

**AGENDA**  
**Bay Consortium Workforce Development Board, Inc.**  
**Business and Workforce Services Committee**  
**Wednesday, November 6, 2024**  
**10:00 A.M.**

- I. Call to Order**
- II. Roll Call**
- III. Public Input**
- IV. Approval of August 7, 2024 Meeting Minutes**
- V. New Business**
  - A. One Stop Manager Report – Jessica Weber, *One Stop Manager***
  - B. Business Services Report – Jacob McCaleb, *Business Services Representative***
  - C. BCWDB Business Services Plan – Jacob McCaleb, *Business Services Representative***
  - D. Vice Chair Election**
- VI. Old Business**
- VII. Other Topics for discussion**
- VIII. Adjournment**

**Bay Consortium Workforce Development Board, Inc.  
Business and Workforce Services Committee Minutes  
Wednesday, August 7, 2024  
10:00 A.M.**

- I. Call to Order:** Deborah Warf called the meeting to order at 10:00 a.m.
- II. Roll Call:**

*Business and Workforce Services Committee Attendance*

<i>Hosey Burgess</i>	Present
<i>Kayla Coleman</i>	Absent
<i>Marjorie Lampkin alternate Jean White</i>	Present
<i>Brittany Metts</i>	Absent
<i>Stephen Cox</i>	Absent
<i>Carley Walker</i>	Present
<i>Scott Hall</i>	Absent
<i>Deborah Warf</i>	Present

There was a physical quorum. Also present were Jessica Weber and Jacob McCaleb.

- III. Public Input:** There was no public input.
- IV. Approval of April 9, 2024 Meeting Minutes:** Hosey Burgess made a motion to approve the meeting minutes from the April 9, 2024 meeting, and Carly Walker seconded their motion, approving the minutes unanimously.
- V. New Business:**
  - A. Chair/Vice Chair** – Carly walker was nominated as Chair and accepted the position.
  - B. One Stop Manager Update** – Jessica Weber gave the Business and Workforce Services Committee the One Stop Manager update. Jessica went over the multi-year visitor traffic data and discussed the year-by-year increases, with a focal point on the increased traffic at the Eastern Shore Center. She discussed the transition of employers seeking more in-person contact at the career centers for services. Jessica also reviewed the post-pandemic trend of hosting job fairs to re-staffing employers with large openings to a more targeted hiring approach to fill employer talent needs. Employers have been seeking a targeted approach to hiring and career centers have been hosting more employer represented job fairs to meet this need. The career centers are anticipated in the next quarter to invest in more multi-employer events as job seekers are looking to maximize their time interfacing with employers. Many employers have also experienced the down-size in recruitment teams and HR restructuring due to budget reduction. From a center operational perspective many partners have faced challenges with

workforce restructuring and budget cuts in various areas. As a result, Jessica reported that much of the next quarter will be spent reviewing work efficiencies to streamline operations that can be automated with tools such as Artificial Intelligence (AI). Job seekers are spending more time at career centers to address multiple employment barriers. As a result, the staff at the career centers have spent more time assisting individuals with one-on-one needs. Career centers are seeing a mix of job needs for individuals looking for work, individuals already working looking for better work, and individuals re-entering the workforce to address income shortages with the current economic hardships.

**C. Business Services Update** – Jacob McCaleb went over the Business Services report with the Business and Workforce Services Committee. Jacob reported to the committee that he is continuing to complete outreach with businesses, and he is organizing tours with local businesses for workforce representatives. Jacob hosts business conversations with partners monthly and hosting regional meetings in the Bay Consortium for the PD-16 area, PD 17 & 18, and PD 22. Jacob is currently working with various partners to discuss business services structuring to meet the current and developing needs with the workforce redesign. Jacob anticipates in the next quarter to work with the community with a focal point on industry driven business solution approaches.

**D. One Stop Center Certification Policy** – Carly Walker made a motion to approve the One Stop Center Certification Policy, and Hosey Burgess seconded their motion, approving the policy unanimously.

**E. Business Services Plan** – The Business and Workforce Services Committee voted to move the Business Services plan to the Executive Committee for review due to time constraints. The policy was read and reviewed by committee members no edits or changes were suggested.

**VI. Old Business:** There was no old business to be discussed.

**VII. Other Topics for discussion:** Jackie Davis announced that the upcoming Joint Bay Consortium Workforce Development Board and Chief Local Elected Officials meeting will be held later in the day at 1:00 p.m. at Tides Inn.

**VIII. Adjournment:** With there being no further business to discuss, Deborah Warf adjourned the meeting at 11:10 a.m.

Respectfully submitted,

Jessica Weber

# BCWDB Business Services Plan

## Summary

### Purpose and Goals

The purpose of this Business Services Plan is to outline strategic approaches for delivering effective business services to employers within the Bay Consortium Workforce Development Board (BCWDB) region. As the Business Services Representative, the goal is to facilitate connections between local employers and job seekers, support workforce development, and respond to employer needs to ensure a skilled and adaptable workforce. Specific objectives include increasing employer engagement, developing tailored workforce solutions, fostering talent pipelines through apprenticeship and training programs, and strengthening partnerships across sectors.

### Local Workforce Landscape

The Bay Consortium Workforce Development Board serves a diverse and largely rural region in Virginia, including the Northern Neck, Middle Peninsula, and other areas with distinctive economic needs and growth opportunities. This region is characterized by a mix of small to mid-sized businesses, some larger employers, and a strong reliance on industries such as manufacturing, healthcare, and hospitality. Given the rural setting, workforce challenges include limited access to training resources, transportation issues, and a need for skilled workers, particularly in trades and healthcare. The BCWDB aims to bridge these gaps by collaborating with local education providers, chambers of commerce, and other organizations to create targeted workforce solutions that drive regional economic growth.

## Objectives

### Business Engagement Goals

- 1. Increase Employer Participation:** Grow active employer engagement by 25% over the next 12 months, focusing on companies within key regional industries, such as manufacturing, healthcare, construction, and hospitality. This involves outreach to at least 50 new businesses quarterly.
- 2. Host Business Events:** Organize and facilitate a minimum of 6 business-oriented events annually, including workforce roundtables, hiring events, and industry-focused training sessions. Expected attendance should reach at least 100 employers collectively, with a goal of securing commitments from 20% to participate in workforce programs.
- 3. Increase Work-Based Learning Opportunities:** Develop partnerships to create 15 new work-based learning opportunities annually, with at least 5 local employers offering these programs for the first time. Focus on aligning these opportunities with regional workforce demands.

- 4. Improved Workforce Quality:** Facilitate employer access to a more skilled labor pool, aiming for a 15% increase in reported satisfaction among employers utilizing workforce development services. Satisfaction will be measured via post-engagement surveys.
- 5. Customized Workforce Solutions:** Tailor workforce solutions to meet at least 70% of participating employers' specific needs (such as skills training, soft skills, or technology training), tracked through quarterly feedback.
- 6. Reduced Onboarding Costs:** Through pre-employment training programs that prepare candidates with foundational skills, businesses can expect a 15% reduction in initial onboarding costs, as employees arrive better equipped for their roles. This reduction will be assessed through business surveys on onboarding expenses.
- 7. Access to Funding and Incentives:** Facilitate access for employers to funding opportunities, such as tax incentives and training reimbursements. The goal is for at least 10 businesses to receive financial incentives annually through BCWDB support
- 8. Job Postings & Visibility:**
- 9. Enhanced Job Posting Reach:** Partner with regional organizations, high schools, and local colleges to promote open positions directly to students and alumni, increasing job visibility by 25%. Achieve this through monthly email newsletters, social media, and virtual job fairs, targeting specific demographics like entry-level job seekers and skilled tradespeople.
- 10. Utilization of Local Media Outlets:** Collaborate with at least 3 local media outlets to feature a "Job of the Week" segment highlighting in-demand roles, with a goal of reaching an estimated audience of 5,000 viewers or readers per feature.
- 11. Increased Small Business Participation:** Conduct outreach specifically targeting small businesses (under 50 employees), with a goal to engage at least 15 new small businesses quarterly. Focus on addressing small business challenges, like limited HR resources, and promoting programs specifically designed for them.
- 12. Access to Labor Market Insights:** Provide quarterly labor market trend reports to employers, offering insights into hiring trends, wage data, and skill requirements. At least 75% of participating employers should find these reports beneficial for strategic planning, measured through post-report feedback.

## Target Industries

### Overview

The Bay Consortium Workforce Development Board has identified three primary industries

that drive the local economy: Healthcare, Information Technology (IT), and Aquaculture. These industries were chosen based on their impact on regional employment, growth potential, and alignment with emerging trends and workforce needs. Each industry plays a unique role in shaping the economic landscape, requiring a skilled workforce to support its continued development.

## **Industry Breakdown and Workforce Needs**

### **1. Healthcare**

The healthcare sector is a major employer in the region, encompassing hospitals, clinics, long-term care facilities, and specialized care providers. Driven by an aging population and an increasing demand for comprehensive medical and support services, the need for a skilled healthcare workforce has never been greater. Key roles in demand include Registered Nurses (RNs), Certified Nursing Assistants (CNAs), and Allied Health Professionals such as physical therapists, medical technologists, and laboratory technicians.

- **Workforce Needs:** To meet healthcare demands, there is a pressing need for both entry-level and specialized workers who possess up-to-date medical skills, digital literacy (for managing electronic health records), and patient care competencies. Training programs focused on nursing, medical assisting, and lab technologies are essential to address the region's staffing shortages.
- **Projected Gaps:** High turnover and burnout, particularly among nursing staff, create continuous demand for qualified workers. Expanding healthcare training partnerships and providing certification pathways can help fill these gaps, particularly by targeting local residents interested in health careers.

### **2. Information Technology (IT)**

The IT sector is rapidly evolving, supporting both local businesses and remote work arrangements across industries. In our region, IT roles include network administrators, cybersecurity specialists, software developers, and IT support technicians. As organizations become increasingly reliant on technology, there is significant demand for a workforce skilled in technical troubleshooting, system security, and software development.

- **Workforce Needs:** Employers in IT require candidates who are skilled in data management, cybersecurity, and cloud computing, as well as those with programming expertise in languages such as Python, Java, and SQL. While entry-level roles are available, there is also a strong need for mid- to senior-level professionals with cybersecurity and advanced networking experience.
- **Projected Gaps:** The primary challenge for the IT sector is sourcing talent with specialized technical certifications and experience. Establishing apprenticeships, certifications, and hands-on training programs will help meet these needs and allow local talent to compete for remote and in-person IT roles.

### **3. Aquaculture**

Aquaculture has become a cornerstone of the local economy in the Bay Consortium Region, with activities primarily centered around oyster and fish farming, as well as marine biotechnology. The sector requires a labor force skilled in aquaculture management, water quality monitoring, marine biology, and sustainable fishing practices.

Aquaculture not only supports the economy but also aligns with the region's environmental conservation efforts, making it a high-priority industry for sustainable development.

- **Workforce Needs:** The aquaculture industry in Virginia's Bay Consortium region requires a skilled workforce to support its growth in sustainable seafood production. Key workforce needs include technicians and skilled labor for day-to-day operations, alongside biotechnologists and environmental scientists who can apply sustainable practices and address ecological impacts. Compliance and management roles are essential to navigate strict environmental regulations, ensuring sustainable practices are upheld. Additionally, as the industry integrates more data-driven solutions, there is rising demand for specialists in data management and monitoring technologies. To meet these needs, partnerships between industry and educational institutions can help provide relevant training and certifications, fostering a workforce capable of supporting the industry's sustainable expansion in the region.
- **Projected Gaps:** As the industry grows, filling technical roles with specialized training requirements becomes increasingly challenging. Programs that offer training in sustainable practices, environmental compliance, and aquaculture technology will be critical in addressing these needs and supporting a well-rounded, sustainable workforce.

## **Conclusion**

Each of these industries presents unique workforce demands and growth potential within the region. By targeting training and workforce development efforts toward healthcare, IT, and aquaculture, the Bay Consortium Workforce Development Board can better meet the needs of local employers, prepare job seekers for high-demand careers, and strengthen the regional economy. Ongoing engagement with industry stakeholders and educational partners will ensure that the workforce remains responsive to these sectors' evolving requirements.

## **Business Engagement Strategies**

### **Outreach and Marketing Approaches**

#### **1. Direct Outreach Campaigns**

To build awareness and establish connections with businesses across the target industries, we will conduct targeted outreach campaigns tailored to each sector's unique needs. This includes:

- **Email Campaigns:** Monthly newsletters featuring success stories, upcoming events, training programs, and labor market insights to encourage engagement from employers.

- **Industry-Specific Webinars:** Quarterly webinars focused on sector-specific workforce challenges and solutions. These webinars will offer valuable insights to employers while showcasing available BCWDB resources.
  - **On-Site Visits and Consultations:** Establish a rotating schedule of on-site visits to 5-10 businesses per month, prioritizing high-demand sectors and high-growth companies, to provide personalized workforce solutions and demonstrate our commitment to their hiring needs.
2. **Enhanced Digital Presence**

We will leverage digital platforms to expand our reach and visibility among local businesses.

- **Social Media Campaigns:** Utilize social media channels like LinkedIn, Facebook, and Twitter to highlight job fairs, training opportunities, and employer testimonials. Aim to increase online engagement by 30% over the next year by regularly posting targeted content and responding to employer inquiries.
- **Job Board and Partner Listings:** Feature local job opportunities on BCWDB's website and partner sites to increase visibility for employer postings. This online job board will be promoted regionally to maximize its reach among job seekers and potential candidates.

3. **Industry Events and Networking Opportunities**

Organize and attend industry-specific events to foster connections with key players in the Healthcare, IT, and Aquaculture industries.

- **Annual Workforce Development Summit:** Host an annual summit bringing together local employers, industry experts, educational institutions, and workforce professionals to discuss workforce trends and share insights. Aim for attendance of 150+ regional employers.
- **Chamber of Commerce and Industry Association Events:** Attend regular networking events hosted by chambers of commerce and local industry associations to connect with business leaders and promote BCWDB's services.

4. **Testimonial-Based Marketing**

Utilize success stories and testimonials from partner businesses to build credibility and trust. Testimonials from businesses that have benefited from BCWDB's workforce services, such as hiring events, training programs, or apprenticeship placements, will be featured in marketing materials, newsletters, and on our website.

**Collaborations with Regional Organizations**

1. **Chambers of Commerce and Economic Development Authorities (EDAs)**

Collaborate with chambers and EDAs in the Northern Neck, Middle Peninsula, and surrounding areas to reach businesses across sectors and promote workforce initiatives. Through these partnerships, we can:



- **Co-Host Events:** Work with chambers to co-host job fairs, training sessions, and business roundtables that focus on regional labor needs.
  - **Data Sharing and Analysis:** Share labor market data with EDAs and chambers to collectively understand regional hiring trends and identify skill gaps.
  - **Business Referrals: Business Referrals:** Establish a referral system where chambers and EDAs direct businesses with workforce needs to BCWDB for tailored support, and BCWDB refers companies seeking economic development assistance and growth opportunities back to these partners.
2. **Educational Institutions**
- Strengthen partnerships with local high schools, community colleges (such as Germanna and Rappahannock), and trade schools to build workforce pipelines.
- **Career Pathways Programs:** Partner with educational institutions to develop career pathway programs that provide students with industry-specific skills training in healthcare, IT, and aquaculture.
  - **Apprenticeship and Internship Programs:** Coordinate with schools to offer internships, apprenticeships, and work-based learning programs, connecting students with employers in high-demand fields.
3. **Industry Associations and Workforce Organizations**
- Engage with industry associations, such as local healthcare alliances, IT networks, and aquaculture cooperatives, to identify workforce needs and align BCWDB services with industry standards.
- **Joint Training Initiatives:** Collaborate to design industry-approved training programs, including certifications, upskilling workshops, and soft skills training, to ensure the workforce is prepared to meet employer requirements.
  - **Workforce Partnerships:** Partner with neighboring workforce boards, state agencies, and organizations like Virginia Works to maximize resource-sharing and expand service availability.
4. **Nonprofits and Community Organizations**
- Work with local nonprofits and community organizations, particularly those that serve underrepresented groups and provide essential services (such as transportation or childcare), to address barriers to employment.
- **Targeted Outreach to Marginalized Populations:** Collaborate on initiatives that connect underserved job seekers, such as veterans, youth, and individuals with disabilities, to employment and training opportunities.
  - **Supportive Services Network:** Build a network with organizations that can provide wraparound services like transportation, childcare, and financial literacy, helping job seekers overcome barriers and stay employed.

## Services Offered

1. Recruitment and Screening
  - a. Job Postings

- b. Candidate Screening and Assessment
  - c. Job Matching
  - d. Recruitment and Hiring Events
  - e. Interview or Meeting Space
  - f. Reaching High Priority Populations
    - i. Veterans
    - ii. People with Disabilities
    - iii. People with Visual Impairments
    - iv. Ex-Offenders
2. Training and Hiring Incentives
- a. Incumbent Worker Training
    - i. Incumbent worker training programs provide funding in the form of reimbursements to businesses to upgrade the skills and expertise of their employees. These funds can be used to address changes and challenges affecting your business, including changes in management, the introduction of new technology and/or equipment, and evolving employee skill requirements and job functions.
  - b. On-The-Job Training
    - i. Our on-the-job training (OJT) program helps offset the cost of hiring and training new employees. Through an OJT contract, the employer provides occupational skills training for the eligible worker in exchange for reimbursement of a percentage of the employee's wages. This reimbursement compensates employers for the cost of providing training and supervision as well as the potentially lower productivity of the participant while in training
  - c. Work Experience
    - i. Our work experience program allows you to observe the skills and work ethic of a job candidate before making a hiring decision. Eligible work experience participants receive incentive payments directly through Virginia Career Works and are able to provide the business with up to 300 hours of labor at no cost. This minimizes the risk for the business and also provides job seekers with the job readiness skills, experience, and training they need to become an exemplary employee.
  - d. FastForward
    - i. designed to provide students with low-cost opportunities for training in a high-demand field and earning an industry-endorsed certification or state license. Students pay only one-third of the program cost upon enrollment; for those who complete the training and certification, the FastForward grant covers the remaining two-thirds of the cost. Students can access the training and c
  - e. Virginia Values Veterans Employment Grant Program

- i. The Department of Veterans Services and the V3 Program administer V3 grants of up to \$10,000, awarding \$1,000 for each eligible veteran hired. To qualify for the V3 Employment Grant, companies must be V3-certified with a V3 employer ID number and have fewer than 300 employees at the time of the grant application.
  - f. Federal Bonding Program
    - i. FBP provides \$5,000 in fidelity bond coverage for the first six months of employment. The bonds are free of charge and carry no deductible. Provide fidelity bonds for hard-to-place job seekers. Bonds can be applied to any job with any employer in any state, and they cover any employee for acts of dishonesty committed in or away from the workplace
  - g. Virginia Jobs Investment Program
    - i. The Virginia Jobs Investment Program (VJIP) provides consulting services and funding to companies that are creating new jobs or experiencing technological change to reduce the human resource development costs for new companies, expanding companies, and companies retraining their employees. VJIP is an economic development incentive for qualifying projects that meet minimum thresholds of job creation and capital investment.
  - h. Trade Adjustment Assistance Program
    - i. The federal Trade Adjustment Assistance (TAA) program provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports
  - i. Virginia Worker Retraining Tax Credit
    - i. The Virginia worker retraining tax credit allows an employer to claim a tax credit for the cost of providing eligible worker retraining to qualified employees
  - j. Federal Tax Credits
    - i. Work Opportunity Tax Credit
    - ii. Disabled Access Credit
    - iii. Architectural Barrier Removal Tax Deduction
  - k. Other Tax Credits and Local and State Incentives
- 3. Employment Education and Resources
  - a. Employer Conferences
  - b. Employment Law
  - c. Agriculture and Foreign Labor Certification
  - d. Virginia Occupational Safety and health Program
  - e. Unemployment Insurance
  - f. Access to Capital
  - g. Small Business Technical Assistance
    - i. Virginia Business One Stop at [BOS.Virginia.gov](http://BOS.Virginia.gov) ► Virginia Small Business Development Center at [VirginiaSBDC.org](http://VirginiaSBDC.org) ► Virginia

Business Development and Outreach Services at  
[SBSD.Virginia.gov/business-development-and-outreach](http://SBSD.Virginia.gov/business-development-and-outreach) ► Small  
Business Administration at [SBA.gov](http://SBA.gov) ► Virginia Economic  
Development Partnership's Guide to Establishing a Business at  
[VEDP.org/VEDP-reports-and-publications](http://VEDP.org/VEDP-reports-and-publications)

- h. Manufacturing Technical Assistance
- i. Support for Economic Development Projects
- j. Support for Agribusiness

## Training and Education

1. Workforce Education and Training Support
  - a. Virginia's workforce system provides a comprehensive training solution for employers, offering a wide range of development options to enhance Virginia's business climate and competitiveness. The system works in close partnership with employers to prepare the next generation of workers, hone the skills of entry-level workers, and upskill existing workers. Our education and training partners include:
    - b. ► Four-year universities ► Regional higher education centers ► Centers of excellence ► Community colleges ► Private training providers and career colleges ► Adult education programs ► High school career technical education programs
    - c. We provide flexible options to meet your unique training needs, including:
      - Classroom training ► On-site training ► Online training ► Registered Apprenticeships ► Customized training ► On-the-job training
2. High Education in Virginia
3. Customized Training
  - a. Customized training programs are available in every region of the Commonwealth to address the everchanging opportunities and challenges faced by businesses. Our staff will work with you to design and implement customized training programs to update and improve the skills of your workforce, increase employee engagement, improve company performance, and achieve your organizational goals.
4. Registered Apprenticeships
5. Adult Education
  - a. The adult education program provides services in several areas including adult basic education, adult secondary education, English as a second language, high school equivalency preparation, integrated 20 Training and Education English literacy and civics education, integrated education and training, workplace adult education, and workforce preparation
6. Federal Contractor Compliance
7. Disability Awareness Training
8. Workplace Accommodations and Assistive Technology

## Research and Planning

1. Labor Market Information
  - a. Through analysis of local and economic data, Virginia Career Works can uncover key insights to drive your business and help develop your recruitment strategy. This data is accessible at no cost through the Virginia Labor Market Information web portal at VirginiaWorks.com. Available information includes: ► Regional and state demographics ► Current employment data by industry and occupation ► Employment projections by industry and occupation ► State and regional wage rates ► Target industries and high-demand occupation data ► Targeted candidate data ► Commuter data ► Community reports
2. Outplacement and Business Competitiveness Service
  - a. Through Virginia's Rapid Response program, we can assist businesses in the region that are currently or potentially downsizing due to economic factors or other circumstances and provide services to employees to minimize the impact on sustainability
3. Workforce Strategy and Planning
  - a. Whether your business is expanding or downsizing, Virginia Career Works is here to assist you. Partnering with economic development entities at the local and state levels, we can connect you with information, resources, and planning services to help your business compete and succeed.