



March 9, 2011

Mr. David Hunn, Executive Director
Northern Virginia Workforce Investment Board
8300 Boone Blvd., Suite 450
Vienna, VA 22182

Dear Mr. Hunn:

This letter shall serve as notice that the Area 11 Local WIA plan, including revisions submitted through March 8, 2011, is hereby approved.

Please note that this local plan approval will cover the period from the date of this letter through June 30, 2012. The Commonwealth is electing to extend local plans through PY11, as the US Department of Labor has recently granted this option for State Plans. This approval, or the term of approval, remains subject to modification at the discretion of the Commonwealth.

This approval is granted with the understanding that the one stop operator designation has been approved by the WIB and CLEO per WIA requirements, and that the consortium agreement as provided with the plan revision has been approved and will be formally executed per your March 8, 2011 letter. The executed agreement shall be retained on file for subsequent state verification.

For clarity, please note further that with respect to the one stop operator designation, the state did not direct to the local area what entities should comprise the one stop operator consortium as stated on page 17 of the plan revision; but instead, conveyed the federal requirements that if the CLEOs and WIB opt to designate an operator consortium, it must consist of least three one stop partner entities. The original plan submission did not include sufficient information to verify that information.

Thanks to you and your staff for the hard work and dedication in preparing the local plan, as it serves as a key document in framing the delivery of workforce services for the citizens in Northern Virginia.

Sincerely,

A handwritten signature in black ink that reads "Brian K. Davis".

Brian K. Davis, Special Assistant to the Vice Chancellor
Workforce Development Services



Your One-Stop Skill Source

Operational Plan

**For the period
July 2010 through June 2011**

Re-Submitted With Requested Edits to the
Virginia Community College System
Commonwealth of Virginia

February 7, 2011

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

1) Northern Virginia Efforts to Enhance Partnerships for Greater Effectiveness and Efficiencies

a. Economic Development and Business Community Indicators

Since 2002, the administrative offices of the Northern Virginia Workforce Investment Board and the *SkillSource* Group, Inc. have been deliberately co-located within the offices of the Fairfax County Economic Development Authority. The Northern Virginia Workforce Investment Board focused on this office co-location to reflect the Board's policy focus on workforce development as an economic development priority area. Moreover, the co-location and alignment of the Workforce Investment Board and its administrative staff has been beneficial in providing ongoing information and resources to the County's Economic Development Authority (and other jurisdiction's economic development offices) in its operational efforts to recruit new businesses and to strengthen existing businesses. It should be noted that the Workforce Board staff also work closely with other economic development departments and agencies in the surrounding jurisdictions and both the Fairfax EDA and the Loudoun County Department of Economic Development represented on the Area #11 Workforce Investment Board of Directors.

- i. **The Northern Virginia Workforce Area and its One Stop Operator, has organized operations to be responsive to business needs, as currently identified.** A Business Services Team has been established to focus entirely on business outreach and to be responsive to company workforce needs, including scheduling of large scale candidate fairs, assessments or job fairs. The newly-opened Virginia Workforce Center in Woodbridge includes a Business Services Center, primarily supported by Center staff and Northern Virginia Community College representatives. In 2009, the Northern Virginia Workforce Investment Board and the *SkillSource* Group, Inc. funded an independent consultant study on behalf of the Woodbridge Campus of Northern Virginia Community College, assessing the anticipated economic impact and Return-On-Investment (ROI) of a new Workforce Development Center at the campus. This Study

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closely examined the business services that would be made available through a consolidation of workforce and business services at the Woodbridge campus. A very strong economic ROI, measured in terms new state and local tax revenue in addition to enhanced business productivity, was projected by this Study for the new Center at the NOVA Woodbridge campus.

- ii. The Northern Virginia Workforce Investment Board and the *SkillSource Group, Inc.* have utilized and will continue to focus on a variety of local labor market tools in 2010-2011, including the **Virginia Employment Commission Community Profile for Area #11**, along with U.S. Census data and the Local Employment Household Dynamics data in determining and shaping workforce services in the Northern Virginia region. The Workforce Board also utilizes excellent job and employment data from the George Mason University Center for Regional Analysis (<http://www.cra-gmu.org/forecasts.htm>) Through our continued review and analysis of these data sources, Workforce Area #11 targets our 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 that its workforce and training initiatives are matching workforce supply with business demand.

As part of our administrative office co-location with the Fairfax County Economic Development Authority, both Workforce Board and One Stop staff are occasionally engaged with local officials in economic development recruitment efforts or other outreach strategies. These engagements also include providing information and resources on the potential use of WIA funds for incumbent worker training by existing local businesses. These coordinating efforts will continue with all area economic development initiatives in the upcoming year.

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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>

Included in the Business Services Guide are opportunities for on-the-job training wage subsides, Federal and State tax credit forms, along with the Federal Bonding Program. Since 2003, Workforce Area #11 has issued \$470,000 in Federal bonds for our various regional offender reentry programs in Northern Virginia.

b. One Stop Partners and Service Delivery Indicators

In the Northern Virginia Workforce Area #11, all participating Partners sign a bi-annual agreement that announces a shared regional vision for a customer-driven service delivery system. The current agreement can be viewed online at http://www.myskillsource.org/home/documents/MemoofUnderstanding7-1-08thru6-30-10_full.pdf

i. The Northern Virginia One Stop system design reflects an integrated approach organized by functions and with a focus on quality service delivery. The NVWIB has established a number of procedures and ongoing management practices to ensure the delivery of a continuum of services that works towards meeting and exceeding desired outcomes. NVWIB staff and *SkillSource* Center Managers communicate frequently and jointly review WIA performance outcomes as it becomes available. Interagency staff teams within the *SkillSource* Centers, including Continuous Quality Improvement Teams (CQI), continuously monitor data, reviewing results and collaborate on any necessary procedural changes or corrections.

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The local Northern Virginia Workforce Investment Board Center Certification process that has been in place since 2001 also follows the Continuous Quality Improvement process methodology, requiring One Stop Center managers to become proficient and practice ongoing data collection, monitoring and implementing towards results.

Case managers are also required to conduct a monthly follow-up from the client's exit date to ensure job retention and service intervention as needed. Case Managers utilize a placement information form that requires the case manager to record each monthly contact with their clients. In addition, case managers are required to add supplemental wage information into the State's VWNIS (from 1st quarter after exit through 3rd quarter after exits) to re-validate clients' active job status. These process and procedures greatly assists the One-Stop Center Operator in ensuring projected positive placements and job retention outcomes.

- ii. Team-based management and operational decisions designed with customer needs in mind.** Since 2002, the NVWIB has created a specific team and committee structure to provide for staff and partner input into overall NVWIB operations and program implementation. Specifically, a Design Team, comprised of Center Managers and Partner representatives meets every six weeks to review operations and develop program strategies. Another quality review and process team, a Complete Quality Initiative (CQI) Team is also comprised of both Center and Partner agency staff. A Leadership Team, comprised of senior Center Managers, senior Partner representatives and the NVWIB Executive Director meet every six weeks to develop program strategies and to actively reach issue consensus. Design Team, CQI Team and Leadership Team issues and activities are brought to NVWIB Committee attention and action, as necessary, by the NVWIB Executive Director.

iii. Streamlined referral process that is seamless and non-burdensome to

Customers – With multiple Centers as service points of entry and numerous State and local workforce partner agencies, ***SkillSource*** and Workforce Area #11 strive to operate a streamlined client referral process that is supportive of client interest's for quick and efficient services. ***SkillSource*** Center staff currently utilize a one-page referral form that provides the customer a service organization name, contact person and telephone number. ***SkillSource*** staff and partners operating from the new Prince William Workforce Center in Woodbridge are also advising State officials on the needs and opportunities for an electronic referral form for workforce services among partner agencies housed within the Woodbridge Center.

iv. Incorporation of a continuous quality improvement model - The NVWIB Operating Principles identify several core processes that will be utilized to work towards several quality service goals, including:

- Continuous Quality Process Improvement strategies are used to insure our strategies meet changing expectations of our customer and the marketplace.
- The CQI principle of data-driven decision making is used in the operational end of all systems and processes.
- We seek to collaborate and to build partnerships around all of the goals, strategies and tasks we are engaged in.

c. Other Community Partners

- i. **As reflected in the Workforce Area #11 map on page 16, we have been successful in adding new community partners as emerging workforce center sites as Faith or Community Based workforce partners.** We intend to continue to enhance that new site outreach in 2010 – 2011. Further, the Workforce Area #11 One Stop Operator, Fairfax County Department of Family Services, has been very successful in developing and administering a Financial Literacy initiative at each of the three Fairfax County ***SkillSource***

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Centers. That initiative has also included free Federal and State tax preparation assistance along with related resources for starting a checking account and referrals to other tax or financial professionals. That initiative will continue into 2010-2011.

2) Efforts to Enhance Pathways to Learning

- a. **Procedures to quickly identify customer aptitudes, interests and gaps in order to develop individualized service plans based on customer needs.** For those Northern Virginia *SkillSource* Center customers seeking workforce services beyond WIA Core Services, the Centers provide access to Career Scope (Career Interests assessment), TABE testing (assessment of basic reading comprehension) and the Virginia Career Readiness Certificate (administered by the Virginia Community College System). The Northern Virginia Workforce Investment Board is also evaluating another jobseeker evaluation tool that may be implemented during 2010-2011. Through a partnership with Monster started in September 2009, *SkillSource* Center customers may also participate in a wide variety of free career research and job development resources made available by Monster online at www.monster.com.
- b. **Introduction of methods to inform customers when some levels of education and skill enhancement are likely to be necessary to achieve greater employment and earnings potential.** Within Workforce Area #11 and the Northern Virginia and Greater Washington regional economy, there is already an ongoing focus on skills development and educational attainment of jobseekers utilizing our *SkillSource* Centers. Current customers seeking basic regional labor market information and examining available job openings are made aware of employer demands for technical skills and formal college degrees. Center staff focuses on the direct relationship of formal education achieved and the likely greater earning power of jobseekers. A key consideration is the cost of living within the Northern Virginia region and the hourly wage/annual salary necessary to support an individual or family in the area. Further, Center staff highlights the

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fast-growing industries and well-paying occupations that are increasing within the Northern Virginia region.

- c. **Mechanisms or revised service strategies to promote greater emphasis on mentoring, coaching and advising customers, as opposed to a more “traditional” view of case management as a processing function.** At the new Virginia Workforce Center in Woodbridge, Virginia, the *SkillSource* Group, Inc., on behalf of the Center Partner agencies, has created and hired a Center Greeter position. The purpose of this position is to meet Center customers at the front door, quickly assess their reasons for being at the Center and to coach and advise each individual customer to move directly to the public computers or to seek specific supports from an Agency Partner representative. The Greeter also circulates throughout the Public Resource Area, a large room of 35 publicly-accessible computers to answer questions, provide technical assistance on computer or technology problems and to offer support and guidance to jobseekers working on their own in a Core Services environment. The creation of this position, and the hiring of a bi-lingual (English and Spanish) Greeter, has been very well received by Center managers and customers alike. The incumbent has added a very personal contact point within the Center, assists in reducing bureaucratic barriers to first-time customers and is largely responsible for the Center’s success in responding to the large flow of customers that continues unabated.

The Workforce Area #11 One Stop Operator, Fairfax County Department of Family Services, will also continue to operate its non-WIA funded Job Corner, which operates from the Falls Church *SkillSource* Center. The Job Corner supports young adults both in-school and out-of-school and provides informal mentoring, coaching and advising, for both higher education beyond high school along with job search and job placements. The services at the Job Corner complement and supplement the WIA Youth Program services available at the other Northern Virginia *SkillSource* Centers.

- d. Policies and procedures to afford customers efficient access to training services, aligning local system to respond to challenges set forth by the President and the Governor in terms of greater educational attainment.** WIA Training policies and procedures implemented within Workforce Area #11 follow Federal Workforce Investment Act regulations of service policy ranging from an introductory Orientation and Core Services, with continued case management involvement with Intensive Services, culminating in a determination that Training Services are necessary and required for employment. Workforce Area #11 officials believe our current processes are efficient and customer-friendly, as WIA Orientation sessions are held weekly within one of our five *SkillSource* Centers. Caseload demands generally necessitate a two-three week schedule for enrollment in a WIA Orientation Session, with Core and Intensive case management services following shortly thereafter, as determined by the jobseeker. At that time, a determination of the need for additional Training Services is made between the case manager and the job seeker; a training provider is identified and selected and training is scheduled promptly.
- e. Connections to existing programs offered by educational institutions in the area with proven track records of success.** Through December 2010, the Northern Virginia Workforce Area #11 had committed available funding of \$532,830 for Individual Training Account (ITA) vouchers for FY 2011; for the calendar year 2010, Workforce Area #11 has committed \$912,907 in training vouchers. This funding level is nearly 125% greater than funding available for training four to five years ago and funds for customer training are expected to continue to be available through 2011 and 2012. As Workforce Area #11 focuses available training on skills and occupations in high-growth industries where wages and salaries will lead to self-sufficiency, a number of educational institutions have shown consistent results in building student's skills and aligning with businesses seeking a skilled and trained workforce. Based on independent regional economic projections for Northern Virginia, Workforce Area #11 expects to see continued job growth in Professional and Business Services, Health Care

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and re-emerging job growth in Retail and Hospitality, following the job losses in 2008-2009. Case managers within the Northern Virginia *SkillSource* Centers will continue to use regional labor market information to inform job-seeking customers about the growing industries and the skills and degrees needed to enter those industries. Moreover, Center customers seeking to pursue additional training through a WIA ITA voucher are encouraged to compare and contrast published results of training outcomes from the Approved Training Providers to confirm that their training selection is an appropriate choice.

- f. Strategies to increase education and training services that provide the services and benefits of a career pathway including college credits towards postsecondary education credentials, preparation and assessments for portable certifications and licensures, and development of individual career and education plans and portfolios.** An initial strategy to increase education and training services undertaken by Workforce Area #11 has been to plan, identify funding and implement the placement of an Affiliate *SkillSource* Center on the Woodbridge campus of Northern Virginia Community College. This new Center opened in February 2010. The focus of this new Center is to align the workforce and labor market services available through the Northern Virginia Workforce Investment Board and the Workforce Investment Act with students at Northern Virginia Community College. At the Center, multiple computers with high speed Internet access are available for use by students for either job search or career exploration. A Center Manager is onsite during the time the Center is open to answer questions or to support students in their job search or resume development processes. NVWIB officials expect that the Center's assessment and certification offerings will expand as student utilization grows. Given the six campuses of Northern Virginia Community College, the NVWIB Board would be interested in expanding to other campus locations, should Workforce Area #11 be invited to participate and should space on the campus be found for an Affiliate *SkillSource* Center.

g. Initiatives to increase the number of registered apprentice programs in the region particularly those that provide employer-sponsored tuition support.

In 2009, the *SkillSource* Group, Inc., on behalf of the Northern Virginia Workforce Investment Board, was awarded grant funding totaling \$243,631 from the U.S. Department of Labor, Office of Disability Employment Policy (ODEP) to align registered apprenticeships with workforce services to young adults with disabilities. The *SkillSource* Group, Inc. and Northern Virginia were one of two grantees selected nationwide. *SkillSource* and its contractors in Workforce Area #11 are working to highlight the multiple opportunities for registered apprenticeships in our region and in planning and creating new apprenticeship sites. Moreover, during 2010-2011, *SkillSource* intends to work closely with State officials at the Virginia Department of Labor and Industry (DOLI) to examine the current opportunity to create new skills-based registered apprenticeships rather than the traditional time-based apprenticeship model. It should be noted that the transition from a time-based to a skills-based apprenticeship model needs to be made by State DOLI officials in addition to the State Apprenticeship Council; Workforce Area #11 cannot implement this change unilaterally.

h. Provision of basic skills assessment and development designed to transition participants into postsecondary education and training including computer-based or classroom training. In 2010, Northern Virginia *SkillSource* Centers will continue to provide basic skills assessments such as the TABE, along with the Virginia Career Readiness Certificate testing modules as entry-points for continued post-secondary education and training opportunities to Center job-seeking customers. It must be recognized, however, that these current Center assessments are not recognized by higher education institutions as a means of accessing college-level classes and training. Both Northern Virginia Community College and George Mason University, to use two examples, utilize their own entrance testing for determining appropriate selection of students.

3) WIA Compliance Matters

a. Governance

- i. **How the WIB will coordinate and interact with the local elected officials regarding workforce investment activities. Include statement that CLEO Consortium Agreements and CLEO-LWIB agreements are executed and in place in the local area, with documentation of both available for state review upon request.** The Northern Virginia Workforce Investment Board exists due to the long history of collaboration and coordination between the Chief Elected Officials and the elected bodies of the three counties and four cities. The NVWIB Chief Elected Official is the Honorable Sharon Bulova, the Chairman of the Fairfax County Board of Supervisors. Chairman Bulova schedules a meeting of her CLEO counterparts from the Northern Virginia Workforce Area at least twice per year and also includes local elected officials in ad hoc updates and briefings as appropriate. Moreover, the NVWIB Executive Director meets twice per year with the NVWIB Policy Committee, comprised of senior County and City representatives of each participating locality in Area 11, to assure adequate coordination and information sharing.

The CLEO Consortium Agreement and the CLEO-NVWIB Agreement are executed and are available for State review upon request.

- ii. **How the Board will carry out its responsibilities for oversight, monitoring, and corrective action of the Title I program.** The Northern Virginia Workforce Area has implemented an active oversight and monitoring protocol. The NVWIB Board of Directors Quality Assurance Committee is responsible for ongoing oversight of Northern Virginia *SkillSource* Center and oversees ongoing performance management, Center operations and bi-annual certification and any corrective actions determined necessary. NVWIB staff, particularly the Executive Director and the Coordinator of Monitoring and Center certifications, leads the internal Center monitoring protocols. A copy of the NVWIB Center Monitoring document, along with a FY 2011 Center Monitoring Schedule is attached. (Attachment 8)

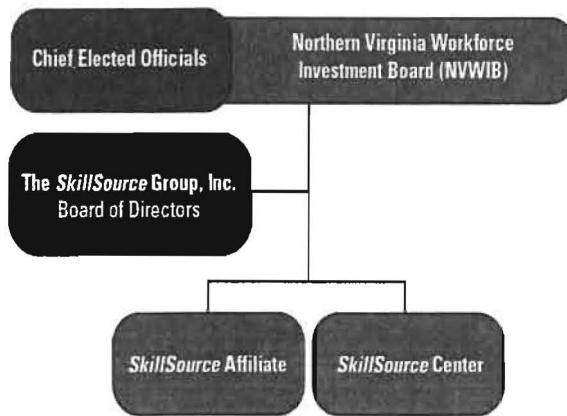
The Monitoring Coordinator schedules six month monitoring reviews with Certified and Affiliate Centers and leads a review team comprised of NVWIB staff and NVWIB Leadership Team members, which may include NVWIB Board members. The monitoring reviews all follow an approved checklist of programs and activities to be reviewed and include both Center staff and customer surveys conducted during the monitoring visit. Within one week of the Monitoring 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.

iii. How the Board will conduct business in accordance with the Sunshine Provisions of the Workforce Investment Act. The Northern Virginia Workforce Investment Board is committed to conducting business in accordance with the Sunshine Provisions of the Workforce Investment Act. All Committee and Board meetings are advertised at least one month (30 days) prior to the actual meeting date and the six month meeting schedule is advertised on the NVWIB website at www.mvskillsource.org. Public comment periods are also included in the NVWIB Board of Directors meeting agenda. Major Board policy documents are advertised on the NVWIB website and in local newspapers and business journals to solicit public review and comment.

iv. How the local board will be staffed. The Northern Virginia Workforce Investment Board is independently staffed from other regional workforce functions. The *SkillSource* Group, Inc., a non-profit 501 c (3) organization serves as the fiscal agent and WIA grant sub-recipient for Federal WIA funding in workforce area 11. The following organization chart reflects the working relationships between the region's Chief Elected Officials, the

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Northern Virginia Workforce Investment Board and the ***SkillSource*** Group, Inc.



The ***SkillSource*** Group, Inc. staffing organization chart is reflected in attachment 1. It should be noted that ***SkillSource***, through successfully winning grant funding or contracts from non-Federal Workforce Investment Act sources, may have staff specifically delivering certain workforce services. The inclusion of the Vice President of Operations position in the staff organization chart further separates the policy function of the local Workforce Board from the ongoing oversight and direction of program operations.

b. Required One-Stop Elements

- i. **How the services provided by each of the partners required by federal and state law and any other optional partners are being coordinated and/or integrated and made available through the centers that comprise the local workforce investment system.**

The Northern Virginia Workforce Investment Board oversees workforce services and activities in three counties (Fairfax, Loudoun and Prince William) and four cities (Falls Church, Fairfax, Manassas and Manassas Park). This workforce area represents over 1.8 million residents and over twenty thousand businesses in the region and is the largest workforce area, by population, in the Commonwealth of Virginia. The region's daytime workforce population exceeds 750,000. The primary private sector industry clusters in our region include business services,

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information technology, health care, construction, retail and hospitality. Unlike other parts of the Commonwealth, public services, including Federal and local government, are also large employers in our region.

The Northern Virginia Workforce Investment Board exists due to the long history of collaboration and coordination between the Chief Elected Officials and the elected bodies of the three counties and four cities. This Workforce Area also works closely with the Alexandria-Arlington Workforce Investment Board (Area 12) to ensure appropriate services and coverage for the entire Northern Virginia Labor Market. The NVWIB plays several roles in furtherance of our vision and mission: 1) We endeavor to catalyze change in the community to build effective partnerships; 2) We act as an intermediary/broker between key stakeholders to ensure mutually beneficial relationships and outcomes; and 3) We strategically invest in program innovation.

There are eighteen (18) partners in the Northern Virginia Workforce System, some of whom are WIA non-mandatory partner organizations. Partner organizations bring critical expertise and resources to the One Stop Centers and greatly supplement available Federal WIA funding with related Federal, State and local funding resources. In Northern Virginia, Partner organizations serve as members of local CQI Teams, which support the One Stop Center Manager in developing and implementing procedures and programs to support local Center customers. Partner representatives also participate on the Design and Leadership Teams, which support the NVWIB Executive Director and the NVWIB Board of Directors in assessing program options and in program implementation. The Partners to the Northern Virginia Workforce Investment Board have agreed to provide the following programs and services, where feasible:

- Jointly promote integration of programs through joint planning;
- Align planning and budgeting processes to the vision and goals of the workforce system;

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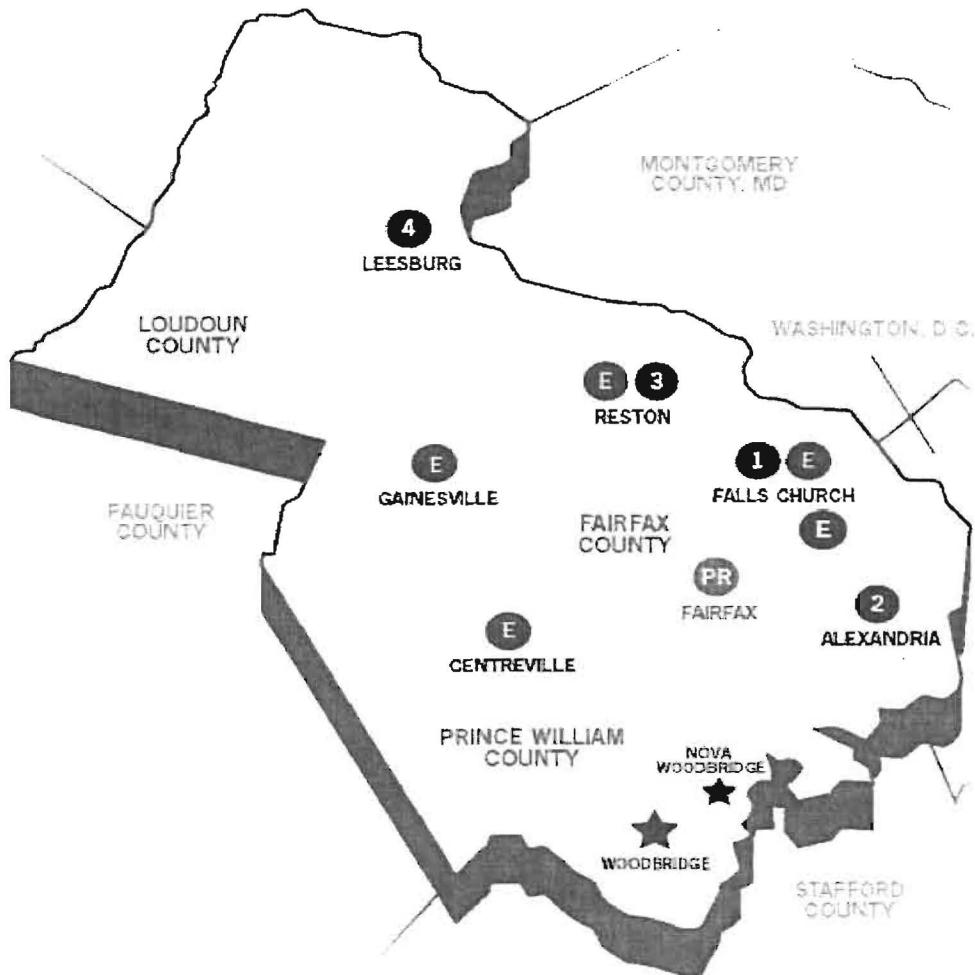
- Identify and support workforce skill standards and industry performance measures to drive common outcomes;
- Coordinate resources and programs to promote a more streamlined and efficient workforce system;
- Promote information sharing and coordination of activities to improve performance of local parties;
- Use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law;
- Identify and address barriers to coordination;
- Promote development and implementation of a more unified system of measuring performance and accountability under the Workforce Investment Act;
- Promote development of common data systems to continuously improve services;
- Authorize WIA training funds to support workforce development and employment and training opportunities in occupations that are identified as a high-demand group.

Since its inception in 2000, the NVWIB has created a specific team and committee structure to provide for staff and partner input into overall NVWIB operations and program implementation. Specifically, a Design Team, comprised of Center Managers and Partner representatives meets every six weeks to review operations and develop program strategies. Another quality review and process team, a Complete Quality Initiative (CQI) Team is also comprised of both Center and Partner agency staff. A Leadership Team, comprised of senior Center Managers, senior Partner representatives and the NVWIB Executive Director meet every six weeks to develop program strategies and to actively reach issue consensus. Design Team, CQI Team and Leadership Team issues and activities are brought to NVWIB Committee attention and action, as necessary, by the NVWIB Executive Director.

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- ii. Where the comprehensive, physical site(s) and any affiliates sites are located to meet customer needs, including employers, within the local area. If additional sites are contemplated for the plan year, describe how the locations will be determined and provide a timeline indicating when the new sites will become operational.**

The current locations of the five (5) Northern Virginia *SkillSource* Centers are reflected in the following map with the addresses and locations identified below.



1. Falls Church SkillSource Center, 6245 Leesburg Pike, Falls Church 22041
2. South County SkillSource Center, 8350 Richmond Highway, Alexandria 22309

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3. Lake Anne Employment Resource Center, 11484 Washington Blvd West, Reston 20190
4. Loudoun Workforce Resource Center, 102 Heritage Way, N.E., Leesburg, 20176
5. Prince William Workforce Center, 13370 Minnieville Road, Woodbridge, 22192
6. Career Development and Employment Services Center, Northern Virginia Community College, 15200 Neabsco Mills Road, Room 254, Woodbridge, 22191
7. Fairfax County Pre-Release Employment Center, 10520B Judicial Drive, Fairfax, 22030
8. SHARE Network Site at Reston Interfaith, 11150 Sunset Hills Road, Reston, 20190
9. SHARE Network Site at Katherine Hanley Shelter, 13000 Lee Hwy, Fairfax, 22030
10. SHARE Network Site at Auspicious Cloud Monastery, 2101 James Madison Hwy, Haymarket, 20169
11. SHARE Network Site at Boat People SOS, 6066 Leesburg Pike, Suite 100, Falls Church, 22041
12. SHARE Network Site at Kingsley Commons, 3175-B Monticello Drive, Falls Church, 22042

iii. The process that is in place to select the Virginia Workforce Operator(s) within the local area.

The Northern Virginia Workforce Area #11 and a consortium of entities representing adult education and literacy, senior community service, housing and community development, Wagner-Peyser, and local social services designated the Fairfax County Department of Family Services as its lead One Stop Operator. A competitive procurement process is utilized to select the Youth Operator for the Northern Virginia Workforce System. Currently, the Fairfax County Department of Family Services is the Youth Program Operator for the Northern Virginia Workforce System.

iv. Identify the Virginia Workforce Center Operator for each site within the local area.

The Fairfax County Department of Family Services is the lead One Stop Operator and the WIA Youth Program Operator for Workforce Area #11. As directed by State officials, Workforce Area #11 is updating its One Stop Operator's Agreement to include the Fairfax County Department of Family Services, the Department of

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Housing and Community Development and Northern Virginia Community College, as the required consortium of partner organizations. (Attachment 7).

v. Provide a statement indicating that the WIB has all required MOUs with partner agencies executed and available for State review upon request.

A copy of the 2010-2012 Workforce Area #11 Consortium Agreement is attached (Attachment 9). All required Memoranda of Agreement are in place and are available for review upon State request.

c. Adult and Dislocated Workers

i. How customers will access Title I B information and services.

For FY 2011, the NVWIB's One Stop Center Operator, the Fairfax County Department of Family Services, is the primary provider or facilitator of these services. The One Stop Operator is responsible for ensuring that the integrated service delivery system at the seven (7) One Stop *SkillSource* Centers and supports all of the NVWIB policies related to oversight and implementation of the one stop delivery system. Additionally, the One Stop Operator is responsible for ensuring the service delivery system at the Center fully integrates the NVWIB's protocols, policies and quality standards. Workforce services information is also available at the NVWIB website at www.myskillsource.org.

For jobseekers, the NVWIB *SkillSource* Centers provide the following services:

- One-Stop Employment Centers for effective job search activities
- Internet-based Job Bank (through the Virginia Workforce Connection)
- Internet-based Resume Bank (through the Virginia Workforce Connection)
- Vocational Assessment
- Education and Training Resources
- On-the-Job Training (OJT)
- Work Experience

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- Basic Skills Training
- Entrepreneurship Training
- Supportive Services as needed, including referrals to child care, transportation, health care, drug and alcohol services, etc.
- Employment Workshops

For employers, the NVWIB ***SkillSource*** Centers provide the following services:

- Placement and Staffing
- Business Service Center
- Labor Market Information
- Internet-based Job Posting
- Internet-based Resume Bank
- On-The-Job Training Wage Subsidies
- Federal and State Tax Credits and Employee Bonding
- Job Fairs

ii. How the Local Workforce Investment Board will ensure universal access to all core services in the local area.

The NVWIB's selected One Stop Operator (Fairfax County Department of Family Services) identifies issues that need to be addressed regarding service delivery. The managing partner, identified by the Consortium of Partners, works with collocated partners to form a solution, but is empowered to make a final call when a decision cannot be reached or when timing requires that a decision be made immediately. The One Stop Operator is responsible for ensuring that the integrated service delivery system at the One Stop ***SkillSource*** Centers supports all of the NVWIB policies related to oversight and implementation of the one stop delivery system. Additionally, the One Stop Operator is responsible for ensuring the service delivery system at the Center fully integrates the NVWIB's protocols, policies and quality standards. Through the partnership structures of the Design and CQI Teams, the

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Operator facilitates the sharing of information and maintenance of data and supports the continuous quality improvement methodology.

Information on NVWIB services to the community, including local businesses, is communicated through several mediums, including pamphlets, Internet-based information, direct mail postcards, electronic newsletters, local focus group sessions and an annual Community Workforce Forum.

Additionally, the NVWIB has continuously forged stronger partnerships with various state and local agencies and taken several measures to ensure universal and equal access to One Stop Services in terms of the design and provision of services to a diverse group of individuals including those with disabilities and limited English proficiency. The NVWIB *SkillSource* One Stop Centers have developed a successful partnership with the Virginia Department Rehabilitative Services and that partnership has provided a Disability Program Navigator (DPN) representative who advocates services for people with disabilities. The DPN also provide technical assistance to *SkillSource* One-Stop centers covering physical accessibility and assistive technology. The *SkillSource* One-Stop staff currently participates in the State's Accessibility Workgroup geared towards establishing State standards for One-Stop certification.

iii. The type and availability of adult and dislocated worker employment and training activities and supportive services that will be available in the local area.

The NVWIB offers an excellent array of adult and dislocated worker employment and training activities throughout the region. Each of the five (5) *SkillSource* Centers provides an access point for both adult and dislocated worker services, including all Core, Intensive and Training services. Moreover, the NVWIB is continuing to focus its resources on fast-growing industries throughout the region and is emphasizing linkages between the NVWIB and these growing industry clusters and the employment opportunities within each particular industry group. The NVWIB is utilizing its One Stop Contractor, the Fairfax County Department of Family

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Services, to ensure the continued excellent delivery of adult and dislocated programs and services throughout the region.

The type and availability of adult and dislocated worker employment and training activities include core, intensive and training services. Core services may include the following: Eligibility determination, Outreach and Intake, Initial assessment, Labor Market Information, performance information on Eligible Training Providers, performance information on One Stop delivery system, Information on supportive services and referral to supportive services, information regarding filing for Unemployment Information (UI), resource room usage, Workshops and job clubs.

Intensive services may include but not limited to the following: job search & placement assistance, follow up services including counseling regarding the work place, job referrals, job development, workshops and job clubs facilitated by WIA funded staff, resume preparation, full development of the IEP, comprehensive and objective assessments, group counseling and guidance, vocational guidance, proficiency testing, case management, short term pre vocational services, basic computer literacy skills, work experience, literacy activities related to basic work readiness.

Training services may include: Occupational Skills Training, On-the-Job Training, skill upgrading and retraining, adult education and literacy activities in combination with training, private sector training, entrepreneurial training, customized training.

iv. Describe how local workforce investment activities will be coordinated with statewide rapid response activities.

The NVWIB and the One Stop Center staff have an excellent working relationship with the Regional Coordinator of Rapid Response activities. On an ongoing basis, NVWIB and One Stop Center staff is in close communications with pending or actual layoff notices and site visits to local companies are coordinated to ensure

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that customers receive accurate and detailed information in an efficient and effective manner. The NVWIB Executive Director also receives the Regional Rapid Response Coordinator's monthly activity report which provides for additional information to be shared with local staff, as necessary.

v. The policy used by the local area to solicit and select training providers for the eligible provider list.

In order to become an Eligible Training Provider for the Northern Virginia Workforce Area under the Workforce Investment Act, an application must be completed according to the instructions that are provided. Training providers may submit an application directly to the NVWIB Coordinator of Training Providers and instructions and necessary forms are all available online at the NVWIB website.

Becoming an Eligible Training Provider for the Northern Virginia Workforce Area under the Workforce Investment Act (WIA) authorizes training providers to accept eligible adults into these training programs who have Individual Training Accounts (ITAs) under the Workforce Investment Act. Students applying under this program will provide vouchers from the NVWIB to pay for their training. Under the WIA principle of streamlining services, ITAs will be issued by certified *SkillSource* Centers throughout the Northern Virginia area.

The NVWIB Coordinator of Training Providers reviews the submitted application to assure appropriate and consistent responses; the Coordinator also works closely with the NVWIB Executive Director and the NVWIB Quality Assurance Committee members to assure appropriate Board approval of the new training provider. Once approved by the NVWIB Board, the NVWIB Training Coordinator works closely with State officials to have the provider's name placed on the State Training Provider List.

Once approved, training providers are invited to call and plan a visit to any of the one-stop centers at their convenience to market their programs. Eligible adults are not limited to their local area when choosing programs; they may choose any

program throughout the state. The name of the training provider and the approved programs will be listed on this website, as well as on the State WIA website.

vi. Describe the Individual Training Account policy used in the local area, including dollar limits, duration, referral to training, etc.

The Northern Virginia Workforce Investment Board Individual Training Account Policy gives adults the power to choose eligible training programs to accomplish their employment goals. Customer choice accompanied by effective case management will be utilized to purchase WIA training for jobseekers. Training will be available to customers for skill upgrades or to gain access into a new occupation. Customers will gain the skills and credentials needed by choosing from an updated and comprehensive list of eligible training providers specific to their identified needs. The information on each training provider is performance based and will include information on the performance and job placement rates of each training provider. This consumer information will be made available at the Northern Virginia *SkillSource* Centers and on the Internet.

At the Northern Virginia Workforce Area, the value of an Individual Training Account funded through WIA Formula funding shall not exceed \$3,500. Nearly all training activities will not exceed eight to nine months in duration. If necessary, the NVWIB policy allows case managers to refer higher cost vouchers to the NVWIB Executive Director for approval. Customers will confer with a case management to make informed decisions about training available matched to their career interests and employment goals. Case managers will help customers select the training and vendor based on the customer's ability to benefit from the training in relation to job opportunities available to the customer once the training is completed.

vii. How the local area will ensure the continuous improvement of eligible providers of service and ensure that such providers meet the occupational demand, including employment and training needs of employers, workers and job seekers throughout the local area.

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The NVWIB currently monitors the One Stop Operator of the five *SkillSource* Centers on an ongoing basis, reviewing Core and Intensive Service intakes, cases under management, program exits and WIA performance outcomes. Further, the NVWIB Eligible Training Provider analyst also reviews practices and procedures of the regional training providers that have been certified to receive WIA customers with training vouchers. Since 2002, the NVWIB has implemented customer surveys, both in paper copy and online, for both jobseekers and business customers of the WIB, to assess and monitor overall customer satisfaction with services provided through the *SkillSource* Centers and the NVWIB.

viii. Describe the local area's on-the-job training policy and process. Since 2004, the Northern Virginia region (Area 11) has implemented a multi-industry OJT initiative that focuses on multiple industries and fixed authorized subsidized wage rates. The table below shows Area 11's OJT Wage Subsidies Authorization Options for employers within various industry clusters. These reimbursement rates will be revised and expanded within the U.S. Department of Labor's enhanced reimbursement rates for this grant solicitation.

Regional Industry Cluster	Total OJT Contract Term	Median Regional Hourly Wage	Minimum Hourly Wage Subsidized*	Maximum Hourly Wage Subsidized Rate
Retail	3 Months	\$10.19	\$9.00/hr.	\$4.50/hr.
Construction	3 Months	\$15.15	\$11.50/hr.	\$5.75/hr.
Business Services/ Administrative Support	5 Months	\$22.92	\$15.00/hr.	\$7.50/hr.
Health Care	5 Months	\$12.21	\$11.00/hr.	\$5.50/hr.
Information Technology	5 Months	\$29.65	\$22.00/hr.	\$11.00/hr.

One Stop Centers and staff will contact dislocated workers by mail and phone to inform them of the potential OJT opportunities that will provide immediate

placement, paid training and opportunities for retention and advancement. The dislocated worker will receive information in the mail and/or at the One Stop Center meeting about the company, position, wages, benefits and opportunities for advancement. Each jobseeker will be invited to the nearest One Stop Center to meet with a case manager. The case manager will conduct an initial interview and administer the standard Virginia Career Readiness Certificate to determine interest, aptitudes and skills of potential workers and subsequently make recommendations for jobs in industries/occupations for which they would be best suited.

The case manager will maintain contact with regional employers and line up a suitable OJT opportunity for the customer. The employer will then contact the participant and schedule a time for an interview conducted at their company headquarters and/or worksite. Case managers will collect and maintain files on each worker and assist them with developing a work portfolio containing resume, WIB enrollment forms and essential documents. Workers will be dual-enrolled from the point of intake into the One Stop systems and the OJT Reemployment initiative.

Each employer will sign an OJT Contract with the Northern Virginia Workforce Investment Board that specifies the specific occupation and job description, detailing necessary skills/aptitudes for each position, job site(s), designated site supervisor(s), classroom training, if applicable, work tools/equipment that will be provided, industry-standard training materials/curriculum that will be utilized in training plan, workplace mentoring plan, if applicable and the wages/benefits and standard increases applied at designated benchmarks.

The employer will also agree to 1) provide employee with up to four hours per month to meet with One Stop case manager; 2) require site supervisor to maintain regular (minimum of two hours per month) contact with case manager to report progress/performance for each employee under their supervision; 3) accept responsibility for submitting all required reports including wage reimbursement forms and employee progress reports.

x. Describe the local area's customized training policy and process.

The Northern Virginia Workforce Investment Board does not have a customized training policy and process at this time.

xi. Declare whether the local area has declared that funds available for adult workforce investment services are limited or unlimited. Provide the criteria used to determine the availability of funds.

The Northern Virginia Workforce Investment Board represents the most populous local workforce area in the Commonwealth of Virginia, with an estimated population of 1.8 million. The Board continues to declare that funds available for adult workforce investment services are limited, as WIA Formula Funding is not sufficient to meet ongoing regional demands. As reflected in State Policy 03-03, two of the three required criteria necessary to declare Unlimited Funding are not in place in Workforce Area #11 in FY 2011; 1) The Workforce Area does not receive funding from other sources that is equivalent to 50% of the Total WIA Allocation; 2) The Workforce Area does not receive in-kind contributions from other sources that is equivalent to at least 25% of the Total WIA Allocation. The third criteria is correct, as the Workforce Area #11 unemployment rate is less than the Statewide average unemployment rate.

In working to continue delivering adult and dislocated worker services in an outstanding manner, a major challenge to the NVWIB has been the continued insufficient levels of WIA formula funds in both the Adult, Dislocated Worker and Youth programs. We note that for PY 2010 (FY 2011) the Northern Virginia Workforce Investment Board has received WIA formula funding allocations totaling \$2.42 million, an increase of 40% above FY 2010 funding allocations. While noting this increase, it is also important to note the continued increase in both core and intensive/training services in our workforce area. In FY 2010, there were 31,942 jobseekers who were provided with core services and of those, 1,392 were enrolled in intensive and training services. Based on the first six months of FY 2011, core

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services are projected to increase by 41% or 45,038 and intensive and training services by 19%, or 2,190. In total, Workforce Area #11 is projecting over 100,000 visits at its five (5) *SkillSource* Centers during the July 2010-June 2011 time period.

xii. Provide the local area's priority of service policy that will be implemented when adult funds are determined to be limited.

The Northern Virginia Workforce Investment Board Priority of Service Policy is shown on attachment 2.

xiii. Provide the local area's definition of self-sufficiency that will be utilized in determining eligibility for intensive and training services for employed workers.

The Northern Virginia Workforce Investment Board defines self-sufficiency as the ability of an individual to adequately provide for the needs of oneself and family members from the earnings received from employment. To be self-sufficient, income must fall at least above the U.S. Health and Human Services Lower Living Standard Income Level (LLSIL) for the Northern Virginia region. The Northern Virginia Workforce Investment Board Self-Sufficiency Policy is shown on attachment 2-A.

xiv. Has Workforce Area #11 defined hard-to-serve populations with additional barriers to employment? If so, what are the definitions and how are services coordinated for such populations?

Workforce Area #11 has not defined additional hard-to-serve populations with additional barriers to employment.

xv. Describe the local area's policy on the provision of services to employed workers.

The Northern Virginia Workforce Investment Board policy on the provision of service to employed workers is shown on attachment 2-A. Attachment 3 reflects the Workforce Area #11 policy for Incumbent Worker / Layoff Aversion. This policy has been recently updated to reflect recent Federal and State policy updates surrounding incumbent workers and layoff aversion program strategies.

d. Youth

i. The local area's strategy for providing comprehensive services to eligible youth.

There is broad variety of youth employment services and activities in the Northern Virginia region, with a number of both public and non-profit providers available to deliver services. Currently, the NVWIB is utilizing Fairfax County Government as its WIA youth service provider; an RFP was conducted by the NVWIB in 2010 to competitively bid for WIA youth services and the Fairfax County Department of Family Services was selected and that contract can be renewed annually through 2015.

For the NVWIB provision of youth services and selection of a youth services provider, a major challenge has been the greatly-reduced WIA Youth Program funding allocation. For the NVWIB, youth program funding has been reduced from \$1.3 million in 2001 to roughly \$310,000 in 2010. Overall youth program activities and service components have been greatly scaled back, with new youth enrollments being limited for FY 2010. Staff will continue to serve WIA eligible youth with individual case management services as well as maximize limited resources with new projects customized to meet the needs of specific at-risk youth populations. For example, through new partnerships with other agencies there are two demonstration projects underway that combine resources and staffing to provide young people access to the ten WIA youth elements. One project is called Choices for Success and is a nine month project to help youth transitioning out of foster care is self-sufficient and successful in the workforce. This project has demonstrated positive outcomes during its first two years including increased job placements and post secondary school attendance for the foster care youth participating and will be operating for a third year. Another new initiative is in partnership with juvenile court services and will be to assist youth offenders with their employment and training needs through a six month program called POWER (Providing Offenders with Employment Readiness). The NVWIB is actively seeking to develop new non-Federal WIA

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funding sources to expand youth program services in the upcoming year; in fact, our local non-WIA Summer Youth Program, the Educating Youth Through Employment Project (EYE) is in its fourth year and will serve 30 young adults in the summer of 2010. Young adult participants are selected and connected into private and public sector organizations and receive compensation for the six to eight week program, all funded through non-WIA resources.

ii. How the local area will coordinate with Job Corps, youth opportunity grants, and other youth programs.

Job Corps and other youth programs are resources for our program and partner with the NVWIB to deliver ongoing youth workforce services to eligible youth in the Northern Virginia region. Job Corps is a *SkillSource* partner agency at the Prince William Workforce Center.

iii. The measures taken by the local area to ensure compliance with applicable safety and child labor laws.

All WIA youth case managers have a copy of the federal regulation on safety and child labor laws. Youth who enter employment, both subsidized and unsubsidized and participating employers receive a copy of child labor laws and regulations. A pre-employment workshop is held on rights and responsibilities which cover child labor and safety laws.

iv. How the local area will, in general, meet the WIA's requirements regarding youth program design, in particular:

The Northern Virginia Youth Program is delivered regionally by a single contract youth provider.

a. Preparation for postsecondary educational opportunities;

Case managers offer career exploration tools and workshops. Workshops on financial aid, resources for choosing a post secondary school, including internet exploration and catalogues, SAT and SAT prep workshop and

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resources are given, and assistance in navigating applications, school visits, and required documentation.

b. Strong linkages between academic and occupational learning;

Case managers work closely with school guidance counselors to plan the transitions to employment, administer vocational and interest test, provide sites for career and occupation research, arrange job shadowing and work experience opportunities.

c. Preparation for unsubsidized employment opportunities;

All participants receive pre employment skills training before placement in unsubsidized employment. Additionally any placement must fit into the participants career goals, and provide appropriate training towards reaching them. Employers receive an orientation to the training, outlining their responsibilities, their resources, and an understanding of the ultimate benefit of the experience for the participant.

d. Effective linkages with intermediaries with strong employer connections;

The Youth program is linked to the Business Development Team of the *SkillSource* system and receives assistance with job fairs, employment opportunities, and business leads from the Business Development Team. Additionally, youth case managers receive notifications from the regional Labor Market Information System of job opportunities.

e. Alternative secondary school services;

Northern Virginia WIA youth services works closely with the alternative schools in each of the jurisdictions, conducting presentations, participating in and co-hosting job fairs and staffing clients with school personnel to both ensure that youth remain in school or if out of school have an opportunity to re-enroll. In Loudoun County, a case manager allocates time in several

alternative schools as needed and shares resources. In Prince William a case manager is located at the new Prince William Workforce Center which is a central resource in that region for youth and partners with alternative schools. In Fairfax County, we have been a resource for the alternative schools as they have been for us, sharing presentations, assessment tools, and employment information.

f. Summer employment opportunities;

In 2010, Workforce Area #11 intends to administer summer employment opportunities through a variety of different funding streams, including the American Re-investment and Recovery Act (ARRA), WIA Formula Funds, the privately-funded Educating Youth through Employment (EYE) Program and the new Temporary Assistance for Needy Families (TANF-EF) initiative. In total, we anticipate reaching over 130 young adults in summer 2010. In 2010, we will be continuing a private sector employment program, the Educating Youth through Employment (Private EYE program), with jobs and employment sponsorships funded by private industry and local government for young adults who are not eligible for WIA workforce programs.

g. Paid and unpaid work experiences

Due to limited WIA funding, the number and length of work experience placements continues to decrease each year. The NVWIB will continue to seek unpaid internship and volunteer opportunities to provide on-the-job training experiences for youth participants. Work experience will be limited to no more than 200 hours per participant. As one of multiple training options, this limitation should not interfere with the participant's ability to learn the skills needed for entry into unsubsidized employment. We will also continue to engage and support a formal connection between employers and youth through year-round job fairs for teens and young adults throughout the local workforce area.

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h. Occupational skill training;

The NVWIB will continue to offer youth training opportunities throughout the region, focusing on high demand industries. All youth will receive a thorough assessment and labor market information before training options are developed. Training providers will be reviewed for suitability, performance and reputation. The NVWIB will use State-approved training providers, whenever possible.

i. Leadership development opportunities;

The NVWIB and its WIA Youth Contractor will continue to build upon past efforts, such as the Northern Virginia Community College Youth Workforce Leadership Academy and the YouthSource Leadership Academy and will continue to identify and support leadership development activities that are appropriate for local youth, including community forums, conferences, meetings, focus groups, and other events that offer leadership opportunities and encourage civic engagement. We also provide youth program alumni who have participated in any of our projects with opportunities to strengthen their leadership skills and serve as a role model for their peers.

j. Comprehensive guidance and counseling;

Guidance and counseling will be provided by a network of counselors, educators, employers and mentors. WIA Youth specialists will provide participants with a comprehensive assessment, involve them in their own development, offer job readiness skills and career counseling, maintain ongoing contact and hold youth accountable for results. WIA Youth Program specialist will also be expected to pursue certification through the NVWIB Worker Competency certification process.

k. Supportive services;

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As the NVWIB Youth Program contractor is the Fairfax County Department of Family Services, WIA Youth Specialists also have a strong connection to service agencies for the provision of supportive services, such as mental health counseling, substance abuse programs transportation and child care.

I. Follow-up services.

The NVWIB and the WIA Youth Specialists will continue to explore creative options for youth follow-up, while building strong initial bonds. Innovative communications such as quarterly newsletters will be mailed out to active and follow-up cases announcing upcoming events and new information. Job fairs, job opportunities and employer events will also be shared with participants through email and standard mailings.

v. The eligibility assessment tool, individualized training plan, and case management system for the youth program.

The NVWIB Youth eligibility assessment tool, individualized training plan and case management system are referenced in attachment 4.

vi. Describe how the Local Workforce Investment Board will identify existing providers of youth services through other funding sources for the purpose of leveraging WIA funds for the delivery of the youth program in the local area.

The NVWIB and Youth Council will identify additional providers of youth services as additional funding opportunities are identified and awarded. As noted earlier, the Northern Virginia Workforce Investment Board is actively engaged in leveraging existing federal, State, local and other resources to maximize resource effectiveness, particularly in youth services and programs. As new funding resources are identified, the NVWIB, Youth Council and *SkillSource* Group, Inc. will utilize competitive procurement requirements to identify and acquire additional youth service providers.

vii. How will the local area increase awareness of and recruitment into older out-of-school youth programs and services?

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Outreach efforts for older out of school youth will include continued collaboration with partner government agencies, faith and community based organizations, and programs that support school drop-out and juvenile delinquency. Examples of these include the Choices for Success Foster Care Program, GRANTS GED Program, New Hope Housing, and Support on Suspension. Additionally, the youth program is made aware and available to older youth who come into the *SkillSource* Centers located throughout the workforce area. Job Corner, a youth-only employment center, attracts and engages older youth through the center's offerings focused on employment, basic education, and job training.

viii. Describe the area's policy for defining youth in need of additional assistance, and the strategies for serving such youth.

Our area defines youth in need of additional assistance as the following (consistent with VCCS WIA Policy #00-5 and contained in our youth case management policy manual). Additional assistance may be defined as eligible youth with a specific barrier such as those with lack of family support, difficulty obtaining and retaining employment, unstable or traumatic living conditions, emotional, physical or learning impairments, and termination of job.

- Enrolled in an eligible education program, but also requires additional assistance beyond that offered by the service provider in order to complete the activity or program; or
- An eligible youth who is near the point of being ready for a job or employment, but requires additional assistance under Title I to acquire or retain a job.
- The additional requirements will be specified by the educational program operator to avoid failure in obtaining a specific job, or a present employer to prevent an employed youth from losing employment.”

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Strategy- The Workforce Area #11 strategy is to use a strength-based model that includes documenting the needs in youth's Individual Service Strategy, using comprehensive assessments and evaluations, and providing appropriate training and support for the advancement of the youth's basic, occupational, and work readiness skills.

ix. Describe the WIBs budgetary considerations and procedures for assuring that 30% of youth funds are expended on the out-of-school population.

Workforce Area #11 has aligned our service delivery to reflect this focus. It is expected that more than 30% of youth funds will be expended on the out-of-school population in FY 2010. Caseload estimates and expenditures are monitored on a monthly and quarterly basis to assure the accurate expenditure of funds for the out-of-school population.

e. Fiscal and Budgetary Matters

i. Indicate anticipated levels of service and budgets planned by the Local Workforce Investment Board for the plan year.

For PY 2010 (FY 2011) the Northern Virginia Workforce Investment Board has received preliminary WIA formula funding allocations totaling \$2.42 million, an increase of roughly 40% above FY 2010 funding allocations, without factoring ARRA Stimulus Funding. All awarded ARRA funds are planned to be fully expended by June 2011.

In PY 2010 (FY 2011), the NVWIB expects to serve approximately 100,000 (representing more than 50,000 unduplicated visits) adults in Core services within our five (5) ***SkillSource*** Centers. Approximately 300 will be determined eligible for Adult Intensive Services and 525 in Dislocated Worker Intensive Services. Approximately 125 youth will be served in the Youth Program. It is generally estimated that the Adult and Dislocated Worker Intensive Service caseloads will continue without reduction into PY 2011.

ii. Describe how the Local Workforce Investment Board will use the funds it receives to leverage other Federal, State, local, and other resources in order to maximize the effectiveness of such resources and to expand the participation of businesses, employees, and individuals in the workforce investment system.

The Northern Virginia Workforce Investment Board is actively engaged in leveraging existing federal, State, local and other resources to maximize resource effectiveness. Since 2003, the NVWIB has been focused on multiple resource development initiatives, including hiring an Associate Development Director and adding related grant-writing resources to identify and pursue 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.

Over the past several years, the NVWIB and SSG have been successful in acquiring several additional grants and contracts. For 2011, the SSG will continue to administer a very successful ex-offenders reentry initiative with the Virginia Department of Corrections (Virginia Violent and Serious Offender Reentry Initiative – VASAVOR) for \$170,000, several new contracts from Fairfax County Government totaling over \$140,000, the second year of the NOVAGATE Initiative (entrepreneurship training) under contract with the Virginia Community College System totaling \$259,000, the second year of the Labor Office of Disability Employment Policy Registered Apprenticeship Grant totaling \$110,648. Workforce Area #11 has other proposals pending with the U.S. Department of Labor totaling \$7.1 million, as of May 25, 2010. The NVWIB and SSG continues to focus on developing non-WIA funding resources in order to expand and enhance workforce services beyond those eligible jobseekers in addition to ensuring that more services are made available to residents and businesses of Northern Virginia.

iii. Indicate the methods and practices employed locally to assure timely expenditure of WIA funds to reduce the ratio between obligation and expenditure rates.

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The Board of the NVWIB and SSG closely monitor monthly obligation and expenditure rates of WIA allocations to assure that anticipated spending levels are in line with the number of customers served and that cost per customer rates are achieved and maintained. Given the insufficient level of WIA funds allocated to Area 11 (as benchmarked with overall population demands) since 2001, the Northern Virginia Workforce Area has not experienced difficulty in reaching anticipated annual obligation and expenditure thresholds for all WIA allocations.

- iv. Describe or reference (i.e. cite use of local government process) the local area's competitive and non-competitive procurement policies that will be used to award grants, contracts, and agreements for activities under Title I of WIA not covered by Individual Training Accounts.**

In October 2005, the *SkillSource* Group, Inc. Board of Directors approved the Overview of Financial Policies. The Overview included the following section on Purchasing:

Purchasing	All SSG contracts with nongovernmental contractors for the purchase or lease of goods, or for the purchase of services, insurance, construction, or construction management, shall be awarded after competitive sealed bidding or competitive negotiation. SSG reserves the right to award contracts on a sole-source basis consistent with all applicable procurement laws and regulations.
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f. Equal Opportunity (EO), Affirmative Action and Grievance Procedure

i. The EO policy statement regarding WIA Title I funded staff and customers.

The Northern Virginia Workforce Investment Area is committed to providing access to all individuals with respect to the delivery of programs and services associated with the Workforce Investment Act of 1998 (WIA). Section 188 of WIA prohibits discrimination of the grounds of race, color, religion, sex, national origin, age,

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political affiliation or belief and for the beneficiaries only, citizenship or participation in a WIA Title 1 financially assisted program or activity.

The NVWIB Equal Opportunity policy is attached as attachment 5.

ii. The name, title, telephone number, and job description of the Equal Opportunity Officer for Title I funded activities in the local area.

David A. Hunn, the ***SkillSource*** Group Inc President/CEO and NVWIB Executive Director, (703) 752-1606. His job description is in attachment 6.

iii. The name, title, telephone number, and job description of the Virginia Workforce site Equal Opportunity Liaison for each Virginia Workforce site within the local area, if different than above.

The Equal Opportunity Liaison for the Northern Virginia Workforce Investment System's ***SkillSource*** Centers is:

Ms. Marsha Enkerud
Lake Anne Employment Resource Center
11484 Washington Blvd West
Reston, VA 20190
703-787-3170

iv. The efforts that have been and will be made to ensure that the recruiting and hiring of Title I funded staff will be done in such a manner as to reflect the available workforce of the labor market area within your jurisdiction without regard to race, color, religion, sex, national origin, age, disability, political affiliation, or belief and for the beneficiaries only, citizenship or participation in a WIA Title I financially assisted program or activity.

All entities or organizations receiving funding from the NVWIB are required to certify that they will comply with all Equal Opportunity laws and regulations. The One Stop Operator of the Northern Virginia Workforce System is the Fairfax County Department of Family Services. All personnel actions conducted of the Department

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are conducted within the auspices of Fairfax County Government, which has an ongoing initiative to develop and retain a diverse workforce to meet the evolving needs of a large urbanized jurisdiction. Fairfax County Government is committed to being an active and engaged employer of first resort and to recruit new employees without regard to race, color, religion, sex, national origin, age, disability, political affiliation, or belief.

v. The system of monitoring used to review equal opportunity performance.

The NVWIB Executive Director (or other designated Equal Opportunity Officer) will monitor all organizations receiving WIA funds for compliance with equal opportunity requirements annually.

vi. Describe the area's grievance procedures for participants, employees, vendors and other potential aggrieved parties.

The NVWIB grievance procedures are outlined and addressed in the NVWIB Equal Opportunity Policy on Attachment 5.

g. Performance Management

i. Indicate what issues need to be addressed in the migration to the official reporting of common measures within Workforce Area #11 and b) indicate the specific program actions that will be taken to improve the performance from previous years, based on the attachment that includes PY 07 and PY08 results.

The NVWIB (Area 11) has a proven track record of WIA benchmark performance management dating back to Program Year 2002. Performance management starts with the evaluation of individual WIA cases and their outcomes at the case manager level which then are translated through to their collective impact against the negotiated standards of the Northern Virginia Workforce Area. The Fairfax County Department of Family Services, the Area 11 co-operator of WIA programs, dedicates a management information specialist (MIS) to track and manage the outcomes of

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cases and how those outcomes translates into performance indicators on a monthly, quarterly, and annual basis. The One Stop Operator also streamlines case management practices across the workforce area by dedicating a single manager to review, evaluate, and monitor the WIA caseload from enrollments through to exit and follow-up. With implementation of WIA Common Measures, Workforce Area #11 is implementing multiple actions intended to improve performance outcomes, including:

- Dedicated Follow-Up Specialist staff who ensures that VOS follow-up links are updated. These follow-up links include our clients' employment info. The Follow-Up Specialist coordinates with case managers and job developer to ensure a particular client's continued job retention.
- Dedicated MIS Specialist to closely monitor and update VOS entries especially those data that are required in measuring performance.
- Strategize in closing or exiting clients at the last month of the quarter to ensure that the client is still working at the first quarter after exit. Case Managers continue to keep in touch with clients upon obtaining a job until the last month of the quarter when case manager assess that client has successfully met WIA goals. We also make sure that we do a 4 to 1 ratio in closing our clients - 4 positive outcomes as compared to 1 negative outcome.
- Utilize Business/Job Developers of the Business Development Unit to assist in connecting clients to employers. A Youth Job Developer is also in place to assist in connecting youth to employers.
- Focus on using On-the-Job Training (wage subsidy) rather than ITAs as an employment placement tool.
- For youth literacy goals - All Out of School youth that are assessed as basic skills deficient will be pre-tested at initial enrollment within 60 days and post-tested within the year. In addition to TABE, Work Keys will be utilized for those Out of School Youth who may be assessed as suitable to do Work Keys. Key Train will be used as part of tutoring to prepare youth to retest and increase their CRC levels.

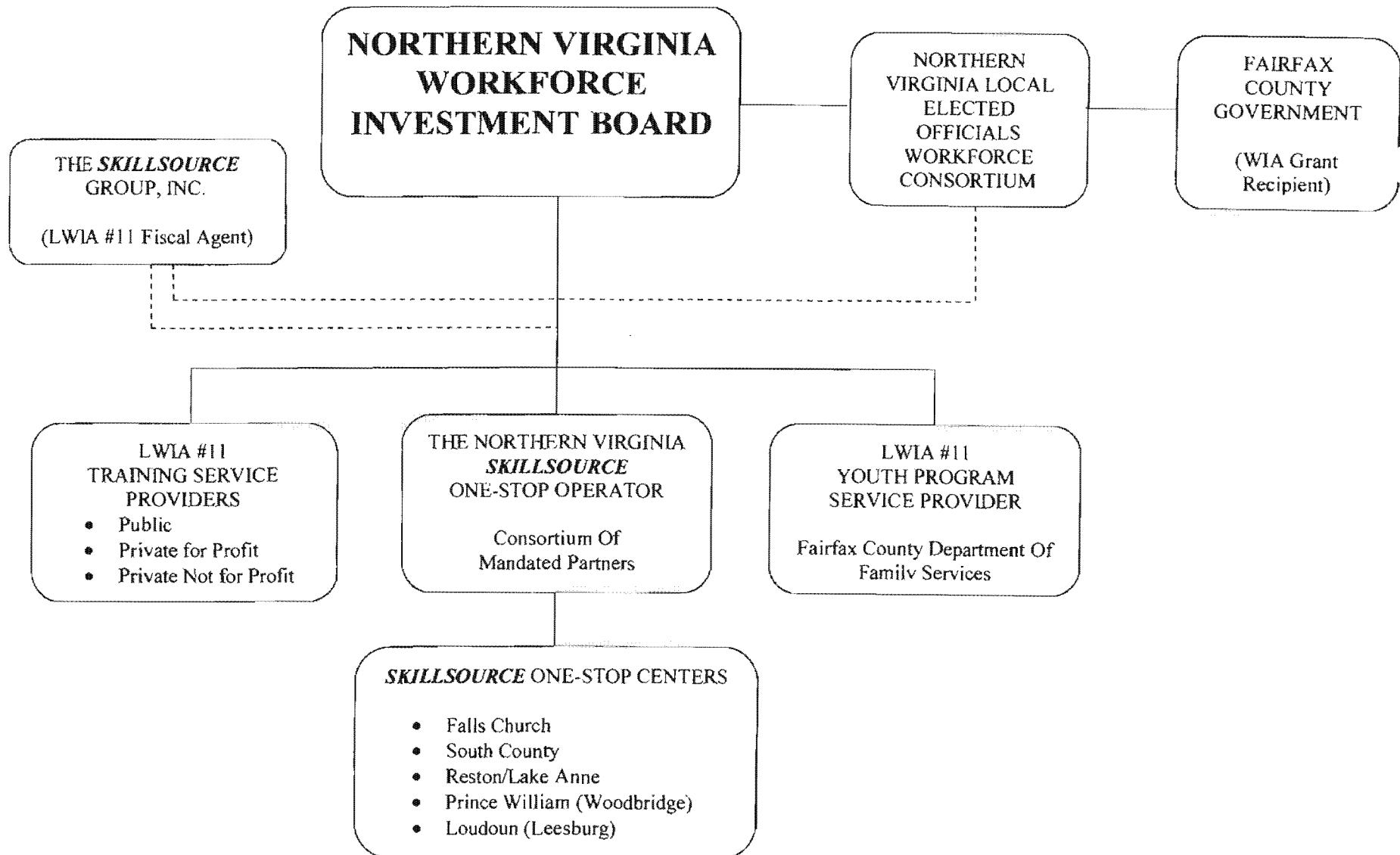
- ii. **With respect to the Virginia Workforce Council performance measure that 5% of local WIA participants obtain the Career Readiness Certificate: (a) if your**

area has already met this benchmark, please indicate how you will improve upon success in the coming year; or (b) if your area has not achieved a 5% level, indicate what steps will be taken to ensure achievement by the end of the program year.

Workforce Area #11 has exceeded the 5% benchmark for Career Readiness Certificate testing and will continue to exceed the benchmark in 2010. It is the practice of Workforce Area #11 to require every WIA Intensive Case participant to take the Virginia Career Readiness Certificate exam.

Attachment 1

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD (LWIA #11) STAFF ORGANIZATIONAL STRUCTURE



Attachment 2

Northern Virginia Workforce Investment Board

Summary of WIA Eligibility Policy Revision

Approved on February 4, 2010

Issue	Current Policy
Adult Priority of Service Policy	<p>Of Adult Jobseekers, in order of priority:</p> <ol style="list-style-type: none">1. Low-income Veterans or eligible spouses of Veterans2. Fall below 70% of LLSIL, <u>or</u>3. Eligible for TANF, <u>or</u>4. Eligible for Food Stamps, <u>or</u>5. Eligible for any other needs-based Federal, State or Local cash assistance program, <u>or</u>6. Qualifies as homeless <p><i>"Unemployed adults who do not meet the above Priority of Service guidelines may be provided with WIA Title I services when the LWIA has met its Priority of Service requirements based on the total number of participants served. Additionally, provision of services to this group of individuals is subject to the availability of funds, justification of need and prior approval".</i></p>

Attachment 2-A

Northern Virginia Workforce Investment Board (Area #11)

Summary of WIA Eligibility Policy

Effective July 1, 2007

Issue	Current Policy
Self-Sufficiency Policy	<p>Employed Adults:</p> <p>a. Earning less than 150% of Lower Living Standard Income Level (LLSIL).</p>
	<p>Employed Dislocated Workers:</p> <p>a. 75% in relation to the dislocated worker's lay-off wage.</p>

Attachment 3

Incumbent Worker / Layoff Aversion Training Policy

Approved By The

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD

February 3, 2011

This updated local workforce policy reflects Federal and State policy and administrative updates, most recently issued on 12/13/2010.

Implementation of an Incumbent Worker / Layoff Aversion Training Policy

It shall be the policy of the Northern Virginia Workforce Investment Board to benefit regional businesses and industry by assisting in skill development of existing employees and increasing productivity as part of a broader layoff aversion strategy. For purposes of this policy, a lay-off is averted when 1) a worker's job is saved with an existing employer that is at risk of downsizing or closing; or 2) a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no or a minimal spell of unemployment.

Eligible employers must be:

- Private for profit or non-profit businesses
- Operating in Virginia for entire twelve month period prior to application date
- Current on all Virginia tax obligations
- Proposing training for employees in a Virginia facility

Non-eligible employers are:

- Business with history of failing to provide WIA participants with continued employment
- Recently relocated business that has resulted in employee separations

Eligible workers must be:

- Existing workers at least 18 years old, a U.S. citizen or non-U.S. citizen eligible to work in the United States
- Existing worker must be currently employed full-time with participating employer
- Existing worker needs skills upgrading or retraining, completion of GED or High School Degree, basic skills upgrade, to retain or be successful in current employment.

Participating businesses must provide a minimum of a 50% matching contribution to the Incumbent worker training project. These match funds may include in-kind services.

This policy shall be in effect as long as the State policy waiver with the U.S. Department of Labor is in effect, but will not expire earlier than June 30, 2011.



ATTACHMENT 4
Northern Virginia Workforce Investment Area

Youth Individual Service Strategy & Training Plan

Name of Youth _____ ID# _____

Service Manager _____

Service Plan Date: _____ Intake Date: _____

Checklist of Identification Documents:

Birth Certificate Social Security Card Non-Drivers ID/Drivers License

Strengths: (Ask youth what things he/she is good at or what things he/she enjoys doing).

COMPREHENSIVE NEEDS ASSESSMENT (Lacks or has inadequate supply of the following):

Housing Clothing Food Medical Substance Abuse
 Parenting Skills Education Vocation Legal Self Concept/Esteem
 Child Care Life Skills Family Income Counseling
 Recreation/Culture/Leisure Activities Other: _____

CHECKLIST FOR SUCCESS (Needed services):

<input type="checkbox"/> Short-term Housing (shelter)	<input type="checkbox"/> Identification Documents	<input type="checkbox"/> SAT Prep
<input type="checkbox"/> Long-term Housing (TLP/Apt)	<input type="checkbox"/> Public Assistance	<input type="checkbox"/> Tutoring
<input type="checkbox"/> Child Care Placement	<input type="checkbox"/> Individual Counseling	<input type="checkbox"/> Educational Enhancement
<input type="checkbox"/> Life Skills	<input type="checkbox"/> Family Re-unification	<input type="checkbox"/> Wellness and Well-being
<input type="checkbox"/> Counseling	<input type="checkbox"/> High School Diploma	<input type="checkbox"/> Basic Employment Skills
<input type="checkbox"/> Substance Abuse Intervention	<input type="checkbox"/> Occupational Training	<input type="checkbox"/> Employment
<input type="checkbox"/> Cultural Enrichment	<input type="checkbox"/> Community Service	<input type="checkbox"/> Parenting Classes
<input type="checkbox"/> Career Exploration	<input type="checkbox"/> Legal Assistance	
<input type="checkbox"/> Medical Exam (physical/prenatal)	<input type="checkbox"/> Other: _____	
<input type="checkbox"/> Job readiness training		

Checklist of WIA Ten Elements and Connection to Youth Goals:

(Check which services youth will be connected to or continue to be involved with and write which number goal the service is attached to.)

Goal # :

- _____ Tutoring
- _____ Alternative Secondary School Services
- _____ Summer Employment Activities
- _____ Paid and unpaid work experiences
- _____ Occupational Skills Training

Goal #:

- _____ Leadership Opportunities
- _____ Supportive Services
- Describe: _____
- _____ Adult Mentoring

ATTACHMENT 4

_____ Comprehensive Guidance and Counseling _____ 12-month follow-up after exit
TO DO LIST (Goals/Action Steps):

Goal # 1: _____

Action Steps: _____ Person Responsible: _____ Due Date: _____ Actual Completion Date: _____

1. _____
2. _____
3. _____

Will training be provided? Yes No Not Applicable

If yes, list the name of training and reason for training:

Incentive Date Set: _____ Youth Signature: _____

Goal # 2: _____

Action Steps: _____ Person Responsible: _____ Due Date: _____ Actual Completion Date: _____

1. _____
2. _____
3. _____

Will training be provided? Yes No Not Applicable

If yes, list the name of training and reason for training:

Incentive Date Set: _____ Youth Signature: _____

Goal # 3: _____

Action Steps: _____ Person Responsible: _____ Due Date: _____ Actual Completion Date: _____

1. _____
2. _____
3. _____

Will training be provided? Yes No Not Applicable

If yes, list the name of training and reason for training:

ATTACHMENT 4

Incentive Date Set: _____ Youth Signature: _____

Goal # 4: _____
Action Steps: _____ Person Responsible: _____ Due Date: _____ Actual Completion Date: _____

1. _____
2. _____
3. _____

Will training be provided? Yes No Not Applicable
If yes, list the name of training and reason for training:

Incentive Date Set: _____ Youth Signature: _____

Goal # 5: _____
Action Steps: _____ Person Responsible: _____ Due Date: _____ Actual Completion Date: _____

1. _____
2. _____
3. _____

Will training be provided? Yes No Not Applicable
If yes, list the name of training and reason for training:

Incentive Date Set: _____ Youth Signature: _____

I agree to working towards and following through on these goals. If training or classes are part of a goal, I agree to attend regularly. I will notify my case manager if I have any problems or questions. I am aware that my progress will be monitored by my case manager.

Signature of Youth

Date

Signature of Case Manager

Date

ATTACHMENT 5

Equal Opportunity Policy of the Northern Virginia Workforce Investment System

Reference: Section 5 - Equal Opportunity (EO), Affirmative Action and Grievance Procedures

It is the policy of the Northern Virginia Workforce Investment Board that all customers and staff working within the system are prohibited from discriminating on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief. Potential or active program participants may not be discriminated against for the above or on grounds of citizenship or in admission or access to participation in programs funded by WIA Title I or in any opportunity or treatment in, or employment in the administration of or in connection with any WIA Title I funded program or activity. The Northern Virginia Workforce Investment Board follows the Grievance Hearings and Appeals Procedures established by the County of Fairfax Personnel Regulations.

If you think that you have been subjected to discrimination under a WIA Title I funded program or activity, you may file a complaint with 180 days from the date of the alleged violation with the recipient's Equal Opportunity Officer: David A. Hunn, Executive Director, Northern Virginia Workforce Investment System, Area XI, 8300 Boone Blvd, Suite 450, Vienna, VA 22182. (703-752-1606). Or you may file a complaint directly with the Director, Directorate of Civil Rights (DCR), U.S. Department of Labor, 200 Constitution Avenue, N.W., Room N-41423, Washington, D.C. 20210.

If you elect to file your complaint with the Northern Virginia Workforce Investment System, you must wait until the recipient issues a decision or until 60 days have passed, whichever is sooner, before filing with DCR. If the Northern Virginia Workforce Investment System has not provided you with a written decision within 60 days of the filing of the complaint, you need not wait for a decision to be issued, but may file a complaint with DCR within 30 days of the expiration of the 60 day period. If you are dissatisfied with the Northern Virginia Workforce Investment System's resolution of your complaint, you may file a complaint with DCR. Such complaint must be filed within 30 days of the date you received notice of the recipient's proposed resolution.



President and Chief Executive Officer

The President and Chief Executive Officer serves under the direction of and at the pleasure of the Board of Directors of the *SkillSource* Group, Inc. This is a highly professional position charged with the responsibility of implementing the direction of the SkillSource Group, Inc. in accordance with federal, state and local laws and statutes and Board policies. The position requires oversight responsibility in the accomplishment of management, budgeting, performance outcomes, planning, funding expenditures, contracting, monitoring, compliance, and community relations by performing the following duties personally or delegating through subordinate staff and contractors.

Essential Duties and Responsibilities:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential tasks.

- Administer and coordinate legal functions of the Board in compliance with the inter-local agreement that established the workforce development consortium and the Board/LEO agreement between the Northern Virginia Workforce Investment Board and the *SkillSource* Group, Inc.
- Plan, direct and coordinate workforce development activities that meet the needs of the customer client population and the business community.
- Coordinate and participate in effective working relationships with local, state and federal mandatory and voluntary partners in the workforce development system in Workforce Investment Area 11. Coordinate and collaborate with other community organizations to promote the mission of the organization and the effective and efficient delivery of services.
- Facilitate and assist the *SkillSource* Group, Inc. and the Northern Virginia Workforce Investment Board of Directors in their functions for policy-making, planning and oversight for the employment and training system for Workforce Investment Area 11.
- Coordinate the development of the Five-Year Plan, identifying performance standards under Workforce Investment Act (WIA) guidelines relevant to the workforce development system and by providing oversight to the development of a fiscal year business plan and budget as the administrative entity and fiscal agent.



- Develop and implement an effective public relations program for the Board and its programs and act as a spokesperson for the Board in information and educating the private and public sectors. Actively market the workforce development system to the private sector and the community.
- Provide support to the Board and its committees, including staffing of meetings and written or verbal reports and analyses as required.
- Analyze and interpret employment and training legislation, regulations and guidelines to the Boards of Directors for the Northern Virginia WIB and the *SkillSource* Group, Inc.
- Maintain internal management communications to assure proper coordination of resources to meet program, financial and training goals.
- Review reports and data to determine progress and status in attaining objectives and outcomes and plans in accordance with current conditions.
- Director the preparation of an annual budget. Monitor the fiscal position and expenditure of funds. Provide the Board and Board Treasurer with financial data for the planning, control, measurement and evaluation of the Board's financial position relative to WIA and other funding.
- Negotiate and enter into contracts consistent with the policies and by-laws of the Board. Administer contracts and agreements developed by the Board to coordinate programs and services. Disburse funds to service providers as per contractual agreements.
- Develop, direct and coordinate hiring, training and evaluation of *SkillSource* Group, Inc. personnel. Direct activities of staff to ensure operation, productivity and effectiveness.
- Develop, plan and administer policies and procedures for the organization to ensure administrative and operational requirements are met. Establish and maintain comprehensive, current record keeping system of activities, procedures and results.

Qualifications

Education, Training and Experience:

Masters Degree in Business, Public Administration, Education, behavioral science or other relevant discipline and a minimum of five years experience in upper level management, and/or any satisfactory combination of training and experience. Prefer experience in non-profit or employment and training programs.



Competencies:

- Proven ability in supervisory and management practices and management of personnel;
- Demonstrated ability to develop, secure and manage multiple funding sources;
- Effective verbal and written communication techniques, including public speaking and community development activities;
- Demonstrated ability to work with diverse community and stakeholder groups, including a business-led volunteer Board of Directors, elected officials, business leaders and partner organizations.
- Knowledge and skill in contract negotiations, interpretation of data, financial analysis and decision-making with reasonable and prudent risk taking.
- Experience in non-profits and developing organizations.

Language and Communication Skills:

- Ability to read, analyze and prepare complex financial and operating documents;
- Ability to work effectively as a supervisor and a peer to accomplish necessary work;
- Effective internal and external customer relations skills; ability to participate in and respond effectively to sensitive inquiries, negotiations, complaints and team activities;
- Ability to make effective speeches and presentations on controversial or complex topics to the Board or other stakeholder groups.

Location: The SkillSource Group, Inc. Vienna, VA office

Attachment 7

NORTHERN VIRGINIA WORKFORCE AREA #11 ONE STOP OPERATORS AGREEMENT

February 2011

The following Operating Agreement (the Agreement) sets forth the terms of agreement for cooperative operation and management of the full service and affiliate one stop centers located within the Northern Virginia Workforce Area #11. This Agreement sets up the operating consortium between the *SkillSource* Group, Inc., (operating as the Fiscal Entity on behalf of the Northern Virginia Workforce Area) and the Northern Virginia Workforce Investment Board, Northern Virginia Community College and the Fairfax County Department of Family Services and the Fairfax County Department of Housing and Community Development (The Agencies).

1. PURPOSE OF AGREEMENT

The purpose of this Agreement is to define the operating partnership between the Northern Virginia Workforce Investment Board's designated One-Stop Operator, designated as the consortia of Northern Virginia Community College and the Fairfax County Department of Family Services and the Fairfax County Department of Housing and Community Development (The Agencies) and inclusive of the NVWIB administrative entity, collectively herein after referred to as the 'One-Stop Operator'. It is further the purpose to set forth the relative duties of each of the operating partners insofar as they pertain to the Centers' operations, planning, and implementation of individual and shared duties, obligations, and responsibilities under the Workforce Investment and Wagner-Peyser Acts.

2. ONE STOP CAREER CENTER COMMITMENTS

For the Centers located within the Northern Virginia Workforce Area #11, each of the agencies party to this agreement supports the following one stop career center operation policies and procedures:

- Promote the further integration of programs through joint planning
- Use of the Center's CQI Team as the onsite continuous improvement and management approach on behalf of the one stop operator
- Utilize the policies and procedures to manage onsite collocated staff
- Utilize the Design Team recommendations for establishment of protocols for the services, processes, and functions that impact the system's ability to operate in a more integrated fashion.
- Utilize the System's current CQI Team as the partners' approach to continuous process improvement of the System's Center operations.
- Operate in accordance with the Northern Virginia Workforce Investment Board's certification quality standards.
- Utilize the Leadership Team's strategic planning/policy recommendations for the System's vision, values, and standards.

These agreements can also be found in the Workforce Investment Board's Memorandum of Understanding for the Implementation of the Workforce Investment Act.

3. MANAGEMENT OF OPERATIONS STRUCTURE

ONE STOP OPERATOR ROLE/FUNCTION. The One Stop Center will be directed by a site Operations

Operations Management Team comprised of representatives from the agencies that make up the One Stop Operator as identified in Section 1 of this agreement. It will be comprised of a manager from each partner and a designee will be appointed from each agency. It will be their responsibility to provide operational oversight to Center staff to ensure that the service delivery system at the Center fully integrates the System's goals and policies. Every effort will be made to resolve issues regarding policies and procedures between the consortia partners. Any unresolved issues will be presented to the Operations Committee of the WIB for final resolution. The service design of the respective Centers will make use of the Design Team's products, protocols, and quality standards and employ the CQI methodology embraced by the System. The team will organize themselves to realize the synergistic potential of a good partnership. The team will align, as required, their respective program practices/procedures to provide the best mix of quality, leveraged services at the One Stop System's service centers.

The contact person for all staff with regard to **service issues** is the Center Coordinator. Service issues are items that have to do with scheduling of staff for center functions (e.g., resource room coverage, workshops, etc.), customer flow, and changes to service delivery, etc.

The Executive Director of the NVWIB is the contact person for Workforce Investment Board policy **issues**. The **SkillSource** Group, Inc. Vice President for Operations is the contact person for Workforce Investment Board program issues.

STAFF INTEGRATION. The staff of the One-Stop Operator and all collocated Partners will integrate service functions as required to deliver universal services as envisioned by the existing Memorandum of Understanding and the Workforce Investment Act. This service integration will be defined over time through the work of the Leadership Team, Design Team and the Executive Directors of the Agencies.

LEASEHOLDER. The physical site will have a facilities site manager designated by the leaseholder. It is the responsibility of the facilities site manager to insure that the site is a safe and secure environment for the workers and customers who occupy and use the site. As the building agent, this person will insure that the physical plant is completely operational pursuant to all lease and sub-lease agreements.

CENTER COORDINATOR ROLE/FUNCTION. The Center Coordinator's role is to provide operational oversight to the Center. The Coordinator for the site is responsible for operational management, ensuring that services are being delivered in accordance with the Partnership's products and processes and use of the Continuous Quality Improvement initiatives of the Partnership. The Coordinator has primary responsibility for ensuring the tools and strategies developed by the Design Team and the CQI Team is implemented. The Coordinator is responsible for ensuring that the integrated service delivery system at the Center supports all of the WIB policies related to oversight and implementation of the one-stop delivery system.

The Coordinator provides direction to all collocated staff with regard to day-to-day operational needs. The Coordinator ensures all staff operate within the agreed upon policies and procedures to manage onsite collocated staff; with the agreed upon protocols for operations, customer interactions, and staff interactions, and operate in accordance with the WIB certification quality standards.

4. THE ROLES AND FUNCTIONS OF THE SYSTEM'S TEAMS

LEADERSHIP TEAM (LT). The Leadership Team is an advisory body organized to sustain the System and oversee its ethical stewardship. It is comprised of the leadership of the various formal partners within the workforce system. The LT sets and communicates the vision and values of the System and strives to provide collective leadership toward the shared goals. It accepts or rejects the activities of the Design Team aimed at better service models and advises the managing partners on matters to insure that policies, and the procedures that interpret them, maintain integrity and functionality. All signatories to this agreement will have representation of the organization's leadership on the LT.

DESIGN TEAM (DT). The Design Team is organized to develop approaches to the areas identified in the Integration Project Report and the further establishment of protocols for the services, processes, and functions that impact the system's ability to operate in a more integrated fashion. The DT will forward those recommendations to the Leadership Team for acceptance. Once accepted, these recommendations will be deployed. When the protocols are in place, the DT will hand off responsibility to the CQI Team. This team is made up of collocated and non-collocated partners.

CONTINUOUS QUALITY IMPROVEMENT (CQI) TEAM ROLE/FUNCTION. The CQI Team's primary role is to implement tools and strategies developed by the Design Team to further integration of services and to develop additional tools and strategies and to deploy them within the Center. They provide feedback to the Design Team which will use it to further refine the processes. The CQI Team will also identify ongoing training and skill development needs for professional staff. They will develop and maintain operational policies, procedures, and practices around customer flow, customer services, operations, and insure that a process is in place for continuous quality improvement. The CQI Team works to align all service practices with performance management for WIA and all partners programs. This team is made up of line staff and program supervisors from collocated and non collocated staff.

BUSINESS SERVICES TEAM. The Business Services Team is the system-wide (partnership-wide) process by which the business customer gains access to the full array of HR services available throughout the workforce system. The team is made up of Business Service Account Representatives from within all participating partners that work on behalf of the business customer exclusively. They come together as this team to represent all the products and services of all the organizations that are formally part of the workforce system.

5. DURATION OF AGREEMENT

The Agreement will commence upon the signature of all parties and shall remain in full force and effect until the 30th day of June 2012 or until the Agreement is canceled by any party to this Agreement in accordance with the terms set forth herein.

6. TERM

This Agreement shall take effect when collocation occurs and shall remain in effect until terminated in accordance with this paragraph. Any party may terminate this Agreement by giving advance written notice to each of the other parties on or before January 1 of the year in which termination is to occur. Termination shall be effective June 30. Termination of this Agreement shall not affect the liabilities incurred prior to the termination date.

7. AMENDMENT

This Agreement may be amended at any time by the written, signed consent of all the parties.

8. MEETINGS

Representatives of the parties shall meet regularly and at such times as are deemed necessary by either party. The Operations Management Team shall meet twice monthly and at such other times as are deemed necessary by any member of the Committee, the Center Manager, or the Executive Directors. The Continuous Quality Improvement Team shall set a regular meeting schedule in advance and provide notification to the Agencies.

9. SEVERABILITY

Should any part of this Agreement be invalidated otherwise rendered null and void, the remainder of this Agreement shall remain in full force and effect.

10. AUTHORITY

The undersigned officials are authorized to execute this Agreement on behalf of the parties. The undersigned Agencies bind themselves to the faithful performance of this Agreement. It is mutually understood that this Agreement shall not become effective until executed by all Parties involved.

The SkillSource Group, Inc. (on behalf of the Northern Virginia Workforce Investment Area #11)

By: _____
(Name)
(Title)

Date: _____

Northern Virginia Community College

By: _____
(Name)
(Title)

Date: _____

**Fairfax County Government
(Representing the Fairfax County Department of Family Services and the Fairfax County Department of Housing and Community Development)**

By: _____
(Name)
(Title)

Date: _____

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD
Monitoring Protocol for *SkillSource* Centers and Affiliates

PURPOSE OF THE MONITORING VISIT:

- To ensure uniform compliance with the administrative requirements of the Workforce Investment Act
- To observe the quality of services provided to customers
- To follow Center progress along CQI Plan
- To ensure that Quality Standards are upheld
- To provide feedback as part of the Board's commitment to continuous quality improvement

MONITORING ACTIVITIES DURING THE VISIT:

- Observe center environment, customer flow, and resource area usage
- Conduct interviews with customers, staff, and center manager
- Administer customer and staff satisfaction surveys
- Review documents and data with the Center team

PROCEDURE FOR THE MONITORING VISIT:

- Conducted by two NVWIB staff and/or one Consortium Partner picked at random from pool of volunteers
- Each SkillSource and Affiliate site will be evaluated twice annually on scheduled visits
- Results will be reported to Center Directors within two weeks
- Comprehensive reports will be issued to Center Directors, WIB Director, the Administrative Entity, and Quality Assurance Committee on a bi-annual basis

Monitoring Visit Summary

Center Name: _____SSG Center _____Affiliate
Date of Visit:
Monitors:

Summary:

Examples of best practices:

Completed by: _____

Date: _____

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD
Monitoring Protocol for *SkillSource* Centers and Affiliates

Monitoring Visit Evaluation Outline

Section I. *SkillSource* Center and Affiliate Requirements

A. Improvements

Improvements Implemented

What improvements have been made since the last visit?	
What were the bases for these improvements?	

B. Partners

Information on All Consortium Partners Refer to the "Publications for Distribution" sheet

Can customers take this information with them?	
Is program information and contact information posted prominently in the center?	

Participating Partners *Attach copy* of partner agencies and schedules

To what extent do partners participate in the center?	
Is their time in center sufficient to meet customer needs?	
Are partners there when scheduled?	
What are the typical referral rates to partners? (Are they heavily utilized?)	

C. Services

Core Services

Are all required Core Services being provided?	
Who is providing them?	

Intensive Services

What Intensive Services are being provided?	
Who is providing them?	

Training Services List partner agencies and on-site training provided.

Is there a copy of the current state Eligible Training Provider List available to customers? (<i>Attach copy</i>)	
Is the list bookmarked on the computers?	
How are customers made aware of training opportunities?	

Employer Services *Attach copy* of current employer customers, business customer comment card report, and employer services.

When employers contact the center for services, to whom are they referred?	
Is there an area dedicated to employer services in the center?	
Does the center get any walk-in employer customers?	

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD
Monitoring Protocol for *SkillSource* Centers and Affiliates

D. Facility

Accessibility for Disabled Customers

Have any customers had issues with accessibility?	
What accommodations have been made for people with disabilities?	

Business Machines List any equipment that has been added or removed since the last visit.

Ask customers about their satisfaction with the machines.	
Are they easy to operate?	
Is there generally a wait?	
How long is the wait?	
Have you had any problems with the machines?	
What additional equipment would be useful?	
Ask staff about the satisfaction with the machines.	
How are repairs made?	
Are they completed in a timely manner?	

Non-Traditional Hours of Operation

What are the hours of operation?	
If you have additional hours, how did you decide which hours to be open?	
How are you measuring the effectiveness of your extended hours?	
Has the center had requests for additional service	
Does you have plans to extend hours?	
Will the building allow you to be open during non-traditional hours?	

Signage Check to see that all signs are correct (i.e., Affiliate signs always say “Certified Affiliate”)

Is the SkillSource logo prominently displayed in all rooms of the center?	
Is the center easy to navigate, through signage?	
Is there exterior signage?	
Are the hours of operation clearly posted?	
Ask customers how they found their way around the center.	

Staffing of Information Area

Is there always a staff member available to welcome customers?	
Who is the staff member?	
How are customers greeted?	
What information are they given?	

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD
Monitoring Protocol for *SkillSource* Centers and Affiliates

E. Process Management

Established Referral Process

How are customers referred to partner agencies?	
Are all staff aware of the process?	
Ask customers what services they are aware of.	

Grievance Procedures

Are Equal Opportunity Posters in plain view?	
Do staff know what the procedures are / who to contact in the case of an EO claim?	
Have any customers asked to file a grievance with the center? If so, how was it handled?	

Case Management and ITA Procedures *Attach copy* of Case Management Processes

Action: Review 3 random intensive case files and 3 training case files

Are cases kept in a uniform manner and properly documented?	
---	--

Follow-Up Procedures

Do you have written procedures?	
What are they?	

Performance Reporting *Attach copy* of performance reports

How is the center tracking performance information?	
How is this information shared with customers?	

MIS Activity

Number of customer entered into MIS system	
--	--

Tracking System for Customers

How are customers tracked?	
Is the electronic sign-in tool being used?	
Are regular reports generated? How is the data used?	
How many visitors per week and per month?	

Customer Comment Collection *Attach copy* of customer comment report

Is the electronic customer comment card being used?	
Have there been any problems? If so, what was done to resolve them?	
How many cards are collected each month? In which languages?	
How is the information used?	
What improvements have been made as a direct result of customer comments?	

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD
Monitoring Protocol for *SkillSource* Centers and Affiliates

Section II. Requirements for *SkillSource* Centers Only (N/A for Affiliates)

Resource Sharing Agreement

Has an agreement been executed?	
What partners are included in the agreement?	
What are the provisions for including future partners?	

Interagency Training Plan *Attach copy*

What training has staff attended?	
Are partners involved?	
How useful was the training?	
What additional training would be useful?	

CQI Team *Attach copy* of CQI members and positions

What is the level of participation?	
How often does the group meet?	
How is information from the CQI meetings shared with all staff?	
Are there any sub-groups of the team? If so, what are they?	
How is customer data used in the CQI process?	

Strategic Action Plan *Attach copy*

Section III. On-Site Surveys

Customer Satisfaction Survey

Number administered _____. *Attach copies.*

Staff Satisfaction Survey

Number administered _____. *Attach copies.*

Publications for Distribution

Attach checklist.

Section IV. Additional Questions/Comments

What impact has the absence of WIA services in Prince William County had on your center?

What can the NVWIB/SSG do to assist your center's continuous quality improvement?

2010
Monitoring Schedule

Center	2009 Q 3/4 Scheduled Date	Alternate Date	POC	Certification Due Date	Type
Falls Church SkillSource Center	n/a-recert		Trang Montgomery	Q3 2010	Full Service Tier II
Lake Anne Employment Resource Center	n/a-recert		Marsha Enkerud	Q3 2010	Affiliate
Loudoun Workforce Resource Center	n/a-recert		Shelly Dugan	Q3 2009	Affiliate
South County SkillSource Center	Thur, Nov 11, 10a.m.	Wed, Dec 1, 10a.m.	Myra Mobley	Q2 2010	Full Service Tier II
Virginia Workforce Center-Prince William	n/a-new cert		Kristi Hartley	Q4 2010	Full Service Tier II

Fairfax County • Prince William County • Loudoun County • City of Fairfax • City of Falls Church • City of Manassas • City of Manassas Park

June 1, 2010

TO: All Organizations Seeking *SkillSource* Center and Affiliate Site Certification

FROM: David Hunn

Executive Director



SUBJECT: New *SkillSource* Center Certification Application – July 2010 to June 2012

The Northern Virginia Workforce Investment Board (NVWIB) is pleased to announce that the certification application for the period July 2010 – June 2012 has been revised and is now posted on the *SkillSource* website at www.myskillsource.com. There have been revisions made to the 2010 application – some indicators have been deleted and new ones have been added. It is your responsibility to read the application carefully.

The NVWIB's certification of quality to be entitled to be a *SkillSource* Center focuses on performance in six key areas: product outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process effectiveness outcomes, and leadership outcomes. It is not given for specific products or services. To be certified to display the *SkillSource* logo and to participate in the associated branding efforts, an organization must have a system that ensures continuous improvement in overall performance in delivering products and/or services and that provides an approach for engaging and responding to customers, partners, and stakeholders.

The indicators for certification have evolved over time to help organizations address a dynamic environment, focus on strategy-driven performance, address governance, and long-term organizational sustainability. With each update the NVWIB is balancing two important considerations. On one hand, there is a need for indicators that are at the leading edge of validated management practice to help users address the increasingly complex challenges they face. Yet, there is a desire for the indicators to remain stable in order to provide users continuity in their performance assessments. The most significant revisions to the 2010 - 2012 Criteria address three areas of importance, including (1) Customer Focus, (2) Strategic Planning and Sustainability; and (3) Results.

As part of an increased focus on sustainability, each organization responding to the criteria will need to focus your answers on how the criteria is being sustained within the organization, how it is saturated throughout the organization, and provide significant evidence with data for each relevant criteria.

Technical assistance is available through the *SkillSource* Group, Inc. Please contact me directly at (703) 752-1606 to discuss your interest in proceeding with additional assistance.

June 1, 2010

MEMORANDUM

TO: Northern Virginia *SkillSource* Centers and Affiliates

FROM: David Hunn 
Executive Director

SUBJECT: Center Certification Application Schedule for July 2010 – June 2012

The purpose of this memo is threefold:

1. To establish a schedule of deadlines for the new cycle of *SkillSource* Center certification **July 2010 through June 2012;**
2. To inform outside workforce development organizations when they may apply for certification;
3. To be used for strategic planning by *SkillSource* sites in preparing for certification.

The Northern Virginia Workforce Investment Board certification to obtain a license to operate as a *SkillSource* Center or Affiliate is an open system. This means any Workforce Investment Act (WIA) funded partnership or non-WIA organization providing services to adults, dislocated workers, and/or youth in the Northern Virginia Workforce Investment Area #11 may apply for certification by the deadline dates listed below. You will have the advantage of using the NVWIB brand name, *SkillSource*, and will have all of the marketing benefits associated with the quality seal.

Review Quarter 2008-2010	Application Submission Deadline*	Review of Applications Received by the Deadline
July – September 2010	June 11, 2010	Begins in July 2010
October – December 2010	September 10, 2010	Begins in October 2010
January – March 2011	December 10, 2010	Begins in January 2011
April – June 2011	March 11, 2011	Begins in April 2011
July – September 2011	June 10, 2011	Begins in July 2011
October – December 2011	September 9, 2011	Begins in October 2011
January – March 2012	December 9, 2011	Begins in January 2012
April – June 2012	March 9, 2012	Begins in April 2012

*Applications are accepted at any time. This is the deadline for the **LAST DAY WITHIN A QUARTER** an application may be submitted to have the application reviewed in the quarter directly after the submission deadline.

This schedule is subject to revision for the second year of the cycle: July 2011 – June 2012.

Submission Schedule 1 ***SkillSource*** Certification 2010 - 2012 Your application may be submitted at anytime. Applications submitted by the submission deadline will be reviewed in the quarter immediately following the submission deadline. The application review, site visit, and notice of certification will all occur within the ***Review Quarter***, assuming the site is recommended for a site visit and subsequent certification. Applications submitted after the deadline will not be reviewed until the ***next Review Quarter***.

CERTIFICATION PROCESS

If your application is reviewed and not recommended for a site visit, the Certification subcommittee will inform you through the Technical Assistance report on what has to be done in order to bring your score up to the minimum quality level. When you think you have accomplished the necessary improvements, you will need to resubmit another application in accordance with the submission schedule.

If you are recommended for a site visit, but the site is **NOT** certified based on the site visit, the Certification Subcommittee will inform you through the Technical Assistance report what has to be accomplished to bring your score up to the minimum quality level. You may resubmit an application whenever you think you are ready, and the process begins again. There is NO limit to the number of times you may submit an application.

You are responsible for ensuring that you submit an application within enough time to get certified prior to the expiration of your current license. If your license expires prior to your certification, you will no longer be able to use the ***SkillSource*** name until such time as you are certified.

APPLICATION PROCESS

To ensure all the minimum requirements have been met, the NVWIB staff will process each application to check for these minimum requirements:

- Core and Intensive Services **Checklists**;
- Continuous Quality Improvement (**CQI**) **plan** that results from the self-assessment process attached;
- Cross agency, cross-functional Partnership **training plan** attached;
- **Selected Section of Strategic Plan as Required.** Attach the part of the strategic plan that identifies your vision, mission, customers, goals, and objectives;
- A list of all current center staff (inclusive of partner staff) with their **competency certification expiration date** attached;
- All partners identified on the **cover sheet** as well as the Partner that is the host or managing partner;
- The original application, together with five complete copies (total of 6), must be delivered by 5:00 p.m. EST on the deadline date to the Northern Virginia Workforce Investment Board Administrative Office. **NO FAXED OR E-MAILED APPLICATIONS WILL BE ACCEPTED.** NVWIB staff reserves the right to determine the timeliness of all submissions. Late submissions will not be considered until the following quarter.

If the above minimum requirements have been met, the application will be forwarded to the NVWIB Quality Assurance Certification Subcommittee review teams. A review team will review your application and, based on their review, either recommend a site visit, request supplemental information, or issue a Technical Assistance report identifying potential improvements which should be addressed before submission of a new application (Refer to Certification Process for detailed information).

If the review team, after a site visit, determines the site is ready for certification, NVWIB staff will then inform the NVWIB Quality Assurance Certification Subcommittee, prior to certification, of any facility, contractual/performance, or fiscal problems with the site. The Subcommittee may issue a certification contingent upon the resolution of the outstanding fiscal, facility, and/or contractual issues within a specific timeframe.

If a certified site relocates within the two-year certification period, the Certification Subcommittee must be notified in writing within 30 days of occupancy of the new facility. The Review Team may make a site visit at the new location at its discretion. A new application will NOT be necessary in this instance unless the change of facility also coincides with the expiration of the two-year certification period, at which time the regular certification process will commence.

Please call me at (703) 752-1606 with questions or concerns.



**Northern Virginia Workforce Investment Board
Area XI
Consortium Agreement**

For The Period of July 2010 - June 2012

**CONSORTIUM AGREEMENT
BETWEEN**

FAIRFAX COUNTY
CITY OF FAIRFAX
CITY OF FALLS CHURCH
LOUDOUN COUNTY
PRINCE WILLIAM COUNTY
CITY OF MANASSAS
CITY OF MANASSAS PARK

Establishing the

I. WORKFORCE INVESTMENT ACT

WHEREAS, the Commonwealth of Virginia has determined that workforce development is critical to the long-term economic health of the state, and

WHEREAS, the driving force for the envisioned workforce development system should be local, employer driven partnerships focused upon continuous improvement of customer services, and

WHEREAS, cost effective grant management, oversight and strategic planning for the local partnerships, is best provided through intergovernmental collaboration, and

WHEREAS, the Commonwealth of Virginia Workforce Board (“State Board”) established pursuant to the Workforce Investment Act of 1998 (“WIA”) is required to designate Workforce Investment Areas (“Areas”) as expeditiously as possible, and

WHEREAS, each Area shall have a local Workforce Investment Board (“Local Board”) appointed by Chief Local Elected Officials in accordance with the WIA and State criteria, and

WHEREAS, each Area containing two or more general purpose local governments (cities and counties) is required to execute a Consortium Agreement (“Agreement”) between the Chief Local Elected Officials of those governments,

NOW, THEREFORE, BE IT RESOLVED as follows:

1. AREA DESIGNATION

The Counties of Fairfax, Loudoun, and Prince William, and the Cities of Fairfax, Falls Church, Manassas and Manassas Park, hereinafter referred to as the parties, jointly apply for designation as a Workforce Investment Area.

2. AREA NAME

The Area shall be entitled the Northern Virginia Workforce Investment Area.

3. THE CHIEF LOCAL ELECTED OFFICIAL

The parties shall select a single Chief Local Elected Official (“CLEO”) as follows: Each of the parties will select a chief elected official from the general purpose local governmental body. These Chief Local Elected Officials will form the Consortium. They will select a Chair of the Consortium, who will serve as the single Chief Local Elected Official for the Area. The Consortium shall appoint Local Board members in accordance with the Consortium Agreement and the Consortium Chair will have a seat on the Local Board.

The Consortium will meet at least two times a year for the purpose of strategic planning and approving the Area's plan. At least one of these meetings shall be in conjunction with the Local Board.

4. LOCAL ELECTED OFFICIAL (CLEO) AND WORKFORCE INVESTMENT BOARD (WIB) FUNCTIONS

The parties, acting through the CLEO chosen in accordance with the preceding section of this Agreement, shall perform the following functions:

- a. Oversight over the local workforce investment system;
- b. Oversight over the youth programs and other funding sources which may from time to time fall under the purview of the Local Board;
- c. Consultation on appointments to the Local Board's Youth Council;
- d. Plan and plan modification review and approval for WIA programs, and other programs for which the Local Board is given responsibility;
- e. Review and approval of the budget for the local workforce investment system;
- f. To the extent feasible, align all investments in workforce development in the Area, whether WIA resources or other resources, under the policy umbrella of the Local Board;
- g. When applicable, ensure that policies of the Local Board for workforce development, become integrated into county and city overall policies for economic development, education, and workforce investment;
- h. Other functions as assigned by agreement between the CLEO and the Local Board, by this Agreement, by the WIA, by the State or by the parties.

In partnership with the Local Elected Officials, the WIB shall perform the following functions to fulfill the requirements of the federal Workforce Investment Act of 1998 (P.L. 105-220) including:

- a. Develop a five (5) year strategic plan that connects all investments in workforce development
- b. Conduct strategic oversight to the workforce delivery system
- c. Oversee the One Stop Delivery System
- d. Develop and enter into a Memorandum of Understanding with workforce development system partners for the implementation and operation of the service delivery system in the local area
- e. Certify one-stop center operators and affiliate sites
- f. Promote quality in customer service
- g. Provide continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes

5. LOCAL BOARD APPOINTMENTS

The Parties agree to appoint Local Board members in accordance with the Workforce Investment Act, implementing federal regulations, criteria established by the State and this Consortium Agreement. The Local Board shall consist of no fewer than 48 members. Appointments shall be made by each of the Chief Local Elected Officials as follows: Appointments shall be principally based on the respective populations of member's governments, with the business and non-business representation being divided up for appointment by each of the Chief Local Elected Official. Population estimates will be updated annually and will be based on data from the Institute of Government, University of Virginia. Some of the appointments shall be regional, and those shall be appointed by consensus of all the Chief Local Elected Officials making up the Consortium. If consensus is not reached, such regional appointments shall be made on a proportionate basis using relative population figures as indicated above.

The following constitute the criteria for appointments to the Local Board:

- All jurisdictions will have at least one representative on the WIB regardless of the locality's population size. When a unit of government has only one seat on the Board, said board member shall be a representative from the business sector,
- The largest jurisdictions will cede some of their seats to accommodate the need for regional representation and to allow the smaller cities to have at least one representative on the Board,
- A total of seven (7) members from the following sectors will be determined to be 'regional representatives' on the WIB: Federal Labor organizations (2); Northern Virginia Community College (1); Virginia Department of Rehabilitative Services (1); Virginia Department for the Visually Handicapped (1); Virginia Employment Commission (1); and Job Corps (1), and
- The remainder of the seats will be assigned to the localities based on the closest figure proportionate to the size of the populations of member governments.

6. LOCAL BOARD TERMS

Board members shall be appointed for a 4-year term. Term limits will not apply for the Chief CLEO and the mandatory non-business seats. Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment, and vacancies resulting from resignations or removal of mandatory members, as defined under the WIA, shall be filled within 120 days pursuant to the requirements of VEC Policy #99-2 (Establishment of Local Workforce Investment Boards).

7. THE GRANT RECIPIENT AND SUBRECIPIENT

The parties designate Fairfax County as the grant recipient for the WIA. The parties also designate The *SkillSource* Group, Inc., a non profit corporation, as the grant subrecipient and fiscal agent. Fairfax County will authorize the transfer of such funds as they become available and are approved by the Local Board, to the *SkillSource* Group, Inc., for the limited purpose of fulfilling the requirements of the Local Board under WIA.

- The SkillSource Group, Inc., shall follow the federal cost principles contained in OMB Circular A-122 (“Cost Principles for Non-Profit Organizations”). On an annual basis, the SkillSource Group, Inc., shall submit audited year-end financial statements to include Single Audit requirements under OMB Circular A-133. The audited financial statements shall be submitted within the 30 days after receipt of the auditor’s report or six months after the end of the fiscal year, whichever occurs first. The SkillSource Group, Inc., shall provide these audited financial statements to any other party upon request.
- The SkillSource Group, Inc. shall make available financial and programmatic records as requested by the County of Fairfax or its independent auditors.

8. LIABILITY INSURANCE

- (a) The Local Board, or its authorized representatives, may provide from eligible funds liability insurance policies for its (i) representatives, (ii) the Policy Council, (iii) the Youth Council, (iv) officers, (v) employees, (vi) volunteers, and (vii) members (“the covered persons”) and may provide legal defense of claims thereunder in accordance with the terms of the policies of insurance. The liability insurance should be in such amounts as are sufficient to cover any and all claims resulting from the performance of the official duties and responsibilities of the covered persons. The Local Board, or its authorized representatives, shall retain legal counsel to represent the covered persons to the extent deemed necessary to supplement legal counsel provided under said liability insurance policies.
- (b) Nothing contained in this Resolution shall be construed to abrogate or waive any defense of governmental or sovereign immunity on

behalf of the Local Board or its representatives, the Policy Council, the Youth Council, officers, employees, volunteers, and members.

9. TERM

This Agreement shall take effect when the Area is designated by the Governor and shall remain in effect until terminated in accordance with this paragraph or until the WIA is otherwise dissolved. Any party may terminate this Agreement by giving advance written notice to each of the other parties on or before January 1 of the year in which termination is to occur. Termination shall be effective June 30, 2012. Termination of this Agreement shall not effect the liabilities incurred prior to the termination date.

10. AMENDMENT

This Agreement may be amended at any time by the written, signed consent of all the parties.

11. MEETINGS

The Chief Local Elected Officials (CLEOs) of the parties shall meet at least twice annually and at such other times as are deemed necessary by the CLEO designated under Section 3 of this Agreement. A majority of the CLEOs may also call a meeting. CLEOs shall be notified in writing at least two weeks in advance of meetings. The notice shall include the time and place for the meeting and the proposed agenda. Advanced notice may be waived by unanimous consent of the parties.

12. DECISIONS

Decisions shall be approved by a majority of the CLEOs, except as otherwise established in this Agreement, by the state or from time to time by resolution of the CLEOs.

13. DUTIES

The CLEOs may each designate a single representative at a senior staff level to carry out any duties assigned to them by this Agreement. A Policy Council, made up of senior staff designees, shall be established to carry out operational and administrative functions. Notification to the designee shall be considered notice to the CLEO the designee represents.

14. SEVERABILITY

Should any part of this Agreement be invalidated otherwise rendered null and void, the remainder of this Agreement shall remain in full force and effect.

15. AUTHORITY

The undersigned officials are authorized to execute this Agreement on behalf of the parties.

FAIRFAX COUNTY

By: Sharon Bulova
Name: Sharon Bulova
Title: Chairman, Fairfax County Board of Supervisors
Date: 6/29/10

PRINCE WILLIAM COUNTY

By: Corey A. Stewart
Name: Corey A. Stewart
Title: Chairman, Prince William Board of County Supervisors
Date: 10/5/10

APPROVED AS TO FORM COUNTY ATTORNEY	
<u>M. B. M.</u>	
DATE:	<u>8/19/10</u>

LOUDOUN COUNTY

By: Scott K. York
Name: Scott K. York
Title: Chairman, Loudoun County Board of Supervisors
Date: Co - 10 - 10

CITY OF FAIRFAX

By: Robert F. Lederer
Name: Robert F. Lederer
Title: Mayor, City of Fairfax
Date: 8/18/10

CITY OF FALLS CHURCH

By: Nader Baroukh
Name: Nader Baroukh
Title: Mayor, City of Falls Church
Date: 7/19/10

CITY OF MANASSAS

By:

Name: Harry J. (Hal) Parrish II

Title: Mayor, City of Manassas

Date:

7/26/10

APPR VED YB TO FORM
CITY ATTORNEY

Robert W. Bendale

DATE: 7/13/2010

CITY OF MANASSAS PARK

By:

Name: Frank Jones

Title: Mayor, City of Manassas Park

Date:

7/19/10