February 28, 2017

George Taratsas
Administrator, Federal Workforce Programs
Workforce Development Services
Virginia Community College System
Arboretum III
300 Arboretum Place, Suite 200
Richmond, VA 23236

Dear Mr. Taratsas:

On behalf of the Northern Virginia Workforce Development Board (Workforce Area #11), I am pleased to enclose the 2017-2020 Northern Virginia Workforce Innovation and Opportunity Act (WIOA) Local Plan and Attachments for your review and consideration.

This Plan and Attachments were approved by the Chief Local Elected Officials in Workforce Area #11 on January 25, 2017 and posted for access on our public website from January 27 – February 24, 2017 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 proposal Plan. No public comments were received on our proposed 2017-2020 WIOA Local Plan.

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
Northern Virginia Workforce Development Board (Area #11)
Local Plan

July 1, 2017 through June 30, 2020

Submitted to the Virginia Community College System
Commonwealth of Virginia
March 1, 2017

Northern Virginia Workforce Development Board
8300 Boone Blvd., Suite 450
Vienna, VA 22182
(703) 752-1606
The Northern Virginia Workforce Development Board (NVWDB) serves over 1.9 million residents and tens of thousands of businesses in Fairfax, Loudoun and Prince William counties and the cities of Falls Church, Fairfax, Manassas and Manassas Park. 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 2016 and is continuing to meet growing local community needs. In particular, we embrace our 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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Local Strategic Planning Elements

a. Workforce Demand Analysis

i. Existing and emerging in-demand industry sectors and occupations

The Northern Virginia employment composition is primarily driven by five industry types, including Professional and Business Services (which includes Information Technology occupations), Health Care, Retail Trade, Food and Hospitality and Construction. The following chart reflecting Northern Virginia occupational data from June 2016 is developed from data provided through the Virginia Employment Commission (VEC) Local Community Profile. The five targeted industry types include 422,850 jobs or 45% of the entire local workforce area employment profile. Significant employment levels in Federal, State and Local Government (142,992 jobs or 15%) are not counted as an employment focus of the Northern Virginia Workforce Development Board (NVWDB).
The Northern Virginia labor market is within the epicenter of America’s third-hottest Information Technology (IT) employment hub – the metropolitan Washington D.C. region. A 2016 report, “Greater Washington Works: IT and Health Careers with Promise” by the Community Foundation of the National Capital Region on behalf of the Greater Washington Workforce Development Collaborative (GWWDC), reported that after a 15-year period of unprecedented growth, the Washington metropolitan area has begun to signal slowing growth due to the impact of federal spending cuts, which historically has been the region’s chief economic driver. The continued regional growth will depend on attracting and expanding other high-demand industries, where job and wage growth can offset less robust hiring in the public sector.

Since its emergence in the 1990s as one of America’s top IT industry regional clusters, Northern Virginia employers’ fast-growing and quickly-changing demand for skilled IT specialists continues to outpace the regional supply of trained IT specialists, forcing employers to either import IT talent from elsewhere or engage in costly bidding for experienced local IT talent. While Federal Government contracting with private employers has declined since 2010, many of these IT firms have developed new commercial markets for their services, which is beginning to fuel new regional growth and demand for additional IT specialists. For employers, this increasing need for skilled IT talent combined with a low regional unemployment rate translates into shortages of skilled workers in many technology disciplines, with the most critical vulnerabilities in the fastest-growing IT occupations. The chart below from a 2016 Northern Virginia Technology Council (NVTC) study details the numbers employed in IT positions within Northern Virginia.
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 U.S. Bureau of Labor Statistics, the health care and social assistance industry will generate the most jobs nationwide (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 static supply of graduates to replace those retiring, has resulted in a regional shortage of health care workers. The table below identifies growth occupations within Northern Virginia, with health care related occupations topping the list, such as home health aides and nurse practitioners.

<table>
<thead>
<tr>
<th>Growth Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Occupational Therapy Assistants</strong></td>
</tr>
<tr>
<td>Occupational Therapy Assistants</td>
</tr>
<tr>
<td>Physical Therapist Assistants</td>
</tr>
<tr>
<td>Physical Therapist Aides</td>
</tr>
<tr>
<td>Home Health Aides</td>
</tr>
<tr>
<td>Nurse Practitioners</td>
</tr>
<tr>
<td>Physical Therapists</td>
</tr>
<tr>
<td>Interpreters and Translators</td>
</tr>
<tr>
<td>Physician Assistants</td>
</tr>
<tr>
<td>Arbitrators, Mediators, and Conciliators</td>
</tr>
<tr>
<td>Statisticians</td>
</tr>
<tr>
<td>Ophthalmic Medical Technicians</td>
</tr>
<tr>
<td>Industrial-Organizational Psychologists</td>
</tr>
<tr>
<td>Forensic Science Technicians</td>
</tr>
<tr>
<td>Occupational Therapists</td>
</tr>
<tr>
<td>Phlebotomists</td>
</tr>
<tr>
<td>Cartographers and Photogrammetrists</td>
</tr>
<tr>
<td>Medical Assistants</td>
</tr>
</tbody>
</table>

*Note: Asterisks (***+) indicate non-disclosable data.*


While occupations in IT and Health Care call 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. According to March 2016 data from the U.S. Bureau of Labor Statistics, the Washington metropolitan region (including Northern Virginia) had one of the
highest employment levels within the Retail sector, with over 67,000 jobseekers employed at an hourly average wage of $12.25 ($25,490 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.

ii. **Employment needs of employers in existing and emerging in-demand industry sectors and occupations**

The table below reflects the industries with the highest job openings advertised online in Northern Virginia Workforce Area #11 in December 2016 from the VEC.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Industry</th>
<th>Job Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Professional, Scientific, and Technical</td>
<td>16,079</td>
</tr>
<tr>
<td>2</td>
<td>Retail Trade</td>
<td>5,720</td>
</tr>
<tr>
<td>3</td>
<td>Health Care and Social Assistance</td>
<td>4,524</td>
</tr>
<tr>
<td>4</td>
<td>Administrative and Support and Waste</td>
<td>3,365</td>
</tr>
<tr>
<td>5</td>
<td>Accommodation and Food Services</td>
<td>3,337</td>
</tr>
<tr>
<td>6</td>
<td>Manufacturing</td>
<td>3,202</td>
</tr>
<tr>
<td>7</td>
<td>Finance and Insurance</td>
<td>2,119</td>
</tr>
<tr>
<td>8</td>
<td>Information</td>
<td>1,633</td>
</tr>
<tr>
<td>9</td>
<td>Educational Services</td>
<td>1,403</td>
</tr>
<tr>
<td>10</td>
<td>Public Administration</td>
<td>599</td>
</tr>
</tbody>
</table>

These industries correspond with the top Board’s high-growth and in-demand industries in the Northern Virginia workforce region, with the Professional, Scientific and Technical Sector, which includes Information Technology and related skillsets, topping the list.

Examining the job openings in December 2016 by occupation in the chart below, IT and Healthcare occupations emerge with the highest number of job openings. Retail positions are also in the top 10 of in-demand occupations.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Occupation</th>
<th>Job Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Computer Programmers</td>
<td>1,710</td>
</tr>
<tr>
<td>2</td>
<td>Registered Nurses</td>
<td>1,509</td>
</tr>
<tr>
<td>3</td>
<td>Computer User Support Specialists</td>
<td>1,427</td>
</tr>
<tr>
<td>4</td>
<td>Computer Systems Engineers,Architects</td>
<td>1,421</td>
</tr>
<tr>
<td>5</td>
<td>Software Developers, Applications</td>
<td>945</td>
</tr>
<tr>
<td>6</td>
<td>Retail Salespersons</td>
<td>843</td>
</tr>
<tr>
<td>7</td>
<td>Network and Computer Systems Administrators</td>
<td>723</td>
</tr>
<tr>
<td>8</td>
<td>Security Guards</td>
<td>714</td>
</tr>
<tr>
<td>9</td>
<td>Engineers, All Other</td>
<td>679</td>
</tr>
<tr>
<td>10</td>
<td>Computer Systems Analysts</td>
<td>668</td>
</tr>
</tbody>
</table>
The NVTC study referenced earlier conducted an initial survey of local employers to identify and prioritize those occupations and competencies employers were having the most difficulty finding qualified hires. Responses to that survey indicated that employers were having the greatest difficulty filling the following top 10 occupations (ranked by percentage of responses):

- Software developers, systems software (53.7%)
- Software developers, applications (52.2%)
- Information security analyst/architect/engineer/specialist (38.8%)
- Computer systems engineers/architects (32%)
- Computer network architects (31.3%)
- Computer programmers (31.3%)
- Data analyst/engineer/scientist (31.3%)
- Business intelligence analysts (25.4%)
- Information technology project managers (25.4%)
- Network and computer systems administrators (25.4%)

The GWWDC study referenced earlier reports that workers who have or qualify to obtain a security clearance are also in demand by employers. IT workers that do not have clearances report that this has limited their career advancement opportunities.

iii. The knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations

To meet the growing demand of Northern Virginia’s top industries to fill the thousands of new jobs that are projected over the next five to ten years, Area #11 has identified the top skills that local employers are seeking. These skills apply to multiple industries and are representative of the skills that the SkillSource One-Stop Employment Center staff must assess job seekers for to ensure they are meeting the demands of area businesses. The table below shows the top 10 advertised skill groups found in job openings advertised online in Northern Virginia as of December 2016.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Advertised Detailed Job Skill</th>
<th>Advertised Skill Group</th>
<th>Job Opening Match Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Customer service</td>
<td>Customer Service Skills</td>
<td>12,441</td>
</tr>
<tr>
<td>2</td>
<td>Problem solving</td>
<td>Basic Skills</td>
<td>7,186</td>
</tr>
<tr>
<td>3</td>
<td>Interpersonal skills</td>
<td>Interpersonal Skills</td>
<td>5,695</td>
</tr>
<tr>
<td>4</td>
<td>Mentoring</td>
<td>Interpersonal Skills</td>
<td>2,999</td>
</tr>
<tr>
<td>5</td>
<td>Business development</td>
<td>Business Development Skills</td>
<td>2,941</td>
</tr>
<tr>
<td>6</td>
<td>Flexibility</td>
<td>Interpersonal Skills</td>
<td>2,541</td>
</tr>
<tr>
<td>7</td>
<td>Decision making</td>
<td>Basic Skills</td>
<td>2,512</td>
</tr>
<tr>
<td>8</td>
<td>Risk management</td>
<td>Risk Analyst Skills</td>
<td>2,432</td>
</tr>
<tr>
<td>9</td>
<td>Customer Service Skills</td>
<td>Customer Service Skills</td>
<td>2,145</td>
</tr>
<tr>
<td>10</td>
<td>Time management</td>
<td>Basic Skills</td>
<td>2,085</td>
</tr>
</tbody>
</table>
Responses to the NVTC survey also indicated that IT employers were having difficulty finding applicants with the following top five competencies:

- Programming and software development (63.6% of responses)
- Cybersecurity and privacy (50.6% of responses)
- Big data and analytics (42.9% of responses)
- Data center and cloud infrastructure (40.3% of responses)
- Network systems (35.1% of responses)

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

The table below shows the top 10 detailed certification requirements found in job openings advertised online in Northern Virginia as of December 2016.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Advertised Certification Group</th>
<th>Job Opening Match Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Certified Information Systems Security Professional (CISSP)</td>
<td>2,394</td>
</tr>
<tr>
<td>2</td>
<td>Basic Life Support (BLS) Certification</td>
<td>1,860</td>
</tr>
<tr>
<td>3</td>
<td>Information Technology Infrastructure Library Certification (ITIL)</td>
<td>1,805</td>
</tr>
<tr>
<td>4</td>
<td>Cisco Certified Network Associate (CCNA)</td>
<td>1,234</td>
</tr>
<tr>
<td>5</td>
<td>Certification in Cardiopulmonary Resuscitation (CPR)</td>
<td>1,127</td>
</tr>
<tr>
<td>6</td>
<td>GIAC IT Security Administration Certification</td>
<td>1,121</td>
</tr>
<tr>
<td>7</td>
<td>Certified Public Accountant (CPA)</td>
<td>1,041</td>
</tr>
<tr>
<td>8</td>
<td>Advanced Cardiac Life Support Certification (ACLS)</td>
<td>739</td>
</tr>
<tr>
<td>9</td>
<td>Security+ Certification</td>
<td>627</td>
</tr>
<tr>
<td>10</td>
<td>Information Systems Audit and Control Association Certification</td>
<td>580</td>
</tr>
</tbody>
</table>
b. Workforce Supply Analysis

i. Current labor force employment and unemployment data

The total population of the Northern Virginia Workforce Area #11 regional labor market exceeds 2.2 million and is home to 12 Fortune 500 companies among its 78,000 employers. This densely-populated suburban region of Northern Virginia is acknowledged as a distinct economic region that serves as the business center of the wider Northern Virginia area, giving way to more rural counties located south and west from Washington D.C. While Northern Virginia has a low unemployment rate (3.3% in November 2016) and high median household income, the region also has population segments numbering in the tens of thousands with barriers to success preventing them from benefiting from the region’s economic growth, and their education and career success is a key to continued regional economic competitiveness.

With a low unemployment rate and a labor force participation rate of 73% in Fairfax County, and similar rates in other jurisdictions within Northern Virginia, the region is approaching a challenging dilemma of a regional economy where a significant portion of the labor force is employed. When looking at the employment status for those below poverty, a significantly higher proportion are unemployed, not in the labor force, or are underemployed and working in part-time positions, and would benefit from the additional training and certification opportunities available through the public workforce system.

ii. Information on labor market trends

As was noted earlier, while the Washington metropolitan region has experienced substantial
growth, there are questions whether the region will be able to produce a steady supply of talented workers to fill in-demand occupations, particularly those that require advanced education levels. Employers in our region need more trained workers to fill high-demand occupations than our region is currently producing. An October 2016 report by the Metropolitan Washington Council of Governments (MWCOG), “Trends in Workforce Demand: Seven Key Economic Clusters,” identified 70 in-demand occupations in the region, and only 10 had lower education requirements (generally only a high school degree was required). Most of these positions are in Retail and Hospitality Services, and can be opportunities for jobseekers with lower educational attainment, or those with limited English proficiency that have multiple barriers to employment. These positions, however, do not provide a living wage for families. ESRI has produce a Living Wage Map, which notes the living wage for a four-person family in Workforce Area #11 is $27.45/hour or $57,096 annually. These occupations would not pay close to that amount.

The MWCOG report states that all of the key economic clusters identified placed job postings for STEM-intensive occupations, particularly IT occupations. With the demand for qualified, educated workers outpacing supply, the need for additional education and training for those with barriers such as literacy and language skills are key in order to fill even middle-skill occupations. The GWWDC report notes that an estimated 30-46% of job openings in the region during the next five years will be “middle-skill,” or require more than a high school diploma but less than a four-year degree. The development of Bridge and career pathways programs that will help individuals who are unemployed and underemployed gain the necessary skills and education to meet this demand will be key to continued economic growth in the region.

iii. Educational and skill levels of the workforce, including individuals with barriers to employment

Jobseekers within the Northern Virginia region are highly educated. Approximately 50% of long-term unemployed jobseekers in the region hold Bachelor’s Degrees or higher, significantly higher than the 27% national average. The table below shows the minimum education level required for job openings advertised online in Northern Virginia as of August 18, 2014. The majority, over 53% of job openings, required at least a Bachelor’s Degree.
Without having some type of education and necessary skills, it is very difficult to obtain employment with family-sustaining wages in the region, as the majority of employers are looking for a skilled workforce to fill their job openings. Particularly in a region such as Northern Virginia, which has 600,000 total immigrants (26% of population), having applicable certifications and skills are key. Almost 50% of adult immigrants have Bachelor’s Degrees, although one-third work in jobs that pay $12/hour or less (Source: L. Goren & M. Cassidy. The Facts about Immigrants and Their Contributions to the Northern Virginia Economy. The Commonwealth Institute, June 2016). While many immigrants work in major industries within Northern Virginia, they outnumber U.S. born workers in lower skilled sectors such as Food Service, Retail and Construction.
c. **SWOT Analysis**

The NVWDB assembled a Northern Virginia WIOA Local Planning Working Group to assist with the development of the four-year local Operational Plan, including strategy, approaches and partnerships required to address the present and future Northern Virginia region’s workforce needs. This included the development of a comprehensive Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the entire region, with input from all regional partners. This group met a total of three (3) times on October 26, 2016, November 10, 2016 and December 1, 2016. Representatives from the following Northern Virginia workforce partners were members of the Local Planning Working Group:

- Virginia Employment Commission (VEC)
- Virginia Department for Aging & Rehabilitative Services (DARS)
- Virginia Department of Labor & Industry (DOLI)
- Rapid Response (VCCS)
- Prince William County Public Schools (PWCS)
- Fairfax County Public Schools (FCPS)
- Loudoun County Public Schools (LCPS)
- Northern Virginia Community College (NOVA)
- Fairfax County Department of Family Services
- Loudoun County Department of Family Services
- Prince William County Department of Economic Development
- Fairfax County Economic Development Authority
- ServiceSource, Inc.
- AHT Insurance (Board Member, Workforce Area #11)
### Northern Virginia WIOA Local Planning Working Group SWOT Analysis

<table>
<thead>
<tr>
<th>Education and training resources in the region</th>
<th>Name of Organization(s) (that deliver this)</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats (to not doing this well)</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOBSEEKERS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1. Career Readiness workshops (e.g., focus on personal and professional development; soft skills; job preparation and keeping skills; and the use of technology-driven job search tools such as LinkedIn) | **SkillSource** Centers  
Virginia Employment Commission (VEC)  
Crossroads Jobs  
Christians are Networking  
Prince William County Public Schools (PWCS)  
Adult Education  
Virginia Department for Aging & Rehabilitative Services (DARS)  
Community Services Board (CSB)  
ServiceSource  
Prince William County Housing Annual Job fair  
Community Business Partnership  
Northern Virginia Family Service (Training Futures)  
Fairfax County Public Schools | Affordability/value  
Instruction quality  
Accessibility/recruitment  
Customer centered  
Continued movement towards technology-based resources to increase service accessibility  
Collaboration with non-profits to develop a shared curriculum for career readiness  
Expanded definition of “career” to include a focus on entrepreneurship | Collaboration between providers to facilitate transferability  
Communication (internal; external)  
Completion, engagement and retention  
Process improvement  
Data-informed decision making  
Accessibility  
Certification of workforce readiness (NCRC)  
Not enough feedback from employers to align skills and competencies taught with skills and competencies needed  
Challenge of providing clients with workforce preparation that speaks to a wide variety of possible industry contexts and staffing levels.  
English language skills of potential employees don’t meet the criteria for employers. | Develop a common/core set of competencies and curriculum to ensure all customers receive competencies relevant to regional employers  
Brand workforce readiness with employers  
Focus on developing sophisticated engagement strategies to keep customers  
Work with employers thru trade associations to certify programs  
Provide workforce training that includes cultural proficiency and related elements that speak to the diverse workforce in NVA  
Continue to take proactive steps to integrate entrepreneurship into the public workforce system | Become less relevant to business  
Funding cuts  
Less support from business, community, funders, and potential customers  
Credibility  
Method of applying for jobs may not match current practices (online vs. mail, etc)  
Finding and keeping qualified instructors who combine knowledge of current employment needs/practices and effective adult education techniques.  
Allowing for the time and resources required to educate limited language proficient adults for the needs of today’s workforce. |
<p>| Adult and Community Ed (FCPS-ACE) |  |  |  |
| Northern Virginia Community College (NOVA) |  |  |  |
| Loudoun County Public Schools |  |  |  |
| Fairfax County Department of Family Services |  |  |  |
| Fairfax County Virginia Initiative for Employment not Welfare (VIEW) and the Supplemental Assistance Program-Employment and Training (SNAP-ET) Programs |  |  |  |
| Fairfax County Department of Housing |  |  |  |
| Virginia Department for the Blind and Visually Impaired Opportunities, Alternatives, and Resources (OAR) |  |  |  |
| New Hope Housing |  |  |  |
| Cornerstones |  |  |  |
| Catholic Charities-Refugee Services |  |  |  |
| Literacy Council of Northern Virginia |  |  |  |</p>
<table>
<thead>
<tr>
<th>2. Career assessments</th>
<th>SkillSource Centers</th>
<th>Affordability/value</th>
<th>Collaboration between providers to facilitate transferability</th>
<th>Inventory what partners currently assess for and the methods they use</th>
<th>Inability to keep up with the changing dynamics of industry</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Goodwill</td>
<td>Diversity of methods</td>
<td>Communication (internal; external)</td>
<td>Develop a common/core set of competencies and curriculum to ensure all customers receive competencies relevant to regional employers</td>
<td>Less relevant to business</td>
</tr>
<tr>
<td></td>
<td>United Community Ministries</td>
<td>Most tools used are valid and reliable</td>
<td>Completion</td>
<td>Based on common competencies identified, establish common methods for assessing</td>
<td>Current assessments may not measure desirable skills and traits.</td>
</tr>
<tr>
<td></td>
<td>Community Business Partnership</td>
<td>Accessibility/recruitment</td>
<td>Process improvement</td>
<td>Create an assessment center to assess customers using tests specific employers use as part of their interview process (fee for service)</td>
<td>Jobseekers do not receive relevant KSA’s ‘diagnosis’</td>
</tr>
<tr>
<td></td>
<td>Fairfax County Economic Development Authority</td>
<td>Customer centered</td>
<td>Data-informed decision making</td>
<td>Not aligned to industry KSA’s</td>
<td>May be “losing” immigrant workers who are underemployed or engaged in unnecessary pathways because non-U.S. credentials and experiences were not correctly assessed.</td>
</tr>
<tr>
<td></td>
<td>Arlington Bizlaunch, Business Development Assistance Group</td>
<td>Some information is transferred among partners so customers do not have to be assessed for the same things multiple times</td>
<td>Accessibility</td>
<td>Quality</td>
<td>Assessments require advanced English</td>
</tr>
<tr>
<td></td>
<td>Prince William County Public Schools (PWCS) Adult Education</td>
<td>Regularly meeting/exceeding performance outcomes against WIOA Common Measures benchmarks</td>
<td>Approved assessments keep changing by the state</td>
<td>Capacity to review and align with education, experience and training</td>
<td></td>
</tr>
</tbody>
</table>
| 3. Job search assistance | **SkillSource** Centers  
Virginia Employment Commission (VEC)  
Crossroads Jobs  
Christians are Networking  
Workforce Connections  
Prince William County Public Schools (PWCS)  
Adult Education  
Fairfax County Public Schools Adult and Community Education (FCPS-ACE).  
DARS  
ServiceSource  
Prince William County Housing Annual Job fair  
Fairfax County DFS  
Fairfax County Office of the Sherriff  
Catholic Charities Refugee Services  
Goodwill  
Virginia Department for the Blind and Visually Impaired | Affordability/value  
Instruction quality  
Accessibility/recruitment  
Customer centered | Collaboration among providers to ensure transferability  
Communication (internal; external)  
Completion  
Process improvement  
Data-informed decision making  
Accessibility  
Limited capacity for specialized assistant for non-native workers. | Develop a common/core set of competencies and curriculum to ensure all customers receive competencies relevant to regional employers.  
Develop a common or shared web-site for job seekers to find positions in a targeted industry.  
Job search dispersed via internet  
Several firms use own website as primary vehicle for advertising jobs.  
Twitter and other social media may not be used creating a disadvantage for customers.  
On line job applications may require advance computer skills or software programs for those with barriers to employment. |
<table>
<thead>
<tr>
<th>4. Placement Assistance</th>
<th><strong>SkillSource</strong> Centers</th>
<th>Affordability/value</th>
<th>Collaboration among providers to ensure transferability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Virginia Employment Commission (VEC)</td>
<td>Coaching quality</td>
<td>Communication (internal; external)</td>
</tr>
<tr>
<td></td>
<td>Crossroads Jobs (Loudoun County)</td>
<td>Accessibility/recruitment</td>
<td>Completion</td>
</tr>
<tr>
<td></td>
<td>Prince William County Public Schools (PWCS)</td>
<td>Customer centered</td>
<td>Process improvement</td>
</tr>
<tr>
<td></td>
<td>Adult Education by referral only</td>
<td></td>
<td>Data-informed decision making</td>
</tr>
<tr>
<td></td>
<td>DARS</td>
<td></td>
<td>Accessibility</td>
</tr>
<tr>
<td></td>
<td>ServiceSource</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fairfax County DFS</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>DBVI</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Catholic Charities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Refugee Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Goodwill</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Job Training</th>
<th><strong>SkillSource</strong> Centers</th>
<th>Affordability/value</th>
<th>Collaboration between providers to transferability</th>
</tr>
</thead>
<tbody>
<tr>
<td>a). Work-based Learning (e.g. work experience, internships, OJT, apprenticeship)</td>
<td>DARS</td>
<td>Instruction quality</td>
<td>Communication (internal; external)</td>
</tr>
<tr>
<td></td>
<td>ServiceSource</td>
<td>Accessibility/recruitment</td>
<td>Completion</td>
</tr>
<tr>
<td></td>
<td>Fairfax County Public Schools Internship program</td>
<td>Customer centered</td>
<td>Process improvement</td>
</tr>
<tr>
<td></td>
<td>NOVA</td>
<td>Increasing capacity to implement OJT programs</td>
<td></td>
</tr>
</tbody>
</table>

| | | | Expand, coordinate and align these activities in a way that creates a continuum of activities leading to stackable credentials |
| | | | Enhance coordination among education, workforce development, and employer partners to |
| | | | Training is not part of a continuum of education and training that leads to good jobs, increased earnings, and career advancement |
| | | | Training does not lead to industry-recognized, stackable credentials |

| | | | Ability to work status of immigrant clients. |
| Fairfax County DFS Goodwill  
| Literacy Council of Northern Virginia | High rates of training that lead to industry-recognized credential and/or successful job placement | Data-informed decision making  
| Accessibility  
| Job seekers with limited English skills may not meet the criteria for job training programs. | Ensure a skilled pipeline of workers that can meet current and future needs.  
| Training programs require English literacy skills beyond the skill level of potential employees with the greatest barriers to employment. |

### b). Occupational Skills Training

| DARS ServiceSource  
| Fairfax County Public Schools Adult and Community Ed. (FCPS-ACE)  
| NOVA  
| ECPI  
| Strayer University  
| Stratford University  
| GMU  
| SkillSource Directory | Affordability/value  
| Instruction quality  
| Accessibility/recruitment  
| Customer centered  
| Innovative entrepreneurship training.  
| Increased focus on quickly moving job seekers into training that leads to industry-recognized credentials and a job (or a better job)  
| Pilot programs are currently being implemented to build capacity along Career Pathways | Collaboration between providers to transferability  
| Communication (internal; external)  
| Completion  
| Process improvement  
| Data-informed decision making  
| Accessibility.  
| Highly-skilled immigrants often need language skill training not occupational skills training.  
| Pilot programs are currently being implemented to build capacity along Career Pathways | Expand, coordinate and align these activities in a way that creates a continuum of activities leading to stackable credentials  
| Enhance coordination among education, workforce development, and employer partners to ensure a skilled pipeline of workers that can meet current and future needs.  
| Advocate for flexibility in the state certification of eligible training providers to include multiple entrepreneurship training programs | May be costly  
| May not work  
| Training is not part of a continuum of education and training that leads to good jobs, increased earnings, and career advancement  
| Training does not lead to industry-recognized, stackable credentials  
| Training is not aligned with the needs of those with the greatest barriers to employment. |
| c). Virginia Registered Apprenticeship Program | Division of Registered Apprenticeship, Virginia Department of Labor & Industry, Fairfax County Public Schools Adult and Community Ed. (FCPS-ACE) Apprenticeship Program | Affordable Employment and continued salary increases throughout the program Stackable Credentials Designed for employers need Articulation Agreement with community colleges with some programs in the immediate area. Leads to Entrepreneurship Monetary Incentive Incentives with student training Accessible Companies pay for continuing education beyond completion Leads to a Professional Licensure | Not openly known to Community Wide Stigma and Myths that surround Apprenticeship Occupations. | More Articulation Agreements with our local community college Sharing information to students, employers and adult learners | Stigma and Myths that surround Apprenticeship Occupations. |
### 6. Workforce Centers

with resources for customers use - phones, fax machines, copiers, computers and helpful professional staff.

(Employment Resource Center at each DARS office)

<table>
<thead>
<tr>
<th><strong>SkillSource Centers</strong></th>
<th><strong>Affordability/value</strong></th>
<th><strong>Collaboration between providers to facilitate transferability</strong></th>
<th><strong>Enhance coordination among education, workforce development, and employer partners to ensure a skilled pipeline of workers that can meet current and future needs.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>DARS</td>
<td>Resource quality</td>
<td>Communication (internal; external)</td>
<td>Funding cuts</td>
</tr>
<tr>
<td>ServiceSource</td>
<td>Accessibility/recruitment</td>
<td>Completion</td>
<td>Not well known, usage does not increase</td>
</tr>
<tr>
<td>NOVA</td>
<td>Customer centered</td>
<td>Process improvement</td>
<td>Resources are not comprehensive</td>
</tr>
<tr>
<td>Fairfax County DFS/E&amp;T</td>
<td></td>
<td>Data-informed decision making</td>
<td>Brick and mortar approach may become irrelevant with more on line resources available</td>
</tr>
<tr>
<td>Center for Business Planning and Development</td>
<td></td>
<td>Accessibility</td>
<td></td>
</tr>
<tr>
<td>Fairfax County Office of the Sheriff: Pre-Release Center</td>
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</tr>
</tbody>
</table>

### EMPLOYERS/BUSINESSES

<table>
<thead>
<tr>
<th><strong>Name of Organization(s) (that deliver this)</strong></th>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
<th><strong>Opportunities</strong></th>
<th><strong>Threats (to not doing this well)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Recruiting and Screening Services</td>
<td>Employer Solutions Team has defined services</td>
<td>Not well known that this service exists</td>
<td>Catalyze the vision of the Employer Solutions Team to really become a single point of contact</td>
<td>Become less relevant to business</td>
</tr>
<tr>
<td><strong>SkillSource Centers</strong></td>
<td>Potential talent pool exists in the region</td>
<td>Service is too differentiated between partners (no one common approach that employers can learn once)</td>
<td>Become more well-known through collective outreach strategies</td>
<td>Credibility</td>
</tr>
<tr>
<td>Virginia Employment Commission (VEC)</td>
<td>Employer Solutions Team as a single point of contact</td>
<td>More collaboration needed</td>
<td></td>
<td>Funding cuts</td>
</tr>
<tr>
<td>Fairfax County DFS</td>
<td>On line platforms</td>
<td>Cumbersome websites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Catholic Charities Refugee Services</td>
<td>Affordable</td>
<td>Not staff assisted for employers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dedicated staff</td>
<td>Not all partners executing Employer Solutions Team strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No cost</td>
<td>Workforce and economic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) Employee Development/Retention Services</td>
<td><strong>SkillSource</strong> Centers NOVA</td>
<td>Capacity exists in pockets</td>
<td>Service is not known to business</td>
<td>Expand resources in partnership with business and economic development</td>
</tr>
<tr>
<td>------------------------------------------</td>
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<td>-------------------------------------------------</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Limitations on WIOA funds that can be spent on incumbent workers</td>
<td>Enhance coordination among education, workforce development, and employer partners to ensure a skilled pipeline of workers that can meet current and future needs.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff follow-up with business/employers is not consistent</td>
<td>Incentivize employers to invest in their own workers through professional development and training.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No staff with industry specific knowledge</td>
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<td></td>
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<td></td>
<td>Workforce and economic development linkages are not as strong in some parts of the region.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Few staff with industry specific knowledge</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Less relevant to business</strong></td>
<td>Expand resources in partnership with business and economic development</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Limit opportunities for low wage workers to move up.</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3) Business Information (Consultative and Planning) Services</th>
<th><strong>SkillSource</strong> Centers Virginia Employment Commission (VEC)</th>
<th>Capacity exists in pockets</th>
<th>Collaboration between partners</th>
<th>Build the knowledge around LMI information (use of LMI real time data systems such as Burning Glass or Jobs EQ in addition to state LMI information)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Prince William County Public Schools (PWCS) Adult Education NOVA</td>
<td></td>
<td>Staff follow-up with business/employers is not consistent</td>
<td>Develop assessment tools and guidelines for job seekers who want to pursue entrepreneurship</td>
</tr>
<tr>
<td></td>
<td>NOVA Center for Business Planning and Development Business Development Assistance Group, Inc. Arlington Bizlaun</td>
<td></td>
<td>No staff with industry specific knowledge</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff skills to offer consultation is lacking</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Workforce and economic development linkages are not as strong in some parts of the region.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff skills to offer consultation may be lacking</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Brand becomes one dimensional – partners only provide applicants; no diversification of services to meet small business needs</strong></td>
<td></td>
</tr>
</tbody>
</table>
Northern Virginia Workforce Development Board (Area #11)  
2017-2020 WIOA Local Plan

<table>
<thead>
<tr>
<th>Arlington Business Library</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairfax County Economic Development Authority, Department of Purchasing</td>
</tr>
<tr>
<td>US Small Business Administration</td>
</tr>
<tr>
<td>Service Core of Retired Engineers (SCORE)-DC Chapter</td>
</tr>
<tr>
<td>VA Department of Small Businesses and Supplier Diversity</td>
</tr>
<tr>
<td>Mason Enterprise Center (George Mason University)</td>
</tr>
</tbody>
</table>
i. **Education and training in the region**

In the Northern Virginia Workforce Area, having a credential or degree has become increasingly necessary in order to earn a meaningful living that will support a family.

Recent job openings posted in the Northern Virginia Workforce Area show that nearly 55% require a Bachelor’s Degree at minimum. *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. Northern Virginia *SkillSource* Centers will continue to provide basic skills and career assessments such as the Test of Adult Basic Education (TABE) and CareerScope 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.

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 F) gives WIOA jobseekers the opportunity to choose among eligible training programs to achieve their skills training employment goals. Customer choice accompanied by effective career coaching is utilized to purchase WIOA training for job seekers. Training is available to jobseekers 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 (ETPs) specific to their identified needs. The Northern Virginia Eligible Training Provider List has over 80 ETPs and nearly 4,000 training programs that have been approved by the NVWDB Quality Assurance Committee. The Eligible Training Provider policy is reflected in Attachment E. In Northern Virginia, the value of an Individual Training Account funded through WIOA 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 NVWDB policy allows case managers to refer higher cost vouchers to the NVWDB Executive Director for approval.

In FY 2016, State policy that mandated all workforce development boards expend at least 40% of WIOA Adult and Dislocated Worker funds on training expenses went into effect, which had a significant impact on the amount spent on training in Area #11. In FY 2016, Northern Virginia Workforce Area #11 expended $897,795 in training funds for WIOA Adults and Dislocated Workers. A portion of these funds were subject to the Commonwealth’s 40% training requirement, and SkillSource achieved a rate of 47%, which exceeded the requirement by 7%, and issued 424 ITA vouchers. The industry sectors associated with the highest ITA expenditures are IT, Transportation and Healthcare, which mirror labor market information for the in-demand industries in Northern Virginia. As reflected in the chart below, the amount spent on ITAs in Workforce Area #11 nearly doubled from FY 2015 to FY 2016, and is on track to exceed that amount in FY 2017.
The Governor of Virginia and the Virginia Secretary of Commerce and Trade have placed a strong emphasis on credential attainment, and the Northern Virginia public workforce system has made a high priority of meeting the State’s goals to increase credential attainment. In FY 2016, the One-Stop Operator for the Northern Virginia Workforce Area #11, the Fairfax County Department of Family Services, aided jobseekers in attaining 453 credentials. This is a 13% increase in credential attainment in FY 2015 and a 26% from FY14. The credential attainment increase in FY 2016 is attributed to the expedited career services at the One-Stop Centers. WIOA enrollment numbers have increased because of the expedited services, which has further led to clients entering training at an accelerated rate. In FY16, most credentials were earned in Information Technology, Healthcare, Transportation and Entrepreneurship.
**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.

ii. **Strengths and weaknesses of workforce development activities**

As part of the SWOT Analysis, the Northern Virginia WIOA Local Planning Working Group identified both the strengths and weaknesses, as well as opportunities, threats and the critical success factors of the entire public workforce system in Northern Virginia. This was done collaboratively, with input from all partners.

**Strengths**
- Local Public Workforce System is most productive and highest quality in WIOA Performance Measures in State.
- Capacity exists to provide quality education and training services
- Comprehensive organizational certification process in place based on nationally recognized certification criteria.
- Employer Solutions Team designed to be a one stop systems approach to businesses and employers.
- Workforce strategy (goals, vision, mission) is business developed and business led.
- Sustainable and diversified funding base.
- Capacity to integrate processes, systems and services.
- Innovation on entrepreneurship training and integration of entrepreneurship within the public workforce system.
- Collaborative approach among some partners to provide pre-employment information to younger students (DARS and the school system).
- Strong public/private partnerships for program development.

**Weaknesses**
- Capacity and quality may be inconsistent; exists in pockets.
- Services may not be aligned to employer needs.
- Employers may not be aware of the services that are available to them.
- Employer Solutions Team not fully able to execute ‘one system approach’ strategy
• Evaluations and an approach to continuous improvement associated with all workforce development programs is inconsistent
• Workforce and economic development linkages are not as strong in some parts of the region.

Opportunities
• Conduct resource mapping to formally identify all the agencies that provide workforce services by type.
• Develop a common/core set of competencies and curriculum to ensure all customers, including those with the greatest barriers to employment, receive skills and literacy training required by regional employers.
• Develop a common definition of career pathways driven by employers.
• Ensure that the workforce strategy includes education and training programs that are part of a continuum of education and training that leads to good jobs, increased earnings, and career advancement as evidenced by career pathways and industry-recognized, stackable credentials.
• Develop a common approach to evaluations and to continuous improvement across the workforce development system.
• Enhance coordination among education, workforce development, and employer partners to ensure a skilled pipeline of workers that can meet current and future needs.
• Develop programs to fast-track highly-skilled immigrants into jobs with intensive English language instruction.

Threats
• Relevancy to business is diminished because skills taught and assessed for are not aligned to needs of the employer
• Credibility with stakeholders and customers is diminished
• Innovation and continuous improvement strategies are not implemented across the network.
• Funding is cut.

Critical Success Factors
• First, the local area must commit to continually “building the network” of regional leaders and partners that are substantially involved in and advancing integrated workforce efforts.
• Second, partners must commit to aligning their resources – both financial and otherwise – to support action and innovation around the shared vision that has been developed.
• Third, the regional partners as a whole must commit to supporting the sustainability of the goals, strategies, and activities that have been proposed as part of this process.

iii. Capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

SkillSource, as the fiscal agent of the NVWDB, has administered Federal WIA/WIOA funding since 2003, and has regularly met or exceeded all of the WIOA performance measures for
services provided to adults and youth, exceeding all 11 of the mandated WIOA performance benchmarks in PY 2015. *SkillSource* has been awarded and successfully managed multiple Federal and State grant awards ranging from $500,000 to over $8 million that address the education and skill needs of jobseekers with barriers to employment, such as ex-offenders, those on public assistance and individuals with disabilities, placing them into high-growth and in-demand occupations that meet the needs of the region’s employers or helping them to launch their own businesses. The success of the Northern Virginia WIOA Programs, as well as *SkillSource*’s success in managing large, complex, sectoral initiatives demonstrates the capacity of *SkillSource* and the NVWDB to address the needs of both jobseekers and employers in the region. The chart below details recent Federal and State programs managed by *SkillSource* in which individuals with barriers to employment were provided with training and employment services.

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<tr>
<th>SKILLSOURCE PROGRAM</th>
<th>OUTCOMES</th>
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| **VETEC:** In June 2012, *SkillSource* was awarded $8.3 million for the [Virginia Employment Through Entrepreneurship Consortium](#), through the Workforce Innovation Fund, launching entrepreneurship programs in Northern Virginia, Richmond and Hampton Roads. At the completion of program services in June 2016, VETEC succeeded in integrating entrepreneurship services into the public workforce system, serving 694 jobseekers and helping to launch 376 new businesses throughout the 3 local participating workforce areas, exceeding projected outcomes by almost 40%. | **Projections:**
| | • Enroll 750
| | • Create 270 New Businesses
| | **Outcomes:**
| | • Enrolled 694
| | • Created 376 New Businesses |
| **J4VETS:** In November 2012, *SkillSource* was awarded $1.1 million for the Northern Virginia Jobs for Veterans (J4VETS) Initiative, funded through USDOL’s Veterans’ Employment and Training Service, to deliver employment, training and small business development services to veterans, resulting in veterans earning industry-recognized credentials and employment with high-demand local businesses in Northern Virginia. At program conclusion in March 2016, 234 Veterans had been placed into employment at an average annual salary of $70,720. | **Projections:**
| | • Enroll 395 Veterans
| | • Veterans Enrolled in Training: 316
| | • Average Hourly Wage at Placement: $20 ($41,600 annually)
| | **Outcomes:**
| | • Enrolled Veterans: 406
| | • Veterans Enrolled in Training: 330
| | • 234 Veterans Placed into Employment
| | • Average Hourly Wage at Placement: $34 ($70,720 annually) |
| **TANF Employment Advancement:** In July 2013, *SkillSource* was awarded nearly $600,000 for the three-year TANF Employment Advancement Initiative, funded through the Virginia Department of Social Services, to place jobseekers enrolled in the Prince William County TANF program in subsidized work experiences with local businesses in Northern Virginia. At program conclusion in June 2016, 128 TANF jobseekers had been enrolled, 71% placed into | **Projections:**
| | • Enroll 132
| | • 97 Placed into Employment
| | • Average Hourly Wage at Placement: $10 ($20,800 annually)
| | **Outcomes:**
| | • Enrolled 128
| | • 91 Placed into Employment |
employment at an average wage of $12.19/hour. New TANF funding of nearly $1 million has been awarded for the 2016-2019 time period.

**Ticket to Work Program:** In October 2010, *SkillSource* was awarded a contract through the Social Security Administration to serve as a Workforce Employment Network in Virginia, Maryland and D.C. The Northern Virginia Ticket to Work Program supports career development for Social Security disability beneficiaries age 18-64 who want to work. This ongoing program has helped place 122 Social Security disability beneficiaries into jobs at an average wage of $13.96/hour ($29,037 annually), and has helped over 1,300 Ticket holders to explore whether returning to work is right for them. Since inception, the *SkillSource* Ticket Program has received nearly $650,000 in revenues.

**Outcomes:**
- Inquiries 1,357
- Assignments 240
- 122 Placed into Employment
- Average Hourly Wage at Placement: $13.96 ($29,037 annually)

**Projections:**
- Enroll 150
- 90% Participation Rate (Pre-Release)
- 80% Post-Release Enrollment Rate
- 60% Placement Rate

**Outcomes (still ongoing):**
- Enrolled 130
- 100% Participation Rate (Pre-Release)
- 87% Post-Release Enrollment Rate
- 59% Placement Rate

**d. Vision & Goals**

i. **Goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment)**

*SkillSource* and the NVWDB recently completed its *Strategy 2020*, a four-year Strategic Plan for both organizations. The vision and goals identified in the Strategic Plan has aligned with the development of the Northern Virginia WIOA Local Plan. **Strategic Goal 2: Expand and improve the talent pipeline of youth and adults for businesses** in Strategy 2020 specifically addresses the goal to prepare an educated and skilled workforce, including young adults and jobseekers with barriers to employment. Key Objectives are to:
• Strengthen workforce development strategies for adults that link education and career pathways to increased targeted sector employment opportunities, ensuring that workers have the skills needed to fill current and emerging high wage/high demand jobs.

• Strengthen workforce development strategies for youth that ensure access to education and training opportunities, particularly youth facing barriers to employment.

• Establish strong linkages with post-secondary institutions to align programming with career pathways and labor market demand.

• Promote registered apprenticeship programs.

• Build a highly efficient job placement infrastructure through alignment of local public and private services.

• Customize the service delivery processes to meet the needs of diverse populations, such as dislocated workers, older workers, veterans, low skilled adults, youth and adults with disabilities, offenders and other targeted job-seeker populations.

The Board determined that the NVWDB must further define the key elements of career pathways and convene local players to develop a common definition and approach, and define the academic and core competencies required by employers.

ii. Goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1)

The Northern Virginia Workforce Area is measured annually by performance benchmarks that monitor local and statewide outcomes associated with WIOA programs and services. This includes Entered Employment Rate, Employment Retention Rate, and Average Earnings for the WIOA Adult and Dislocated Worker Programs. The WIOA Youth Program is measured by Literacy/Numeracy Gains, Placement in Employment or Education and Attainment of Degree or Certificate

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<th>Northern Virginia Workforce Area #11</th>
<th>State Average</th>
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<tr>
<td>Entered Employment Rate</td>
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<td>Employment Retention Rate</td>
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<td>Average Earnings</td>
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<td><strong>Youth</strong></td>
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<td>Literacy/Numeracy Gains</td>
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<td>Placement in Employment or Education</td>
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<tr>
<td>Attainment of Degree or Certificate</td>
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<td><strong>Dislocated Workers</strong></td>
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<td>Entered Employment Rate</td>
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<td>Average Earnings</td>
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<td><strong>Employment &amp; Credentials</strong></td>
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<td>Adult Employment</td>
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<td>Dislocated Worker Employment</td>
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Rate. In FY 2016, Northern Virginia exceeded all 11 performance benchmarks, one of the highest performing local workforce areas in the Commonwealth.

Under WIOA, new performance benchmarks have been established that now measure employment in the second and fourth quarters after a jobseeker has exited the WIOA Adult, Dislocated Worker and Youth Programs, as well as the credential attainment within four quarters after program exit. The WIOA Adult and Dislocated Worker Programs are now measuring median earnings in the second quarter after program exit.

e. **Strategy & Partnerships**

While the NVWDB, providers and partners have a wide array of partnerships, there is a need to expand relationships with more organizations and employers. The Northern Virginia WIOA Local Planning Working Group expressed a need to broaden outreach to ‘nontraditional’ organizations to reach segments of the jobseeker population not currently being reached. Ideas for broader outreach and relationship development to form strategic partnerships as well as strategies to carry out workforce development activities included:

- Create formal connections with faith-based organizations such as Catholic Charities.
- Maximize 211, ensuring that all partners are listed and all information is accurate.
- Maximize the use of current resource guides that already provides a regional mapping of workforce and education partners, such as the [Northern Virginia Resource Guide](#).
- Create pathways for individuals with a low skill level to get to ‘bridge’ programs that help them increase their skill levels to where the workforce system then continues to help them build skills to the level required to enter training and/or the workforce.
- Change the perception that the workforce system/centers only provides ‘low skilled’ workers to employers.
- Develop more robust partnerships with industry associations to better connect to employers.
- The Employer Solutions Team should do a formal Process Review of core processes that intersect with employers. The review must be system-wide to eliminate barriers to employer participation and to ensure that each vendor/operator across all counties is utilizing the same process and practices.
- Create a community wide dashboard with a select set of metrics that measure the outcomes of the entire system.
f. Additional Strategic Elements

i. A regional vision for workforce development

As noted in Section 1D – Vision & Goals, the NVWDB and SkillSource recently completed the Strategic Plan 2020, which outlines the vision for the Northern Virginia Workforce Area: “We envision a vibrant business and workforce region that is globally competitive.”

It should be noted that the strategic direction and planning of the Northern Virginia Workforce Development Board and SkillSource are in close alignment with the vision and strategies of its Consortium jurisdictions. In particular, the Fairfax County Board of Supervisors has issued and updated its Board Strategic Plan to Facilitate the Economic Success of Fairfax County. As Fairfax County is the WIOA Grant Recipient for Area #11, our respective vision and implementation plans are closely aligned.

ii. Protocols for planning workforce strategies that anticipate industry needs

In order to be relevant and anticipate industry needs in Northern Virginia, the NVWDB recognizes that we must create strategies that meet the needs of employers and puts the NVWDB at the forefront of workforce development in the region. In the Strategic Plan 2020, Strategic Goal 1: Be the regional go-to organization on workforce development as both a ‘thought leader’ and in delivering high-quality workforce services highlights this goal. Key Objectives are:

• Provide leadership on workforce issues within Northern Virginia and the Greater Washington, D.C. Region by designing and executing innovative pilots; developing a formal targeted industry sector approach based on best practices in the field; and creating and executing a strategy to serve small businesses.

• Continue to design, pilot and scale innovative workforce development solutions in collaboration with employers and SkillSource One Stop Employment Centers.

• Develop strategies that support the creation, growth and sustainability of local small businesses.

• Pursue opportunities to be recognized and to win awards within the profession and/or for customer excellence and quality.

• Transition the Area #11’s Employer Solutions from an industry partnership model to viable sector strategies model to meet broad talent needs of key industries.

In order to accomplish these objectives, the NVWDB identified several action steps that must be taken over the next four years:
• Convene subject matter experts on a variety of community, economic and workforce development topics.
• Convene employers to identify future needs in targeted strategic industries.
• Collaborate with partners to strategically invest in real time ‘data mining tools’ and techniques.
• Create a dynamic and interactive method to push Labor Market Information (LMI) data out to business, jobseekers and the community.
• Provide leadership to WIOA implementation through innovative strategies.
• Create champions by leveraging training providers, Board members, Center partners and staff; solicit endorsements and post on social media.
• Enhance the NVWDB’s brand through expanded presence on social media and other methods. Continue to ensure a transparent, accessible workforce system.
• Examine national best practices to create a targeted industry approach and specific industry alliances that meet the targeted industry’s workforce needs.

The private sector leadership of the NVWDB has a key role in establishing our strategy and partnership development in the region. The Board Chairman, Todd W. Rowley, a Senior Vice President at Cardinal Bank, is concurrently serving as the Chairman of the Board of Directors for Northern Virginia Community College, and has been an important leadership link between both organizations. Further, Mr. Rowley has recently been appointed to the Northern Virginia GO Virginia Regional Council, ensuring that regional workforce services will retain a significant profile in future discussions and any Northern Virginia GO Virginia funding applications.

iii. The needs of incumbent and underemployed workers in the region

Following revised State policy regarding Incumbent Worker Training in 2015, the NVWDB Board has made Incumbent Worker Training (IWT) a strategic priority and set aside funds of $250,000 in FY 2016 specifically towards these activities. IWT is a valuable tool when conducting outreach to employers, as employers recognize the value of IWT not only to their company, but also to the retention of their employees. While many companies are having to cut funding for employee training, they recognize the value of this investment in their workforce, and what it will mean to ultimately help their bottom line. **SkillSource** and the NVWDB have significantly invested in IWT, in recognition of how it will help incumbent workers and the underemployed to move along a career pathway that could result in a promotion and a raise. A priority is also placed
on training that results in an industry-recognized credential, which the employee will have even if they leave their position with the company.

The Northern Virginia Workforce Area #11 recognizes that effective career pathway programs lead job seekers to attain postsecondary credentials that are valued within the regional labor market. In Northern Virginia, these credentials are applicable in different industry clusters, including IT, Healthcare, 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 employee’s resume and salary level.

iv. The development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships

Registered apprenticeships are opportunities for all participants in the Northern Virginia WIOA programs to learn while on the job. A representative from the Virginia Department of Labor and Industry (DOLI) is a member of the NVWDB Board of Directors and serves on the Youth Committee. The representative also is a member of the Northern Virginia Employer Solutions Team, and has partnered with SkillSource on apprenticeship fairs to help apprenticeship sponsors in Northern Virginia find qualified apprentices. In order to promote apprenticeships, particularly in the Construction and Trades industries, SkillSource held a monthly Northern Virginia Workforce Conversation on opportunities in these sectors, and invited the DOLI representative to serve as the moderator of the panel discussion.

v. The setting of standards and metrics for operational delivery

In the Strategic Plan 2020, the NVWDB notes that it will measure strategy progress and outcomes by the following metrics:

1. Customer satisfaction increases and is sustained (measured for both job seekers and employers.)
2. The number of employers using services for the first time through the SkillSource Centers increases.
3. The number of repeat business customers increases.
4. Employer training-related placement rates increase.
5. Revenue from non-WIOA formula sources is sustained and increases.
6. Results of the Return on Investment study demonstrates to individuals using the services as well as to tax payers and community the positive economic impact of public workforce programs.
7. Employers report that they have the skilled workers they need to remain competitive.
8. Businesses report that the NVWDB and its services are relevant.
vi. Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system

As the non-profit 501(c)(3) fiscal agent of the NVWDB, **SkillSource** is able to pursue multiple funding opportunities in the private and public sector that are open to non-profit organizations. In the Strategic Plan 2020, **Strategic Goal 3: Continue to focus on quality and diversify funding to ensure a sustainable impact over the long term** highlights the Board’s continued purposeful pursuit of non-WIOA resources in support of the NVWDB’s workforce programs. Key Objectives are to:

- Continue to diversify funding in support of a strong public and private workforce development infrastructure.
- Maintain and increase capacity to attract non-WIOA formula funding resources.
- Continue commitment to quality standards and a certification process.
- Continue to produce a Return on Investment (ROI) study annually.

To accomplish these objectives, the Board will continue to aggressively pursue Federal, State, County, foundation and private grant funding opportunities. The Board has also set a priority to experiment with innovative partnership proposals, including WIOA Pay for Performance contracts and other alternative funding resources. **SkillSource** was recently awarded a technical assistance award to implement an innovative new Pay for Performance (P4P) model, the only one in the State. **SkillSource** partnered with local agencies in Fairfax, Loudoun and Prince William counties, and ICF International, Inc. to submit a P4P application to Third Sector Capital Partners, and was one of five local workforce board awardees nationwide selected to receive federally funded technical assistance to implement a P4P model. The Northern Virginia Team Independence (NVTI) project will improve education and employment outcomes for WIOA young adults involved in foster care and the juvenile justice system in Northern Virginia. This initiative, in partnership with the Fairfax County Department of Family Services (DFS), the WIOA Youth Program Operator, is for one-year, with a goal of serving 35-40 foster and adjudicated youth in the first year.

WIOA allows the use of non-federal resources and WIOA funds to incentivize the use of Pay for Performance through bonus payments to service providers, to allow for greater flexibility and a focus on longer-term outcomes. This technical assistance award will position **SkillSource** as a leader in Virginia and the nation in Pay for Performance models. The graphic below illustrates how the P4P process works, and the partner involvement. The outcomes measurement,
evaluation and reporting of the potential long-term impact on the regional economy will potentially open the doors for other sources of funding from private funders and foundations.

vii. The generation of new sources of funding to support workforce development in the region

In the Strategic Plan 2020, the NVWDB also set an objective to explore the feasibility of creating a social enterprise by investing non-WIOA funds in start-up businesses and related employment initiatives as a job creation strategy. The NVWDB determined that it must examine other social enterprise models established by non-profit organizations and workforce development boards. Another funds development strategy is to investigate how other local workforce development boards have established fees for business services. Over the next four years, SkillSource and the NVWDB will create a separate Action Plan for social enterprise development that could generate new sources of funding.

2. Local Workforce Development System Elements
   a. Programs/Partners Overview
      i. The programs that are included in the system

The partners in the Northern Virginia Workforce System, some of whom are WIOA non-mandatory partner organizations, bring critical expertise and resources to the One-Stop Centers and greatly supplement available Federal WIOA funding with related Federal, State and local funding resources. In Northern Virginia, Partner organizations serve as members of local
Continuous 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 NVWDB Executive Director and the NVWDB Board of Directors in assessing program options and in program implementation. The Partners to the Northern Virginia Workforce Development Board have agreed to provide the following programs and services, where feasible:

- Jointly promote integration of programs through collaborative 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 Innovation and Opportunity Act;
- Promote development of common data systems to continuously improve services;
- Authorize WIOA 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 biannual umbrella services agreement that announces a shared regional vision for a customer-driven service delivery system. The current agreement for 2016-2018 is included in Attachment D.
ii. How the Local WDB will support the strategy identified in the State Plan under § 676.105

The NVWDB is supportive of both the foundational and coordinating strategies as outlined in Virginia’s State Plan. Moreover, the Northern Virginia Workforce Area #11 Board members and staff readily commit to plan and operate WIOA programs that adhere to all Federal and State policies and program guidance.
**Foundational Strategies**

**Unify Under a Common Agenda and Shared Outcomes** – Workforce Area #11 is deeply supportive of working with State officials on a common agenda to seek a Collective Impact. The NVWDB staff are prepared to be part of discussions with other workforce partners in order to achieve consensus on shared goals, and commit to collaborating to fulfilling these goals.

**Embrace Technology and Data Integration Opportunities** – The NVWDB has already been seeking opportunities to integrate technology further into its service delivery model and programs. The *SkillSource* One-Stop Employment Centers currently utilize an online sign-in system and online customer surveys in order to capture real-time data and feedback. The Northern Virginia Employer Solutions Team also utilizes a Customer Relationship Management (CRM) tool, Salesforce, to collect and track employer contacts, services provided and to easily report outcomes of employer activities. The use of this tool has helped to streamline employer services and avoid duplication of efforts amongst workforce partners.

*SkillSource* recently entered into a pilot partnership with Clarus Solutions for Work Opportunity Tax Credit (WOTC) screening for jobseekers in Area #11. The WOTC is a federal...
program available to employers to encourage hiring targeted groups of workers who historically struggled to find employment, such as: unemployed or disabled veterans, SNAP recipients, ex-felons and select other groups. The credit represents a permanent reduction in income tax and directly reduces a business’s effective tax rate. Clarus Solutions, a WOTC intermediary, will utilize its proprietary software to screen Area #11 jobseekers for WOTC eligibility. Those eligible will be provided with documentation that highlights their WOTC eligibility and articulates the economics of the certification and the role Clarus can play in obtaining the benefit. As part of the pilot, *SkillSource* and Clarus will work together to measure the impact of the effort on job seekers as well as on employers and highlight results in a report to interested parties.

**Effectively and Efficiently Manage and Develop Resources (Human and Financial) –** As stated previously, Workforce Area #11 does pursue resource development opportunities that support our workforce programs and initiatives, and encourage dual enrollment in WIOA programs. In FY2016, 45% of *SkillSource*’s budget came from non-WIOA funds.

**Coordinating Strategies**

**Develop and Respond to Actionable Labor Market Intelligence** - The NVWDB has utilized and will continue to focus on a variety of local labor market tools, including the Virginia Employment Commission (VEC) Community Profile for Area #11, along with monthly unemployment statistics, in addition to 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 NVWDB also utilizes other sources for LMI data, including reports from County governments, economic development agencies, industry associations, and local foundations. 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](http://www.cra-gmu.org/forecasts.htm)). This data is used to continuously assess the workforce supply and demand.

**Employ Relevant and Effective Talent Development Strategies** - Northern Virginia Workforce Area #11 has focused on the multiple high demand, high growth industry sectors including: Business and Professional Services, Information Technology, Health Care, Hospitality and Food Service, Retail and Construction. Building career pathways in and through high-demand, high growth industry sectors are a critical component to overall workforce system design and implementation. 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.

**Transform the Workforce Service Delivery System** – Workforce Area #11 is seeking initiatives to transform the workforce system, and capitalize on convening partners in order to develop a shared vision among the workforce systems. As previously mentioned, the NVWDB has already implemented a business CRM tool, Salesforce, in order to enhance the implementation of business services. The Area #11 One-Stop Operator has also increased the accessibility of services to customers by using web-based approaches to services, such as creating orientation videos for the WIOA Adult, Dislocated Worker and Youth programs, and allowing jobseekers to sign up for WIOA eligibility screenings online.

**Hold System Partners Accountable to Outcomes and Ensure Transparency in Performance Reporting** - Workforce Area #11 is transparent in sharing program outcomes, through monthly program reports and Annual Reports that are published on the *SkillSource* website. The Northern Virginia Employer Solutions Team is an example of how the multiple workforce partners in Area #11 have joined together to address business needs in a transparent and streamlined manner.

### iii. How the Local WDB will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment

The NVWDB and the adult basic education providers in Northern Virginia are signatories of the NVWDB Umbrella MOU, which reinforces the need for a partnership to address academic achievement of career and technical education students, as well as strengthen the connections between secondary and postsecondary education. The NVWDB has been part of the Perkins Committee in Northern Virginia that determines how Perkins funds is distributed to the career and technical education programs, and will continue to provide input from an industry and economic perspective to ensure programs are addressing the demands of the region. Further, the NVWDB will seek opportunities to align the WIOA Youth program with those career and technical education programs funded through Perkins.

### iv. How the Local WDB will collaborate with the community colleges

The NVWDB and the Northern Virginia Community College (NOVA) have a longstanding relationship of collaboration and partnership in workforce development initiatives and strategies. NOVA is key to the development of career pathways and Bridge models that will be developed,
and has already begun some of this work. It is integral to engage NOVA, as well as the adult education providers, in order to create programs that will help those with the greatest barriers obtain meaningful employment, including methods to fast-track highly-skilled immigrants into jobs with intensive English language instruction. Certifications and Associate’s Degrees offered through NOVA will be key steps along a jobseeker’s career pathways to obtain meaningful employment.

NOVA is consistently one of the top recipients of WIOA Individual Training Account voucher funding among the many approved training providers in Workforce Area #11. Further, both organizations closely collaborate on services to jobseekers and students – the sixth (and newest) SkillSource One Stop Employment Center is located on the Manassas Campus of NOVA. In recent years, the Northern Virginia Workforce Development Board and the SkillSource Group, Inc. financed and competitively procured a Feasibility Analysis for a new Regional Workforce Center at the Woodbridge Campus of NOVA. That Feasibility Study in 2009 set the stage for new local and State funding in later years to plan and construct the new Center for Regional Workforce Education and Training at the NOVA Woodbridge Campus, which opened in 2016.

The NVWDB will also collaborate with NOVA on employer engagement; currently NOVA is a partner with the NVWDB on an Incumbent Worker Training grant, and is a member of the Northern Virginia Employer Solutions Team. The NVWDB will work with NOVA on joint employer engagement efforts, considering the employer relationships NOVA has established through its labor market and training activities that are currently being offered.

v. How the Local WDB coordinates and interacts with Chief Local Elected Officials

The NVWDB exists due to the long history of collaboration and coordination between the Chief Local Elected Officials (CLEOs) and the elected bodies of the three counties and four cities. The NVWDB 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 as necessary and also includes local elected officials in ad hoc updates and briefings as appropriate. Moreover, the NVWDB Executive Director meets twice per year with the NVWDB Policy Council, 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-NVWDB Agreement are executed and are attached for State review (Attachment A & Attachment B).
vi. **How the Local WDB meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title programs**

The Northern Virginia Workforce Area has implemented an active oversight and monitoring protocol. The NVWDB 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. NVWDB staff, particularly the Executive Director and the Contract Manager of Center Monitoring and Evaluation, lead the internal Center monitoring protocols. Copies of the NVWDB Center Monitoring and Case Management File Review checklists, and the FY 2017 Center Monitoring Schedule are attached (Attachment J).

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 NVWDB staff and NVWDB Leadership Team members, which may include NVWDB 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 NVWDB 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.

vii. **How the Local WDB conducts business in accordance with the Sunshine Provisions of WIOA Staffing plans for the Local WDB**

The NVWDB is committed to conducting business in accordance with the Sunshine Provisions of the Workforce Innovation and Opportunity 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 NVWDB website at [www.myskillsource.org](http://www.myskillsource.org). Public comment periods are also included in the NVWDB Board of Directors meeting agenda. Major Board policy documents are advertised on the NVWDB website and in local newspapers and business journals to solicit public review and comment. The *SkillSource* staff organizational chart
is also posted on the website, as well as all of SkillSource’s audited A-133 and financial statements, as well as IRS Form 990 information.

b. Collaborative Strategies

i. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment

The NVWDB and workforce partners are committed to expanding access to WIOA services, particularly those with barriers to employment. The NVWDB has worked with its One-Stop Operator to ensure quality customer service through strong case management services, training in high-growth and in-demand industries, with an emphasis on career pathways and stackable credentials, as well as career navigation and job placement. The NVWDB will ensure strong engagement with employers and businesses in high demand, high wage opportunities and coordinate training with industry-led business partnerships.

The NVWDB will also align current training programs against career pathways, and will work with training providers to create new programs and curriculum based on data and employer feedback, and recruiting training organizations that may not be on the approved training provider list, such as apprenticeship programs.

The NVWDB Local Planning Working Group recognized the importance of mapping resources within the region that provide workforce development services. The NVWDB will lead efforts to expand access to services by engaging in resource mapping of workforce programs and services, and connecting the services across organizations to expand opportunities for eligible individuals.

ii. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs

As WIOA recognizes career pathways as an approach to aligning services offered by different programs, the NVWDB will work with the partners within the Northern Virginia Workforce System, and local employers, to facilitate the development of regional career pathways. Local partnerships of adult education, workforce development, community colleges, community based organizations, employers, and unions are essential to successful career pathways and bridge programs. Pathway development will focus on accelerated and integrated program models that result in a meaningful credential, and are employer-verified pathways and curriculum that focus on preparation for college and career success.
The Northern Virginia WIOA Local Planning Working Group outlined best practices using labor market studies to anticipate industry needs and facilitate the development of career pathways. Northern Virginia Community College has recently purchased a job market analytics tool that empowers employers, workers, and educators to make data-driven decisions. NOVA is collaborating with workforce partners on how to use this information to better inform career readiness curriculum as well as career pathways training for specific occupations.

Other strategies that will facilitate the development of career pathways within the region include:

- Expand the options for providers to deliver skills training based on needs identified. The NVWDB will be proactive in reaching out to entities to help them register for the Eligible Training Provider list. This will provide employers with a wider range of options for training providers.
- In the role of regional convener, the NVWDB shall identify and convene employers in high demand industries by industry, e.g., using a sector strategy, and regularly ask employers about their hiring needs 12 to 24 months out. The Board will convene these sector groups quarterly.
- Survey employers by industry sectors on an annual basis. Sectors mentioned included IT, healthcare, business management, construction, retail and hospitality.
- NVWDB board members within the specific industry sectors identified should be identified as industry champions to provide contacts with other employers within the industry.

iii. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)
As career pathways are developed, Northern Virginia case management staff will inform WIOA jobseekers of the stackable credential opportunities within their field of training, and opportunities for advancement based on current LMI information and feedback from employers. Based on industry demand and career pathway development, a jobseeker’s Individual Employment Plan may include training activities that will include stackable credentialing, resulting in longer periods of time that participants may be enrolled in WIOA programs prior to exit.

c. Business Services

i. Specify the policies and protocols to be followed by all of the region's workforce development entities when engaging the region's employers

The Northern Virginia partnership has established a robust set of procedures and services that are codified in the Employer Services Plan, approved with initial execution in April 2014, and the Partner MOU. The plan codifies key procedures, starting with a shared vision for employer services that is agreed to by all the partners in the MOU. The shared vision is that the partners envision consistent, high quality services to business and industry customers. This vision drives the procedures that are organized and executed through the Northern Virginia Employer Solutions Team. The key elements to this approach are:

- An Employer Solutions Team that drive a set of practices, protocols, and accountability mechanisms for how any organization will interface with a business customer, thus providing businesses with a single way in which they receive products and services that is not variable depending on the agency that is their first point of contact.
  - All of the partners have a representative on the team and the team meets regularly.
  - Each county has established a single point of contact for employers and economic development to whom all staff connect employers to when requests are received.
  - The NVWDB has a single point of contact for incumbent worker training across the local workforce area.

- A common technology system that records business contacts so that all partners can ‘look up’ if a business has already been served, what services they have received, and who has served them. Thus the business does not need to ‘tell their story over and over again’.
  - The NVWDB purchased Salesforce as the CRM tool. Partners are also able to record their information in it. Some partners do not yet have licenses while others do not want to enter the data in their own system and then again into the common system.
A set of services that are commonly defined across all agencies to ensure that the business customer does not have to respond to differing requirements for services that have the same label across different organizations. These commonly defined services provide the basis for a collective marketing and communication strategy.

a) Recruiting and Screening Services
- Advertise Your Job Openings: To provide an employer the opportunity to post employment opportunities throughout the one-stop system.
- Screen Applicants: Based on employer skill requirements.
- Conduct Recruitments: Provide Employers an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.
- Conduct Forums: Industry-specific forums in which business representatives provide inside information on successfully navigating through the hiring process.
- Conduct Job Fairs: Offer multiple employers the opportunity to meet enrolled and non-enrolled job seekers.

b) Employee Development/Retention Services
- Provide Training: Provide employers with training for current employees to build required skills.
- Provide Financial Literacy Workshops: Provide employees with informational workshops on how to manage their finances.
- Provide Workshops: On starting your own business.

c) Business Information (Consultative and Planning) Services
- Provide LMI Research: To provide businesses and employers with requested information on localized labor market information.
- Outplacement Assistance: To assist businesses that are downsizing due to economic factors or other circumstances.
- Consultative Services: To provide entrepreneurs and businesses information and resources to enhance business performance (i.e. Business plans, tax incentives, tax credits, etc.)
- Continuous improvement strategies based on common customer satisfaction data collection and analysis that includes mystery shoppers, focus groups, and electronic surveys.

ii. Address how the region's workforce entities will involve employers in the formation of new workforce development initiatives

The NVWDB and SkillSource will engage employers in the development of Federal and State grant proposals that propose new workforce development initiatives. Through strong employer connections and Board involvement, SkillSource has engaged regional employers in the development of its regional initiatives through grant activities. Utilizing the Employer Solutions Team approach, consistent and frequent employer outreach and services will be provided. The EST will engage regional employers in order to promote strategic growth through career pathways and strong talent development.
iii. **Identify what activities will be undertaken to address employers' specific workforce needs**

The Northern Virginia EST will be tasked with further developing a strategic communication plan that will outline a comprehensive strategy on how to promote the EST to Northern Virginia employers, and creating an action plan on how to engage employers to assess specific workforce needs. This plan will include strategies for outreach to employers, and how to engage them in services. It will be implemented for use with Chambers, Associations, and economic development agencies. 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 NVWDB. The NVWDB will enhance this Guide based on the EST’s communication plan to ensure it addresses employers’ specific workforce needs. This Guide will be provided completely online for employers to access anytime. The NVWDB will also examine other methods of disseminating the Guide, such as through portable USB drives.

iv. **To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations**

- **Identify Trade Associations in targeted industries.** The NVWDB has developed partnerships with trade associations in targeted industries, such as the Northern Virginia Technology Council (NVTC). NVTC is the membership and trade association for the technology community in Northern Virginia, and the largest technology council in the nation. A representative of the NVTC is on the NVWDB Board, and *SkillSource* has collaborated with NVTC on several grant proposals, including a VCCS grant where NVTC is conducting outreach for Incumbent Worker Training to IT and Cyber Security member companies. *SkillSource* was identified as a Supporting Organization to NVTC’s Veterans’ Employment Initiative to connect veterans to jobs within Virginia's technology community, and was a member of the Veterans Advisory Committee for NVTC.

  Currently, the NVWDB has developed a partnership with Heavy Construction Contractors Association (HCCA), a Northern Virginia-based, regional, and independent construction trade association. Construction is one of the in-demand industries for the area. Through this alliance with the trade association, three areas are being addressed:
o Building customer awareness among the HCCA members of workforce development services available to them.

o Developing an understanding of their needs to ensure services are aligned to what the industry and specific employers need.

o Designing and delivering services that meet their workforce needs.

The NVWDB plans to use these models to expand our work with other industry associations in the NVWDB’s high-growth industries, specifically hospitality, retail, and financial services.

- **Explore ways to leverage VEC Northern Virginia Employer Advisory Committee.** Officials from the VEC’s Employer Advisory Committee (EAC) and the NVWDB have met to discuss opportunities to work together to invigorate the council so that those employers can help with branding, marketing, and service alignment. The NOVA EAC will collaborate with the NVWDB on the Regional Workforce Conversations to promote the events to its employer membership in 2017.

- **Continue outreach to Alexandria-Arlington Area #12.** The NVWDB will continue to work with the Alexandria-Arlington Regional Workforce Council (Area #12) to align and streamline processes for both jobseekers and employers, including accessing incumbent worker training, and in pursuing new funding opportunities.

- **Leverage employers on the NVWDB.** The NVWDB has a very engaged board. However, there needs to be a more deliberative and intentional approach to engage employers on the NVWDB to provide feedback on areas identified in this plan, including competencies required, curriculum and connections to trade associations.

- **Formalize the referral process.** As noted above, each county has been successful in establishing a single point of contact for employers. However, how each county screens and refers jobseekers to employers is inconsistent. The Employer Solutions Team will work to formalize this process so it is consistent for employers, as many employers work across the workforce area.

v. **To support a local workforce development system that meets the needs of businesses in the local area**

The NVWDB maintains the philosophy that our primary external customers are business and industry, then jobseekers. Employers create job growth and as such must guide the workforce system. The NVWDB will partner with employers in economic growth and talent development
strategies. Through the Employer Solutions Team, Northern Virginia Workforce Area #11 has created a greater streamlined single point of contact process for businesses across all workforce system. The NVWDB has created protocols for how to interact with the business customer to provide consistency, established a Salesforce customer relationship management system, and will seek to improve coordinated business development across partners and communication strategies around services offered through the entire system.

vi. To better coordinate workforce development programs and economic development

Based on feedback through the Northern Virginia WIOA Local Planning Working Group, the NVWDB will engage in the following coordinating efforts with all area economic development initiatives in the upcoming year:

1. Provide information on who does what. The economic developers involved in this process stated that an improvement would be to create a resource map that helps them identify ‘who does what’ in the region. While they appreciate the single point of contact and they do not want to contact each individual agency, the resource would help them understand what is available. This resource map would be useful to them in their interactions with their business customers and also in knowing the right questions to ask when dealing with the NVWDB staff.

2. Improve communication. The Northern Virginia Employer Solutions Team will meet quarterly with the Fairfax and Prince William economic development contacts. These quarterly meetings will be designed to:
   - Stay in touch on needs that can be forecasted, e.g., what is coming up
   - Provide feedback on opportunities for improvement
   - Create a feedback loop between the Team and economic development.

3. Re-Brand. There is a perception among some agencies that the workforce system is really a social services system and thus can only provide applicants at a low level of skill. A systematic strategy at the NVWDB level needs to be explored on how to change this.

4. Improve follow up. The county by county single point of contact system with coordination at the Employer Solutions Team is working. However, feedback has been received by those involved with economic development and through others that follow up can be improved. In summary, the feedback is focused on being more proactive. The Employer Solutions Team will create a process to ensure that within a specified number of days and weeks, we are reaching out to the employers who received services as well as their conduits, e.g., economic development,
trade associations, chambers, etc. regularly, instead of waiting for them to reach out when they have another need, using both a push and a pull business marketing strategy.

vii. To strengthen linkages between the one-stop delivery system and unemployment insurance programs that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

Pursuant to Virginia House Bill 1986ER and Senate Bill 1372, a regional convener designation is required for each workforce development region in the Commonwealth. As stated in the bill, the regional convener means “the local workforce development board having responsibility for coordinating business, economic development, labor, regional planning commissions, education at all levels, and human services organizations, to focus on community workforce issues and the development of solutions to current and prospective business needs for a skilled labor force at the regional level.” In September 2015, the NVWDB voted unanimously to designate itself, the Northern Virginia Workforce Development Board, as the Regional Workforce Convener for Workforce Area #11.

As the Northern Virginia Regional Workforce Convener, *SkillSource* and the NVWDB launched a series of monthly *Northern Virginia Workforce Conversations* during 2016. The purpose of the Workforce Conversations series is to convene employers, jobseekers, educators, community leaders, and other stakeholders to discuss a variety of local workforce issues and interests. Each Workforce Conversation is dedicated to a specific workforce theme pertinent to employers, jobseekers, and workforce partners. The monthly Workforce Conversations launched in January 2016 with a presentation from Dr. Stephen Fuller of the Center for Regional Analysis at George Mason University on the Roadmap to Northern Virginia’s Economy. Other topics of discussion include employment opportunities and challenges for young adults, veterans, and people with disabilities, as well as labor market demand for industries such as construction and trades, healthcare, and retail. Panelists for the workforce conversations have included State officials, employer and non-profit representatives, training providers
and adult education providers, as well as successful jobseekers that have utilized the services of the public workforce system. Each Conversation has inspired meaningful discourse on its targeted subject and has attracted much interest from the community, with over 400 attendees during the 2016 sessions. **SkillSource** and the NVWDB will continue to host these Workforce Conversations into 2017.

In order to meet local employers’ demand to re-train their existing workforce, **SkillSource** has offered **Incumbent Worker Training** (IWT) grants through WIOA. These funds can assist employers to support their employees in gaining new skills and in making their businesses more competitive and profitable. IWT reimburses employers for the cost of training their workers, and covers training costs such as instructional costs for training courses, classes for certification exams, online training, textbooks and manuals. Participating businesses must provide a minimum matching contribution, in amounts based upon company size. The NVWDB has 11 current IWT contracts with Northern Virginia employers that vary in size from 25 employees to over 10,000 employees, training over 200 incumbent workers in different high-growth industries such as IT, Healthcare, and Construction.

In 2016, **SkillSource**, in partnership with the Northern Virginia Community College and the Alexandria/Arlington Regional Workforce Council, was awarded an IWT grant of $199,482 from the Virginia Community College System for IWT specifically in IT and Cybersecurity for companies of less than 250 employees. This initiative has increased the visibility of IWT, as outreach for the initiative is being conducted in coordination with the Northern Virginia Technology Council, a major regional IT employer association with a membership of over 1,000 IT employers representing approximately 300,000 employees from all sectors of the technology industry.

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. Through an OJT, 50% or more of a worker’s wages (dependent on the size of the participating business) will be reimbursed to the
employer for up to six (6) months, allowing the worker to earn while they learn on the job. The Area #11 OJT policy can be found in Attachment G.

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.”

Due to this success, SkillSource received $100,000 in funding in 2014 through the Virginia Community College System’s Dislocated Worker Training National Emergency Grant award to provide 20-25 Northern Virginia long-term unemployed jobseekers with OJT opportunities with area employers. Upon grant completion in June 2015, SSG had executed 21 OJT contracts.

In July 2013, SkillSource launched the three-year Employment Advancement for Temporary Assistance for Needy Families (TANF) Participants program, funded through an award from the Virginia Department of Social Services. SkillSource collaborated with the Prince William County Department of Social Services and Prince William County Office of Housing and Community Development to provide subsidized and unsubsidized employment opportunities for Prince William TANF participants enrolled in the Virginia Initiative for Employment not Welfare (VIEW) program and increase their self-sufficiency through employment. A SkillSource Job Developer works closely with assigned participants to identify their employment goals and career interest. Where appropriate, participants may enter a three-month stipend-based work experience to strengthen their job skills and to promote job readiness, so they may better compete for higher wage jobs. Alternatively, some participants choose a direct employment opportunity, for which they are provided job-search support. At program conclusion in June 2016, 128 Prince William County TANF jobseekers had been enrolled and 71% were placed into employment at an average wage of $12.19/hour, or $25,355 annually.

In May 2016, SkillSource was awarded another three-year grant award from the Virginia
Department of Social Services to expand the Employment Advancement for TANF Participants employment placement services to also include Fairfax and Loudoun County residents enrolled in the TANF VIEW Program. Over the three-year period, TANF funding revenues will total over $963,000.

d. Economic Development Collaboration

Since 2002, the administrative offices of the NVWDB and **SkillSource** have been deliberately co-located within the business offices of the Fairfax County Economic Development Authority. The NVWDB 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 NVWDB and its administrative staff has been instrumental 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 Prince William County Department of Economic Development are represented on the Area #11 Workforce Development Board of Directors, and were part of the Northern Virginia WIOA Local Planning Working Group.

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 with the Virginia Economic Development Partnership. These engagements also include providing information and resources on the potential use of WIOA funds for incumbent worker training by existing local businesses.

In two of the three counties that make up the workforce area, the one stop system partners and economic development have an established process to collaborate. When businesses contact the economic development entities in Fairfax and Prince William counties with workforce needs, the economic developers put them in touch with the appropriate ‘single point of contact’ as noted above. In some parts of the region, the linkage between economic development and workforce development needs to be strengthened.
The One-Stop system in Northern Virginia has been focused on entrepreneurship since the inception of WIA. Workforce Area #11 was one of the first local areas in the State to create a full business center at a One-Stop Employment Center. This business center was supported with startup funds from US DOL and was designed to support small businesses and entrepreneurs. In the ensuing years, using grant funds, the NVWDB has created innovative ways to support entrepreneurship, including a $8.3 million USDOL grant award through the Workforce Innovation Fund. The Virginia Employment Through Entrepreneurship Consortium (VETEC) is a collaborative effort of local workforce areas, community colleges, and the business community, led by *SkillSource*, to provide adult and dislocated workers who are eligible for WIOA services with comprehensive entrepreneurship training and technical assistance. Through VETEC, *SkillSource* introduced self-employment and entrepreneurship as a viable career option for WIOA-eligible jobseekers in three Virginia workforce regions (Northern Virginia, Richmond, and Hampton Roads).

VETEC was promoted by the local economic development agencies, particularly Fairfax County Economic Development Authority (FCEDA), through its Entrepreneurship 101: Starting a Business workshops. The FCEDA held this free monthly workshop for individuals interested in starting a business in Fairfax County, and invited VETEC staff to present at each workshop.

The VETEC program has seen much success with 279 new businesses opening across the three Virginia regions. This represents 33% of the VETEC participants to start a business since enrolling in the program. This far exceeds the overall performance outcome goal of 25-30% of new businesses created through the VETEC grant.

The NVWDB is currently examining ways to use our most recent experience with the VETEC to both integrate entrepreneurship into our core WIOA practice as well as to establish a funding stream that will support more innovative approaches outside of WIOA and other federal program funding, including establishing a social entrepreneurship strategy.

e. **One Stop System**

i. **How the Local WDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers**
The NVWDB currently monitors the One-Stop Operator of the *SkillSource* One-Stop Employment Centers twice annually, cases under management, program exits, and WIOA performance outcomes. Further, the NVWDB Eligible Training Provider Coordinator reviews practices and procedures of the regional training providers who have been certified to receive WIOA customers with training vouchers. Since 2002, the NVWDB has implemented customer surveys, both online and paper copy, for both job seekers and business customers of the WDB, to assess and monitor overall customer satisfaction with services provided through the *SkillSource* Centers and the NVWDB.

The local NVWDB 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 NVWDB 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.

**ii. How the Local WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means**

The Area #11 One-Stop Operator has increased the accessibility of services to customers by using web-based approaches to services, such as creating orientation videos for the WIOA Adult, Dislocated Worker and Youth programs, posting the WIOA intake packet online and allowing jobseekers to sign up for WIOA eligibility screenings online. The One-Stop Operator also conducts monthly webinars that are accessible to anyone with computer and Internet access on topics such as How to Write an

The Northern Virginia workforce partners are also committed to expanding access to services through use of technology such as Skype, and have explored the use of virtual services and activities to support customers in parts of the region that do not have adequate access to transportation, or the means to travel to the One-Stop Center locations. The One-Stop Employment Centers are equipped with webcams and will be able to support the increased use of virtual methods to provide services to a greater number of jobseekers across the region.

iii. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

In October 2010, SkillSource contracted with the Social Security Administration to provide services under the Ticket to Work Program as a Workforce Employment Network (EN). The Ticket to Work Program is a Federal-local initiative that supports career development for Social Security disability beneficiaries aged 18 through 64 who want to work. The Ticket program is free and voluntary and helps people with disabilities progress toward financial independence. By offering Ticket as one of multiple programs available to Northern Virginia job seekers, SkillSource has increased opportunities and choices for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) beneficiaries to obtain training, employment, vocational rehabilitation, and other support services from public and non-profit partners, including WIOA, within the Northern Virginia Workforce System.

As of December 2016, the SkillSource Ticket to Work Program has helped place 122 Social Security disability beneficiaries into jobs at an average wage of $13.96/hour ($29,037 annually), and has helped over 1,300 Ticket holders to explore whether returning to work is right for them. As a result of these efforts, SkillSource has achieved a significant milestone of earning nearly $650,000 in Ticket revenues since becoming a Workforce Employment Network (EN) for the Social Security Administration in October 2010.

Through the success of the Northern Virginia Ticket to Work Program, the SkillSource Ticket to Work Program Director was selected as one of 10 nationally-recognized Disability Employment Initiative Ambassadors. Ambassadors will serve on a panel of responders, along with
the National Disability Institute, on Ticket and Workforce EN Peer Communities of Practice. Ambassadors will work with other Employment Networks across the nation and highlight new opportunities to strengthen services and programs for adult jobseekers with disabilities who are seeking employment.

**SkillSource** has two certified work incentives counselors on staff to assist Ticket to Work participants in understanding the impact of work on Social Security disability benefits and health care (Medicare and Medicaid) benefits. Additionally, **SkillSource** funded the certification of two (2) WIOA case managers and one (1) Center Operations representative in SSA work incentives. These case managers will act as an internal resource on SSA work incentives and can provide technical assistance to other One-Stop Center staff with customers who receive Social Security disability benefits.

In 2015, the NVWDB created a Disability Services Subcommittee, a standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the Northern Virginia One-Stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities. In its first year, the Subcommittee has already made strides to make the **SkillSource** website fully compliant with Section 508 of the Rehabilitation Act that requires Federal agencies to make their electronic and information technology accessible to people with disabilities, and will evaluate the accessibility of the Northern Virginia One-Stop Centers through mystery shopping.

**iv. The roles and resource contributions of the one-stop partners**

The Northern Virginia Workforce Area #11 One-Stop partners are all signatories of the NVWDB Umbrella MOU, which is signed every two years (the 2016-2018 version can be found online). This agreement outlines the roles, resources and services provided by each partner. The Prince William Workforce Center in Woodbridge, Virginia utilizes a Cost Allocation Plan that is renewed annually through an Addendum to the Umbrella MOU, to identify the resource contributions for each of the One-Stop partners located at the Prince William Workforce Center. Each partner organization to this MOU must agree to contribute a fair share of the operating costs
of the comprehensive One-Stop Center proportionate to the use of the Center by the partner's program (benefit received). Signatories of this Agreement include the NVWDB, Prince William County Public Schools, Virginia Department for Aging and Rehabilitative Services, Job Corps, Virginia Department for the Blind and Vision Impaired, Virginia Employment Commission and Neighbor’s Keeper, a social service organization that helps consumers access free healthcare. This cost allocation methodology has been in place for seven (7) years (the FY2017 version can be found online).

The Supplemental Agreement to the Umbrella MOU, also signed every two years, establishes the terms and conditions under which partners will share the operations and cost of providing shared services at the SkillSource Centers located in Fairfax County (the 2016-2018 version can be found online). These can be in-kind services that are being provided in support of the operations of the Fairfax SkillSource Centers, including costs for staffing, training for jobseekers, technology support, communications, operating costs, and facility costs. Signatories of this Agreement include the NVWDB, the Fairfax County Department of Family Services, the Virginia Employment Commission, Virginia Department for Aging and Rehabilitative Services, Fairfax County Public Schools, and the Business Development Assistance Group.

v. The services provided by each partner mandated by federal and state law, and other optional partners

All of the agencies that are signatories of the Umbrella MOU agree to collaborate to achieve a shared vision for a seamless customer-focused one-stop delivery system, that integrates service delivery across all programs and connects businesses and job seekers with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers. The agencies will provide the following services:

1. To jointly promote the further integration of programs through joint planning and aligned service delivery;
2. To align planning and budgeting processes to the vision and goals of the workforce system;
3. To jointly identify and support workforce skill standards and industry performance measures to drive common outcomes;
4. To coordinate resources and programs and to promote a more streamlined and efficient
workforce development system;
5. To promote information sharing and the coordination of activities to improve performance of local parties;
6. To use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law;
7. To identify and address barriers to coordination;
8. To promote the development of common data systems to track progress and measure performance;
9. To commit to customer service by using performance data, including the Workforce Innovation and Opportunity Act performance measures and other real-time program information to continuously improve services; and
10. To authorize WIOA training funds to support workforce development and employment and training opportunities in occupations that are identified as a high-demand group.

vi. **The Virginia Workforce Center Operator for each site in the area**

   The Fairfax County Department of Family Services is the lead One-Stop Operator and the WIOA Youth Program Operator for Workforce Area #11.

vii. **The physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned)**

   The Northern Virginia Workforce System has four (4) full service *SkillSource* Centers, one (1) affiliate *SkillSource* Center, and one (1) emerging *SkillSource* Center at the Manassas Campus of Northern Virginia Community College (see map below). The System also includes the Fairfax County Pre-Release Employment Center and three (3) SHARE Network sites at local faith and community based organizations.

   Senior *SkillSource* and VEC officials have been examining the possibility of a seventh *SkillSource* Center location at the current VEC offices on Cherokee Avenue in Alexandria, Virginia. This site is currently not part of the *SkillSource* Center network. The site is located in a high-density, heavily trafficked section of Fairfax County and could offer a *SkillSource* Center location that is nearly halfway between the Annandale and South County offices. Last year, this VEC office recorded nearly 1,800 customers per month (21,600 annually) and represents 40% of the VEC’s entire online job orders recorded annually for the entire Commonwealth.
viii. If applicable, the locations of Virginia Workforce Network affiliated sites, partner sites or specialized centers

1. Loudoun Workforce Resource Center, 102 Heritage Way, N.E., Leesburg, 20176
2. SkillSource Career Services Center, Northern Virginia Community College, 6901 Sudley Road, Parrish Hall, Room 204, Manassas, 20109
3. Fairfax County Pre-Release Employment Center, 10520B Judicial Drive, Fairfax, 22030
4. SHARE Network Site at Boat People SOS, 6066 Leesburg Pike, Suite 100, Falls Church, 22041
5. SHARE Network Site at Kingsley Family Resource Center, 3175-B Monticello Drive, Falls Church, 22042
6. SHARE Network Site at Korean Community Service Center of Greater Washington, 7700 Little River Turnpike, Suite 406, Annandale, 22003

ix. Process used to ensure that staff receive 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 WIOA, 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.

The One-Stop Centers provide training to all of its line and supervisory staff to ensure universal access to services and activities and nondiscrimination/equal opportunity, including training on topics such as confidentiality, privacy, and disclosure of disability. One-Stop Center staff performance evaluations include requirements that staff have participated in disability-related training that emphasizes the need to effectively serve individuals with disabilities. Cross training between staff of the **SkillSource** One-Stop Centers and community organizations is provided to facilitate the exchange of up-to-date information on available services, supports, resources, and critical disability-related employment topics. One-Stop Center staff are trained on which funds may be used for conducting a comprehensive assessment, such as Vocational Rehabilitation, education, TANF, and/or Medicaid funds. Staff are provided training on how to access these funds and coordinate the process of referral for assessment. Program staff from the SkillSource Ticket to Work Program also deliver disability training for One-Stop Center staff and provide information and consultation services to employers on disability hiring topics.

Each of the Partners commits to staff certification, cross-training of staff (within the Comprehensive Centers) and other professional learning opportunities for staff that promote continuous quality improvement. Virginia Department for Aging and Rehabilitative Services (DARS) counselors are professionally trained (generally with a master’s degree, certified rehabilitation counselor or certified vocational evaluator). DARS is committed to participating in the Virginia Workforce Development System and other cross trainings as needed.

Other modules developed by the Disability Employment Initiative are included in the Virginia Workforce Development Systems modules. The optional modules are Welcoming All Customers/Universal Strategies, Asset Development (Financial literacy for example: banking, savings and budgeting), and Integrated Resource Teams with a Person Centered Planning approach (collaborative case management) and Mystery Shopper (Continuous Quality Improvement).
x. **Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services**

Performance management starts with the evaluation of individual WIOA 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 WIOA programs, dedicates a Quality Assurance Supervisor, in addition to Supervisors for the WIOA Adult, Dislocated Worker and Youth Programs, 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 WIOA caseload from enrollments through to exit and follow-up.

xi. **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. Annual performance reviews include a self-evaluation; a supervisor evaluation; goals for the upcoming year; and a development plan.

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.

The importance of *SkillSource*’s ethics, values, and principles are reinforced by discussing
Northern Virginia Workforce Development Board (Area #11)
2017-2020 WIOA Local Plan

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 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:

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

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

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

- **Employer Surveys**: Employers are surveyed at job recruitment and signature events. Externally, *SkillSource* utilizes survey data from the NVWDB 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.
xii. Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council 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. In 2016, there were 162 professional development activities and 38 out of 47 (81%) front-line staff had received a workforce development certification and 7 were in the process of receiving a certification.

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.

f. Adult & Dislocated Worker Services Provided

i. Access to and delivery of career services (basic, individualized, and follow-up)

The NVWDB’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 six (6) One-Stop SkillSource Centers and supports all of the NVWDB 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 NVWDB's protocols, policies and quality standards. Workforce services information is also available at the NVWDB website at www.myskillsource.org.

In September 2015, the WIOA service delivery process was substantially revised at the Northern Virginia SkillSource Centers, with the most immediate changes including: 1) eliminating the requirement for the sequence of services; 2) a jobseeker’s access to
training services is not conditionally based on mandated activities; and 3) the One-Stop Centers provide up-front career coaching for all jobseekers. The Northern Virginia SkillSource Center Leadership Team developed a new WIOA customer flow to follow the new requirements that eliminate Core and Intensive services, and increased focus on Career Services (basic and individualized) throughout the service spectrum and increased focus on skills and development through access to training. The team also developed a new customer flow model that incorporated the key principles for change: high touch right at the front door; virtual and physical tour occurs continuously; access to a Career Coach is available to everyone; and collecting information about a customer first versus telling them what we do.

Since the WIOA roll-out of Career Service activities at the SkillSource One-Stop Centers, staff are now providing career coaching sessions that jobseekers are able to sign up for. Further, jobseeker screening sessions have increased from 120 slots per month to 600 slots per month. This is due to an increase in the number of staff who can conduct assessments, as a basic career service. Jobseekers are obtaining faster access to training services with the waiting time reduced by more than 50%, from 6-8 weeks (pre-WIOA), to the current time period of 2-3 weeks. For jobseekers in need of GED, Commercial Driver’s License (CDL), and other credentials that are in-demand by employers, jobseekers can be enrolled and start training within 1-2 weeks. As a result, WIOA caseloads grew in FY 2016, in comparison to FY 2015, and will most likely continue to grow in future years.

Each of the six (6) SkillSource Centers provides an access point for adult and dislocated worker services, and is implementing the new Career Services model (as illustrated in the flow chart below).
The type and availability of adult and dislocated worker employment and training activities include basic, individualized, training and follow-up services.

**Basic Career Services:**
- Access to computers, phones, and internet
- Resume writing and interview preparation workshops
- Career coaching
- Basic employment assessments
- Job lead assistance
- Labor Market Information

**Individualized Career Services:**
- Comprehensive Assessments
- Individual employment planning and career counseling
- Literacy activities

**Training Services:**
- Occupational skills training
- Skills upgrading
- On-the-Job training
- Entrepreneurial training
Follow-Up Services:
Job placement assistance
Career pathway development

SkillSource One-Stop Center staff do not stereotype individuals with disabilities when evaluating their skills, abilities, interests and needs, and takes into consideration the requirement to provide reasonable accommodations, reasonable modifications, and auxiliary aids and services. One-Stop Center staff do not automatically refer job seekers with disabilities to State vocational rehabilitation programs, and makes referrals based on whether the individual would benefit from such services in addition to the other programs and services available in the One-Stop Centers. Case managers and job developers are trained about the range of approaches to workplace flexibility and job development, including creating employment positions for specific job seekers through negotiation with employers.

Included in the guided tour as part of the standard orientation to services is information on available modifications, assistance, and accommodations for customers who may have disabilities. All customers are routinely offered the option of meeting with staff in private offices. One-Stop staff ask all registrants (including individuals with disabilities) whether they need assistance during the registration process or if they will need some type of accommodations to take full advantage of services and supports. Information on specific programs for customers with disabilities available at the One-Stop Center is provided to all customers so an individual customer does not have to disclose the fact that he or she has a disability in order to learn about these programs.

ii. The area’s definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals

The Northern Virginia Workforce Development 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.

iii. The area’s definition of 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 in Attachment I.

g. Rapid Response Coordination
Describe how state and local activities are coordinated

The current Rapid Response Team is led through Northern Virginia Community College. Once a WARN notice is issued, the team organizes and collaborates well to get the needed partner services to the business’ employees. When a need is identified that the team cannot provide locally, the lead Rapid Response Coordinator reports that the state is very responsive to helping met the need.

Key challenges

The under 50 employees challenge. Federal funds set aside for rapid response activities can only be used for employers with 50 or more employees. Survival rates for business suggest that about two-thirds of businesses with employees survive at least 2 years and about half survive at least 5 years. Being able to provide rapid response type services to small business is a critical need for this area.

Seasonal workers. Three key industries in this area, construction, hospitality, and retail, hire large amounts of seasonal workers. Again, rapid response type services should be provided to this employee cohort when they are being laid off after the seasonal spike is over.

Prevention. The workforce and economic development systems in this region want to help employers before there is a layoff. However, employers are not forthcoming in providing information about their potential downsizing or closing down for a myriad of legitimate reasons. Through better use of real time data analytics and working even more closely with economic development, the Rapid Response Team is exploring ways to identify and then offer help to businesses before the layoff crisis occurs.

Youth Services Provided

The local area’s strategy for ensuring the availability of comprehensive services for all 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 2015 to competitively bid for WIOA Youth services and Fairfax County Department of Family Services was awarded the contract, which can be renewed annually through 2020. The WIOA Youth Program funding allocation for the NVWDB Youth program has significantly increased from $310,000 in 2010 to $1,331,087 in PY 2016, resulting in an increase in youth enrollments and adding Youth staff to the program, in order to grow the youth program.
activities and service components due to the increase in funding allocation. The Northern Virginia WIOA Youth Program ended FY 2016 with 317 enrollments; nearly 75% of enrollments were Out-of-School Youth, as the program continues to work towards the mandatory requirement under WIOA that 75% of program spending must be for participants who are Out-of-School Youth. Through increased outreach efforts and improved partnerships with educational and community organizations, **SkillSource** has steadily increased the numbers of Out-of-School young adults enrolled in the program, and is now one of the largest WIOA Youth programs in the Commonwealth.

Staff have continued to serve WIOA 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. With the increase in the age requirement from 21 years of age to 24 years of age, the WIOA Youth Program has worked significantly to target older young adults in outreach efforts. As a result, in FY 2016, 72% of WIOA Youth participants were between the ages of 19-24 years old. Young adults in the program have varying types of barriers, as highlighted in the chart to the right.

**SkillSource** and its One-Stop Operator also administer a local non-WIOA Summer Youth Program, the Educating Youth through Employment Program (EYE), which has helped nearly 1,200 young adults gain summer employment since program inception in 2006. The EYE Program provides 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 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 2016 EYE Program ran from July to August.

<table>
<thead>
<tr>
<th>Types of Barriers</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster Care</td>
<td>6%</td>
</tr>
<tr>
<td>High School Dropout</td>
<td>16%</td>
</tr>
<tr>
<td>Runaway/Homeless</td>
<td>7%</td>
</tr>
<tr>
<td>Offender</td>
<td>14%</td>
</tr>
<tr>
<td>Pregnant or Parenting</td>
<td>24%</td>
</tr>
<tr>
<td>Disability</td>
<td>44%</td>
</tr>
<tr>
<td>Basic Skills Deficient</td>
<td>78%</td>
</tr>
</tbody>
</table>
and offered seven weeks of work experience. In addition, the teens and young adults received workforce development training focused on critical job readiness skills, including: workplace behavior, resume building, interviewing, networking, project management, and fiscal responsibility. In 2016, 135 young adults were placed into professional, paid employment opportunities at county agencies, non-profit organizations, and private sector companies in Northern Virginia.

ii. How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA

The NVWDB and Youth Committee have used the public procurement process to identify and select the current WIOA Youth Program Provider, most recently in 2015. The Fairfax County Department of Family Services is currently delivering all fourteen (14) WIOA Youth Program elements. The NVWDB and the Youth Committee 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 NVWDB, Youth Committee and SkillSource Group, Inc. will use competitive procurement requirements to identify and acquire additional youth service providers.

iii. Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program

WIOA 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 WIOA Youth Program is also able to provide tutoring services for those that need additional assistance. The WIOA 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. The WIOA Youth Program also offers year-round paid and unpaid work experiences including internships and job shadowing, with an emphasis on the annual summer EYE program. Young adults are also assisted with GED completion, postsecondary education, and occupational skills training through the over 90 Northern Virginia Eligible Training Providers in a variety of fields.

iv. How the required program design elements will be addressed as part of the development of youth service strategies
The NVWDB has already developed new youth service strategies and initiatives in response to the required 14 program design elements required under WIOA. Financial literacy education is a required element, and while some financial literacy training had been conducted one-on-one and as part of the summer EYE workshop series, the NVWDB saw a greater need to enhance financial literacy education for Northern Virginia youth participants. In 2016, SkillSource was selected by the U.S. Consumer Financial Protection Bureau (CFPB) as one of 24 organizations nationally for its Youth Employment Success (YES) Initiative. The YES initiative provides targeted technical assistance to SkillSource, to integrate financial knowledge and skills-building services into the existing year-round WIOA Youth Program in Northern Virginia. The intent is to help WIOA Youth make financial decisions to reach their own life goals through appropriate financial capability education and access to resources to start saving for their future. As part of this initiative, the WIOA Youth Program learned of financial tools and curriculum to integrate into group-based learning opportunities, and in individualized services with the WIOA Youth case manager.

Leadership development is also one of the required elements in the WIOA Youth program. In 2015, SkillSource launched the Northern Virginia Leadership Academy for participants in the WIOA Youth Program. Young adults in this program developed their leadership talents through behavioral assessments that identify their strengths and leadership qualities, as well as helping youth to recognize how their voices and actions can benefit their local communities. Youth traveled to Richmond, Virginia, and Washington, D.C. to speak with local Virginia General Assembly Delegates and State Senators, as well as U.S. Congressman and U.S. Department of Labor officials and have been involved in community projects with local non-profit organizations.

v. Strategies to identify, recruit and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended

Outreach efforts for older out-of-school youth includes continued collaboration with partner government agencies, faith and community based organizations, community centers, juvenile justice agencies, and programs that support school drop-outs and juvenile delinquency. Examples of these include the Choices for Success Foster Care Program, GRANTS GED Program, New Hope Housing, and Support on Suspension. The WIOA Youth Program has also collaborated with Year Up of the National Capital Area, which provides a one-year, intensive training program that provides low-income young adults, ages 18-24, with a combination of hands-on skills development, college credits, and corporate internships in the region. The Northern Virginia WIOA Youth
Program recently collaborated with Loudoun County Public Schools and Fairfax County Public Schools on mailings to transition students to inform them of services available through the WIOA Youth Program. Additionally, the Youth Program is introduced and available to older youth who come into the *SkillSource* Centers located throughout the workforce area.

**vi. Policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals**

Up to 5% of WIOA youth participants served by the Northern Virginia Workforce Area #11 may be individuals who do not meet the income criteria for eligible youth, provided that they meet other WIOA criteria, such as basic skills deficient, school dropout, homeless, runaway, offender, pregnant or parenting, or face other serious barriers to employment. This is approved and closely monitored by the NVWDB WIOA Supervisors.

**vii. 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 community colleges and other higher education institutions and local human services agencies**

Job Corps and other youth programs are resources for our program and partner with the NVWDB 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 Job Corps representatives serve on the Youth Committee.

**viii. Efforts taken to ensure compliance with applicable child labor and safety regulations**

All WIOA 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, and are informed of rights and responsibilities which cover child labor and safety laws.

**ix. Pay-for-performance policy**

*SkillSource* and the NVWDB are currently engaged in a Pay for Performance (P4P) initiative focused on foster care youth and youth offenders enrolled in the WIOA Youth Program. The *SkillSource* Board has authorized 10% of Northern Virginia WIOA Youth allocations, or $133,000, to be put towards P4P bonus payments to service providers, to allow for greater flexibility and a focus on longer-term outcomes.
i. **Supportive Service Provision**

The Northern Virginia Workforce Area provides supportive services as needed, including referrals to child care, health care, drug and alcohol services, etc. Transportation assistance may be provided to WIOA participants who are engaged in WIOA activities. Additional supportive services may include, assistance in obtaining a driver’s license, uniforms and supplies for work, and training support and credential fees.

Through the Virginia Financial Success Network (VFSN), *SkillSource* is now providing financial coaching to any WIOA participant over the age of 18. VFSN is a study being conducted by the Virginia Community College System on behalf of the U.S. Department of Labor. VFSN is an implementation of the Working Families Success Network (WFSN) model, a strategy of integrating bundled services and connecting Virginians to work and income supports, financial coaching, and academic & career opportunities. Since launching the program in 2015, *SkillSource* has created processes for financial coaching, supportive services, partner alliances, and the bundling of services.

j. **Training Services**

i. **How the use of such contracts will be coordinated with the use of individual training accounts**

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 F*) 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 WIOA 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 E. In Northern Virginia, the value of an Individual Training Account funded through WIOA 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 NVWDB policy allows case managers to refer higher cost vouchers to the NVWDB Executive Director for approval. For FY 2016, Workforce Area #11 obligated nearly $975,000 for 424 Adult/DW and Youth Program ITAs.

ii. How the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided

The Northern Virginia ITA policy states that training services, whether under ITAs or under contract, must be provided in a manner that maximizes informed customer choices in selecting an eligible training provider. Case management staff are aware and monitored for this, and provide the full listing of the Northern Virginia Eligible Training Providers to customers.

k. Collaboration with the Community Colleges

SkillSource and the NVWDB have a strong partnership with the Northern Virginia Community College as they are workforce system partners, and a highly utilized Eligible Training Provider. A representative from NOVA’s Workforce Development Division has sat on the Board of Directors of the NVWDB for multiple years, and NOVA is a member of the Northern Virginia Employer Solutions Team. A SkillSource representative also sits on NOVA’s Perkins Committee.

SkillSource and NOVA have collaborated on multiple grant proposals, including an IWT grant as previously referenced. 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 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 SkillSource Center at the NOVA campus in Manassas (western Prince William County).

SkillSource and NOVA have also been long-time partners together on NoVaHealthForce, a coalition of health care providers in Northern Virginia. Since 2005, NoVaHealthForce has focused
on health care career pathways and opportunities to increase regional health care employment in
the Northern Virginia Workforce Area.

NOVA has a new LMI analytics program as well as a staff person dedicated to being a labor
market analyst. This is one area that provides an opportunity for collaboration with the college,
as a partner within the workforce system, to provide value to the entire workforce system. As a
member of the EST, the college is a partner in delivering services to business based on the
protocols established by the team. The addition of real time LMI from the college will enhance
how the Employer Solutions Team will identify gaps in the types of training needed to supply
employers with the appropriately trained talent.

1. **Collaboration with Education**

The Youth Committee meets every other month, and discusses coordination and partnership
opportunities with partners, including secondary and post-secondary education. In addition, the
WIOA Program staff identify other opportunities for service coordination with secondary and
postsecondary education programs in the region that will enhance services to youth entering key
industries within Northern Virginia.

2. **Collaboration with Adult Education and Literacy**

Northern Virginia Workforce Area #11 has had a strong relationship with adult education
providers; representatives from all three (3) County public school systems sit on the Board of
Directors for the NVWDB. The Adult Education programs in Fairfax, Prince William and
Loudoun counties provides the English language skills, adult basic education, and GED
preparation that adults and young adults need to further their education at the post-secondary level,
obtain employment, and become involved community members. Representatives for Fairfax
County Public Schools and Loudoun County Public Schools also sit on the NVWDB Youth
Committee. All of the public school systems have supported outreach efforts for NVWDB programs
and services, and in referring their students to WIOA for services. The Northern Virginia WIOA
Youth Program recently collaborated with Loudoun County Public Schools and Fairfax County
Public Schools on mailings to transition students to inform them of services available through the
WIOA Youth Program.

Prince William County Public Schools is co-located at the Virginia Workforce Center in
Woodbridge, Virginia, and has collaborated with the partners at that location on multiple different
programs and services for individuals with limited English proficiency (LEP). The LEP services
offered include English classes, GED courses, citizenship preparation classes and LEP job readiness classes. The LEP workshop is a creative approach to serving customers with limited English. Job seekers can take several different workshops, and receive a Job Readiness Certificate. The workshops focus on job readiness and soft skills while providing basic English classes.

**Other Collaborative Strategies**

The Northern Virginia Planning Working Group discussed the need to work together to design and execute ‘bridge programs’ as part of a career pathways approach to promote post-secondary and career readiness. Bridge programs were identified as one of the first steps in a career pathway for low-skill adults. They support the transition from adult education to the next step in an occupational pathway. By connecting adult education programs (including ABE, ESL, and adult secondary education) to occupational programs, bridge programs seek to increase the rates at which low-skill adults move into post-secondary occupational programs, persist in these programs, and obtain postsecondary credentials in industries offering family-sustaining wages and career advancement. The key elements of these programs are that they provide a combination of academic and occupational instruction, career guidance, and support services. Adult Education, and literacy organizations such as the Literacy Council of Northern Virginia, are key to the development of career pathways and Bridge models that will be developed, in order to create programs that will help those with the greatest barriers obtain meaningful employment, including methods to fast-track highly-skilled immigrants into jobs with intensive English language instruction.

As one example of the start of a bridge initiative, Loudoun County Public Schools has created Dual Enrollment opportunities for LCPS students. Participation in Dual Enrollment (DE) allows students to meet requirements for high school graduation while simultaneously earning college credits. LCPS currently has agreements with James Madison University, George Mason University, Northern Virginia Community College, Richard Bland Community College, Shenandoah University and University of Illinois to offer DE courses for students.

In 2017, the NVWDB will also review the local Adult Education Plan, which will include post-secondary qualification/credential goals and specific career pathways within adult education that will be aligned with WIOA.

**n. Priority of Service**

*SkillSource* and NVWDB staff must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized
career services and training services. Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds. WIOA also expanded the priority to include individuals who are basic skills deficient. WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis. Priority of Service does not apply to the dislocated worker or youth programs. Priority for receipt of individualized career services and training services will be given to customers in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or basic skills deficient will receive first priority for services provided with WIOA adult funds.
2. Non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. To veterans and eligible spouses who are not recipients of public assistance, not low income individuals, or who are not basic skills deficient.
4. Lastly, to all others not meeting the above criteria that have barriers to employment such as
   a. Obsolete individual skills that need upgrading;
   b. High school drop outs without a diploma or GED;
   c. Offenders;
   d. Limited English proficiency (LEP); or
   e. Poor employability skills.

For those not meeting income eligibility, approval from the NVWDB Executive Director is required.

**o. Incorporation of Technology**

The Area #11 One-Stop Operator has increased the accessibility of services to customers by using web-based approaches to services, such as creating orientation videos for the WIOA Adult, Dislocated Worker and Youth programs, posting the WIOA intake packet online and allowing jobseekers to sign up for WIOA eligibility screenings online. The One-Stop Operator also conducts monthly webinars that are accessible to anyone with computer and Internet access on topics such as How to Write an Effective Resume, The Art of Interviewing, Job Loss Survival Guide and A Jobseeker’s Guide to Managing a Career.

The Northern Virginia workforce partners are also committed to expanding access to services through use of technology such as Skype, and have explored the use of virtual services and activities to support customers in parts of the region that do not have adequate access to
transportation, or the means to travel to the One-Stop Center locations. The One-Stop Employment Centers are equipped with webcams and will be able to support the increased use of virtual methods to provide services to a greater number of jobseekers across the region.

The One-Stop Center will provide effective communication through accessible information and communication technology by making available technical assistance materials, guides and training to One-Stop Center staff and partner organizations on topics such as:

- FAQs on physical, communication, and programmatic accessibility;
- Adaptive equipment available and processes for obtaining and using such equipment;
- How to make websites accessible; and
- Video Relay Services and Video Remote Interpreting

In December 2016, SkillSource paid for a Section 508 audit of its website. The results will be used to make changes that adopt electronic and information technology Section 508 standards to enhance accessibility. Website accessibility will be incorporated into the One-Stop Center certification process. Lessons learned, standards applied, and technical resources developed by the General Service Administration (www.Section508.gov) and by the United States Access Board (www.access-board.gov) will be used as an ongoing reference guide.

p. Efficient and Effective Service Delivery

The Virginia Employment Commission (VEC) administers the Wagner-Peyser system in Virginia, which assists job seekers to find employment; to assist employers in filling jobs; and to facilitate the match between job seekers and employers. Self-services are available to all jobseekers and employers, or jobseekers can receive information in-person at the One-Stop Employment Centers. The EST, which the VEC is a member of, provides employers with assistance in screening qualified applicants, assessing/testing applicants, and assistance with application processing. SkillSource and the NVWDB staff work side-by-side with Wagner-Peyser VEC staff, and do not duplicate any Wagner-Peyser staff efforts.

SkillSource and the NVWDB have a strong partnership with the Virginia Employment Commission, as they are workforce system partners, and are co-located at the Prince William Workforce Center in Woodbridge, Virginia. A representative from the VEC has sat on the Board of Directors of the NVWDB for multiple years, and VEC is a member of the Northern Virginia Employer Solutions Team.

SkillSource and VEC Veterans’ staff worked closely on the Northern Virginia Jobs 4 Veterans (J4VETS) program through the U.S. Department of Labor that ended in March 2016, having served
406 veterans, placed 307 veterans into training, and 234 veterans into high-wage positions and consistently exceeding the projected average hourly wage goal of $20/hour. J4VETS offered case management, referral to training (including entrepreneurship training), Federal résumé development, and job placement assistance to all honorably discharged veterans. This partnership with the VEC for veterans’ services has continued even beyond the conclusion of J4VETS.

Senior *SkillSource* and VEC officials have also been examining the possibility of a seventh *SkillSource* Center location at the current VEC offices on Cherokee Avenue in Alexandria, Virginia. This would be the second location where NVWDB and VEC have co-located (the first being in Woodbridge).

q. **Fiscal Agent**

i. **Identification of the entity/fiscal agent responsible for the disbursal of grant funds described in WIOA sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official**

*SkillSource* is the fiscal agent of the Area #11 Northern Virginia Workforce Development Board (NVWDB), and is identified as such in the Northern Virginia Consortium Agreement that is signed by all of the Chief Local Elected Officials in Area #11 (see Attachment A). *SkillSource* is responsible for the financial, administrative and program activities of Area #11.

ii. **The methods and strategies used to ensure timely expenditure of WIOA funds**

Annually, *SkillSource* prepares a budget, which is reviewed and adopted by the *SkillSource* and the NVWDB Boards of Directors. The budget includes estimated carry-in funds from prior year funding, new authorized WIOA 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 WIOA and other funding streams. On a quarterly basis, the *SkillSource* and NVWDB boards review the expenditures, obligations and program performance reports. Furthermore, the *SkillSource* Vice President of Finance and the Vice President of Operations meet with the program and fiscal staff for the One-Stop Operator on a monthly basis to review and monitor expenditures and obligations of WIOA and other contract awards. This level of detail and review is one of the strategies used by *SkillSource* to ensure timely expenditure of WIOA and other funds.

iii. **The competitive process to be used to award the grants and contracts in the local area for activities carried out under WIOA**
The *SkillSource* Group, Inc. Board of Directors has approved a policy that all *SkillSource* 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. *SkillSource* reserves the right to award contracts on a sole source basis consistent with all applicable procurement laws and regulations.

iv. **The strategy used by the LWDB to leverage WIOA funds with other Federal, State, local and philanthropic resources**

The Northern Virginia Workforce Development Board is actively engaged in leveraging existing Federal, State, local and other resources to maximize resource effectiveness. Since 2003, the NVWDB has been focused on multiple resource development initiatives and adding grant-writing resources to identify and pursue non-WIOA funding opportunities. The NVWDB 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. *SkillSource*’s FY 2016 revenues reflects a combination of WIOA Formula funds, other Federal, State, County, and Foundation grants, as well as private donations.

r. **Procurement**

Since inception, the NVWDB and Youth Committee have used the public procurement process every five (5) years to identify and select the WIOA Youth Program Provider. Most recently conducted in 2015, the Fairfax County Department of Family Services is currently delivering all WIOA Youth program elements. The NVWDB and the Youth Committee 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 NVWDB, Youth Committee and *SkillSource* will use competitive procurement requirements to identify and acquire additional youth service providers, or to deliver Pay for Performance contracts.

Under WIA, the One-Stop Operator contract was an agreement between the local workforce
board and a consortium of entities, which included at least three or more entities of the required One-Stop partners; it was not mandated to be competitively procured. According to Section 121 (d)(2)(A) of the new WIOA legislation, local workforce development boards are now mandated to select the One-Stop Operator through a competitive process every four (4) years. Eligible entities included any public, private or non-profit organization, or a consortium of entities that at a minimum, includes 3 or more of the mandated One-Stop partners.

After receiving approval from the NVWDB Program Planning Committee and Board of Directors in December 2015 to release the Northern Virginia One-Stop Operator RFP, SkillSource publicly posted the RFP on December 11, 2015 with a due date of February 12, 2016. The RFP was posted on the SkillSource website, the website for the National Association of Workforce Boards (NAWB) and SkillSource ran an advertisement for five weekends in the Classifieds section of the Washington Post throughout December 2015 and January 2016. SkillSource also sent the RFP electronically to vendors that have expressed interest in being on SkillSource’s RFP distribution list, and held a Pre-Proposal Conference on January 12, 2016. The RFP responses were reviewed by a Review Committee comprised of SkillSource and NVWDB Board Members, as well as SkillSource staff. The Committee recommended that the contract should be awarded to Fairfax County Department of Family Services, which was approved by the SkillSource and NVWDB Board of Directors.

As the fiscal agent of the Northern Virginia Workforce Development Board, SkillSource 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 non-governmental 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.

s. Performance
The NVWDB has set the goals outlined below for the performance accountability measures in Workforce Area #11, based on the WIOA performance indicators set by the Commonwealth.
t. Quality Assurance

The NVWDB and its Quality Assurance Committee will be responsible for reviewing and evaluating the performance of the *SkillSource* One-Stop Employment Centers and the One-Stop Operator. The Board reviews reporting for WIOA performance on a quarterly basis and will use this data to inform decisions that will be made about programs. This information is accessible to the public through the *SkillSource* website.

*SkillSource* and the NVWDB programs have a history of strong performance. An annual Return on Investment (ROI) Study conducted by Mangum Economics, of Richmond, VA, compares public workforce costs with the economic benefits from employment outcomes attained in order to determine the impact of programs administered by *SkillSource*. The study conducted in FY 2016 reflects positive ROI results and $42.7 million in estimated labor income generated. Comparing the cost to the benefits derived from *SkillSource*’s multiple workforce and training skill programs in terms of total household (or labor) income, shows that the benefit/cost ratio is 5.4, indicating that the benefits derived from these programs were almost five and a half times greater than the costs required to generate those benefits. If job placements through career services are considered, the benefit/cost ratio increases to approximately 8:0. The diagram below summarizes 2016 Study highlights. The full FY 2016 ROI Study can be reviewed online at [www.myskillsource.org](http://www.myskillsource.org).

<table>
<thead>
<tr>
<th>Adults</th>
<th>Virginia – Negotiated Level</th>
<th>LWDA # 11 - Negotiated Level</th>
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</thead>
<tbody>
<tr>
<td>Employment 2nd Quarter after Exit</td>
<td>77.0</td>
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</tr>
<tr>
<td>Employment 4th Quarter after Exit</td>
<td>85.0</td>
<td>85.0</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter after Exit</td>
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<td>$5,500</td>
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<tr>
<td>Credential Attainment within Four Quarters after Exit</td>
<td>61.0</td>
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### Dislocated Workers

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<tr>
<td>Employment 2nd Quarter after Exit</td>
<td>83.0</td>
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<td>Employment 4th Quarter after Exit</td>
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<tr>
<td>Median Earnings 2nd Quarter after Exit</td>
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<tr>
<td>Credential Attainment within Four Quarters after Exit</td>
<td>64.0</td>
<td>64.0</td>
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### Youth

<table>
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<th>LWDA # 11 - Negotiated Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment 2nd Quarter after Exit</td>
<td>63.0</td>
<td>63.0</td>
</tr>
<tr>
<td>Employment 4th Quarter after Exit</td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Credential Attainment within Four Quarters after Exit</td>
<td>68.0</td>
<td>68.0</td>
</tr>
</tbody>
</table>
u. Public Comment Period

After receiving approval and incorporating feedback during a meeting of the CLEOs and senior staff representing the localities in Northern Virginia Workforce Area #11 on January 25, 2017, the NVWDB posted the 2017-2020 Northern Virginia WIOA Local Plan on the SkillSource website for public comment on January 27, 2017. The plan was posted until February 24, 2017. The NVWDB also posted an advertisement in the Washington Post to notify the community regarding the posting of the plan and inviting comments. The advertisement ran in the Washington Post during the weekends of January 28-29, February 4-5, and February 11-12. SkillSource also sent a Workforce E-Newsletter on February 9, 2017 to over 2,000 individuals on its mailing lists that included information regarding the public posting of the plan and the invitation for public comments. This plan incorporated feedback from the Local Planning Working Group and Board Members of the NVWDB and SkillSource, which is comprised of representatives from State and local partners, including business, education, and labor organizations.

3. Public Comments Received

No public comments were received on the Northern Virginia Workforce Development Board’s proposed 2017-2020 WIOA Local Plan.