

2016 Annual Report

We Help Northern Virginia Work

January 2017

To Northern Virginia Business Leaders and Local Citizens:

It is a much-welcomed improvement that more of our Northern Virginia friends and neighbors are working, supporting their families and the economy. Throughout our region, the Commonwealth of Virginia and the nation, our economy continues to gain momentum and more employers are adding workers to their payrolls. The Northern Virginia unemployment rate is the lowest in the Commonwealth of Virginia and many economists are cautiously predicting another year of economic growth and continued improvements in our labor market.

This 2016 Annual Report for the **SkillSource** Group, Inc. and the Northern Virginia Workforce Development Board highlights a variety of achievements by our region's public workforce system, including:

- » Continued improvements in delivering expedited workforce and training services within six (6) Northern Virginia **SkillSource** Centers. These new Federal and State mandates provide opportunities to serve more jobseekers faster and focus more funding on jobseeker skills training along with their attainment of in-demand credentials. We exceeded State guidelines for a new mandate on jobseeker training. See Page 6.
- » Initiating a series of monthly Northern Virginia Workforce Conversations covering a variety of workforce topic areas and attended by over 400 participants. Topic areas included the Roadmap to Northern Virginia's Economic Future, employment opportunities in health care, information technology, cybersecurity, transportation and logistics, retail and hospitality along with a special focus on jobs for veterans and adults with disabilities. These workforce discussions will continue in 2017. See Page 7.
- » The emergence of the **SkillSource** Ticket To Work Employment Network as one of the most productive units in the Mid-Atlantic region. The **SkillSource** Employment Network, as a contractor to the Social Security Administration, supports adult jobseekers receiving Social Security Insurance (SSI) or Social Security Disability Insurance (SSDI) to return to work. See Page 9.
- » Launching the first Pay For Success Project in Virginia with funding from the Federal Workforce Innovation and Opportunity Act (WIOA). Northern Virginia was one of five (5) local workforce areas across the nation selected by Third Sector Capital Partners for this Social Innovation Fund initiative. See Page 13.

- » Completing the four-year, \$8.3 million Workforce Innovation Fund effort, focusing on preparing new entrepreneurs within the public workforce system in Northern Virginia, the Capital Region (Richmond) and the Norfolk/Virginia Beach workforce area. Collectively, this Project reached 905 jobseekers, including 229 veterans and created 376 new businesses among these three local workforce areas. See Page 14.

The Northern Virginia Workforce Development Board is one of fifteen local Workforce Boards in the Commonwealth of Virginia, serving over 1.9 million residents and thousands of businesses in Fairfax, Loudoun and Prince William counties and the cities of Fairfax, Falls Church, Manassas and Manassas Park. Our six (6) **SkillSource** Centers offer multiple free services to businesses seeking to hire and retain workers while also providing many opportunities for jobseekers to prepare for and find jobs that can support themselves and their families.

We help Northern Virginia work. Please join us.



Todd W. Rowley
Chairman



Lesley Channell
Vice Chairman

Northern Virginia Workforce Development Board



Hector Velez
Chairman



Kim Clark-Pakstys
Vice Chairman

The **SkillSource** Group, Inc.

Who We Are

The **SkillSource** Group (SSG) is the non-profit organization serving Northern Virginia employers and jobseekers as the fiscal agent on behalf of the Northern Virginia Workforce System. Our six (6) SSG One-Stop Employment Centers and additional affiliate sites offer a wide range of free employment and training services to businesses seeking to hire and retain qualified workers, and to jobseekers searching for employment to support themselves and their families.

The Northern Virginia Workforce System has 18 public/private partners who bring critical expertise and resources to our SSG Centers and greatly supplement Federal Workforce Innovation and Opportunity Act (WIOA) funds with related Federal, State and local funding resources. Partners share in our vision to offer diverse populations universal access to a customer-driven service delivery system.



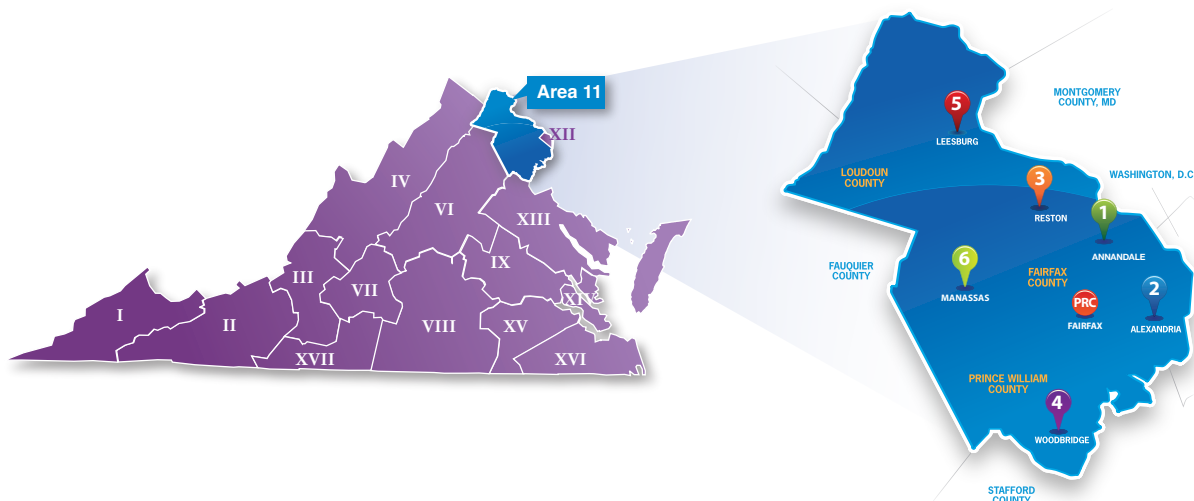
NVWDB Board Members attending a Quarterly Board Meeting. At left of photograph, George Harben, Prince William County Department of Economic Development; Christopher Rieley, Access National Bank.



Joseph Carter, R&K Cyber Solutions, LLC and NVWDB Board Member; Donna Motsek, Prince William Public Schools and NVWDB Board Member; Linda Seyer, Fairfax County Public Schools and NVWDB Board Member.

Virginia Local Workforce Areas

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



Performance Benchmarks

	Northern Virginia Workforce Area #11	State Average
Adult		
Entered Employment Rate	✓	✓
Employment Retention Rate	✓	✓
Average Earnings	✓	✓
Youth		
Literacy/Numeracy Gains	✓	✓
Placement in Employment or Education	✓	✓
Attainment of Degree or Certificate Rate	✓	✓
Dislocated Workers		
Entered Employment Rate	✓	✓
Employment Retention Rate	✓	✓
Average Earnings	✓	✓
Employment & Credentials		
Adult Employment	✓	✓
Dislocated Worker Employment	✓	✓

✓ = Exceeds

✓ = Meets

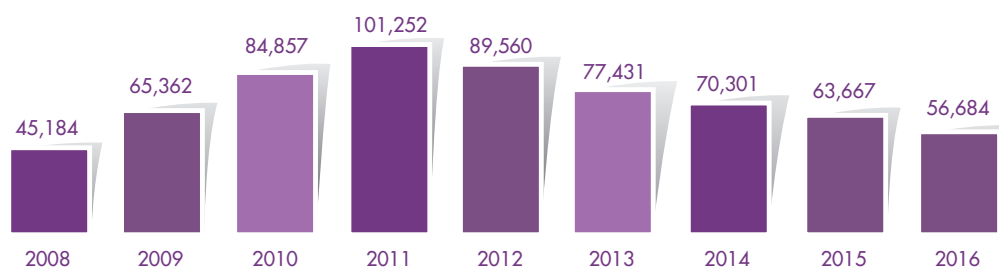
✗ = Fails To Meet

Northern Virginia Area #11 has consistently been a strong local workforce area regarding performance results. In FY 2016, Area #11 exceeded all 11 annual WIOA performance benchmarks listed by the State.

Jobseeker Visits*

Jobseeker visits to SSG One-Stop Centers have gradually declined over the past few fiscal years, primarily due to improving local economic conditions. Despite a stronger local economy, thousands of jobseekers still visited the One-Stop Centers in 2016.

NORTHERN VIRGINIA SKILLSOURCE CENTERS ADULT JOBSEEKER VISITS* 2008 - 2016



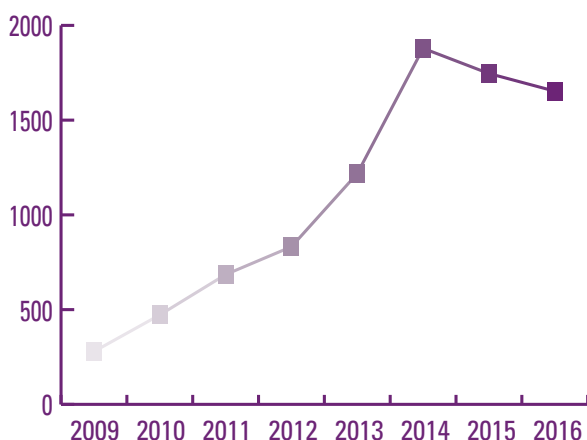
Total jobseeker visits increased 25% between 2008 and 2016.

*Numbers include multiple visits by individual jobseekers.

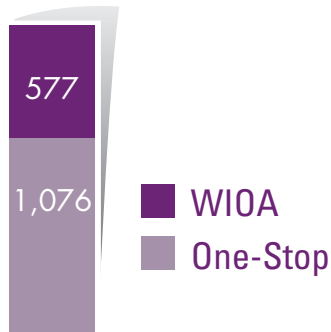
Strong Job Placement Rate in 2016

Although jobseeker visits have declined over the past three years, the job placement rate remains strong. The Fairfax County Department of Family Services, the current One-Stop Center operator, works hard to place WIOA clients and One-Stop visitors into jobs.

FY2016 Job Placement Customer Categories



Northern Virginia Workforce Area #11 WIOA and One-Stop Job Placements

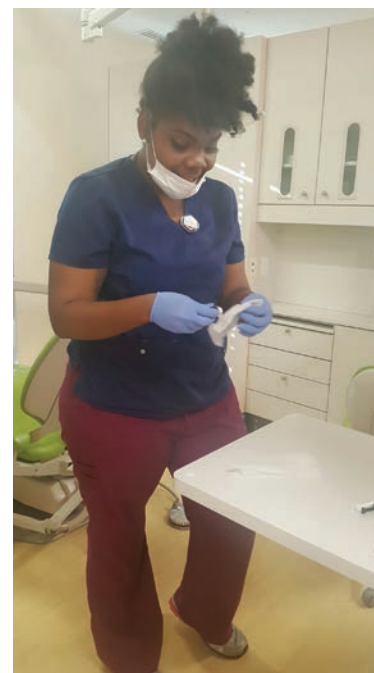


Getting Ahead and Giving Back

When Kristina Barnes came into the Loudoun Workforce Resource Center, she was polite, soft-spoken, and always wearing her signature smile. She had previous experience in the medical field but was working as a Bakery Clerk in Wegman's while trying to figure out what her true passion was. After giving it some thought, Kristina decided that becoming a Dental Assistant was her passion in life. To help her connect to the resources she needed to make this dream a reality, Kristina was screened and found eligible for the WIOA Adult program.

With guidance from her case manager, Kristina researched the eligible training providers who offer Dental Assistant training. Kristina contacted Metropolitan Institute of Health and Technology and enrolled in their Dental Assistant training program two weeks later. She was passionate about the class and shared this with the pastor's wife at her church. The pastor's wife introduced Kristina to a friend who works as a dentist, who hired Kristina to work in her dental office part time. The dentist was flexible and worked around Kristina's class schedule.

A month later, Kristina passed the Dental Exam with a score of 100%. While she enjoyed working at the dental office, she was offered employment as a Dental Assistant at a local non-profit. Excited at the idea of helping others in need and using this as a way to give back to the community, Kristina accepted the position. She is still employed at the local non-profit as a full-time employee and will begin training as a Dental Hygienist in January 2017.



Expedited Career Services Outcomes

In September 2015, the WIOA service delivery process was substantially revised at the Northern Virginia SSG 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 at their first visit.

Since the WIOA roll-out of Career Service activities at the SSG One-Stop Centers, the Fairfax County Department of Family Services (the WIOA One-Stop Operator) reports that staff are now providing career coaching sessions that jobseekers are able to sign up for, and multiple staff have gone through a career coaching certification, as WIOA emphasizes career coaching services.

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, they 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.



Karen Garvin, Board Member for SSG, NWDB, and Heavy Construction Contractors Association, greets a jobseeker registering for the Construction and Trade Career Fair.

SkillSource Launches Monthly Northern Virginia Workforce Conversations

As the Northern Virginia Regional Workforce Convener, SSG and the NVWDB launched a series of monthly Northern Virginia Workforce Conversations. The purpose of the series is to convene employers, 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 included 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. Each Conversation has inspired meaningful discourse on its targeted subject. SSG will continue to host these Workforce Conversations in 2017.



Workforce Conversation panelists, at left, Bruce Patterson, ServiceSource, Inc.; Ellen Graham, Cameron's Coffee & Chocolates; Dr. Joseph Ashley, Virginia Department for Aging and Rehabilitative Services; Katherine McCary, DC Metro Business Leadership Network; Kimberly Highsmith, ManTech International Corporation; Anthony Cancelosi, Columbia Lighthouse for the Blind.



Dr. Stephen S. Fuller, Center for Regional Analysis, George Mason University, leading the first Workforce Conversation, Roadmap to Northern Virginia's Economic Future.



Attendees listening to a Workforce Conversation panel.

2016 Financial Results

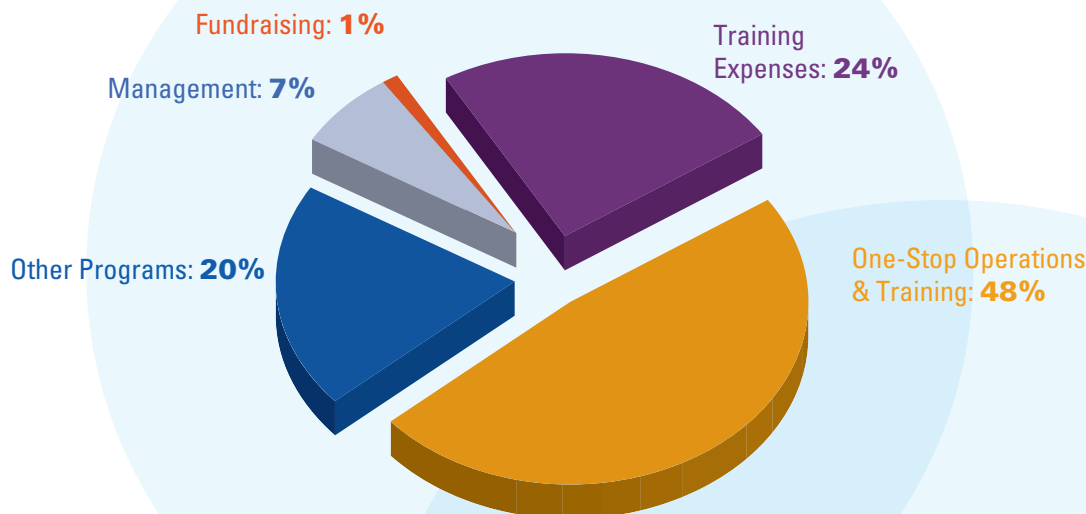
In Fiscal Year 2016, programmatic activity concluded in the \$8 million, multi-year Virginia Employment Through Entrepreneurship Consortium, which had delivered services in two additional workforce areas in the Commonwealth. As a result, SSG revenues declined slightly from \$8 million in FY15 to \$7.9 million in FY16. WIOA funding increased as a proportion of overall revenue, from 48% to 55% of revenue sources, and total USDOL funding dropped slightly to 83% of total revenue.

In FY16, State and Federal regulations went into effect that required modifications to service delivery. These modifications increased the proportion of WIOA Adult and Dislocated Worker funds expended on training to 40% and increased the WIOA Youth funds expended for Out-of-School Youth from 30% to 75%. By year end, these targets were achieved.

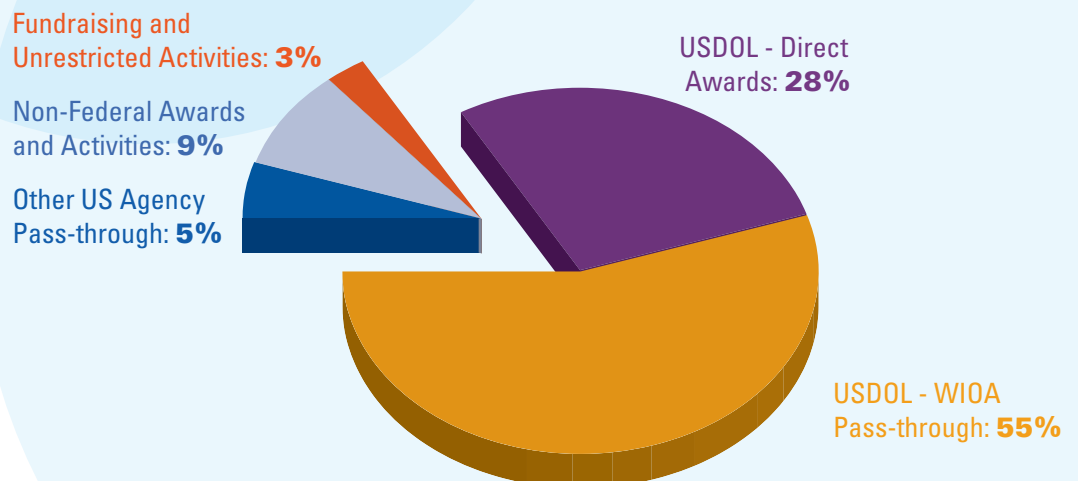
SSG continues to control its fundraising and administrative costs, spending just 8% of its expenses on non-programmatic activities in support of its strategic objectives and goals.

As required, SSG submits to annual financial statement and Federal Award audits. For FY16, SSG received an unmodified opinion on its financial statement audit and the Statement of Expenditures of Federal Awards resulted in no findings or questioned costs.

EXPENSE DISTRIBUTION



REVENUE SOURCES



SSG Recognized As National Leader In Helping Social Security Beneficiaries Return To Work

As of October 2016, the SSG 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, the Ticket to Work Program has achieved the significant milestone of earning over \$500,000 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 SSG Ticket to Work Program Director, Lauren Parker, was selected as one of 10 nationally recognized Disability Employment Initiative Ambassadors. Ambassadors will serve on a panel of responders on Ticket and Workforce EN Peer Communities of Practice, along with the National Disability Institute. Additionally, Ambassadors will work with other Employment Networks across the nation and highlight new opportunities to strengthen services and programs for adult jobseekers with disabilities seeking employment.

The Chairman of the Northern Virginia Workforce Development Board, Todd W. Rowley, noted:

"The Northern Virginia Workforce Development Board commends the SSG Ticket to Work Employment Network staff for building a nationally recognized program in less than five years of operation. This Initiative is opening new doors of employment and self-sufficiency for many Northern Virginians who simply want to work and live their lives independently. As Board Chairman, I could not be prouder of our collective efforts to bring local employers and Ticket jobseekers together."

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 jobseekers, SSG 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 within the Northern Virginia Workforce System.

Getting Paid to Pay it Forward

In 2002, Mary and her husband relocated their family from California for her husband's job. The move gave Mary the chance to stay at home to raise their children. Fast forward to 2015, Mary was ready to make a change and rejoin the workforce. She wanted to test her ability to work while earning extra spending money along the way. Unsure where to start, she sought support through the Ticket to Work program. Mary needed help navigating the job search process and how to overcome a lengthy gap in her work history.



She wanted to build on her past experience as a personal attendant while putting to use her fluency in American Sign Language. Most importantly, she wanted to find a position where she could empower individuals with disabilities and facilitate their independent living skills. Together with Claudia Barrios, a Ticket to Work case manager, she developed a strong resume that showcased her unique skillset. Ms. Barrios helped her navigate accommodations during the hiring process, and provided counseling on the impact of work on her Social Security disability benefits.

In March 2016, Mary accepted a position at Dominion Waiver Services, ending a thirteen year employment gap. Mary said, "I am grateful for Claudia's help and I enjoy my job...it is fun and challenging." In the beginning, her goal was to earn extra money and test her ability to work. Now, her efforts contribute to the household. As she continues to work and participate in Ticket to Work, she will receive on-going supports to help her manage her benefits and explore paths for career advancement. Mary's job provides the challenge she was looking for while giving her the opportunity to give back and build confidence.

SSG Expands Employment Footprint for TANF Participants

In May 2016, SSG was awarded over \$316K from the Virginia Department of Social Services' Employment Advancement for TANF participants program. The new award expands employment placement services previously limited to Prince William County to also include Fairfax and Loudoun County residents enrolled in the Temporary Assistance for Needy Families (TANF) VIEW Program.

SSG Job Developers work closely with assigned participants to explore both subsidized and unsubsidized employment opportunities. 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.

Through December 2016, the SSG TANF Employment Advancement Project in Prince William County that ended June 30, 2016 delivered strong and effective services. The project enrolled 128 participants and placed 71% of program participants into employment at average wages of \$12.19 per hour, a 17% increase above average hourly wages of VIEW participants. Due to the number of successful subsidized work experiences, employer partner First Home Alliance recently recognized SSG staff with the Alliance Partner of the Year Award.



Marcia Griffin, HomeFree-USA; David Browne, SSG TANF Job Developer; Larry Laws, First Home Alliance.

Open Minded Mom Makes A Move

WC is a motivated, bilingual single mother of two. She had finished a temporary work assignment in August and was having difficulty landing employment or interviews despite numerous applications. WC has a strong background in property management and hospitality, but wanted to focus more on work in project management.

WC was referred to the SSG Job Developer in mid-October. Given the construction industry holds significant career promise for women, especially those with bilingual skills and prior work experience, the Job Developer knew she would be an appealing candidate. WC was advised to revise her resume, attend an upcoming Construction Career Fair, and enter a short-term work experience. WC kept an open mind and eagerly followed the recommendations. With a desire and need to begin work immediately, WC welcomed an interview at Goodwill's Career Center where a work experience was arranged. In parallel, the Job Developer helped rework her resume to be job search and job fair ready.

WC arrived at the career fair early to practice interview skills with a SSG partner, Cornerstones. She then visited several employers, two of whom encouraged her to apply. Within two weeks, she had an in-person interview with an international moving and relocation logistics company. She was offered a Moving Coordinator position the same day as her interview, making a competitive salary plus commission and benefits. WC was very appreciative of the efforts of SSG and partners and stated, "Thank you so much for all of your help and coaching. I am excited about my future, and couldn't have done it without you."



WC practicing interview skills with a representative of Cornerstones.

Youth Program Expands Enrollments for Out-of-School Young Adults

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, SSG 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.

This year, SSG celebrated the 10th year of its Educating Youth through Employment (EYE) Program, which has helped nearly 1,200 young adults gain summer employment since program inception. 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. In addition to enrolling in a work experience, young adults are required to attend workshops focused on critical job readiness skills, including workplace behavior, project management, and fiscal responsibility.

Noteworthy facts about the program include:

- » **317** Young Adults Enrolled in FY 2016
- » Average Hourly Wage - **\$9.62**
- » **135** Young Adults Enrolled in 2016 EYE Program



A Summer EYE participant speaks at the EYE Awards and Appreciation Ceremony.



James Hicks, D.E.P. Copy and Printing Center, awarding his Summer EYE participant with a Certificate of Appreciation.

Supporting Youth Leadership

In 2016, SSG continued with three (3) additional cohorts of the Northern Virginia Youth Leadership Program. Young adults in this program develop their leadership talents through behavioral assessments that identify their strengths and leadership qualities, as well as helping youth recognize how their voices and actions can benefit their local communities. Youth in this program have traveled to Richmond, Virginia and Washington, D.C. to speak with local and Federal representatives, and have been involved in community projects with local non-profit organizations.



Northern Virginia Youth Leadership Program participants meet with Virginia State Delegate Scott Lingamfelter.

Youth Program Opens Doors for Young Immigrant

In January 2016, Tarah stumbled upon the Prince William Workforce Center in Woodbridge. She had been out of school for over a year since graduating from high school in her home country of Haiti. Unemployed, homeless, and basic skills deficient, Tarah was searching for something that would help her be successful and earn enough money to sponsor her family from Haiti to be reunited with her in Virginia.

After enrolling in the Northern Virginia WIOA Youth Program, Tarah realized she could pursue a career where she could help people, and she enrolled in a training certificate program as a Certified Nurse's Assistant (CNA). After a few short months, Tarah completed her training and received her CNA certification. Additionally, Tarah enrolled in the Educating Youth through Employment (EYE) summer program, with the hope that the EYE Team could identify a medical position so Tarah could build her resume with more hands-on job experience. The EYE Team identified a Medical Assistant position for Tarah at the Altmed Medical Center in Manassas. For eight (8) weeks during the summer, Tarah assisted the medical center with checking vital signs for patients, and completing medical health records prior to the patient's visit with the doctor.



Tarah is grateful for this opportunity because every day she has been able to work closely with doctors and is becoming more knowledgeable about the medical field. She has chosen to attend Northern Virginia Community College in Fall 2016 to pursue an Associate's Degree in Diagnostic Medical Sonography. Her future career goal is to become a surgeon. Tarah said, "God has blessed me with a family here in the WIOA Youth Program, giving me hope that my future will be bright."

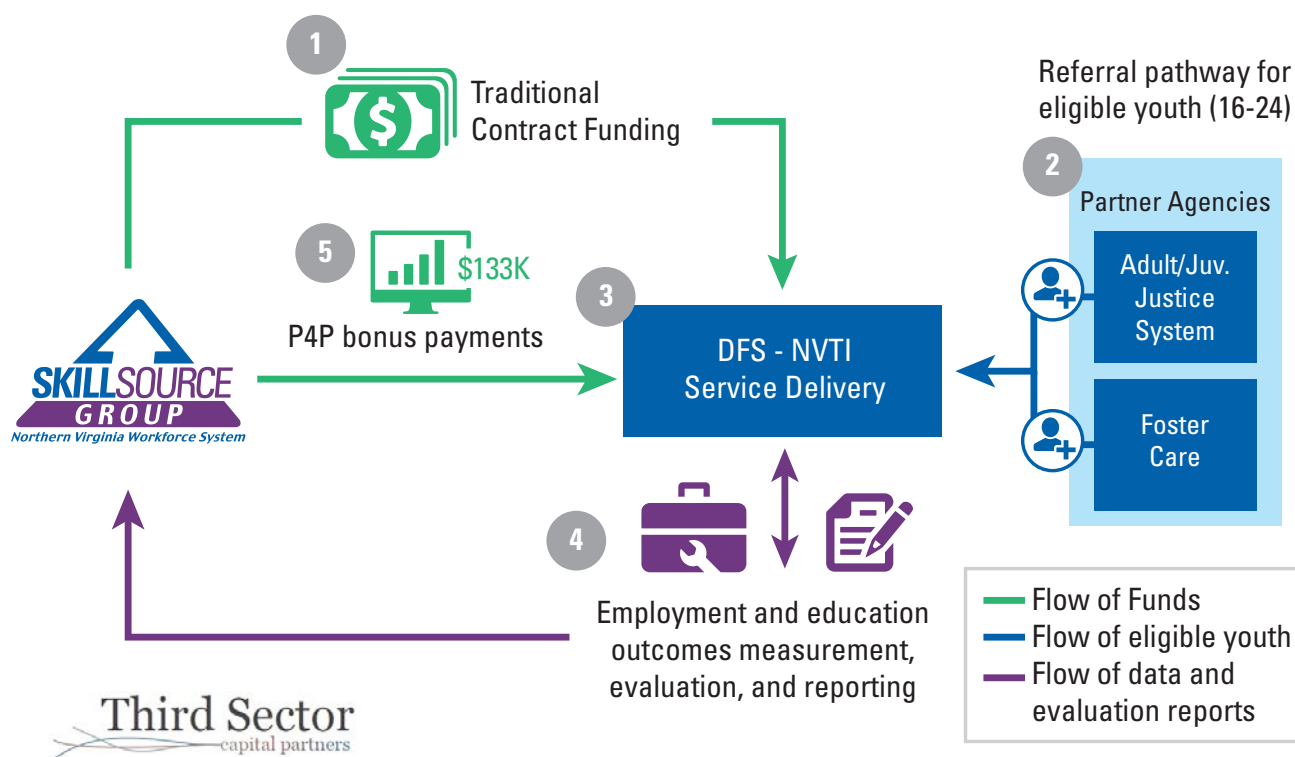
SSG Breaks New Ground with Innovative Pay for Performance Model

SSG partnered with local agencies in Fairfax, Loudoun and Prince William counties, and ICF International, Inc. to submit a Pay for Performance (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 SSG as a leader in Virginia and the nation, in Pay for Performance models, and potentially open the doors for other sources of funding from private funders and foundations.

National P4P Project—Northern Virginia Team Independence (NVTI)



Employing Virginia Through Entrepreneurship

Since 2012, the Virginia Employment Through Entrepreneurship Consortium (VETEC) program has provided entrepreneurial training services to Virginia-area and WIOA-eligible jobseekers, and veterans, committed to becoming business owners. Throughout Richmond, Norfolk and Northern Virginia, VETEC has helped to launch several hundred new businesses and provided entrepreneurial training and technical assistance to nearly 700 jobseekers.

The VETEC project has experienced many favorable performance milestones outlined below:

Performance Outputs	Projected (%) Outcomes	Actual (%) Outcomes	# of Projected Participants	# of Actual Participants
Enrolled	—	91%	1,000	905
Veterans	15-20%	25%	150-200	229
New Businesses	25-30%	42%	250-300	376
Received Training	90%	77%	900	694
Returned to Traditional Employment	50%	32%	500	292

SSG values this project as a successful model for incorporating entrepreneurial training into the public workforce system. As the evaluation process continues, we have identified several preliminary actions to support the sustainability of this project. For example, to provide continuity of services, we will seek additional funding sources through WIOA and other sources of revenue. We will also seek to add additional entrepreneurial training providers to continue the comprehensive services provided through this program.

Currently, VETEC has entered into a comprehensive and rigorous multi-year evaluation phase. This evaluation uses a multi-pronged approach involving process, implementation, and impact studies to provide an extensive assessment of the VETEC program and its effectiveness.

The evaluation work consists of the following tasks depicted in the flow chart to the left.



Noteworthy facts about the program include:

- » **3,412** individuals have participated in a VETEC Information Session to learn more about the program.
- » **2,391** or 70%, of the individuals attending a VETEC Information Session were determined to be WIOA eligible.
- » **1,267** or 53% of WIOA-eligible individuals applied for the VETEC project.
- » **61%** of those enrolled in Treatment services are African American.
- » **61%** of those enrolled in Treatment services are female.
- » Participants with some education after high school and those holding a bachelor's degree are both enrolled in the program at the two largest rates of **32% and 33%** respectively.
- » Participants between the ages of 49 and 58 represent the largest group in the project at **34%**.

Veterans' Programs

SSG's Northern Virginia Jobs 4 Veterans (J4VETS) program through the U.S. Department of Labor ended on a strong note, having served 406 veterans. 307 veterans were placed into training, and 234 veterans were placed into high-wage positions that consistently exceeded 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. With the success of J4VETS, SSG has become a known leader in the region for serving veterans, creating lasting partnerships with employers, and taking an active role in veterans' employment services in Northern Virginia.

Noteworthy facts about the program include:

- » **406** J4VETS Participants Enrolled Since Program Inception
- » **307** Enrolled in Training
- » **234** Placed into Employment
- » Average Hourly Wage at Program End - **\$42.28**
- » Average Annual Salary at Program End - **\$87,942**

Entrepreneur Revives Business with ENOVATE's Assistance

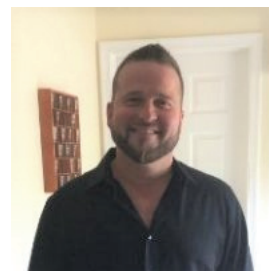
K. Wingfield was an unemployed U.S. Armed Forces Service Medal Veteran and head of household for a family of eight. As an entrepreneur, his business had been left virtually bankrupt by a substantial reduction in contract revenue. He needed assistance to sustain his business and become self-sufficient, so he was excited to hear about the ENOVATE program from the Fairfax County Economic Development Authority.



Mr. Wingfield began the program in October 2014 and successfully completed Entrepreneurship Boot Camp, entrepreneurship training, and market research and social media focus groups for small business owners. He also obtained project management training and received assistance in marketing his business and establishing his website, AESIT.net. Thanks to the assistance of the Business Development Assistance Group, he was able to re-establish his business as AESIT Government Facilities, LLC, helping organizations save money by providing intelligence, information, and facilities management services. He currently has three contracts and is earning income from his business. Mr. Wingfield said, "Never give up on your dreams! If you don't have what you need then look for someone who does. With a plan, lots of hard work, and persistence, anything is possible!"

Cybersecurity Credential Aids Veteran in Landing Employment

Charles B., a disabled Veteran and former Marine, was referred by the Virginia Employment Commission to the Northern Virginia J4VETS & WIOA program after losing his job in 2014. Through the program, Charles earned a Certified Information Security Manager (CISM) credential in September 2015 and was able to secure employment with a company as an IT Security Analyst making \$130,000 per year. Charles is happy to be a success story and is very appreciative of his case manager and the job development team. Charles said, "I am extremely thankful for the J4VETS program and all those who helped me through the process and provided excellent support. I have nothing but extremely positive things to say about the program and how well you treat a disabled Marine Veteran. I earned my CISM certification because of the help and support I received from you all. I am grateful."



SSG Leads the Way with Virginia Financial Success Network Program

The Virginia Financial Success Network (VFSN) is a study being conducted by the Virginia Community College System (VCCS) on behalf of the U.S. Department of Labor (DOL). 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 and career opportunities. SSG is participating in the VCCS/DOL study through a VCCS funded grant between July 1, 2015 and September 30, 2019.

In 2016, many notable successes have been achieved by SSG regarding VFSN study collaborations, outreach, and client advancements. A SSG WIOA/VFSN Collaborative Team was formed to plan, problem-solve, and enact the study's goal of 200 intake clients per year, with 100 randomized into a treatment group and 100 in a control



group. SSG has spearheaded marketing strategies to increase participant enrollment, sharing these innovative outreach approaches and resources with statewide VFSN counterparts. SSG created processes for financial coaching, supportive services, partner alliances, and the bundling of services.

The SSG VFSN Team's success is reflected in the continuing success of its VFSN clients, all of whom are setting goals and taking steps to achieving improved financial well-being, career advancement, improved credit, and increased net worth.

TESTIMONIAL:

Before meeting my financial health coach, I spent my money without formally tracking it. For example, I bought what I liked and did not think about how that subtracted from my financial net worth. While sitting with the coach, she walked me through a comprehensive picture of what I was doing to bring money in, out, save, and grow. I realized I



needed to make changes. With my student loans, I was reminded of how much smarter I will have to work to meet my goals. These changes would direct my pathway away from financial crisis. The first change I made was to set realistic and challenging financial health goals. I am more conscious of the way my actions impact my financial health and I have an expert to provide valuable insight and recommendations along the way. Thank you all for providing this invaluable resource and I hope it continues for others. Research shows that those who come from low-income backgrounds are more likely to remain low-income. I know programs like this one can be part of the war on poverty and the epidemic of financial ills.

*Sincerely,
Lutheria*

Noteworthy Statistics

- » In January 2016, the program had one VFSN participant. As of December 2016, there are now forty-three VFSN participants. Of those forty-three, thirty-six are actively involved in VFSN goals and continue meeting with SSG's Financial Coach. The six clients who no longer participate became employed and said they did not need financial coaching at this time.
- » Forty-two clients have participated in the VFSN online support program titled My Budget Coach for financial literacy, expense tracking, and budgeting goals.
- » Twenty clients have gained meaningful employment after joining VFSN.

Steering Returning Citizens to Employment

SSG and the Northern Virginia Workforce Development Board continued to provide substantial workforce services to former offenders returning to the Northern Virginia community. Since 2004, SSG has been a contractor with the Virginia Department of Corrections for the Serious and Violent Offender Reentry Initiative. Moreover, 2016 was the first full calendar year of SSG's Success Through Education, Employment & Reintegration (STEER) Initiative, one of twenty sites nationwide funded through the U.S. Department of Labor. Serving non-violent offenders, the program introduces employment and training counseling services to inmates that previously were unserved in the Fairfax Adult Detention Center and Alternative Incarceration Branch (AIB) pre-release, to introduce training services to participants in the existing work release program and to provide post-release assistance to those clients. In addition to the Sheriff's Office, SSG has also partnered with OAR-Fairfax County on STEER. OAR, a non-profit community re-entry services provider, has introduced Criminogenic Needs Assessment best practices to their existing case screening and management role at Fairfax County's Adult Detention Center.

STEER's goal was to enroll 150 participants by June of 2017 when the grant ends, and had exceeded 130 by December 2016. 56 STEER participants had entered training and 54 credentials had been earned. STEER partnered along with VASAVOR, Cornerstones and OAR-Fairfax to produce two Construction industry job fairs and one three-day, post-release training workshop to train participants in Basic Construction Safety.

STEER further expands the training and employment services currently offered at the Fairfax County Pre-Release Employment Center (PRC), located within the AIB. Since 2008, SSG has operated the PRC to assist jobseekers in the Fairfax County Sheriff's Office Work Release Program with their job search and placement into employment. In 2016, the PRC assisted 94 inmate jobseekers and placed 82 (87%) into employment. With separate funding from the Metropolitan Washington Council of Governments, SSG purchased a 7-passenger van to transport inmate jobseekers to and from worksites within the region that are not accessible by public transportation. This transportation to work has been highly utilized and has secured meaningful employment opportunities for offender jobseekers residing at the PRC.

Engineering A New Beginning

LT was incarcerated in a Northern Virginia jail for a combination of non-violent, misdemeanor offenses. He was highly motivated to permanently put his criminal past behind him. Upon release from jail, LT reached out to the STEER Program and WIOA to take advantage of assessments, counseling and resources for employment and training. He identified a goal to finish his education and possibly obtain an electrical engineering degree. He chose to search for electrician and electrician's assistant positions to get back on track earning money and to stay focused on being productive.

After enrolling in STEER and WIOA, LT utilized the SSG One-Stop Centers for job fairs, case manager meetings, and maintaining communication with the STEER Program Director. He also enrolled in Fairfax County Public Schools' Adult Education basic electrician's class during the Winter Semester and was referred to several leads for evening employment opportunities. He secured a full-time electrician's assistant position with a local, medium-sized electrical contractor. Additionally, he accepted an evening job with a home improvement company call center.

LT was referred to and has taken advantage of services from STEER Partner OAR-Fairfax, which provides community reunification services to men and women released into the community from jail and prison. An OAR-Fairfax case manager invited LT to participate in the pilot cohort of an evening electrician apprenticeship exam preparation class, which is being led by a volunteer Master Electrician. LT has been following advice and choosing to immerse himself in work and activities that keep him on a positive track to achieve his professional and personal goals.

2016 SSG Contributors

The **SkillSource** Group, Inc. honors and recognizes our grantors, contractors and other financial contributors for 2016. Our initiatives and programs reflect a public and private workforce partnership in support of the entire Northern Virginia community.

- » Commonwealth of Virginia, Department of Corrections
- » Commonwealth of Virginia, Department of Social Services
- » Commonwealth of Virginia, Virginia Community College System
- » Commonwealth of Virginia, Virginia Board of Workforce Development
- » Community Foundation for the National Capital Region
- » David A. and Jocelyn B. Hunn
- » Fairfax County Government, Virginia
- » Kim Clark-Pakstys
- » Metropolitan Washington Council of Governments
- » National Capital Region Transportation Planning Board
- » Northern Virginia Community College
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- » John and Sandra Ritzert
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- » United States Consumer Financial Protection Bureau
- » United States Department of Defense, Office of Economic Adjustment
- » United States Department of Health and Human Services, in collaboration with Virginia Tech University
- » United States Department of Labor, Employment and Training Administration (ETA)
- » United State Department of Labor, Veterans' Employment and Training Services (VETS)
- » United States Social Security Administration
- » United Way of the National Capital Area

Contributions received on behalf of NoVaHealthFORCE:

- » Kaiser Permanente of the Mid-Atlantic States
- » Northern Virginia Community College
- » Novant/Prince William Hospital System
- » Reston Hospital Center
- » Sentara Northern Virginia Medical Center
- » Virginia Hospital Center



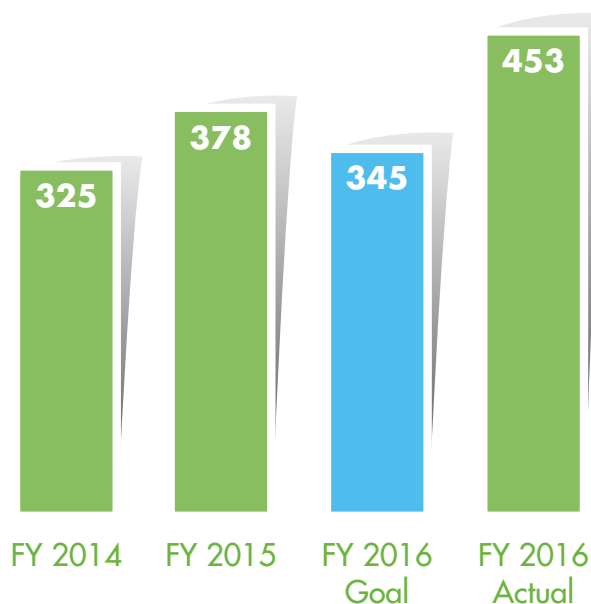
Panelists and attendees holding discussion after a Workforce Conversation event.

FY 2016 Credential Attainment

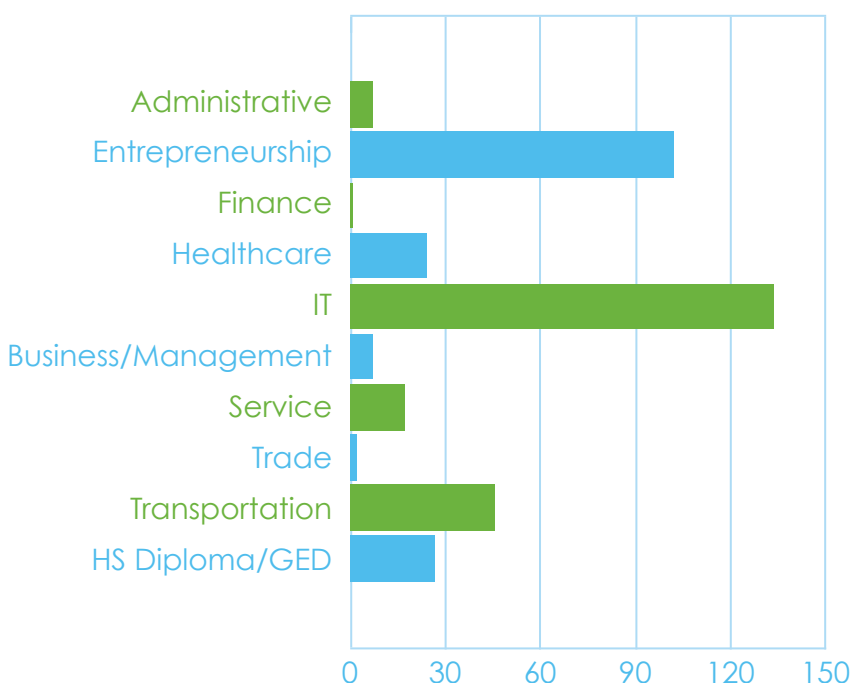
The Governor of Virginia and the Virginia Secretary of Commerce and Trade placed a strong emphasis on credential attainment, and the public workforce system has made a high priority of meeting the State's goals to increase credential attainment. In FY 2016, the One-Stop Operator for the Northern Virginia Workforce Area #11, the Fairfax County Department of Family Services, aided jobseekers in attaining 453 credentials. This is a 13% increase in credential attainment from FY 2015 and a 26% increase from FY 2014. 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 FY 2016, clients attained credentials in similar industries as the prior fiscal year. Most credentials were earned in Information Technology, Healthcare, Transportation and Entrepreneurship.

FY 2016 Credential Attainment Workforce Area #11



FY 2016 Credential by Industry



Northern Virginia Workforce Programs Generate Positive FY 2016 Return On Investment Results

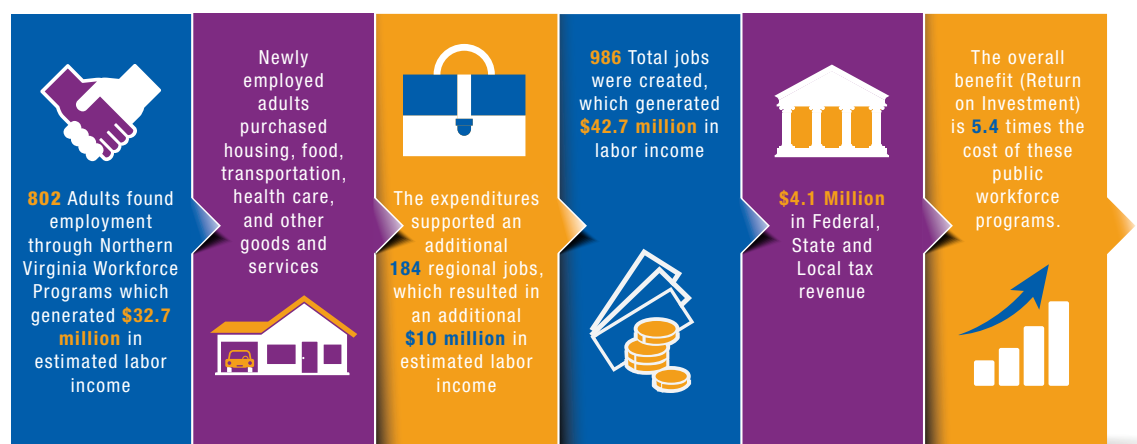
An annual Return on Investment (ROI) Study conducted by Mangum Economics, of Richmond, VA, compares public workforce costs with the economic benefits from employment outcomes attained in order to determine the impact of programs administered by SSG. The study conducted for FY 2016 reflects positive ROI results and \$42.7 million in estimated labor income generated. Comparing the cost to the benefits derived from SSG'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 for SSG workforce programs and services can be reviewed online at www.myskillsource.org.



An employer representative meeting with an interested jobseeker at the Construction and Career Job Fair.

SkillSource FY 2016 Economic Impact Study Highlights Positive Public Workforce Services Return on Investment



Coded for Success

Paul Chu applied to the Northern Virginia WIOA program in April 2016. Paul had a Master's Degree in Mathematics and had maintained a career as a Software Engineer for 16 years. He was laid off when the contract he was working on was terminated. After a few months of searching and applying for positions in his field, Paul decided that learning Java programming would enhance his background and make him more marketable. He enrolled into WIOA and began a Java SE8 Programming Course at George Mason University. Paul's existing skill set, combined with his new education, gave him excellent practice in programming. Paul completed training and received multiple job offers right away. He is now working as a Java Developer. Paul commended his experience with the WIOA program, saying, "My WIOA program was a very favorable one. This training helped me get to my current job where I am developing software in the Java language."

Re-Train to Retain: SSG Supports Businesses

The Northern Virginia Employer Solutions Team (EST) is comprised of business services professionals from SSG and Northern Virginia partner agencies. Collectively, they are organized to quickly respond to employer requests for workforce assistance through a single point of contact. The different types of supports include targeted candidate screening and hiring events, subsidized On-the-Job Training wage contracts and work experience job placements, assistance with both Federal and State tax credits, along with other services. The EST members work directly with thousands of employers. In 2016, the Northern Virginia Employer Solutions Team served over 486 employers.

In order to meet local employers' demand to re-train their existing workforce, SSG 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. In 2016, SSG, in partnership with the Northern Virginia Community College and the Alexandria/Arlington Regional Workforce Council, was awarded an IWT grant from the Virginia Community College System for IWT specifically in IT and Cybersecurity for companies of less than 250 employees.

A Good Attitude Goes a Long Way

Community Systems, Inc. is a four state family of nonprofit, tax-exempt corporations whose mission is helping people with disabilities to find happiness in their own homes, in their personal relationships, and as contributing members of their community. A staff member reached out to the Fairfax EST to see if they could help meet Community Systems, Inc.'s staffing needs. When asked about their experience working with the EST, Community Systems, Inc. said:

"Kim came to us with no formal experience or background within Human Services, instead coming from a home family caregiving role. Her enthusiasm and nurturing attitude wowed us and soon after she was on her way into her new role as a direct support professional within the company. She quickly adjusted to her new role by asking many questions which helped her to expeditiously navigate the learning curve. She is intrinsically motivated and emotionally competent, which are valuable attributes to succeed in her new role. As well, her dedication and willingness to learn has been instrumental in her success. In just a few months of working with her, I was able to offer an assistant manager position with no reservations. With the great success of the first candidate, we are more inclined to hire OJT candidates!"



Reflections on My Board Service

Stephanie Berkowitz – President and CEO, Northern Virginia Family Service

I see important value in the programs and activities offered through the public workforce system as a part of a full workforce continuum offered within a community. Through my work on the Northern Virginia Workforce Development Board, I can offer a direct perspective about the youth, adults and families served by Northern Virginia Family Service, a long-standing community based organization. Moreover, I am part of a broader public-private effort that is considering both Federal and State policy efforts in seeking to best serve the Northern Virginia community.



Commonwealth. NVCC seeks to be responsive to the training needs of the local business community and my service on the Workforce Development Board helps me to identify emerging employment and training issues along with better understanding long-term regional challenges.

Ellen Graham – Founder and Owner, Cameron's Coffee and Chocolates

I am pleased to represent the employer community from the City of Fairfax on the Northern Virginia Workforce Development Board. I know the challenges of starting and sustaining a small business, training and retaining employees and securing customers. For a number of years, the Northern Virginia Workforce Development Board has focused on entrepreneurship development as an employment and job creation strategy. It is a happy coincidence that I can offer my experiences as a small business person to a community-based workforce board that may support other like-minded entrepreneurs to take a chance and start a new business.



Lesley Channell – Vice President for Human Resources, Healthcare Corporation of America/Reston Hospital Center

My employer, the Healthcare Corporation of America, represents a major health care business on the Northern Virginia Workforce Development Board. My Board service allows me to speak to health care employment opportunities and challenges, both in this region and nationwide, as health care jobs generally require advanced education, certifications, work experience, tenacity and perseverance. I am pleased for the opportunity to work with other local employers, educators and public officials to continue developing our local labor market pipeline, whether for future health care jobs or in other occupations.



Bruce Patterson – Senior Vice President and Chief Operating Officer, ServiceSource

My organization, ServiceSource, has partnered on multiple projects with the Northern Virginia Workforce Development Board over the past fifteen years, all focusing on enhancing workforce services to jobseekers with disabilities. Our partnerships have been very strong and reflected the mutual respect and support among our staff and supervisors. Serving on the Northern Virginia Workforce Board of Directors has helped me gain a perspective on the Board's broader responsibilities throughout the local community while also allowing me to participate on an array of committees and special projects where I can offer my technical expertise.



Steven Partridge – Vice President for Workforce, Northern Virginia Community College

Our two organizations, Northern Virginia Community College and the Northern Virginia Workforce Development Board, are very close working partners. As a Workforce Development Board member, I can offer my past experiences as a local workforce board executive in Charlotte, North Carolina along with my current responsibilities overseeing one of the largest community college workforce programs in the



Northern Virginia Workforce Development Board of Directors as of December 2016

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Gilbert Sanchez
Virginia Employment Commission

Carl Savino
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Michael Wooten
Office of Contracting and
Procurement District of Columbia
Government

Clifford Yee
Raffa, PC

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ICF International

Hector Velez
Vector Talent

1 Fairfax **SkillSource** Center: Annandale
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7611 Little River Turnpike (West Wing)
Suite 300 W
Annandale, VA 22003
(703) 533-5400
TTY: 711 VA Relay
HOURS:
Mon—Thu: 8:00 am to 4:30 pm
Fri: 10:00 am to 4:30 pm

2 Fairfax **SkillSource** Center: Alexandria
8350 Richmond Highway, Suite 327
Alexandria, VA 22309
(703) 704-6286
TTY: 711 VA Relay
HOURS:
Mon—Thu: 8:30 am to 5:00 pm
Fri: 10:00 am to 4:30 pm

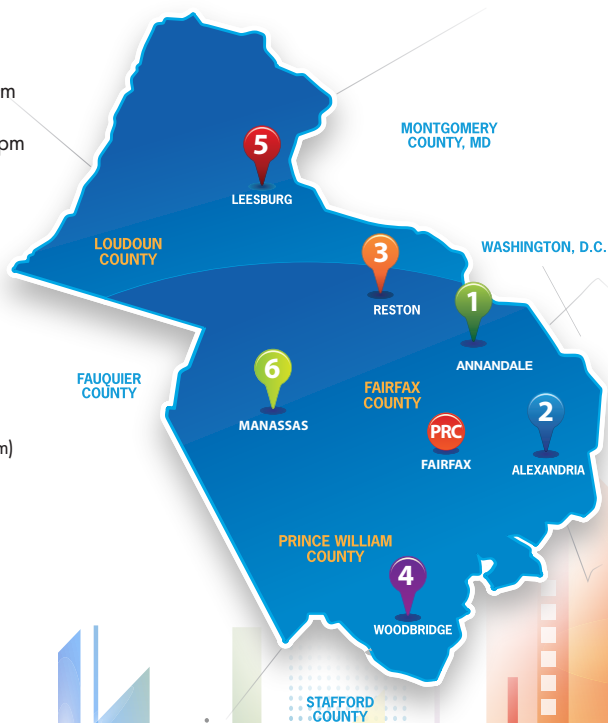
3 Fairfax **SkillSource** Center: Reston
11484 Washington Plaza West, Suite 110
Reston, VA 20190
(703) 787-4974
TTY: 711 VA Relay
HOURS:
Mon—Thu: 8:00 am to 4:30 pm
Fri: 10:00 am to 4:30 pm

4 Prince William **SkillSource** Center
13370 Minnieville Road
Woodbridge, VA 22192
(703) 586-6800
TTY: 711 VA Relay
HOURS:
Mon, Tue, Thu, Fri: 8:30 am to 5:00 pm
Wed: 9:30 am to 5:00 pm

5 Loudoun Workforce Resource
(A **SkillSource** Affiliate Center)
102 Heritage Way, N.E.
1st Floor, Rear Entrance
Leesburg, VA 20176
(703) 777-0150
TTY: 711 VA Relay
HOURS:
Mon, Tue, Thu, Fri: 9:00 am to 4:30 pm
Wed: 9:00 am to 12:00 pm
1st Fri of the month: 1:00 pm to 4:30 pm

6 Northern Virginia Community College,
Manassas Campus
6901 Sudley Road, Parrish Hall
Room 204
Manassas, VA 20109
(703) 530-3073
TTY: 711 VA Relay
HOURS:
Mon: by appointment only
Tue—Wed: 8:30 am to 5:00 pm
(Center closed for lunch 1:00 pm to 2:00 pm)
Thu: 1:00 pm to 5:00 pm
Fri: 8:30 am to 1:00 pm

PRC Fairfax County Pre-Release Center
10520B Judicial Drive
Fairfax, VA 22030
(703) 246-4478



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