

Vermont Workforce System Analysis

Special Oversight Committee on Workforce Expansion and Development

Phase One: Update v. 1

Updated Monday, 4/10/23

“An invisible wall between workforce, higher education institutions and K-12 have resulted in systems that allow hundreds of thousands of high school students to graduate every year with no pathway to rewarding careers. Here in Vermont, you’re tearing down those walls.”

U.S. Secretary of Education Miguel Cardona



Phase 1 Goals

Mapping Vermont Workforce Governance, Administration & Integration (from contract)

GOALS:

1. Outline Vermont's existing workforce system, including training, education, and expansion efforts, by **listing relevant programs, and description of the roles and reporting structure of each entity involved in program administration.**
2. Report on the existing level ***of formal and informal coordination and integration across workforce programs***, and ***infrastructure to support this work*** [e.g., the responsibility and authority of Vermont's Workforce Development Board, state agencies, systems for monitoring quality, equitable access to services, and seamless transitions for customers (both employees and employer)].
3. Identify potential ***barriers to effective governance, administration, and integration.***
4. Identify how and when ***participant and program level information*** is shared between system partners.



Research Questions (from Project Plan)

1. To what degree do stakeholders articulate **alignment to shared vision** of where Vermont is headed? Are decisions and outcomes illustrative of that alignment/misalignment?
2. What is **prioritized** by stakeholders across the system? Do workforce system decisions reflect a commitment to those priorities and outcomes? Are they aligned or are they disparate? Is equity one of the priorities?
3. Where in the system is there evidence of **innovation/adaptation** occurring in response to data or stakeholder input?
4. What are actors in the system doing (or not) that undermines stakeholder **faith in the system** to deliver on their needs?
5. Where is there evidence of **collaborative strategic planning and coordination** of resources at the local and state level?



Information Gathering

Information Gathering Overview



Background
Desk Review

23 Vermont artifacts
– reports, webpage
reviews, applications,
etc.



Interviews

50 Stakeholders interviewed
across 42 sessions



Financial
Investment
Database/
Inventory

Currently 100
different investments
as part of the overall
ecosystem



Background Desk Review

Title	Year
Vermont Combined State Plan – Vermont PYS 2020-2023	2020
Vermont State Plan (2020-2024) Strengthening Career and Technical Education for the 21 st Century Act (Perkins V)	2020
Workforce Innovation and Opportunity Act (WIO) Combined State Plan for PY 2020-2023	2020
Governor Scott's Strategic Workforce Vision	2022
Act 189 of 2018 Implementation Report	2019
CTE Data 2020-2021	2021
CTE Data 2021-2022	2022
Vermont's Most Promising Jobs	2022
VT Legislation Act No. 183	2022
VT Statutes online Chapter 22A Workforce Education and Training	2022
State of Working Vermont	2017
Vermont's One-Step American Job Centers Certification Process	2018





Background Desk Review

Title	Year
Vermont RFP Q&A Doc	2022
Lessons Learned in Workforce Innovation: How Ten Governors are Redesigning Workforce Systems for Better Employment Outcomes	2022
Exploring Food System Careers	2019
Vermont Forest Economy Career Guide	2022
National Science Board Science and Engineering Indicators	2020
UVM Institute for Rural Partnerships Announcement	2022
VT Comprehensive Economic Development Strategy	2016
MyFutureVT homepage	2023
Northlands Job Corps Tool Kit	
Adult Education and Literacy Services Workforce Innovation and Opportunity Act (WIOA), Title II Funding Opportunity and Grant Application	
HireAbility Vermont Career Assessment	





Interviews Completed

- 12 State Agencies
- 7 Economic Development Organizations
- 6 Higher Education Institutions
- 6 Training/Service Providers
- 4 Business or Industry Associations
- 4 Elected Officials
- 2 Public Interest Groups
- 1 Other

***Complete lists of those who participated and those who either had to reschedule or have not responded yet are at the end of the slide deck.*



Stakeholder Feedback

Stakeholder Feedback: Key Themes

1. There are prominent gaps in the public sector workforce. Interviewees from all groups recognized that state government –the Agency of Education and Department of Labor, in particular – are experiencing high vacancy rates and significant employee mobility, which impedes accountability and any attempts at undertaking new initiatives.

2. Communication was cited as a cause of frustration. Everything from struggling with Vermont Job Link, to having to scour numerous web pages to find resources targeted to employers, to listings of programs etc. Lack of communication between core programs and other workforce entities within the state; business services/working with employers is a common theme that is done by partners without collaboration with VDOL/AJC. Referral systems to the AJCs/partners are hit or miss.

3. There is a need for a shared vision and clearly defined lanes. Good things are happening in Vermont and there is a definite desire to succeed; however, without clearly demarcated lanes or shared vision, respondents stated that they often feel like they are “tripping over each other in the same space” and not working effectively together towards clear, shared objectives.



Stakeholder Feedback: Key Themes

4. Vermont Department of Labor wears many hats. VDOL's many roles within the workforce system include – administrative, service provider, one-stop operator, monitoring; however, we are not sure that there are clearly identified or defined firewalls in place as required by 20 CFR 678. VDOL was selected as the one-stop operator for the period of 2017-2021. One-stop operator procurement is overdue. VDOL is also the fiscal entity for Title I and III programs.

5. Cultural values or perceptions are getting in the way of uniting to solve the issues. Some of the themes that were cited include:

- Overall perception that Vermont should be focused on small, family-owned businesses and general distrust of "bigger business" interests
- Emphasis on local control/identity at the expense of overall state health
- Focus on K12 and post-secondary education, but without connecting workforce activities



Selection of Initial Highlights & “Promising Practices”

Partner(s)	Example
Community College of Vermont	CCV recognizes that the adult population (18-80) that they serve are not full-time students and have many responsibilities beyond school. Certificate programs are designed to be “stackable credentials” that are nested within Associates Degree programs to provide learners access to a pathway and continuum of learning.
VT Sustainable Jobs Fund.	Utilizing sector strategies to quantify the opportunities in broadband, food systems, healthcare to engage business, and organize resources along available pathways.
Central Vermont Economic Development Corporation / UVM Rural Institute	Running a pilot project to match enrolled UVM students from the county with employers in Central VT. The Institute also provides wage subsidies so that all students are making a competitive amount. The RDC is playing strong intermediary role to provide support bridging generations in the workplace.



Initial Highlights & “Promising Practices”, continued

Partner(s)	Example
Working Communities Challenge	Boston Federal Reserve Bank sponsored-program to facilitate community strategies in Northern New England. Springfield highlighted their efforts to “know your workforce” and is bringing businesses into the conversation. Highlighted that with a focus on learning, it has fostered experimentation on improving the system on a regional level.
Community College of Vermont	Federal earmark supporting expansion of work with the Department of Corrections. Given DOC staff retention issues, all employees can access free continuing education as well as residents.
Central Vermont Medical Center (CVMC)	Central VT Medical Center Pathways Program allows for employment entry at any level and employer-supported, work-based learning strategies.



Feedback by Stakeholder Group



Business & Industry

Questions	Feedback
<p>What are examples of coordinated/uncoordinated efforts with state or private workforce efforts?</p>	<ol style="list-style-type: none"> 1. Employers (larger ones) are taking strategic approaches to build pipelines into their organizations and internal pathways for advancement. Takes a lot of leg work to survey the landscape to identify talent “suppliers and supporters” as well as identify other businesses with similar needs to aggregate demand to justify/support business case for programs. 2. NY’s and VT’s workforce development ecosystems are delicate; slight changes in numbers can undermine a training program’s business and cause a gap in a vital area. Employers are thinking about how they can be innovative and cost-share, provide more work-based learning, and incentivize learning and development for employees.
<p>What are the challenges?</p>	<ol style="list-style-type: none"> 1. Many organizations outside of state government find managing public funds burdensome. 2. Resources are diffused and not targeted overall to address problems holistically. 3. Introductions aren’t happening where they should be. Someone needs to facilitate communications by initiating connections and then making clear the pathways to support and resources.
<p>What are opportunities for the system to work better?</p>	<ol style="list-style-type: none"> 1. Business and industry expressed an interest in an articulated vision to rally behind and a strategy with measurable goals. 2. Connecting more directly with social services as employers hire more individuals with barriers. 3. Identifying/incentivizing connectivity across functional areas.
Empty row for additional questions	Empty row for additional feedback



Economic Development

Questions	Feedback
What are examples of coordinated/uncoordinated efforts with state or private workforce efforts?	<ol style="list-style-type: none">1. "Not sure I agree there is a system"2. Lack of a clear understanding of the programmatic offerings of other organizations and services to support individuals in the county makes it hard to coordinate.3. "Have not had a successful application to the Vermont Training program ... Difficult to reach the benefit requirements, need to support 3 out of 8 benefit requirements."4. "We do great in a crisis; we don't do great on an everyday basis working together". There are existing relationships that facilitate work/collaboration, but they need to be institutionalized. It's a challenge to translate what happens more easily at the local level to the state.
What are the challenges?	<ol style="list-style-type: none">1. Perception that the state workforce players are under resourced and therefore are only able to focus on federal compliance.2. In rural areas there are not many entry level jobs or even on-ramps to careers for students. When there are good jobs, they go to people with more experience.3. Adult education is not funded/connected to the rest of the programming. CTE is at a disadvantage because money comes from the sending K12 schools. Not sure there is the political will to deal with the funding crisis in this area.
What are opportunities for the system to work better?	<ol style="list-style-type: none">1. Systems level leadership and accountability that convenes and coordinates partners so that non-state resources are woven into the strategy. Can we have a more thoughtful policy vision for what this workforce system should look like?.2. How do we understand the benefits cliff and support people better as their situations improve, but not enough to be fully self-sustaining without public subsidies?3. Strengthen regional partnerships that are sustained beyond state administration transitions.4. Need to bring more employers into these conversations in the workforce system. Historically have been left out of the conversation.



Higher Education

Questions	Feedback
<p>What are examples of coordinated/uncoordinated efforts with state or private workforce efforts?</p>	<ol style="list-style-type: none"> 1. Colleges are working with businesses across VT to identify workforce needs & cater programs and course offerings around the business/workforce needs to stay relevant. 2. High school students will have the opportunity to participate in the Fast Forward program - 10th grade onward (CTE) - will be able to take college classes while in HS. 3. The community college is well networked with other partners: conducting prior learning assessment on behalf of the education systems; co-located with HireAbility, partnered with DOC; 4. Colleges from across the state partnered to host a Vermont Virtual Job Fair in Feb with DOL support.
<p>What are the challenges?</p>	<ol style="list-style-type: none"> 1. VT historically “dukes it out” with New Hampshire for lowest support for higher education in country. 2. Colleges need clear pathways, structure, and communication with each other, students, and businesses. 3. Vermont is at the bottom of the list of states for Veterans transitioning out of the military. Veterans have found it extremely difficult to transition out of the military into internships and careers in Vermont. No real outreach or growth opportunity for Veterans.
<p>What are opportunities for the system to work better?</p>	<ol style="list-style-type: none"> 1. More opportunities for “earn while you learn” – apprenticeships etc. – to allow Vermonters to continue working while they continue their education critical going forward. 2. Better engagement efforts with small businesses (e.g., 3 employees) that are not going to WDB because they cannot take the day/leave the shop. How do you best engage with them? Make sure their needs are met and discussed? 3. Big need for strategic planning at a high level to help map out what the major issues are and deliberate on how the region can make an impact. 4. Some education and coaching can be provided to employers to get them on board with student opportunities, especially in more rural areas. 5. Better alignment with DOD Skillbridge program. Help reshape the image of Vermont. Everything you read about going to Vermont as a veteran or retiree is bad.



State Agencies

Questions	Feedback
<p>What are examples of coordinated/uncoordinated efforts with state or private workforce efforts?</p>	<ol style="list-style-type: none"> 1. The legislature mandated a separate healthcare workforce group with specific members but outside of the overall workforce system. 2. VDOL provides LMI data to other agencies. 3. HireAbility colocation with VDOL, co-convening of partners, sharing of resources, like transportation, to meet customer needs.
<p>What are the challenges?</p>	<ol style="list-style-type: none"> 1. Ensuring that low-income people do not have their income interrupted while they train to advance; up-skilling is hard when people are under so many financial pressures (housing, childcare, etc). 2. Data sharing and measuring impact of services delivered. 3. Lack of intentional coordination across agencies with complementary resources. 4. Students leave Vermont because they are sought after in other states. 5. Processes are not streamlined for clients' benefits. 6. Not enough Apprenticeships. 7. Disparate programs for people (clients, staff, partners) to navigate. 8. Too many people for businesses to have to deal with. 9. Decimated state staffing in some areas.
<p>What are opportunities for the system to work better?</p>	<ol style="list-style-type: none"> 1. Aligning workforce programs to post-secondary pathways and the reverse – continuum of learning options. 2. Improve communication on program availability. 3. "Establish a convener of record on supply and demand side. None exists now." 4. VDOL needs to be an intricate part of workforce development, but the state also needs capacity to plan, evaluate, and communicate throughout the state with all partners. 5. Taking a DEIA approach to developing job descriptions. 6. Develop pilot program to address benefit cliff. 7. Take a holistic approach and deal with the problems that have been issues for a long time.



Training / Service Providers

Questions	Feedback
What are examples of coordinated/uncoordinated efforts with state or private workforce efforts?	<ol style="list-style-type: none">1. Job Corps closely collaborate with employers and administer different funding streams, private and government agencies, HireAbility, WIOA, other VDOL funds.2. YouthBuild funding coming from partnerships from schools.3. Jobs Corp coordinates with the AJCs.4. HireAbility took lead on convening regional stakeholders with a little more focus, could bring more people there, make sure all the players are present.
What are the challenges?	<ol style="list-style-type: none">1. It's hard to recruit people into trainings.2. Job Corps is not listed on VDOL website as a vocational training center. 100% free training available at the 4th best job corps in the country and a lot of people are unaware of it.
What are opportunities for the system to work better?	<ol style="list-style-type: none">1. At least one organization noted that it would be helpful to have access to wage records or get some reporting on their program from the state so that they can do continuous improvement and focus on what works



Other

Questions	Feedback
<p>What are examples of coordinated/uncoordinated efforts with state or private workforce efforts?</p>	<ol style="list-style-type: none"> 1. Some Reg Dev Commissions (not Regional Planning) have long been involved in workforce issues and are adept at convening and coordinating.
<p>What are the challenges?</p>	<ol style="list-style-type: none"> 1. Business leaders are unwilling to take a cooperative approach and the environment is very competitive; poaching of talent between companies /fighting for candidates to fill open needs. 2. Cultural barriers to integrate new Americans and women into the trades. Haven't designed the right outreach yet. 3. Concern with justice-impacted indivual background (the "why" that led to incarceration) prevents candidates from being selected for open positions. 4. Mistaken reliance on WIOA systems as a unified comprehensive talent development system. How do you change the dynamics from compliance driven to collaborative and network-based?
<p>What are opportunities for the system to work better?</p>	<ol style="list-style-type: none"> 1. More coordination with Vermont Works for Women. 2. Evaluation of where trainee was before the placement and where they are afterwards would be very helpful/effective. Would help inform workforce investments, are we getting a good return on investment? 3. Getting New Americans and Women into the trades. Huge opportunities for both individuals and employers. 4. How can we empower the private sector to help inform the curriculum? Lots of opportunity to better leverage the private sector.

Considerations for Next Steps

Where are the gaps in our landscape?

Have we gathered enough input?

Potential Gaps & Opportunities for Additional Input

Potential Gaps

- American Jobs Centers
- The “Customer Experience”
- Role of Career & Technical Education

Opportunities for Additional Input

There are 42 people who did not respond to two emails over the 2-week period.

Groups/Representatives from:

- Advocates
- Businesses
- K12
- Local elected officials / community leaders
- Parents



Gaps: American Jobs Centers

Open Questions

1. Who negotiates performance, who pulls data and analyzes the data for performance (does this come from JobLink?)?
2. Who is responsible for program monitoring? Most states use the state department of labor to conduct monitoring but how does that work when VDOL is the service provider?
3. What do WIOA dollars support at the AJC? How much of the money is for training of eligible participants? Knowing that federal policy/WIOA regulations have discussed a minimum amount of funding to go to training, how is Vermont doing now?
4. With so many other organizations funding training (DCF, JobCorps, HireAbility, VJTP) how much is the AJC system supporting the effort? The latest posted (publicly available) ETPL is from 2020. Regulations require review every two years – is VDOL responsible for that as well?

Potential Next Steps

- Meet with Dustin Degree, Cameron Wood, Michael Harrington to identify the best people in operations to discuss these questions.



Gaps: Customer Experience

Open Questions

How do people experience the “workforce system”?

Groups we’re most interested in connecting with:

- 18-24 years olds – those who have left and those who have stayed
- Individuals returning to community after incarceration
- Immigrants/refugees – Burlington, Brattleboro, and one other community
- TANF/SNAP customers
- Business
- Trailing spouses / military (active)

Potential Next Steps

1. Connect with VDOL, career center operators and affiliates to identify people for us to reach out to and interview.
 - HireAbility, CTE centers, and ReSources to refer 18-24 yr. old candidates?
2. Follow up with some of the people we spoke with who would be able to connect us to user of their programs/systems?



Gap: Role of Career & Technical Education

Open Questions

1. PCG would like to take a closer look at Perkins, state, and other federal monies distributed across K12, CTC centers, VCC, colleges, and Vermont State College system?
2. How are ETPL providers performing?
Is there a cap on the amount of training dollars that can be provided to participants?
3. How aligned are ITA vouchers with labor market information?

Potential Next Steps

1. Review and integrate the findings of the March 2023 Perkins Governance findings into this project.



Additional Sources of Input

Suggested during the interview process by the stakeholders

- Agency of Digital Services
- Business subcommittee of the State Workforce Development Board
- Construction companies working on the broadband projects that have partnered on workforce initiatives
- Creative Workforce Solutions – an initiative of the Agency of Human Services (AHS) that offers a consolidated and coordinated approach to employment services
- Vermont Technology Alliance
- Members or staff of the Healthcare Reform Workforce Taskforce
- Scott Farr – Superintendent/Director River Valley Technical Center School District
- Chip Evans – former Vermont DOL staff, on many boards in workforce ecosystem
- Susie Wagner – former regional Vermont DOL staff
- Gary Nicosta – Chairman of Veterans Advisory Council, VA Hospital
- Megan Oliver – Director of Career Center of Norwich University
- Liz Cote - AHEC
- Betsy Hassan - UVM Health Network
- Laura Pelosi – former ED of Vermont Healthcare Association
- Sarah Jackson – Vital Communities
- Energy and Weatherization group, Vermont Manufacturing Center – Carla Wuthrich (Talent Pipeline)
- Rhoni Basden, Vermont Works for Women (on outreach list – no response yet)



Appendices

Interviews: Completed

Category	Organization	Person/People	Role
Business/Industry Association	Vermont Sustainable Jobs Fund (VSJF)	Ellen Kahler	Executive Director
	University of Vermont Medical Center (UVMCC)	Jerry Baake	Network Director, Workforce Development, State Workforce Development Board proxy
		Rebecca Kapsalis	Assistant Vice President, Talent Acquisition
	Vermont Talent Pipeline (Vermont Business Roundtable)	Mary Anne Sheahan	Executive Director
	Vermont Hospital Association (VAHHS)	Devon Green	Vice President, Government Relations
Economic Development	Lake Champlain Islands Economic Development Corporation	Andy Julow	Executive Director
	Springfield Regional Development Corporation	Bob Flint	Executive Director
		Amanda Sidler	Career Navigator
	Northeastern Vermont Development Association	David Snedeker	Executive Director
	Green Mountain Economic Development Corporation	Erica Hoffman-Kiess	Executive Director
	Brattleboro County Industrial Corporation	Adam Grinold	Executive Director
	Central Vermont Economic Development Corporation	Jamie Stewart	Executive Director
Advance Vermont	Tom Cheney	Executive Director	



Interviews: Completed

Category	Organization	Person/People	Role
Elected Official	Office of Governor Phil Scott	Kendal Smith	Director of Policy and Legislative Affairs
	Vermont State Legislature	Michael Marcotte	Chair of SOCWED
	Vermont State Legislature	Tristan Toleno	State Legislator
		Michele Kupersmith	Consultant/Formal State Legislator
Higher Education	University of Vermont	Amanda Van Vranken	Assistant Director of Employer Partnerships
	Saint Michael's College	Ingrid Peterson	Director of Career Education Center
	Vermont State Colleges System	Joyce Judy	Present of Community College of Vermont (CCV)
	Norwich University	Keith Baranow	Associate Vice President of Military Partnerships and Business Development
	Vermont State Colleges System	Parwinder Grewal	President of Vermont State University
	Vermont State Colleges System	Patricia Moulton	Executive Director, Workforce Division, Vermont State Colleges System
Other	Educations Solutions LLC	John Fisher	Principal
	National Governor's Association	Sophia Yager	Policy Analyst, Former State Workforce Development Board Deputy Director



Interviews: Completed

Category	Organization	Person/People	Role
	Vermont Futures Project	Kevin Chu John Burton	Executive Director Director of Research
State Agency	State Workforce Development Board	Abby Rhim	Deputy Director
	State Workforce Development Board	Victoria Biondolillo	Executive Director
	Vermont Department of Labor	Jay Ramsey	Interim State Workforce Director
	Vermont Department of Labor	Mat Barewicz	Economist
	Vermont Department for Children and Families	Katarina Lisaius	Senior Advisor, Economic Services Division
	Vermont Department for Children and Families	Miranda Gray	Deputy Commissioner of the Child Development Division
	HireAbility	Nat Piper Hib Doe	Business, Legislative & Community Outreach Manager Regional Manager
	Vermont Job Training Program	John Young	Director
	Agency of Education	Ruth Durkee	CTE Director
	Agency of Human Services	Laura Wreschnig	Health Services Researcher
	Agency of Human Services	Wendy Trafton	Deputy Director of Health Care Reform
	Vermont Community Broadband Board	Christine Hallquist	Executive Director



Interviews: Completed

Category	Organization	Person/People	Role
Training/Service Provider	Central Vermont Adult Basic Education	Brian Kravitz	Development and Outreach Director
	Capstone Community Action	Liz Scharf	Director of Community Economic Development
		Paul Zabriskie	Director of Weatherization and Climate Impact
	Vermont Adult Learning	Hal Cohen	Executive Director
		Tom Stuessy David Justice	Director of Workforce Development Associate Director
	Northlands Job Corps	Michael Dooley	Center Director
Vermont Student Assistance Corporation (VSAC)	Patrick Leduc	CIO and Vice President of Career and Education Outreach	
	ReSOURCE	Tom Longstreth	Executive Director



Interviews: Rescheduled or No Response

Category	Organization	Person/People	Role	Status
Business/Industry Association	Efficiency Vermont	Peter Walke	Managing Director	No Response
	AGC	Richard Wobby	Executive Vice President	No Response
	Vermont Chamber of Commerce	Betsy Bishop	President	No Response
	Vermont Chamber of Commerce	Megan Sullivan	Vice President of Government Affairs	No Response
	Vermont Chamber of Commerce	Laura Pelosi	Lobbyist	No Response
	Lake Champlain Regional Chamber of Commerce	Catherine Z Davis	President	No Response
	Vermont Superintendent's Association	Jeffrey Francis	Executive Director	No Response
	Vermont Nurses Association	Jill Olson	Executive Director	No Response
	Vermont Farm Bureau	Joe Tisbert	President	No Response
Economic Development	Lamoille Economic Development Corporation	Patrick Ripley	Executive Director	No Response
	Greater Burlington Industrial Corporation	Frank Cioffi	President	No Response
	Addison County Economic Development Corporation	Fred Kenney	Executive Director	Reschedule
	Franklin County Industrial Development Corporation	Tim Smith	Executive Director/ Mayor of Saint Albans	No Response



Interviews: Rescheduled or No Response

Category	Organization	Person/People	Role	Status
	Bennington County Regional Corporation	Bill Colvin	Executive Director	Rescheduled
	Chamber and Economic Development of the Rutland Region	Tyler Richardson	Operations Director	Rescheduled
Elected Official	Vermont State Legislature	Alison Clarkson	Senate Majority Leader	Rescheduled
	Vermont State Legislature	Kesha Ram-Hinsdale	Chair of Senate Economic Development	No Response
Higher Education	Bennington College	Laura Walker	President	No Response
	Champlain College	Patricia Boera	Associate Director	No Response
	Middlebury College	Ursula Olender	Director of Career Advising and Employer Relations	No Response
	Vermont State Colleges System	Katherine Levasseur	Government Affairs for the State College System, Chancellor's Office	No Response
	University of Vermont	Linda Schadler	Dean of College of Engineering & Math Sciences	No Response
	University of Vermont	Wendy Koenig	Government Affairs	No Response
Local Government	City of Rutland	David Allaire	Mayor	No Response
	Town of Barre	Jake Hemmerick	Mayor	No Response
	City of Burlington	Miro Weinberger	Mayor	No Response
	City of Newport	Paul Monette	Mayor	No Response



Interviews: Rescheduled or No Response

Category	Organization	Person/People	Role	Status
State Agency	Vermont Department of Labor	Michael Harrington	Commissioner	No Response
	Agency of Agriculture	Alyson Eastman	Deputy Secretary	No Response
	Division for the Blind and Visually Impaired (DBVI)	Fred Jones	Director	No Response
	Agency of Education	Heather Bouchey	Deputy Secretary	Rescheduled
	Agency of Education	Jess DeCarolis	Director of Student Pathways	No Response
	Department of Corrections	Isaac Dayno	Chief of Staff	No Response
	Department of Corrections	Nicholas Deml	Commissioner	No Response
	New & Relocated Worker Grants; Business & Economic Development Programs (Vermont Training Program)	Joan Goldstein	Commissioner	No Response
	Vermont Department of Tourism & Marketing	Heather Pelham	Commissioner	No Response
	Vermont State Refugee Office	Tracy Dolan	Director	No Response
	Governor's Racial Equity Office	Xusana Davis	Executive Director	No Response



Interviews: Rescheduled or No Response

Category	Organization	Person/People	Role	Status
Training/Service Provider	Associates for Training and Development (A4TD)	Pat Elmer	President and CEO	No Response
	Governor's Institute	Elizabeth Franscoia	Executive Director	No Response
	Vermont Works for Women	Rhoni Basden	Executive Director	No Response
	Pathstone	Jeff Lewis	Vice President	Rescheduled
	The Tutorial Center	Elaine Demasi	Executive Co-Director	No Response
	The Tutorial Center	Sean-Marie Oller	Executive Co-Director	No Response
	United Way of Northeastern Vermont	Jesse Bridges	CEO	No Response
	Northwest Center & Technical Center	Leeann Wright	Director	No Response
	Vermont Healthcare and Information Technology Education Center	Matt McKenney	President and CEO	No Response
	Vermont Student Assistance Corporation	Scott Giles	President and CEO	No Response
	Vermont Healthcare and Information Technology Education Center	Gerry Ghazi	Founder and Board Director, State Workforce Development Board Member	No Response
	Hannaford Career Center	Tim Williams	Interim Superintendent & Director	No Response
	Central Vermont Career Center	Jody Emerson	Director & CVCCSD Superintendent	Rescheduled

