time during Tier activity.

The Franklin - Grand Isle Restorative Justice Center staff worked closely with VDOL and VR. VDOL staff provided program orientation sessions and screened candidates for referral to WIOA and ICAN services. Federally funded services (e.g. WIOA) were made available for individuals eligible for the pilot and enrolled in the ICAN program.

Upon successful completion from this paid training program, participants have had the opportunity to work with the Career Resource Center staff to find suitable permanent employment or comparable training in another field of interest other than construction trades. Collaboration with various community partners has been utilized to access additional training/education/health care resources and/or supportive services.

The One-Stop Construction Pilot is a planned extension and enhancement of the current DOC One-Stop Program that also tracks other social health determinants required by managed care organizations (MCO) such as:

1. Reduce the rate of uninsured and/or underinsured in Vermont,
2. Increase the access of quality health care to uninsured, underinsured, and Medicaid beneficiaries,
3. Provide public health approaches and other innovative programs to improve the health outcomes, health status and quality of life of uninsured, underinsured, and Medicaid-eligible individuals in Vermont, and
4. Encourage the formation and maintenance of public-private partnerships in health care, including initiatives to support and improve the health care delivery system.

Outcomes of this investment are promising and are driving policy and program decisions within VDOL and DOC.

## **First Books**

The Vermont Department of Labor has partnered with the Administration for Children and Families (ACF) and the Employment and Training Services (ETA) to access high quality books that support literacy and learning for children while their parents seek to improve family economic stability. Three Career Resource Centers have been selected to pilot this program; Bennington, Burlington and Newport. The aim is to create reading nooks, resulting in access to more family-centered services that benefit both parent and child and supporting a whole family approach in removing barriers to education and employment. Each Career Resource

Center will have the opportunity to establish how the initiative will best fit into their space and operations, while also serving the families they work with.

[END]

# Find Your Local Career Resource Center

## Barre Office

McFarland State Office Bldg.  
5 Perry Street, Ste. 200  
Barre, Vermont 05641-4269  
(802) 476-2600 (Voice)  
(802) 746-2628 (Fax)



## Brattleboro Office

28 Vernon St., Suite 212  
Brattleboro, Vermont 05301-3675  
(802) 254-4555 (Voice)  
(802) 257-2896 (Fax)



## Bennington Office

200 Veterans Memorial Drive, Ste 2  
Bennington, Vermont 05201-1998  
(802) 442-6376 (Voice)  
(802) 447-2726 (Fax)



## Burlington Office

63 Pearl Street,  
Burlington, Vermont 05401-3818  
(802) 863-7676 (Voice)  
(802) 863-7655 (Fax)





# Find Your Local Career Resource Center

## Middlebury Office

1590 Route 7, Suite 5  
Middlebury, Vermont 05753  
(802) 388-4921 (Voice)  
(802) 388-4630 (Fax)



## Newport Office

Emory E. Hebard State Office Building  
100 Main Street, Suite 210  
Newport, Vermont 05855-4898  
(802) 334-6545 (Voice)  
(802) 334-3351 (Fax)



## Morrisville Office

197 Harrel Street  
Morrisville, Vermont 05661-8522  
(802) 888-4545 (Voice)  
(802) 888-2543 (Fax)



## Rutland Office

200 Asa Bloomer Building, 2nd Floor  
Rutland, Vermont 05701-9408  
(802) 786-5837 (Voice)  
(802) 786-5896 (Fax)





# Find Your Local Career Resource Center

## Springfield Office

56 Main Street, Suite 101  
Springfield, Vermont 05156-2306  
(802) 289-0999 (Voice)  
(802) 885-2728 (Fax)



## St. Johnsbury Office

1197 Main Street, Suite 1  
St. Johnsbury, Vermont 05819  
(802) 748-3177 (Voice)  
(802) 748-6620 (Fax)



## St. Albans Office

27 Federal Street, Suite 100  
St. Albans, Vermont 05478  
(802) 524-6585 (Voice)  
(802) 524-7933 (Fax)



## White River Junction Office

118 Prospect Street, Suite 302  
White River Junction, Vermont 05001-2015  
(802) 295-8805 (Voice)  
(802) 295-8819 (Fax)



## Vermont Department of Labor Resource Center Directory

Office	Address	Phone	Hours of Operation
Barre	McFarland State Office Bldg. 5 Perry St. Barre, VT 05641	802-476-2600	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm - 1:00 pm
Bennington	200 Veterans Memorial Drive Suite 2 Bennington, VT 05201	802-442-6376	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm
Brattleboro	28 Vernon St. Suite 212 Brattleboro, VT 05301	802-254-4555	Mon– Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm-1:00 pm
Burlington	63 Pearl St. Burlington, VT 05401	802-863-7676	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm
Middlebury	1590 Route 7, Suite 5 Middlebury, VT 05753	802-388-4921	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm - 1:00 pm
Morrisville	197 Harrel St. Morrisville, VT 05661	802-888-4545	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:30 pm – 1:15 pm
Newport	Emory E. Hebard State Office Bldg. 100 Main St. Suite 210 Newport, VT 05855	802-334-6545	Monday – Thursday 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm - 1:00 pm
Rutland	200 Asa Bloomer Bldg. Rutland, VT 05701	802-786-5837	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm
St. Albans	27 Federal St, Suite 100 St. Albans, VT 05478	802-524-6585	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm - 1:00 pm
St. Johnsbury	1197 Main St. Suite 1 St. Johnsbury, VT 05819	802-748-3177	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm - 1:00 pm
Springfield	56 Main St. Suite 101 Springfield, VT 05156	802-289-0999	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:15 pm - 1:00 pm
White River	118 Prospect St, Suite 302 Hartford, VT 05001	802-295-8805	Mon – Thurs 7:45 am-4:30 pm Friday 9:45 am – 4:30 pm Closed for Lunch 12:30 pm – 1:15 pm

**One-Stop American Job Center Services**  
Coordination and Delivery in Vermont

**Memorandum of Understanding**  
between  
*Vermont State Workforce Development Board*  
and the  
*Required and Additional Partners of the American Job Center Network*

July 1, 2018 – July 1, 2019

## **I. PARTIES**

This Memorandum of Understanding (MOU) is entered into by Vermont's State Workforce Development Board ("SWDB"); the Vermont Department of Labor ("VDOL"); Northlands JobCorps; ReSOURCE A Nonprofit Community Enterprise, Inc. ("ReSOURCE"); the Vermont Agency of Education ("AOE"); the Vermont Department of Disabilities, Aging, and Independent Living, Division of Vocational Rehabilitation ("DVR"); the Vermont Department of Disabilities, Aging, and Independent Living, Division for the Blind and Visually Impaired ("DBVR"); the Vermont Department for Children and Families, Economic Services Division ("ESD"); Vermont Associates for Training and Development ("Vermont Associates"); PathStone; Maquam Bay of Missisquoi, Inc.; and Champlain Valley Office of Economic Opportunity ("CVOEO"), as required one-stop partners under the Workforce Innovation and Opportunity Act (WIOA) of 2014, 29 U.S.C. §3151(b) and (c).

Other parties to this agreement are the Vermont Department of Corrections ("DOC"), Community College of Vermont ("CCV"), Vermont Technical College ("VTC"), and the Vermont Student Assistance Corporation ("VSAC") who sign as additional partners without the obligation to contribute funding under section VI of this agreement.

## **II. SCOPE**

This MOU is intended to describe the roles and responsibilities of One-Stop partner programs in the Vermont American Job Center (AJC) Network generally and the Burlington comprehensive AJC specifically. The partners executing this MOU acknowledge and agree that this document is not a contract, and the MOU does not create, or otherwise give rise to, any contractual rights or obligations between the partners and their representatives. Each partner's responsibilities, which are generally summarized in this MOU, may only be legally enforced in the event relevant partners execute a separate contract. The MOU memorializes, in writing, the way the partners will work collaboratively together to satisfy the federal regulations for the Vermont AJC Network.

This MOU does not replace or supersede any prior agreements entered into by any partner described in the MOU, including but not limited to separate agreements partners have executed.

## **III. AUTHORITY**

The Workforce Innovation and Opportunity Act (WIOA) requires the SWDB, with the agreement of the Governor, to develop and enter into an MOU between the SWDB and One-Stop partners, concerning the operation and funding of Vermont's AJC Network. 29 U.S.C §3151. This requirement is further described at 20 CFR §678.500, 34 CFR §361.500, and 34 CFR §463.500, and in federal guidance issued by the US Dept. of Labor, US Dept. of Education, and US Agency of Health & Human Services.

Additionally, the sharing and allocation of infrastructure costs among One-Stop partners is governed by 29 U.S.C. §3151(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR part 200.

#### **IV. INTENT**

Parties intend for this MOU to serve as a framework for developing and aligning Vermont's workforce preparation and employment system so that it meets the needs of businesses, job seekers, and those who want to further their careers. In designing a "one-stop" system of service delivery, program partners will become connected to one another in ways that will promote integration, innovation, and better employment outcomes for Vermont businesses and job seekers. A closely aligned system of workforce development programs will help all of Vermont's jobseekers and businesses access the broad array of services and supports available to them through a more robust and personalized delivery system. Partners believe the system will grow stronger as the network embraces best practices, makes evidence-based decisions, and stays accountable to customers by focusing on continuous improvement and soliciting feedback.

In general terms, WIOA is designed to increase access to opportunities for the employment, education, training, and support services for all citizens, particularly those with barriers to employment. The Vermont AJC Network will support the alignment of workforce investment, education, and economic development systems to create a comprehensive, accessible, and high-quality workforce development system. It will strengthen the quality and labor market relevance of workforce investment, education, and economic development efforts to provide Vermont's workers with the skills and credentials necessary to secure and advance in employment with good-paying jobs to provide Vermont's businesses with the skilled workers the employers need to succeed in a global economy.

#### **V. TERMS OF AGREEMENT**

##### **a. American Job Center (AJC) Locations**

Vermont's sole comprehensive one-stop AJC is located at 63 Pearl St, Burlington, VT 05401 and is referred to in this MOU as the "Burlington AJC." Other locations where one-stop services are delivered throughout the state are described in Table 5 (attached).

##### **b. Common Identifier for Branding**

The required parties agree to use the federally designated branding protocols, either through use of the approved logo or printing "American Job Center network" or "A Proud Partner of the American Job Center network" on branded electronic resources and any newly printed, purchased or created materials.

##### **c. Career Services Coordination and Delivery**

The following programs will offer services in the Burlington AJC and throughout the One-Stop AJC Network: (1) WIOA Adult Program, (2) WIOA Youth Program, (3) WIOA Dislocated Worker Program, (4) Wagner-Peyser Employment Services Program, (5) Trade Adjustment Assistance Program, (6) State Registered Apprenticeship Program, (7) State Unemployment Insurance Program, (8) Reemployment Services and Eligibility Assessments (RESEA) Program, (9) Jobs for Veterans Program, (10) Vocational Rehabilitation Program, Blind and Visually Impaired Services Program, (11) Senior Community Service Employment Program, (12) Training and Employment Support Programs offered through Champlain Valley Office of Economic Opportunity, (13) Migrant Seasonal Farmworker Program, (14) YouthBuild Program, (15) JobCorp Program, (16) Adult Education and Family Literacy Programs, (17) Employment and Training Support Programs offered by Vermont Department of Corrections, (18) Assistance for Needy Families (a.k.a. Reach-UP), (19) Vermont Technical College Employment and Training Outreach Programs, (20) Community College of Vermont Employment and Training Outreach Programs, (21) Vermont Student

Assistance Corporation Employment and Training Outreach and Support Programs, (22) WIOA Native American Training and Employment Support Programs, and (23) Supplemental Nutrition Assistance Program (a.k.a. 3SquaresVT).

At a minimum, parties agree that all of the required career services described in 20 CFR §678.430, access to training services described in 20 CFR §680.200, access to any employment and training activities carried out under 29 U.S.C. §3151(b)(1)(B), access to programs and activities carried out by one-stop partners listed in §§678.400 through 678.410, including the employment service program authorized under the Wagner-Peyser Act, as amended by WIOA title III, and workforce and labor market information will be available at the Burlington AJC.

Parties agree to provide applicable career services listed in Table 1 (attached) and defined in Table 2 (attached) and described in Table 5 (attached) through walk-in appointments, scheduled one-on-one appointments, group orientations, and self-service resources. Where appropriate, partners who provide the same career services agree to deliver those services in a coordinated manner and will involve the One-Stop Operator in the design of the process as needed. VDOL has been selected by the SWDB as the One-Stop Operator from July 1, 2017 – June 30, 2021. The duties of the One-Stop Operator are further described in subsection (e) of this agreement.

At least one Title I staff person will be physically present during regular business hours and customers will have access to all programs, services, and activities described in this section. For the purposes of this agreement, “access” means that a program staff member or a staff member from a different program who is appropriately trained, will be physically present at the Burlington AJC, or that a direct connection via phone or real-time Web-based communication will be available at the Burlington AJC to connect a customer with a program staff member who can provide information or services to the customer, within a reasonable time.

#### **d. Infrastructure Cost Share Agreement**

*Required Partners.* Section 121(b)(1)(B) of WIOA identifies the programs responsible for sharing the infrastructure costs of the Burlington AJC. The partners who administer these programs and carry this responsibility are as follows:

1. WIOA Title I Adult Program, VDOL;
2. WIOA Title I Dislocated Worker Program, VDOL;
3. WIOA Title I Youth Program, VDOL;
4. Job Corps, Northlands JobCorps;
5. YouthBuild, ReSource;
6. Migrant and Seasonal Farmworker Programs, PathStone;
7. Wagner-Peyser Act Employment Service Program, VDOL;
8. WIOA Title II Adult Education and Family Literacy Act program, AOE;
9. WIOA Title IV Vocational Rehabilitation Program, DVR;
10. WIOA Title IV Vocational Rehabilitation Program, DBVI;
11. Senior Community Service Employment Program, Vermont Associates;
12. Perkins Career and Technical Education Programs at the Postsecondary Level, AOE;
13. Title II Trade Act Trade Adjustment Assistance Activities, VDOL;
14. Jobs for Veterans State Grants Programs, VDOL;
15. Employment and Training Activities under the Community Services Block Grant, CVOEO;
16. State Unemployment Compensation Program, VDOL; and
17. Temporary Assistance for Needy Families, ESD.

*Non-Required, Contributing Partners.* The following programs voluntarily agree to share the infrastructure costs of the Burlington AJC:

1. RESEA, VDOL; and
2. State Apprenticeship Program; VDOL

*Non-Required, Non-Contributing Partners.* For the purpose of sharing infrastructure costs, the following program partners are not subject to cost assessments under this section for the reasons stated next to their name:

1. Native American Programs, Maquam Bay of Missisquoi, Inc., excluded from obligation under WIOA;
2. Second Chance Act, DOC, excluded from obligation because funding under this Act doesn't currently exist in Vermont;
3. Supplemental Nutrition Assistance Program, ESD, excluded from obligation because it is not a federally required partner;
4. Vermont Student Assistance Corporation; excluded from obligation because it is not a federally required partner but will pay for use of space to deliver services under a separate agreement with VDOL as appropriate;
5. Community College of Vermont, excluded from obligation because it is not a federally required partner; and
6. Vermont Technical College, excluded from obligation because it is not a federally required partner.

*Burlington AJC Programs.* In addition to the required partner programs listed above, the following entities provide services out of the Burlington AJC: VSAC, and Vermont HITEC. In calculating the proportional infrastructure use of the Burlington AJC these programs will be included. VDOL agrees to assume financial responsibility for their proportional share of the infrastructure cost.

*Use of Federal Funds to Maintain Burlington AJC.* Each entity that carries out a program or activity in the Burlington AJC will use a portion of their available funds to maintain the one-stop delivery system, including payment of the infrastructure costs for the Burlington AJC. These payments will be in accordance with 20 CFR § Subpart E; federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program; and all other applicable legal requirements.

*Shared Costs.* Table 3 (attached) identifies three categories of costs that will be shared by the Burlington AJC required partners: Infrastructure, Shared Services, and Shared Costs.

*Infrastructure Costs.* The cost categories listed under Infrastructure represent the costs that will be billed proportionally to required partner programs and other co-located programs on a quarterly basis, as accrued. The total amount assessed to programs for the Shared One-Stop Space will not exceed sixteen percent of the total proportional amount budgeted for the Burlington AJC. Partner programs who are also co-located in the building, will be assessed an additional amount for their proportional square foot use.

*Additional Costs.* Table 3 (attached) limits the amounts and types of Shared Services and Additional Costs expenditures that may be proportionally assessed to the partner programs. Each program will be assessed their proportional share of the Additional Costs on a quarterly basis, after costs have been incurred.

*Duration.* Partners named in this section agree to share the cost of maintaining the Burlington AJC infrastructure, as outlined above, from July 1, 2018 to June 30, 2019.

#### **e. Business Practices**

Parties to this agreement will follow their agency's or program's business practices in the provision of services under this MOU. These practices include, but are not limited to, those related to auditing, employee personnel practices, employee and client confidentiality, insurance, procurement, record keeping and retention, and employee and client confidentiality.

#### **f. Management of the Burlington AJC and Vermont's AJC Network**

Parties recognize and respect that each agency has different philosophies, policies, practices and day-to-day operation and supervision requirements.

Parties acknowledge that the role of the designated One-Stop Operator ("Operator") is to coordinate the delivery of services by required One-Stop partners and service providers both within the Burlington AJC and across the Vermont AJC Network. Partners agree to assist the Operator in performance of its duties as necessary. Other responsibilities of the Operator include, but are not limited to:

- Providing reports and other information as required by the SWDB. The Operator will make available to the SWDB sufficient information to enable the SWDB to oversee the Vermont AJC Network, and to ensure that funds are appropriately used, managed, and invested in order to maximize performance outcomes.
- Assisting in the development of MOUs between the SWDB and the One-Stop partners that fully describe the roles and responsibilities of each One-Stop partner, including sharing the infrastructure and additional shared costs related to Vermont's AJC Network.
- Developing processes to ensure that all customers receive appropriate, timely, and effective career services.
- Coordinating reception and initial registration services for all customers.
- Coordinating access to virtual resources at appropriate partner locations, libraries, and other points.
- Identifying and recruiting additional system partners and resources.
- Performing continuous improvement activities to achieve high-level service quality and exceptional customer service, including: reviewing the various resources and services available to customers on an ongoing basis, and identifying additional services or enhancements; and measuring customer satisfaction, reviewing results, and making recommendations for improvement.
- Handling and resolving complaints related to the Burlington AJC and the Vermont AJC Network in accordance with an approved grievance procedure.
- Developing and implementing a coordinated staff development and training plan for the Burlington AJC and Vermont AJC Network.
- In coordination with the One-Stop partners, developing and implementing a formal referral process, including referral forms, as described in subsection (g) of this agreement.
- Ensure alignment of resources, services, and data as outlined in the State Plan.
- Monitoring compliance with all federal and state laws, regulations, policies, and procedures related to the Vermont AJC Network, including the Burlington AJC.

#### **g. Customer Referrals**

Vermont's AJC Network is designed to share service delivery infrastructure, empowering all partner organizations to provide the widest array of high-quality services to meet customer needs. Parties agree to



create a policy for making and following-up on referrals and review it annually to ensure that the system is effective, efficient, and helpful to customers.

In addition, parties agree to:

- Participate in a customer focused referral system that seamlessly accesses resources from involved partners to increase quality outcomes;
- Offer customers information on how to apply for a partner's services and arrange an appointment for the customer, if needed;
- Identify a partner referral liaison for each program partner;
- Provide ongoing training to all partner frontline staff in each program's services and eligibility; and
- Establish a standard of real-time referrals to all applicable local program partners.

#### **h. Confidentiality**

Customer information will only be shared in accordance with each partner's respective confidentiality requirements. If shared, the information will be made available within a reasonable timeframe.

Information about Vocational Rehabilitation customers may only be shared if the customer has signed a written release. Information may only be shared for the period of time specified in the release and only with the persons identified in the release.

Personally identifiable information obtained from customers of specific programs during outreach, intake, system orientation, initial assessment, referral to a partner programs, referral to supportive services, or otherwise is confidential and will not be released, disclosed or re-disclosed without obtaining the proper program specific release. Parties agree to work with the One Stop Operator to design information sharing protocols for one stop partners that complies with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the Family Educational Rights and Privacy Act (FERPA), and any other relevant federal or state privacy laws.

#### **i. Accessibility**

Activities, employment, information and services available to job seekers and employers through the Vermont AJC Network and the Burlington AJC must be both physically and programmatically accessible to all people. A person's race, creed, color, national origin, marital status, sex, sexual orientation, gender identity, age, political affiliation or belief, disability, veteran's status, or physical or mental condition will not impede their ability to access services, events, or programs.

Parties will comply with all relevant federal and state laws and regulations, including the Nondiscrimination and Equal Opportunity Provisions of WIOA, the Fair Employment and Housing Act; ADA Amendments Act of 2008, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and Title VI of the Civil Rights Act of 1964.

Parties will comply with all relevant federal and state laws and regulations, including the Nondiscrimination and Equal Opportunity Provisions of WIOA, the Fair Employment and Housing Act; the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and Title VI of the Civil Rights Act of 1964.

*Staff Training.* Parties agree to assist the One-Stop Operator in coordinating ongoing trainings and sharing information so that program staff are trained in ways to modify environments, procedures, and

information dissemination to avoid discrimination and to meet individual needs. Trainings will include instruction on how to provide services for all customers in compliance with the laws referenced above and best practices concerning accessibility, inclusiveness, and universal design.

Partners in Vermont's AJC Network will ensure that all locations where program services are available to customers meet the standards of physical and programmatic accessibility described below. Evaluations of the Burlington AJC's physical and programmatic accessibility will include how customers with disabilities can access, fully participate in, or benefit from available services compared to customers without disabilities.

### Physical Accessibility

Physical accessibility refers to the extent to which facilities are designed, constructed, or altered so they are accessible to and usable by individuals with disabilities. AJC partners will use universal design and human-centered design strategies to help all customers access services. Evaluations of physical accessibility will take into account exterior and interior accessibility and will include criteria evaluating how well the AJCs and delivery systems take actions to comply with disability-related regulations implementing WIOA section 188.

*Location and Facility.* The Burlington AJC is accessible by public transportation, driving, biking, or walking. The center's sign is clearly marked and visible from a main road. The required number parking spaces are dedicated and marked for individuals with disabilities and are located closest to an accessible entrance.

The physical layout of the Burlington AJC eliminates structural barriers to mobility and is accessible to individuals of all capabilities. The building complies with the most recent ADA standards for Accessible Design and the Uniform Federal Accessibility Standards. The center's layout supports a culture of inclusiveness, guided by laws and regulations referenced above.

*Workspaces and Assistive Technology.* All public workspaces will be physically accessible to all customers by July 1, 2018 and will include assistive technology for customer use. A plan will be implemented to select, install, maintain, and update assistive technology based on customer's needs. Staff will also be trained on the use of the assistive technology so they can support customers needing the tools to access services.

*Hours of Operation.* The Burlington AJC provides maximum access to partner program services during regular business hours. Partner staff will consider the unique work, childcare, or transportation needs of participants and try to offer flexibility in scheduling whenever possible.

### Programmatic Accessibility

Programmatic accessibility means that services and activities provided through Vermont's AJC Network, specifically those provided in the Burlington AJC, will be offered and delivered in a way that enables all eligible job seekers and employers to participate regardless of their range of abilities, age, culture, learning style, intelligence, or education level, in the most integrated setting appropriate.

All customers with disabilities will be reasonably accommodated so that they are able to interact and communicate with service providers in the most conducive environment available. Accommodations will also be made for individuals who have communication challenges, such as individuals who are deaf or hard of hearing, individuals with vision impairments, and individuals with communication disorders.

*Communication.* Staff will communicate with persons with disabilities as effectively as with others, and provide appropriate auxiliary aids, services, or other accommodations as needed. Individuals with disabilities seeking information or services from the Burlington AJC will have equal access to all information and data provided by the center.

Resources through the Burlington AJC will be accessible to individuals with disabilities and made available in multi-lingual versions. Translation services will be available, as needed, for all customers and service providers. All information, including that which is in digital format, will be clearly identified, communicated in a way that the public can understand and use, and fully accessible for individuals utilizing assistive technology tools. Information will be presented in a way that is compliant with federal and state law.

*Virtual Accessibility.* Customers will have access to all partner program services in the Burlington AJC onsite or via technology located at the center in compliance with WIOA's "direct linkage" requirement further described in 20 CFR 678.305. Phone, real-time web-based communications, or other technology will be physically present, enabling real-time interactions either on-demand or within a reasonable time. Parties agree to establish a policy that defines and describes a reasonable response time and protocol and agree that partner program staff located remotely and at the Burlington AJC will comply with the policy.

AJC partners will work to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. All information kept virtually will be updated regularly to ensure dissemination of correct information. Partners will either have their own web presences via a website or social media, or will enter into a separate agreement with another partner program to post content through its website. Partners will assure that their websites are fully accessible for customers utilizing assistive technology tools.

## **VI. ONE-STOP AMERICAN JOB CENTER (AJC) OPERATING BUDGET**

29 U.S.C. §3151(h) requires that one-stop partners use a portion of the funds available to them to maintain a one-stop service delivery system. The required parties to this MOU agree to jointly fund Vermont's AJC Network infrastructure and shared services out of the Burlington AJC. The shared services budget described in Table 3 (attached) was negotiated and agreed upon by all the required partners.

Table 4 (attached) totals the individual budgets for programs offering services through the Burlington AJC.

## **VII. CONFLICT RESOLUTION**

Parties agree to attempt in good faith to resolve disputes regarding policy or practice among themselves. If policy or practice disputes cannot be resolved at this level, parties will work with the One-Stop Operator to settle the disagreement. If necessary, parties may solicit support from the SWDB to resolve outstanding disputes. The SWDB shall be the final arbiter of disputes related to the funding and operation of the Vermont AJC Network and Burlington AJC.

## **VIII. INDEMNIFICATION**

Nothing in this agreement shall be deemed to constitute a waiver of the sovereign immunity of the State. Each non-state party to this agreement shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, from and

against any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, arising out of the acts or omissions of the non-state party.

## **IX. AMENDMENTS**

This agreement may be modified or amended at any time, provided that all parties are in mutual agreement. Modifications or amendments shall be in writing, signed by the parties to this agreement, and attached to the original agreement.

## **X. DURATION**

The term of the MOU is from July 1, 2018 to July 1, 2019 and shall be effective upon signature by the parties' authorized representatives.

## **XI. SIGNATURES**

The organizations listed below are required partners of Vermont's AJC Network, unless otherwise noted.

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**Frank Cioffi**  
**Chair, State Workforce Development Board**

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**Date**

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**Lindsay Kurrle**  
**Commissioner, Vermont Department of Labor**  
*WIOA Title I Youth Program, WIOA Title I Dislocated Worker Program, WIOA Title I Adult Program, Jobs for Veterans State Program, State Unemployment Insurance Program, RESEA\*, State Apprenticeship Program\*, Trade Assistance Program, and Wagner-Peyser Employment Services Program.*

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**Date**

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**Heather Bouchey**  
**Acting Secretary, Agency of Education**  
*Carl D. Perkins Post-Secondary Career and Technical Education Programs and WIOA Title II Adult Education and Family Literacy Act Programs*

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**Date**

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**Diane Dalmasse**  
**Director, Division of Vocation Rehabilitation**  
*WIOA Title V Vocational Rehabilitation Programs and  
Senior Community Service Employment Program*

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**Date**

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**Fred Jones**  
**Director, Division for Blind and Visually Impaired**  
*WIOA Title V Vocational Rehabilitation Programs*

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**Date**

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**Sean Brown**  
**Deputy Commissioner, Economic Services Division Director**  
*Temporary Assistance for Needy Families (TANF) Programs  
Supplemental Nutrition Assistance Program (SNAP)\**

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**Date**

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**Pat Elmer**  
**President and CEO, Vermont Associates for Training & Development**  
*Senior Community Service Employment Program*

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**Date**

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**Jan Demers**  
**Executive Director, Champlain Valley Office of Economic Opportunity**  
*Community Services Block Grant Employment and Training  
Program Activities*

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**Date**

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**Jeff Lewis**  
**Vice-President, Pathstone**  
*WIOA Title I Migrant and Seasonal Farmworker Programs*

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**Date**

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**Alicia Grangent**  
**Center Director, Northlands JobCorps**  
*WIOA Title I Job Corps*

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**Date**

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**Louise Larivee**  
**WIOA Director, Maquam Bay of Missisquoi, Inc.**  
*WIOA Title I Native American Programs*

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**Date**

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**Thomas Longstreth**  
**Executive Director, ReSOURCE A Nonprofit Community Enterprise, Inc.**  
*WIOA Title I YouthBuild Programs*

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**Date**

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**Lisa Menard**  
Commissioner, Department of Corrections\*

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**Date**

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**Joyce Judy**  
President, Community College of Vermont\*

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**Date**

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**Pat Moulton**  
President, Vermont Technical Center\*

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**Date**

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**Patrick Leduc**  
Vice-President, Vermont Student Assistance Corporation\*

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**Date**

\* = Not a required partner or partner program under 20 CFR §678.400

<b>Table 2: Definitions of Services</b>
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In the following definitions, “customer” is equivalent to participant, consumer, client, student, or recipient, as used by the various partners.

**Basic Career Services** (20 CFR §678.430(a) and §678.435)

**Eligibility for Title I Services** – Determination of whether a customer is eligible to receive services from the Adult, Dislocated Worker, or Youth programs.

**Outreach, Intake, and System Orientation** – Outreach is intended to promote awareness of the availability of the System services to/for individuals and businesses that may need these services. Intake and System orientation is the process of gathering basic information to determine the program(s) appropriate for the customer, and providing the customer with information on the services available to determine if he/she is interested in pursuing those services. **Note: “SYSTEM” means the One-Stop System where all required partners make their services available.**

**Initial Assessment** – The collection and assessment of information on a customer’s skill levels, including literacy, numeracy, and English language proficiency; work history; employment barriers; employment goal(s) and occupational knowledge; supportive service needs; and whether referrals to other programs are appropriate or necessary.

**Labor Exchange Services** – Providing job search and placement services to the customer, including but not limited to, information on in-demand industry sectors and occupations and non-traditional employment, when appropriate; development of a work search plan; placement in workshops; posting jobs on the state job bank; providing job matching and referrals; and advising how to maintain a record of job search.

In some instances, programs may require their customers to maintain and submit a log detailing the amount of time spent on job search activities including identifying, applying, and interviewing for potential jobs, and time spent preparing and sending follow-up material to businesses.

Labor exchange services also include appropriate recruitment and other business services, which may include, but are not limited to, customized screening and referral of qualified customers in training services to businesses; customized services to businesses, business associations, or other such organizations, on employment-related issues; customized recruitment events for businesses and targeted job fairs; human resource consultation services which may include writing/reviewing job descriptions and employee handbooks, developing performance evaluations and personnel policies, creating orientation sessions for new employees, honing job interview techniques for efficiency and compliance, analyzing employee turnover, creating job accommodations and using assistive technologies, and explaining labor law to help businesses comply; and customized labor market information for specific businesses, sectors, industries, or clusters.

**Referrals to Programs** – Referrals and coordination of activities with other appropriate programs and services that meet specific customer needs, assist them in overcoming barriers to employment, and provide services to gain/retain employment. These other programs and

services may include, but are not limited to, employment and training services; treatment for alcohol, substance abuse or mental health issues; Unemployment Insurance benefits; Workers' Compensation; VT Disability Insurance; and vocational rehabilitation services.

**Labor Market Information** – Staff provides workforce and labor market employment statistics to assist job seeking customers in the development of employment goal(s) and businesses in the development and implementation of sector partnerships and career pathways. The employment statistics include local, regional, and national labor market conditions; career counseling and career exploration services; characteristics of industries, occupations, and the workforce area; business-identified skill needs; short and long-term industry and occupational growth and salary projections; worker supply and demand; and high-growth and high-demand industries.

**Performance and Program Cost of Eligible Providers** – The provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of provider.

**Referrals to Supportive Services** – Staff provides customers with referrals to supportive services that enable the customer to participate in authorized WIOA activities. Based on various partners' programmatic rules and regulations, these supportive services may include, but are not limited to, transportation; child care; dependent care; housing; needs related payments; interpreter services; reasonable accommodation for youth with disabilities; legal aid services; assistance with uniforms or other appropriate work attire; assistance with books, fees, and school supplies; payments and fees for employment and training related applications, tests, and certifications; and tools or instruments. Depending on the program, when appropriate, information may also be provided to customers on how to continue these supportive services after program services are completed.

**Unemployment Insurance (UI) Information and Assistance** – Career Center and UI staff provides information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. Meaningful assistance means providing assistance on-site using staff that is well trained in UI compensation claims filing and the rights and responsibilities of claimants or providing assistance by phone or via other technology as long as the assistance is provided by trained and available staff within a reasonable time.

**Financial Aid Assistance** – Providing assistance in establishing eligibility, accessing, and applying for programs of financial aid for training and education programs not provided under WIOA.

### **Individualized Career Services (20 CFR §678.430(b))**

**Comprehensive Assessment** – Staff conducts a specialized assessment of a job seeker's barriers to employment, occupational and employment goal(s), educational and skill levels, and personal circumstance to determine his/her service needs. This may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation. Under WIOA Title I, the comprehensive assessment is used to develop the Individual Employment Plan (IEP), while under Title IV, it is used to develop the Individualized Plan for Employment (IPE).



**Individual Employment Plan (IEP)/Individualized Plan for Employment (IPE)** – The IEP/IPE identifies the appropriate employment goal(s) chosen by the customer. The initial and comprehensive assessment is used to develop the IEP/IPE in consultation with the customer. The plan outlines the necessary services to be provided to achieve the planned goals; steps and timelines for achieving the goals; and the terms, conditions, and responsibilities associated with the plan. The IEP for Title I Adult/DW/Youth programs also includes information about eligible training providers, when applicable. The IPE for Title IV Vocational Rehabilitation Programs must also include those specific rehabilitation services needed to achieve the employment outcome, including assistive technology devices and services, when applicable.

**Career Planning and Counseling** – One-on-one or intensive career planning and counseling with a professional counselor uses initial and comprehensive assessments and the IEP/IPE, and aims at enhancing job seeking and retention skills and career advancement of customers by:

- Helping the customer analyze and understand career information, and gain a better understanding of his/herself using career information gained through assessment tools and counseling strategies to more realistically choose or change short and long-term occupational goals; and
- Preparing service strategies to assist in the achievement of occupational goal(s) and to ensure customers have access to necessary workforce activities and supportive services, which may include, but are not limited to, drug and alcohol abuse counseling, mental health counseling, and referrals to partner programs appropriate to the needs of the customer.

Counseling may also include notification of available training in entrepreneurial skills which may include, but is not limited to, taking initiative; creatively seeking out and identifying business opportunities; developing budgets and forecasting resource needs; understanding options for acquiring capital; and communicating effectively to market oneself and ideas.

**Short-term Pre-Vocational Services** – Development of skills customers need to live independently and enter the workforce fully prepared to engage in employment. These services may include academic education and job readiness trainings for development of work readiness skills, including but not limited to, learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, higher-order reasoning, problem-solving skills, work attitudes, and professional conduct.

**Internships and Work Experience** – Based on partners' programmatic rules and regulations, the work experience is a planned, structured learning experience, in most cases linked to a career, that takes place in a private for-profit, non-profit or public sector workplace. For most partner programs, work experiences may be in the form of internships, work-study, externship, on-the-job training, apprenticeship, summer employment for youth, and/or other work placement opportunities. The purpose of a work experience is to provide the customer with an understanding of the work environment and job responsibilities, specific work skills, and experience on how the customer performs in the work setting. WIOA Title I Youth work experiences also include an academic and occupational education component. Partners follow all applicable work experience requirements for their respective program's State and Federal rules and regulations.

**Out of Area Job Search and Relocation Assistance** – Staff provides information on labor exchange activities in other local areas, regions, or states and whether businesses the customer may be interested in offer assistance with relocation. Allowable relocation expenses may be paid

to eligible customers by the appropriate program.

**Financial Literacy Services** – Educate and support customers to gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality relevant learning strategies. The learning, where possible, may include, but is not limited to, creating a budget; initiating checking and/or savings accounts at banks; learning how to effectively manage spending, credit, and debt; learning how to protect against identity theft; and benefits advisement. These services may also include opportunities to put financial literacy lessons into practice, based on the needs of the customer.

**English Language Acquisition and Integrated Education** – Adult Education staff provides an integrated program of services that incorporates English literacy and civics education concurrently and contextually with workforce preparation and training for a specific occupation/sector for the purpose of educational and career advancement of customers. These services allow customers to attain economic self-sufficiency and are designed for partnerships among adult education programs and postsecondary educational institutions, training providers, and/or businesses. Other partners provide direct linkages and information on how to locate and enroll in English as a Second Language (ESL) or English for Speakers of Other Languages (ESOL) classes.

**Workforce Preparation** – Activities to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment and other employability skills that increase an individual's preparation for the workforce. For Adult Education these activities are incorporated into all literacy instruction.

### **Follow-Up Services (20 CFR §678.430(c))**

Depending upon the individual partner's programmatic rules and regulations, follow-up services may include counseling regarding the workplace for customers in adult or dislocated worker programs, who are placed in unsubsidized employment, for up to 12 months after the first day of employment. For youth programs, the follow-up services include critical services provided following a youth's exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training. These services may include regular contact with a youth's business and education provider, including assistance in addressing work-related or education-related problems that arise.

Table 3: Burlington AJC Budget - Shared Services

Burlington One-Stop AJC Budget				
Infrastructure				
Budget category	Building Budget	Budget Amount	One Stop	Shared Amount
Alarm Monitoring	\$1,000.00	\$1,000.00		
Building Maintenance Contract	\$25,000.00	\$25,000.00		
Computers/printers/Fax/Copier	\$5,500.00	\$5,500.00		
Copier Maintenance Contract	\$2,500.00	\$2,500.00		
Janitorial Services	\$25,000.00	\$25,000.00		
Janitorial Services Rugs/Mats	\$2,000.00	\$2,000.00		
Maintenance/Repairs	\$6,000.00	\$6,000.00		
Maintenance/Repairs Supplies	\$500.00	\$500.00		
Newspaper Delivery	\$300.00	\$0.00		
Office Furnishing	\$1,000.00	\$0.00		
Paper Shredding Service	\$650.00	\$650.00		
Phone Expense - Dii/Cell	\$12,000.00	\$1,560.00		
Postage Machine/Postage	\$700.00	\$700.00		
Property Ins State Policy	\$2,348.00	\$0.00		
Snow removal	\$17,000.00	\$17,000.00		
Supplies - Purified Water	\$650.00	\$650.00		
Supplies - Office	\$9,000.00	\$0.00		
Supplies - Restrooms/Cleaning/1st aid Kit	\$1,500.00	\$1,500.00		
Trash removal	\$3,500.00	\$3,500.00		
Utilities - Electricity	\$25,000.00	\$22,500.00		
Utilities - Gas	\$10,000.00	\$9,000.00		
Utilities - Water/Sewer	\$2,500.00	\$2,250.00		
	\$153,648.00	\$126,810.00	(One-Stop Share; 16%)	
			\$20,289.60	
Square Footage in Building		17,808		
Price per square foot:		\$7.12		
Area Designated as Shared One-Stop Space	Area	Square Footage		
	Large Computer Area	1327.5		
	Electrical & Supply Closet	156.25		
	Restrooms	280		
	Entrance and Stairwell	538.5		
	Elevator	80		
	Utility Room	225		
	Conference Room	234		
	Total	2,841.25	(16% of Building)	
Additional Costs				
Shared Services				
Budget category	Budget Amount	Notes		
Contracted Services	\$5,000.00			
	\$5,000.00			
Shared Costs				
Budget category	Budget Amount	Notes		
Misc	\$5,000.00			
	\$5,000.00			

**Table 4: Vermont's One-Stop AJC Budget for Programs & Services**

Total One-Stop Program & Service Budget			
Funding Source	Program Administrator	Total (Federal) Program Budget 2017	Total (Federal) Program Budget 2018
WIOA Title I: Adult	Vermont Department of Labor	\$2,017,831	\$2,101,059
WIOA Title I: Dislocated Workers	Vermont Department of Labor	\$797,048	\$859,693
WIOA Title I: Youth	Vermont Department of Labor	\$2,128,572	\$2,209,670
WIOA Title I: Job Corps	Northlands JobCorps	\$8,889,700	
WIOA Title I: YouthBuild	ReSOURCE	\$400,000	\$400,000
WIOA Title I: Migrant and Seasonal Farmworker Programs	Pathstone	\$184,000	\$184,000
WIOA Title III: Wagner-Peyser Employment Services	Vermont Department of Labor	\$2,174,035	\$2,165,391
WIOA Title II: Adult Education and Family Literacy Act	Vermont Agency of Education	\$927,795	\$980,187
WIOA Title I: Vocational Rehabilitation	Vermont Division for the Blind and Visually Impaired	\$1,200,000	\$1,200,000
WIOA Title I: Vocational Rehabilitation	Vermont Division of Vocational Rehabilitation	\$9,473,500	\$9,342,222
Title V Older Americans Act of 1965: Senior Community Service Employment Program	Associates for Training & Development	\$1,688,700	\$1,680,254
Carl D. Perkins Career and Technical Education Act of 2006: Post-Secondary Career and Technical Education	Vermont Agency of Education	\$800,000	\$939,779
Trade Act of 1974: Trade Adjustment Assistance	Vermont Department of Labor	\$1,100,000	\$543,338
Jobs for Veterans State Grants Programs	Vermont Department of Labor	\$480,000	\$418,000
Community Services Block Grants: Employment and Training Activities	Champlain Valley Office of Economic Opportunity	\$113,600	\$107,893
Reemployment Services and Eligibility Assessments (RESEA)*	Vermont Department of Labor	\$667,000	\$800,000
Programs authorized under State unemployment compensation laws	Vermont Department of Labor	\$6,927,000	\$6,900,000
WIOA Title I: Native American Programs*	Maquam Bay of Mississquoi, Inc.	\$73,600	\$73,600
State Apprenticeship Program*	Vermont Department of Labor	\$1,000,000	\$1,440,000
Temporary Assistance for Needy Families (TANF)	Vermont Economic Services Division	\$11,324,000	\$11,324,000
Supplemental Nutrition Assistance Program (SNAP)*	Vermont Economic Services Division	N/A	N/A
*	Community College of Vermont	N/A	N/A
*	Vermont Technical College	N/A	N/A
*	Vermont Student Assistance Corporation	N/A	N/A
	<b>TOTAL</b>	<b>\$52,366,381</b>	<b>\$43,669,086</b>
* = Not Federally Required to Share Cost of One-Stop Infrastructure			

**Table 5: Vermont's One-Stop Programs and Service Locations**

\* = Program & services offered at a different local location

Career Resource Center Location	Vermont Dept of Labor Programs	One-Stop Partner Programs
<b>Burlington American Job Center</b> <b>[Comprehensive One-Stop Location in Vermont]</b> 63 Pearl Street Burlington, VT 05401 802-863-7676	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> <li>• State Apprenticeship Program</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (VAL)</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• YouthBuild (ReSource)</li> <li>• JobCorps</li> <li>• Champlain Valley Office of Economic Opportunity (CVOEO)</li> <li>• MSFW Services; PathStone</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)</li> </ul>
<b>St. Albans Career Resource Center</b> 27 Federal Street, Suite 100 St. Albans, VT 05478 802-524-6585	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (VAL)*</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• MSFW Services; PathStone*</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> <li>• Champlain Valley Office of Economic Opportunity (CVOEO)</li> <li>•</li> </ul>
<b>Newport Career Resource Center</b> Emory E. Hebard State Office Building 100 Main Street, Suite 210 Newport, VT 05855-0375 802-334-6545	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Education and Family Literacy (NEKLS)*</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>
<b>St. Johnsbury Career Resource Center</b> PO Box 129 1197 Main Street, Suite 1 St. Johnsbury, VT 05819-0129 802-748-3177	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (NEKLS)*</li> <li>• Vocational Rehabilitation*</li> <li>• TANF (Reach-UP)*</li> <li>• Blind and Visually Impaired Services*</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>

<b>Morrisville Career Resource Center</b> 197 Harrel Street Morrisville, VT 05661-0429 802-888-4545	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (CVABE)*</li> <li>• Vocational Rehabilitation*</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>
<b>Barre Career Resource Center</b> McFarland State Office Building 5 Perry Street, Suite 200 Barre, VT 05641 802-476-2600	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (CVABE)*</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• YouthBuild (ReSource)*</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>
<b>White River Junction Career Resource Center</b> 118 Prospect Street, Suite 302 White River Junction, VT 05001 802-295-8805	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (VAL)*</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>
<b>Middlebury Career Resource Center</b> 1590 Route 7 South, Suite 5 Middlebury, VT 05753 802-388-4921	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Education and Family Literacy (VAL)*</li> <li>• Vocational Rehabilitation*</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• JobCorps</li> <li>• Champlain Valley Office of Economic Opportunity (CVOEO)*</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> <li>• </li> </ul>
<b>Rutland Career Resource Center</b> 200 Asa Bloomer Building Rutland, VT 05701 802-786-5837	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (VAL)*</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• JobCorps</li> <li>• MSFW Services; PathStone</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)</li> </ul>

	<ul style="list-style-type: none"> <li>• State Apprenticeship Program</li> </ul>	
<b>Springfield Career Resource Center</b> 56 Main Street, Suite 101 Springfield, VT 05156 802-289-0999	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (VAL)*</li> <li>• Vocational Rehabilitation*</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• JobCorps</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>
<b>Brattleboro Career Resource Center</b> Marlboro College Graduate School 28 Vernon Street, Suite 212 Brattleboro, VT 05301 802-254-4555	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (VAL)*</li> <li>• Vocational Rehabilitation*</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)*</li> </ul>
<b>Bennington Career Resource Center</b> 200 Veterans Memorial Drive, Suite 2 Bennington, VT 05201 802-442-6376	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• WIOA Adult</li> <li>• WIOA Displaced Worker</li> <li>• Jobs for Veterans</li> <li>• Trade Adjustment Assistance</li> <li>• Migrant &amp; Seasonal Farm Worker</li> <li>• Unemployment Insurance</li> <li>• Wagner-Peyser Employment and Employer Services</li> <li>• Reemployment Services and Eligibility Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Vermont Student Assistance Corporation (VSAC)</li> <li>• Adult Education and Family Literacy (Tutorial Center)*</li> <li>• Vocational Rehabilitation</li> <li>• TANF (Reach-UP)</li> <li>• Blind and Visually Impaired Services</li> <li>• Technical and Community College (CCV &amp; VTC)*</li> <li>• Vermont Associates for Training and Development (SCSEP)</li> </ul>
<b>Partner Program Sites</b>		
<b>Maquam Bay of Missisquoi, Inc.</b> 100 Grand Avenue Swanton, VT 05488		<ul style="list-style-type: none"> <li>• WIOA Native American Employment and Training Programs</li> </ul>
<b>Northlands Job Corps Center</b> 100A MacDonough Dr Vergennes, VT 05491-1057 800-733-5627 877-889-5627 TTY		<ul style="list-style-type: none"> <li>• Job Corps Training and Programs</li> </ul>

Adult Education and Family Literacy:  
CVABE = Central Vermont Adult Basic Education  
NEKLS = Northeast Kingdom Learning Services  
The Tutorial Center  
VAL = Vermont Adult Learning





TABLE 1: Services Provided in Burlington AJC

X = Program Provides the Service				O = Program Partially/Somewhat Provides Service							[Blank] = Program Does Not Provide Service												
Services	Adult	Dislocated Worker	Youth	Adult Education	Wagner-Peyser	Voc. Rehab	Blind & Visually Impaired	VT Associates	Registered Apprentice	Trade Assist.	RESEA	Unemploy. Insurance	Jobs for Veterans	Pathstone	Native American	CVOEO	Job Corps	ReSOURCE	SNAP	Reach-up	VTC	CCV	VSAC
Eligibility for Title I services	X	X	X		O	O								X			X				X		
Outreach, intake, system orientation	X	X	X	X	X	O	X	X	X	X	X		X	X	X	X	X			X	X		X
Initial assessment	X	X	X	X	X	X	X	X		X	X		X	X	X	X	X	X		X	X		X
Labor exchange services	X	X	X		X	X		X	X	X	X		X		X		X			X	X		
Referrals to programs	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	
Labor market information	X	X	X		X	X		X	X	X	X		X	X	X		X			X	X	X	X
Performance & program cost of Eligible Providers	X	X	X	O	O		X		X	X			X		X								
Referrals to supportive services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
UI information and assistance	X	X	O		X					X	X	O	X	X	X								
Financial aid information	X	X	X		O				X	X	X		X	X	X		O				X	X	X
Comprehensive assessment	X	X	X		O	X	X	X		X			X	X	X		X	X		X	X		O
Individual employment plan	X	X	X			X	X	X		X	X		X	X	X			X		X			O
Career planning & counseling	X	X	X		X	X	X	X	X	X			X	X	X		X	X		X	X	X	O
Short-term pre-vocational services	X	X	X			X	X								X		X	X		X	X	X	O
Internships and work experiences	X	X	X			X	X	X	X				X	X	X		X	X		X	X	X	
Out of area job search and relocation assistance	X	X	X		X	X			X	X			X	X	X		O				X		
Financial literacy services	X	X	X		X					X			X	X	X		X	X	X	X	X		X
English language acquisition and integrated education	X	X	O	X	O										X		X			X	X		O
Workforce preparation	X	X	X	X	X	X	X			X			X	X	X		X	X		X	X	X	O
Follow-up services	X	X	X			X		X		X	x		X	X	X		X	X		X	X		

# Vermont's Eligible Training Providers

A proud partner of the  network

Current as of December 13, 2019

## Advanced Welding Institute

Program: Combination Structural and Pipe Welding	Credential: Certificate of completion, Welding Technology and Blueprint Reading Certification, Oxyacetylene Welding and Cutting Certification, Shielded Metal Arc Welding Certification, Gas Metal Arc Welding Certification, Gas Tungsten Arc Welding Certification	Location: South Burlington, VT	Duration: 960 hours/ 24 weeks	Cost: \$33,700	% in unsub. employment Q2: <sup>1</sup> n/a	% in unsub. employment Q4: <sup>2</sup> n/a	Median earnings Q2: <sup>3</sup> n/a	% w/ credential or diploma yr. 1: <sup>4</sup> n/a
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## Advanced Welding Institute

Program: Structural Welding	Credential: Certificate of completion, Welding Technology and Blueprint Reading Certification, Oxyacetylene Welding and Cutting Certification, Shielded Metal Arc Welding Certification, Gas Metal Arc Welding Certification, Gas Tungsten Arc Welding Certification	Location: South Burlington, VT	Duration: 600 hours/ 15 weeks	Cost: \$25,550	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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## American Red Cross Medical Careers Training School

Program: Nurse Assistant Training	Credential: Licensed Nursing Assistant (LNA), Certificate of completion	Location: Brattleboro, VT	Duration: 5-6 weeks	Cost: \$1,460	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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## Associates for Training and Development

Program: Learn IT 2 Work	Credential: Certificate of completion	Location: Several locations throughout VT	Duration: 25 hours	Cost: \$750	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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## Bennington Rescue Squad

Program: EMT Training Course	Credential: Emergency Medical Technician	Location: Bennington, VT	Duration: 204 hours/ 20 weeks	Cost: \$750	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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## Boston University Center for Professional Education

Program: Certificate in Paralegal (Online)	Credential: Certificate in Paralegal Studies	Location: Online	Duration: 84 hours/ 14 weeks	Cost: \$3,995	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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<sup>1</sup> The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program

<sup>2</sup> The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program

<sup>3</sup> The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

<sup>4</sup> The percentage of program participants who obtain a recognized post-secondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within one year after exit from the program

\* Indicates a Registered Apprenticeship Sponsor

**Burlington Technical Center**

Program: Aviation & Aerospace Technology	Credential: FAA Mechanic Certificate with Airframe and Powerplant Rating	Location: South Burlington, VT	Duration: 1,900 hours/ 4 semesters	Cost: \$25,650 (\$29,650 for adults)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Automotive Technology	Credential: OSHA10, OSHA30, ASE Student Certification, SP/2, Automotive 2-AYES Apprenticeship Completer, SP2 Safety Training, First Aid/CPR	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$5,985	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Building Technology Commercial	Credential: OSHA10, SP2 Safety Training, First Aid, CPR	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,885	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Building Technology Residential	Credential: OSHA10, SP2 Safety Training, First Aid, CPR	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,885	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Childhood Education/Human Services I and II	Credential: Early Childhood Teaching Assistant, CPR, VT Child Care Apprentice Program Completer	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,985	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Computer Animation & Web Page Design	Credential: Web Designer Certification	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Cosmetology	Credential: Vermont Licensed Cosmetologist, Barbicide, OPI, CPR/First Aid/AED	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,800	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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**Center for Technology, Essex**

Program: Dental Assisting	Credential: Certified Dental Assistant, VT Dental Radiographic Endorsement, CPR/AED Professional Rescuer, Bloodborne Pathogens Certification	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,965	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Center for Technology, Essex

Program: Design & Creative Media	Credential: Certification in Graphic Design/Creative Media 1 & 2	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,800	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Center for Technology, Essex

Program: Engineering & Architectural Design	Credential: Certified Solidworks Associate (CSWA)	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$4,800	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Center for Technology, Essex

Program: Health Informatics	Credential: Certified Professional Coding (CPC), Bloodborne Pathogens Certification, First Aid, CPR, AED	Location: Essex Jct., VT	Duration: 752.25 hours/2 semesters	Cost: \$5,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Central Vermont Career Center

Program: Licensed Nursing Assistant (LNA)	Credential: Licensed Nursing Assistant (LNA)	Location: Barre, VT and Northfield, VT	Duration: 90 hours/ 7 weeks	Cost: \$1,375	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Champlain College

Program: Teacher Apprenticeship Program (TAP)	Credential: Vermont Teaching License	Location: Burlington, VT	Duration: 950 hours/ 32 weeks	Cost: \$11,150	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Champlain College

Program: Undergraduate Certificate in Accounting	Credential: Academic Accounting Certificate	Location: Online	Duration: 225 hours/ 2.5-3 semesters	Cost: \$10,200	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Champlain Valley Driver Training School

Program: Class A Commercial Driver’s License (CDL A)	Credential: CDL A, Certificate of completion	Location: Milton, VT	Duration: 148 hours	Cost: \$5,445	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Champlain Valley Driver Training School

Program: Class A Commercial Driver’s License (CDL B)	Credential: CDL B, Certificate of completion	Location: Milton, VT	Duration: 148 hours	Cost: \$4,445	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Champlain Valley Driver Training School

Program: CDL Passenger Endorsement	Credential: CDL Passenger Endorsement, Certificate of completion	Location: Milton, VT	Duration: 12 hours	Cost: \$3,495	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Child Care Resource

Program: Fundamentals for Early Childhood Professionals	Credential:	Location: Williston, VT	Duration: 45 hours/ 15 weeks	Cost: \$165	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Cochran’s Monuments

Program: Intro to Basic Monumental Computerized Drafting	Credential: Qualification for Granite Cutters Association standards for apprentice-level work in monument drafting	Location: Barre, VT	Duration: 16 hours/ 8 weeks	Cost: \$550	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Early Childhood Education (A.A.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Accounting (A.S.)	Credential: Associate Degree, Certified Public Accountant	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Administrative Management (A.S.)	Credential: Associate Degree, Certified Administrative Professional	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Allied Health Preparation Certificate	Credential: Allied Health Preparation Certificate	Location: 12 locations statewide	Duration: 2 semesters	Cost:	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Applied Business Practices (A.A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Business (A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Certified Production Technician: Green Production	Credential: Certified Production Technician	Location: 12 locations statewide	Duration: 42 hours	Cost: \$629	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Certified Production Technician: Maintenance Awareness	Credential: Certified Production Technician	Location: 12 locations statewide	Duration: 42 hours	Cost: \$629	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Certified Production Technician: Manufacturing Processes & Production	Credential: Certified Production Technician	Location: 12 locations statewide	Duration: 42 hours	Cost: \$629	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Certified Production Technician: Quality Practices & Measurement	Credential: Certified Production Technician	Location: 12 locations statewide	Duration: 42 hours	Cost: \$629	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Certified Production Technician: Safety	Credential: Certified Production Technician	Location: 12 locations statewide	Duration: 42 hours	Cost: \$724	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Certified Public Bookkeeper	Credential: Certified Public Bookkeeper	Location: 12 locations statewide	Duration: 120 hours/ 1 semester	Cost: \$1,228 (in-state)/ \$1,481 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Childcare Certificate	Credential: Childcare Certificate	Location: 12 locations statewide	Duration: 405 hours/ 4 semesters	Cost: \$16,504 (in-state)/ \$29,788 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Computer Systems Management (A.S.)	Credential: Associate Degree, CompTIA A+, Net+, Security+	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: CRC Pro: Allied Health and Human Services	Credential: National Career Readiness Certificate, Governor's Career Readiness Certificate	Location: 12 locations statewide	Duration: 42 hours	Cost: \$863	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: CRC Pro: Customer Service	Credential: National Career Readiness Certificate, Governor's Career Readiness Certificate	Location: 12 locations statewide	Duration: 42 hours	Cost: \$863	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: CRC Pro: Manufacturing	Credential: National Career Readiness Certificate, Governor's Career Readiness Certificate	Location: 12 locations statewide	Duration: 42 hours	Cost: \$863	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: CRC Pro: Tech	Credential: National Career Readiness Certificate, Governor's Career Readiness Certificate, Microsoft Office	Location: 12 locations statewide	Duration: 42 hours	Cost: \$863	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Criminal Justice (A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Digital Marketing (A.A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Environmental Science (A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Graphic Design (A.A.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Hospitality & Tourism (A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Human Services (A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Liberal Studies (A.A.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Liberal Studies (A.A.) with Specialization in Global Studies	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Medical Assisting (A.A.S.)	Credential: Associate Degree, Registered Medical Assistant (RMA) or Certified Medical Assistant (CMA)	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Medical Billing and Coding Certificate	Credential: Health Information Specialist Certificate, Certified Professional Coder (CPC)	Location: 12 locations statewide	Duration: 405 hours/ 2 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Microsoft Office User Certification: Excel	Credential: Microsoft Office Specialist Certification	Location: 12 locations statewide	Duration: 42 hours	Cost: \$391	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Microsoft Office User Certification: PowerPoint	Credential: Microsoft Office Specialist Certification	Location: 12 locations statewide	Duration: 42 hours	Cost: \$391	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Microsoft Office User Certification: Word	Credential: Microsoft Office Specialist Certification	Location: 12 locations statewide	Duration: 42 hours	Cost: \$391	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Multimedia Communication (A.A.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Network Administration (A.A.S.)	Credential: Associate Degree, A+, Linux+, Network+	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$19,948 (in-state)/ \$36,676 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: STEM Studies (A.S.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: STEM Studies Certificate	Credential: STEM Studies Certificate	Location: 12 locations statewide	Duration: 2 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Substance Abuse Services+	Credential: Substance Abuse Services Certificate, Apprentice Addiction Professional (AAP) certification	Location: 12 locations statewide	Duration: 450 hours/ 2 semesters	Cost: \$8,990 (in-state)/ \$16,370 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Visual Arts (A.A.)	Credential: Associate Degree	Location: 12 locations statewide	Duration: 900 hours/ 4 semesters	Cost: \$17,980 (in-state)/ \$32,740 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Web Site Design+	Credential: Web Site Design Certificate	Location: 12 locations statewide	Duration: 450 hours/ 4 semesters	Cost: \$16,504 (in-state)/ \$29,788 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Community College of Vermont

Program: Workplace Skills	Credential: Workplace Skills Certificate	Location: 12 locations statewide	Duration: 360 hours/ 2 semesters	Cost: \$15,028 (in-state)/ \$26,836 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Fair Haven Police Department\*

Program: Police Officer Trainee Apprenticeship	Credential:	Location: Fair Haven, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Fred’s Appliance Academy, LLC

Program: Basic Appliance Repair	Credential: EPA 608 Type I certification	Location: Madison, OH	Duration: 120 hours/ 3 weeks	Cost: \$4,560	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Fred’s Appliance Academy, LLC

Program: Basic Laundry	Credential: Certificate of completion	Location: Madison, OH	Duration: 37 hours/ 1 week	Cost: \$2,235	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Fred’s Appliance Academy, LLC

Program: Basic Refrigeration	Credential: EPA 608 Type I certification	Location: Madison, OH	Duration: 37.5hours/ 1 week	Cost: \$2,260	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Giroux General Transport, Inc.

Program: Class A Commercial Driver’s License (CDL A)	Credential: CDL A	Location: Berlin, VT	Duration: 160 hours	Cost: \$5,250	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Giroux General Transport, Inc.

Program: Class A Commercial Driver’s License (CDL B)	Credential: CDL B	Location: Berlin, VT	Duration: 160 hours	Cost: \$5,250	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Green Mountain Power\*

Program: Electrical Lineworker Apprenticeship	Credential:	Location: Colchester, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Green Mountain Power\*

Program: Substation Electrician Apprenticeship	Credential:	Location: Colchester, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Green Mountain Technology and Career Center

Program: Commercial Driver’s License Training	Credential: Class A Commercial Driver’s License (CDL A)	Location: Hyde Park, VT	Duration: 180 hours	Cost: \$5,200	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Hartford Area Career and Technology Center

Program: Intro to Welding	Credential:	Location: White River Jct., VT	Duration: 24 hours/ 4 weeks	Cost: \$385	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Hartford Area Career and Technology Center

Program: LNA	Credential: Licensed Nursing Assistant (LNA)	Location: White River Jct., VT	Duration: 102 hours/ 7 weeks	Cost: \$5,250	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Hayden Plumbing and Heating\*

Program: Plumbing Apprenticeship	Credential:	Location: Bennington, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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HB Energy Solutions\*

Program: Electrical Apprenticeship	Credential:	Location: Springfield, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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HB Energy Solutions\*

Program: Plumbing Apprenticeship	Credential:	Location: Springfield, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Kentucky Horseshoeing School, Inc.

Program: 36 Week Career Track Farrier	Credential: American Farriers Association Certification	Location: Richmond, KY	Duration: 1,440 hours/ 36 weeks	Cost: \$11,650	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: Business Operations Program	Credential: PMI, Lean Six Sigma, ITIL	Location: South Burlington, VT	Duration: 88 hours	Cost: \$7,835	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: Cisco Certified Network Associate (CCNA)	Credential: Cisco Certified Network Associate (CCNA)	Location: South Burlington, VT	Duration: 120 hours	Cost: \$18,222	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: Microsoft Certified Solutions Associate (MSCA)	Credential: Microsoft Certified Solutions Associate (MSCA)	Location: South Burlington, VT	Duration: Up to 178.5 hours	Cost: \$8,905	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: Microsoft Certified Solutions Expert (MSCE)	Credential: Microsoft Certified Solutions Expert (MSCE)	Location: South Burlington, VT	Duration: 187.5 hours	Cost: \$14,425	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: MS Office Specialist Certification Preparation	Credential: Microsoft Office Specialist Certification (MS Excel, MS Word)	Location: South Burlington, VT	Duration: Up to 102 hours	Cost: \$2,045	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: Network Administration Program	Credential: Network+, CCNA, MCSA	Location: South Burlington, VT	Duration: 230 hours	Cost: \$18,222	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: PC Technician Program	Credential: A+, Network+, Windows Certification	Location: South Burlington, VT	Duration: 112.5 hours	Cost: \$8,800	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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KnowledgeWave

Program: Security Professional Program	Credential: Network+ and Security+ Certification	Location: South Burlington, VT	Duration: 112.5 hours	Cost: \$8,364	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Launch Academy

Program: Fundamentals of Web Development	Credential: Certificate of Completion	Location: Online/Boston, MA	Duration: 18 weeks	Cost: \$17,500	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Life Purpose Institute

Program: Accredited Coach Training Program (ACTP) Path	Credential: Certified Life Coach	Location: Phone	Duration: 145 hours	Cost: \$7,095	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Lineman Institute of the North East

Program: Pre-apprentice Lineman Training	Credential: Pre-apprentice lineman certificate	Location: Saugerties, NY	Duration: 15 weeks	Cost: \$17,980	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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LS Coding and Education

Program: AAPC Professional Medical Coding Program	Credential: American Academy of Professional Coders (AAPC) Certification	Location: Online	Duration: 540 hours/ 52 weeks	Cost: \$4,005	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Lyndon Institute

Program: Licensed Nursing Assistant (LNA)	Credential: Licensed Nursing Assistant (LNA)	Location: Lyndon Center, VT	Duration: 104 hours	Cost: \$1,350	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: BT-1000 Behavior Technician and the Medical Office	Credential: Registered Behavior Technician (RBT), Certified Medical Administrative Assistant (CMAA), Certified Customer Service Professional (CCSP)	Location: Online	Duration: 272 hours	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: EA-1000 Administrative Customer Support Specialist	Credential: Certified Customer Service Professional (CCSP), CompTIA IT Fundamentals	Location: Online	Duration: 144 hours	Cost: \$2,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-1000 Medical Front Office Assistant & Administration Program	Credential: Certified Medical Administrative Assistant (CMAA), Certified Billing and Coding Specialist (CBCS)	Location: Online	Duration: 384 hours/ 22 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-1100 Medical Billing Specialist Program	Credential: Certified Billing and Coding Specialist (CBCS)	Location: Online	Duration: 192 hours/ 14 weeks	Cost: \$2,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-1200 Medical Front Office Administration Specialist	Credential: Certified Medical Administrative Assistant (CMAA)	Location: Online	Duration: 192 hours/ 16 weeks	Cost: \$2,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-2000 Pharmacy Technician Program	Credential: Certified Medical Administrative Assistant (CMAA), Certified Pharmacy Technician (CPhT)	Location: Online	Duration: 384 hours/ 22 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-2100 Pharmacy Technician Specialist	Credential: Certified Pharmacy Technician (CPhT)	Location: Online	Duration: 256 hours/ 16 weeks	Cost: \$2,700	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-3000 Medical Front Office & Electronic Health Records Program	Credential: Certified Medical Administrative Assistant (CMAA), Certified Electronic Health Records Specialist (CEHRS)	Location: Online	Duration: 384 hours/ 24 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-3100 Electronic Health Records Specialist	Credential: Certified Electronic Health Records Specialist (CEHRS)	Location: Online	Duration: 256 hours/ 16 weeks	Cost: \$2,700	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-4000 Electronic Health Records & Reimbursement Specialist Program	Credential: Certified Electronic Health Records Specialist (CEHRS), Certified Billing and Coding Specialist (CBCS)	Location: Online	Duration: 384 hours/ 24 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-5100 Professional Coder Program	Credential: Certified Professional Coder (CPC)	Location: Online	Duration: 448 hours/ 24 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-6000E Medical Assistant with Clinical Externship	Credential: Certified Clinical Medical Assistant (CCMA), Certified Medical Administrative Assistant (CMAA)	Location: Online	Duration: 592 hours	Cost: \$4,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-6100 Phlebotomy Technician	Credential: Certified Phlebotomy Technician (CPT), Certified Customer Service Professional (CCSP)	Location: Online	Duration: 176 hours/ 11 weeks	Cost: \$2,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-6200 Phlebotomy Technician	Credential: Certified EKG Technician (CET), Certified Customer Service Professional (CCSP)	Location: Online	Duration: 176 hours/ 11 weeks	Cost: \$2,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-6300 Cardio-Phlebotomy Technician	Credential: Certified Phlebotomy Technician (CPT), Certified EKG Technician (CET), Certified Customer Service Professional (CCSP)	Location: Online	Duration: 240 hours/ 15 weeks	Cost: \$3,750	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: HI-9000 Allied Healthcare Professional Program	Credential: Certified Medical Administrative Assistant (CMAA), Certified Electronic Health Records Specialist (CEHRS), Certified Billing and Coding Specialist (CBCS), Certified Pharmacy Technician (CPhT)	Location: Online	Duration: 576 hours/ 36 weeks	Cost: \$6,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: IT-2000 IT Helpdesk Administrator Program	Credential: CompTIA+ and CompTIA Network+ certifications	Location: Online	Duration: 288 hours/ 18 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: IT-2100 PC Technician Program	Credential: CompTIA A+ certification	Location: Online	Duration: 192 hours/ 12 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: IT-2200 IT Network Technician	Credential: CompTIA Network+ certification	Location: Online	Duration: 192 hours/ 12 weeks	Cost: \$2,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: IT-3000 Healthcare IT Technician	Credential: CompTIA Healthcare IT certification	Location: Online	Duration: 416 hours/ 26 weeks	Cost: \$4,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: IT-5100 IT Security Specialist Program	Credential: CompTIA Security+	Location: Online	Duration: 192 hours	Cost: \$2,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MedCerts

Program: RX-3000 Pharmacy Technician Professional Program	Credential: Certified Pharmacy Technician (CPhT)	Location: Online	Duration: 672 hours	Cost: \$6,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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MIL2ATP

Program: Mil-to-Airlines Course	Credential: Airline Transport Pilot (ATP) certificate	Location: Atlanta, GA and Pikeville, NC	Duration: 55 hours/ 2 weeks	Cost: \$11,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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North Country Career Center

Program: Adult LNA	Credential: Licensed Nursing Assistant (LNA)	Location: Newport, VT	Duration: 115 hours	Cost: \$1,275	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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North Country Career Center

Program: Medical Nursing Assistant (MNA)	Credential: Medical Nursing Assistant (MNA)	Location: Newport, VT	Duration: 100 hours/ 16 weeks	Cost: \$1,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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North Country Career Center Adult Education

Program: Welding	Credential: D1.1 Certification	Location: Newport, VT	Duration: 30 hours	Cost: \$600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northeast Driver Training LLC

Program: CDL A	Credential: Commercial Driver’s License Class A (CDL A)	Location: Rockingham, VT	Duration: 148 hours	Cost: \$5,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northeast Driver Training LLC

Program: CDL B	Credential: Commercial Driver’s License Class B (CDL B)	Location: Rockingham, VT	Duration: 75 hours	Cost: \$3,700	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: Excel Specialist Boot Camp for Business	Credential: Microsoft Office Specialist Excel	Location: Lyndonville, VT	Duration: 8 hours/ 1 session	Cost: \$449	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: GIS Applications in Criminal Justice	Credential: Introduction to Arc GIS	Location: Lyndonville, VT	Duration: 16 hours/ 2 sessions	Cost: \$599	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: Hospitality Trainer Development	Credential: Certified Hospitality Department Trainer	Location: Lyndonville, VT	Duration: 16 hours/ 2 sessions	Cost: \$299	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: Photoshop	Credential: Adobe Certified Associate- Photoshop	Location: Lyndonville, VT	Duration: 20 hours/ 5 weeks	Cost: \$1,029	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: Project Management Fundamentals and Agile Project Management	Credential: Project Management Professional	Location: Online	Duration: 36 hours/ 8 weeks	Cost: \$799	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: QuickBooks Boot Camp	Credential: QuickBooks Boot Camp	Location: Lyndonville, VT	Duration: 16 hours/ 2 sessions	Cost: \$449	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: Supervisor Skill Development	Credential: Certified Hospitality Supervisor	Location: Lyndonville, VT	Duration: 16 hours/ 2 sessions	Cost: \$449	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northern Vermont University

Program: Trip Advisor and Guest Service Excellence	Credential: Certified Guest Service Professional	Location: Lyndonville, VT	Duration: 4 hours/ 1 session	Cost: \$85	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northwest Technical Center

Program: Certified Medical Assistant	Credential:	Location: St. Albans, VT	Duration:	Cost:	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Northwest Technical Center

Program: Paraeducator On-line Training Certification Course	Credential: Meets Title I, Section 1119 compliance for paraeducator	Location: St. Albans, VT	Duration: 40 hours	Cost: \$500	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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O'Briens Aveda Institute

Program: Barbering	Credential: Barbering License	Location: Williston, VT	Duration: 1,000 hours/ 33 weeks	Cost: \$13,950	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Our Lady of Providence

Program: LNA	Credential: Licensed Nursing Assistant (LNA)	Location: Winooski, VT	Duration: 152 hours	Cost: \$1,425	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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P.A. Hannaford Regional Technical School District

Program: Culinary Arts	Credential: ServSafe Manager Training	Location: Middlebury, VT	Duration: 700+ hours	Cost: \$3,024	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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P.A. Hannaford Regional Technical School District

Program: Licensed Nurse Assistant	Credential: Licensed Nursing Assistant (LNA)	Location: Middlebury, VT	Duration: 110 hours/ 12 weeks	Cost: \$2,050	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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P.A. Hannaford Regional Technical School District

Program: Personal Care Attendant	Credential: CPR	Location: Middlebury, VT	Duration: 40 hours/ 6 weeks	Cost: \$550	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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P.A. Hannaford Regional Technical School District

Program: Pharmacy Technician Professional	Credential: Certified Pharmacy Technician (CPhT)	Location: Online/various externship locations	Duration: Self-paced online coursework/160 hour externship	Cost: \$1,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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P.A. Hannaford Regional Technical School District

Program: Phlebotomy Certification Training	Credential: Certified Phlebotomy Technician (CPT)	Location: Middlebury, VT	Duration: 78 hours	Cost: \$1,700	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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P.A. Hannaford Regional Technical School District

Program: VT YouthWorks 2018	Credential: ServSafe, Toyota/OSHA Forklift Certification, CPR (American Heart Association), NCCER Core Curriculum Modules 3 ,4, 7 and 8	Location: Middlebury, VT	Duration: 24 weeks	Cost: \$5,263	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Penn Foster

Program: Child Development Training Certificate	Credential: Child Development Associate (CDA)	Location: Online	Duration: 120 hours	Cost: \$459	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Penn Foster

Program: Medical Administrative Assistant	Credential: Medical Administrative Assistant Certification (CMAA) and Electronic Health Records Specialist Certification (CEHRS)	Location: Online	Duration: 66.5 hours	Cost: \$649	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Porter and Chester Institute

Program: Career HVACR	Credential: Oil Nora Gold Standard, S2 HVACR CT Journeyman	Location: Chicopee, MA	Duration: 4 semesters/ 78 credit hours	Cost: \$27,845	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Porter and Chester Institute

Program: Career Industrial, Commercial & Residential Electrician	Credential: Mass Class B (Journeyman) Electrician	Location: Chicopee, MA	Duration: 4 semesters/ 74 credit hours	Cost: \$28,345	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Precision Driver Training School

Program: CDL - Commercial Driver's License Program	Credential: Commercial Driver’s License Class A (CDL A)	Location: Irasburg, VT, Newport, VT, Barre, VT and Essex, VT	Duration: 150-170 hours	Cost: \$4,700	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Pro Driver Training

Program: VT CDL Class A Training	Credential: Commercial Driver’s License Class A (CDL A)	Location: Enosburg Falls, VT	Duration: 148 hours	Cost: \$4,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Pro Driver Training

Program: VT CDL Class B Training	Credential: Commercial Driver’s License Class B (CDL B)	Location: Enosburg Falls, VT	Duration: 148 hours	Cost: \$2,800	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Randolph Technical Career Center

Program: Basic Welding	Credential: Certificate of completion	Location: Randolph, VT	Duration: 17.5 hours	Cost: \$300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Randolph Technical Career Center

Program: Commercial Driver’s License (CDL) Training	Credential: Commercial Driver’s License Class A (CDL A) or Commercial Driver’s License Class B (CDL B)	Location: Randolph, VT	Duration: 75-160 hours	Cost: \$5,200 (CDL A)/ \$3,500 (CDL B)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Randolph Technical Career Center

Program: Nursing Assistant Education Program	Credential: Licensed Nursing Assistant (LNA)	Location: Randolph, VT	Duration: 90 hours/ 8 weeks	Cost: \$1,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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ReSOURCE

Program: Apprentice-Style Manufacturing Program	Credential: Forklift certification, EPA Class I Refrigeration, Natural Gas, Propane	Location: Burlington, VT	Duration: 720 hours	Cost: \$6,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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ReSOURCE

Program: Computer Systems Technology	Credential: CompTIA A+, Forklift certification	Location: Burlington, VT	Duration: 780 hours/ 24 weeks	Cost: \$6,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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ReSOURCE

Program: Office Administration	Credential: Microsoft Office Specialist (MOS)	Location: Burlington, VT	Duration: 1,170 hours/ 36 weeks	Cost: \$6,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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ReSOURCE

Program: YouthBuild	Credential: High School Diploma, OSHA10, NCCER, First Aid certificate, CPR certificate	Location: Barre, VT and Burlington, VT	Duration: 1,820 hours/ 52 weeks	Cost: \$0	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Bend Career & Technical Center

Program: CDL Training	Credential: Commercial Drivers License (CDL) Class A or Class B	Location: Barre, VT	Duration: 210 hours	Cost: \$5,200 (CDL A)/ \$3,500 (CDL B)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Bend Career & Technical Center

Program: Heavy Equipment Operations Program: Module 1 Grader & Excavator	Credential: NCCER Core Curriculum Module 1, Flagger certification, OSHA-10, Certificate of completion	Location: Bradford, VT	Duration: 58 hours	Cost: \$2,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Advanced Manufacturing	Credential:	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Audio Video Production	Credential:	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Business and Financial Services	Credential:	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Carpentry	Credential: NCCER Construction Core	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Criminal Justice	Credential:	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Culinary Arts	Credential:	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Health Careers	Credential: Licensed Nursing Assistant (LNA), Heart Saver CPR, Heart Saver Automated External Defibrillator, Heart Saver First Aid	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Horticulture and Natural Resources	Credential: Pesticide applicator certification	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Human Services	Credential: Heart Saver CPR	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Information Technology: "Hands on Computers" and "Technology Essentials"	Credential: CompTIA	Location: Springfield, VT	Duration: 700 hours/ 4 semesters	Cost: \$3,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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River Valley Technical Center

Program: Licensed Nursing Aid	Credential: Licensed Nursing Assistant (LNA)	Location: Springfield, VT	Duration: 100 hours	Cost: \$1,270	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Robert Stubbins Electrical & General Contractor\*

Program: Electrical Apprenticeship	Credential:	Location: Rutland, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Samaritan School of Nursing

Program: RN Associate’s Degree	Credential: Associate degree	Location: Troy, NY	Duration: 1,662.5 hours/ 4 semesters	Cost: \$26,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Accelerated Licensed Nursing Assistant Training Program	Credential:	Location: Essex Jct., VT	Duration: 120 hours	Cost: \$1,200	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Basic Electricity and Motor Controls	Credential:	Location: Essex Jct., VT	Duration: 30 hours	Cost: \$620	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Basic Welding	Credential:	Location: Essex Jct., VT	Duration: 20 hours	Cost: \$320	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Expanded Functions Dental Assisting	Credential:	Location: Essex Jct., VT	Duration: 165 hours (plus clinical externship)	Cost: \$8,285	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Extended Licensed Nursing Assistant Training Program	Credential: Licensed Nursing Assistant (LNA)	Location: Essex Jct., VT	Duration: 174 hours	Cost: \$1,200	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Fundamentals of Natural Gas	Credential:	Location: Essex Jct., VT	Duration: 30 hours	Cost: \$550	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Intermediate Electrical Motor Controls	Credential:	Location: Essex Jct., VT	Duration: 30 hours	Cost: \$450	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Intermediate Welding	Credential:	Location: Essex Jct., VT	Duration: 20 hours	Cost: \$320	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Licensed Nursing Assistant Training	Credential: Licensed Nurse Assistant (LNA)	Location: Essex Jct., VT	Duration: 112 hours	Cost: \$1,400	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Massage Therapist Training Program	Credential: NCBTMB certification and/or MBLEX certification	Location: Essex Jct., VT	Duration: 510 hours	Cost: \$2,996	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Microsoft IT Academy Fundamentals of IT Infrastructure Program	Credential: MTA in Windows Server Administration Fundamentals, MTA in Networking Fundamentals, MTA in Security Fundamentals	Location: Essex Jct., VT	Duration: 120 hours	Cost: \$1,150	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Radiology for Dental Assistants	Credential:	Location: Essex Jct., VT	Duration: 13 hours	Cost: \$495	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SkillTech at the Center for Technology, Essex

Program: Semiconductors & Preventative/Predictive Maintenance	Credential:	Location: Essex Jct., VT	Duration: 30 hours	Cost: \$500	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Southeast Lineman Training Center

Program: Electrical Lineworker Program	Credential: Certificate of completion, Climbing Certificate, Flagging Certificate, First Aid/CPR Certificate, CDL A, OSHA 10 hour Safety and Construction	Location: Trenton, GA	Duration: 500 hours/ 15 weeks	Cost: \$16,155	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Southwest Vermont Career Development Center

Program: CDL Permit Prep	Credential: CDL Permit	Location: Bennington, VT	Duration: 22.5 hours/ 6 weeks	Cost: \$260	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Southwest Vermont Career Development Center

Program: Commercial Drivers License Class B	Credential: CDL B	Location: Bennington, VT	Duration: 74 hours	Cost: \$2,800	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Southwest Vermont Career Development Center

Program: Licensed Nurse Assistant Training Program	Credential: Licensed Nursing Assistant (LNA)	Location: Bennington, VT	Duration: 100 hours/ 8 weeks	Cost: \$1,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Southwest Vermont Career Development Center

Program: Pharmacy Technician Professional	Credential: Certified Pharmacy Technician (CPhT)	Location: Online & various externship locations	Duration: Self-paced	Cost: \$1,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Southwest Vermont Career Development Center

Program: Veterinary Assistant	Credential: Veterinary Assistant Career Certificate	Location: Bennington, VT	Duration: 280 hours/ 7 months	Cost: \$1,600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Springfield College

Program: Master of Science in Human Services	Credential: Master’s Degree	Location: St. Johnsbury, VT	Duration: 16-24 months	Cost: \$23,866	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Commercial Driver's License (CDL A)	Credential: Commercial Driver’s License Class A (CDL A)	Location: Rutland, VT	Duration: 158 hours	Cost: \$5,556	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Commercial Driver's License (CDL B)	Credential: Commercial Driver’s License Class B (CDL B)	Location: Rutland, VT	Duration: 78 hours	Cost: \$2,875	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Cosmetology	Credential: Cosmetology License	Location: Rutland, VT	Duration: 1,500 hours/ 4 semesters	Cost: \$11,414	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Licensed Nurse Assistant	Credential: Licensed Nursing Assistant (LNA)	Location: Rutland, VT	Duration: 124 hours/ 20 weeks	Cost: \$1,830	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Medical Coding Certificate	Credential: Certified Billing and Coding Specialist (CBCS)	Location: Rutland, VT	Duration: 194 hours/ 36 weeks	Cost: \$3,105	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Medication Nurse Assistant	Credential: Medication Nurse Assistant (MNA)	Location: Rutland, VT	Duration: 124 hours	Cost: \$1,810	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Phlebotomy School	Credential: Certified Phlebotomy Technician (CPT)	Location: Rutland, VT	Duration: 36 hours/ 13 weeks	Cost: \$1,590	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Stafford Tech Center ATE

Program: Stafford Welding School	Credential: AWS Qualification Range	Location: Rutland, VT	Duration: 30-90 hours	Cost: \$3,585	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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St. Johnsbury Academy

Program: Concepts for Success Manufacturing	Credential: Certificate of completion	Location: St. Johnsbury, VT	Duration: 67 hours	Cost: \$500	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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St. Johnsbury Academy

Program: Green Sweep Custodial Training	Credential: Certificate of completion	Location: St. Johnsbury, VT	Duration: 40 hours	Cost: \$450	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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St. Johnsbury Academy

Program: Heavy Equipment Operations Program: Module 1 Grader & Excavator	Credential: NCCER Core Curriculum Module 1, Flagger certification, OSHA-10, Certificate of completion	Location: Bradford, VT	Duration: 58 hours	Cost: \$2,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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St. Johnsbury Academy

Program: Heavy Equipment Operations Program: Module 2 Loader, Backhoe, Dozer	Credential: NCCER Core Curriculum Module 1, Flagger certification, OSHA-10, Certificate of completion	Location: Bradford, VT	Duration: 58 hours	Cost: \$2,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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St. Johnsbury Academy

Program: Heavy Equipment Operations Program: Module 3 Skid Steer, Compaction Equipment, Dump Truck	Credential: NCCER Core Curriculum Module 1, Flagger certification, OSHA-10, Certificate of completion	Location: Bradford, VT	Duration: 58 hours	Cost: \$2,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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St. Johnsbury Academy

Program: Pharmacy Technician	Credential: Certified Pharmacy Technician (CPhT)	Location: Online/various externship locations	Duration: 400 hours	Cost: \$2,495	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SunCommon\*

Program: Electrical Apprenticeship	Credential:	Location: Waterbury, VT	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SUNY Adirondack

Program: Hybrid Life, Accident & Health Insurance Prelicensing Bootcamp Course	Credential: Life, Accident & Health Insurance Agent License	Location: Queensbury, NY	Duration: 29 hours	Cost: \$360	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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SUNY Adirondack

Program: Personal Lines Insurance Prelicensing Course	Credential: Personal Lines Insurance Agent License	Location: Queensbury, NY	Duration: 48.75 hours	Cost: \$450	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Technology for Tomorrow

Program: Internet and Computing Core Certification (IC3)	Credential: Internet and Computing Core Certification (IC3)	Location: Williston VT	Duration: 40 hours	Cost: \$600	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Technology for Tomorrow

Program: Microsoft Office Specialist Excel	Credential: Microsoft Office Specialist Excel	Location: Williston VT	Duration: 6 hours	Cost: \$135	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Technology for Tomorrow

Program: Microsoft Office Specialist PowerPoint	Credential: Microsoft Office Specialist PowerPoint	Location: Williston VT	Duration: 6 hours	Cost: \$135	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Technology for Tomorrow

Program: Microsoft Office Specialist Word	Credential: Microsoft Office Specialist Word	Location: Williston VT	Duration: 6 hours	Cost: \$135	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Tender Loving Homecare

Program: Licensed Nursing Assistant’s Course	Credential: Licensed Nursing Assistant (LNA)	Location: Barre, VT	Duration: 146 hours/ 6 weeks	Cost: \$1,450	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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The Safety Company

Program: EM385-1-1/OSHA 30 Hour Construction Course)	Credential: Certified Site Safety and Health Officer	Location: Annapolis, MD	Duration: 40 hours	Cost: \$1,850	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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University of Vermont

Program: Computer Software Certificate	Credential: UVM Academic Certificate	Location: Burlington, VT	Duration: 240 hours	Cost: \$10,450 (in-state)/\$25,250 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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University of Vermont

Program: Digital Marketing Fundamentals Professional Certificate	Credential: Professional certificate	Location: Online	Duration: 96 hours	Cost: \$1,695	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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University of Vermont

Program: EDML 285 Middle Level Student Teaching Practicum	Credential: Vermont Educator License with Middle Level Endorsement	Location: Varies by internship location	Duration: 1 semester/ 75 hours	Cost: \$6,043-\$8,035 (in-state)/ \$15,133-\$20,155 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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University of Vermont

Program: Pre-Actuarial Certificate	Credential: Pre-Actuarial Certificate	Location: Burlington, VT	Duration: 240 hours/ 1 semester	Cost: \$10,590 (in-state)/\$25,350 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Upper Iowa University

Program: Accounting	Credential: Bachelor’s degree	Location: Online	Duration: 8 semesters	Cost: \$43,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Association of Realtors

Program: Pre-Licensing Course	Credential: Vermont Real Estate License	Location: Rutland, VT	Duration: 40 hours	Cost: \$550	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont EMS District 10

Program: EMR/EMT Training Program	Credential: Emergency Medical Responder (EMR), Emergency Medical Technician (EMT)	Location: Rutland, VT	Duration: 210 hours/ 9 months	Cost: \$445 (in-district)/ \$545 (out-of-district)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont EMS District 10

Program: Advanced EMT (AEMT) Training Program	Credential: Advanced Emergency Medical Technician (AEMT)	Location: Rutland, VT	Duration: 150 hours/ 6 months	Cost: \$945	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Flight Academy

Program: ATP Refresher Course	Credential: Biennial Flight Review and Instrument Proficiency Check	Location: South Burlington, VT	Duration: 20-30 hours	Cost: \$4,580- \$6,870	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Foodbank Community Kitchen Academy

Program: Community Kitchen Academy	Credential: Certificate in Culinary Training, DLC Certificate/License, ServSafe Certification	Location: Barre, VT and Burlington, VT	Duration: 340 hours/ 13 weeks	Cost: \$6,300	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Fuel Dealers Association

Program: CETP Series-Propane Certification	Credential: State of VT Propane certification	Location: Rutland, VT	Duration: 152 hours	Cost: \$2,495	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Fuel Dealers Association

Program: NORA Bronze Training	Credential: State of VT Oilheat Certificate of Fitness	Location: Rutland, VT	Duration: 80 hours	Cost: \$1,200	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Certified Medical Assistant Certificate Program	Credential: Certified Clinical Medical Assistant (CCMA)	Location: Varies by apprenticeship	Duration: 1,294 hours/ 63 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Certified Medical Coding Certificate Program	Credential: Certified Professional Coder (CPC)	Location: Varies by apprenticeship	Duration: 1,361 hours/ 62 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Certified Pharmacy Technician Certificate Program	Credential: Certified Pharmacy Technician (CPhT)	Location: Varies by apprenticeship	Duration: 1,188 hours/ 62 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Certified Phlebotomy Technician	Credential: Certified Phlebotomy Technician (American Society for Clinical Pathology)	Location: Colchester, VT	Duration: 320 hours/ 8 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Insurance Associate Certificate Program	Credential:	Location: Varies by apprenticeship	Duration: 1,058 hours/ 60 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Machine Operator Certificate Program	Credential:	Location: Varies by apprenticeship	Duration: 1,063 hours/ 60 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Oncology Data Management Specialist Certificate Program	Credential: Certified Tumor Registrar (CTR)	Location: Varies by apprenticeship	Duration: 810 hours	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont HITEC

Program: Surgical Technologist Certificate Program	Credential:	Location: Varies by apprenticeship	Duration: 1,082 hours/ 60 weeks	Cost: \$10,000	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Insurance Agents Association

Program: P & C Producer Prep School	Credential: Property and Casualty Insurance Producer License	Location: Williston, VT	Duration: 24 hours/ 4 days	Cost: \$400	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Basic Blueprint Reading for Mechanical Drawings	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$325 (in-state)/ \$375 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Fundamentals of Lean Office 101	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$275 (in-state)/ \$325 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Geometric Dimensioning and Tolerance (GD&T)	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$385 (in-state)/ \$450 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Innovation Engineering Fundamentals	Credential: Innovation Engineering Blue Belt, Certificate of Completion	Location: Various	Duration: 16 hours	Cost: \$1,700 (in-state)/ \$2,000 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Mistake-Proofing for Manufacturing and Administrative Processes	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$275 (in-state)/ \$325 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Principles of Lean Manufacturing 101	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$275 (in-state)/ \$325 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Set Up Reduction Workshop	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$385 (in-state)/ \$450 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Structured Problem Solving	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$275 (in-state)/ \$325 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: The 5S System: Workplace Organization and Standardization	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$275 (in-state)/ \$325 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Toyota Kata 10-Hour Program Training	Credential: Certificate of Completion	Location: Various	Duration: 15 hours	Cost: \$750 (in-state)/ \$895 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Manufacturing Extension Center

Program: Value Stream Mapping Workshop	Credential: Certificate of Completion	Location: Various	Duration: 8 hours	Cost: \$275 (in-state)/ \$325 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Med Ed

Program: LNA Course	Credential: Licensed Nursing Assistant (LNA)	Location: Burlington, VT, Shelburne, VT, and Middlebury, VT	Duration: 132 hours	Cost: \$2,137	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Med Ed

Program: PCA/RCA Course	Credential: Certificate of completion	Location: Middlebury, VT and South Burlington, VT	Duration: 40 hours	Cost: \$535	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Administrative Professional with Microsoft Office Specialist 2016 Master	Credential: Microsoft Certification Exams 77-727 and 77-728 (Excel), 77-725 and 77-726 (Word), 77-729 (PowerPoint), 77-731 (Outlook)	Location: Online	Duration: 455 hours	Cost: \$2,995	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Building Performance Institute- Building Analyst, Envelope Professional, & Heating	Credential: BPI certification	Location: Randolph Center, VT	Duration: 40 hours	Cost: \$2,650	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Certified Medical Administrative Assistant (CMAA)	Credential: Certified Medical Administrative Assistant (CMAA)	Location: Online	Duration: 160 hours	Cost: \$1,495	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Diesel Technology Certificate	Credential: SP/2 Online Safety Training, Snap-On Meter Certification, Macs Mobile Air- Conditioning Certification	Location: Randolph, VT	Duration: 2 semesters	Cost: \$15,510 (in- state)/\$28,182 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Licensed Nurse Assistant Training Program	Credential: Licensed Nurse Assistant (LNA)	Location: Brattleboro, VT	Duration: 140 hours/ 7 weeks	Cost: \$1,626	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Medical Billing and Coding	Credential: Certified Billing and Coding Specialist (CBCS)	Location: Online	Duration: 340 hours	Cost: \$2,195	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: NCCER Project Supervision	Credential: NCCER Project Supervision qualification	Location: Williston, VT and Randolph, VT	Duration: 85 hours/ 2 weeks	Cost: \$3,850	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Phlebotomy	Credential: Phlebotomy Technician Certification (CPT)	Location: Berlin, VT	Duration: 45 hours	Cost: \$550	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Vermont Technical College

Program: Practical Nursing Program	Credential: Licensed Practical Nurse (LPN)	Location: 10 locations statewide	Duration: 1,125 hours/ 3 semesters	Cost: \$41,322 (in- state)/\$64,002 (out-of-state)	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Windham Regional Career Center

Program: NCCER Heavy Equipment Operations Program: Module 1 Grader & Excavator	Credential: NCCER Core Curriculum Module 1, Flagger Certification, OSHA-10, Certificate of Completion	Location: Brattleboro, VT	Duration: 58 hours	Cost: \$2,900	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Windham Regional Career Center

Program: Certified Fiber Optics	Credential: Certified Fiber Optics Technician	Location: Brattleboro, VT	Duration: 24 hours	Cost: \$625	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Windham Regional Career Center & Sustainable Energy Outreach Network

Program: NCCER Basic Construction & High Performance Building	Credential: NCCER Core Curriculum, OSHA-10, SEON High Performance Building I	Location: Brattleboro, VT	Duration: 80 hours	Cost: \$1,200	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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Yestermorrow Design/Build

Program: Solar Electrical Design and Installation	Credential: NABCEP Photovoltaic Associate	Location: Waitsfield, VT	Duration: 175 hours	Cost: \$1,355	% in unsub. employment Q2: n/a	% in unsub. employment Q4: n/a	Median earnings Q2: n/a	% w/ credential or diploma yr. 1: n/a
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