

# **DRAFT**

# **Agenda**

**Bay Consortium Workforce Development Board XIII**  
**Labor Market Committee**  
**October 6, 2021**  
**11:00 AM**

- I. Call to Order
- II. Roll Call
- III. Public Input
- IV. Approval of August 7, 2021 Minutes
- V. New Business
  - A. Marketing Plans
- VI. Old Business
  - A. Strategic Plan Evaluation
- VII. Other topics for discussion
- VIII. Adjournment

**Bay Consortium Workforce Development Board, Inc.**  
**Labor Market Committee Meeting**  
**Draft Minutes**  
**Wednesday, July 7, 2021**  
**9:00 a.m.**

The Labor Market Committee met Wednesday, July 7, 2021.

**Call to Order:** Jackie Davis called the Labor Market meeting to order at 9:00 a.m.

**Roll Call:** Present was Meg Bohmke, David Mann, and Greg Moon. Not present was Felicia Ainsa, Lamont Brown, and Melvin Carter. In addition, also present was Jackie Davis, Steven Golas, and Katlyn Moss. A quorum was present.

**Approval of Minutes:** The notes from the April 7, 2021 meeting were approved.

**Public Input:** There was no public input.

**New Business:** Committee elections were held. A motion was made to approve David Mann the committee chair, which was seconded and approved. A motion was made to approve Greg Moon as the committee vice chair, which was seconded and approved. Jackie Davis reviewed the committee responsibilities with members. A discussion was held on the how to create a marketing plan and make it successful.

**Old Business:** Jackie Davis reviewed the new Strategic Plan and priorities with members.

**Other Topics:** Jackie Davis noted that the Center Certification had been approved and thanked all those involved. She noted that the next Board meeting would be August 4, 2021 at 11 a.m. and the CLEO meeting would be August 11, 2021 at 11 a.m.

There being no further business, the meeting was adjourned at 10:05 a.m.

Respectfully submitted,

Katlyn Moss

“Connecting the Fredericksburg Region’s Workforce and Employers”	
Category	Strategy
Target Market	Employers, business owners and Job Seekers in the Fredericksburg Region.
Positioning Statement	<b>The Virginia Workforce Center will connect employers with qualified employees to meet local workforce needs of the Fredericksburg region, while offering the resources, training and education to develop the qualified candidates of the future.</b>
Offering to customers	<p><b>The Fredericksburg, Virginia Workforce Center</b> offers free workshops on a multitude of topics for employers and job seekers. Representatives will assist employers in placing job orders, answering questions about EEO information and more. Veterans Specialists are available to assist employers with placing job orders targeting veterans. Entrepreneurship, Networking, &amp; Interviewing are some of the workshops offered to those seeking employment. GED classes and testing, and Job Clubs and resume’ review are also available. Veterans Representatives are available to assist Military Veterans with job searching and much more.</p> <p>~<b>The Workforce Center</b> also boasts a Resource Room with computers, community resources, such as financial aid, housing services, educational resources, human services agency listings and much more. It’s always staffed by a knowledgeable individual to help in your job search.</p> <p>~<b>Conference Rooms</b> and smaller Meeting Rooms are available for Employers to host Job Fairs, provide testing of applicants and more. These rooms are also available for Trainings, Community Meetings and Classes.</p> <p>~<b>Social Services</b> Referrals and applications available for those in need.</p> <p>~<b>United Way</b> Tax Volunteers are at the Center during tax season to help individuals eligible for the Earned Income Tax Credit. Call for details.</p> <p>~The Center is equipped to provide services for job seekers with disabilities by facilitating services with the Center’s Partners, as well as, employers seeking to hire people with disabilities or create universally accessible work areas. There is an accessible work-station available to job seekers with disabilities.</p>
Promotion Strategy	The Fredericksburg Virginia Workforce Center maintains an active Facebook page, newsletter for job seekers and employers alike, and media list.

Service Strategy

The Fredericksburg VWC makes available recruiting and referral services to employers. Staff can assist employers by screening and referring applicants for job vacancies, providing critical labor market information for business and economic planning, Trade Act and EEO information, tax filing and registration. Employees may file for Unemployment Insurance and complete weekly claims, as well as, find staff to answer questions.

**Proposed Activities, to include specific objectives and measureable outcomes for each proposed activity:**

**Marketing the Workforce Center’s services to area employers:**

1. Production and assembly of a thorough Marketing package for Employers.
  - a) Regional employers will look to the Virginia Workforce Center as the place to list their job openings, seek pre-screened applicants, conduct hiring events, pursue training for themselves and their employees, seek out the Rapid Response services of the VWC for planning prior to laying off employees. 10% increase in Job Order requests, 5% increase in space requests for hiring events and 5% increase in employers utilizing Training services for themselves and/or employees.
  - b) Cross-training of partners to represent the VWC as one cohesive unit.
    - i) Each partner agency’s representative on the Business Service Team will be able to independently offer information regarding all partners at the VWC. Each BST member will make at least one proposal regarding the services to an employer within three months of cross-training.
- 1) **“Fredericksburg Has Talent” Career event to be held in Spring 2018 for pre-screened job seekers and actively hiring employers:**
  - a) Planning and promotion of event for employers to meet pre-screened and qualified job seekers.
    - i) 15 or more, actively hiring, Regional Employers will register for the event after face to face contact with Employer Outreach Specialist, radio and other media related announcements.
  - b) Pre-screening and referral of qualified job seekers by partner agencies for the event.
    - i) Each VWC partner will refer five or more qualified, pre-screened job seekers for the event using the specific career fields of chosen employers.
    - ii) All referred job seekers will participate in coaching with

partnering agencies via a series of trainings and workshops to prepare them for the event and the marketplace, in general.

- 2) Assist with and promote public/private sector/small business/non-profit engagement with partners, job seekers and VWC.
  - i) By engaging public and private partners, businesses and the community in the process of information, resources and individualized services through technology, a 10% increase in employer interaction will be seen within the VWC.

Veterans from all periods of military service are eligible for job referral, job training and job placement assistance, simply request a Veterans Specialist. Training or educational program and funding information through the Workforce Innovation & Opportunity Act is also available, as well as On the Job Training incentives and tax benefit information for employers.

In partnership with people with disabilities, the VWC collaborates with the public and private sectors to provide and advocate for the highest quality community-based services that empower individuals with disabilities to maximize their employment, independence and full inclusion into society. Employment Services help people with disabilities prepare for, find and keep a job.

VWC partners help employers in their recruiting efforts and provide referral services to employers. VWC staff can assist employers by screening and referring applicants for job vacancies, providing employer trainings on Universal Design Concepts and the benefits of employing people with disabilities.

Marketing Research

**S.W.O.T. Analysis**

This strategic plan addresses the following key strengths, weaknesses, opportunities and threats:

***Strengths** - characteristics/situations that have enabled the organization to reach its present level of achievement:*

1. Community
  - Diverse population
  - Historical, attractive geography, untapped resources
  - Strong volunteer base
  - Accessible Academic Base (Community Colleges)
2. Board
  - Motivated, knowledgeable, representative Board with strong individual skill set and cognitive of community needs
3. BCWIB Staff
  - Experienced and skillful staff with good communication skills
  - Responsive in fulfilling administrative responsibilities, i.e.: mission
  - Strong financial capacity to operate BCWIB Programs
  - Excellent financial management
4. Contractors/Partners/Vendors
  - Varied groups of entities that provide a high level of skills and service to meet BCWIB identified community needs.

***Weaknesses** - characteristics/situations that have acted as hurdles for the organization to reach its present level of achievement:*

1. Communications/Marketing (External)
  - Marketing
  - Business involvement
  - Lack of recognition (Local Elected Officials/School Districts)
  - Lack of community partners (awareness, attraction)
2. Geographic area a problem large/complex, wide, hard to serve lack of public transportation
3. Funding low, future in question, stability low
4. Grant writing support-resources lacking
5. Slow economic development, need more shared resources/networks
6. Lack of blue collar trade training
7. Board Issues
  - Self evaluation as a group
  - Not proactive enough-innovated

- Understanding responsibilities of role of governance
- Adaptation
- Board Business Increase

***Opportunities** - situations that could be created that would enable the organization to realize its potential*

1. Comprehensive Workforce Services
  - Organizational efficiencies
  - Funding
  - Responsiveness
  - Improved Communications
2. Responsive Programming to Meet Customer Needs
  - Improve identification of customer-business, individual, Local Elected Official
  - What do customers value
  - Developing programs
3. Business Communication/Engagement
  - Assessing market according to what business need and don't need
  - Improving communication with business – One-Stops and Service Providers
  - Improve feedback after placement from businesses
4. Unique Demographic
  - Illiterate (ABE)
  - Bilingual (Worker and Employer)-Practical
  - Youth Services (School drop-outs not working)
  - Prisoner re-entry
  - Dislocated workers (retraining, apprenticeship-on job training)
  - Strengthen evaluation/feedback loop

***Threats** - situations/issues that, if not addressed, could decrease the organization's ability to realize its potential, keeping it at its present level of growth or, in the extreme, forcing it to dissolve:*

1. Marketing
  - Local Elected Officials do not understand BCWIB value proposition
  - Businesses do not understand One-Stop value proposition

- Lack of clarity as to what customers value
  - Lack of communication between employees, providers, recipients, and BCWIB Board
  - Difficult to find commonalities with wide service region
2. Programs
- Training/retraining is insufficient to perform job-in some cases
  - Lack of programs to address issues (language barriers; illiteracy)
  - With new Comprehensive One-Stop BIG learning curve coming
  - Lack of understanding of true barriers/issues (use of technology for job searches)
  - Program lack of efficiency and outcomes
  - Lack of emphasis on vocational and technical education
3. Environment
- Language, environmental/culture difficulties isolate target business and potential employees (lack of bilingual abilities on employers' part stops employers from hiring ESL employees)
  - When market is tight communication suffers
  - Challenges in finding common ground between diverse groups
  - Communication barriers due to poor elementary education
  - Family experience guides your direction (how to break this cycle?)
  - Lack of "higher authority" on leadership to cajole/force cooperation
  - Sub Areas 17, 18 and 22 have lower paying jobs
  - Lack of administrations (Local Elected Officials, County Administrator) to support current needs
  - Youth leave area for employment; creating older workforce
4. Funding
- BCWIB may not be renewed
  - BCWIB funding reduce over time
  - Lack of resources; need more time, money, help to provide needed services
  - Lack of funding for special programs
5. Politics
- Lack of true partnership services
  - Changes in political climate (new governor in January)
  - Exclusive opportunities to select program recipients/no



competition for certain services

- Intensive competition between service providers (competitive process for award thus collaboration does not happen)
- Distrust among partners

“Connecting Employers to the Fredericksburg Region’s Workforce”	
Category	Strategy
Target Market	Employers and business owners in the Fredericksburg Region.
Positioning Statement	<b>The Virginia Workforce Center will connect employers with quality employees to meet local workforce needs of the Fredericksburg region.</b>
Offering to customers	<ul style="list-style-type: none"> <li>• Tax credit information</li> <li>• Coordinating volunteer experiences</li> <li>• Adult Basic Education</li> <li>• GED Preparation</li> <li>• CRC Testing</li> <li>• Place for Employers to post openings</li> <li>• Provide information and referral resources</li> <li>• Experiential Learning Coordinator</li> <li>• Adult Career Coaching</li> <li>• Job Readiness</li> <li>• Provide space for employers to have career fairs</li> <li>• Job matching</li> <li>• Disability awareness training</li> <li>• Provide support for Employees and employers for job performance (OJT)</li> <li>• Ticket to work information</li> </ul> <p><b>The Virginia Workforce Center</b> offers free workshops on a multitude of topics for employers and business owners. Representatives will assist employers in placing job orders, answering questions about EEO information and more. Veterans Representatives are available to assist employers with placing job orders targeting veterans.</p> <p>~<b>The Workforce Center</b> also boasts a Resource Room with computers (including wifi), community resources, such as financial aid, housing services, educational resources, human services agency listings and more to assist the community.</p> <p>~<b>Conference Rooms</b> and smaller Meeting Rooms are available for Employers to host Job Fairs, provide testing of applicants and more. These rooms are also available for Trainings, Community Meetings and Classes.</p> <p>~<b>Social Services</b> Referrals and applications available for those in need.</p>

	<p>~<b>United Way</b> Tax Volunteers are at the Center during tax season to help employees eligible for the Earned Income Tax Credit.</p> <ul style="list-style-type: none"> <li>• ~The Center is equipped to provide services for job seekers with disabilities by facilitating services with the Center’s Partners, as well as, employers seeking to hire people with disabilities or create universally accessible work areas. There is an accessible work-station available to job seekers with disabilities.</li> </ul>
<p>Promotion Strategy</p>	<p>The Fredericksburg Virginia Workforce Center is on Facebook, maintains a newsletter, and media contacts through an Employer Services Team.</p>
<p>Service Strategy</p>	<p>The Fredericksburg VWC makes available recruiting and referral services to employers. Staff can assist employers by screening and referring applicants for job vacancies, providing critical labor market information for business and economic planning, Trade Act and EEO information, tax filing and registration. Employees may file for Unemployment Insurance and complete weekly claims, as well as, find staff to answer questions.</p> <p><b>Proposed Activities, to include specific objectives and measureable outcomes for each proposed activity:</b></p> <div style="border: 1px solid black; padding: 10px;"> <p><b>Marketing the Workforce Center’s services to area employers:</b></p> <ol style="list-style-type: none"> <li>1. Production and assembly of a thorough Marketing package for Employers.             <ol style="list-style-type: none"> <li>a) Regional employers will look to the Virginia Workforce Center as the place to list their job openings, seek pre-screened applicants, conduct hiring events, pursue training for themselves and their employees, seek out the Rapid Response services of the VWC for planning prior to laying off employees. 10% increase in Job Order requests, 5% increase in space requests for hiring events and 5% increase in employers utilizing Training services for themselves and/or employees.</li> <li>b) Cross-training of partners to represent the VWC as one cohesive unit.                 <ol style="list-style-type: none"> <li>i) Each partner agency’s representative on the Business Service Team will be able to independently offer information regarding all partners at the VWC. Each BST member will make at least one proposal regarding the services to an employer within three months of cross-training.</li> </ol> </li> </ol> </li> </ol> </div>

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  - ii) All referred job seekers will participate in coaching with partnering agencies via a series of trainings and workshops to prepare them for the event and the marketplace, in general.

**2) Develop, promote and maintain a streamlined website for Employers:**

- a) Assist with and promote public/private sector/small business/non-profit engagement with partners, job seekers and VWC.
  - i) By engaging public and private partners, businesses and the community in the process of information, resources and individualized services through technology, a 10% increase in employer interaction will be seen within the VWC.

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	<p>Universal Design Concepts and the benefits of employing people with disabilities.</p>
<p>Marketing Research</p>	<p><b>3. S.W.O.T. Analysis</b></p> <p>This strategic plan addresses the following key strengths, weaknesses, opportunities and threats:</p> <p><i><b>Strengths</b> - characteristics/situations that have enabled the organization to reach its present level of achievement:</i></p> <ol style="list-style-type: none"> <li>1. Community             <ul style="list-style-type: none"> <li>• Diverse population</li> <li>• Historical, attractive geography, untapped resources</li> <li>• Strong volunteer base</li> <li>• Accessible Academic Base (Community Colleges)</li> </ul> </li> <li>2. Board             <ul style="list-style-type: none"> <li>• Motivated, knowledgeable, representative Board with strong individual skill set and cognitive of community needs</li> </ul> </li> <li>3. BCWDB Staff             <ul style="list-style-type: none"> <li>• Experienced and skillful staff with good communication skills</li> <li>• Responsive in fulfilling administrative responsibilities, i.e.: mission</li> <li>• Strong financial capacity to operate BCWDB Programs</li> <li>• Excellent financial management</li> </ul> </li> <li>4. Contractors/Partners/Vendors             <ul style="list-style-type: none"> <li>• Varied groups of entities that provide a high level of skills and service to meet <u>BCWDB identified</u> community needs.</li> </ul> </li> </ol> <p><i><b>Weaknesses</b> - characteristics/situations that have acted as hurdles for the organization to reach its present level of achievement:</i></p> <ol style="list-style-type: none"> <li>1. Communications/Marketing (External)             <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Business involvement</li> <li>• Lack of recognition (Local Elected Officials/School Districts)</li> <li>• Lack of community partners (awareness, attraction)</li> </ul> </li> <li>2. Geographic area a problem large/complex, wide, hard to serve lack of public transportation</li> </ol>

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  - Self evaluation as a group
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5. Politics

- Lack of true partnership services
- Changes in political climate (new governor in January)
- Exclusive opportunities to select program recipients/no competition for certain services
- Intensive competition between service providers (competitive process for award thus collaboration does not happen)
- Distrust among partners



**BAY CONSORTIUM WORKFORCE DEVELOPMENT BOARD  
STRATEGIC PLAN – EVALUATION**

**STRATEGIC PRIORITIES for January 2021 through June 2022**

- Coalesce regionally to align workforce development with economic development efforts in each subregion.
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

**STRATEGIC GOALS AND OBJECTIVES**

**STRATEGIC GOAL 1: Tailor programs to the geographic diversity of the region to meet workforce needs.**

**Key Strategies:**

1. Focus efforts to understand and provide solutions to business workforce needs for both small and large businesses within each region, e.g., Eastern Shore, Fredericksburg, Middle Peninsula, and the Northern Neck.
2. Examine current targeted industry sectors within the context of those identified by GoVA for alignment.
3. Work with a collection of businesses within the WDB's targeted industries to identify sustainable jobs that need an ongoing pipeline of qualified talent and jointly develop recruitment and training solutions.
4. Examine the Northern Neck Workforce Training and Site Selection Feasibility Study recommendations, prioritize and implement best practices throughout the region, tailored to the needs of each subregion.
5. Create a mechanism to receive any workforce and economic development studies completed in any of the subregions to review them and identify areas where the workforce board can provide support.
6. Take the lead in developing the process to submit a GoVA planning grant that then may lead to an implementation grant.

**Outcomes:**

1. GoVA Planning Grant submitted, and implementation grant awarded.
  - a. **The Northern Neck Workforce Training and Site Selection Feasibility Study has not been completed.**
2. Two industry sector groups within the WDBs targeted industries have been convened and strategies to increase the talent pipeline are underway within each subregion.
  - a. **As part of the Feasibility Study, five industry specific roundtables were hosted for the Northern Neck and Middle Peninsula. We are working on ways to provide the talent pipeline requested by coordinating efforts with the Community College, local schools, and other community groups. No official plan has been made. CHALLENGE: NO DEDICATED STAFF FOR BUSINESS SERVICES.**

**STRATEGIC GOAL 2: Create, support and sustain a talent pipeline for the Bay WDB’s targeted industries.**

**Key Strategies:**

1. Design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities.  
Received a grant from VDSS to provide job readiness bootcamp to individuals on SNAP. The hope is to engage these individuals to provide training opportunities to start developing talent pipelines.
2. Develop and promote career pathways in targeted industries.
3. Create a program for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a four-year college degree. Target existing pathway programs.
4. Educate business about the paradigm shifts that are taking place about how people work and the future of the workplace.

**Outcomes:**

1. Increase the number of individuals obtaining jobs within the targeted industries by **X% (or #)**.

Program Year July 2020 – June 2021			
Subregion	Healthcare	Logistics	IT
PD 16			
PD 17			
PD 18			
PD 22			

\*This considered base year??

2. Increase the number of businesses that report that the workforce system consistently supplies the talent they need by **X% (or #)**.
  - a. CHALLENGE: NO DEDICATED STAFF FOR BUSINESS SERVICES. We rely on self-report satisfaction surveys. With the labor force as it is today – no one has the talent they need.
3. **X** number of businesses report having developed some support services for workers; and/or implemented longer term retention strategies; are managing telework; are addressing work/life balance expectations of younger workers.
  - a. CHALLENGE: NO DEDICATED STAFF FOR BUSINESS SERVICES. With speaking to the limited number of businesses one that I know of during COVID created a temporary school environment for the working parents when school shut down. Some are looking at creating their own child care for their staff.
4. Increase customer satisfaction by **X%**.
  - a. We collect these quarterly, never calculated the satisfaction rate. A new electronic survey has been created. Need to obtain the baseline to decide how to set this rate.

**STRATEGIC GOAL 3: Sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings in existing companies.**

**Key Strategies:**

1. Meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system.
2. Continue to build strong linkages with public and private education and training institutions (K-12, trade schools, industry associations training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
3. Develop programs designed to train individuals for jobs that are 15 to 24 months out to ensure the employers have access to a skilled workforce that enables growth and increased productivity.
4. Create a campaign that markets the new training opportunities.

**Outcomes:**

1. Economic Development forecasts have been identified for the region and the subregions and have been prioritized.
  - a. **CHALLENGE: NO DEDICATED STAFF FOR BUSINESS SERVICES. We meet with economic development locally and at the state level, but not to identify forecasts, etc. Only to meet an immediate need. Some economic development in localities are stronger than others.**
2. Partners have been convened and two new training programs have been developed to meet the forecasted needs.