

April 15, 2013

Dr. Najmah Thomas
Workforce Investment Act Program Administrator
Virginia Community College System
101 North 14th Street, 17th Floor
Richmond, Virginia 23219

Dear Dr. Thomas:

On behalf of the Northern Virginia Workforce Investment Board (Area #11), I am pleased to forward the electronic version of the PY 2013 Operational Plan and Attachments for your review and consideration.

This Plan and Attachments were approved by the Northern Virginia Workforce Investment Board on March 13, 2013 and were posted for access on our public website from March 13 – April 14, 2013 for public comment. In addition, public notices were placed in The Washington Post for multiple weeks, highlighting the public opportunity to review and comment on our proposed Plan. No public comments were received on our proposed PY 2013 Operating Plan.

As always, thank you for your consideration and support. Please call me at (703) 752-1606 or email at david.hunn@myskillsource.org with questions or comments.

Sincerely,



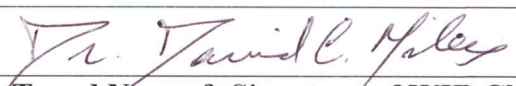
David A. Hunn
Executive Director

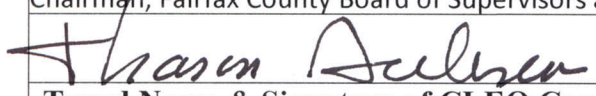
Enclosures

Attachment A: Statement of Compliance, Plan Signatures & Fiscal Agent Designation

We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Investment Act of 1998, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce investment board in partnership with the local elected officials, and with the benefit of an open and inclusive plan development process and a public comment period.

| | |
|-------------------------------------|---|
| Local Area Name / # | Northern Virginia Workforce Investment, Area 11 |
| Local Plan Point of Contact: | David Hunn, Executive Director |
| Address: | 8300 Boone Blvd., Suite 450, Vienna, VA 22182 |
| Phone/e-mail: | 703-752-1606 |

| | |
|---|-------------|
| Dr. David Miles, Chairman, NVWIB, #11 | |
|  | 4/5/13 |
| Typed Name & Signature of WIB Chair | Date |

| | |
|--|-------------|
| The Honorable Sharon Bulova, Chairman, Fairfax County Board of Supervisors and CLEO Chair | |
|  | 4/11/13 |
| Typed Name & Signature of CLEO Consortium Chair | Date |

The Chief Local Elected Official(s) designate(s) the following entity as the fiscal agent:

Entity: The SkillSource Group, Inc.

Contact: David Hunn

Address: 8300 Boone Blvd., Ste. 450, Vienna, VA 22182

Phone/email: 703-752-1606, david.hunn@myskillsource.org

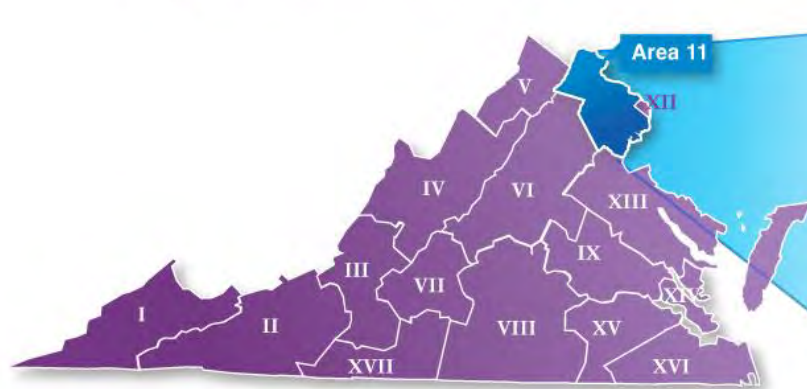


Northern Virginia Workforce Investment Board (Area #11)
Operational Plan
July 2013 through June 2014

Submitted to The Virginia Community College System
Commonwealth of Virginia
April 15, 2013

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

Virginia Local Workforce Areas



Northern Virginia Workforce Area 11 and **SkillSource** Center Locations



Northern Virginia Workforce Investment Board (NVWIB) serves over 1.9 million residents and thousands of businesses in Fairfax, Loudoun and Prince William counties and the cities of Falls Church, Fairfax, Manassas and Manassas Park. Our **SkillSource** Centers offer multiple free services to businesses seeking to hire and retain good workers while also providing job seekers opportunities to prepare for and find jobs that can support themselves and their families. The Northern Virginia region (local workforce area #11) is recognized as one of the strongest local economies in the nation.

The workforce and job training services provided by **SkillSource** and its multiple State, local and community-based partner organizations substantially expanded in 2012 and is continuing to meet growing local community needs. In particular, we embrace our new and continued services supporting Northern Virginia military veterans with their training and job placement, assisting new business owners expand and hire additional workers, guiding local adults with disabilities back into permanent long-term employment, while continually responding to a dynamic and diversified regional economy.

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Governance Information

1) How the WIB coordinates and interacts with Chief Local Elected Officials (CLEO).

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 current CLEO Consortium Agreement and the CLEO-NVWIB Agreement are executed and are attached for State review. (Attachment 1 & 2)

2) WIB oversight, monitoring, and corrective action for WIA Title I programs.

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* Centers and oversees ongoing performance management, Center operations and biennial certification and any corrective actions determined necessary. NVWIB staff, particularly the Executive Director and the Contract Manager of Center Monitoring and Evaluation, lead the internal Center monitoring protocols. Copies of the NVWIB Center Monitoring document, the NVWIB Case Management File Review checklist, and the FY 2012 Center Monitoring Schedule are attached. (Attachment 13- 13f)

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

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

3) WIB contract management process to transition service providers, and contingency plans for unforeseen service provider agreement termination:

As the fiscal agent of the Northern Virginia Workforce Investment Board, The *SkillSource* Group, Inc. is a non-profit corporation in the Commonwealth of Virginia. *SkillSource* has made a corporate determination to follow the Virginia Public Procurement Act (VPPA) where applicable. The *SkillSource* Board of Directors has also established various financial and procurement policies, including a policy that all *SkillSource* contracts with nongovernmental contractors for the purchase of services shall be awarded after competitive sealed bidding or competitive negotiation. *SkillSource* reserves the right to award contracts on a sole-source basis consistent with all applicable procurement laws and regulations.

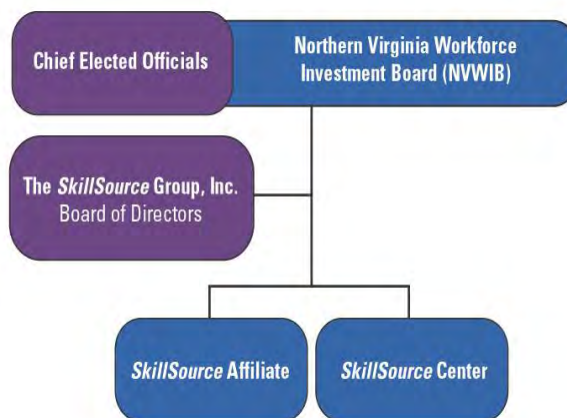
In the contract agreement with its One-Stop Operator, *SkillSource* has included a Termination clause that allows either party to terminate the agreement by giving written advance notice to each of the other parties on or before January 1 of the year in which termination is to occur. Termination of the agreement will not affect the liabilities incurred prior to termination date.

4) **WIB business in accordance with the Workforce Investment Act Sunshine Provisions.**

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.myskillsource.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.

5) **WIB staffing plans.**

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 for Federal WIA funding in Local Workforce Area #11. The following organization chart reflects the working relationships between the region's Chief Elected Officials, the Northern Virginia Workforce Investment Board and the *SkillSource* Group, Inc.

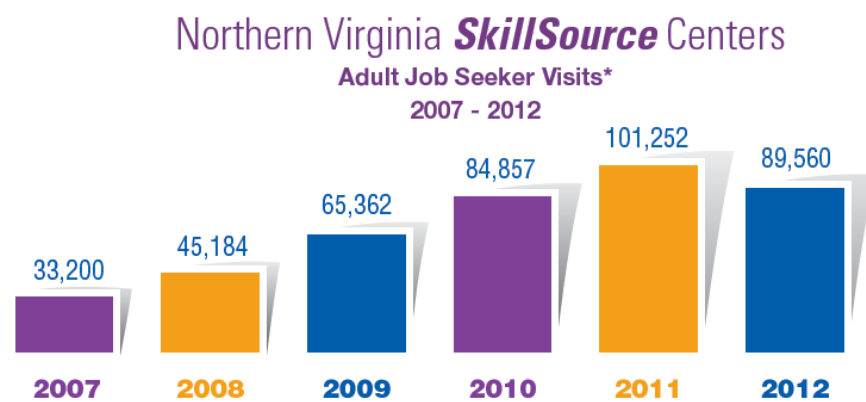


The current *SkillSource* Group, Inc. organization chart is reflected in Attachments 3 and 4. It should be noted that *SkillSource*, through successfully winning grant funding or contracts from non-Federal Workforce Investment Act sources, may have staff specifically delivering certain workforce services. Inclusion to the organization of both a Vice President of Finance and Vice President of Operations further separates the local Workforce Board policy function from the ongoing oversight and direction of fiscal management and program operations.

A Description of the One-Stop Delivery System in the Local Area

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 1.9 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 labor force population exceeds one million (U.S. Census Bureau, 2007-2011 American Community Survey). The primary private sector industry clusters in our region are Professional, Scientific and Technical Services, including Information Technology, Health Care, Construction, Retail and Accommodation and Food Services. Unlike other parts of the Commonwealth, public services, including Federal, State and local governments, are also large employers in our region.

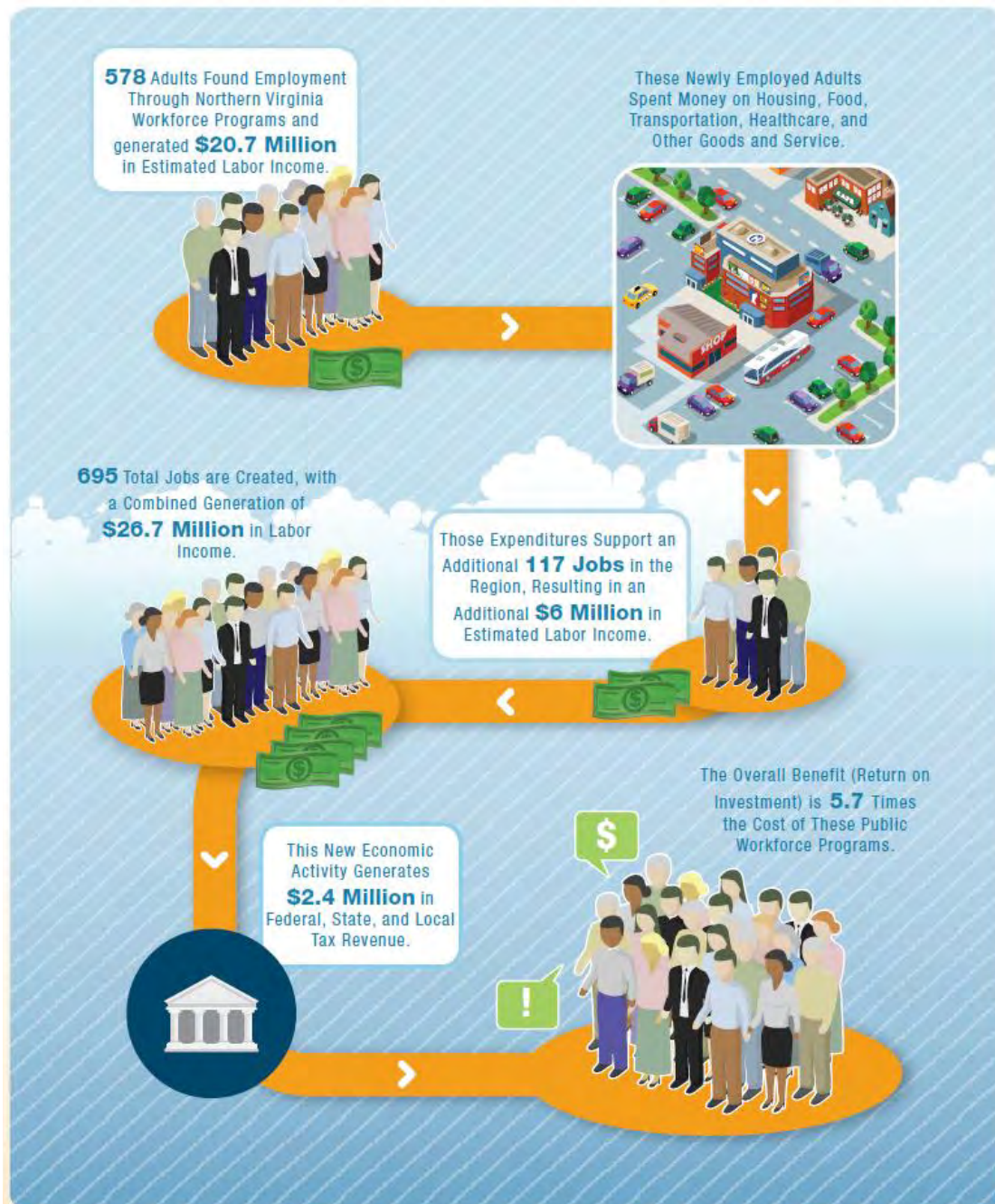
SkillSource strives to be a leader in regional workforce services that are universally accessible. While every job seeker is welcome, our particular focus is placed on employment and training services to dislocated workers, low-income and low-skilled job seekers, including ex-offenders, emerging entrepreneurs, mature workers, people with disabilities, military veterans and their spouses, as well as non-English speaking job seekers. Our five (5) **SkillSource** Centers hosted nearly 90,000 job seeker visits in 2012, an increase of 170% since 2007.



*Numbers include multiple visits by individual job seekers.

SkillSource placed nearly 600 fellow Northern Virginians into employment in FY 2012, which generated an estimated \$20 million in regional labor income. *SkillSource* contracted with Richmond, Virginia based Mangum Economic Consulting, to estimate the Return on Investment (ROI) from new adult workers entering the Northern Virginia workforce after participating in workforce training programs at the *SkillSource* Centers. The 2012 Study is available online: http://www.myskillsource.org/home/documents/SSG_EIA_113012_1030.pdf. Study highlights are summarized in the diagram on page 6, which include an ROI of nearly 600%, and the processes by which public workforce programs and services support the continued growth of the Northern Virginia regional economy.

SkillSource 2012 Economic Impact Study



- 1) **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.

2) Virginia Workforce Center physical location, current and planned co-location strategy for each center, and if applicable, Virginia Workforce Network affiliated site locations, partner sites or specialized centers.

Northern Virginia *SkillSource* Center locations



1 Fairfax SkillSource Center : Annandale

7611 Little River Turnpike,
Heritage Center, Suite 300W
Annandale, VA 22003
(703) 533-5400
TTY: (703) 533-5316

HOURS:

Mon, Tue, Thu: 8:30 am to 5:00 pm
Wed: 8:30 am to 7:00 pm
Fri: 10 am to 5 pm

2 Fairfax SkillSource Center : Alexandria

8350 Richmond Highway, Suite 327
Alexandria, VA 22309
(703) 704-6286
TTY: (703) 799-4435

HOURS:

Mon—Thu: 8:30 am to 5:00 pm
Fri: 10 am to 4:30 pm

3 Fairfax SkillSource Center : Reston

11484 Washington Plaza West, Suite 110
Reston, Virginia 20190
(703) 787-4974
TTY: (703) 742-0350

HOURS:

Mon—Thu: 8:00 am to 4:30 pm
Friday: 10:00 am to 4:30 pm

4 Prince William SkillSource Center

13370 Minnieville Road
Woodbridge, Virginia 22192
(703) 586-6800
TTY: (703) 583-6850

HOURS:

Mon, Tue, Thu, Fri: 8:30 am to 4:30 pm
Wed: 9 am to 4:30 pm

5 Loudoun Workforce Resource Center

A *SkillSource* Affiliate
102 Heritage Way, N.E.
1st Floor, Rear Entrance
Leesburg, VA 20176
(703) 777-0150
TTY: 711 VA Relay

HOURS:

Mon, Tue, Thu, Fri: 9:00 am to 4:30 pm
Wed: 9:00 am to 12:30 pm
1st Fri of the month: 1:00 pm to 4:30 pm

Current Satellite Centers

1. Career Development and Employment Services Center, Northern Virginia Community College, 15200 Neabsco Mills Road, Room 254, Woodbridge, 22191
2. Fairfax County Pre-Release Employment Center, 10520B Judicial Drive, Fairfax, 22030
3. *Future Site, summer 2013:* Northern Virginia Community College, 6901 Sudley Road Manassas, VA 20109-2305

Current SHARE sites

1. Boat People SOS, 6066 Leesburg Pike, Suite 100, Falls Church, VA 22041 (703) 538-2190
2. ECHO, Inc., 7205 Old Keene Mill Road, Springfield, VA 22150, (703) 569-7972
3. Katherine K. Hanley Family Shelter, 13000 Lee Highway, Fairfax, VA 22030 (571) 522-6800
4. Kingsley Commons, 3175-B Monticello Drive, Falls Church, VA 22042 (703) 752-6755
5. Korean Community Service Center of Greater Washington, 7700 Little River Turnpike, Suite 406 Annandale, VA 22003, (703) 354-6345
6. Our Daily Bread, Inc., 4080 Chain Bridge Road, 2nd Floor, Fairfax, VA 22030 (703) 273-8829
7. Reston Interfaith, Inc., 11150 Sunset Hills Road, Suite 210, Reston, VA 20190 (571) 323-1400
8. Western Fairfax Christian Ministries, 13888 Metrotech Drive, Chantilly, VA 20151 (703) 988-9656

Northern Virginia SHARE Site locations



3) Services provided by each partner mandated by federal and state law and optional partners

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 Continued Quality Improvement (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;
- 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.

In the Northern Virginia Workforce Area #11, all participating Partners sign a biennial umbrella services agreement that announces a shared regional vision for a customer-driven service delivery system. While all current partner endorsements are being collected, the current pending agreement for 2012-2014 can be viewed online at http://www.myskillsource.org/home/documents/NVWIB_2012-2014_WIAMOU.pdf.

4) How local board ensures eligible service providers' continuous improvement and such providers meet local employer and participant employment needs.

The NVWIB currently monitors the One Stop Operator of the five (5) *SkillSource* Centers twice annually, reviewing Core and Intensive Service intakes, cases under management, program exits, and WIA performance outcomes. Further, the NVWIB Eligible Training Provider Coordinator reviews practices and procedures of the regional training providers who have been certified to receive WIA customers with training vouchers. Since 2002, the NVWIB has implemented customer surveys, both online and paper copy, for both job seekers and business customers of the WIB, to assess and monitor overall customer satisfaction with services provided through the *SkillSource* Centers and the NVWIB.

The local Northern Virginia Workforce Investment Board Center Certification process, in place since 2001, also follows the Continuous Quality Improvement (CQI) process methodology, requiring One-Stop Center managers to become proficient and practice ongoing data collection, monitoring and implementing towards results. The NVWIB Operating Principles identify core processes that are utilized to work toward several quality service goals, including:

- Continuous Quality Process Improvement strategies are used to ensure 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 in which we are engaged.

5) Virginia Workforce Center certification strategies as required by Virginia Workforce Council Policy 10-01.

In accordance with Virginia Workforce Council Policy 10-01 One-Stop Service Delivery System regarding initial certification of Virginia Comprehensive One-Stop centers, the Northern Virginia Workforce Area selected the Virginia Workforce Center in Woodbridge to be the designated One-Stop to comply with the new uniform State Certification standards. All four (4) of the full-service, comprehensive *SkillSource* One-Stop Centers and the one (1) affiliate One-Stop Center in LWIA #11 comply with the strict standards of *SkillSource* certification requirements which are more robust than those required by Policy 10-01.


























On October 3, 2012, the NVWIB submitted the required One-Stop Certification Quality Benchmarking Tool and the Minimum Standard of Service Delivery Checklist as applied to the Prince William Workforce Center. The Benchmarking Tool and Checklist were notated with the specific documents and associated page numbers that addressed each question. The following documents were referenced in the Benchmarking Tool and Checklist:

| | |
|----------------|--|
| Attachment I | 2010-2012 Northern Virginia Area Memorandum of Understanding (MOU) The 2012-2014 MOU is in the signature process. (Attachment 5) |
| Attachment II | Center Floor Plan |
| Attachment III | Prince William <i>SkillSource</i> Center Certification Application (March 9, 2012) |
| Attachment IV | Prince William One-Stop Center June 2009 Policies and Procedures Manual (Final-Revised July 13, 2009) |
| Attachment V | Central CQI New Team Member Orientation |
| Attachment VI | Virginia Department of Aging & Rehabilitative Services (DARS) Accessibility Report |

The NVWIB received notification on March 8, 2013 that the Virginia Workforce Center in Woodbridge had received Stage One One-Stop Certification. The NVWIB and center leadership are currently preparing the stage two certification materials for submission prior to the July 2013 deadline.

Performance levels used to measure local area impact and used by local board to evaluate local fiscal agent (where appropriate), eligible providers, and one-stop delivery system

The Northern Virginia Workforce Area is measured by the Federal Workforce Investment Act Common Measures, nine (9) different performance benchmarks that monitor local and statewide outcomes associated with targeted adult and youth workforce programs and services. This includes Entered Employment Rate, Employment Retention Rate, and Average Earnings for the WIA Adult and Dislocated Worker Programs. The WIA Youth Program is measured by Literacy/Numeracy Gains, Placement in Employment or Education and Attainment of Degree or Certificate Rate. In 2012, Northern Virginia exceeded all nine (9) performance benchmarks, one of the highest performing local workforce areas in the Commonwealth.

| | Northern Virginia Workforce Area #11 | State Average | |
|---|---|---|---|
| <u>ADULT</u> | | | |
| Entered Employment Rate |  |  |  = Exceeds |
| Employment Retention Rate |  |  |  = Meets |
| Average Earnings |  |  |  = Fails To Meet |
| <u>Dislocated Workers</u> | | | |
| Entered Employment Rate |  |  | |
| Employment Retention Rate |  |  | |
| Average Earnings |  |  | |
| <u>New Youth Common Measures</u> | | | |
| Literacy/Numeracy Gains |  |  | |
| Placement in Employment or Education |  |  | |
| Attainment of Degree or Certificate Rate |  |  | |
| <u>Employment and Credential Measures</u> | | | |
| Adult |  |  | |
| Dislocated Worker |  |  | |

Local area adult and dislocated worker employment and training activities

For FY 2013, 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 integrated service delivery at the five (5) 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 job seekers, 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
- 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

1) How Local Workforce Investment Board ensures universal access to all core services.

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 for Aging and Rehabilitative Services (DARS) and the Disability Employment Initiative (DEI) to improve education, training and employment opportunities and outcomes for youth and adults in Virginia with disabilities who are unemployed, underemployed and/or receiving Social Security disability benefits. DARS also provides *SkillSource* One-Stop centers technical assistance with physical accessibility and assistive technology.

SkillSource also serves job seekers with disabilities through its Ticket to Work (TTW) program. TTW is a voluntary program for Social Security Administration (SSA) disability beneficiaries to receive free employment support to return to work. *SkillSource* is an Employment Network, as approved by the Social Security Administration. Our program coverage includes the states of Virginia, Maryland and the District of Columbia. *SkillSource* leverages existing programs and community partnerships to connect TTW customers with additional resources and supports needed for a successful return to work. Many of the TTW customers are referred to the WIA Programs and WIA customers are referred for TTW services. Vocational training, benefits counseling and workplace assessments are examples of the supports beneficiaries receive while working toward their employment goals and financial independence. Since program inception in October 2010 to March 2013, 90 Tickets have been assigned and 47 job seekers (53%) have been placed into employment.

2) Adult and dislocated worker employment and training activities, and supportive services available in the local area:

The NVWIB offers an excellent and wide 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 Services, to ensure the continued excellent delivery of adult and dislocated worker 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. The Supportive Services and Needs Related Policy is reflected in Attachment 8.

Intensive services may include but are 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 Individual Employment Plan (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, and 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, and customized training. The On-the-Job training and Customized Training policies are attached. (Attachment 9 & 10)

3) Self-sufficiency definition when determining eligibility for intensive and training services for employed individuals.

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.

4) Definition for hard-to-serve populations with additional barriers to employment:

Workforce Area #11 has not defined additional hard-to-serve populations with additional barriers to employment beyond the Area's Priority of Service Policy as reflected on Attachment 11.

5) 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 reflects recent Federal and State policy updates surrounding incumbent workers and layoff aversion program strategies.

How the local board coordinates workforce investment activities carried out in the local area with state and regional 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 that customers receive accurate and detailed information in an efficient and effective manner. The NVWIB Executive Director also receives all State WARN notices along with the Regional Rapid Response Coordinator's monthly activity report which provides for additional information to be shared with local staff, as necessary.

SkillSource successfully operated a Virginia Rapid Response Base Realignment and Closure (BRAC) grant that placed low-skilled and dislocated workers affected by anticipated BRAC actions from January 1 to December 31, 2012. This grant successfully placed 92 individuals into employment at an average hourly wage of \$25.05 or \$52,104 annually. In January 2013, ***SkillSource*** was also awarded a competitive grant through the Virginia Community College System's Rapid Response Assistance Program for Veterans' Employment. This eighteen-month program will provide unemployed veterans with training skills that result in industry-recognized credentials and placement into occupations within targeted high-growth and high-wage industry sectors.

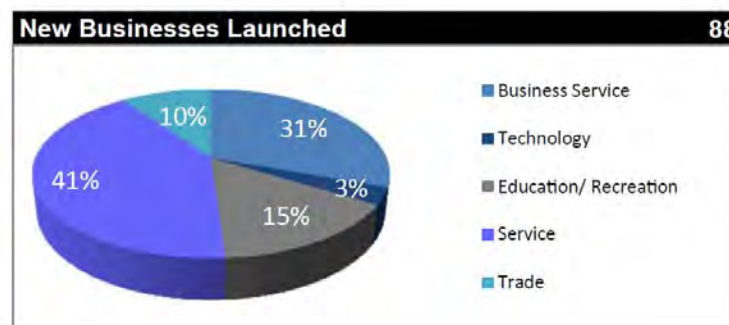
Description of services available to businesses, including small employers, self-employed individuals and other entrepreneurs:

The Northern Virginia Workforce Area #11 has had proven success providing workforce services that support the needs of local entrepreneurs. In June 2012, ***SkillSource*** was awarded \$8,355,590 through the U.S. Department of Labor's National Workforce Innovation Fund to lead a collaborative effort with the Capital Region Workforce Partnership in Richmond and Opportunity, Inc. in Virginia Beach and Norfolk. The project, named the Virginia Employment Through Entrepreneurship Consortium (VETEC), will provide 1,000 adult and dislocated job seekers, eligible for Federal Workforce Investment Act (WIA) services, with comprehensive entrepreneurial training and technical assistance, over the 52 month grant period, to directly assist with new job creation and small business growth.



As of April 2013, all of the National Workforce Innovation Fund grantees are still awaiting guidance from the U.S. Department of Labor to begin project enrollment, pending approval of the evaluation component of the project. The national evaluator contracted by the U.S. Department of Labor must approve each project's evaluation plan before project enrollment can begin. ***SkillSource*** and its partners have begun to conduct outreach and all other preliminary grant activities and hope to begin enrollment services within the next month.

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



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

Description and assessment of local area type and availability of youth activities:

1) 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. An RFP was issued in 2010 to competitively bid for WIA youth services and Fairfax County Department of Family Services was awarded the contract, which can be renewed annually through 2015.

The WIA Youth Program funding allocation for the NVWIB youth program has significantly increased from \$310,000 in 2010 to \$1,034,066 in 2012. Our challenge has been to grow the

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

SkillSource and its One-Stop Operator also administer a local non-WIA Summer Youth Program, the Educating Youth through Employment Program (EYE). Since 2006, the EYE Program has provided teens and young adults, ages 16-21, with professional, paid employment opportunities at agencies, non-profit organizations and private sector companies throughout Northern Virginia. In a time when the unemployment rates are at their highest amongst teens and young adults, it is programs like this that create jobs and professional opportunities that might not have otherwise existed. The 2012 EYE Program ran from June to August and offered up to eight weeks of work experience. In addition, the teens and young adults received workforce development training focused on critical job readiness skills, including: workplace behavior, resume building, interviewing, networking, project management, and fiscal responsibility. Over 100 young adults were employed through the program and earned over \$110,000 in wages during the summer. From 2006 to 2012, over



600 young adults have participated in the Northern Virginia EYE Program and earned a combined total of \$610,500 in wages. In Summer 2013, up to 150 participants are projected.

2) How the area identifies and selects successful youth activities providers and ensures the ten youth program elements required under WIA are delivered.

The NVWIB and Youth Council have used the public procurement process to identify and select the current WIA Youth Program Provider. The Fairfax County Department of Family Services is currently delivering all ten (10) WIA youth program elements. The Northern Virginia Workforce Investment Board and the Youth Council are 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 use competitive procurement requirements to identify and acquire additional youth service providers.

3) Strategies to ensure all eligible WIA youth receive work readiness and life skills activities during their enrollment in WIA youth program.

Guidance and counseling will be provided by a network of counselors, educators, employers and mentors. WIA Youth specialists 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. The WIA Youth Program is also able to provide tutoring services for those that need additional assistance. The WIA Youth specialists provide soft skills training workshops to help prepare young adults for the workplace and other opportunities. Topics include: appropriate and professional behavior; job readiness skills and positive work habits; career exploration, including high demand industries; personal financial management; networking and resume building; and the benefits of higher education and certifications.

4) How local area increases awareness of and recruitment into older out-of-school youth programs and services?

Outreach efforts for older out-of-school youth includes 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 introduced and available to older youth who come into the *SkillSource* Centers located throughout the workforce area. Job Corner, a WIA youth-only employment center based at the Annandale *SkillSource* Center, attracts and engages older WIA youth through the center's offerings focused on employment, basic education, and job training.

5) Area's policy for defining youth in need of additional assistance and the strategies for serving them.

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).

- 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 job termination.
- 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.

The Workforce Area #11 strategy is to use a strength-based model that includes documenting the needs in the 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.

- 6) **Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through adult education programs, community colleges and other higher education institutions.**

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

- 7) **Efforts taken to ensure compliance with applicable child labor and safety regulations.**

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.

Professional staff development strategies description

- 1) **Process used to ensure staff receives continuous training in workforce development practices.**

The Northern Virginia Workforce Area and its One-Stop Operator ensure that the One-Stop Center staff is given the opportunity to be certified as Workforce Development Professionals. Area #11 pays for all training expenses in order for staff to keep up to date with workforce development policies and practices. This has currently been done through two types of workforce professional training:

- **National Workforce Professional Certification through the Dynamic Works Institute** – asynchronous online tiered certification program on WIA, Customer Service, Career Development, Job Preparation, Job Search, Project Management, etc.
- **Workforce Development Certificate through the University of Virginia** – a 9-credit graduate certificate that combines web-based instruction, self-directed learning and

practicum experience in the workplace to provide workforce professionals with a framework to apply the competencies in current work settings and job responsibilities.

2) Methods to ensure both effective use of the VAWC and adherence to timely data entry requirements for WIA services.

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, Area #11 operator of WIA programs, dedicates a management information specialist (MIS) to track and manage the outcomes of cases and how those outcomes translate 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.

3) Process to measure staff performance and delivery of high-quality customer service.

The *SkillSource* employee performance management system is centered on supporting competencies, professional development, and reinforcement through recognition. The *SkillSource* staff, and a collaboration of partners operating under various personnel systems, use different tools to measure performance excellence, but all use performance as a basis for retention and pay increases. All systems use a combination of behavior elements, job specific performance elements, and personal development elements as measures for performance evaluation. Evaluations include a self-evaluation; a supervisor evaluation; goals for the upcoming year; and a development plan.

Performance reviews are conducted annually, followed with semi-annual coaching sessions. The *SkillSource* Center management teams meet regularly with staff to discuss issues, employer and job seeker feedback results, individual development plans, organizational expectations, and progress towards the Center goals.

As part of the performance evaluation process, employees assist in the establishment of their own goals and professional development plans under the leadership of their supervisors. Professional development plans are designed to assist the employee in meeting their professional goals and to enhance their work. Even though development plans and goals are created annually, they can be amended and adjusted to accommodate changes as needed. Staff participation in decision making, strategic planning and problem-solving teams is reflected in their performance evaluations.

SkillSource adheres to and promotes the *SkillSource* Commitment to Customers. We promise to:

- ✓ Listen to you
- ✓ Be courteous and respectful
- ✓ Respond to your needs
- ✓ Give accurate information
- ✓ Provide an attractive and accessible facility

The importance of *SkillSource*'s ethics, values, and principles are reinforced by discussing customer feedback with employees at weekly meetings, annual performance reviews, and as needed on an ongoing basis. *SkillSource* Center leadership demonstrates their commitment to quality customer service by rewarding employees with Customer Service Awards.

Center employees and partners are also bound by their respective agencies to basic service ethics like non-discrimination, conflict of interest (Attachment 14) and confidentiality of customer information. The *SkillSource* Centers and Partner Agencies have high standards of honesty and integrity.

SkillSource employs a number of methods to gain information on all of our customers' expectations and needs. To broaden the ability to collect customer feedback, *SkillSource* utilizes both internal and external data collection methods. The primary customer feedback tools *SkillSource* uses to learn about key requirements are:

| | |
|-------------------------------|--|
| <u>Online Survey:</u> | In order to gather information from a larger portion of our customer base, <i>SkillSource</i> developed an online survey to further identify customer needs and expectations. With the data received, through the Design Team and CQI process, <i>SkillSource</i> reviews and analyzes trends and identifies areas for improvement. |
| <u>Customer Comment Card:</u> | This tool allows customers to anonymously provide information on their level of satisfaction against several key indicators of service delivery and operations. These include ratings on customer service, technology, accessibility, service delivery, and resources. Data collected is stored in a database or maintained by <i>SkillSource</i> Center Operations Management for trend analysis. Comments are reviewed on a monthly basis by the <i>SkillSource</i> Center Operations management team and used by the CQI teams on a quarterly basis for continuous quality improvement. |
| <u>Workshop Evaluations:</u> | This tool allows <i>SkillSource</i> to get immediate response from primary customers on the quality of workshops, presenters and access to services to determine the overall level of satisfaction. Attendees are also asked for suggestions for improvement. |
| <u>Employer Surveys:</u> | Employers are surveyed at job recruitment and signature events. Externally, <i>SkillSource</i> utilizes survey data from the NVWIB data collection system and an electronic employer satisfaction survey. |

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

4) Process to meet and maintain staff certification as required by VAWC Policy 10-01.

The Virginia Workforce Council requires that a minimum of 60 percent of front-line staff in Virginia will achieve a professional workforce development certification. As of March 2013, 37 (64%) out of 58 front-line staff had received a workforce development certification and 27 were in the process of receiving a certification.

Local Area fiscal and budgetary strategies.

1) Entity/fiscal agent responsible for disbursement of WIA funds, as determined by the chief elected official.

The *SkillSource* Group, Inc. (*SkillSource*) is the fiscal agent of the Area #11 Northern Virginia Workforce Investment Board (NVWIB.) *SkillSource* is responsible for the financial, administrative and program activities of Area #11.

2) Methods and strategies used to ensure timely expenditure of WIA funds.

Annually, *SkillSource* prepares a budget, which is reviewed and adopted by the *SkillSource* and the NVWIB Boards of Directors. The budget includes estimated carry-in funds from prior year funding, new authorized WIA and other grant funding, and anticipated renewals of long-established funding streams. Each month, the *SkillSource* Finance Committee reviews financial management reports, which include budget to actual comparisons in a consolidated format and by funding stream. The management report identifies the expenditure and obligation rates of WIA and other funding streams. On a quarterly basis, the *SkillSource* and NVWIB boards review the expenditures, obligations and program performance reports. This level of detail and review is one of the strategies used by *SkillSource* to ensure timely expenditure of WIA and other funds.

3) Competitive process used to award local area grants and contracts for activities carried out under WIA.

In March 2011, the *SkillSource* Group, Inc. Board of Directors approved the updated 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.

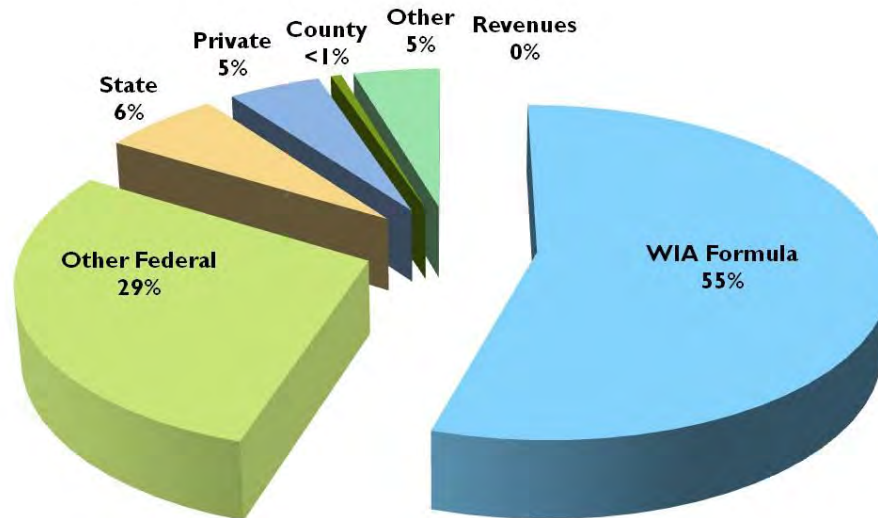
4) LWIB strategy to leverage WIA funds with other Federal, State, local and philanthropic resources.

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 Assistant Development Director (supporting the Vice President for Operations) and adding related grant-writing resources to identify and pursue non-WIA funding opportunities. The NVWIB and the *SkillSource* Group, Inc. will continue pursuing a comprehensive Resource Development Strategy, focusing on grants development, corporate giving, individual solicitations and related resource strategies. The *SkillSource* Group, Inc., the non-profit arm of the Northern Virginia Workforce Investment Board, has secured multiple funding awards to supplement its WIA operations in PY 2012, including:

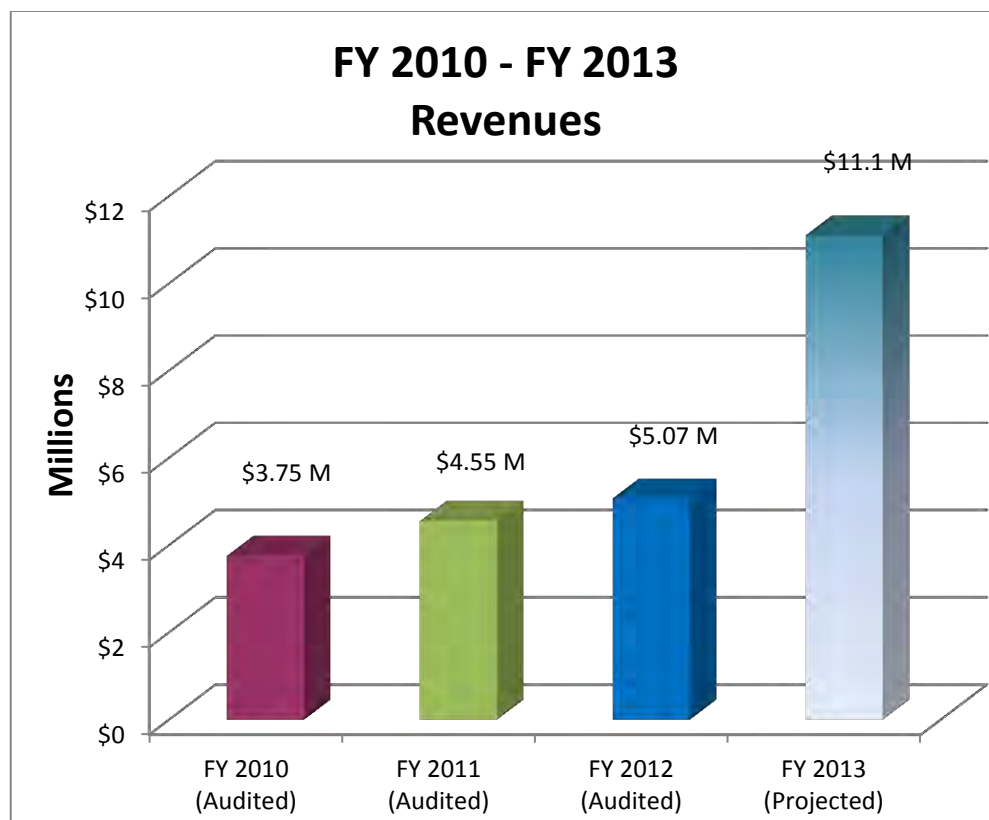
- U.S. Department of Labor Workforce Innovation Fund Grant - \$8,355,590
- U.S. Department of Labor Veterans Workforce Investment Program - \$1,103,939
- U.S. Department of Labor Registered Apprenticeship 1st Option Year - \$120,000
- U.S. Department of Labor Registered Apprenticeship 2nd Option Year - \$120,000
- U.S. Department of Labor NEG BRAC Award (through Maryland) – \$252,450
- U.S. Metropolitan Washington Council of Governments - \$26,000
- Virginia Community College System Incentive Award - \$50,000
- Virginia Community College System – Microsoft Elevate Outreach Funds - \$15,000
- Virginia Community College System – Rapid Response Assistance Program for Veterans’ Employment – \$249,629
- Virginia Department of Corrections – VASAVOR - \$152,835
- Northern Virginia Community College TAA Grant - \$300,459
- Fairfax County Consolidated Community Funding Pool - \$120,000
- United Way Community Impact Fund - \$15,000

- Northern Virginia Community Foundation - \$7,500
- Microsoft – Elevate America Funds - \$33,455
- Microsoft – Inkind E-Learning Vouchers - \$640,000

SkillSource's FY 2013 budget reflects a combination of WIA Formula funds, other Federal, State, County, and Foundation grants, as well as private donations.



With a focus on resource development, *SkillSource*'s revenues have continued to steadily grow – just looking at the past three years, *SkillSource* has achieved increases in non-WIA Formula funding and its projected budget for FY 2013 is nearly three times its budget in FY 2010.



Accelerated/Integrated Education and Training

The Northern Virginia Workforce Area #11 is very supportive of accelerating education and training programs and services on behalf of adults with limited time available for training, as well as to increase credential attainment and reemployment. Several strategies to accelerate training opportunities include 1) Compressed Training 2) Credit for Prior Learning 3) Non-semester based classes and 4) Dual Enrollment.

In February 2013, the **SkillSource** Group, Inc. (on behalf of the Northern Virginia Workforce Area #11) was awarded \$249,629 from the Virginia Community College System to provide Rapid Response workforce services to eligible veterans who are dislocated workers through June 2014. **SkillSource** intends to partner with Northern Virginia Community College to provide funding for an Adult Career Pathway (ACP) counselor for services to eligible veterans through this grant. It is planned that this ACP counselor will work closely with participating veterans to

support their applications for prior learning credit, especially considering their extensive training while serving in the military in addition to other credential attainment. This type of adult career pathway counseling and prior credit attainment is a unique arrangement between the Northern Virginia Workforce Board and Northern Virginia Community College and will be closely monitored and measured for its outcomes. If successful, this type of partnership arrangement could be applicable to other special job seeker populations served at the Northern Virginia *SkillSource* Centers.

Branding & Customer Service

In accordance with the Virginia Workforce Council's guidance, NVWIB uses the Virginia Workforce Network logo on its WIB publications and letterhead. The Virginia Workforce Center in Woodbridge, Virginia also displays this logo in the sign located in front of the Center and on the outside of the building for public view.



SkillSource uses multiple vendors to meet our diverse outreach demands. LeapFrog Communications, Tri Vision, and Pat Davis Design are three private sector vendors with whom we collaborate to design, develop and produce multimedia solutions that promote the overall goals, mission and services of the *SkillSource* Group, Inc. NVWIB. Many of the *SkillSource* brochures, public service videos or outreach advertisements are available to job seekers and translated in other languages, with Spanish, Korean, Vietnamese, Farsi and Urdu as the top translated languages in demand.



In January 2013, *SkillSource* released its 2012 Annual Report that highlighted *SkillSource*'s multiple workforce programs, success stories and financial activities. The 2012 Annual Report was mailed to every elected official in the Northern Virginia region, as well as our other community and local partners. *SkillSource* also e-mailed the Report as part of an e-quarterly newsletter campaign

through Constant Contact. *SkillSource* has over 1,600 active email addresses in its Constant Contact database that we communicate with on a quarterly basis.

Outreach development activities include: program specific video production, creation of promotional materials (direct mail, brochures, program posters, logos, newsletters, and press releases), and Annual Report production. LeapFrog manages and maintains our website (www.myskillsource.org).



Business Services

The Northern Virginia Workforce Area and its One-Stop Operator, the Fairfax County Department of Family Services, have organized operations to be responsive to business needs. A Business Services Team has been established to focus entirely on business outreach and to be responsive to company workforce needs, including scheduling large scale candidate fairs, assessments or job fairs. 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.

The Virginia Workforce Center in Woodbridge, Virginia 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 on campus. The Study closely examined the business services that would be made available through a consolidation of workforce and business services at the Woodbridge campus. The ROI analysis for the new Center estimated annual economic benefits of \$181 million measured in terms of new state and local tax revenue in addition to enhanced business productivity. The NOVA Woodbridge Workforce Development Center has been approved by the VCCS, funding has been appropriated by the Virginia General Assembly, and project groundbreaking is scheduled for spring 2013. The Center is projected to be completed in 2014.

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 subsidies, Federal and State tax credit forms, along with the Federal Bonding Program. As an example of our local expertise, **SkillSource**, and four other local workforce areas in Virginia, supported and implemented a grant award to the Virginia Community College System by a U.S. Department of Labor National Emergency Grant to provide On-the-Job Training (OJT) opportunities for job seekers who had been unemployed for 27 weeks or longer. Upon grant completion in September 2012, **SkillSource** had surpassed its original goal by placing 54 long-term unemployed dislocated workers into employment with salaries averaging \$34,278 annually. Dr. Glenn Dubois, Chancellor of the Virginia Community College System, congratulated **SkillSource** for “leading the State with the highest number of dislocated worker placements in meaningful training positions” and stated “the project would not have exceeded its goals...without [**SkillSource**’s] dedicated efforts.”

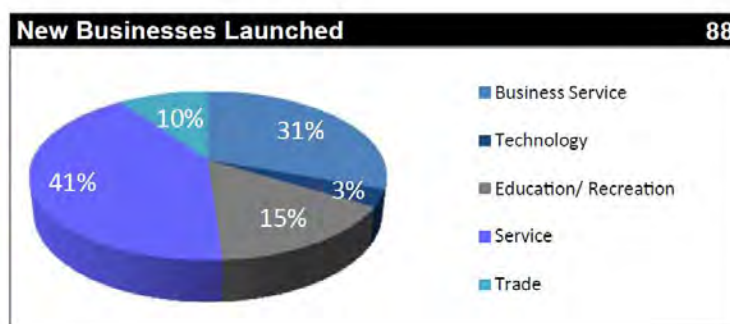
The Northern Virginia Workforce Area has had proven success in providing workforce services that support the needs of local entrepreneurs. In June 2012, **SkillSource** was awarded \$8,355,590 through the U.S. Department of Labor’s National Workforce Innovation Fund to lead a collaborative effort with the Capital Region Workforce Partnership in Richmond and Opportunity, Inc. in Virginia Beach and Norfolk. The project, named the Virginia Employment Through Entrepreneurship Consortium (VETEC), will provide 1,000 adult and dislocated job seekers, eligible for Federal Workforce Investment Act (WIA) services, with comprehensive entrepreneurial training and technical assistance, over the 52 month grant period, to directly assist with new job creation and small business growth.



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Department of Labor must approve each project's evaluation plan before project enrollment can begin. *SkillSource* and its partners have begun to conduct outreach and all other preliminary grant activities and hope to begin enrollment services within the next month.

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

Since 2002, the administrative offices of the Northern Virginia Workforce Investment Board and the *SkillSource* Group, Inc. have been deliberately co-located within the private sector business 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 are represented on the Area #11 Workforce Investment Board of Directors.

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.

Credential Attainment

In the Northern Virginia Workforce Area, having a credential or degree is necessary in order to earn a meaningful living that will support a family. According to the U.S. Bureau of Labor Statistics, adults with less than a high school diploma have an unemployment rate of 12.4% and median weekly earnings of \$471 compared to an unemployment rate of 4.5% and median weekly earnings of \$1,066 for those with a Bachelor's degree. *SkillSource* encourages job seekers to attain credentials and certifications in high-demand occupations within targeted industry sectors in order for them to obtain higher paying employment. In 2013, Northern Virginia *SkillSource* Centers will continue to provide basic skills assessments such as the Test of Adult Basic Education (TABE), along with the Virginia Career Readiness Certificate testing modules as entry-points for continued post-secondary education and training opportunities to Center customers. It must be noted, however, that these current Center assessments are not recognized by higher education institutions as a means of accessing college-level classes and training. For example, both Northern Virginia Community College and George Mason University use their own entrance testing to determine appropriate selection and entrance of students.

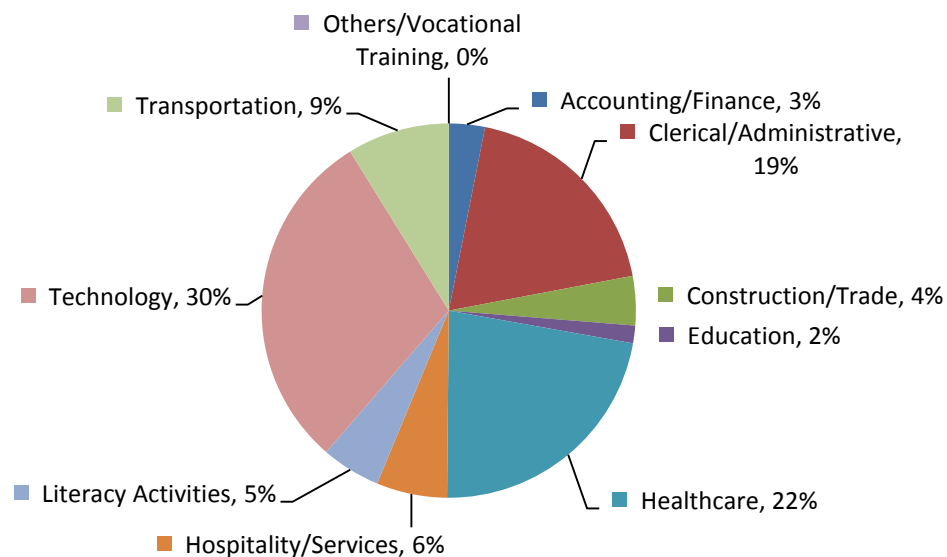
SkillSource has incorporated innovative uses of technology in order to meet the training needs of employed adults and nontraditional learners by offering more training online. Historically, only a handful of Northern Virginia Area #11's Eligible Training Providers (ETPs) had provided their training courses online. George Mason University, the ETP that receives the most funding through Individual Training Account vouchers (ITAs), offers many of their courses online. ***SkillSource*** is beginning to see an increase in new ETP applications that offer online training and have approved many of these programs. ***SkillSource*** sees this as a necessary option for individuals that cannot attend training during normal work hours due to employment, childcare issues, transportation barriers, etc. Some job seekers also prefer to learn at their own pace or retain information better through asynchronous training opportunities.

SkillSource has offered online National Retail Federation (NRF) certifications to individuals being placed into employment in the Retail sector through programs serving WIA job seekers, offenders and ex-offenders, and individuals with disabilities; this credential provides them with an industry-recognized certification that makes them more attractive to employers in the retail industry. NRF provides quality, retail-specific education and offers job seekers four (4) industry-recognized professional certifications: Customer Service, Sales, Retail Management and Professional Retail Business. Participants can follow a path from entry-level retail positions that require a Customer Service Certification, to a Retail Sales Associate to Retail Management and finally to Senior Manager. The training and exam for NRF certifications are all conducted online.

SkillSource is also providing online Microsoft certifications to veteran job seekers through its Microsoft Elevate America for Veterans (Elevate) initiative. The Microsoft Corporation, in partnership with the U.S. Department of Labor and the White House, launched a new pilot program that provides 1,000 Microsoft training vouchers each year for two years (from November 2011 to October 2013) to assist veterans and eligible spouses who are seeking to build their IT skills and knowledge of Microsoft Office products. The training and exam for the Microsoft certifications are all conducted online. ***SkillSource*** (on behalf of Local Workforce Area #11) is one of five local workforce areas in the nation invited to participate in the pilot. As of March 2013, 991 vouchers have been distributed and 201 veterans are employed.

The Northern Virginia Workforce Area's Individual Training Account vouchers (ITAs) are the most commonly used methods for job seekers to access training and certifications. The Northern Virginia ITA Policy (Attachment 7) gives adults the opportunity to choose eligible training programs to accomplish their skills training employment goals. Customer choice accompanied by effective case management is utilized to purchase WIA training for job seekers. Training is available to customers for skill upgrades or to gain access into a new occupation. Customers gain the skills and credentials needed by choosing from an updated and comprehensive list of Eligible Training Providers specific to their identified needs. The Eligible Training Provider policy is reflected in Attachment 6. In Northern Virginia, the value of an Individual Training Account funded through WIA Formula funding shall not exceed \$3,500. A priority is placed on short-term certification, so nearly all training activities do not exceed eight to nine months in duration. If necessary, the NVWIB policy allows case managers to refer higher cost vouchers to the NVWIB Executive Director for approval. For FY 2013, through March 2013, Workforce Area #11 has obligated nearly \$628,000 for 269 Adult/DW and Youth Program ITAs. The pie chart below reflects the distribution of ITAs by industry sector. The industry sectors associated with the highest ITA expenditures are Information Technology, Healthcare, and Clerical/Administrative, which mirror labor market information for the in-demand industries in Northern Virginia.

ITA Voucher Distribution



Industry Recognized Credentials

Officials at the Northern Virginia Workforce Area #11 recognize that effective career pathway programs lead job seekers to attain postsecondary credentials that are valued within the regional labor market. In Northern Virginia, these credentials are applicable in different industry clusters, including information technology, health care, retail, construction, professional and technical services and hospitality. For certain industry sectors, particularly IT, stackable credentials allow job seekers to build their qualifications over time and move up their career ladder to potentially upper level positions that pay a higher wage. These credentials build upon one another, with each credential adding more value to the job seeker's resume and salary level. According to a June 2012 Jobs for the Future report titled The Promise of Career Pathways Systems Change: What Role Should Workforce Investment Systems Play? What Benefits Will Result?, this mapping is the next logical step for local workforce areas to help job seekers and employers "understand how courses are sequenced, articulated, and lead to the end goals of credential attainment, employment, and career progression."

Of the many different types of stackable industry-recognized credentials including diplomas, certificates and degrees, the Northern Virginia Workforce Investment Area #11 has successfully used the National Retail Federation (NRF) Basic and Advanced certification for job seekers seeking to enter the retail and hospitality sectors. Job seekers can stack different levels of NRF certifications, depending on their position within the organization. Certifications begin at the Customer Service level, then advances to Sales, Retail Management and Retail Business credential. Certain local employers actually guarantee a job interview of any job seeker holding an NRF certification.

Through the Northern Virginia Elevate America program with the Microsoft Corporation and the new Jobs 4 Veterans (J4VETS) initiative funded through the U.S. Department of Labor (explained in greater detail in the Veteran's Workforce Services section), **SkillSource** is seeking to assist local veterans with stacking industry-recognized credentials. **SkillSource** and Workforce Area #11 identify eligible veterans for Microsoft IT online training certifications that will help

them to build their skills in order to acquire additional IT certifications. *SkillSource* is then able to offer these veterans additional training, particularly in the IT industry, through its J4VETS initiative that connects veterans to industry-recognized credentials and jobs in high demand industries. Veterans are able to stack their Microsoft credential with another credential obtained through J4VETS, that will ultimately help them in their search for higher paying, upper level positions.

Through a long-term partnership with Northern Virginia Community College and NoVaHealthForce since 2005, a coalition of health care providers in Northern Virginia, *SkillSource* and the Northern Virginia Workforce Area have focused on health care career pathways and opportunities to increase regional health care employment. In academic year 2011, there were 762 regional registered nurse (RN) student admissions, an increase of almost 37%, since the Initiative started in 2007. Total RN graduates for academic year 2012 was 635, an increase of 28% since the Initiative started in 2007.

In February 2013, the *SkillSource* Group and NoVaHealthForce awarded a new research contract to Jobs for the Future, a Boston-based workforce nonprofit organization, to update the NoVaHealthForce Health Workforce Study, last completed in 2008. This updated report examine current employment data for multiple health care occupations, and will provide new details on regional health care career pathways and opportunities to focus new attention or resources in newly-identified health care occupations.

Industry Sectors/Pipeline Expansion

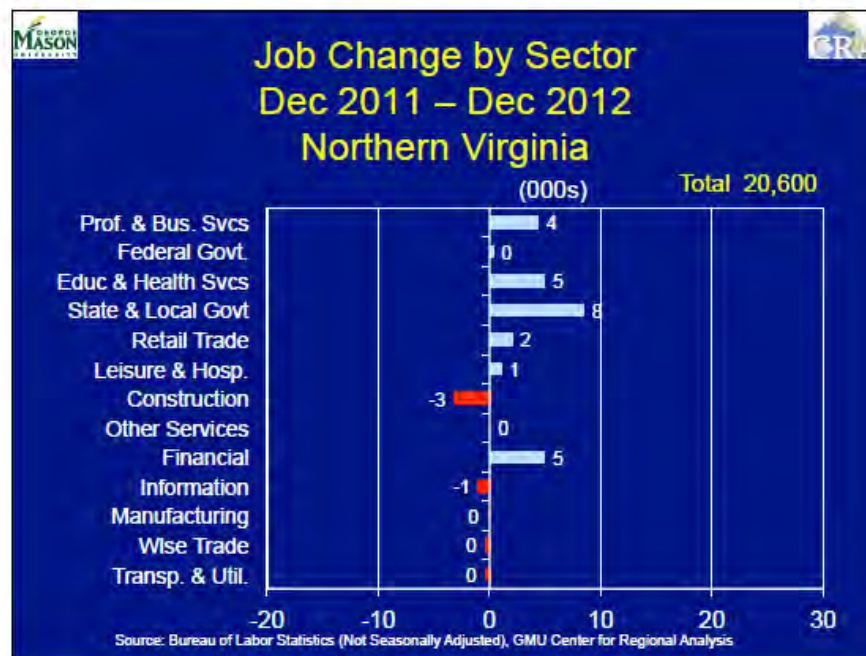
Workforce Area #11 targets ongoing outreach and training efforts on high-growth and high demand occupations within the identified industries relevant to Northern Virginia. By this review, Workforce Area #11 remains assured its workforce and training initiatives are matching workforce supply with business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

IT), Retail, Health Care and Accommodation/Food Service occupations. According to the chart below, these are the top industries in Northern Virginia that employ the most job seekers.

| Rank | Industry Sector | Establishments | # Employees |
|------|--|----------------|-------------|
| 1. | Total All Industries | 56,413 | 897,440 |
| 2. | Professional Scientific and Technical Services | 14,482 | 197,975 |
| 3. | Retail Trade | 5,003 | 101,458 |
| 4. | Health Care and Social Assistance | 6,020 | 82,212 |
| 5. | Education Services | 1,013 | 81,359 |
| 6. | Accommodation/Food Services | 3,484 | 66,167 |
| 7. | Admin. Support, Waste Mgmt. & Remediation | 3,174 | 55,591 |
| 8. | Construction | 4,629 | 53,184 |
| 9. | Public Administration | 394 | 45,594 |
| 10. | Information | 1,326 | 32,880 |

(Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program, 4th Quarter 2011)

SkillSource and its One-Stop Operator use this information to target employers in these industry sectors to place job seekers into high demand occupations. The local industry sectors in Northern Virginia have changed over the past few years. Where construction used to be a high demand industry, according to a 2013 Report by Dr. Stephen Fuller from the Center for Regional Analysis at George Mason University, occupations in the Construction sector have decreased over the past year and opportunities in the Professional Business Services, Health Care, Retail and Financial industries continue to grow at a rapid rate.



To meet employer demands, **SkillSource** has targeted initiatives to place job seekers into these industry sectors. The IT industry incorporates the largest number of employers (includes the Professional, Scientific and Technical sectors) in the region and has the largest number of hires by industry. It will account for 41% of all new jobs in Northern Virginia by 2020 (*George Mason University Center for Regional Analysis*). According to the VEC Quarterly Census of Employment and Wages, the average weekly wage for the Professional, Scientific and Technical Services sector is \$2,025 (\$105,300 annually), the second highest wage by industry in the region. Through the aforementioned Northern Virginia Elevate America for Veterans initiative, **SkillSource** has conducted numerous outreach efforts to hundreds of IT employers throughout the region.

According to a Northern Virginia Community College labor market report on Science, Technology, Engineering and Mathematics (STEM) occupations, IT jobs continue to dominate Northern Virginia's labor market – the top seven most in-demand occupations are all IT specialties. Furthermore, there are significant gaps in the supply of newly-credentialed graduates of area colleges, universities and certification training programs in nearly all IT specialties, and skilled labor gap for non-management technical specialists and entry-level STEM occupations. **SkillSource** partnered with Northern Virginia Community College on their successful \$12 million grant proposal to the U.S. Department of Labor's Trade Adjustment Assistance Community College and Career Training Grants Program. NOVA's "Credentials to Careers" initiative is to help foreign trade-impacted and other adult workers find meaningful employment in STEM careers. **SkillSource** received \$300,460 through this four-year grant to develop a new affiliate **SkillSource** Center at the NOVA campus in Manassas (western Prince William County). **SkillSource** will identify, assess, and refer approximately 100 candidates for STEM training and place 74% into employment.

The Northern Virginia health care industry continues to grow as providers must meet the needs of an aging population, ongoing and changing health issues, and technology advancements. According to projections from the Bureau of Labor Statistics, the health care and social assistance industry will generate the most jobs (5.7 million) over the next decade; however, the

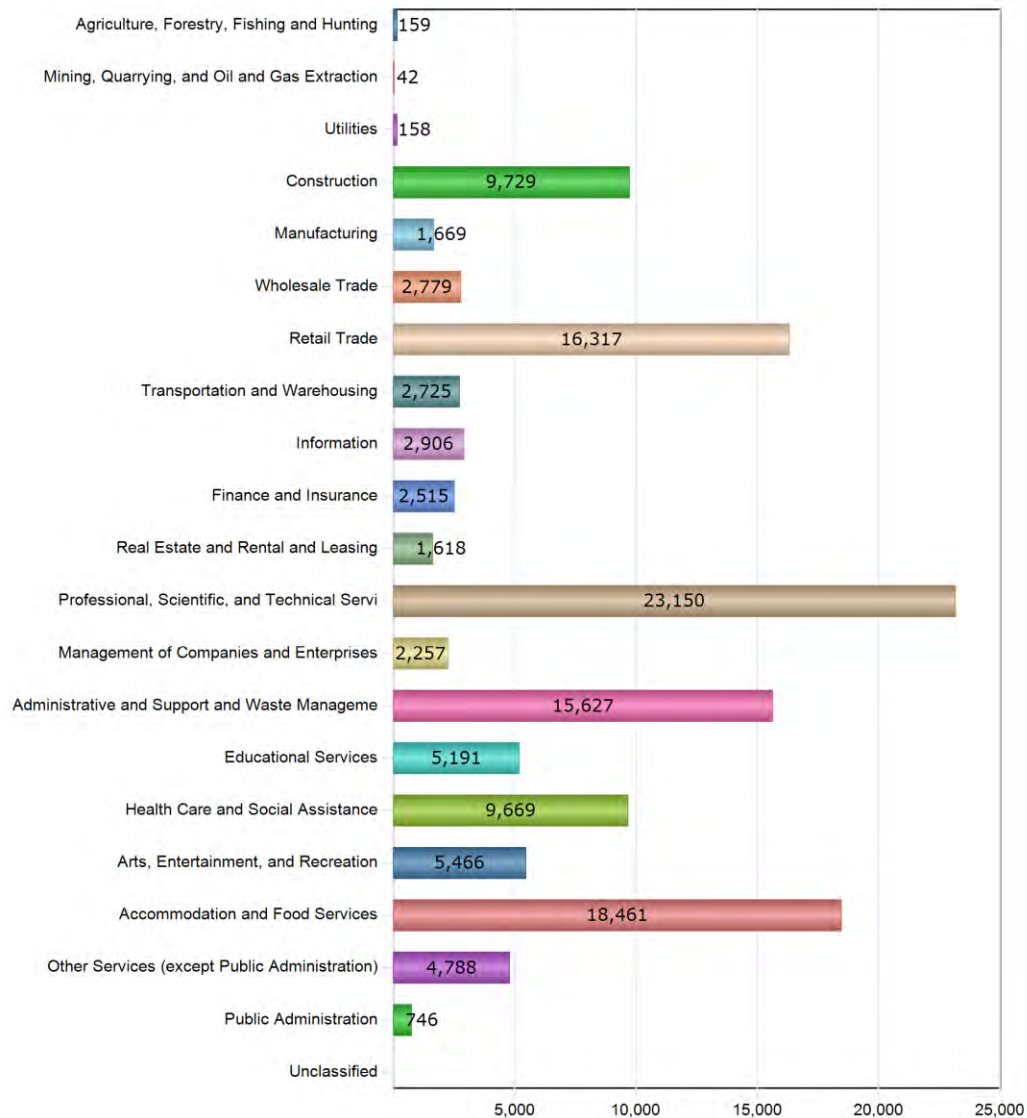
supply of graduates in many health disciplines is not keeping pace with demand for workers. Further, the population of Northern Virginia is growing at twice the rate of the nation, placing an increased demand for health care services on an already overtaxed system. This growing demand for health care services, coupled with a stagnant supply of graduates to replace those retiring, has resulted in a severe regional shortage of health care workers. *SkillSource* is part of NoVaHealthFORCE, a regional coalition of private sector, business, government, community, healthcare, and educational leaders whose mission is to establish a long-term, business-driven, sustainable strategy to address Northern Virginia's healthcare worker shortage. The *SkillSource* Group, Inc. serves as its fiscal agent and is a member of the CEO Roundtable. Regional registered nurse (RN) student admissions increased by almost 37% since the 2007 NoVaHealthFORCE nursing education expansion initiative. Total RN graduates for academic year 2012 were 635, an increase of 28% since the expansion.

Although these occupations in IT and Health Care are targeted for higher-skilled and highly educated individuals, the Retail and Accommodation/Food Service industries are also one of the fastest growing sectors in the region. The average weekly wage for the Retail sector is \$590 (\$30,689 annually). *SkillSource* has established multiple relationships with local retail employers through other partnerships and offer National Retail Federation (NRF) certifications to individuals being placed into employment in the Retail and Accommodation/Food Service sectors.

Labor Market Information

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 2013-2014, including the Virginia Employment Commission (VEC) Community Profile for Area #11, and data from the U.S. Census, U.S. Bureau of Labor Statistics and the Local Employment Household Dynamics to determine and shape workforce services in the Northern Virginia region. The Workforce Board also uses valuable job and employment data from the George Mason University Center for Regional Analysis (<http://www.cra-gmu.org/forecasts.htm>). This data is

used to continuously assess the industry demand for job seekers. The VEC's Community Profile of Area #11 chart below is routinely used by *SkillSource* to examine the region's number of new hires by industry.



New Hires by Industry

Source: Virginia Employment Commission, June 2012

Sector Strategies

Northern Virginia Workforce Area #11 has focused on multiple high demand, high growth industry sectors for nearly a decade. There are up to seven key employment sectors in the Northern Virginia region including:

- | | |
|--|--|
| 1) Business and Professional Services | 5) Retail |
| 2) Information Technology | 6) Government (Federal, State and local) |
| 3) Health Care | 7) Construction |
| 4) Hospitality and Food Establishments | |

Building career pathways in and through high-demand, high growth industry sectors are a critical component to overall workforce system design and implementation. Based on 2012 employment data from the Virginia Employment Commission, the chart on page 43 summarizes Sector Strategies currently highlighted in Workforce Area 11.

In addition to regional employer sector strategies, Area #11 has had significant success using On-The-Job training (OJT) job placement, as a means to introduce contextual learning, which imparts thinking, reasoning and work readiness attributes valued by employers. In an OJT, the focus is on direct learning as the worker is also earning a paycheck that leads to full-time employment. OJTs have been a critically successful tool to engage both local employers and job seekers alike. In 2013 and beyond, Area 11 will align these skills, attributes, and employer needs through the implementation of a new WIA Transitional Employment Program (work experience), which targets low-skilled adults and their need to gain real-life work experience. Transitional employment will focus on 60-90 day terms, where participants receive training stipends, rather than full-time wages, while participating in real work opportunities.

Service Delivery Integration

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 toward 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 continuously monitor data, reviewing results and collaborate on any necessary procedural changes or corrections.

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 interests for quick and efficient services. *SkillSource* Center staff currently use 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 Virginia 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.

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 quarterly to review operations and develop program strategies. Another quality review and process team, a Continued Quality Improvement (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 quarterly to develop program strategies and to actively reach 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.

The NVWIB's selected One-Stop Operator, Fairfax County Department of Family Services, to identify service delivery issues. The managing partner, identified by the Consortium of Partners, works with colocated 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 the integrated service delivery system supports all NVWIB policies related to oversight and implementation of the one stop delivery system. Additionally, the One-Stop Operator is responsible for ensuring the Center's service delivery system fully integrates NVWIB's protocols, policies and quality standards. Through both the Design and CQI Team partnership structures, the Operator facilitates information sharing and data maintenance, and supports the continuous quality improvement methodology.

The Northern Virginia Workforce Area has established and further strengthened partnerships with regional entities through other programs and services offered. For instance, *SkillSource* has strengthened partnerships with public agencies serving veterans, such as the Virginia Employment Commission's Local Veterans Employment Representatives (LVERS) and Disabled Veterans Outreach Program (DVOP), and created new relationships with organizations such as Corporate Gray and Monster through its veteran initiatives. As there are multiple entries into veterans' services in the region, *SkillSource* is creating an integrated public process by working with all the multiple agencies in order to provide veteran job seekers with assistance on how to use these resources and receive intensive case management for employment services.

Veteran's Workforce Services

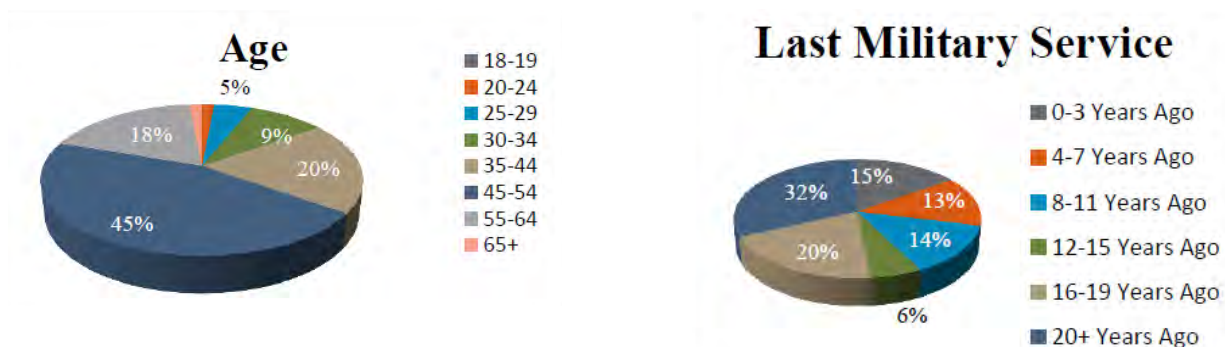
The movement of veterans into Northern Virginia has been unprecedented; roughly 147,000 live in Northern Virginia, or nearly 20% of all who reside throughout the Commonwealth (*U.S. Census Bureau, 2010*). Approximately 11,200 are veterans of the Afghanistan and Iraq campaigns. Northern Virginia is one of the few regions nationwide where the number of veterans is expected to grow – and reach 172,657 by 2020. The region's size, large veteran population, and scope of public and private resources available to veterans can be overwhelming. This has resulted in a huge gap in the local infrastructure – veteran as job seekers need a coordinated effort to help them navigate the public workforce system and understand what options and benefits they are eligible for and how to access them.

In little over a year, **SkillSource** has added two significant training and employment programs for Northern Virginia veterans; as of March 2013, the Northern Virginia Elevate America for Veterans program with Microsoft, as previously mentioned, has distributed over 991 Microsoft training vouchers. This joint program will continue throughout 2013.



Most recently, **SkillSource** was awarded \$1,103,940 through U.S. Department of Labor's Veterans Workforce Investment Program (VWIP). The Northern Virginia **Jobs 4 Veterans (J4VETS)** Initiative will provide employment and training services to approximately 395 eligible veterans over a three-year period, resulting in industry-recognized credentials and jobs in high demand industries. The goal of J4VETS is to transform the current system of veteran workforce and employment service delivery by establishing a coordinated partnership among veteran-serving agencies and related organizations and ultimately creating a pipeline of highly-skilled job seekers. Of the 395 veterans enrolled, 150 (30%) will have a service-connected disability. Partners include the Fairfax County Department of Family Services, ServiceSource, Inc., Monster Government Solutions and its Military.com website, Manpower, Inc., Business Development Assistance Group, the Virginia Community College System and the Virginia Employment Commission. In just four months, this project has already enrolled 66 veterans and placed 12 into employment at average hourly wages of \$26.61, or over \$55,000 annually. Within these placements, several veterans have been placed into positions paying over \$80,000 annually, with one veteran placement at \$120,000.

Demographic data on the 66 clients enrolled into J4VETS



The schematic below illustrates the different organizations and programs that *SkillSource* has partnered with to create a coordinated and integrated approach to providing veterans' services in Northern Virginia.

Veteran Services in Northern Virginia



SkillSource was one of two Workforce Areas in Virginia to be awarded a \$50,000 Local Coordination Incentive award from the Virginia Community College System (VCCS) for partial funding of a full-time Business Coordinator through the Northern Virginia Elevate America for Veterans Initiative in July 2012. The Business Coordinator assists in business outreach and identifying employers to hire veterans and eligible spouses participating in this initiative as they complete their training and receive certification. The main focus is to engage employers who are seeking veteran job seekers, or their eligible spouses, who have intermediate and advanced IT skills, particularly in occupations that follow IT Career Pathways.

In February 2013, ***SkillSource*** was granted one of eight awards in the Commonwealth of Virginia from the Virginia Community College System's Rapid Response Assistance Program for Veterans' Employment. This eighteen-month program provides eligible dislocated worker veterans with training skills that result in industry-recognized credentials and placement into occupations within targeted high-growth and high-wage industry sectors. ***SkillSource*** will work collaboratively with the Virginia Employment Commission, as well as Northern Virginia Community College's Adult Career Pathways program, to enroll 150 Veterans and place 120 (80%) into jobs with an average hourly wage of \$20.

Attachments