



Workforce Area #11

**Workforce Investment Act
Local Plan Annual Report**

For the Period: July 1, 2013 – June 30, 2014

**Submitted to the Virginia Community College System
September 2, 2014**

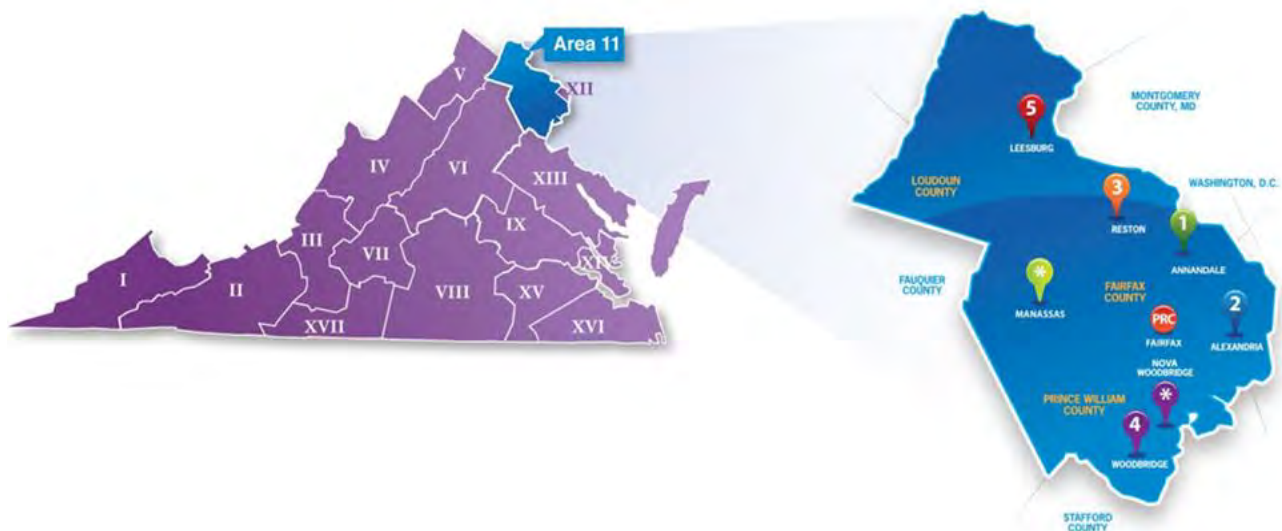
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Introduction

The Northern Virginia Workforce Area #11 serves over 1.9 million residents and tens of thousands of businesses in Fairfax, Loudoun and Prince William counties and the cities of Falls Church, Fairfax, Manassas and Manassas Park. It is the largest workforce area by population in the Commonwealth of Virginia and serves approximately 50,000 business units. Our six (6) **SkillSource** Centers and additional affiliate sites offer multiple free services to both businesses seeking to hire and retain good workers and to job seekers helping them to prepare for and find jobs that can support themselves and their families.

The workforce and job training services provided by **SkillSource** and its multiple State, local and community-based partner organizations has continually expanded to meet the growing local needs in Northern Virginia. In particular, **SkillSource** has launched new initiatives to support Northern Virginia military veterans with training and job placement, assisting new business owners expand and hire additional workers, helping long-term unemployed jobseekers with job counseling and skills training to return to employment, guiding local adults with disabilities back into permanent long-term employment, supporting former offenders in returning to stable employment while continually responding to a dynamic and diversified regional economy.



I. Progress and Updates on Local Plan Strategies, Goals and Objectives

Specific strategies, goals, objectives from current approved Operations Plan

The workforce and job training services provided by *SkillSource* and its multiple State, local and community-based partner organizations substantially expanded in 2014 and is continuing to meet growing local community needs. In particular, we embrace our new and continued services supporting Northern Virginia military veterans with their training and job placement, assisting new business owners expand and hire additional workers, guiding local adults with disabilities back into permanent long-term employment, while continually responding to a dynamic and diversified regional economy.

Sector Strategies, OJT and Transitional Employment

Northern Virginia Workforce Area #11 has focused on multiple high-demand, fast growing industry sectors for nearly a decade. While there are up to six key employment sectors in the Northern Virginia region, the Northern Virginia Workforce Area has focused on sectors 1-5 below, including:

- 1) Business and Professional Services, including Information Technology
- 2) Health Care
- 3) Hospitality and Food Establishments
- 4) Retail Services
- 5) Construction
- 6) Government (Federal, State and local)

Building career pathways in and through high-demand, high growth industry sectors are a critical component to overall workforce system design and implementation.

In addition to regional employer sector strategies, Area #11 has had significant success using on-the-job training (OJT) job placement, as a means to introduce contextual learning, which imparts thinking, reasoning and work readiness attributes employers value in their workers. In OJT the focus on direct learning, as the worker is also earning a paycheck that leads to full-time

employment, has been a critically successful tool to engage both local employers and job seekers alike. In 2013 and beyond, Northern Virginia Workforce Area will align these skills, attributes, and employer needs through the implementation of a new WIA Transitional Employment Program (work experience), which targets low-skilled adults and their need to gain real-life work experience. Transitional employment will focus on 60-90 day terms, where participants receive training stipends, rather than full-time wages, while participating in real work opportunities.

Detail any changes and/or updates to projected goals/objectives

State Certification of Prince William Workforce Center

In June 2014, officials from the Virginia Community College System notified the Northern Virginia Workforce Area #11 staff that the Prince William Workforce Center had met all required criteria and has been designated as a State-certified Tier II Workforce Center. As of July 2014, the Prince William Workforce Center is one of five State-certified Tier II workforce centers throughout the Commonwealth.

Implementation of Employer Solutions Team

In response to requirements established by the Virginia Board of Workforce Development and the Virginia Community College System and to meet the unique needs of our business customers *SkillSource* and its partners have implemented a comprehensive new employer-focused team (also known as a Business Services Team). Employers can expect a prompt response to inquiries and a seamless, single point-of-contact customer experience. Whether contacting *SkillSource* by phone or special website inquiry form a designated representative will respond within one (1) business day. A new database tool will be used to track, monitor, and report all customer interactions. Expertise in Recruitment and Screening, Employee Development/Retention, and Consultative and Planning are among the services offered. *SkillSource* representatives are also accountable to customer satisfaction standards.

Success in Instituting TANF Employment Assistance in Prince William County

Starting in July 2013 and through June 2014, *SkillSource* has successfully placed 58 adults enrolled in Prince William County's Temporary Assistance for Needy Families (TANF) Program into temporary and permanent employment opportunities. Through a three-year grant from the

Virginia Department of Social Services (VDSS), *SkillSource* partnered with the Prince William County Department of Social Services and the Prince William County Office of Housing and Community Development on this project to promote job preparation and work experiences for TANF-eligible adult job seekers. During Year One of the three year grant period, the Prince William TANF Project exceeded its one-year goal to place 35 TANF-eligible adults into employment by 11%, actually placing 39 into employment. 31 of these placements are subsidized work experiences with local employers in industries such as Healthcare and Retail. Twelve (12) jobseekers have been placed into non-subsidized permanent employment. *SkillSource* has been approved by VDSS for Year Two of this initiative.

Completion of Pilot Registered Apprenticeship (RAP) Initiative for Young Adults with Disabilities

The *SkillSource* Registered Apprenticeship grant through the U.S. Department of Labor's Office of Disability Employment Policy (ODEP) provided assessment, training, supportive services and placement for young adults, including those with disabilities, between the ages of 16 and 27 into apprenticeship programs. *SkillSource*, as the lead entity, engaged numerous partners in this regional initiative – primarily, its *SkillSource* One-Stop Employment Centers and their Operator, the Fairfax County Department of Family Services, and ServiceSource, a non-profit organization that provides employment and training services to people with disabilities.

Through the grant's completion in September 2013, NOVA RAP had served 137 participants, 60 of whom did not have a disability and 77 with a disability. RAP placed two (2) participants in direct employment and four (4) participants in apprenticeship positions. Two (2) of the apprenticeship positions were in cosmetology, one (1) was in barbering and one (1) was in the CVS pharmacy technician track. All of these individuals had disabilities. One participant was placed into a pharmacy apprenticeship with CVS and eventually was hired by CVS. 20 participants enrolled in an education course for training in apprenticeship fields, such as Trades and Pharmacy, and 18 were placed into a pre-apprenticeship work experience.

II. Implementation of Local Memorandum Of Understanding

Describe promising practices and challenges with regard to local MOU Implementation.

The Northern Virginia Workforce Area #11 has sixteen (16) State, local and regional partner organizations that participate in our regional workforce activities and are signatories to the two-year Northern Virginia Umbrella Memorandum of Understanding (MOU). The MOU and our partner organization relationships have been renewed every two years since 2001. The signatories of the Local Memorandum of Understanding are: 1) Northern Virginia Workforce Investment Board 2) The *SkillSource* Group, Inc. 3) Fairfax County Government 4) Fairfax County Public Schools 5) Job Corps 6) Loudoun County Department of Family Services 7) Loudoun County Public Schools 8) City of Manassas 9) City of Manassas Park 10) National Council on Aging 11) Northern Virginia Community College 12) Prince William County Department of Social Services 13) Prince William Public Schools 14) Virginia Department for Aging and Rehabilitative Services 15) Virginia Department for Blind and Visually Impaired and 16) Virginia Employment Commission.

The Northern Virginia Workforce Area #11 Memorandum of Understanding is separated into several sections. The first Umbrella section, with signature lines, outlines the roles and responsibilities of the Northern Virginia Workforce System, its purpose and vision and the various requirements of the Agreement's terms and conditions. A second section, Appendices A, provides much greater details for each participating organization and outlines how the organization will contribute to the overall local Workforce System. In this section, the details of each organization's role will be different and will be tailored to reflect any changing policies or directives that are unique to that partner organization.

For 2014 – 2016 (the current MOU), the Northern Virginia Workforce System added a third section, Appendix B, which presents a systems-wide approach to the new State requirement for planning and implementing a Business Services Team within the local workforce investment board array of programs and services. This new section of the MOU outlines the purpose of the new Business Services Team, the anticipated use of common technology and how the work of the new business services initiative will be measured.

Since 2001, the Northern Virginia Workforce Area (#11) and its partners have not had any serious issues or challenges in reaching consensus and agreement on the Umbrella Memorandum of Understanding and its subsequent sections. Until 2014, there have not been major revisions to the MOU language or service descriptions that might create Partner organization concerns. But even with the addition of the new Appendix B, for implementing the Business Services Team approach, all Partner organization staff were involved in the planning and development of that service strategy and Partner approval was gained early in the planning process.

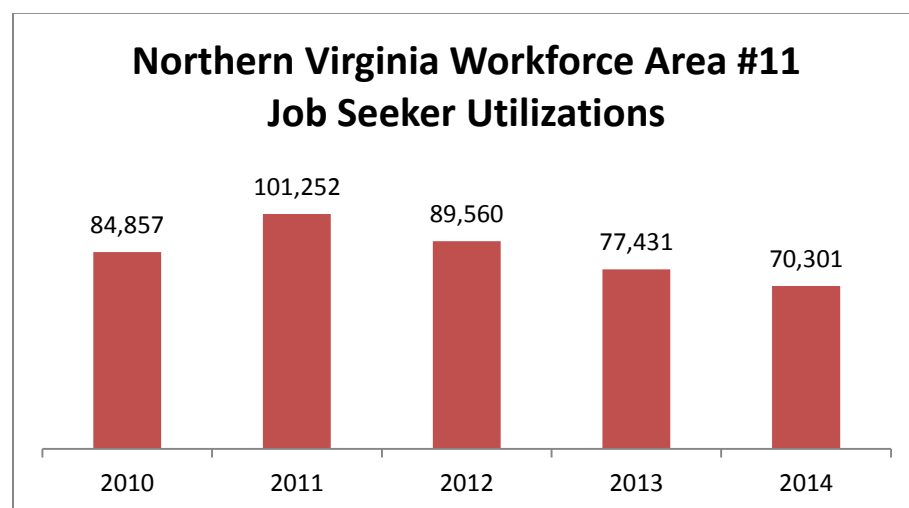
Completed versions of the local Memorandum of Understanding can be found on the NVWIB website at www.myskillsource.org.

III. Customers Served and Customer Satisfaction

Job seeker and business customers served. Note specific targeted population e.g. veterans, LTE, low skilled adults, young adults, etc.

Job Seekers Served

During FY 2014, our six *SkillSource* Center locations received over 70,000 visits or walk-in traffic, equating to approximately 27,272 adults served for the entire fiscal year. The Centers offer multiple free services to businesses seeking to hire and retain good workers while also providing job seekers opportunities to prepare for and find jobs that can support themselves and their families. The chart below summarizes *SkillSource* Center jobseeker visits from 2010 – 2014 are reflected in the chart below.



(Numbers include multiple visits by individual job seekers)

In FY2014, over 1,180 job seekers enrolled in *SkillSource* WIA Programs and 403 job seekers found employment through the Northern Virginia Workforce System. Over 158 veterans were served through a variety of Federal and corporate-funded initiatives, and over 89 adults with a disability seeking to work and become self-sufficient were provided with employment support through the Ticket to Work Program.

**Northern Virginia Workforce Area 11
WIA and Non-WIA Intensive Cases Served**

Intensive Services	PY 2012	PY 2013
WIA Adult	273	318
WIA Dislocated Worker	511	597
WIA Youth	229	265
EYE (non WIA)	87	84
J4VETS (non WIA)	12	36
Totals	1,112	1,300

Business Customers Served

The Northern Virginia Workforce Area #11 and *SkillSource* have been strong proponents of utilizing various workforce incentives to area businesses. Workforce Area #11 has created a Northern Virginia Business Services Guide that is used within our ongoing business outreach efforts; this Guide summarizes all of the various services that an existing or new business can access through the Workforce Investment Board. The Guide is also online and can be reviewed at our website by clicking here <http://www.myskillsource.org/home/business.shtml>.

During PY 2012 and PY 2013, the Northern Virginia Workforce Area #11, including the *SkillSource* One-Stop Employment Centers and Affiliate sites, served over 4,080 employers. This includes on-site employer visits, assistance with job postings, job fairs, placement and staffing services, OJT contracts, and other business services.

Targeted populations

SkillSource strives to be a leader in regional workforce services that are universally accessible. While every job seeker is welcome, our particular focus is placed on employment and training services to dislocated workers, low-income and low-skilled job seekers, including ex-offenders, emerging entrepreneurs, mature workers, people with disabilities, military veterans and their spouses, as well as non-English speaking job seekers.

Job Seekers with Disabilities

SkillSource also serves adult job seekers with disabilities through its Ticket to Work (TTW) program. TTW is a voluntary program for Social Security Administration (SSA) disability beneficiaries to receive free employment support to return to work. *SkillSource* has been a designated SSA Employment Network since 2010, with program coverage including the Virginia, Maryland and the District of Columbia. *SkillSource* leverages existing programs and community partnerships to connect TTW customers with additional resources and supports needed for a successful return to work. Many of the TTW customers are referred to the WIA Programs and eligible WIA customers are referred for TTW services. Vocational training, benefits counseling and workplace assessments are examples of the supports beneficiaries receive while working toward their employment goals and financial independence. Since program inception in October 2010 to June 2014, 143 Tickets have been assigned and 71 job seekers (49%) have been placed into employment.

Veterans

Through the Northern Virginia Elevate America program with the Microsoft Corporation and the new Jobs 4 Veterans (J4VETS) initiative funded through the U.S. Department of Labor *SkillSource* assisted local veterans with stacking industry-recognized credentials. *SkillSource* and Workforce Area #11 identified eligible veterans for Microsoft IT online training certifications that helped build their skills in order to acquire additional IT certifications. *SkillSource* was then able to offer these veterans additional training, particularly in the IT industry, through its J4VETS initiative that connects veterans to industry-recognized credentials and jobs in high demand industries. Veterans are able to stack their Microsoft credential with another credential obtained through J4VETS, that will ultimately help them in their search for higher paying, upper level positions. As of June 2014, 236 veterans have been enrolled in the program with 123 veterans placed into employment, at an average hourly rate of \$31.33 on \$65,166 per year.

Entrepreneurs

The Northern Virginia Workforce Area #11 has had proven success providing workforce services that support the needs of local entrepreneurs. In June 2012, *SkillSource* was awarded

\$8,355,590 through the U.S. Department of Labor’s National Workforce Innovation Fund to lead a collaborative effort with the Capital Region Workforce Partnership in Richmond and Opportunity, Inc. in Virginia Beach and Norfolk. The project, named the Virginia Employment Through Entrepreneurship Consortium (VETEC), will provide 1,000 adult and dislocated job seekers, eligible for Federal Workforce Investment Act (WIA) services, with comprehensive entrepreneurial training and technical assistance, over the 52 month grant period, to directly assist with new job creation and small business growth. As of June 30, 2014, the VETEC Project outcomes by region are as follows:



Performance Outcomes

Total

# Receiving Services	116	126	56	298
# Starting New Businesses	36	23	21	80

Implementation of the VETEC initiative follows successful completion in June 2012 of the four-year Growing America Through Entrepreneurship (GATE) project in Northern Virginia. The GATE project, also funded by the U.S. Department of Labor, focused on transitioning older job seekers (45 years and older) into self-employment and resulted in the creation of 88 new businesses in Northern Virginia.

Additional participant demographics and outcomes can be viewed at www.myskillsource.org. More information on the Virginia GATE project will be released in the months ahead following the completion of a rigorous program evaluation by the U.S. Department of Labor.

Offender Reentry Employment Initiatives

The Northern Virginia Workforce Area #11 continues multiple efforts to serve former offenders in their efforts to return to the local community and to obtain gainful employment. Since 2003, the Northern Virginia Workforce Area #11 and *SkillSource* have supported the implementation of the Virginia Serious and Violent Offender Reentry Initiative (VASAVORI) in Northern Virginia, as a subcontractor to the Virginia Department of Corrections. Offenders returning from

State prison are referred to *SkillSource* for job search support, counseling, training and job placement. From project inception in 2003 through June 2014, 465 have been served, with 451* placed into employment. Through June 2014, 19 VASAVOR participants have been reconvicted, for a 4% recidivism rate, a remarkably low benchmark.

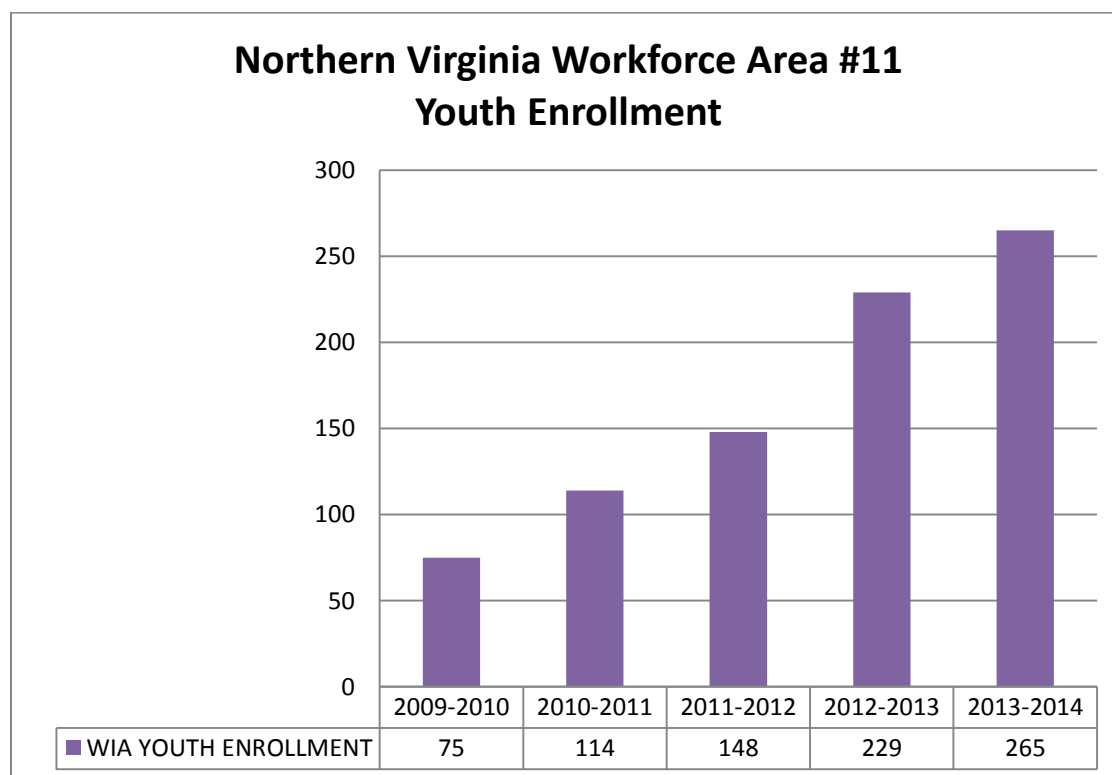
*Multiple placements may be made for one participant.

Since 2008, the Northern Virginia Workforce Area has worked closely with the Fairfax County Sheriff to administer the *SkillSource* Pre-Release Employment Center, a satellite workforce center located at the Fairfax Pre-Release Employment Center, adjacent to the Fairfax County Jail. Offenders nearing the end of their local jail sentence are selected to participate in the Pre-Release program, allowing for employment during the day with the offender returning to the Fairfax Jail in the evenings. From project inception in 2008 through June 2014, 729 have been served, with 601 placed into employment. Through June 2014, 51 Fairfax Pre-Release Employment Center participants have been reconvicted, for a 7% recidivism rate.

WIA Youth and Educating Youth through Employment (EYE) Program

The WIA Youth Program funding allocation for the NVWIB Area #11 Youth Program has significantly increased from \$310,000 in 2010 to \$1,055,912 in 2014. Our local challenge has been to grow the youth program activities and service components in order to accommodate this much larger funding allocation. Staff has continued to serve WIA-eligible youth with individual case management services and increase program enrollments by building new partnerships and through projects customized to meet the needs of specific at-risk youth populations. For example, through partnerships with other agencies, there are demonstration projects underway that combine resources and staffing to provide young people access to the ten WIA youth elements. Examples include a close partnership with the Foster Care Program. One full-time staff person with the Foster Care Program enrolled over 20 young adults into *SkillSource*'s summer 2012 Educating Youth through Employment Program (EYE) program (described below). In addition there is collaboration with schools to conduct youth outreach to both high school dropouts, and youth with disabilities. Another initiative is in partnership with Juvenile Court Services and assists youth offenders with their employment and training needs through a six month program called POWER (Providing Offenders with Employment Readiness). The

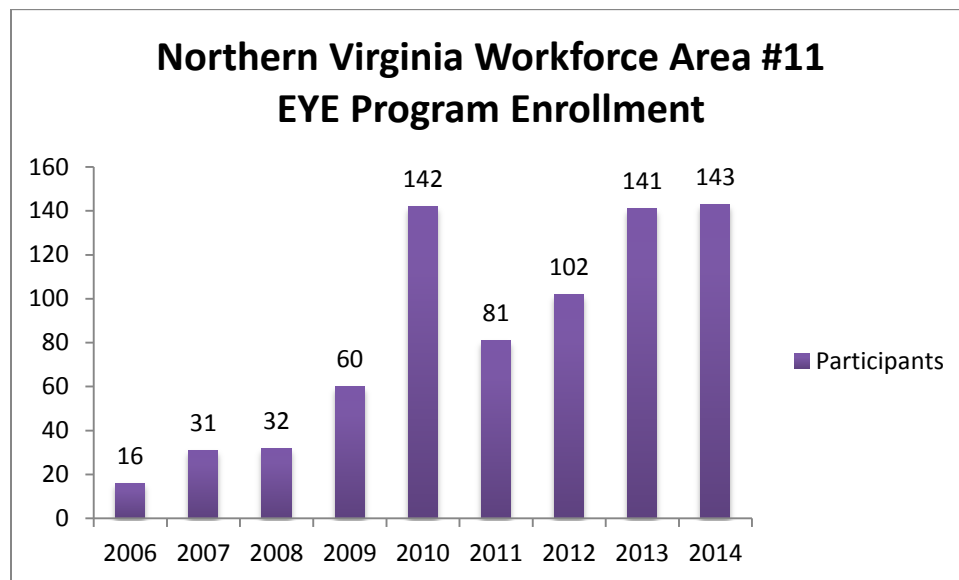
chart below highlights the caseload growth of the Workforce Area #11 WIA Youth Program from 2009 to 2014.



SkillSource and its One-Stop Operator also administer a local non-WIA Summer Youth Program, the Educating Youth through Employment Program (EYE). Since 2006, the EYE Program has provided teens and young adults, ages 16-21, with professional, paid employment opportunities at agencies, non-profit organizations and private sector companies throughout Northern Virginia. In a time when the unemployment rates are at their highest amongst teens and young adults, it is programs like this that create jobs and professional opportunities that might not have otherwise existed. The 2014 EYE Program ran from June to August and offered up to eight weeks of work experience. In addition, the teens and young adults received workforce development training focused on critical job readiness skills, including: workplace behavior, resume building, interviewing, networking, project management, and fiscal responsibility. In 2014, over 140 young adults were employed through the program. Cumulatively, from 2006 to

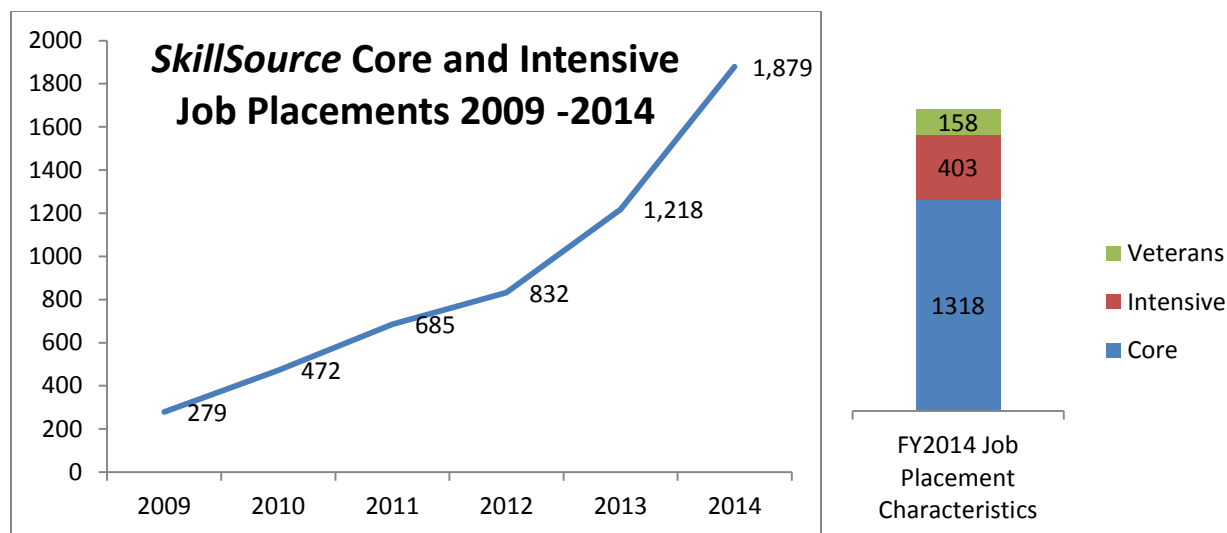
2014, over 750 young adults have participated in the Northern Virginia EYE Program and earned total wages exceeding \$793,000.

The chart below illustrates an overall positive enrollment trend since EYE program inception in 2006.



One-Stop Operator Workload and Performance Expansion

Fairfax County Department of Family Services, One Stop Operator for Workforce Area #11 and *SkillSource* for over 12 years, has excelled in continuously delivering workforce and training services with effective practices, as reflected in the chart below. Moreover, their productivity and performance outputs, as measured in Total Annual Job Placements of Center Jobseekers, reflects a growth rate of 573% from 2009-2014 (see page 16).






*Beginning in May 2014, totals include Prince William *SkillSource* Center core placements

Common Measures vs State performance measures

Northern Virginia Workforce Area has been one of the strongest local workforce board performers in exceeding or meeting the annual Workforce Investment Act (WIA) performance benchmark ratings; in PY 2012, the NVWIB exceeded all 9 benchmarks. In PY 2013, the NVWIB exceeded nine benchmarks and met two.

Benchmark Performance Summary

Performance Benchmark Summary 2012	Northern Virginia Workforce Area #11	State Average	Performance Benchmark Summary 2013	Northern Virginia Workforce Area #11	State Average
Adult			Adult		
Entered Employment Rate	↑	→	Entered Employment Rate	→	→
Entered Retention Rate	↑	↑	Entered Retention Rate	↑	↑
Average Earnings	↑	↑	Average Earnings	↑	↑
Youth			Youth		
Literacy/Numeracy Gains	↑	↓	Literacy/Numeracy Gains	↑	→
Placement in Employment or Education	↑	→	Placement in Employment or Education	↑	→
Attainment of Degree or Certificate Rate	↑	↑	Attainment of Degree or Certificate Rate	↑	↑
Dislocated Workers			Dislocated Workers		
Entered Employment Rate	↑	↑	Entered Employment Rate	↑	→
Employment Retention Rate	↑	↑	Employment Retention Rate	↑	↑
Average Earnings	↑	↑	Average Earnings	↑	↑
Employment & Credentials			Employment & Credentials		
Adult Employment	→	→	Adult Employment	↑	→
Dislocated Worker Employment	→	→	Dislocated Worker Employment	→	→

 = Meets
  = Meets
  = Fails To Meet

File Monitoring

File monitoring reviews evaluate One-Stop Center operations with an approved checklist of programs and activities to be reviewed and include both Center staff and customer surveys conducted during the monitoring visit. Case management file monitoring reviews are generally conducted within a 4-6 week period of the Center monitoring visit. This review evaluates case file management and compliance with Virginia Community College System guidelines.

Upon completion of both Center Monitoring Review and the Case Management File Review, the NVWIB Executive Director forwards correspondence to the Center Director and the One-Stop Operator highlighting any identified areas of weakness that may require corrective action. A response from the Center is required within thirty (30) days.

Describe how you evaluate Customer Satisfaction to include methodology, number of employers included in evaluation, response rate, and a summary of results.

Customer Satisfaction

SkillSource adheres to and promotes a Commitment to Customers. *SkillSource* employs a number of internal and external methods to gain information on customers' expectations and needs. At the Prince William Center a Mystery Shopper service was used. From August-September 2013, three designated shoppers, conducted center visits in both English and Spanish language to survey job seeker satisfaction with on-site career services. Finding indicated that overall service standards set by the Virginia Workforce Center was met. On a scale from 1-5, 5 being high, the center was in the 3-4 range on most rated items.

The primary customer feedback tools include:

Online Survey: In order to gather information from a larger portion of our customer base, *SkillSource* developed an online survey to further identify customer needs and expectations. With the data received, through the Design Team and CQI process, *SkillSource* reviews and analyzes trends and identifies areas for improvement.

Customer Comment Card: This tool allows customers to anonymously provide information on their level of satisfaction against several key indicators of service delivery and operations. These include ratings on customer service, technology, accessibility, service delivery, and resources. Data collected is stored in a database or maintained by *SkillSource* Center Operations Management for trend analysis. Comments are reviewed on a monthly basis by the *SkillSource* Center Operations management team and used by the CQI teams on a quarterly basis for continuous quality improvement.

Workshop Evaluations: This tool allows *SkillSource* to get immediate response from primary customers on the quality of workshops, presenters and access to services to determine the overall level of satisfaction. Attendees are also asked for suggestions for improvement.

Employer Surveys: Employers are surveyed at job recruitment and signature events. Externally, *SkillSource* utilizes survey data from the NVWIB data collection system and an electronic employer satisfaction survey.

The data collected by these tools is reviewed by the *SkillSource* Center Leadership and CQI teams. Through the use of these tools, *SkillSource* is able to learn about customer requirements and make decisions on improvements to better serve customers. Areas for improvement are prioritized based on frequency of need and availability of resources.

The *SkillSource* Centers achieved an employer satisfaction rating of 4.0 or above nearly 80% of the 500 Employer Surveys completed during PY 2012 and 2013 (based on a scale of 1.0 - 5.0 with 5.0 being the highest).

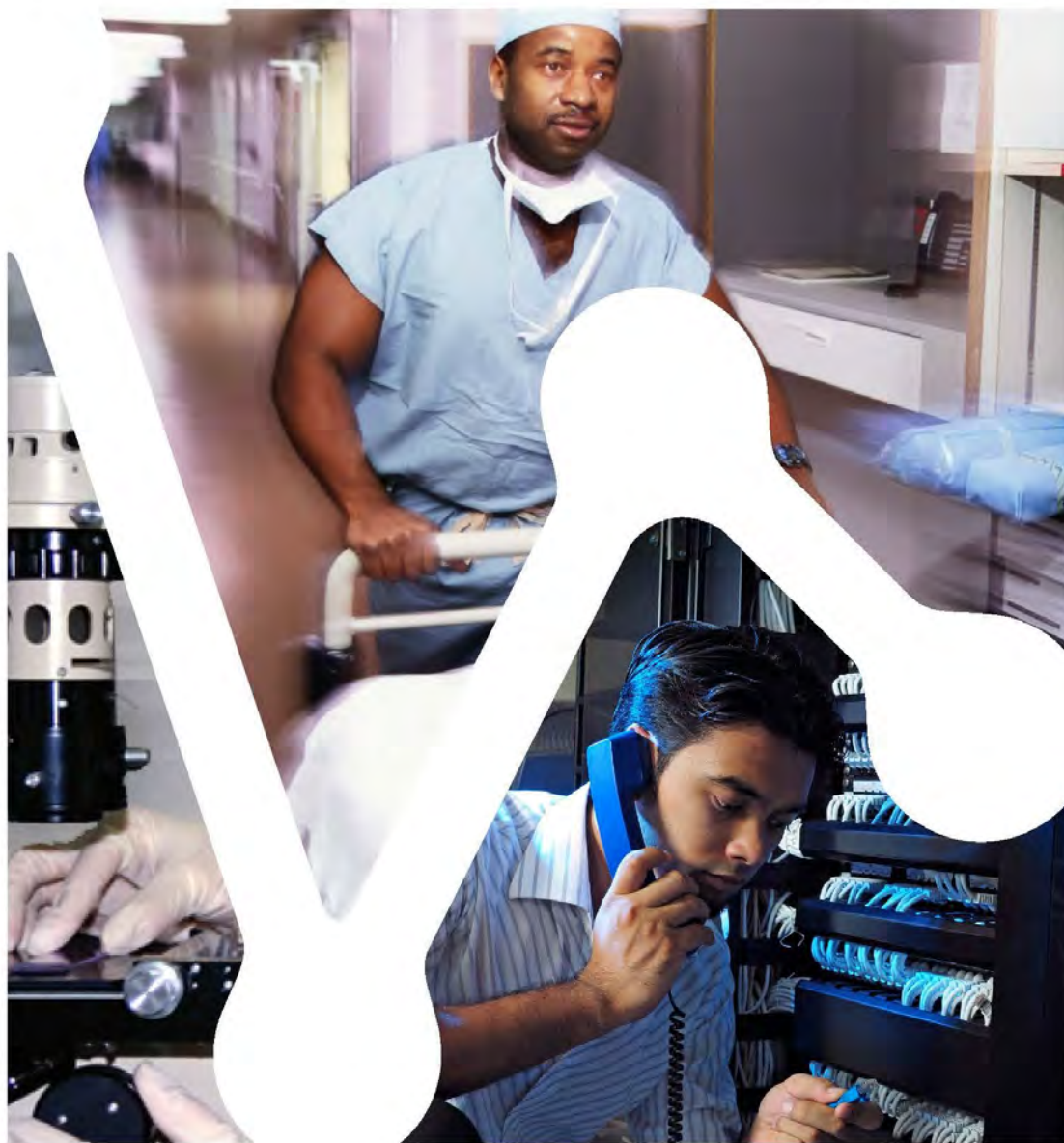
IV. Return on Investment

Cost of local workforce investment relative to performance of participants

For several years, *SkillSource* has contracted with economic analysis firms to calculate the Return on Investment (ROI) from new adult workers entering the Northern Virginia workforce after participating in workforce training programs at the *SkillSource* Centers. For FY 2014, *SkillSource* has utilized Mangum Economics, based in Richmond, Virginia. The FY 2014 Study reflects an estimated return on investment 4.9 **times** greater than public costs and showed **\$35.1 million** in estimated labor income. When considering job placements through Core services, the benefit/cost ratio increases to approximately 11:1, indicating that the benefits are more than eleven times greater than the public costs required to generate them.

The DRAFT FY 2014 Return On Investment Study follows here in its entirety. The Final version will be posted at the *SkillSource* [website](#).

The Regional Economic Impact of the
NORTHERN VIRGINIA WORKFORCE SYSTEM - FY 2014



August 2014





Executive Summary

This report assesses the economic and fiscal impact attributable to the job placement and career training services provided by the Northern Virginia Workforce System in fiscal year (FY) 2014. The principle findings from that assessment are as follows:

- 1. In FY 2014, the slow economic recovery the Northern Virginia Workforce System's service area had experienced since the middle of 2010 began to stall:**
 - Between the fourth quarter of 2012 and the fourth quarter of 2014 (the most recent quarter for which we have data) total employment in Northern Virginia declined by 7,484 jobs, or 0.6 percent.
- 2. Stubbornly high unemployment continues to place large demands on the job placement and career training services provided by the Northern Virginia Workforce System:**
 - Unemployment remains persistently high relative to the historic regional norm, coming in at 4.4 percent in June 2014.
 - Excluding core services, 1,655 individuals enrolled in Workforce Investment Act (WIA) programs offered by the Northern Virginia Workforce System in FY 2014. This figure remains 265 percent up from FY 2008 when the recession began (453 enrollees).
 - Excluding core services, 633 individuals were transitioned into employment through programs offered by the Northern Virginia Workforce System in FY 2014. This figure remains 306 percent up from FY 2008 when the recession began (156 placements).
- 3. The job placement and career training services provided by the Northern Virginia Workforce System have a large economic and fiscal impact on Northern Virginia:**
 - In FY 2014, the Northern Virginia Workforce System transitioned 633 previously unemployed individuals into employment through its WIA Intensive Services and other WIA programs. The increased household income associated with this employment was approximately \$27.4 million.
 - Our analysis indicates that the total regional economic and fiscal impact associated with the consumption expenditures attributable to this \$27.4 million increase in income included: 774 full time equivalent regional jobs, \$35.1 million in



additional regional labor income, \$20.7 million in additional regional economic output, and \$3.2 million in state, local, and federal tax revenue.

- If one broadens the scope of workforce services provided to include self-referred individuals who take advantage of the Northern Virginia Workforce System's Core Services, the System was instrumental in placing 1,792 previously unemployed individuals into employment in FY 2014, and the increased household income associated with this employment was approximately \$62.4 million.
 - Our analysis indicates that the total regional economic and fiscal impact associated with the consumption expenditures attributable to this \$62.4 million increase in income included: 2,116 full time equivalent regional jobs, \$80.0 million in additional regional labor income, \$47.3 million in additional regional economic output, and \$7.2 million in state, local, and federal tax revenue.
- 4. Comparing the costs attributable to these programs to their economic benefits shows that benefits far exceed costs.**
- In FY 2014, the cost associated with the WIA, BRAC, VASAVOR, PRC, and Core Services programs administered by the Northern Virginia Workforce System was approximately \$7.2 million.
 - Comparing that cost to the \$35.1 million in additional regional labor income attributable to employment placements from the WIA Intensive Services and other WIA programs shows that the benefit/cost ratio is approximately 4.9, indicating that the benefits derived from these programs were almost five times greater than the costs required to generate those benefits.
 - If the analysis is expanded to encompass Core Services as well, the benefit/cost ratio rises to approximately 11.1, indicating that the benefits are more than eleven times greater than the costs required to generate them.
- 5. In conclusion, in FY 2014 the Northern Virginia Workforce System made a significant contribution to the economy of Northern Virginia.**



Introduction

This report assesses the economic and fiscal contribution that the Northern Virginia Workforce System's fiscal year (FY) 2014 career training and job placement services made to Northern Virginia.¹ The remainder of the report is divided into three sections. The *Background* section provides details on the Northern Virginia Workforce System's service area, the services it provided in FY 2014, and recent economic trends within the region. The *Economic Impact – FY 2014* section provides an estimate of the economic and fiscal impact that the job placement and training services provided by the Northern Virginia Workforce System had on the region in FY 2014. Finally, the *Conclusion* section provides a brief summary. This report was prepared by Mangum Economics through a contract with the SkillSource Group, the non-profit arm of the Northern Virginia Workforce Investment Board.

Background

The Northern Virginia Workforce System

The Northern Virginia Workforce System serves the counties of Fairfax, Loudoun, and Prince William, and the cities of Fairfax, Falls Church, Manassas, and Manassas Park. A map depicting these localities along with the locations of the SkillSource Group's various service centers is provided in Figure 1.² In 2013, these localities had a combined population of over 2 million, accounting for almost one out of every four people in the state of Virginia as a whole.³ Moreover, between 2000 and 2010 the population of these localities grew by almost 26 percent, twice the 13 percent growth rate exhibited by the state as a whole.⁴

The mission of the Northern Virginia Workforce System is to foster a globally competitive business environment in Northern Virginia. It does that by:

- aiding in the creation of a well-trained workforce to keep regional businesses competitive.

¹ July 1, 2013 through June 30, 2014.

² The addresses of these facilities are as follows: 1) Fairfax SkillSource Center Annandale, 7611 Little River Turnpike (West Wing), Suite 300W, Annandale; 2) Fairfax SkillSource Center Alexandria, 8350 Richmond Highway, Alexandria; 3) Fairfax SkillSource Center Reston, 11484 Washington Boulevard West, Reston; 4) Workforce Resource Center, 102 Heritage Way, Northeast, Leesburg; 5) Prince William Workforce Center, 13370 Minnieville Road, Woodbridge; and PR) Fairfax County Pre-Release Employment Center, 10520B Judicial Drive, Fairfax.

³ Data Source: U.S. Census Bureau.

⁴ Data Source: U.S. Census Bureau.



- providing the services and workforce information that enable businesses to connect with qualified job applicants,
- helping residents find their way to meaningful employment,
- facilitating the transition of ex-offenders and others with employment challenges into the community by providing them with the skills they need to become successfully employed, and
- preparing today's young adults for tomorrow's jobs.



Figure 1: SkillsSource Group Service Area and Service Center Locations



Services Provided in FY 2014

In FY 2014, the Northern Virginia Workforce System provided career training and job placement services through ten separate workforce programs:

- Workforce Investment Act (WIA Adult) Program – provides employment and training services to assist eligible adults (individuals 18 years of age and older) in finding meaningful employment.
- WIA Dislocated Worker Program – provides employment and training services to dislocated workers (an individual who has been terminated or laid off, or has received notice that they will be terminated or laid off) in finding meaningful employment.
- WIA Youth Program – provides summer and year-round development programs to at risk youth (e.g., dropouts, foster children, juvenile offenders, children of incarcerated parents, and migrant children).
- ENOVATE – provides entrepreneurship training and technical assistance to aid individuals in starting their own businesses.
- Rapid Response-Vets – provides workforce services to veterans.
- Credentials to Careers (C2C) – in partnership with the Northern Virginia Community College, provides job training and placement services to veterans who have been laid-off.
- J4Vets – provides employment and training services, including entrepreneurship training, to veterans.
- Virginia Serious and Violent Offender Re-entry Initiative (VASAVOR) – supports the transition of long-term incarcerated adults into the community.
- Fairfax Pre-Release Employment Center (PRC) – a one-stop employment center that provides pre-release employment and training services to selected Fairfax County jail inmates.
- WIA Core Services (Core) – provides self-service tools that assist a job seeker in making an effective job search.

As shown in Table 1, in FY 2014 these programs were instrumental in transitioning 1,792 previously unemployed individuals into well-paying jobs (average annual salaries ranged from \$19,073 to \$72,987).⁵ Out of this number, 403 were placed through the Northern Virginia Workforce System's WIA Intensive Services programs (adult, dislocated worker, and youth), 230 were placed through the System's other WIA programs

⁵ Data Source: the SkillSource Group, Inc.



(ENOVATE, Rapid Response-Vets, C2C, J4Vets, VASAVOR, and PRC), and 1,159 found employment as a result of the self-service job placement tools provided through the Northern Virginia Workforce System's WIA Core Services.⁶

Table 1: Northern Virginia Workforce System Job Placements in FY 2014

Program	Job Placements	Average Annual Salary
WIA – Adult	107	\$29,224
WIA – Dislocated Worker	258	\$55,556
WIA – Youth	38	\$19,240
WIA Intensive Services Subtotal	403	
ENOVATE	6	\$71,448
Rapid Response-Vets	62	\$72,987
C2C	4	\$42,370
J4Vets	21	\$65,166
VASAVOR	36	\$19,073
PRC	101	\$19,905
Other WIA Programs Subtotal	230	
Core Services	1,159	\$30,202
TOTAL	1,792	

Regional Economic Trends

Figure 2 depicts changes in total employment in the broader Northern Virginia region for the five-year period from the fourth quarter of 2008 through the fourth quarter of 2013 (the most recent quarter for which data are available).⁷ What these data show is that, employment in the region declined precipitously between the last quarter of 2008 and the first quarter of 2009, dropping by 34,837 jobs or 3.0 percent. After falling to a low of 1,098,306 in the first quarter of 2010, it had since generally trended upward, rising to 1,169,212 jobs in the fourth quarter of 2013.

⁶ Data Source: the SkillSource Group, Inc.

⁷ In this graph and those that follow in this section, Northern Virginia is defined to include the City of Alexandria and Arlington County, as well as the seven localities served by the Northern Virginia Workforce Investment Board (the counties of Fairfax, Loudoun, and Prince William, and the cities of Fairfax, Falls Church, Manassas, and Manassas Park).

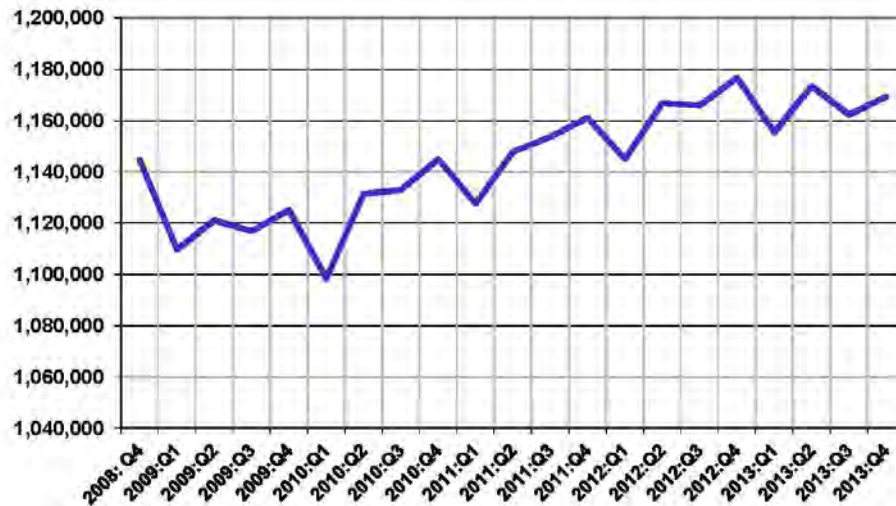


Figure 2: Northern Virginia Total Employment, 2008:Q4 through 2013:Q4⁸

Figure 3 puts these numbers in perspective by comparing year-over-year changes in employment in Northern Virginia to that of the state as a whole. Any observation above the horizontal zero line in this graph reflects an increase in employment from the prior year, while any observation below the zero line reflects a decrease in employment from the prior year. As these data indicate, Northern Virginia entered the recession later and emerged from it sooner than Virginia as a whole. In addition, employment declines tended to be less steep in Northern Virginia than in the rest of the state. For example, at the lowest point of the recession in the third quarter of 2009, where employment fell by 2.5 percent from the prior year in Northern Virginia, the comparable figure for the state as a whole was a decline of 3.9 percent. However, in recent quarters those trends have reversed. Starting in the first quarter of 2011, year-over-year employment growth in Northern Virginia fell below the statewide average, and since the third quarter of 2013 has actually moved into negative territory.

⁸ Data Source: Virginia Employment Commission

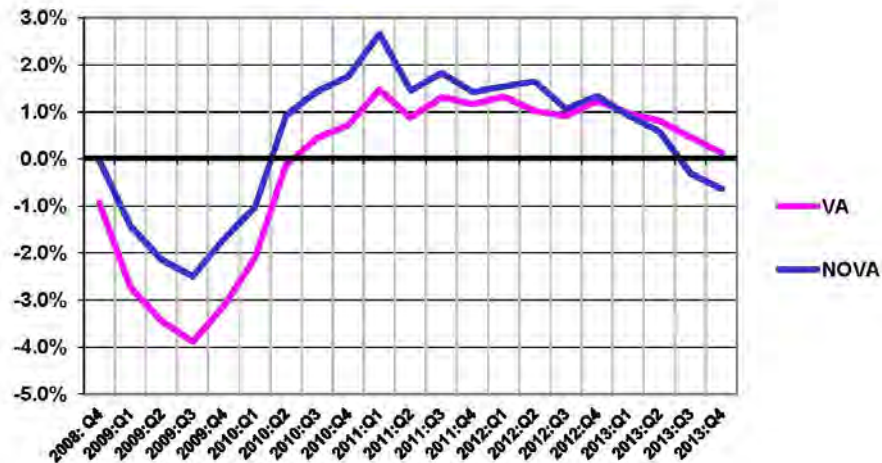


Figure 3: Year-Over-Year Change in Total Employment, 2008:Q4 through 2013:Q4⁹

Figures 4 through 6 provide a break-down of total employment in Northern Virginia in the fourth quarter of 2013 by ownership category. As the data depicted in Figure 4 show, 965,330 (or 83 percent) of the region's total employment of 1,169,212 jobs were in the private sector that quarter, while 203,882 (or 17 percent) were in the government sector. As depicted in Figure 5, average wages across all sectors were \$1,411 per week in the fourth quarter of 2013, \$1,420 per week in the private sector, and \$1,372 per week in the government sector. Finally, Figure 6 depicts the change in employment in each of these sectors between the fourth quarter of 2012 and the fourth quarter of 2013. As these data indicate, total employment in Northern Virginia declined by 7,484 jobs over the period, with the private sector experiencing a net loss of 6,827 jobs and the government sector experiencing a net loss of 657 jobs.

⁹ Data Source: Virginia Employment Commission

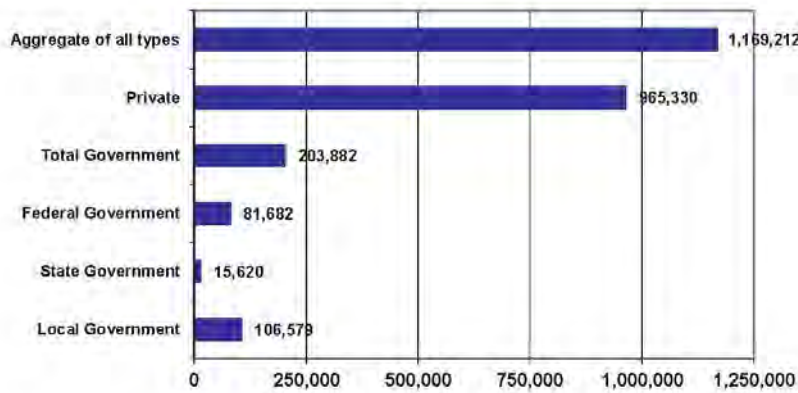


Figure 4: Northern Virginia Employment by Ownership Category, 2013:Q4¹⁰

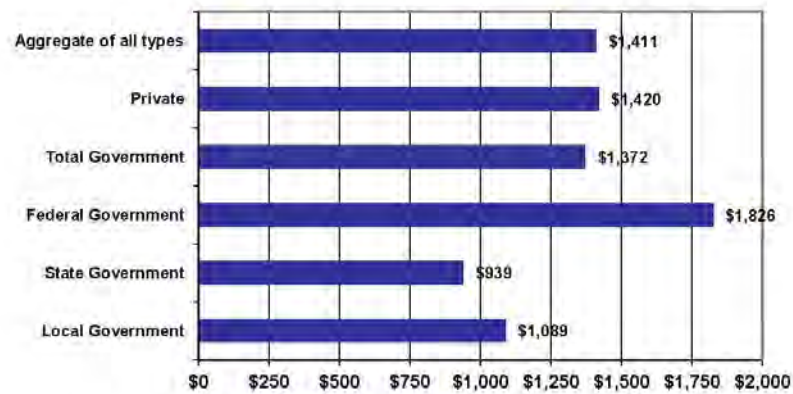


Figure 5: Northern Virginia Average Weekly Wages by Ownership Category, 2013:Q4¹¹

¹⁰ Data Source: Virginia Employment Commission

¹¹ Data Source: Virginia Employment Commission

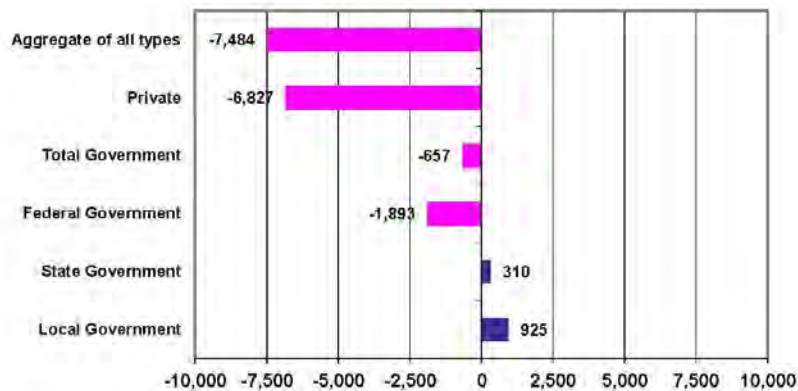


Figure 6: Northern Virginia Change in Employment by Ownership Category, 2012:Q4 to 2013:Q4¹²

Figures 7 through 9 provide a more detailed picture of private sector employment in Northern Virginia. Figure 7 depicts employment by major industry category in the fourth quarter of 2013. As these data clearly indicate, *Professional, Scientific, and Technical Services* was by far the largest employment sector in Northern Virginia that quarter, accounting for 25 percent of total private sector employment, or one out of every four private sector jobs. *Retail Trade* ranked second with 119,229 jobs (12 percent of total private sector employment), *Accommodation and Food Services* third with 95,581 jobs (10 percent), *Health Care and Social Services* fourth with 92,797 jobs (10 percent), and *Administrative, Support, and Waste Management Services* fifth with 73,762 jobs (8 percent).

¹² Data Source: Virginia Employment Commission

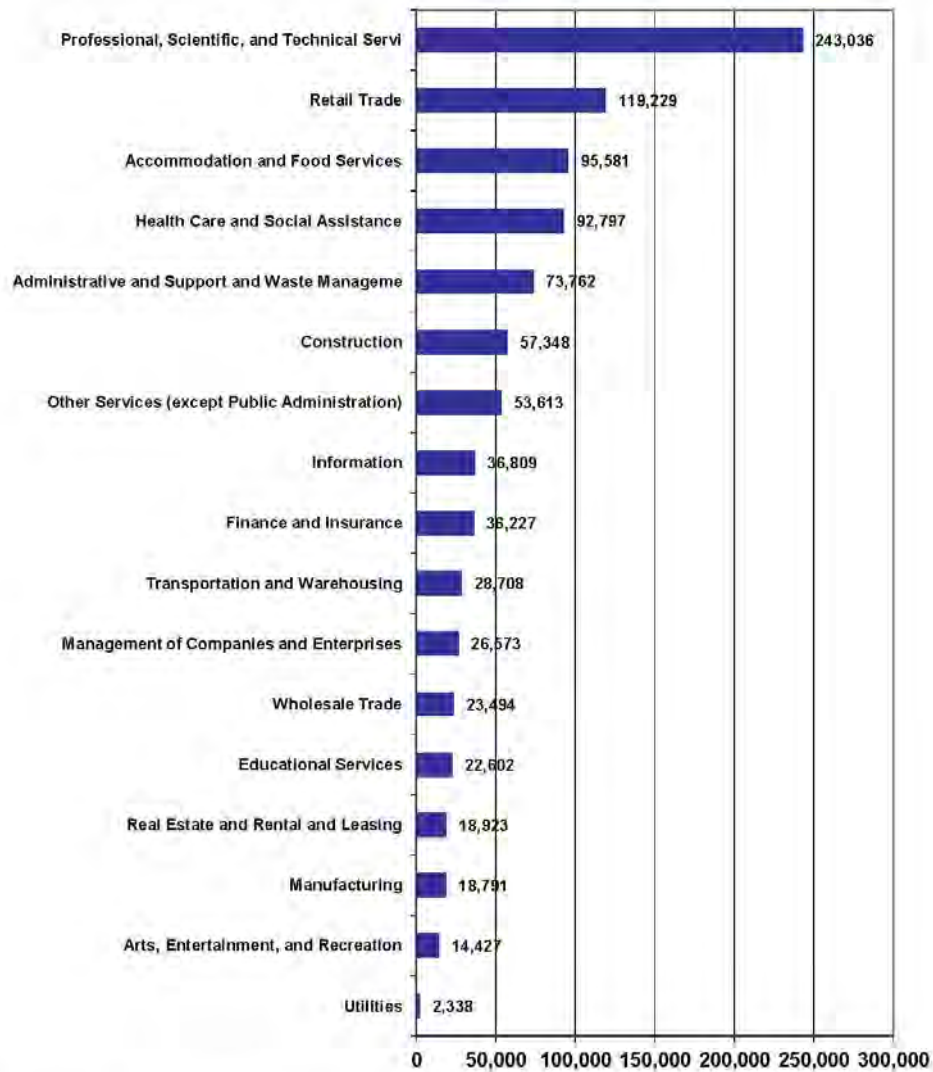


Figure 7: Northern Virginia Private Employment by Major Industry Category, 2013:Q4¹³

¹³ Data Source: Virginia Employment Commission

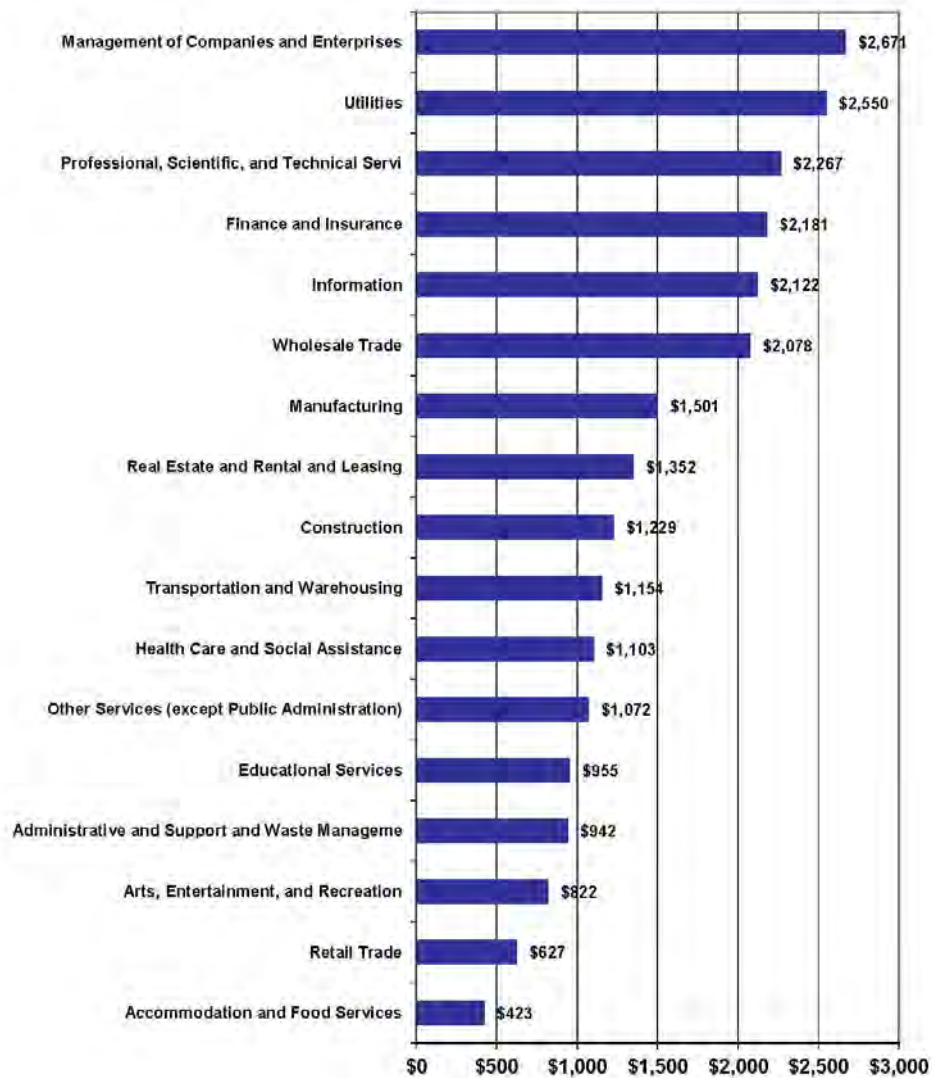


Figure 8: Northern Virginia Private Average Weekly Wages by Major Industry Category, 2013:Q4¹⁴

¹⁴ Data Source: Virginia Employment Commission

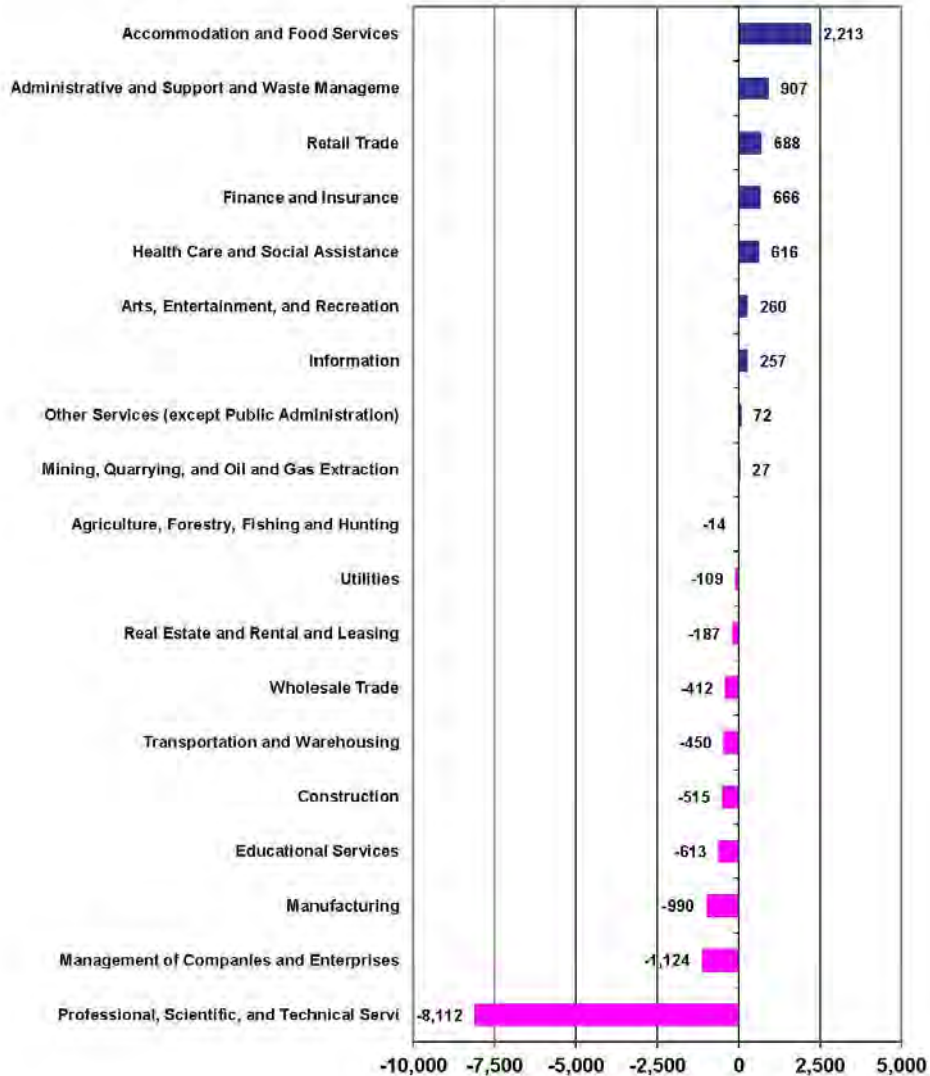


Figure 9: Northern Virginia Private Change in Private Employment Average by Major Industry Category, 2012:Q4 to 2013:Q4¹⁵

¹⁵ Data Source: Virginia Employment Commission



Figure 8 provides similar information for average weekly wages by major industry category. As these data show, *Management of Companies and Enterprises* was the highest paying employment sector in Northern Virginia in the fourth quarter of 2013, with average weekly wages of \$2,671. *Utilities* ranked second with average weekly wages of \$2,550, *Professional, Scientific, and Technical Services* third with average weekly wages of \$2,267, *Finance and Insurance* fourth with average weekly wages of \$2,181, and *Information* fifth with average weekly wages of \$2,122. To put these numbers in perspective, the average weekly wage across all industries in Northern Virginia in the fourth quarter of 2013 was \$1,420.

Figure 9 depicts the change in private employment in Northern Virginia between the fourth quarter of 2012 and the fourth quarter of 2013. As these data indicate, the largest employment gains over the period occurred in *Accommodation and Food Services* (up 2,215 jobs), *Administrative, Support, and Waste Management Services* (up 907 jobs), and *Retail Trade* (up 688 jobs). At the other end of the spectrum, the largest employment losses over the period occurred in *Professional, Scientific, and Technical Services* (down 8,112 jobs), *Management of Companies and Enterprises* (down 1,124 jobs), and *Manufacturing* (down 990 jobs).

Finally, Figure 10 compares recent unemployment trends in Northern Virginia to those at the state and national level. These data are monthly and cover the five-year period from June of 2009 through June of 2014 (the most recent month for which data are available). As with the total employment data shown in Figure 2, these data indicate that the employment situation in Northern Virginia deteriorated significantly between the last part of 2008 and the first part of 2009, with unemployment rates escalating sharply over that period. Unemployment peaked in January of 2010 at 5.9 percent in Northern Virginia, 7.9 percent statewide, and 10.6 percent nationally. It has since grudgingly declined and in June of 2014 stood at 4.4 percent in Northern Virginia, 5.4 percent statewide, and 6.3 percent nationally.

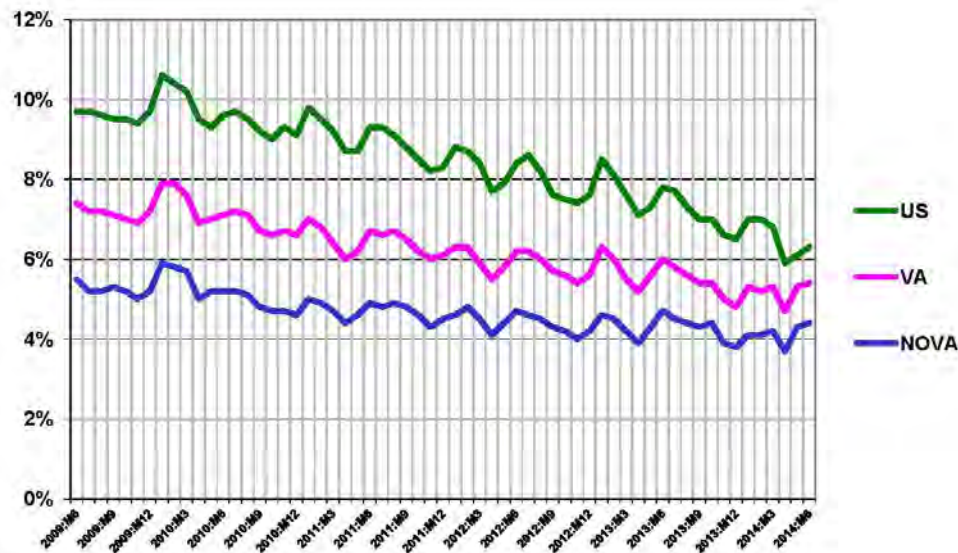


Figure 10: Unemployment Rate, June 2009 to June 2014¹⁶

Economic Impact – FY 2014

In this section, we assess the economic impact that the career training, job placement, and other workforce services provided by the Northern Virginia Workforce System in FY 2014 had on the economy of Northern Virginia. The primary nature of that impact had to do with the new income earned by the 1,792 previously unemployed individuals that the Northern Virginia Workforce System was instrumental in transitioning into meaningful employment.¹⁷ As shown in Table 2, the total additional household income generated through those placements is estimated to be \$62.4 million.

¹⁶ Data Source: Virginia Employment Commission

¹⁷ It is important to note that whereas the wages earned by these previously unemployed individuals constitute the primary economic impact of the career training, job placement, and other workforce services provided by the Northern Virginia Workforce System in FY 2014, they are by no means the only economic impact. Although it is beyond the scope of the analysis presented here, a more inclusive definition of economic impact would also include, among other things, the cost of any social assistance that these individuals were receiving while unemployed (e.g., unemployment assistance, food stamps) and that they no longer required after they were employed. For that reason, the more narrowly focused estimates of economic impact presented in this report should be assumed to be conservative in nature.



Table 2: Total Additional Household Income Attributable to FY 2014 Job Placements

Program	Job Placements	Average Annual Salary	Total Household Income
WIA – Adult	107	\$29,224	\$3,126,968
WIA – Dislocated Worker	258	\$55,556	\$14,333,448
WIA – Youth	38	\$19,240	\$731,120
ENOVATE	6	\$71,448	\$428,688
Rapid Response-Vets	62	\$72,987	\$4,525,194
C2C	4	\$42,370	\$169,480
J4Vets	21	\$65,166	\$1,368,486
VASAVOR	36	\$19,073	\$686,628
PRC	101	\$19,905	\$2,010,405
Subtotal	633	\$43,255	\$27,380,417
Core Services	1,159	\$30,202	\$35,004,118
TOTAL	1,792	\$34,813	\$62,384,535

To quantify the regional economic impact attributable to this increase in household income, we employ a commonly used impact simulation model called IMPLAN.¹⁸ The IMPLAN model uses regional and national data on production and trade flows to construct region-specific economic multipliers and uses these multipliers to quantify economic impact.

Economic multipliers measure the second round effects, or ripple effects, that an expenditure has as it makes its way through the economy. For example, as when individuals that the Northern Virginia Workforce System transitioned into employment spend their newly acquired salaries and wages on housing, groceries, and transportation, thereby generating income for someone else, which is in turn spent, thereby becoming income for yet someone else, and so on, and so on. Through this process, one dollar in expenditures generates multiple dollars of income. The mathematical relationship between the initial expenditure and the total income generated is the economic multiplier. The cumulative result of these second round effects is called indirect impact when it refers to business to business transactions, and induced impact when, as in the current case, it refers to household (employee) to business transactions.

In the analysis that follows, we also provide estimates for three categories of economic impact. The first is employment, or the number of full time equivalent jobs that are

¹⁸ IMPLAN v.3 is produced by Minnesota IMPLAN Group, Inc. The datasets used in the analysis presented in this report are for 2010, the most recent year for which data were available at the time this report was published.



created in the economy in addition to the jobs that are filled by individuals transitioned into employment through services provided by the Northern Virginia Workforce System. The second is labor income, or the salaries and wages that are created in the economy in addition to the salaries and wages paid to individuals transitioned into employment through services provided by the Northern Virginia Workforce System. The third is economic output, or the total amount of regional economic activity that is generated as a result of the increased household income earned by individuals transitioned into employment through services provided by the Northern Virginia Workforce System.

WIA Intensive Services and Other WIA Programs

We first look at the economic impact associated with the Northern Virginia Workforce System's WIA Intensive Services and other WIA programs – those programs where the Northern Virginia Workforce System directly provided career training and job placement services that enabled an individual to transition from unemployment into a well-paying job. In assessing the likely economic impact attributable to these programs, we employ the following assumptions:

- A total of 633 individuals exited from these programs and were placed into jobs in FY 2014.
- The average salary and total pre-tax income associated with these programs are as detailed in Table 2.
- All consumption expenditures were made within Northern Virginia.
- Economic impact is based on a "representative year" and no attempt is made to phase placements in based on actual job start data from FY 2014.

By feeding this assumption into the IMPLAN model, we obtain the estimates of annual regional economic impact shown in Table 3:

- **Regional Employment:** In addition to the 633 full time equivalent jobs filled by individuals transitioned into employment through the Northern Virginia Workforce System's programs, the household expenditures made by these newly employed individuals also were responsible for supporting 141 full time equivalent jobs through second round effects, for a total regional employment impact of 774 full time equivalent jobs.
- **Regional Labor Income:** In addition to the \$27.4 million in labor income paid to individuals transitioned into employment through the Northern Virginia Workforce System's programs, the household expenditures made by these newly employed individuals also were responsible for creating \$7.7 million in additional



regional labor income through second round effects, for a total regional labor income impact of \$35.1 million.

- **Regional Economic Output:** Second round effects from the \$27.4 million in labor income paid to individuals transitioned into employment through the Northern Virginia Workforce System's programs were also responsible for generating \$20.7 million in additional economic output in the region.
- **Fiscal Impact:** Second round effects from the \$27.4 million in labor income paid to individuals transitioned into employment through the Northern Virginia Workforce System's programs were responsible for generating \$1.4 million in additional state and local tax revenue, and \$1.9 million in additional federal tax revenue, for a total fiscal impact of \$3.2 million.

Table 3: Estimated Economic Impact of WIA Intensive Services and Other WIA Programs

	Employment	Labor Income	Output
<i>First Round Direct Economic Activity</i>	633	\$27,380,417	\$0
<i>Second Round Indirect and Induced Economic Activity</i>	141	\$7,729,109	\$20,687,540
<i>Total, Direct, Indirect, and Induced Economic Activity</i>	774	\$35,109,526	\$20,687,540
	State and Local	Federal	Total
<i>Fiscal Impact</i>	\$1,354,592	\$1,864,463	\$3,219,055

WIA Intensive Services and Other WIA Programs, plus Core Services

In this section, FY 2014 placements from Core Services are added to the placements attributable to the WIA Intensive Services and other WIA programs. Core Services have an arguably less direct impact on job placement since these services primarily involve self-service tools that assist a job seeker in making an effective job search. In assessing the likely economic impact attributable to these programs, we employ the following assumptions:



- A total of 1,792 individuals exited from these programs and found employment in FY 2014.
- The average salary and total pre-tax income associated with these programs are as detailed in Table 2.
- All consumption expenditures were made within Northern Virginia.
- Economic impact is based on a “representative year” and no attempt is made to phase placements in based on actual job start data from FY 2014.

By feeding this assumption into the IMPLAN model, we obtain the estimates of annual regional economic impact shown in Table 4:

- Regional Employment: In addition to the 1,792 full time equivalent jobs filled by individuals transitioned into employment through services provided by the Northern Virginia Workforce System, the household expenditures made by these newly employed individuals also were responsible for supporting 324 full time equivalent jobs through second round effects, for a total regional employment impact of 2,116 full time equivalent jobs.
- Regional Labor Income: In addition to the \$62.4 million in labor income paid to individuals transitioned into employment through services provided by the Northern Virginia Workforce System, the household expenditures made by these newly employed individuals also were responsible for creating \$17.6 million in additional regional labor income through second round effects, for a total regional labor income impact of \$80.0 million.
- Regional Economic Output: Second round effects from the \$62.4 million in labor income paid to individuals transitioned into employment through the Northern Virginia Workforce System’s programs were also responsible for generating \$47.3 million in additional economic output in the region.
- Fiscal Impact: Second round effects from the \$62.4 million in labor income paid to individuals transitioned into employment through the Northern Virginia Workforce System’s programs were responsible for generating \$3.0 million in additional state and local tax revenue, and \$4.2 million in additional federal tax revenue, for a total fiscal impact of \$7.2 million.



Table 4: Estimated Economic Impact of WIA Intensive Services and Other WIA Programs, plus Core Services

	Employment	Labor Income	Output
<i>First Round Direct Economic Activity</i>	1,792	\$62,384,535	\$0
<i>Second Round Indirect and Induced Economic Activity</i>	324	\$17,605,812	\$47,260,479
<i>Total, Direct, Indirect, and Induced Economic Activity</i>	2,116	\$79,990,347	\$47,260,479
	State and Local	Federal	Total
<i>Fiscal Impact</i>	\$3,010,605	\$4,233,287	\$7,243,892

Benefit/Cost Ratio

In FY 2014, the cost associated with the WIA Intensive Services programs, other WIA programs, and Core Services programs provided by the Northern Virginia Workforce System was approximately \$7.2 million.¹⁹ Comparing this cost to the benefits derived from these programs, in terms of total household (or labor) income, allows us to calculate a benefit/cost ratio. If the analysis is restricted to the WIA Intensive Services and other WIA programs that benefit/cost ratio is approximately 4.9, indicating that the benefits derived from the programs are almost five times the costs required to generate those benefits. If the analysis is expanded to encompass Core Services as well, the benefit/cost ratio rises to approximately 11.1, indicating that the benefits are more than eleven times the costs required to generate them.

Conclusion

The Northern Virginia Workforce System provides workforce services to the localities of Fairfax, Loudoun, and Prince William counties, and the cities of Fairfax, Falls Church,

¹⁹ Data Source: The SkillSource Group, Inc.



Manassas, and Manassas Park. In FY 2014, the slow economic recovery that these communities had been experiencing since the middle of 2010 began to stall. The most obvious manifestation of that deceleration is that between the fourth quarter of 2012 and the fourth quarter of 2014 (the most recent quarter for which we have data) total regional employment declined by 7,484 jobs, or 0.6 percent. In addition, unemployment remains stubbornly high relative to the historic regional norm, coming in at 4.4 percent in June of 2014.

These trends have had a continuing impact on the demand for the Northern Virginia Workforce System's job placement and training services. Excluding core services, 1,655 individuals enrolled in WIA and related programs offered by the Northern Virginia Workforce System in FY 2014. This figure remains 265 percent up from FY 2008 when the recession began (453 enrollees). Similarly, excluding core services, 633 individuals were transitioned into employment through programs offered by the Northern Virginia Workforce System in FY 2014. This figure remains 306 percent up from FY 2008 when the recession began (156 placements).

This report has shown that the most significant economic and fiscal contribution that the Northern Virginia Workforce System made to Northern Virginia in FY 2014 has to do with the 1,792 previously unemployed individuals that the System was able to transition into well-paying jobs. Out of that total, 633 of the placements came through WIA Intensive Services and other WIA programs (programs that directly provide career training and job placement services), and 1,159 came through Core Services (self-service tools that assist a job seeker in making an effective job search). The average annual salaries associated with those placements ranged from \$19,073 to \$72,987. In combination, these 1,792 placements generated approximately \$62.4 million in additional household income in the region.

In turn, second round effects from the additional local consumption expenditures that were facilitated by this increased household income also had a significant economic impact on the Northern Virginia economy. Focusing first on the 633 placements associated with WIA Intensive Services and other WIA programs, that total first and second round impact from those placements is estimated to be 774 full time equivalent jobs, \$35.1 million in additional regional labor income, \$20.7 million in additional regional economic output, and \$3.2 million in state, local, and federal tax revenue. If we increase the scope of workforce services to include Core Services, the total first and second round economic impact associated with the resulting combined 1,792 placements is estimated to be 2,116 full time equivalent jobs, \$80.0 million in additional regional labor income, \$47.3 million in additional regional economic output, and \$7.2 million in state, local, and federal tax revenue.



Comparing these estimated benefits to the \$7.2 million in costs associated with the WIA Intensive Services, other WIA, and Core Services programs allows us to calculate a benefit/cost ratio. If the analysis is restricted to WIA Intensive Services and other WIA programs that benefit/cost ratio is approximately 4.9, indicating that the benefits derived from the programs in terms of additional household income are almost five times the costs required to generate those benefits. If the analysis is expanded to encompass Core Services as well, the benefit/cost ratio rises to approximately 11.1, indicating that the benefits in terms of additional household income are more than eleven times the costs required to generate them.

In conclusion, in FY 2014 the Northern Virginia Workforce System made a significant contribution to the economy of Northern Virginia.

Efforts to seek sources of financing in addition to WIA

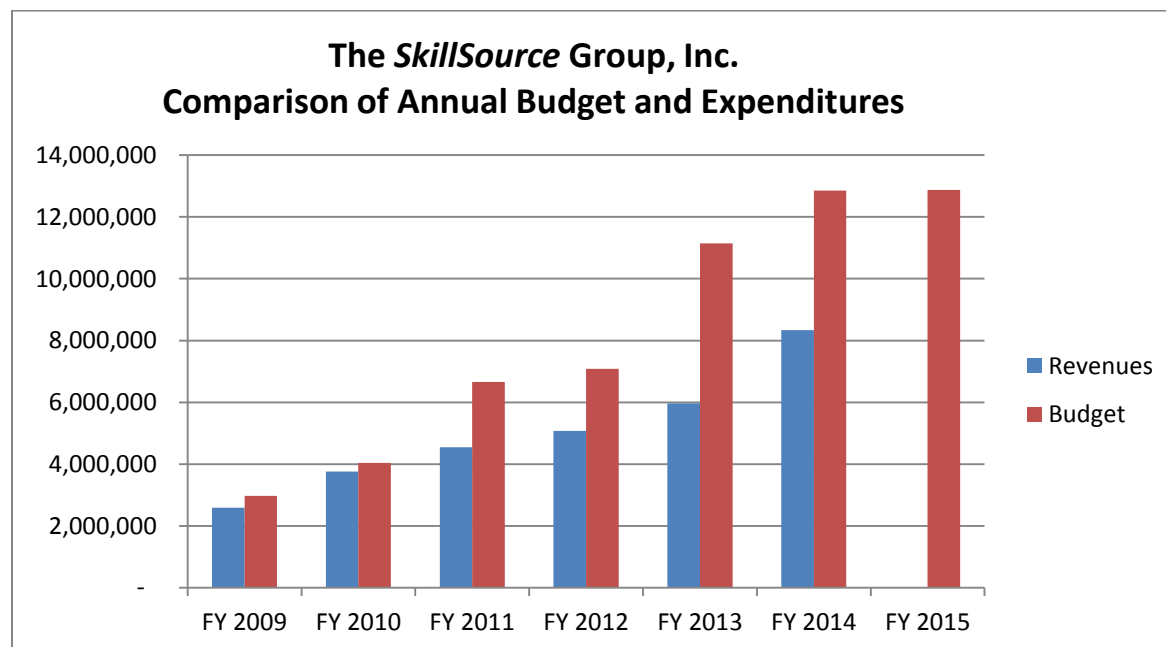
Since 2003, the NVWIB has been focused on multiple resource development initiatives, led by the Vice President of Operations and the Director of Development and adding related grant-writing resources to identify and pursue both WIA and non-WIA funding opportunities. The NVWIB and the *SkillSource* Group, Inc. will also continue pursuing a comprehensive Resource Development Strategy, focusing on grants development, corporate giving, individual solicitations and related resource strategies. The *SkillSource* Group, Inc., the non-profit arm of the Northern Virginia Workforce Investment Board, has secured multiple funding awards to supplement its WIA operations in FY 2013 and 2014, including:

- U.S. Metropolitan Washington Council of Governments - \$125,127
- Virginia Community College System Business Services CBI - \$28,400
- Virginia Community College System – DW OJT NEG - \$106,500
- Virginia Community College System – WIA Incentive Grant - \$50,000
- Virginia Community College System – WIA Incentive Grant - \$2,500
- Virginia Department of Corrections – VASAVOR - \$153,000 (2013)
- Virginia Department of Corrections – VASAVOR - \$153,000 (2014)
- Virginia Department of Social Services – PWC TANF Program (1st Yr) - \$198,540
- Virginia Department of Social Services – PWC TANF Program (2nd Yr) - \$198,540
- Fairfax County Consolidated Community Funding Pool - \$120,000
- Region 2000 Monitoring Proposal - \$3,425
- United Way Veterans Employment Initiative - \$75,000
- United Way Community Impact Fund - \$20,000
- U.S. Department of Labor Workforce Innovation Fund Grant - \$8,355,590 (4 years)
- U.S. Department of Labor Veterans Workforce Investment Program - \$1,103,939 (3 years)
- U.S. Department of Labor Registered Apprenticeship 1st Option Yr - \$120,000 (completed)
- U.S. Department of Labor Registered Apprenticeship 2nd Option Yr - \$120,000 (completed)
- U.S. Department of Labor NEG BRAC Award (through Maryland) – \$252,450 (completed)
- U.S. Metropolitan Washington Council of Governments - \$26,000
- Virginia Community College System – Microsoft Elevate Outreach Funds - \$15,000 (completed)
- VCCS– Rapid Response Assistance Program for Veterans’ Employment – \$249,629 (completed)
- Northern Virginia Community College TAA Grant - \$300,459
- United Way Community Impact Fund - \$15,000 (completed)
- Northern Virginia Community Foundation - \$7,500 (completed)
- Microsoft – Elevate America Funds - \$33,455 (completed)
- Microsoft – Inkind E-Learning Vouchers - \$640,000 (completed)

The level of grant funding awards (other than WIA formula funds) for the FY 2013 – FY 2014 is nearly \$12.5 million.

The ***SkillSource*** FY 2015 budget reflects 41% of funding from WIA Formula funds and an equal amount from DOL grants Virginia Employment Through Entrepreneurship Consortium (VETEC) and Jobs for Veterans (J4VETS). State and local programs including Virginia Serious and Violent Offender Re-entry program (VASAVOR), the Pre-release Center employment program and Educating Youth through Employment (EYE) are 6% of revenues. NovaHealthforce (NOVAHF), a program to increase healthcare workers accounts for 5% of the budget while the Prince William Comprehensive Center is 4%. These revenues are generally structured as cost reimbursement contracts while 1% of revenue is from unrestricted sources including Ticket to Work, contributions and interest.

SkillSource budget and actual revenues have grown each year since inception with a budget in FY 2015 of nearly \$13 million.



V. Demand Plan



**Northern Virginia
Regional Workforce Demand Plan**

**For the period
July 2014 through June 2015**

Submitted to the
Virginia Community College System
Commonwealth of Virginia

September 2, 2014

**Northern Virginia Workforce Investment Board
8300 Boone Blvd., Suite 450
Vienna, VA 22182
(703) 752-1606**

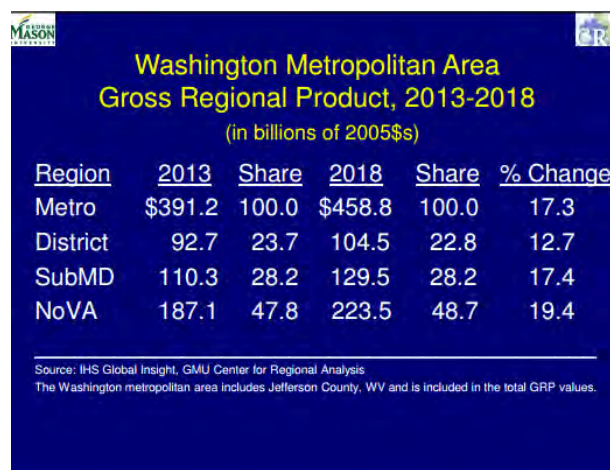
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A. Introduction

The Northern Virginia regional economy is primarily comprised of the jurisdictions included in Northern Virginia Regional Workforce Area (#11). Dr. Stephen Fuller, a prominent economist at George Mason University who has specialized in monitoring the Greater Washington Regional economy, provides a wealth of data that highlights the broader economic climate of the region and specifically that of Northern Virginia. In examining the region's project workforce demand, it is important to address the scope and size of the Northern Virginia economy within the Greater Washington Region.

As reflected in Chart 1, the Northern Virginia Gross Regional Product (GRP) is the largest economy among jurisdictions within Greater Washington, with the 2013 Northern Virginia GRP share estimated at nearly 48% of the region, nearly double the District of Columbia and 71% greater than suburban Maryland. That gap among the State jurisdictions is expected to remain at least through 2018.

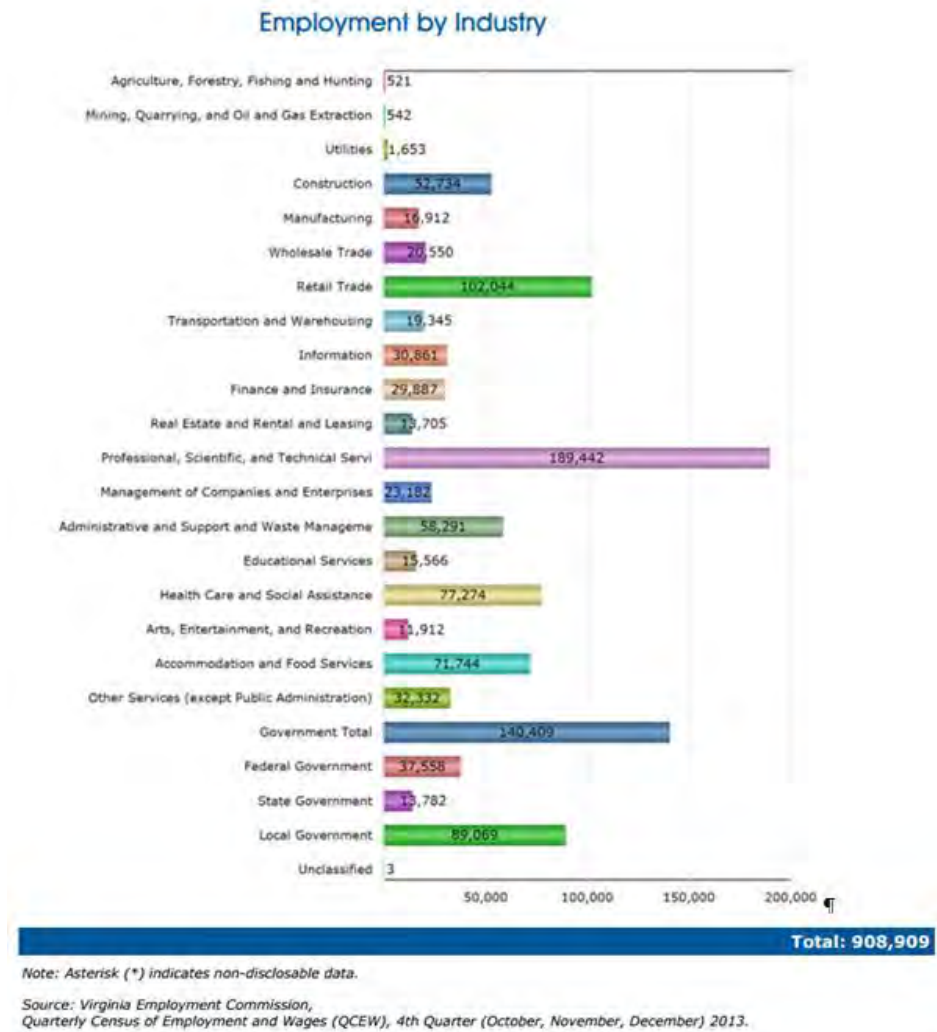


<u>Region</u>	<u>2013</u>	<u>Share</u>	<u>2018</u>	<u>Share</u>	<u>% Change</u>
Metro	\$391.2	100.0	\$458.8	100.0	17.3
District	92.7	23.7	104.5	22.8	12.7
SubMD	110.3	28.2	129.5	28.2	17.4
NoVA	187.1	47.8	223.5	48.7	19.4

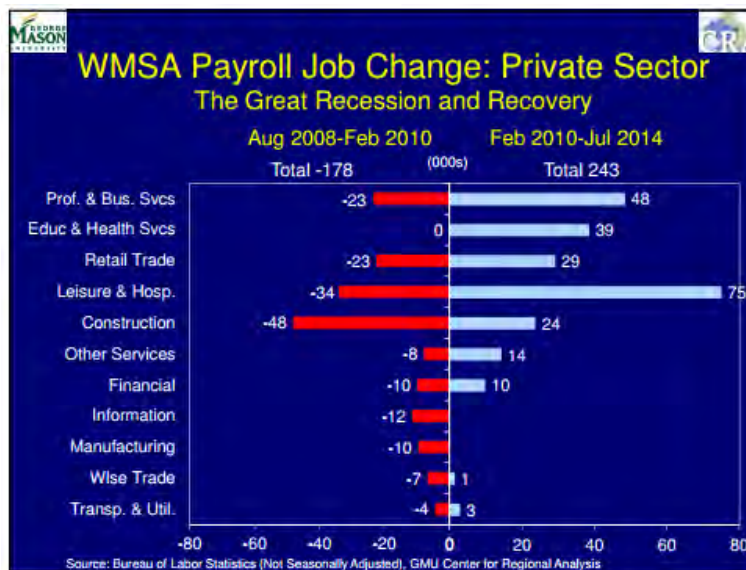
Source: IHS Global Insight, GMU Center for Regional Analysis
The Washington metropolitan area includes Jefferson County, WV and is included in the total GRP values.

The Northern Virginia employment composition is primarily driven by five industry types, including Professional and Business Services (which includes Information Technology occupations), Health Care, Retail Trade, Food and Hospitality and Construction. Significant employment levels in Federal, State and Local Government is not counted as an employment focus of the Northern Virginia Workforce Investment Board.

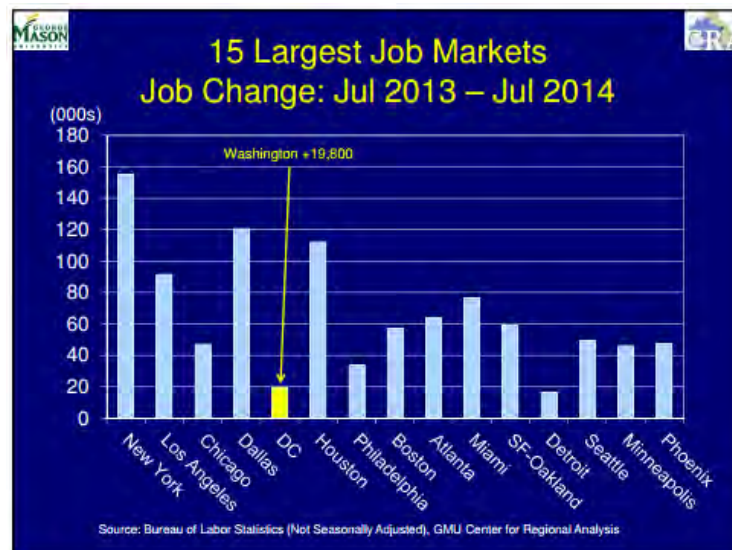
The following chart reflecting Northern Virginia occupational data from December 2013 is developed from data provided through the Virginia Employment Commission Local Community Profile. The five targeted industry types include 493,238 jobs or 54% of the entire local workforce area employment profile.



The Northern Virginia regional economy's recovery from the economic downturn and the Great Recession has been moderate and uneven. As of June 2014, local unemployment is at 4.5%, with a civilian labor force totaling 1,136,916. As reflected in the GMU Center for Regional Analysis chart below, the Greater Washington Region lost 178,000 jobs during the August 2008 – February 2010 period and has gained back 185,000 jobs during the subsequent recovery period of February 2010 through March 2014. The chart highlights the industry sector job losses and job gains.



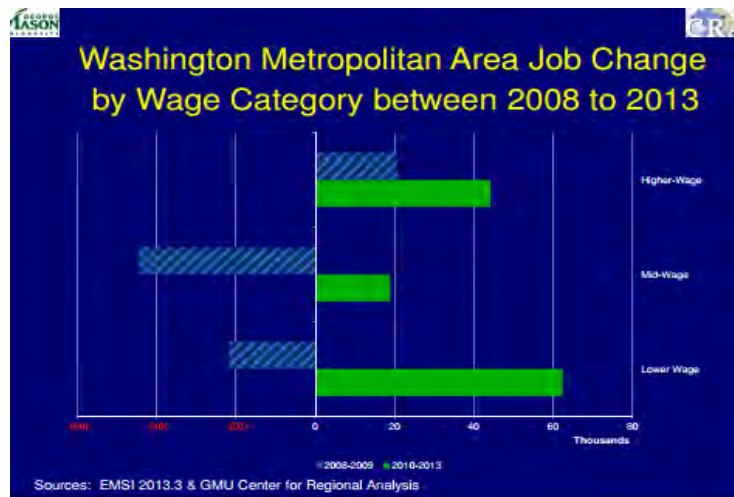
Current Northern Virginia job growth is not keeping pace with past year accomplishments, where the region was one of the top job producing economies in the nation. Job growth in private sector industries are being offset by job losses in Federal Government employment and through Federal Government contractors. The following chart compares the Greater Washington region with fourteen similar regional job markets throughout the United States.



In an interview with The Washington Post on August 27, 2014, Anirban Basu, chief executive of Baltimore-based Sage Policy Group noted, “I think we can conclude that the Washington-area economy continues to recover, but the recovery is no longer taking place as quickly as it is in other parts of the country.” He continued by noting that’s “likely to continue to be the trend going forward”. Two charts by George Mason University are further evidence of that slow job growth, or actual job declines in major employment categories; Professional and Business Services along with Federal Government Employment. Both charts (below) highlight substantial job losses over the past year (Professional and Business Services) or three years (Federal Government).



Reflecting the uneven regional economic growth patterns during the Recovery, GMU economists have identified much of the new job changes by wage category that have resulted in the majority of new jobs being created at the mid-wage or lower wage levels. This uneven type of job recovery has placed tremendous challenges on job seekers previously working in higher wage professional positions to find and retain employment in their prior industry and occupation. Job demands for higher wage professionals has generally slackened and job competition has grown significantly.



Given national and state economic growth projections, Northern Virginia annual regional economic growth rates are estimated to be moderate over the next several years, through 2018. The following GMU Center for Regional Analysis chart highlights the primary industry growth sectors for the Greater Washington Region, for the period 2013-2018. The projected industry growth sectors correlate with the targeted industries of the Northern Virginia Workforce Investment Board, highlighting the impact of a targeted industry job on the local economy.

Growth Sectors	Job Change	% of Total Job Change	Average Value Added per Job*
Prof. & Bus. Ser.	144.5	48.8	\$158,211
Construction	51.9	17.5	\$91,482
Education/Health	35.2	11.9	\$59,938
Hospitality Services	27.1	9.1	\$43,036
State and Local	19.6	6.6	\$60,099
Retail Trade	13.6	4.6	\$60,981
Sub-Total	291.9	98.5	\$93,347
Overall Total	296.4	100.0	\$135,544

Sources: IHS Global Insight, GMU Center for Regional Analysis * in 2005\$

Even considering the limited growth of the Northern Virginia economy, along with the State and national economy, during FY 2014 and early FY 2015, regional economists and labor market academicians continue to project significant Northern Virginia and Greater Washington employment hiring requirements within the next three years (through 2017) and the next eight years (through 2022). These hiring requirements follow from continued business expansion through normal economic growth along with the anticipated replacement of positions open through likely retirements. The chart below highlights these hiring requirements (new versus replacement) for the period ending 2017 and the period ending 2022.

The economists project, assuming normal economic conditions and growth, that by 2017, the Greater Washington economy will need to fill 364,000 net new jobs and to replace 477,000 existing jobs, totaling nearly 842,000 jobs. By 2022, the Greater Washington economy will need to fill 283,000 net new jobs and to replace 455,600 existing jobs, totaling nearly 739,000 jobs. The Northern Virginia share of these annual job growth projections are substantial.

Year	Total Jobs	Net New (% Change)	Replacement (% Change)	Openings (% Change)
2012	3,927,775			
2012 - 2017	4,291,969	364,194 9.3%	477,530 12.2%	841,724 21.4%
2017 - 2022	4,575,445	283,476 6.6%	455,621 10.6%	739,097 17.2%

Sources: EMSI Complete Employment - 2013.2, GMU Center for Regional Analysis

B. Identified Skills Needed by the Top Northern Virginia Industry Sectors

To meet the growing demand of Northern Virginia's top industries to fill the hundreds of thousands of new jobs that are projected over the next five to ten years, Area #11 has identified the top skills that local employers are seeking. These skills apply to multiple industries and are representative of the skills that the *SkillSource* One-Stop Employment Center staff must assess job seekers for to ensure they are meeting the demands of area businesses. The table below shows the top 10 advertised skill groups found in job openings advertised online in Northern Virginia as of August 18, 2014.

Rank	Advertised Skill Group	Job Openings
1	Customer Service Skills	8,884
2	Interpersonal Skills	8,680
3	Basic Skills	6,891
4	Systems Engineer Skills	2,742
5	Business Development Skills	2,168
6	Risk Analyst Skills	2,099
7	Database Administrator Skills	1,919
8	Data Analyst Skills	1,886
9	Web Developer Skills	1,800
10	Software Engineer Skills	1,603

Source: Virginia Employment Commission LMI, August 2014

Occupations within the Science, Technology, Engineering and Mathematics (STEM) occupations, particularly within IT, are growing at more than 6% annually and add hundreds of positions a year within Northern Virginia; furthermore, occupations that demand IT-related skills are found in more than 77 distinct industries within the region (Virginia Employment Commission). STEM occupations are projected to grow at the fastest rate of all industry clusters – almost 4% annually between 2010 and 2020. This will create more than 218,000 new positions; by 2018, the majority of STEM jobs will be in Computing (71%). By that time, the Center for Regional Analysis at George Mason University projects that 145,000 positions in Professional Business and Technical Services will be located in the Greater Washington region and available to skilled workers. Due to the STEM-related nature of many of the region's occupations, job seekers are required to have some sort of knowledge and skill-level of IT tools, programs and software platforms, ranging from basic Microsoft Office software programs to Linux operating systems. The table below shows the top 10 tools and technology skills needed in job openings advertised online in Northern Virginia as of August 18, 2014.

Rank	Advertised Detailed Tools and Technology	Advertised Tools and Technology Group	Job Openings
1	Polygraph	Physiological recorders	2,257
2	Linux	Operating system software	2,253
3	UNIX	Operating system software	1,646
4	JavaScript	Web platform development software	1,417
5	PowerPoint	Presentation software	1,187
6	Python	Object or component oriented development software	803
7	jQuery	Web platform development software	579
8	DNS	Computer servers	469
9	Trucks	Light trucks or sport utility vehicles	464
10	Microsoft Word	Word processing software	457

Source: Virginia Employment Commission LMI, August 2014

Job seekers within the Northern Virginia region are highly educated. Approximately 44% of long-term unemployed jobseekers in the region hold Bachelor's Degrees or higher, significantly higher than the 19% national average, with nearly 70% coming from STEM-focused industries. Without having some type of education and necessary skills, it can be very difficult to obtain employment in the region, as the majority of employers are looking for a skilled workforce to fill

their job openings. The table below shows the minimum education level required for job openings advertised online in Northern Virginia as of August 18, 2014. The majority, over 53% of job openings, required at least a Bachelor's Degree.

Rank	Minimum Education Level	Job Openings	Percent
1	No Minimum Education Requirement	1,112	9.63%
2	High School Diploma or Equivalent	2,928	25.36%
3	1 Year at College or a Technical or Vocational School	11	0.1%
4	2 Years at College or a Technical or Vocational School	4	0.03%
5	3 Years at College or a Technical or Vocational School	3	0.03%
6	Vocational School Certificate	65	0.56%
7	Associate's Degree	588	5.09%
8	Bachelor's Degree	6,135	53.13%
9	Master's Degree	622	5.39%
10	Doctorate Degree	75	0.65%
11	Specialized Degree (e.g. MD, DDS)	5	0.04%

Source: Virginia Employment Commission LMI, August 2014

C. Skills of the Local Workforce and Skills Gaps Within Top Northern Virginia Industry Sectors

The Northern Virginia region is experiencing substantial growth in the Professional Business and Technical sector, particularly STEM occupations, and the demand for skilled workers continues to escalate in these industries. The Northern Virginia economy is projected to grow by 39% over the current decade.

The table below shows the industries with the highest job openings advertised online in Northern Virginia as of August 18, 2014.

Rank	Industry	Job Openings
1	<u>Professional, Scientific, and Technical Services</u>	14,828
2	<u>Retail Trade</u>	6,230
3	<u>Health Care and Social Assistance</u>	3,981
4	<u>Accommodation and Food Services</u>	3,190
5	<u>Administrative and Support and Waste Manageme</u>	3,130
6	<u>Manufacturing</u>	3,096
7	<u>Information</u>	2,510
8	<u>Finance and Insurance</u>	2,058
9	<u>Educational Services</u>	1,786
10	<u>Arts, Entertainment, and Recreation</u>	708

Source: Virginia Employment Commission LMI, August 2014

Below is a table that shows the occupations with the highest job openings advertised online in Northern Virginia as of August 18, 2014.

Rank	Occupation	Job Openings
1	<u>Computer Programmers</u>	1,929
2	<u>Retail Salespersons</u>	1,578
3	<u>Computer Systems Engineers/Architects</u>	1,143
4	<u>Registered Nurses</u>	1,115
5	<u>Computer Systems Analysts</u>	808
6	<u>Computer User Support Specialists</u>	752
7	<u>First-Line Supervisors of Food Preparation and Serving Workers</u>	692
8	<u>Managers, All Other</u>	682
9	<u>Software Developers, Applications</u>	676
10	<u>Network and Computer Systems Administrators</u>	673

Source: Virginia Employment Commission LMI, August 2014

To support that growth, the region will require a significant shift to train workers to move from low-skilled jobs to higher-skilled occupations in high-growth industries. Strikingly, 37% of the Washington area workforce in 2020 will not have been in the workforce in 2010 (*Workforce Trends In and Occupational Forecasts for Northern Virginia, 2010-2020*, The Center for

Regional Analysis, George Mason University). According to the GMU report, of the net new jobs projected over this decade, 49% will need a Bachelor's Degree or higher level of education, 47% will require a high school diploma or equivalent plus some level of experience, training or post-high school certificate, and the remaining 4% will require an associate's degree. There are currently not enough skilled job seekers to meet the demand from Virginia's employers. While the demand for skilled workers continues to escalate in these industries, the number of available workers has steadily diminished. Employers seeking workers with the educational and technical skills needed for high-level occupations in the STEM industries have been challenged in Northern Virginia. This data is highlighted in the slides from Dr. Stephen Fuller, as noted in the Introduction.

A July 2014 report by The Brookings Institute by Jonathan Rothwell entitled Still Searching: Job Vacancies and STEM Skills, noted that STEM job openings take twice as long to fill then a non-STEM, lower-skilled vacancy. Furthermore, specific high-value skills requested by employers and common to STEM occupations are particularly scarce relative to demand. The chart below from the Brookings Institute shows that in the Greater Washington region, nearly 50% of job openings require STEM skills and at least a Bachelor's Degree.

Washington-Arlington-Alexandria, DC-VA-MD-WV

CHANGE METRO AREAS

Key Statistics: Job Vacancies and STEM Skills in the Washington Metro Area

These data are from the first quarter of 2013. Ranks are out of the 100 largest metropolitan areas by population (a rank of 1 indicates the largest value).

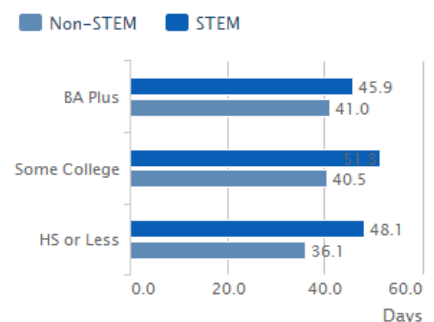
TOTAL NUMBER OF ADS FOR JOB OPENINGS, Q1-2013	AVERAGE AD DURATION (NUMBER OF DAYS)	AVERAGE MARKET VALUE OF ADVERTISED SKILL REQUIREMENTS
47,004 Rank: 2nd	42.9 Rank: 13th	\$63,095 Rank: 3rd
SHARE OF ADS REQUIRING STEM SKILLS	SHARE OF ADS REQUIRING STEM SKILLS AND AT LEAST A BACHELOR'S DEGREE	SHARE OF ADS REQUIRING STEM SKILLS AND A SUB-BACHELOR'S LEVEL OF EDUCATION
55.1% Rank: 3rd	48.8% Rank: 2nd	6.3% Rank: 97th

*Note: Average ad duration is the average number of days a vacancy is posted on the hiring company's website. STEM jobs are those that require high levels of knowledge in science, technology, engineering, or math. STEM knowledge and educational requirements are calculated using data from O*NET.*

Source: Brookings' analysis of data supplied by Burning Glass

Average Number of Days to Fill Job Openings in the Washington Metro Area by STEM Skill and Education Requirements

First quarter of 2013



Note: The duration of job openings typically increases as the level of education and STEM knowledge required to do the job increases.

Source: Brookings' analysis of data supplied by Burning Glass

D. Specific Credentials Required by Top Northern Virginia Industry Sectors

Workforce Area #11 targets ongoing outreach and training efforts on high-growth and high demand occupations within the identified industries relevant to Northern Virginia. By this review, Workforce Area #11 remains assured its workforce and training initiatives are matching workforce supply with business demand. High-growth industry sectors in Northern Virginia reflect a need for qualified workers in Professional, Scientific and Technical Services (including IT), Retail, Health Care, Accommodation/Food Service and Construction occupations.

Area #11 recognizes that effective career pathway programs lead job seekers to attain postsecondary credentials that are valued within the regional labor market. In Northern Virginia, these credentials are applicable in different industry clusters, including the top five industry sectors previously highlighted. For certain industry sectors, particularly IT, stackable credentials allow job seekers to build their qualifications over time and move up their career ladder to potentially upper level positions that pay a higher wage. These credentials build upon one another, with each credential adding more value to the job seeker's resume and salary level.

The table below shows the top 10 advertised detailed certifications found in job openings advertised online in Northern Virginia as of August 18, 2014.

Rank	Advertised Certification Group	Job Openings
1	Certification in Cardiopulmonary Resuscitation (CPR)	544
2	Certified Information Systems Security Professional (CISSP)	485
3	Information Technology Infrastructure Library Certification (ITIL)	461
4	Commercial Drivers License (CDL)	428
5	Basic Life Support (BLS) Certification	311
6	Certified Public Accountant (CPA)	293
7	Security+ Certification	255
8	Cisco Certified Network Associate (CCNA)	205
9	Certified Nursing Assistant (CNA)	168
10	Cisco Certified Network Professional (CCNP)	140

Source: Virginia Employment Commission LMI, August 2014

Area #11 targets its ongoing review of training programs and certifications offered on high-growth and high demand occupations within the identified industries relevant to Northern Virginia. By this review, Workforce Area #11 remains assured its workforce and training initiatives are matching workforce supply with business demand. The table below identifies the top certifications required in each of Northern Virginia's five industry sectors.

Industry	Credentials/Certifications
Business and Professional Services (Includes Information Technology)	<ol style="list-style-type: none"> 1. Certified Public Accountant (CPA) 2. Project Management Professional (PMP) 3. Information Technology Infrastructure Library Certification (ITIL) 4. Cisco Certified Network Associate (CCNA) 5. Certified Information Systems Security Professional (CISSP) 6. Cisco Certified Network Professional (CCNP) 7. Certified Ethical Hacker (CEH) 8. Security+ Certification 9. CompTIA Security+ Certification 10. Microsoft Certified Systems Engineer (MCSE)
Health Care & Social Assistance	<ol style="list-style-type: none"> 1. Registered Nurse (RN and BSN) 2. Basic Life Support (BLS) Certification 3. Certified Nursing Assistant (CNA) 4. Advanced Cardiac Life Support Certification (ACLS) 5. Pediatric Life Support (PALS) 6. Emergency Medical Technician (EMT) 7. National Board for Certification in Occupational Therapy (COTA) 8. Certified Medical Assistant 9. Dental Assistant 10. Pharmacy Technician
Hospitality and Food Services	<ol style="list-style-type: none"> 1. 2. Certified Resume Specialist (CRS) 3. Commercial Driver's License (CDL) 4. GIAC Security Management Certification (GCPM) 5. ServSafe Certification 6. Security Officer
Retail	<ol style="list-style-type: none"> 1. Commercial Driver's License (CDL) 2. Retail Management Certification (through the National Retail Federation) 3. Customer Service Certification (through NRF)
Construction	<ol style="list-style-type: none"> 1. Certification in CPR 2. Commercial Driver's License (CDL) 3. Center for Security and Emergency Management Certification (CACS) 4. American Welding Society (AWS) Certification - Certified Welding Inspector 5. Occupational Health & Safety Technologist 6. NCCER (National Ctr. for Construction Education and Research) Certification 7. NATE Service Technician Specialty Certif. (Commercial Refrigeration Service)

In the Northern Virginia region, Cyber Security certifications are high in-demand, with CISSP training being one of the most frequently requested training by job seekers. Security + and CompTIA and Oracle training are a close second and third. Top Health Care training and certifications include more entry-level occupations, such as a Certified Nursing Aide, Dental Assistant and Medical Assistant. Lastly, in the past few years, Area #11 has seen a significant increase in the number of job seekers seeking Project Management Professional (PMP) training, particularly with Area #11's veterans' programs, encouraged by employer demands for that certification.. The table below reflects Area #11's ITA distribution by industry.

In Northern Virginia, the value of an Individual Training Account funded through WIA Formula funding shall not exceed \$3,500. A priority is placed on short-term certification, so nearly all training activities do not exceed eight to nine months in duration. For FY 2013, through March 2014, Workforce Area #11 has obligated over \$900,000 for 380 Adult/DW and Youth Program ITAs.

Individual Training Account (ITAs) by Industry

July 1, 2013 - June 30, 2014

ITAs / Industry	Obligated Funds	Additional Training Expenses****	WIA YOUTH		WIA Adult/DW/VASAVOR/J4VETS/RR Veterans		Total
			Number	Percent	Number	Percent	
Accounting/Finance	\$19,853		0	0.00%	9	2.72%	9
Clerical / Administrative (Professional Services	\$174,987		3	6.12%	73	22.05%	76
Construction / Trade	\$8,936		1	2.04%	5	1.51%	6
Education*	\$23,837		2	4.08%	8	2.42%	10
Healthcare	\$229,541		32	65.31%	72	21.75%	104
Hospitality / Services	\$5,486		1	2.04%	3	0.91%	4
Literacy Activities**	\$6,604		7	14.29%	10	3.02%	17
Technology	\$322,259		2	4.08%	113	34.14%	115
Transportation***	\$94,956		1	2.04%	31	9.37%	32
Others/Vocational Training	\$13,746	\$90	0	0.00%	7	2.11%	7
TOTAL	\$900,206	\$90	49	100.00%	331	100%	380

*Teachers/Instructors, Teacher Assistants, Librarians, Archivists and Curators, etc...

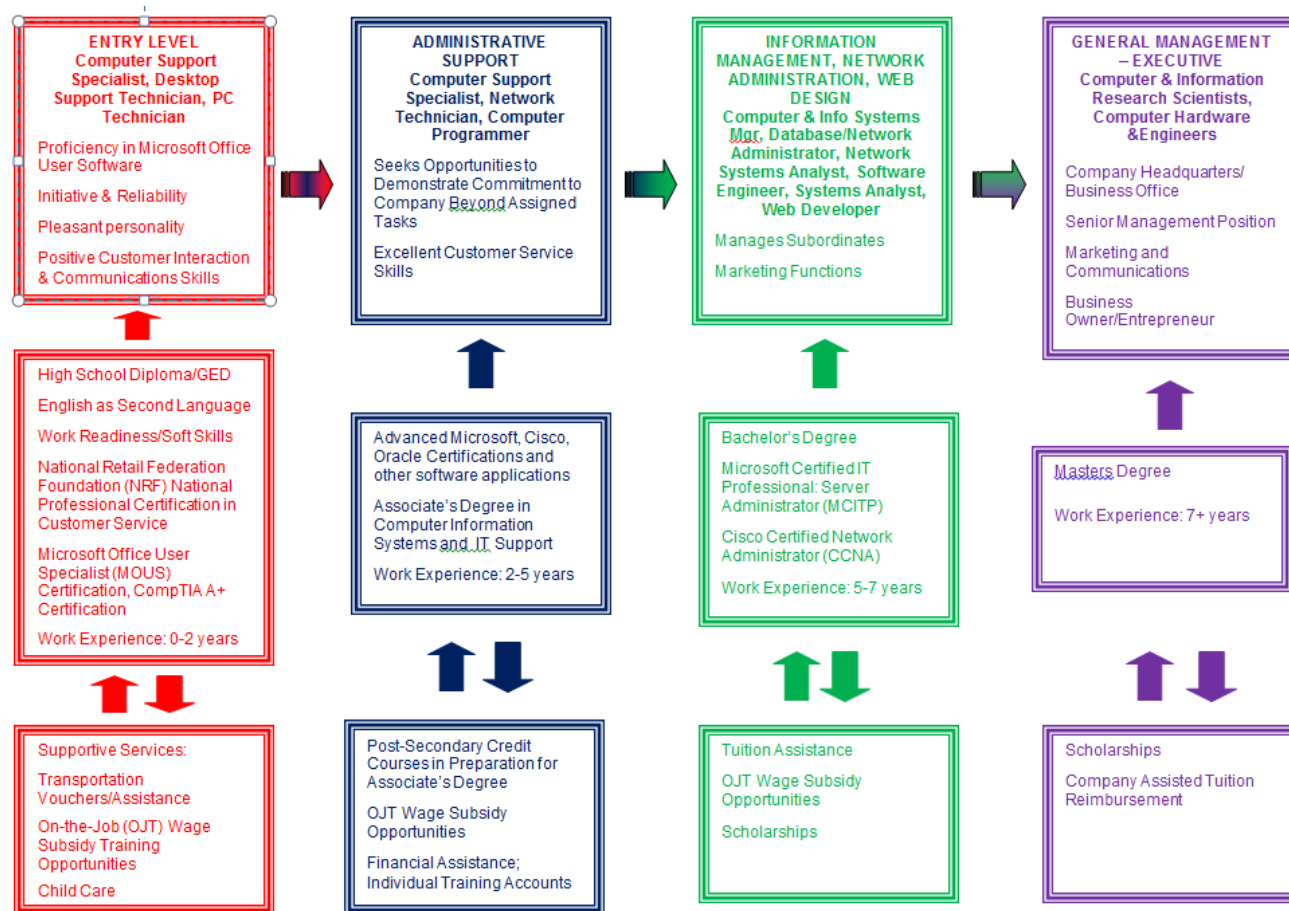
**ABE, ESL, Basic Computer, Literacy Skills Training, etc.

***Truck Drivers, School Bus Drivers, CDL, etc...

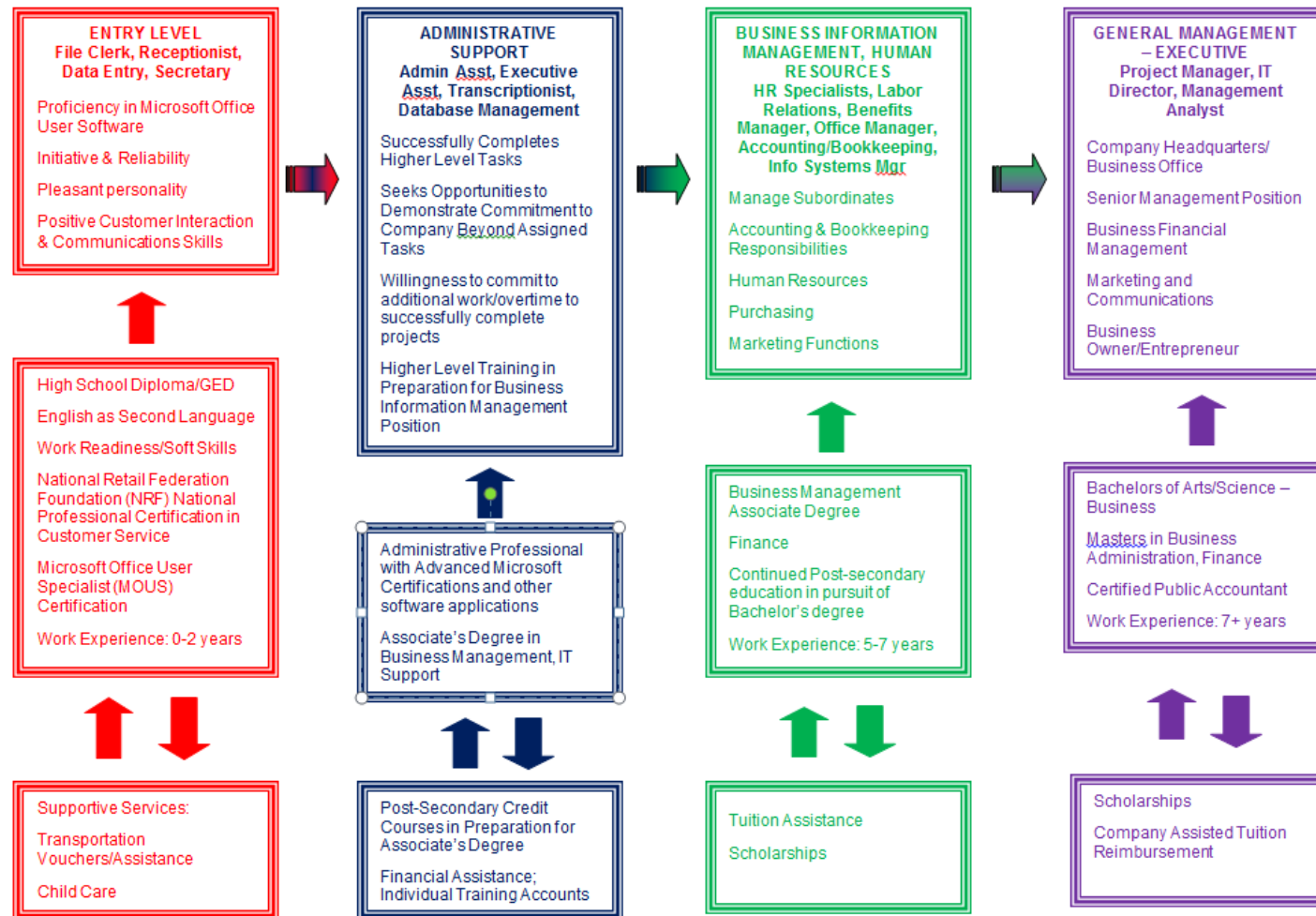
****J4VETS--Work Keys Assessment Fees

E. Describe/Illustrate the Top Five Northern Virginia Career Pathways

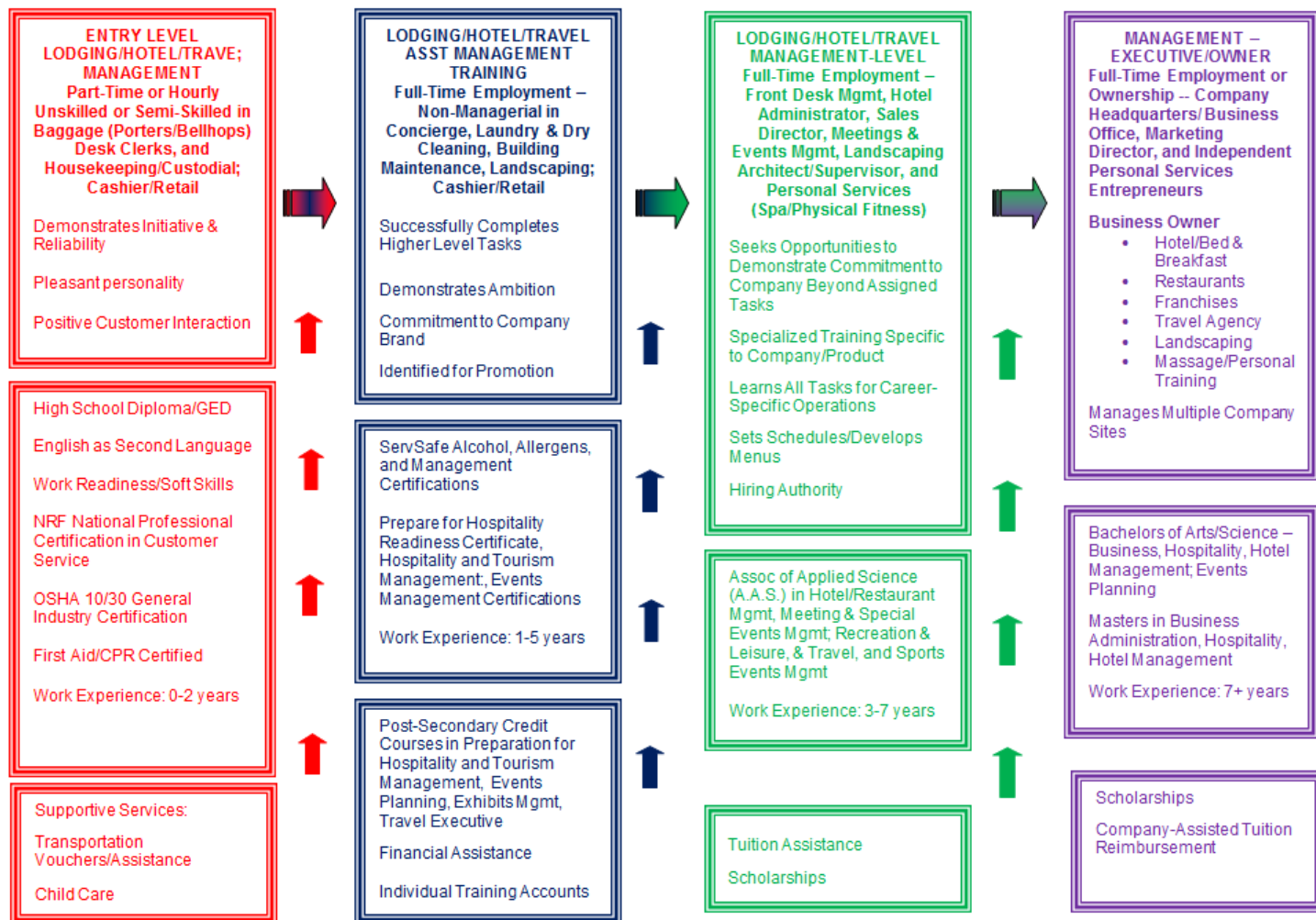
1. Information Technology (IT) Career Pathway – Through multiple stackable credentials, the IT sector offers the ability for a job seeker to advance along a pathway from an entry-level position as a Computer Support Specialist to eventually an advanced or management position as a Systems Administrator or Engineer. As of August 2014, the Northern Virginia region leads the Commonwealth in the number of job openings available in this industry sector and the 2nd largest growing sector in the Northern Virginia region.



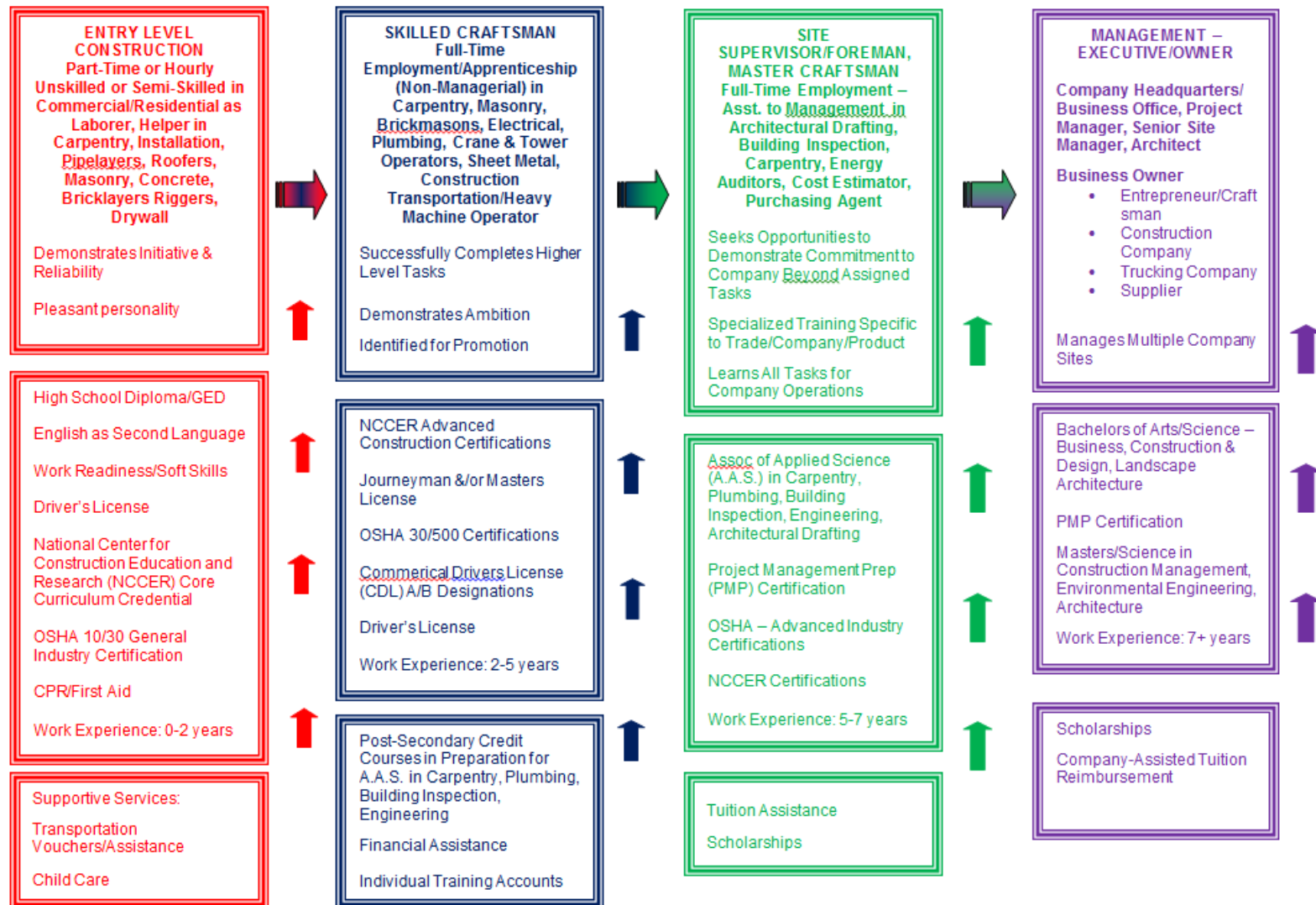
2. Administrative Career Pathway - Through multiple stackable credentials, as well as post-secondary education, Administrative occupations offers the ability for a job seeker to advance along a pathway from an entry-level position as a Receptionist to eventually an advanced or management position as an Office Manager or Project Manager. As of August 2014, the Northern Virginia region leads the Commonwealth in the number of job openings available in this industry sector and the 4th largest growing sector in the Northern Virginia region.



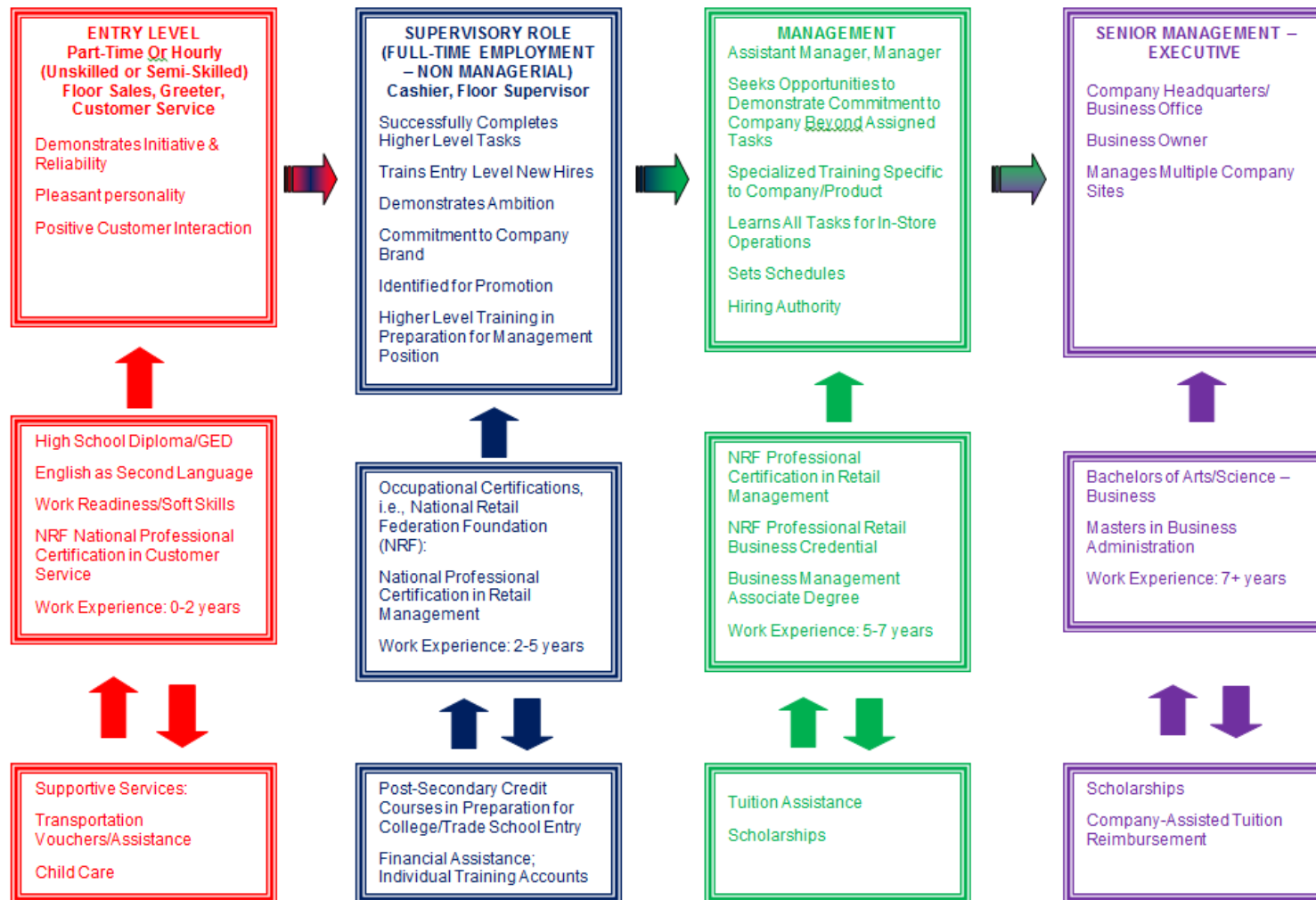
3. Hospitality Career Pathway– Lodging / Hotel / Travel Management - Through multiple credentials, Hospitality occupations offers the ability for a job seeker to advance along a pathway from an entry-level position as a Hotel Desk Clerk to eventually an advanced position as a Sales/Events Management Director or even Business Owner. As of August 2014, the Accommodation and Food Service industry is the 3rd largest growing sector in the Northern Virginia region.



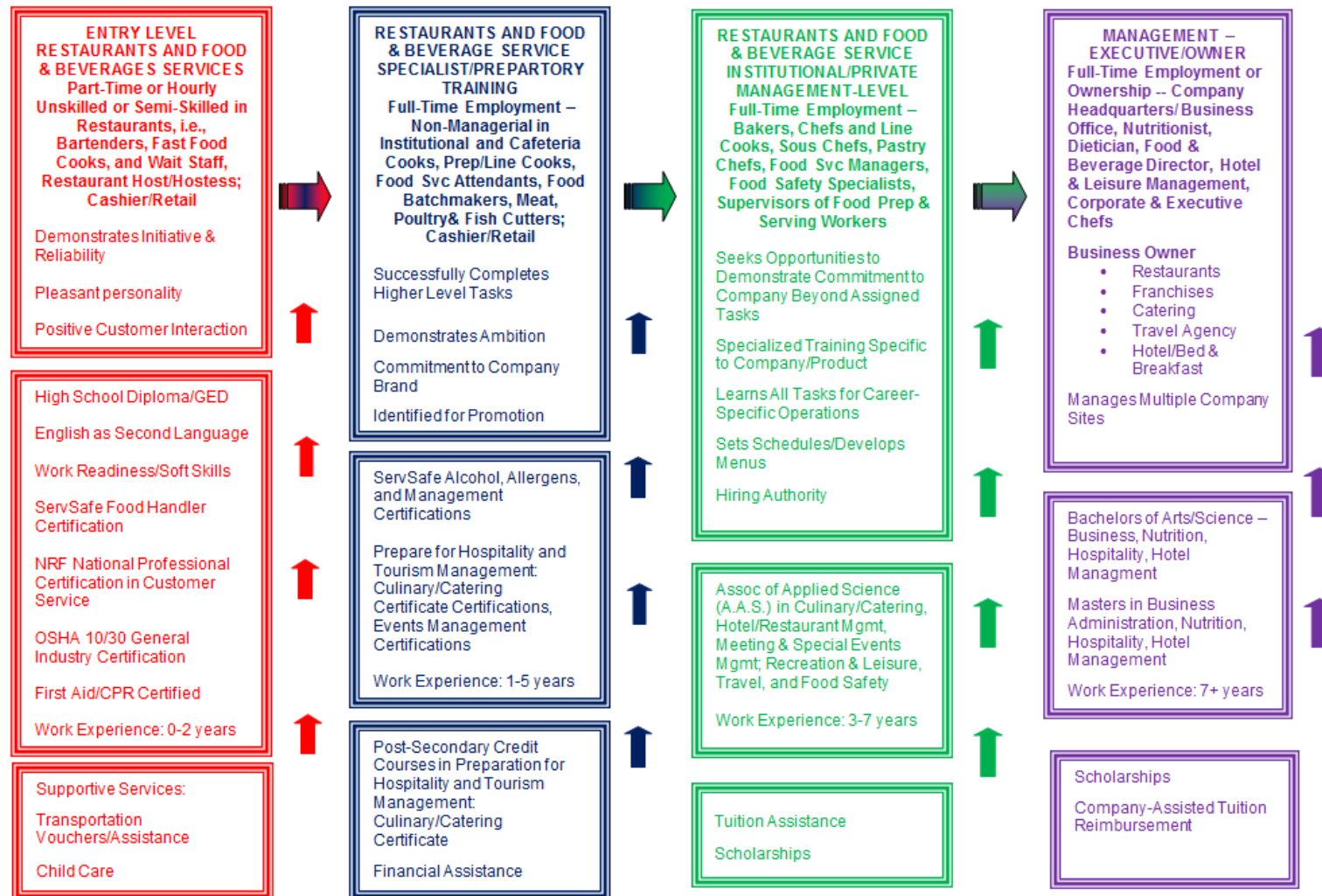
4. Construction Career Pathway - Through multiple credentials, Construction occupations offers the ability for a job seeker to advance along a pathway from an entry-level position as a Laborer to eventually an advanced position as a Craftsman or even Business Owner. As of August 2014, the Construction industry is the 6th largest growing sector in the Northern Virginia region.



5. Retail Career Pathway - Through multiple credentials, Retail occupations offers the ability for a job seeker to advance along a pathway from an entry-level position as a Greeter to eventually an advanced position as an Assistant Manager or a management position at the Company Headquarters. As of August 2014, the Accommodation and Food Service industry is the largest growing sector in the Northern Virginia region.



6. Food Service Career Pathway - Through multiple credentials, Food Service occupations offers the ability for a job seeker to advance along a pathway from an entry-level position as a part-time Restaurant Hostess to eventually an advanced position as a Supervisor or a management position at the Company Headquarters. As of August 2014, the Accommodation and Food Service industry is the 3rd largest growing sector in the Northern Virginia region.



VI. Waivers

The Northern Virginia Workforce Area #11 does not plan to request additional waivers from those already proposed by the Commonwealth of Virginia.