



## NORTHERN REGION

### **Board of Directors Meeting**

### **Agenda and Meeting Materials**

**Thursday September 4, 2025  
8:30 a.m. – 10:00 a.m.**

### **By Zoom Meeting**

<https://us02web.zoom.us/j/86508457916?pwd=Nj87RUibVleObtsItXbnNK0Sj9AtYN.1>

Meeting ID: 865 0845 7916  
Passcode: 697149

**VIRGINIA CAREER WORKS - NORTHERN  
BOARD OF DIRECTORS  
Quarterly Meeting**

**Thursday September 4, 2025  
8:30 a.m. – 10:00 a.m.**

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**Roll Call**

**Chairman's Report**

**Approval of June 5, 2025 Quarterly Board Meeting Summary Notes**

**Board Committee Reports; The *SkillSource* Group, Inc. Report**

**Award of Virginia Career Works – Northern Employer Impact Award to ABM Facility Solutions**

**Necessary Board Actions Aligned with Approved 2025-2027 Strategic Priorities**

**Become a Thought Leader for Workforce Development**

- Discussion of FY 2026 *SkillSource* Budget Considerations and Current WIOA Training Levels
- Approval of Northern Virginia Rapid Response Application to Virginia Works to Support Dislocated Federal Employees and Contractors
- Review of New Federal Report – **America's Talent Strategy**

**Build Sustainable Partnerships with Employers in Target Industries**

- Approval of 2025 Quarter 3 VCW Northern Regional Employer Impact Award

**Expand Talent Pipeline of Youth and Adults for Business**

- Summary of 2025 Summer Educating Youth through Employment (EYE) Program

**Focus on Quality Services through Data Collection and Continuous Improvement**

- Northern Virginia One Stop Operator Report on Caseload and Outcomes in FY 2025

**Board Business Items**

- Program Management Reports
- Executive Director Items

**Adjourn**

**Virginia Career Works Northern Region**

**Thursday, June 5, 2025**

**Quarterly Board of Directors Meeting (Hybrid)**

**Summary Notes**

**Members Present In-Person:**

Shekera Alvarado  
Swati Aneja  
Robert Bartolotta  
Karen Drenkard  
Joseph Diaz

Debora Harvey  
Steven Partridge  
Rachel Payne  
Christopher Rieley  
George Harben

Karen Smaw  
William Trumbull  
Rachael Wooden  
Roopal Saran

**Members Present Virtually:**

Michael Becketts  
Stacey Dessecker  
Paul Steiner

Debby Hopkins  
Leanne Rerko  
Todd Rowley

Daisy Saulls  
Cindy Shao  
Zuzana Steen

**Executive Director (In-Person):** David Hunn

**Staff (In-Person):** Seema Jain, Sabrina Miller, Haimanot Andualem, Rebecca Bennett, Robert Mahon, Virginia Judd

**Staff (Virtually):** Deborah Dubin, Angela Harris, Suzanne Boudreaux, Ann Hyslop, Sheila Jones, Jannette Sequeira, Claudia Barrios, Ghezal Kohestani, Karla Quiroz, Maria Nogales, Anna Cuba, Jenny Pardo, Susan Baker, Ahsan Ijaz, and Joseph Riccardelli

**Observers:** Lisa Tatum, Theresa Benincasa, Toi Tanton, Trang Montgomery, Tatiana Nuth, Andrew Everett, Jennifer Van Buren, Linda Siam, Lindsay Washington, Robin Baker, Sandra Zacarias, Diane McBride, Rae Nguyen, Kimberly Carr, Shelly Rodriguez, Nancy Evanko, and Lauren Bacon-Smith

The meeting commenced at **8:31 a.m.**

**Board Member Roll Call:** Sabrina Miller conducted roll call, and a quorum was met.

**Approval of March 6, 2025 Summary Notes:** A motion was made by Christopher Rieley to approve the Board Summary notes from March 6, 2025 and was seconded by Karen Drenkard. The Summary notes were approved unanimously by the full Board of Directors, with no abstentions.

**Chairman's Report:**

Mr. William Trumbull, the Chairman of the Virginia Career Works Northern Region Board of Directors, welcomed the Board to the meeting. Chairman Trumbull highlighted that this is the first

in-person Board meeting of 2025, reminding everyone that these biannual in-person gatherings are required by the Virginia General Assembly and the Governor

Mr. Trumbull acknowledged the continued challenges posed by the recent wave of unauthorized layoffs affecting Federal employees and contractors, noting that this disruption has significantly increased walk-in traffic at the region's American Job Centers. The Board staff are actively coordinating with Virginia Works and the Governor's Office to monitor and report on this activity. In response, the team has also launched a targeted outreach campaign using WMATA Metro rail, stations, and buses to connect with dislocated workers.

Mr. Trumbull encouraged Board Members to share any observations on the layoffs and emphasized that the dislocation crisis would likely shape the Board's work for years to come. Chairman Trumbull also expressed concern about the pending March 14 Congressional vote on a Continuing Resolution, which will directly impact WIOA funding. He noted that Virginia is already facing a funding decrease due to its previously strong economy, and further reductions may be proposed in the President's FY 2026 Budget.

Chairman shared that The *SkillSource* Group, Inc., the Board's fiscal agent, was selected by Governor Glenn Youngkin and First Lady Suzanne Youngkin to receive the Governor's quarterly salary donation, totaling \$43,750. This honor, recommended by Secretary of Labor Bryan Slater, was a significant recognition of the Board's work, and the donation has been deposited into the Board's Unrestricted Funds account.

He noted that, as of June 5, the Board still had not received official funding notifications for the remainder of FY 2025 or for the upcoming fiscal year, which is a delay from typical timelines. The Chairman also highlighted the Board's first Quarterly Employer Recognition Award, which will be formally presented during the meeting to Enabled Intelligence of Fairfax. A new nominee for the 2nd Quarter award will also be introduced for Board approval.

Lastly, Mr. Trumbull reported that VCW Northern programs have served over 35,000 jobseekers through March 2025 and are projected to exceed 46,000 by June. These figures do not yet account for the anticipated increase in demand resulting from the Federal layoffs, which will likely drive utilization even higher. The meeting proceeded with the printed agenda after an invitation for questions and comments from Board members.

Mr. Trumbull then asked for Committee Report Updates, as follows:

**The SkillSource Group, Inc. (SSG) Board of Directors:** George Harben reported for the SSG Board of Directors. Since the Virginia Career Works Northern Board meeting in March 2025, the SSG Board of Directors met and acted on the following items:

- Approved a new sector strategy grant award to support the Northern Virginia Senior Community Service Employment Program, from the National Council on Aging as part of their grant award from the U.S. Department of Labor.

- Reviewed multiple draft versions of the FY 2026 Budget, that this VCW Northern Board will consider later in this meeting. The Budget remains in draft, as our staff have not yet received our formal WIOA allocations for the new fiscal year, as late as today. In past years, our Team would have received new funding allocations in late Winter or early Spring.
- Approved three new Incumbent Worker Training requests from local employers, which would train 38 workers at a total combined training cost of \$13,166.
- Reviewed the SkillSource sole source contract with Outfront Media to conduct targeted outreach to impacted Federal workers and contractors on the Washington Metro stops, trains, and buses, as well as at VRE stations in the region.
- The SkillSource Group received a donation of \$43,750 from Governor Glenn Youngkin and First Lady Suzanne Youngkin, who donated their first and second quarter Gubernatorial salaries as part of their ongoing commitment to workforce development and career training. SkillSource was honored to receive this donation, which was commemorated at an event held in Loudoun County, where both the Governor and First Lady awarded the SkillSource President and CEO with the check, with many Board members and staff present at this awards ceremony.
- The SkillSource Group, Inc. and the Virginia Career Works Northern Region ended the PY 2023 WIOA Adult and Dislocated Worker grant activity by exceeding the State's WIOA 40% Training Expenditure requirement. Our region exceeded 43%.
- Finally, the SkillSource Executive Committee approved the new contract awards for the WIOA One-Stop Operator and Adult/Dislocated Worker and Youth Program operator to Fairfax County Department of Family Services.

**Youth Committee:** Leanne Rerko reported for the Youth Committee.

- The Youth Committee last met on March 18, 2025.
- As of February 2025, the Northern Virginia WIOA Youth Program was at 248 enrollments, with 8 In-School Youth enrollment. Over 80% youth are Basic Skills Deficient and nearly 60% have a disability. Northern Virginia is the second largest WIOA Youth Program in the State.
- The Committee reviewed the PY 2024 obligations and expenditures – as of January 2025, the program has obligated and spent approximately \$406,000 of the \$1.35 million in funds available. VCWN anticipates all funding will be spent by the expiration date of June 30, 2026.
- Lastly, the Committee was apprised of the response from Virginia Career Works – Northern to the recent federal worker and contractor layoffs, including the creation of a dedicated website page and the partnership with Northern Virginia Community College on their NOVAnext program, to offer free classes and workshops to impacted workers.

**Quality Assurance:** Robert Bartolotta reported for the Quality Assurance Committee.

- The Quality Assurance Committee last met on May 29, 2025.

- The Committee reviewed and approved expanded course offerings for one (1) current Eligible Training Provider.
- The Committee also approved program cost increase requests for nine (9) ETPs.
- As of April 30, 2025, 164 training vouchers had been issued and \$500,141 had been obligated in WIOA training funds.

### **Board Member Comments**

Board Member Steven Partridge gave a brief overview of a new initiative; NOVAnext: Helping Displaced Workers Transition to New Careers. NOVA helps unemployed federal workers and federal contractors quickly and effectively transition their talents to new careers through a new partnership called NOVAnext. Free of charge to eligible participants, the initiative enables workers to explore how their skills and experience can match in-demand jobs available in the region or gain the skills needed to start an enterprise.

### **Award of Inaugural Virginia Career Works – Northern Employer Impact Award to Enabled Intelligence**

Chairman William Trumbull presented Enabled Intelligence with the 2025 Quarter 1 VCW Northern Employer Impact Award in recognition of the organization's outstanding commitment to workforce development, particularly its dedication to hiring and supporting neurodiverse individuals and people with disabilities. The company's inclusive workforce strategy, which also actively engages veterans in mission-critical AI data solutions, serves as a model for employers across the region. Lauren Bacon Smith, Chief People Officer, accepted the award on behalf of Enabled Intelligence and delivered brief remarks highlighting the organization's inclusive hiring practices and vision for the future.

### **Necessary Board Actions Aligned with Approved 2025-2027 Strategic Priorities**

#### **Become a Thought Leader for Workforce Development**

#### **Approval of FY 2025 WIOA Dislocated Worker Funding Transfer to WIOA Adult Funding**

Ahsan Ijaz reported that funds are allowed to be transferred between the WIOA Adult and WIOA Dislocated Worker Programs. The FY25 Budget incorporates a transfer of up to \$650,000 from WIOA Dislocated Worker to WIOA Adult, based on caseloads.

As SkillSource anticipates increases to the WIOA Dislocated Worker program due to the impacts on federal workers and contractors, SkillSource will factor that in when making the transfer request to the State.

The SkillSource Group Finance Committee approved this transfer at its meeting on May 30, 2025.

A motion was made by Joseph Diaz and seconded by Robert Bartolotta to approve the transfer of up to \$650,000 from WIOA Dislocated Worker to WIOA Adult, based on caseloads. The motion passed unanimously, with no abstentions.

### **Approval of Initial FY 2026 SkillSource Group Budget**

Ahsan Ijaz discussed the third draft of the FY 2026 Budget estimates total revenues at \$9,886,157 and expenses at \$9,848,214 showing a surplus of \$37,943 for the year. This is the third of multiple upcoming drafts to be presented in upcoming finance committee meetings as the SkillSource Group (SSG) competes in several grant renewals and new grant proposals.

#### **Revenue Updates**

- The State has not yet provided guidance on Program Year (PY) 2025 WIOA allocations so SSG is assuming a 10% reduction across the three (3) WIOA programs. We have also incorporated estimates of unspent carryover of PY 2024 WIOA funds into FY 2026.
- FY 2026 also includes the remaining portion of the Talent Up Fairfax grants. Several of SSG's grants are in the process of renewal and are assumed to be renewed at the same level as FY25. These renewals include:
  - SCSEP \$1,408,546
  - TANF \$598,875
- SSG is anticipating a contract award for a Manufactured Mobile Home Repair Program. If awarded, this will secure an additional \$479,376 in revenue with equivalent expenses.
- SSG has also factored in additional revenues from interest earned from cash investments with the transition of the SSG bank to Old Dominion National Bank.

#### **Expenditure Updates**

- The personnel budget assumes a lower level of staffing support as the Talent Up program ends in Q1 FY26.
- Personnel costs assume a 2% COLA increase for the remaining staff.
- Operating costs are reduced by 5% constrained by the drop in WIOA funding.
- Program costs, especially the customer wages, drop because of the Talent Up grant ending in Q1 FY26.
- Contractual costs are proportionately dropped by 10% to account for the drop in WIOA funding and a shift from DFS to SSG for the program delivery for the SCSEP grant.

A motion to approve the initial assumptions for the FY26 interim SkillSource budget was made by Joseph Diaz and seconded by Karen Drenkard. The full board approved, with no abstentions.

### **Approval of New WIOA Contract Awards for One-Stop Operator, Adult/Dislocated Worker Program Operator, and WIOA Youth Program Operator**

Seema Jain reported since 2002, the Fairfax County Department of Family Services (DFS) has successfully served as the WIOA One-Stop Operator and Adult/Dislocated Worker and Youth Program Operator for Virginia Career Works – Northern Region (Workforce Area #11), through a competitive procurement process led by the SkillSource Group, Inc. (SSG). In accordance with WIOA requirements, SSG released separate Requests for Proposals (RFPs) in April 2025 to re-bid both the One-Stop Operator/Adult-Dislocated Worker Program and the Youth Program contracts, set to expire on June 30, 2025. The RFP processes included public advertisement, a virtual pre-proposal conference, and independent review committees comprised of SSG staff and VCWN/SSG Board Members. Four proposals were received for the Adult/DW RFP and two for the Youth RFP. After comprehensive evaluations, both committees unanimously recommended Fairfax County DFS for continued service. The SSG Executive Committee approved awarding both contracts to DFS, reaffirming their longstanding commitment and performance in delivering high-quality workforce development services across the region.

A motion to approve the contract award for the FY 2026 WIOA One-Stop Operator and Adult/Dislocated Worker and Youth Program Operator for Virginia Career Works – Northern to the Fairfax County Department of Family Services, was made by Debora Harvey and seconded by Robert Bartolotta. The full board approved unanimously, with no abstentions.

### **Review of FY 2026 President’s Budget Proposal for Federal Labor Programs**

David Hunn shared a summary of the President’s recent FY 2026 budget proposal for the U.S. Department of Labor. This summary showed major reductions and eliminations for vital programs, increased funding for Veteran services, and a new program consisting of consolidation of multiple different funding streams.

### **Build Sustainable Partnerships with Employers in Target Industries**

#### **Approval of 2025 Quarter 2 VCW Northern Employer Recognition Award**

Robert Mahon discussed the selection of ABM Aviation as the recipient of the Virginia Career Works (VCW) Northern Region Quarter 2 Employer Recognition Award. This quarterly award was created to highlight employers who demonstrate outstanding commitment to workforce development and inclusion.

For the past seven years, the Loudoun Workforce Resource Center has maintained a strong and productive partnership with ABM Aviation at Dulles International Airport, connecting local job seekers to quality employment opportunities within the region’s growing aviation sector. This collaboration has played a key role in workforce development across Northern Virginia, particularly in support of United Airlines’ ongoing expansion at Dulles. In recent months alone, ABM has hired over 50 individuals into full-time roles with competitive wages averaging \$19.50 per hour and benefits. These positions—ranging from Cabin Agents to Aviation Passenger

Assistants—are vital to sustaining airport operations. Highlights of this successful partnership include 25 hires from the January 2025 Job Fair and 28 additional hires through a streamlined interview pilot event. The effectiveness of this model has prompted Fairfax County to adopt a similar approach.

Robert Mahon gave Special recognition to Gary Parks and Mark Aldrin Gomez of ABM's recruitment team, whose leadership and commitment have significantly contributed to the partnership's continued success and the broader workforce goals of the Virginia Career Works Northern Region.

A motion to approve AMB for the 2025 Quarter 2 VCW Northern Employer Recognition Award, was made by Steven Partridge and seconded by Karen Drenkard. The full board approved, with no abstentions.

### **Expand Talent Pipeline of Youth and Adults for Business**

#### **Update on Outreach Efforts to Impacted Federal Workers and Contractors**

David Hunn gave an update on Dislocated Federal Worker Data. He shared a snapshot of the tracking data sheet for the Northern Region centers, Fredericksburg, and Hampton Roads. This tracker shows telephone and email inquiries, walk-ins, WIOA enrollment, unemployment insurance claims etc. Mr. Hunn also shared images of outreach ads placed on Metrorail cars, Metro buses, electronic and physical ads around Northern Virginia.

#### **Update on Summer 2025 Summer Youth Employment Program**

Seema Jain gave a brief overview of the 2025 Summer Youth Employment Program. This overview included projected enrollments and the number of positions and worksites available. Ms. Jain also reports that 6 counselors have been hired and have started connecting with Youth participants and worksites. Workshop curriculums have been developed and are scheduled to begin at the end of June and Work experiences will begin Early July.

### **Focus on Quality Services through Data Collection and Continuous Improvement**

#### **Northern Virginia One Stop Operator Update on Caseload and Service Strategy for FY 2025**

Tatiana Nuth from the Fairfax County Department of Family Services, the One-Stop Operator for the Virginia Career Works Northern Region, gave a presentation reporting on the Training caseloads for FY 2025 during the period of July 2024 through April 2025.

## **Adjournment**

With all Board activities completed, Chairman William Trumbull sought a motion to adjourn the meeting. The motion was made and seconded.

The meeting adjourned at 10:00 a.m.

**VIRGINIA CAREER WORKS - NORTHERN  
BOARD OF DIRECTORS MEETING**

**SUMMARY SHEET**

**SUBJECT: Discussion of FY 2026 Budget Preparation – Virginia Career Works Northern Region**

Due to the multi-month delay in receiving WIOA funding allocations and notices from the U.S. Department of Labor and Virginia Works, a final FY 2026 Budget for the Virginia Career Works Northern Region and the Northern Virginia WIOA One Stop Operator and Funds Manager, the Fairfax County Department of Family Services, has not yet been finalized. Discussions between Virginia Career Works Northern Region administrators and DFS officials are ongoing.

The *SkillSource* Group, Inc. received its first allocation of PY 2025 WIOA Formula Funds on August 27, 2025, which included 100% of WIOA Youth Program funding (\$ 1,143,847) initial allocations for WIOA Adult (\$207,281) and WIOA Dislocated Worker (\$232,867) to be used through September 20, 2025. Remaining PY 2025 WIOA Adult and Dislocated Worker funds will be allocated after October 1, 2025.

**Staff:**

David Hunn 703-827-3782  
Seema Jain



September 4, 2025

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August 26, 2025

**TO:** Michael Becketts  
Director  
Fairfax County Department of Family Services

**FROM:** David Hunn   
Executive Director

**SUBJECT: FY 2026 WIOA Funding Decisions for Our Workforce Area**

As we have not yet scheduled time to meet on the FY 2026 WIOA funding allocations for your Department, I share this memorandum outlining our necessary program reductions for this fiscal year. I am including my July 24<sup>th</sup> and July 28<sup>th</sup> memoranda to you as attachments. **I ask that we collectively make immediate and substantial WIOA Program funding reduction decisions, to be implemented as soon as possible, for FY 2026.**

**Anticipated SkillSource Group WIOA Funding Reductions for FY 2026**

The *SkillSource* Group Management Team has identified \$480,212 in Total FY 2026 funding reductions, comprised of seven (7) staff positions eliminations and fringe benefit reductions, to be made effective between October 1, 2025 and December 31, 2025. Of these reductions, over \$231,000 will be eliminated from WIOA Administration, Adult, Dislocated Worker, and Youth Program funding streams in FY 2026.

**Necessary FY 2026 Reductions From The WIOA Program Contractor (Fairfax County DFS)**

I am seeking your Department's revised FY 2026 Budget Request to implement the WIOA Adult, Dislocated Worker, and Youth Programs for Workforce Area #11. The earlier request dated April 24, 2025 totaled \$2,788,108, and included 21.75 staff positions. This staffing level has been in place for multiple years, dating back to FY 2021 when Congress provided substantial COVID-related and unemployment funding for workforce-related activities – that program staffing level has remained in place even as annual WIOA funding has decreased each year.

Our organizations need to reevaluate our staffing levels and program services capacity, and to make revisions now in FY 2026 in preparation for even further WIOA reductions in FY 2027. **I urge you and your WIOA Management Team to identify immediate cost savings in FY 2026 to total at least \$536,000 from Adult and Dislocated Worker funding.** The longer we wait to reduce personnel costs in this fiscal year will require larger WIOA funding reductions later in FY 2026 and in FY 2027.

Additional cost savings beyond this amount will allow for funds to be added to WIOA Adult and Dislocated Worker jobseeker training in FY 2026.

The *SkillSource* Group Management Team is currently preparing a WIOA Rapid Response application to Virginia Works, to provide funding for our region's support of dislocated Federal employees and contractors. I anticipate that the application will total \$1 million, to support two (2) WIOA Case Managers at DFS as well as up to \$300,000 in jobseeker training funds. We will ask for these funds for twenty-four months and this proposal, if funded, could be a precursor to a larger National Emergency Grant proposal from the State. We are working to have this application submitted to Virginia Works within the next two weeks – you and your WIOA Team will receive the draft application shortly.

Once these funding reductions are confirmed and allocated, *SkillSource* estimates that the WIOA funding allocation between our organizations will be approximately 70% Fairfax County DFS and 30% *SkillSource* Group.

#### **Status of WIOA Adult and Dislocated Worker Training Funding for FY 2026**

Due to the multi-month delay in receiving WIOA funding allocations and notices from the U.S. Department of Labor and Virginia Works, and with our WIOA cash availability greatly reduced, *SkillSource* issued a pause on all new WIOA Adult and Dislocated Worker Training obligations as of August 12, 2025 to the Northern Virginia WIOA Team (attached). That Training Funding Pause continues and will be reevaluated as further WIOA program funding decisions are reached. I expect that a WIOA Priority of Service wait list will remain in place for WIOA Adult and Dislocated Worker Training obligations throughout the remainder of FY 2026.

#### **WIOA Cash Flow Analysis and PY 2025 WIOA Allocation Schedules**


I will be sending a separate memorandum to you outlining our workforce area's WIOA Adult and Dislocated Worker funding availability and cash flow analysis shortly. Our workforce area has received a partial year PY 2026 WIOA Adult and Dislocated Worker Notice of Obligation that is effective from July 1, 2025. **However, the need for Fairfax County DFS to initiate reductions in WIOA Adult and Dislocated Worker expenditure levels is immediate.**

I urge you to schedule time to meet with me and the *SkillSource* Group Team as soon as possible. I can be reached at 703-795-0684 and [david.hunn@vcwnorthern.com](mailto:david.hunn@vcwnorthern.com).

Enclosures

July 24, 2025

TO: Michael Becketts  
Director  
Fairfax County Department of Family Services

FROM: David Hunn   
Executive Director

SUBJECT: FY 2026 WIOA Youth Program Funding Review

This memorandum summarizes our available funding resources for the FY 2026 Northern Virginia WIOA Youth Program. Surprisingly, the State Virginia Works agency has not yet sent out Notices Of Obligation (NOO) to local jurisdictions – ideally, the NOO paperwork will be received shortly.

**FY 2026 WIOA Youth Program Funding Availability**

<b><u>FY 2026 Program Set Aside</u></b>	<b><u>Carryover Funding</u></b>	<b><u>New Allocation</u></b>	<b><u>TOTAL</u></b>
<b>\$195,953</b>	<b>\$511,618</b>	<b>\$1,143,847</b>	<b>\$1,851,418</b>

Of the WIOA Youth Program funding currently available (Set-Aside and Carryover Funding from the prior year), \$442,605 has been allocated to your Department as of July 18, 2025. The new PY 2025 WIOA Youth allocation is roughly 16% lower than last year's funding allocation. Your Department's FY 2026 WIOA Youth Program Budget Request included:

- Program Staff - \$1,112,309
- Program Operating - \$25,000
- Support Services - \$15,000
- Training – No Request.

**Recommended FY 2026 WIOA Youth Program Allocations**

I recommend the following allocations for FY 2026 WIOA Youth Program funding:

- FY 2027 WIOA Program Set Aside – 195,953
- Full FY 2026 Funding to the Department of Family Services Request - \$1,152,309
- FY 2026 WIOA Youth Program 10% Administration to **SkillSource** - \$114,385
- FY 2026 WIOA Youth Program Funding for **SkillSource** Service Delivery - \$223,904
- WIOA Youth Program Training Funding - \$100,000. LinkedIn Learning vouchers have already been purchased for the new fiscal year.
- PY 2025 WIOA Program Funding Remaining Unobligated - \$64,867

Let us know of your concurrence or proposed revisions. I can be reached at 703-795-0684 and [david.hunn@vcwnorthern.com](mailto:david.hunn@vcwnorthern.com)

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enhancing workforce excellence and economic prosperity.*




September 4, 2025

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July 28, 2025

**TO:** Michael Becketts  
Director  
Fairfax County Department of Family Services

**FROM:** David Hunn   
President and CEO

**SUBJECT:** FY 2026 WIOA Adult and Dislocated Worker Program Funding Review

This memorandum summarizes our available funding resources for the FY 2026 Northern Virginia WIOA Adult and Dislocated Worker Program. Surprisingly, the State Virginia Works agency has not yet sent out Notices Of Obligation (NOO) to local jurisdictions – ideally, the NOO paperwork will be received shortly.

**FY 2026 WIOA Adult and Dislocated Worker Program Funding Availability**

<b><u>FY 2026 Program Set Aside</u></b>	<b><u>Carryover Funding</u></b>	<b><u>New Allocation</u></b>	<b><u>TOTAL</u></b>
<b>\$461,088</b>	<b>\$123,518</b>	<b>\$2,156,051</b>	<b>\$2,740,657</b>

Of the WIOA Adult and Dislocated Worker Program funding currently available (Set-Aside and Carryover Funding from the prior year), \$749,531 has been allocated to your Department as of July 18, 2025. (That Funding Allocation Matrix will be updated and corrected on July 28, 2025, as the estimated Carryover Funding was reduced). Your Department's FY 2026 WIOA Adult and Dislocated Worker Program Budget Request included:

- Program Staff - \$1,595,619
- Program Operating - \$30,000
- Support Services - \$10,000
- Training – No Request.

**Recommended FY 2026 WIOA Adult and Dislocated Worker Program Allocations**

With the policy and budget decisions of both the President's Administration and the Congress, I recommend that our Department and the *SkillSource* Group manage FY 2026 as a significant transition year to reduced management and case management staffing levels, operating costs and overall WIOA cases under care. We should manage this short-term transition this year while planning for continued reduced funding availability and program costs next year.

Our Team and I are not yet ready to recommend specific funding allocations yet for the FY 2026 WIOA Adult and Dislocated Worker Program funding. The new PY 2025 WIOA Adult and Dislocated

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Worker allocation is roughly 16% lower than last year's funding allocation and our local area has significantly reduced WIOA Adult and Dislocated Worker Carryover Funding from FY 2025.

We must set-aside next year funding for July – September 2026 (FY 2027), to manage the timing of the WIOA funding allocation release dates. At this time, it is assumed that the FY 2027 WIOA Program Set Aside will be \$390,000.

We are currently estimating that the FY 2026 WIOA Adult/DW Program 10% Administration to *SkillSource* \$215,605. Those funds are set aside for the back office activities to support the Workforce Board, grant administration and reporting, and audit and monitoring activities of all WIOA funds for the Virginia Career Works Northern Board of Directors.

We are currently estimating that the *SkillSource* Group share of administering Northern Virginia WIOA programs at the five American Job Centers is \$404,989. Those costs include the WIOA share of monthly lease and operating costs for two (2) American Job Centers (Woodbridge and Alexandria), information technology costs at the Centers, partial costs for *SkillSource* Group Resource Center staff at those Centers, and partial costs for the Northern Virginia Ticket to Work Program, which supports targeted WIOA clients.

I am prepared to recommend a reduction in the WIOA Adult and Dislocated Worker Training funding levels to 15% (as compared to 40%) for this transition year. Should that training funding level be accepted, we 'save' baseline costs of \$458,115 and the new WIOA Training Funding level would be \$344,188. To that amount, we would also add the new Governor's Funding Grant award of \$150,000 for dislocated Federal workers and contractors as well as the renewal of 1,000 LinkedIn Learning licenses valued at \$66,000 for FY 2026, bringing Total Training Funds in FY 2026 to \$560,188.

With all of these revisions, as well as the final request below, our workforce area will likely end FY 2026, in June 2026, with no WIOA Carryover Funding. We will need to plan accordingly for FY 2027.

**Finally, I ask you and your Department's Management Team to consider and propose FY 2026 cost savings in the WIOA Program Staffing request of \$1,595,619, ideally effective in September 2025. *SkillSource* cannot balance the WIOA Adult and Dislocated Worker program budget for FY 2026 without changes to the current service delivery structure for the Virginia Career Works Northern Region.**

We have significant work ahead of us. I can be reached at 703-795-0684 and [david.hunn@vcwnorthern.com](mailto:david.hunn@vcwnorthern.com)

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**NORTHERN REGION**Fairfax County | Prince William County | Loudoun County | City of Fairfax | City of Falls Church | City of Manassas | City of Manassas Park

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**August 12, 2025**

**To: Michael Becketts  
Director  
Fairfax County Department of Family Services**

**From: David A. Hunn  
Executive Director**

**Subject: Pause on Training Authorizations for Northern Virginia Workforce Innovation and Opportunity Act Adult and Dislocated Worker Program**

Effective today, August 12, 2025, the Virginia Career Works – Northern (Area #11) region is pausing any new Individual Training Account (ITA) vouchers, On-the-Job Training (OJTs), and subsidized Work Experiences using Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker Formula funding, due to limited funding in our local area. I ask that your Team create a waitlist for participants enrolled in the WIOA Adult and Dislocated Worker Programs who are requesting skills training. When training funds are available, training authorizations will still be limited due to funding reductions; therefore, I request that Area #11 WIOA staff utilize WIOA Priority of Service guidelines to distribute those funds.

While this pause affects enrollments into training activities, our commitment to the career success of Northern Virginia WIOA Adult and Dislocated Worker participants continues unabated. Northern Virginia WIOA staff should continue to promote and direct participants to take advantage of the other valuable workforce resources available, including:

- **Career Coaching** – Work one-on-one with WIOA case managers and staff to refine the jobseeker's career goals, improve the jobseeker's résumé, and prepare for interviews.
- **Employment Workshops** – Register for monthly workshops held in-person and virtually at the Virginia Career Works – Northern Centers, on a variety of employment-focused topics to build skills and knowledge.
- **Talent Up Northern Virginia** - Placement in a new WIOA-subsidized work experience opportunity for eligible dislocated Federal workers and contractors, available through June 2026.
- **LinkedIn Learning Licenses** – Request a free LinkedIn Learning License to access tens of thousands of online courses to build skills in technology, business, and professional development at the jobseeker's own pace.
- **Business Services** – Connect with employers, job opportunities, and hiring events through our business engagement team.

This pause in training funding availability will be in place until further notice. Please let me know of questions or concerns at (703) 827-3782 or at [david.hunn@vcwnorthern.com](mailto:david.hunn@vcwnorthern.com).

**VIRGINIA CAREER WORKS – NORTHERN  
BOARD OF DIRECTORS  
SUMMARY SHEET**

**SUBJECT: Approval of Northern Virginia Rapid Response Application to Virginia Works to Support Dislocated Federal Employees and Contractors**

Virginia Career Works - Northern (Workforce Area #11) and the *SkillSource* Group, Inc. are coordinating a Rapid Response proposal request to the Virginia Department of Workforce Development and Advancement (DWDA), to support impacted federal workers and contractors recently displaced. Recent data shows that the region shed roughly 20,000 federal government jobs in Greater Washington so far this year while federal government contracts and grants procured by companies in the region fell by \$1.7 billion or 13% since the start of the year. The U.S. Office of Personnel Management recently announced that by September 30, 2025, civil service positions in the U.S. Government will be 300,000 fewer than one year ago (September 2024), due largely to the layoffs highlighted above as well as early retirement buyouts presented to tenured professional staff. Recent tracking of Center utilization shows that through August 28, 2025, nearly 1,600 former Federal workers and contractors have walked into and utilized a Northern Virginia American Job Center.

VCWN is requesting \$1.13 million in Rapid Response funds for two years, to provide comprehensive workforce development services to 200 federal employees and contractors who have been impacted by workforce reductions. Using Rapid Response funds, the initiative will deliver reemployment services, career navigation, and targeted training opportunities that support rapid labor market reattachment. At the same time, the project will engage with regional employers to minimize further dislocations and align talent supply with evolving industry demand.

Rapid Response funding will be used to complement WIOA Formula Funding. This additional funding will help Area #11 provide responsive and high-quality service to regional employers and dislocated federal workers and contractors through a period of high demand that could otherwise overwhelm current Formula funding resources that have already been reduced from prior years, as well as WIOA staff already carrying a heavy WIOA caseload.

VCWN will be submitting this Rapid Response request to DWDA officials in early September 2025.

**ACTION REQUESTED:**

Virginia Career Works – Northern Board of Directors approval of the two-year Northern Virginia Rapid Response proposal for \$1.13 million to the Virginia Department of Workforce Development and Advancement.

**STAFF:** David Hunn  
Seema Jain  
703-827-782

**I. For Provision of Dislocated Worker Services, provide a description of the Rapid Response activities that have occurred in the region including activities carried out in partnership with the Rapid Response team such as workshops, hiring events, and other activities for impacted workers.**

Northern Virginia's regional economy has long drawn strength from its proximity to Washington DC and the tens of thousands of employment opportunities driven by the Federal Government and military bases. With a high concentration of federal agencies and contractors, the Northern Virginia region benefits from a highly educated, experienced workforce with specialized skills in program management, cybersecurity, policy analysis, logistics, and administrative support. According to a recent Washington Business Journal article, new data from the real estate firm CBRE showed that the first half of 2025 was the second-worst start to the year for the Greater Washington's economy going back to 2009, eclipsed only by the first year of the pandemic, with Northern Virginia seeing the steepest drop in federal employment. The region shed roughly 20,000 federal government jobs in Greater Washington so far this year while federal government contracts and grants procured by companies in the region fell by \$1.7 billion or 13% since the start of the year, according to CBRE's research.<sup>1</sup> In a July 2025 briefing, the University of Virginia's Weldon Cooper Center for Public Service estimated that approximately 11,100 federal civilian jobs in the Commonwealth have already been affected by cuts, with an additional 10,500 positions potentially at risk in the coming months.<sup>2</sup> Federal jobs and contracting equals 16.1% of all full- and part-time jobs in Virginia, with over 50% of the federal workforce living in Northern Virginia.<sup>3</sup> Officials from the Metropolitan Washington Council of Governments (MWCOCG) have cautioned that a 10 percent cut to the federal workforce, around 40,000 jobs, would equate to a staggering \$5 billion blow to the regional economy and that we are at-risk of losing regional talent that may permanently relocate.<sup>4</sup>

Through June 2025, two Federal agencies, the U.S. Department of Health and Human Services and the U.S. Department of Education, have issued Reduction In Force notices. The HHS

<sup>1</sup> Washington Business Journal, <https://www.bizjournals.com/washington/news/2025/08/12/cbre-revive-index-economy-federal-cuts-trump.html>

<sup>2</sup> UVA Weldon Cooper Center for Public Service, <https://www.coopercenter.org/research/fed-work-4>

<sup>3</sup> UVA Weldon Cooper Center for Public Service, <https://www.coopercenter.org/research/economic-impact-slides-04082025>

<sup>4</sup> Metropolitan Washington Council of Governments, <https://www.mwcog.org/newsroom/2025/04/10/cog-officials-discuss-impacts-to-regional-economy-from-federal-workforce-cuts-communities-economy-employment/>

RIF notice issued on April 1, 2025 impacted 10,000 employees, which will proceed as of a July 15, 2025 court decision. The Education RIF notice issued in March 2025, is estimated to impact over 2,100 employees. The State Department issued a RIF on July 11, 2025 of over 1,300 employees. While not yet announced, the U.S. Department of Housing and Urban Development is expected to lay off over 4,000 employees, the Internal Revenue Service is planning to layoff over 40,000 employees, and the U.S. Department of Veterans Affairs is likely proposing to layoff over 30,000 employees. With ongoing efficiency measures, court cases and the budget appropriations process, significant ambiguity remains about the timing of actual layoff and early retirement impacts. The U.S. Office of Personnel Management recently announced that by September 30, 2025, civil service positions in the U.S. Government will be 300,000 fewer than one year ago (September 2024), due largely to the layoffs highlighted above as well as early retirement buyouts presented to tenured professional staff.

Federal contractors have also been hit hard, with over 7,000 contracts cancelled (Fairfax County Economic Development Authority) and WARN notices that have been issued by large federal contractors in the region such as MITRE (442 employees), American Institutes of Research (149 employees), Management Science for Health (182 employees), and Leidos (29 employees). Even non-profit organizations, such as Lutheran Social Services of the National Capital Area, recently issued a WARN notice that impacted 55 employees in Area 11. Federal reductions in force and funding will create regional economic disruption, requiring a strategic and coordinated response with innovative ways to support employers in targeted industry sectors that can hire this unique, well compensated, highly skilled and educated cohort of jobseekers.

The *SkillSource* Group, Inc. and the Virginia Career Works Northern Region (Local Workforce Area #11) have been closely collaborating with its regional partners, such as Virginia Works, Northern Virginia Community College, the Alexandria–Arlington Regional Workforce Council, and the Fairfax County Economic Development Authority, since the dislocation of Federal employees and contractors started in February 2025. Every Northern Virginia local government has placed a heavy emphasis on providing accurate and timely information and resources for their residents who may be current or former Federal employees or contractors through their individual websites, for community-based forums or job fairs, through virtual webinars and through one-on-one coaching and counseling. The Virginia Career Works Northern

Region started a Federal employee and contractor section of its workforce board website in late February 2025 – that section can be reviewed at <https://vcwnorthern.com/>.

The *SkillSource* Group, Inc. and the Virginia Career Works Northern Region have also closely collaborated with the Fairfax County Economic Development Authority's Work in Northern Virginia team, sharing data on Federal agency layoff news as well as the dislocated worker utilization of the Northern Virginia American Job Center from February 2025 to the present. This SharePoint database has been coordinated with Virginia Works officials and the Virginia Governor's Office and can be viewed in real time at: [https://myskillsource.sharepoint.com/:x:/g/ETq3wFQhdLxAiULB\\_V58X3IBEs7yBFeqd6QthaJN82PHYA?rttime=gKS5HhCI3Ug](https://myskillsource.sharepoint.com/:x:/g/ETq3wFQhdLxAiULB_V58X3IBEs7yBFeqd6QthaJN82PHYA?rttime=gKS5HhCI3Ug). Through August 28, 2025, nearly 1,600 former Federal workers and contractors have walked into and utilized a Northern Virginia American Job Center.

From April to June 2025, the *SkillSource* Group, Inc., and the Virginia Career Works Northern Region partnered with Virginia Works to launch an outreach campaign with the Washington Metropolitan Area Transit Authority (WMATA). This three-month outreach campaign had multiple posters on METRO Rail cars, METRO stations in Virginia, revolving digital ads in Virginia METRO stations, bus trailing ads for commuter buses traveling from Virginia into the District of Columbia. This outreach campaign also included the Virginia Railway Express train cars and stations in Virginia. Also included was a digital ad campaign focusing on targeted zip codes that appeared when jobseekers were browsing specific websites. This campaign resulted in a substantial increase in web traffic for the VCWN website, as well as VirginiaHasJobs.com, and the Fairfax County EDA's Work in Northern Virginia website.

Area #11 has also participated in numerous job fairs and regional events targeted towards impacted workers, including the Virginia Works statewide virtual Job Fair on May 5, 2025 and the Virginia Works webinar for impacted federal workers and contractors on May 8, 2025, and hosted a large regional Northern Virginia Job Fair on May 9, 2025, which attracted over 1,500 attendees. Area #11 has also participated in Congressman Suhas Subramanyam (VA-10) Job and Resource Fair for impacted workers on August 15, 2025 and was a sponsor for the Virginia Universities Career Fair organized by the University of Virginia on August 13, 2025.

**II. Describe the specific types of services or strategies that will be used to achieve the planned goals and objectives and how the proposed project will enable participants to attain,**

**retrain, or advance their vocational and job-readiness skills and link them to career pathways or assist in companies in averting layoffs.**

This Rapid Response project will provide comprehensive workforce development services to federal employees and contractors who have been impacted by workforce reductions. Using Rapid Response funds, the initiative will deliver reemployment services, career navigation, and targeted training opportunities that support rapid labor market reattachment. At the same time, the project will engage with regional employers to minimize further dislocations and align talent supply with evolving industry demand.

VCWN currently has an interest form specifically for impacted workers to complete on our website; upon completion of this form, WIOA staff will contact the participant to schedule them for a WIOA screening session. Participants will complete their WIOA intake application, and if determined eligible after the screening, will be co-enrolled into the WIOA Dislocated Worker and Rapid Response programs. Participants will complete career and skills assessments to identify transferable skills and high-demand occupations suitable for quick reemployment. *SkillSource* is requesting funds for two (2) dedicated Rapid Response WIOA Case Managers, who will provide one-on-one coaching to assist participants with identifying career pathways, accessing training, and preparing for reemployment. Participants will receive assistance with résumé development, LinkedIn profiles, interview preparation, and participation in job fairs and hiring events. All participants will also be offered a free LinkedIn Learning License, which can be used to access tens of thousands of online training programs.

With the training funds available through Rapid Response funding, case managers will provide access to short-term certifications and credentialing programs in priority sectors including IT, cybersecurity, healthcare, project management, and business administration. Training funds may also be used for Work-Based Learning opportunities, to expand access to on-the-job training (OJT) and paid internships that provide both income and new skills. *SkillSource* will also leverage its June 2025 Governor's Grant Award for Career Pivoters, for the Talent Up Northern Virginia Program, that will provide short-term paid internship opportunities for impacted workers. Where applicable, *SkillSource* will also refer participants to NOVAnext, through Northern Virginia Community College, which offers a free training course in targeted fields to impacted workers. As needed, Area #11 will also offer supportive services, such as transportation stipends, clothing

assistance, and financial counseling to ensure participants are able to fully engage in training and job search activities.

*SkillSource* will also utilize a dedicated Business Engagement Manager, funded through Rapid Response funds, to deliver targeted business services outreach by partnering with employers to understand talent needs, identify opportunities for dislocated workers, and provide recruitment support. This key position will support enrolled participants along their career pathway, and identifying both work-based learning opportunities and permanent employment options. The Business Engagement Manager can also provide employers with workforce planning data and guidance to prevent or mitigate workforce reductions.

**III. For the Provision of Dislocated Worker Services, identify the occupations for which participants will be training or employed. Provide expected wages per occupation, and provide an explanation of how these occupations were determined and targeted, including sources.**

The Rapid Response project is expected to align with the multiple industry clusters identified in the GO Virginia Region 7 Growth and Diversification Plan, and will directly address the opportunity identified in the Region 7 Talent Pipeline Initiative Report to create more pathways for data infrastructure, software development, and cybersecurity occupations. It operationalizes the Plan's Talent Pathways and Growth strategy, builds economic growth capacity across the targeted priority clusters, and can offer measurable progress toward Northern Virginia's economic and equity goals.

Of the current impacted federal workers enrolled in the Northern Virginia WIOA Program, five (5) jobseekers have secured new employment, at an average hourly salary of \$58.15 (\$120,952 annually). Their job titles are as follows: Economist, Organizational Development Consultant, Customer Service Representative, Senior Graphic Specialist, and Senior Finance Manager.

In *SkillSource*'s current Talent Up Fairfax program, interns are working in high demand occupations such as: Information Technology and Cybersecurity (web development, IT support and cybersecurity); Healthcare and Medical Administration (MRI Technology, Patient Services, Dental Assistant); Business & Administrative Support (Human Resources, Operations); Finance and Accounting (Funds management, Bookkeeping); Sales and Business Development (Insurance Sales, Customer Relations) and Marketing and Communication (Digital marketing, Community Engagement and Research and Data Analytics (Business Analysis, Intelligence Administration).

The average hourly wage for participants placed into permanent employment is \$26.11 (\$54,309 annually), into positions such as Commercial Sales Associate, Business Analyst, Integrated Engagement and Partnership Manager, Project Manager, and Funds Management Associate. The Rapid Response project will aim for even higher-level employment opportunities in professional, scientific, and technical sectors.

Of the 353 students enrolled in NOVAnext as of August 2025, the top enrolled courses using NOVAnext funding are: Project Management Professional (PMP) Exam Preparation, Google Project Management Professional Certificate, IT Specialist: Artificial Intelligence, SHRM Certification Exam Preparation, and CompTIA® Data+. The results from a July 2025 survey of NOVAnext applicants indicates that 62% have Master's Degrees and 29% have a Bachelor's Degree, indicating that NOVAnext participants are a highly educated group, reinforcing the importance of offering upskilling and credentialing opportunities at an advanced level. Approximately 80% are still unemployed, with many actively looking and 56% not seeking jobs outside of the D.C. metropolitan region. Respondents held a wide range of professional roles, with top titles including Senior Analysts, Program or Project Managers, and Team Leads. These titles reflect significant responsibility and experience, reinforcing that this is a highly skilled group with leadership backgrounds. Respondents were most interested in Project and Program Management, Government and Public Sector, Healthcare and Public Health, and IT. The most frequently cited barriers to finding employment were difficulty transferring skills to a new industry, limited networking, and lack of job openings, and were requesting job placement and training assistance, indicating that many respondents still need support to transition training into employment, through career coaching, interview prep, and direct placement support.

**IV. Describe the involvement of employers and partners in the development and operation of this project. Demonstrate how the partnerships have actively engaged employers and identified employer needs and employment opportunities. Describe how partner and private resources will be leveraged, including estimated costs if applicable.**

The Northern Virginia Rapid Response initiative is targeted towards meeting local employer demand and protecting the regional economy from negative impacts from dislocated Federal workers and contractors. Among many community members, the staff of the Northern Virginia public workforce system, among other partners, have had to become subject matter experts

on this major Federal dislocation, along with other academicians, higher education, and related partners, including Virginia Works. Business advocacy organizations, such as local and regional Chambers of Commerce, the Greater Washington Partnership as well as various city or county economic development organizations have expressed great concern for the regional negative economic impacts of the forecasted staffing and contract reductions to the Northern Virginia region.

The Fairfax County Economic Development Authority has managed its Work In Fairfax County Northern Virginia website for several years and it prominently displays thousands of available employment openings on a current basis. Located at <https://workinffxnova.com/>, the Work In Northern Virginia website is currently highlighting 45,470 job openings throughout a variety of sectors. For example, as of August 2025, within that job listing among traded-sector industries, the website highlights:

- Nearly 12,000 openings in Information Technology
- Over 1,180 jobs in Financial Services
- Over 100 jobs in Aerospace and Defense
- Nearly 100 jobs in Health and Life Sciences

Northern Virginia Community College's NOVAnext initiative, which is free of charge to eligible participants, enables workers to explore how their skills and experience can match in-demand jobs available in the region or gain the skills needed to start an enterprise. The available training options include multiple Information Technology and Cybersecurity certifications, Human Resources and Project Management as well as several Entrepreneurship certifications and training. Virginia Career Works – Northern is a partner in the NOVAnext initiative, providing screening of potential students that meet the dislocated Federal worker or contractor criteria, and will work closely with NOVA to refer impacted workers enrolled in the Rapid Response project to NOVAnext for training. *SkillSource* will also promote the initiative to NOVAnext students, as these individuals are the target population for services.

**V. Identify specific activities, proposed project performance goals, and proposed timelines on the activities, including project completion.**

The proposed Rapid Response project will produce measurable outcomes consistent with WIOA performance indicators over the twenty-four month grant period:

<b>Number of Impacted Workers Enrolled</b>	<b>200</b>
<b>Number Enrolled in Training</b>	<b>150 (75%)</b>
<b>Employment Rate (2nd Quarter Post-Exit)</b>	<b>160 (80%)</b>
<b>Employment Rate (4th Quarter Post-Exit)</b>	<b>150 (75%)</b>
<b>Median Earnings</b>	<b>\$40/hour (\$83,200 annually)</b>
<b>Credential Attainment</b>	<b>105 (70% of those enrolled in training)</b>
<b>Measurable Skills Gains</b>	<b>170</b>
<b>Businesses Served</b>	<b>150</b>

The timeline below highlights grant activities and outputs over the twenty-four month grant period.

<b>Phase</b>	<b>Timeframe</b>	<b>Key Activities</b>	<b>Outputs</b>
<b>Planning &amp; Mobilization</b>	Months 1–2	Establish partnerships, finalize contract agreements, develop outreach materials, identify staff.	Outreach flyers finalized, staff hired.
<b>Rapid Intake &amp; Assessment</b>	Ongoing (Months 2–24)	Conduct skills assessments, career coaching, and career pathway planning.	200 impacted workers enrolled.
<b>Training &amp; Upskilling</b>	Ongoing (Months 2–24)	Begin credentialing, retraining, and work-based learning opportunities, as well as LinkedIn Learning licenses.	150 workers enrolled in training; 105 earning a certification.
<b>Employer Engagement</b>	Ongoing (Months 1–24)	Launch employer outreach, employer consultations, identifying available jobs, work-based learning opportunities, recruitment fairs, labor market data sharing.	150 employer partnerships established.
<b>Job Placement &amp; Retention</b>	Ongoing (Months 2–24)	Facilitate job fairs, employer matches, and long-term follow-up support for participants.	80% employment rate achieved at 2nd quarter post-exit and 75% at 4 <sup>th</sup> quarter post-exit.
<b>Evaluation &amp; Reporting</b>	Ongoing (Months 1–24)	Collect data on performance indicators, employer feedback, and participant outcomes.	Monthly, Quarterly and Final performance reports submitted.

**VI. Describe available financial resources, including leveraged funds from partner programs, and explain the results of the financial analysis conducted in Attachment G.**

Rapid Response funding will be used to complement the existing public workforce system in the Northern Virginia region, which is administered by Virginia Career Works - Northern. This additional funding will help Area #11 provide responsive and high-quality service to regional employers and dislocated federal workers and contractors through a period of high demand that could otherwise overwhelm current Formula funding resources that have already been reduced from prior years, as well as WIOA staff already carrying a heavy WIOA caseload. As jobseekers will be co-enrolled in the WIOA Dislocated Worker program, the *SkillSource* Group, Inc. will contract with the Fairfax County Department of Family Services (DFS), the current WIOA Dislocated Worker Program Operator, to deliver case management services to Rapid Response participants. As the numbers served through the program would overwhelm the current staff already carrying a heavy WIOA caseload with limited WIOA Formula Funds, additional resources will be needed to support case management activities to assure appropriate service delivery, program compliance and to confirm record accuracy within State and Federal management information systems. Fairfax County DFS will leverage current WIOA staff and resources, but will also identify an additional two (2) Case Managers with grant funds, to support impacted Federal workers and contractors enrolling in the WIOA Dislocated Worker Program.

As the fiscal agent for the Virginia Career Works Northern Region, the *SkillSource* Group is proposing to use its PY 2025 WIOA Dislocated Worker allocation totaling \$1,088,627 as match, as all the services and activities in the Rapid Response initiative will support the Northern Virginia public workforce system and expand services to dislocated Federal workers and contractors.

Additional Federal WIOA match funding will be from \$150,000 in Governor's Set-Aside WIOA funds to The *SkillSource* Group, Inc. and the Virginia Career Works Northern Region from the Virginia Secretary of Labor, for its proposal to serve dislocated Federal workers and contractors through its March 2025 Request for Proposals for *Facilitating Career Pivots in High Demand Occupations*. That Project launched in July 2025, and is currently underway.

The *SkillSource* Group, Inc. will also leverage funding from Northern Virginia Community College's NOVAnext initiative to provide training for impacted jobseekers. Where possible, Area #11 WIOA staff will refer eligible jobseekers in the program to NOVAnext for training, particularly

given the limited availability of WIOA funds for training. To date, approximately 350 former Federal workers and contractors have started the NOVAnext program and are currently in training. Northern Virginia Community College is planning for up to 1,000 NOVAnext training participants over the next year.

The Virginia Career Works Northern proposal includes a broad array of business, government, and community partners that have endorsed the importance of providing critical workforce services to former Federal employees and contractors. These engaged partnership relationships, many of whom are employers seeking new workers or are State or local public organizations with additional funding that will leverage the requested Rapid Response funds. Other organizations, such as the Northern Virginia Chamber of Commerce, the Loudoun Chamber of Commerce and the Fairfax County Economic Development Authority are critical business and economic development leaders in the Northern Virginia community and are prepared to support this initiative to the greatest extent possible.

**The SkillSource Group, Inc.**  
**DRAFT Rapid Response Budget as of 8/29/2025**  
**Two-Year Period**

	6 Months January 2026 - June 2026	Full Year July 2026 - June 2027	6 Months July 2027 - December 2027	
<b>Program Expenditure</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
<b>Personnel</b>				
Salary	50,388.00	102,791.52	52,403.52	205,583.04
Fringe	17,131.92	34,949.12	17,817.20	69,898.23
<b>TOTAL Personnel</b>	<b>67,519.92</b>	<b>137,740.64</b>	<b>70,220.72</b>	<b>275,481.27</b>
<b>Operating</b>				
Supplies	500.00	500.00	-	1,000.00
Travel	250.00	500.00	250.00	1,000.00
Telecommunications, IT services	250.00	500.00	250.00	1,000.00
Marketing, Outreach, Websites	10,000.00	10,000.00	2,500.00	22,500.00
<b>TOTAL Operating</b>	<b>11,000.00</b>	<b>11,500.00</b>	<b>3,000.00</b>	<b>25,500.00</b>
<b>Participant Services</b>				
ITAs and Supportive Services	100,000.00	150,000.00	75,000.00	325,000.00
<b>TOTAL Participant Services</b>	<b>100,000.00</b>	<b>150,000.00</b>	<b>75,000.00</b>	<b>325,000.00</b>
<b>Contractual Services</b>				
Case Managers	55,753.60	231,934.98	115,967.49	403,656.06
<b>TOTAL Contractual Services</b>	<b>55,753.60</b>	<b>231,934.98</b>	<b>115,967.49</b>	<b>403,656.06</b>
<b>Indirect Costs</b>	<b>20,141.03</b>	<b>57,176.34</b>	<b>28,378.23</b>	<b>105,695.60</b>
<b>GRAND TOTAL</b>	<b>254,414.55</b>	<b>588,351.95</b>	<b>292,566.44</b>	<b>1,135,332.94</b>

# AMERICA'S TALENT STRATEGY: BUILDING THE WORKFORCE FOR THE GOLDEN AGE



UNITED STATES  
DEPARTMENT OF LABOR



UNITED STATES  
DEPARTMENT OF COMMERCE



UNITED STATES  
DEPARTMENT OF EDUCATION

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## EXECUTIVE SUMMARY

President Trump has set a bold economic strategy to reindustrialize America, dominate the artificial intelligence (AI) frontier, and reclaim control over the levers of national prosperity. Achieving this vision requires a workforce system capable of propelling American workers into high-wage careers, upholding the dignity of hard work, and delivering the talent businesses need to power the nation's economic resurgence.

This strategy lays out a comprehensive plan to address the workforce needs of American companies, integrate existing workforce development systems to maximize efficiency and effectiveness, provide accountability for workforce training programs, upskill incumbent American workers, and develop alternatives to 4-year college degrees. It rests on five strategic pillars:

- I. **Industry-Driven Strategies:** The workforce system must transform into a reliable pipeline of American talent led by industry and aligned with America's economic priorities. Existing workforce development programs are often misaligned with employer needs due to a lack of coordination between education systems, workforce agencies, and businesses. The current system is not positioned to prioritize industry needs and align federal workforce programs with private sector training investments and evolving skill demands.

This pillar of the vision will be achieved by scaling Registered Apprenticeships and other high-quality work-based learning models, aligning education and training programs to career pathways, and targeting federal investments toward employer-led upskilling initiatives designed to fill talent shortages in priority industries.

- II. **Worker Mobility:** More Americans must be brought into the labor force and be able to advance, including through the innovative use of technology and labor market data. The "college-for-all approach" has failed, and workers struggle to navigate a fragmented system of workforce supports and attain economic mobility. Millions of Americans remain disconnected from high-wage jobs and career paths, with an increasing number disengaged and disincentivized from returning to work.

This pillar of the vision will be achieved by clearly identifying credentials that are valued in the labor market to support informed decision making, integrating AI-powered tools and competency-based assessments that allow workers to advance based on demonstrated skills and abilities, and getting the disconnected workforce into training opportunities that lead to self-sufficiency.

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America's Talent Strategy: Building the Workforce for the Golden Age

- III. **Integrated Systems:** The fragmented web of duplicative programs must be replaced with a streamlined, coordinated system that delivers unified workforce services. The current patchwork of federal workforce programs is spread across multiple federal agencies, and they attempt to serve similar purposes with incompatible rules and siloed data systems. As a result, job seekers must navigate a disjointed and bureaucratic system, while employers lack a unified access point to engage.

This pillar of the vision will be achieved by immediately working to streamline program administration and simplify governance requirements to empower states to integrate disparate funding streams and improve service delivery. Further restructuring and consolidating workforce programs must be achieved through the Make America Skilled Again (MASA) proposal and reorganizing federal statistical agencies within the Department of Commerce.

- IV. **Accountability:** Agencies must ensure federally-funded workforce programs deliver measurable results by linking investments to outcomes and program performance. Billions of dollars are spent each year without reliable and consistent mechanisms to measure success or hold programs accountable when they fail. Training and education programs remain eligible for taxpayer funding regardless of whether they connect participants to high-wage jobs.

This pillar of the vision will be achieved by reforming or eliminating ineffective programs and redirecting funding to programs that demonstrate success in connecting Americans with high-wage jobs. It will require harmonizing performance measures and enhancing data linkages to ease the reporting burden while producing valid, transparent data to assess the return on investment and the impact on closing talent gaps. It also depends on ensuring all taxpayer-funded workforce services are reserved for individuals who are legally authorized to work, protecting high-paying jobs for American workers.

- V. **Flexibility & Innovation:** New models of workforce innovation must be created to match the speed and scale of AI-driven economic transformation. AI is transforming work faster than the workforce system can adapt and workers will require new skills to share in the prosperity that AI will create. Without greater agility in the system, the United States risks falling behind in the race to develop an AI-ready workforce.

This pillar of the vision will be achieved by leveraging existing statutory authorities to promote flexibility and innovation, prioritizing AI literacy and skills development across the workforce system, and developing pilot projects to drive rapid reskilling and fuel other AI-era innovations.

America's Talent Strategy: Building the Workforce for the Golden Age outlines how the Trump Administration will use existing authorities and funding to execute a bold transformation

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## America's Talent Strategy: Building the Workforce for the Golden Age

of the nation's workforce system so that it delivers on the scale and urgency of President Trump's economic agenda. It connects investments in people to the engines of national strength: industry, innovation, and work. The goal is to build a durable system that expands our labor force, helps workers advance, supports employers in meeting their needs, and positions the country to lead in today's economy. Through these reforms, the Trump Administration will transform our national workforce investments to meet the talent needs of employers, empower more Americans to access high-wage careers, and reindustrialize the United States.

## THE CHALLENGE

For decades, America has relied on a “college-for-all” model to prepare its workforce, but this approach has failed to meet the needs of both employers and workers. Meanwhile, workforce programs are fragmented across agencies, stifled by red tape, and too often misaligned with the skills employers need. These shortcomings pose particular risks as the United States advances toward a bold reindustrialization agenda and navigates the transformational impact of AI on the workforce. To realize the full potential of President Trump’s economic agenda, the Trump Administration must address the following challenges in the American workforce system.

### **Employers lack reliable talent pipelines to meet national economic goals**

The United States lacks the talent pipelines needed to meet employers’ needs and fuel President Trump’s economic agenda. The Trump Administration believes that the workforce system must be stronger than ever to meet a new set of national objectives, including reshoring American industries to gain economic sovereignty and building American talent across the AI ecosystem. Under President Trump’s leadership, businesses are investing billions of dollars to revitalize U.S. manufacturing, production, and innovation, but many still struggle to find skilled technical workers. As these companies anchor our country’s reindustrialization, past approaches to workforce development have failed to prioritize industry needs or complemented their training investments to ensure economic prosperity. Forgotten in the midst of decades of failed federal workforce programming is the reality that it is the companies themselves within industry, not the government, that determine the skillsets and competencies needed for jobseekers to be adequately qualified for a position.

### **Millions of Americans remain disconnected from high-wage career paths**

American workers cannot reliably connect to pathways to high-wage careers and too often remain on the sidelines of the labor force. For decades, America’s labor market relied on the university system to develop new generations of workers, but this “college-for-all” approach has failed, and the patchwork of non-college programs targeting occupation-specific skills is inadequate to replace it. Too many Americans, whether they are entering the labor market or trying to advance, struggle to navigate a fragmented system of workforce supports and attain economic mobility. An increasing number of Americans are disengaged and disincentivized from returning to work, with more than 21 million Americans aged 25 to 54 not participating in the labor force. At the same time, America’s workforce is aging, with millions of experienced workers retiring and fewer younger workers entering the pipeline to replace them. In order for our economy to enter its next Golden Age, it is imperative that more Americans enter the labor market.

## **The workforce system is fragmented**

America's workforce development programs are spread across multiple federal agencies, funding streams, and statutory authorities, resulting in a system that is confusing to navigate, inefficient to operate, and difficult to manage. Programs that serve similar purposes often have incompatible rules, siloed data systems, and duplicative administrative requirements. Governors and state workforce leaders face complex compliance mandates that constrain their ability to integrate services or direct funding where it is needed most and instead duplicate the fragmented federal systems within their states. Job seekers encounter disjointed service delivery and must navigate multiple access points that fail to offer clarity on available opportunities or next steps. Employers encounter overlapping points of contact with no unified access point to engage with the system or shape workforce solutions. Despite widespread recognition of the need for integration, federal law and regulation continue to lock states and agencies into rigid programmatic silos. As a result, workforce dollars are spent through disconnected channels, limiting impact and frustrating both the entities that deliver services and the individuals and businesses that rely on them.

## **The workforce system lacks accountability**

The federal workforce system lacks a reliable mechanism to measure, compare, and improve performance across programs. Billions of dollars are spent each year without a consistent standard for success or a clear way to hold programs accountable when they fail. Data collection is inconsistent across agencies, outcomes are often delayed or obscured by compliance-driven reporting, and providers face few consequences for failing to connect participants to high-wage jobs. Training providers with poor outcomes remain eligible for federal funds, programs with high per-participant costs continue without scrutiny, and policymakers lack the tools to understand where investments are creating impact. The federal government has spent nearly 50 years investing in expensive postsecondary programs that are not demanded by employers, divorcing the U.S. postsecondary education system from market dynamics. States have limited flexibility to direct funding toward high-performing models and little incentive to remove ineffective programs from eligible training provider lists. Employers cannot easily evaluate the effectiveness of workforce partnerships or credentials. In the absence of real performance accountability, too much of the system continues to function without delivering results, untethered from labor market outcomes and shielded from necessary reform.

## **AI is transforming work faster than the system can adapt**

AI is reshaping the workforce, and continuous innovation is needed to help workers navigate its opportunities and challenges. AI represents a new frontier for workers, including new high-wage careers and enhanced productivity, but will also require new skills and transitions in the labor market for workers to share in the prosperity that AI will create. The greatest workforce

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## America's Talent Strategy: Building the Workforce for the Golden Age

challenge of AI may be the speed of change itself. As AI accelerates shifts in job tasks and skill requirements, the education and workforce system must adapt in real time. Without significant reform to create more agility and innovation across the system, the United States risks falling behind in the race to develop an AI-ready workforce.

## VISION FOR AMERICA'S WORKFORCE

To usher in the Golden Age of the American economy, President Trump will invest in American workers and celebrate the inherent dignity of hard work. Regardless of where a person begins—whether as a young adult entering the labor market, a veteran re-entering the civilian workforce, or a dislocated worker retraining for a new career—our Nation's workforce development system must invest in our country and put Americans first.

Companies expanding in America should be able to count on the workforce system to produce the skilled, job-ready talent needed to make their investments succeed. The system must work for businesses of all sizes, especially in sectors vital to restoring America's economic strength and national competitiveness. It must be held accountable for how well it delivers for employers and trains workers for jobs that will define America's economic future.

Delivering on this vision requires a new foundation for how the Departments of Labor, Education, and Commerce (the Departments) design, govern, and fund America's workforce system. That foundation rests on five strategic pillars:

### **PILLAR I: Industry-Driven Strategies**

The needs of employers must drive how the workforce system educates, trains, and prepares the American workforce. For this to occur, federal programs must be designed so that employers play a leading role in shaping and delivering training programs that help new and incumbent workers build the skills they need to succeed. The government should seek businesses' help to co-design work-based training and credentialing opportunities, including Registered Apprenticeships for new and incumbent workers. A paradigm shift is needed to move beyond the "train and pray" model that has too often defined workforce investments, where programs operate in isolation from industry needs and workers are left to hope that training leads somewhere. Federal workforce investments must prioritize talent pathways that start with companies identifying critical, hard-to-fill-demand occupations with high-wages that can be immediately filled upon successful completion of a training program by an aspiring worker. To support continuous learning and career resilience, training investments must be coordinated across businesses, educational institutions, joint labor-management partnerships, and workforce agencies.

To realize this pillar of the vision, employers must play a central role in defining in-demand skills, validating training models, and steering investments toward the roles and credentials that matter most. The Trump Administration will prioritize support for pathways with clearly defined destinations, including those that feature explicit employer validation and offer job guarantees, interview guarantees, or other mechanisms that ensure training leads directly to employment opportunities. The Administration is focused on growing manufacturing and

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adjacent industries, such as semiconductors, aerospace, shipbuilding, biopharmaceuticals, data centers, energy production, and other industries that serve as the foundation for American economic and national security. Many of these companies seek to invest and build in the United States with the assistance of the Department of Commerce's Investment Accelerator. The input and direction of these companies on how the workforce system evolves to meet their needs is critical for the success of the Trump Administration's workforce strategy.

Meeting these companies' short-term and long-term needs requires the workforce system to invest earlier and more intentionally in building career pathways, starting in middle school with exposure to real occupations and extending through high school and beyond with Registered Apprenticeships and industry-aligned training. Federal funding will prioritize results, rewarding programs that place workers directly into apprenticeships or other work-based learning opportunities that lead to in-demand jobs. The federal workforce system under the Trump Administration will be guided by the foremost goal of directing American talent into the private sector.

### **PILLAR II: Worker Mobility**

The American workforce system must help more people enter, reenter, and advance within the labor market. Whether returning to the workforce or seeking better opportunities, individuals should be able to take tangible steps that lead to upward mobility and long-term economic independence.

Federal investments must deliver a next-generation workforce and labor market intelligence system that is timely, localized, and actionable. The system should help people see their skills, understand career options, and take clear steps toward better jobs. Employers should be able to use the same system to find qualified talent and make faster, smarter hiring decisions. Technology in the workforce system must be judged by how well it drives outcomes. Systems that are overly complex or built around abstract compliance requirements often end up underused or ignored. To serve workers and employers, digital tools must be simple, effective, and built for adoption and scale. Success depends not on technical sophistication, but on whether these systems help people move into better jobs and help businesses hire more efficiently.

To realize this pillar of the vision, the system must promote reemployment and career mobility through multiple avenues: work-based learning, short-term credentials, stackable training opportunities, and pathways that recognize prior experience and demonstrated ability. AI-powered tools and digital records will allow individuals to showcase what they know and have done, opening new opportunities and allowing them to advance without starting from scratch. A workforce system that supports continuous advancement, especially through innovative uses of technology and labor market data, will empower more Americans to move forward in today's economy.

### **PILLAR III: Integrated Systems**

A modern workforce system must be unified, navigable, and built around the needs of its users. The American worker should be able to access training and employment opportunities without getting lost in a maze of government agencies or confusing websites. Employers should be able to engage with the system just as easily to find talent and grow their workforce. States and local leaders should be able to coordinate across funding streams without being stifled by duplicative mandates or disconnected systems.

This vision calls for a fundamental shift from fragmentation to alignment. Rather than operating in silos, federal, state, and local actors must work in concert to deliver a streamlined experience for those they serve. A single federal agency, the Department of Labor, must lead the coordination and implementation of all federal workforce development efforts to prevent taxpayer dollars from being squandered on bloated administrative functions across duplicative levels of government. With a shared framework and modernized infrastructure, the workforce system can function as a single, cohesive engine for American talent development that delivers measurable results, reduces administrative waste, and scales to meet the demands of a rapidly changing economy.

To realize this pillar of the vision, the strategy will support shared eligibility standards across programs, streamlined intake processes, and digital tools that help frontline staff guide individuals to the right services. Federal agencies will offer modular utilities that reduce duplicative paperwork and make it easier to coordinate across programs. States will be encouraged to build unified online portals and create locations where people can access multiple services in one place and align the substantial training resources available through the Pell Grant program with career services available through the workforce system. Vouchers and shared labor exchange and case management tools will be promoted to help workers access training and support seamlessly, without navigating disconnected systems.

### **PILLAR IV: Accountability**

Federal workforce funding should be aligned with outcomes. Programs that consistently deliver strong employment results should be expanded, while those that fail to show measurable impact should be reformed or ended. Outcomes must be evaluated using a consistent set of metrics across agencies, including job placement, earnings growth, credential attainment, and return on investment and should account for the number of workers achieving positive labor market outcomes through the funding provided. These results should be made transparent through public tools that allow workers, employers, and taxpayers to compare program performance and make informed decisions.

To realize this pillar of the vision, the system must track outcomes that matter to both workers and businesses. Public dashboards will show which programs are helping people get jobs

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and earn higher wages and which ones are helping employers fill in-demand roles. Federal agencies will use consistent metrics to measure job placement, earnings growth, cost-effectiveness, and talent pipeline progress across all workforce investments. Credentials will be judged based on their real value in the labor market, and ineffective training providers will be removed from public funding lists. New funding models will tie resources to outcomes, including through the expanded use of pay-for-performance contracts and stronger recapture authority to redirect dollars from programs that fail to deliver.

### **PILLAR V: Flexibility & Innovation**

The federal workforce system must be adaptable. America's economy is changing quickly, driven by AI, advanced industries, and new national priorities. The workforce system needs the tools and flexibility to keep up. It must be designed for continuous iteration, with exponentially faster feedback loops between employers, educators, and training providers to ensure that programs can evolve in step with economic shifts. Agility must become a core design principle of the education and workforce system. That means giving states and local communities more control to tailor solutions to their regional economies. Flexible funding models like MASA can empower governors to direct workforce investments toward business needs and eliminate duplicative or siloed efforts. Innovation depends on freedom to test, iterate, and scale what works, without being constrained by outdated program rules or slow federal processes.

Preparing for the AI-driven economy requires a full-system response. The Departments will prioritize efforts to translate workforce shifts, particularly those driven by AI and other emerging technologies, into coordinated changes across the entire human capital development pipeline, including K-12 education, postsecondary learning, and workforce development. This alignment must be continuous and responsive to national economic priorities, ensuring the full talent system evolves with the economy instead of lagging behind it.

To realize this pillar of the vision, the strategy will expand the use of tools like Workforce Innovation and Opportunity Act (WIOA) waivers and authorities that permit state or local governments to consolidate disparate workforce training grants from multiple agencies, invest in outcome-based pilot programs, and redirect flexible funds toward state- and employer-led innovation. The Departments will also explore DARPA-style experimentation models to test bold new ideas, evaluate real results, scale proven strategies, and prioritize AI literacy and skill development across the workforce system.

## STRATEGIC ACTIONS TO CREATE AMERICA'S WORKFORCE VISION

With our challenges defined and a clear vision set by President Trump's mandate for American economic resurgence, it is essential to translate goals into action. The following strategy outlines the specific steps the Trump Administration will take, using existing budgets and authority, to transform our workforce system into an employer-driven engine of prosperity. It also includes several substantial reforms that can be achieved through legislative changes. Each element is designed to deliver measurable results, close skills gaps in critical sectors, and open high-wage career pathways for every American.

### **PILLAR I: Industry-Driven Strategies: Building reliable talent pipelines through a workforce system led by industry and aligned with America's economic priorities**

The Trump Administration has embarked on a government-wide approach to support American industry and incentivize substantial new investments throughout the United States. One of the most significant headwinds facing companies in the United States is identifying, attracting, hiring, and retaining talent. For manufacturers alone, there are close to 500,000 open jobs today—a number expected to quadruple in the coming years. The workforce system must be prepared to serve the needs of the companies whose investments will anchor America's reindustrialization and be a force multiplier for additional workforce investments subsequently made by the companies themselves. It is particularly important to meet the workforce needs of the companies that are seeking to make significant new investments across America, such as the companies working with the Department of Commerce's Investment Accelerator.

#### ***Scaling Registered Apprenticeships***

The Trump Administration is committed to expanding Registered Apprenticeship opportunities for American workers and has set a bold target of reaching and surpassing 1 million active apprentices. This expansion will be guided by the Executive Order directing the Administration to develop a coordinated federal plan to strengthen and scale Registered Apprenticeships nationwide. The Departments intend to create a plan that will focus on enhancing the employer value proposition for Registered Apprenticeships, deploy federal funding strategically to drive adoption, and support a robust ecosystem of state partners and intermediaries to deliver growth without compromising quality.

To strengthen the employer value proposition for Registered Apprenticeships, the Department of Labor will simplify registration for new apprenticeship programs, reducing the time it takes to develop new program standards or gain approval for expanding apprenticeships to a new occupation. Central to this effort will be supporting the development of high-quality, industry-approved standards that employers and sponsors can seamlessly choose to adopt off-the-

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shelf or adapt to the specific needs of their workplace. Harnessing existing public-private partnerships, such as the Manufacturing USA Network, can greatly accelerate the adoption of industry-driven program standards. Maximizing apprenticeship expansion also will depend on revisiting and revising regulatory requirements to align with the Administration's objectives and remove any undue burdens on apprenticeship sponsors. The Department of Labor will address the registration and compliance challenges faced by multi-state employers, industry, and labor organizations so high-quality Registered Apprenticeships can more easily be scaled on a nationwide basis.

To align federal investments with the Registered Apprenticeship expansion goal, the Department of Labor will require applicants for competitively awarded funds to set targets for the number of participants placed into apprenticeships, and those that receive funding will be held accountable for delivering on these commitments. To ensure formula-funded programs also realign towards job-connected learning, the Department of Labor will track the share of participants who are trained through Registered Apprenticeships and incentivize state and local workforce programs to connect more of the Americans they serve to this proven model. Federal investments will target industry-specific strategies to scale apprenticeships in the sectors that are critical to American competitiveness, prioritizing occupations in-demand for companies that engage with the Department of Commerce's Investment Accelerator. The Departments will also explore how other existing federal funding streams might be better leveraged to support the expansion of Registered Apprenticeships. Pay-for-performance models will be used to provide predictable financial support for employers, while outcomes-based grants to states will reward efforts that grow apprenticeship participation and reduce barriers to expansion.

To support a robust ecosystem for Registered Apprenticeships, the Department of Labor will provide support for state-led efforts that expand system infrastructure and directly grow apprenticeship participation. The Departments will also strengthen the system by supporting high-impact intermediaries, including intermediaries serving as group sponsors for programs involving multiple employers, and joint labor-management partnerships. Additional targeted approaches will be developed to enable greater ecosystem support for small and medium-sized businesses and to expand the use of degree apprenticeships, including identifying appropriate flexibilities that will make these models more viable. Shorter-duration models, including pre-apprenticeships, internships, micro-internships, and other work-based learning models will also be explored as potential on-ramps to Registered Apprenticeships, particularly those that offer structured progression toward employment and demonstrate strong labor market outcomes.

Together, these actions will foster innovation and expansion in the Registered Apprenticeship system, without sacrificing the quality that has been a hallmark of this proven model to provide more opportunities for American workers.

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### ***Aligning Education with Workforce Needs***

The Departments will also ensure that the education and workforce development systems vastly increase and expand the pathways into apprenticeships, including by aligning business demand, career and technical education (CTE) programs of study, youth-serving WIOA career pathways, pre-apprenticeships, and Registered Apprenticeships. To ensure these work-based learning strategies meet current industry needs, the Departments will expect the workforce system and intermediaries to engage employers and develop industry or sector partnerships, particularly with businesses working with the Department of Commerce's Investment Accelerator that are investing in the United States to create jobs for American workers. These industry or sector partnerships should be a part of the larger workforce ecosystem in these areas to ensure coordination and economies of scale. As an example, employers could work directly with school systems and community colleges to create dual-enrollment programs that lead to an apprenticeship or job immediately after high school.

To meet industry skill needs of the future, the Departments will provide technical assistance and expand access to meaningful career exploration activities in K-12 education, beginning in 5th grade. Early career exposure starting in middle school will allow students to consider the full range of career options and ensure students remain invested in their interests, aptitudes, aspirations, and education and are prepared to transition into the workforce.

The Departments will provide technical assistance to states to incentivize educational programs that align to local workforce needs and engage businesses to jointly develop curriculum that meet those needs. Students cannot know what they want to be until they have seen all that there is to be. The Departments will provide technical assistance to grantees for partnership with employers to provide a progression of career immersion activities aligned to jobs that are in demand at the local, state, and national level and are included in one or more of the 14 career clusters contained in the National Career Cluster Framework. Career immersion activities will include awareness activities (job shadowing, career expos, and industry tours); exploration activities (employability skills training, simulated workplaces, and cooperative education); and career preparation activities (internships, externships, pre-apprenticeships, and apprenticeships). The Departments will also share resources and tools that support meaningful engagement between employers and schools so that schools are serving both of their customers: families and the employers who will hire students.

### ***Growing Industry-Specific Training, Including Through Incumbent Workers***

The Departments will also leverage existing authorities to direct resources towards industry-led training in priority sectors and support the expansion of industry or sector partnerships. These flexible resources are a primary means for the Administration to target investments towards critical industry needs and build a pipeline of skilled workers in priority industries,

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including shipbuilding, advanced manufacturing, energy production (particularly nuclear energy), and the AI development ecosystem.

For instance, the Department of Labor will consider making funds available to states for an Industry Skills Training Fund that will support businesses in offering training programs that provide workers, including incumbent workers, with the skills needed to fill critical jobs in the local economy. Under this model, participating states will coordinate with the Departments to determine the priority industries and occupations within the state to be supported through the Industry Skills Training Fund. Employers within these industries will assess broad industry workforce needs, identify hard-to-fill roles, determine necessary skills and credentials, and develop or select the appropriate training program to prepare workers with the skills needed to succeed in the job. States would provide outcomes-based reimbursement to participating employers for costs associated with delivering industry skills training to build their workforce. Ensuring the resources are simple to access for employers will be essential to the success of this model.

Meeting critical industry workforce needs will require not only engaging the unemployed but also supporting the voluntary redeployment of workers currently employed in other sectors. In some cases, the only viable path to closing talent shortages in high-priority industries will involve workers leaving current jobs to pursue new opportunities that better align with national economic needs. The Departments will explore strategies to further incentivize and reduce the risk borne by individuals making these transitions, including through faster training pathways, stronger hiring commitments, and more viable financial arrangements. Supporting these types of transitions will be essential to realigning talent with the sectors most vital to American competitiveness.

### ***Modernizing and Aligning Career and Technical Education***

The Trump Administration is exploring inter-agency agreements between the Department of Education and the Department of Labor to develop close collaborations and partnerships that leverage each agency's expertise to maximize alignment between programs. Both agencies will provide a coordinated federal education and workforce system designed to more efficiently assist youth and adults enter into, and persist in, high-wage, high-demand, and high-skilled occupations. This includes partnering in the administration of programs with the Department of Labor, including CTE formula programs funded by Perkins V and the Perkins Innovation and Modernization (PIM) Grant program, which identifies, supports, and rigorously evaluates evidence-based and innovative strategies and activities to improve and modernize CTE. The PIM Grant program also ensures workforce skills taught in CTE programs align with labor market needs and engages businesses in determining those needs. The Administration will ensure that future PIM competitions are focused on further education and workforce alignment, including integrating apprenticeships and advancing innovation in CTE, such as advancing new models of work-based learning, learning and employment records, and skills-

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and competency-based education and hiring efforts, rather than focusing on priorities that are already allowable under Perkins V. The Administration will also ensure that PIM Grants drive alignment between CTE programs and the public workforce system by requiring the support of governors and state workforce boards for PIM Grant applications.

### **PILLAR II: Worker Mobility: Bringing more Americans into the labor force and helping them advance, including through the innovative use of technology and labor market data**

To reconnect millions of sidelined Americans with meaningful work, the public workforce system must be redesigned for simplicity, accessibility, and results. The Departments will lead an overhaul of fragmented access points by promoting shared eligibility standards, simplified intake processes, and integrated digital tools that allow workers to understand their options and pursue clear next steps. These efforts will ensure that regardless of background or circumstances, Americans can find a clear on-ramp to high-wage opportunities without navigating bureaucratic confusion or running into dead ends in the system.

#### ***Engaging and Supporting the Disconnected Workforce***

To bring more Americans back into the labor force, the Departments will prioritize outreach to long-term unemployed and underemployed populations, including those who have left the labor force entirely. The enhanced work requirements for able-bodied adults without dependents (ABAWDs) enacted through The One Big Beautiful Bill will fuel these efforts to reconnect Americans with the dignity of work. The Department of Labor will strengthen its partnership with the federal agencies that administer public assistance programs to maximize the skills training and work opportunities available to ABAWDs through the public workforce system and help these individuals transition off public benefits and become economically self-sufficient. The workforce system can play a critical role in partnering with employers to help train individuals that lack the necessary skillsets and work experience by offsetting some of the wages paid to these workers on their quest to become fully productive. Targeted approaches will be developed for recruiting men aged 25 to 54 who are statistically the most disconnected from the labor force.

The Departments will also support workforce strategies that strengthen transitions into employment for populations such as veterans and individuals who were formerly incarcerated. These efforts will focus on building reemployment pathways that recognize prior experience, reduce barriers to entry, and connect individuals to training and supportive services that lead to high-demand jobs. The Departments will work with state and local partners to identify effective models and explore flexible uses of funding to support training, credentialing, and other supportive services where appropriate.

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The Departments will work to establish self-sufficiency tools that will allow workers to determine the best pathway to enter paid employment and reach self-sufficiency. As part of this effort, the Departments will explore flexibilities within their programs to help ease the benefits cliff and reduce the disincentive for career advancement, such as through waivers to allow for supportive services to be permissible as a follow-up service after the individual has obtained employment if such services are structured in a manner to smooth the transition off public assistance programs. The Departments will also support strategies that develop core employability skills, which are often essential for reentering and staying in the workforce, particularly for individuals who have been disconnected from the labor market.

The Departments will also focus on the rapid reemployment of dislocated workers. The Department of Labor will identify opportunities to enhance the Reemployment Services and Eligibility Assessment Grants (RESEA) program, specifically in how it connects individuals receiving unemployment insurance (UI) to workforce needs. To the extent possible, the Department of Labor will encourage states to leverage advanced technology-enabled tools to inform the development of individual reemployment plans and more effectively apply UI claimant data to reduce UI duration. The Department of Labor will also work with states on opportunities to reform work search protocols within the UI system to better align UI claimants with the quickest path to return to work.

### *Using Technology to Enhance Career Navigation & Mobility*

Helping Americans navigate career pathways is a core function of a modern workforce system. Career coaching, whether delivered in person, virtually, or supported by AI tools, helps individuals identify viable paths to advancement, understand their options, and take actionable steps. The Departments will explore opportunities to scale high-impact, tech-enabled navigation and coaching models and ensure tools are designed to empower workers, while preserving the human connection that supports confident career decisions. These tools will be judged by their ability to deliver clear, actionable insights that help Americans access better jobs and help employers fill evolving roles more efficiently. The Departments will invest in digital platforms that promote career mobility, simplify service delivery, and support rapid skill matching aligned to current labor market demands. Where feasible, the Departments will support states and grantees in embedding competency-based assessment tools into the participant intake and service lifecycle, including credit for prior learning tools, to recognize prior experience, reduce duplication in training, and help workers advance based on demonstrated skills and abilities.

The Departments will explore the deployment of AI-assisted tools to enhance participant intake, streamline eligibility determination, and connect job seekers to multiple programs without duplication. Modular utilities will simplify frontline staff workflows, and data-sharing agreements will enable single-entry service platforms, reducing burdens and ensuring real-time navigation of training and support options. The Departments will also support the

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increased adoption, evaluation, best practices-sharing, and standards-setting for tools that demonstrate the ability to drive tangible labor market outcomes, rather than theoretical interoperability alone.

The Departments will also explore new uses of emerging technologies such as virtual reality, generative AI, and adaptive learning platforms to accelerate the development and delivery of workforce training. Virtual reality tools can expand access to hands-on learning and simulate job environments that are otherwise cost-prohibitive to replicate. Generative AI models offer the potential to dramatically reduce the time, cost, and complexity of creating and updating training programs, allowing for faster adaptation to evolving industry needs. AI-driven personalization may also help tailor instruction to individual learners in ways that improve engagement and completion rates. The Departments will support pilots and partnerships that test these technologies in high-demand sectors and will evaluate their potential to scale cost-effectively across the workforce system.

The Departments will support the adoption of skills-based practices across education, workforce, and corporate human resources systems that prioritize demonstrated ability over formal credentials. Skills-based approaches can improve hiring, training, and advancement decisions when grounded in clear, job-relevant evaluations. To support this shift, the Departments will promote models that move beyond simply making inferences about an individual's skills and instead evaluate the direct demonstration of those skills. This includes supporting the use of simulations and scenario-based assessments within career navigation, training programs, and hiring pipelines to validate job readiness. Where feasible, federal funding and technical assistance will help states, businesses, and providers adopt these practices at scale. These actions will improve the return on training investments and strengthen the connection between skill development and job outcomes.

### ***Modernizing Workforce Data and Systems***

The Departments will work together to strengthen responsive workforce and labor market information and eliminate information silos that hinder effective program administration, as directed under Executive Order 14243. This includes promoting open-source tools that support real-time skills data infrastructure, evaluating the role and limitations of federal resources like O\*NET and CareerOneStop, and upgrading data capabilities to maximize transparency and accessibility of federal data. The Departments will assess where they can add value in clarifying, cross-walking, or aligning high-quality skills taxonomies already developed by the private sector and explore improvements to their digital tools to ensure they help job seekers and employers make more informed workforce decisions. All three Departments will identify opportunities to unify federal education and workforce data systems and establish a federal initiative that analyzes opportunities for coordination across longitudinal databases, P-20 data sources, administrative wage records, and related programs. This initiative aims to provide states with a single, integrated framework for

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tracking education-to-employment outcomes, reducing duplication, and improving cross-agency data alignment.

The Departments will take steps to harmonize eligibility determinations and the online service platforms or interfaces for job seekers who might need to navigate multiple programs, ensuring data from job seekers is captured only once. This will include offering states, local communities, and industry intermediaries modular utilities around labor exchange and case management that synthesize the multiple tracking systems currently used by front line service delivery staff. States choosing to maintain their own workforce technology systems will be encouraged to ensure robust integration capabilities through standard Application Programming Interfaces (APIs) that allow authorized third parties to build job seeker tools that can easily share data with state workforce systems, reversing the longstanding pattern of closed-off state workforce technology ecosystems hampering innovation. The Departments will also issue guidance allowing eligibility determinations and data collected for one program to be used for other programs, where authorizations permit, to reduce duplicative paperwork and focus program and participant time on training and career activities. These technology and process reforms can repair the missed connections on the ground between the multiple federally-funded programs that support job seekers.

The Department of Labor will also evaluate the return on investment of existing American Job Center infrastructure and explore redesigning the national access strategy to better reach today's workforce. This includes supporting states and localities in piloting alternative access points, such as libraries, community centers, faith-based institutions, and other trusted locations with which workers and job seekers already engage. These improvements will complement efforts to modernize virtual tools to engage more individuals and reduce barriers to accessing workforce services.

### ***Identifying Credentials Aligned with Industry Demand***

Learners investing their own hard-earned money or taxpayer dollars in training need to know what has market value, so the Departments will develop a public Credentials of Value scorecard. The Departments will review ongoing state and private sector initiatives to inform the creation of a national tool that enables employers, job seekers, career coaches, and other workforce stakeholders to compare education and training programs based on quality assurance criteria including labor market outcomes, cost, duration, and credential type. This scorecard could integrate wage record data and credential transparency efforts to support informed decision-making.

The Departments will also strengthen alignment between state eligible training provider lists (ETPLs) and outcomes data. The Departments will strengthen oversight and guidance to ensure state ETPLs reflect training programs that demonstrate real economic value to workers, while making it easier for these effective programs to establish eligibility across

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## America's Talent Strategy: Building the Workforce for the Golden Age

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state lines. This can include issuing guidance defining minimum quality standards for states evaluating provider outcomes using wage record data and ensuring employers validate a need for the training, de-listing programs with consistently poor performance or lacking industry relevance, and publishing comparative dashboards. The Administration is also ready to work with Congress on statutory changes to further orient federally-sponsored training to providers with strong outcomes.

### ***Addressing Common Barriers to Job Training Enrollment and Completion***

The Departments will support local initiatives that partner with community organizations, employers, and faith-based groups to build trust, raise awareness, and offer supportive services such as childcare, transportation, and behavioral health support, that help individuals overcome structural barriers to employment. These supports are often decisive in whether individuals can enter, persist in, and complete training programs that lead to employment and long-term economic mobility. The Departments will work with states to identify how existing federal funding can be more effectively aligned to provide these services in ways that contribute directly to program outcomes such as training completion, job placement, and wage progression. This will include sharing best practices on program design and providing technical assistance on the use of existing authorities.

The Departments will also explore financing innovations that help shift the cost burden off workers, including deferred tuition models, outcome aligned student financing, and other mechanisms that account for the financial risk workers often assume when pursuing training. These models will be evaluated based on their ability to expand access to high-demand pathways and produce strong employment outcomes.

### ***Removing Licensing Barriers to Advance Workforce Mobility***

Occupational licensing requirements can serve as unnecessary barriers that restrict worker entry, block mobility across state lines, and slow transitions into high-demand careers. The Department of Labor will consider launching a coordinated federal analysis to identify the industries and occupations where outdated or inconsistent licensing requirements are limiting labor market flexibility, particularly in sectors with persistent talent shortages. The analysis will examine how burdensome occupational licensing rules intersect with reemployment and training efforts, and will explore strategies to incentivize states to adopt reciprocity frameworks, modernize licensing systems, or test alternatives to licensure. Where appropriate, reforms may be tied to flexible federal funding or performance-based incentives to accelerate adoption.

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 America's Talent Strategy: Building the Workforce for the Golden Age
 

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### *Implementing Workforce Pell*

With the enactment of The One Big Beautiful Bill Act, Workforce Pell Grants provide an opportunity to align the supply of talent and training programs to labor market demand. Workforce Pell will allow learners to access Pell Grants for high-quality, short-term workforce training programs. Programs that are aligned to immediate employment opportunities are key for raising the national labor force participation rate.

The Departments will work with governors and state workforce boards to identify the high-quality programs leading to positive employment outcomes that should be eligible for Workforce Pell. The enactment of Workforce Pell Grants also creates new opportunities to better align WIOA services including case management, career navigation, and employer engagement with training that can be supported through Pell Grants. The Department of Labor can provide technical assistance to states to ensure statutory provisions designed to ensure Pell Grants are the primary source of funding used, when available, are implemented with fidelity.

### **PILLAR III: Integrated Systems: Replacing a fragmented web of duplicative programs with a streamlined, coordinated system that delivers unified workforce services**

#### *Restructuring and Consolidating Workforce Programs*

Consolidating multiple workforce programs into a single, more cohesive system leads the way for states to provide integrated services, reduce duplication, and be more responsive to the evolving needs of industry and the workforce, leading to better employment outcomes for job seekers. The Administration will work with Congress to implement the MASA proposal described in the President's FY 2026 Budget, which will consolidate multiple programs into a single grant for states' flexible use, through WIOA reauthorization or through FY 2026 appropriations provisions.

The MASA proposal could also include additional programs that are currently siloed and are good candidates for streamlined state administration. Just as the Trump Administration is reimagining how to integrate Department of Education programming into the Departments of Commerce and Labor initiatives, the Departments want to challenge states to similarly reimagine their structures. The MASA proposal will allow states to redesign their education and workforce systems around the needs of their learners, job seekers, and employers. For example, some states may determine that integrating entire local workforce board functions at a local community college would make it easier for workers to access the training they need to obtain employment.

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## America's Talent Strategy: Building the Workforce for the Golden Age

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To enable states to further streamline programs, the Administration will work with Congress on a legislative proposal to establish an authority for states, similar to the P.L.102-477 authority for Tribes and the flexibility already available to territories, to allow for the consolidation of disparate workforce funding with clear accountability provisions and parameters aligned to the five strategic pillars of the Vision for America's Workforce.

### ***Reorganizing Federal Statistical Agencies***

The Administration will work with Congress to consolidate federal statistical agencies and reorganize the Bureau of Labor Statistics, Bureau of Economic Analysis, and the Census Bureau within the Department of Commerce. This proposal aims to leverage data collection and analysis synergies, increase cost-effectiveness, improve data quality, and reduce respondent burden. The reorganization can shape how the federal government provides labor market information and measures program performance and make the federal government more efficient by housing data organizations in one place.

### ***Streamlining Program Administration***

The Departments will identify opportunities to direct their competitive grant resources towards effective states and grantees so taxpayer dollars can more efficiently benefit the American worker. Specifically, the Departments will structure competitive grant opportunities to award funds to state applicants, as allowable, who will integrate state workforce investments and deliver industry-driven training through central points of access. The Departments' technical assistance will support effective integration of discretionary resources into states' workforce strategies, driven by the needs of industries within each state. Federal reporting burdens will be reduced through harmonized metrics, AI-enabled validation tools, and streamlined data systems that support outcome tracking, not compliance overhead.

To respond to industry needs instead of bureaucratic mandates, the Departments are actively seeking to simplify state staffing and governance requirements. A proposed rule will remove the Wagner-Peyser merit staffing regulations that hamstring state efforts to integrate employment services with training programs. The Departments will support governors in re-organizing their service delivery and agency organizations, using the maximum flexibility available within current law, and providing intensive and ongoing technical assistance regarding the waiver flexibilities that governors have at their disposal.

### ***Building a Unified Federal Workforce Approach***

Federal agencies will also establish interagency agreements to promote efficient and consistent administration of similar workforce programs and better alignment of resources with the Department of Labor as a convening agency. This will create synergy between currently disconnected federal investments in workforce development and drive consistent

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America's Talent Strategy: Building the Workforce for the Golden Age

implementation of the five strategic pillars across agencies, while fostering a workforce system that is easier to navigate for businesses and workers. Through the use of interagency agreements, the Federal agencies will be able to identify and address programmatic inconsistencies between workforce investments and coordinate federal investments targeting industry sectors critical to the national economy.

**PILLAR IV: Accountability: Ensuring federally funded workforce programs deliver measurable results by linking investments to outcomes & enforcing performance discipline**

*Reforming, Redirecting, or Eliminating Ineffective Programs*

Job Corps is a failed experiment to help America's youth, and the Trump Administration is concerned about the program's financial unsustainability and poor performance. Job Corps students do not consistently see improved workforce outcomes, despite an exorbitant Federal cost (some centers spend more than \$400,000 per graduate), and students facing similar barriers to employment would be better served in alternative programming at a fraction of the cost. Similarly, the Senior Community Service Employment Program (SCSEP) is ineffective and fails to consistently move seniors into unsubsidized, gainful employment. The Administration proposes to eliminate both Job Corps and SCSEP in the President's FY 2026 Budget.

The Administration proposes to eliminate the Adult Education Program. The Adult Education and Family Literacy Act (AEFLA) is part of the public workforce system by statute, as Title II of WIOA, but duplicates the services provided by other WIOA programs. The Administration proposes to substantially reform the Federal Work Study program to target it towards demonstrated industry needs, career-relevant employment, and learner-centered opportunities to serve low-income individuals.

To redirect taxpayer resources away from ineffective programs, the Departments of Labor, Education, and Commerce aim to shift awards to successful programs, by allowing agencies to terminate grants failing to meet first year benchmarks and re-obligating the funding to successful grantees. The Departments will use flexibilities, where available, to incorporate this strategy into competitive awards and will work with Congress to discuss legislative flexibilities to expand the WIOA recapture authority for states to ensure funding does not linger with poor performing grantees. The Departments will also support states and local areas in implementing the allowable but underused pay-for-performance authority, including promoting pay-for-performance contracting and strategies through discretionary grants and easing undue burdens that have stifled interest in pursuing this strategy. Pay-for-performance strategies direct funding toward providers that demonstrate real success in connecting people to high-wage jobs. These models ensure public investments generate measurable returns in employment, earnings, and credential attainment.

### ***Streamlining Reporting Administration***

To further ease the burden on states' administration of their education and workforce development resources, the Departments will also reform administrative processes to enhance efficiency and reduce burdens on grantees. For instance, the Departments will streamline and reduce reporting burdens and focus on performance metrics that illustrate measurable impacts on reducing overall unemployment and progressing workers into higher-paid jobs. This includes providing grantees with utilities that simplify data linkages for employment outcomes; easing grantee reporting burden and strengthening data validity; and publishing performance data in a single, easy-to-navigate website to clearly communicate outcomes to taxpayers. Information collection requests will be reviewed across all programs and any data elements that are not statutorily required and do not advance the goals of the program will be removed. The Departments will pursue additional reforms to simplify the performance accountability system under WIOA to ensure it can be fully and consistently implemented to drive program improvement.

This approach builds upon the work of the Census Bureau's Evidence Group, which has developed an infrastructure to: (1) produce characteristics of workforce development training participants and (2) use a standardized approach to gathering data on participants and linking that data to Census Bureau longitudinal data assets, including data on earnings and employment, in order to study the long-term outcomes of these programs for individuals, businesses, and communities. This data infrastructure, along with the Evidence Group's highly skilled social science analysts, enables the Census Bureau to rapidly deploy an analysis framework to build evidence to evaluate any type of workforce development program.

Where feasible, the Departments will harmonize performance measures and direct workforce programs across government to report the employment and earnings outcomes of participants and facilitate the use of administrative data sets like UI wage records to determine those employment outcomes. The Departments will also pilot automation-friendly reporting infrastructure and test the transition from manual, file-based submissions to automated, API-enabled reporting infrastructure, which could submit data continuously through system-to-system connections and use AI-assisted validation tools to reduce error rates.

### ***Evaluating Outcomes and Impacts***

The Departments will also explore other methods to evaluate outcomes. For instance, the Departments will explore how to evaluate training programs based on the earnings change that participants experience after completing training. The Departments will compare the participants' pre- and post-completion earnings with the cost of the program to assess program value and will explore the integration of training program participant cost data to

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## America's Talent Strategy: Building the Workforce for the Golden Age

calculate a “return on investment.” Congress may also consider making earnings change from training a primary indicator of performance for the core programs in WIOA reauthorization.

Programs can also be evaluated in terms of whether they address talent shortages. Beyond participant level outcomes, reauthorized programs could directly measure program contribution towards addressing systems-level talent shortages: e.g., the number of workers a program/system places into priority industries and its impact on closing identified skills shortages in a region.

### *Verifying Participant Work Authorization*

The Administration is taking significant steps to ensure all taxpayer-funded workforce services are reserved for individuals who are legally authorized to work, protecting high-paying jobs for American workers. The Department of Education issued a Notice of Interpretation requiring post-secondary education and CTE programs to verify the eligibility of participants and the Department of Labor issued a Training and Employment Guidance Letter requiring workforce programs to verify the work-authorization status of all participants prior to delivering services. The agencies will provide technical assistance and monitor grantees to ensure compliance with these policies that are critical to ensure federal workforce programs are not misspending any taxpayer funding on individuals that cannot ultimately accomplish the goal of high-paying employment.

## **PILLAR V: Flexibility & Innovation: Creating new models of workforce innovation built to match the speed and scale of AI-driven economic transformation**

### *Leveraging Statutory Authorities to Promote Flexibility and Innovation*

The Department of Labor will clarify its interpretation of the WIOA waiver authority and promote new waivers to statutory requirements that are barriers to reform and innovation. In considering state waiver requests, the Department of Labor will encourage states to propose innovative reforms that realign their workforce system to match the five strategic pillars of the Departments' vision for worker investment and be held accountable for achieving improved outcomes. For instance, the Department of Labor will continue to encourage states and local workforce boards to provide more WIOA incumbent worker training, including through waivers of statutory caps as needed, and updating priority of service guidance to clarify all job seekers who remain eligible for WIOA programs, including incumbent workers. The Department of Labor will also consider requests for waivers or pilot authority that enable partnerships with non-traditional training providers and support models that may fall outside WIOA's current approach for delivering training, particularly where they are directly tied to measurable labor market outcomes. When reviewing waiver requests, the Department of Labor will be particularly interested in state proposals that will direct more resources towards building the talent pipeline for industry sectors critical to achieving national economic priorities.

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## America's Talent Strategy: Building the Workforce for the Golden Age

The Departments also plan to maximize flexibility for tribes, particularly through the P.L. 102-477 authority, often referred to as the “477 Program,” which allows federally-recognized tribes to consolidate their funding into a single award administered by the Bureau of Indian Affairs (BIA) in order to streamline administrative requirements and promote self-sufficiency through workforce and economic development. Tribes seeking to use the 477 Program sometimes face difficulties in federal agency approval processes, limiting the number of tribes that benefit from this authority. Agencies will identify additional programs that tribes could consolidate and will work with BIA to support tribes that want to shift towards the 477 Program.

The Departments will prioritize building a more agile education and workforce system that can adapt to the rapid pace of economic and technological change. This includes identifying and addressing structural and regulatory barriers that slow system response, promoting models that allow for faster feedback loops between employers, workers, and training providers, and using pilot programs to test new approaches. The Departments will promote strategies that enable faster adjustment of training programs, quicker deployment of new models, and more responsive alignment to real-time labor market needs.

### ***Establish AI Workforce Efforts to Identify and Navigate Ongoing Impacts***

Led by the Department of Labor through the Bureau of Labor Statistics (BLS) and the Department of Commerce through the Census Bureau and the Bureau of Economic Analysis (BEA), the agencies will study AI's impact on the labor market by using data they already collect on these topics, such as the firm-level AI adoption trends Census tracks in its Business Trends and Outlook Survey. These agencies could then provide analysis to support tracking of AI adoption, job creation, displacement, and wage effects. Further, the Administration will establish the AI Workforce Research Hub under the Department of Labor to lead a sustained federal effort to evaluate the impact of AI on the labor market and the experience of the American worker, in collaboration with BLS and DOC through the Census Bureau and BEA. The Hub would produce recurring analysis, conduct scenario planning for a range of potential AI impact levels, and generate actionable insights to inform workforce and education policy.

### ***Prioritize AI Literacy and Skill Development across the Workforce System***

The Department of Labor, in partnership with the National Science Foundation and the Department of Education, will consider publishing a national framework around the core competencies and best practices for AI literacy education that are aligned to industry demand. The framework will provide voluntary guidance to support the evaluation of high-quality AI literacy content and its effective integration into education and workforce systems, to help accelerate AI skill development for American youth, job seekers, and workers across the country.

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## America's Talent Strategy: Building the Workforce for the Golden Age

The Departments will prioritize AI skill development as a core objective of relevant education and workforce funding streams. This will include promoting the integration of AI skill development into relevant programs related to career and technical education, workforce training, and apprenticeships initiatives.

### ***Launch National Networks of AI Learning Efforts***

To ensure broad access to AI-era training, the Administration will support the creation of regional AI learning networks, with employer-led, cross-sector partnerships that serve as training and innovation centers for the AI economy. These networks will build on federal investments in advanced industries and be supported through competitive grants that reward partnerships between employers, community colleges, and training providers. Special focus will be placed on ensuring all communities gain access to these opportunities, creating shared prosperity in the AI era.

The Department of Education, in partnership with the Department of Labor, the Department of Commerce, and the National Science Foundation's AI Institute, will also convene a network of community college and university AI centers to explore how best to integrate AI education across institutional offerings to equip graduates for an AI-driven economy.

### ***Deploy AI-Focused Pilots to Drive Rapid Retraining and Other AI-Era Innovation***

To meet the pace of labor market disruption driven by AI, the Department of Labor will deploy existing authorities and funding streams to pilot new models for rapid retraining, workforce transitions, and innovation across the workforce system. The Department of Labor will leverage available discretionary funds, where appropriate, to fund rapid retraining for individuals impacted by AI-related job displacement. Pilots may support worker-directed vouchers or employer-based training models, depending on local capacity and need. The Department of Labor will issue clarifying guidance to help states identify eligible dislocated workers in sectors undergoing significant structural change tied to AI adoption, as well as guidance clarifying how state Rapid Response funds can be used to proactively upskill workers at risk of future displacement. These efforts may include pilots that directly fund innovative training models at the national level, especially those with strong employer validation and measurable outcomes.

The Departments of Labor and Commerce will also rapidly pilot new approaches to workforce challenges created by AI, which may include areas such as rapid retraining needs driven by worker displacement and shifting skill requirements for entry-level roles. These pilots will be carried out by states and workforce intermediaries using existing waiver and demonstration authority under WIOA and the Public Works and Economic Development Act, and will be designed to surface scalable, performance-driven strategies that help the workforce system adapt to the speed and complexity of AI-driven labor market change.

## CLOSING

In summary, America's Talent Strategy: Building the Workforce for the Golden Age delivers an industry-led blueprint to secure America's economic strength by establishing robust talent pipelines in vital sectors, while creating clear, efficient pathways for millions of workers to access high-wage careers. By unifying federal programs, harnessing data-driven tools, and empowering states, employers, and regional partnerships to drive sector-focused action, the Trump Administration will close critical skills gaps, boost labor-force participation, and drive sustainable growth. These reforms will arm American businesses with the skilled workers they need and will ensure American workers can claim the jobs that build our nation's future prosperity.

**Virginia Career Works Northern Region**  
**Board of Directors Meeting**  
**Employer Recognition Award – September 2025**

**U.S. Army Child & Youth Services (CYS), Fort Belvoir**

Over the past 24 months, CYS has run an **efficient, community-centered hiring pipeline** in partnership with VCW Northern American Job Centers in South County Fairfax, Annandale, and Cherokee Ave. in Alexandria.). Across roughly a dozen events—including five single-employer fairs—CYS operated an onsite “application → interview → same-day contingent offer” model that turns Center visits by jobseekers into Federal Non-Appropriated Fund (NAF) jobs. To drive turnout, the Fairfax County Department of Family Services **Employer Engagement team promoted and supported these fairs**, boosting candidate flow and conversions. Results to date: ~40 hires/placements and ~110 contingent offers; the spread reflects standard childcare background screens, candidate withdrawals, and periodic budget shifts.

The hires are **Child and Youth Program Assistant** [USAJOBS - Job Announcement](#) (CY-01/02) direct-care roles across child development and school-age programs—safety/supervision, activity planning, and positive program environments. Current advertised pay at Fort Belvoir is **\$20.31–\$25.70/hour**, with Regular FT/PT and Flexible schedules; Regular appointments are fringe benefits eligible.

**Why the childcare benefit matters here.** CYS provides a **100% child care fee discount for the first child** (for staff working  $\geq 15$  hours/week) and **no less than 25% off the second**. In Fairfax County, the **median annual childcare cost is about \$22,953**. Practically, that first-child discount equates to roughly **+\$11/hour** in effective compensation for a full-time employee (and **~+\$2.75/hour** for a second child at 25%), materially improving take-home value in our market.

CYS has turned the Northern Virginia American Job Centers into a same-day hiring engine for quality, benefits-eligible roles—delivering throughput, a replicable playbook other high-volume employers can adopt, and tangible support for working families in Northern Virginia.

# Department of Family Services

## Employment & Training Team Report

thru June 2025

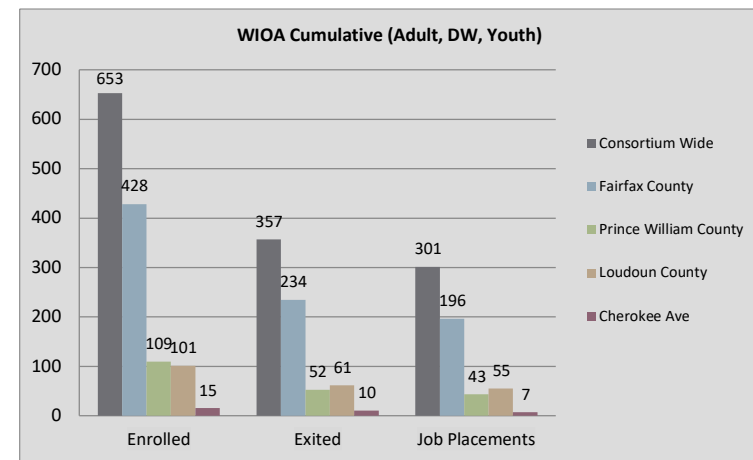
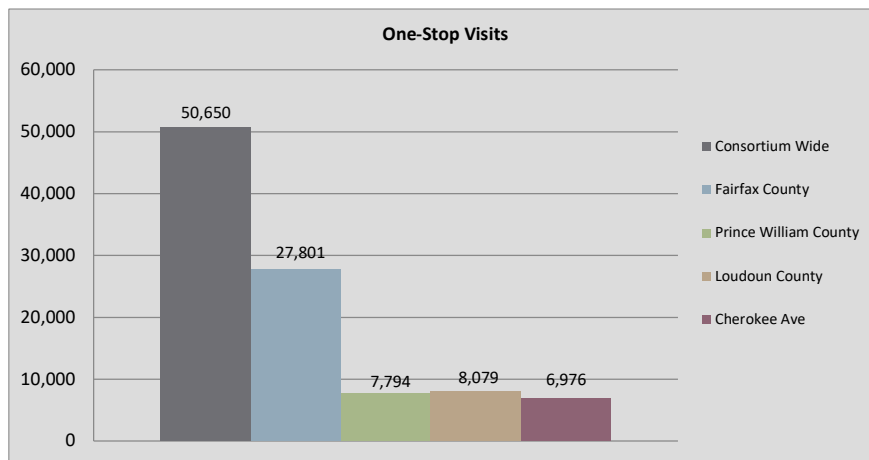


- Pages 1-2: Workforce Innovation and Opportunity Act Program
- Page 3: Workforce Innovation and Opportunity Act/Other Grants
- Page 4: ITA and OJT Breakdown
- Page 5: Senior Community Service Employment Program (SCSEP)

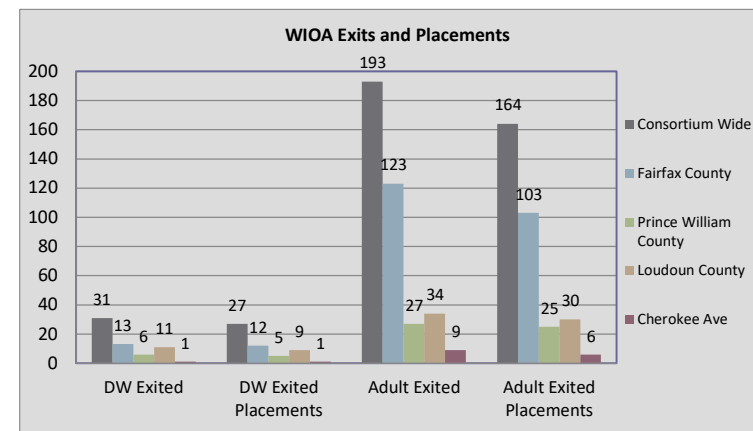
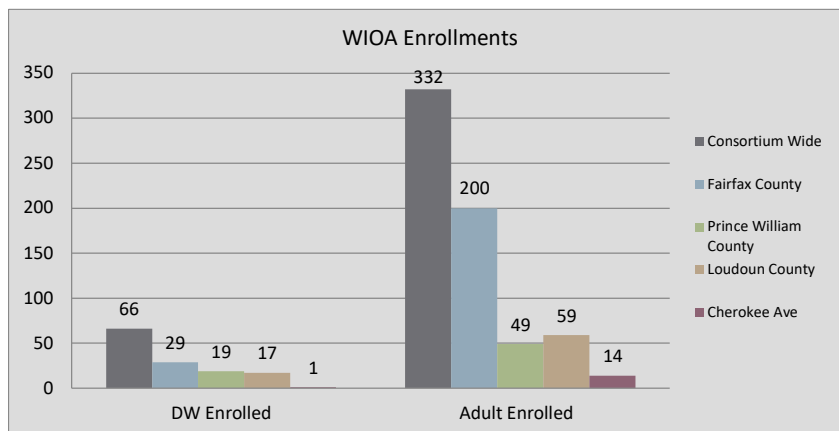


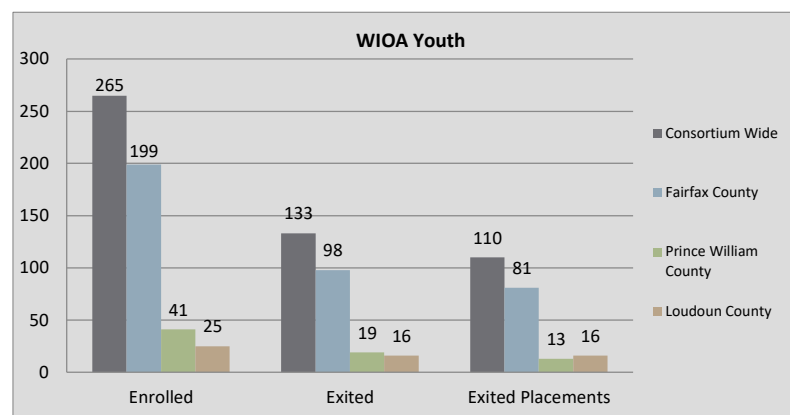
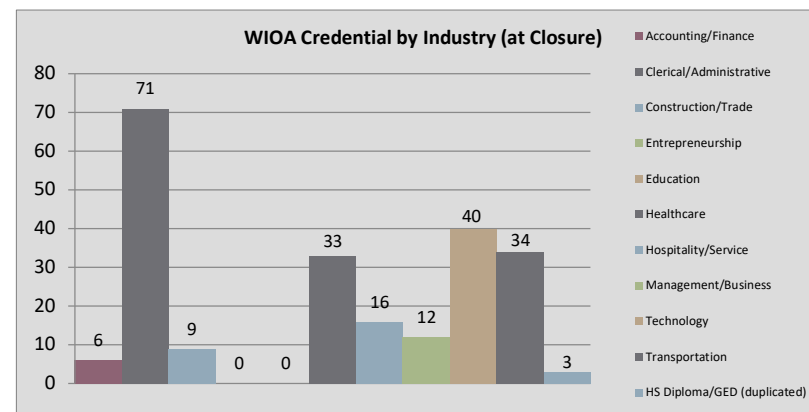
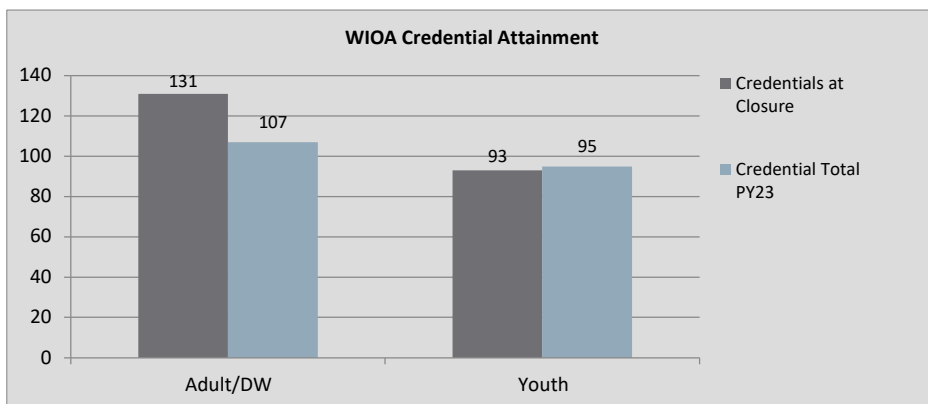
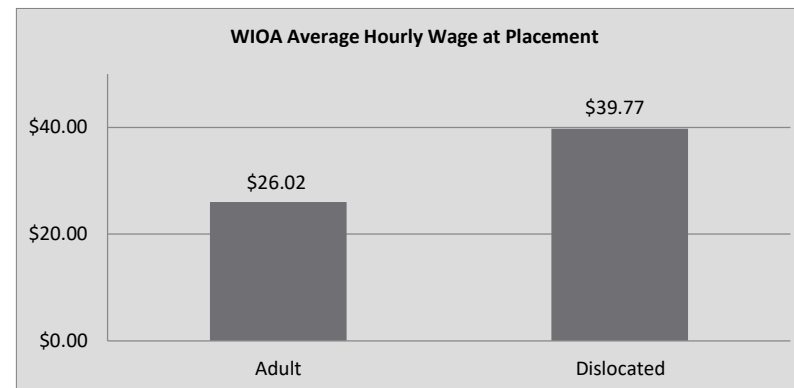
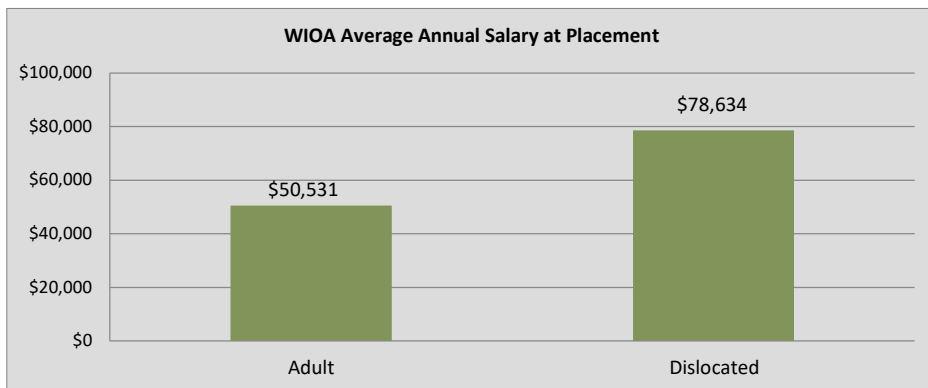
# **Northern Virginia Workforce Development Area, LWDA XI** WIOA Adult, Dislocated Worker, and Youth Statistics (July 1, 2024 - June 30, 2025)

At-A-Glance		
One-Stop Services*	WIOA Services (Youth/Adult/DW)	All Employment & Training Programs
Center Visits 50,650	Total Participants 653	
One-Stop Job Placements 21	WIOA Job Placements 301	Total Enrolled 663
Average Hourly Wage at Placement \$25.00	Average Hourly Wage at Placement (Adult) \$26.02	Total Exited 357
* Visit numbers include in-person and virtual services being provided by center programs. Note: Core placements are updated quarterly.	Average Hourly Wage at Placement (DW) \$39.77	Total Job Placements 301
	Average Hourly Wage at Placement (Youth) \$16.94	Total Participants with Disabilities 186
	Credentials Received in PY24 202	Total Veterans 20
	Credentials Received at Closure 224	

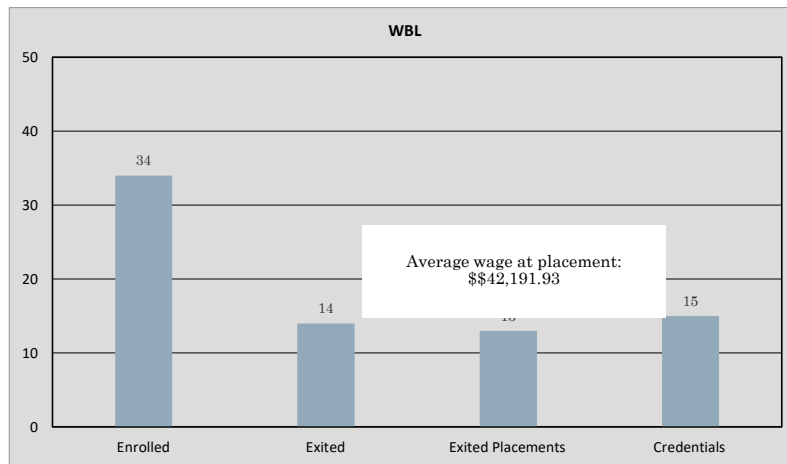
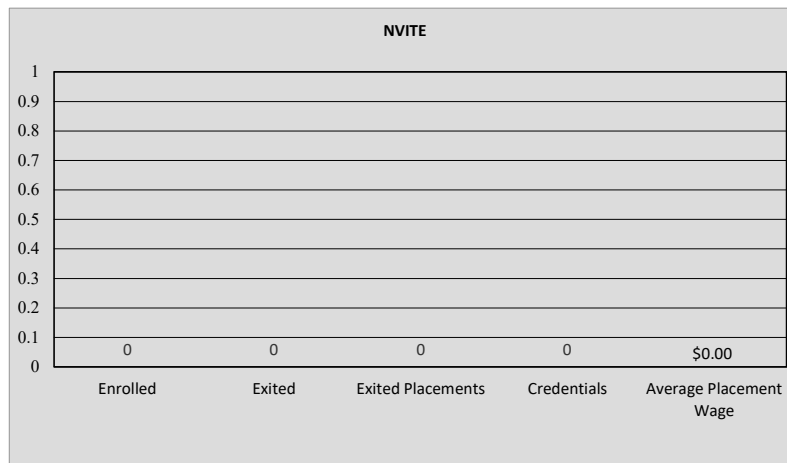
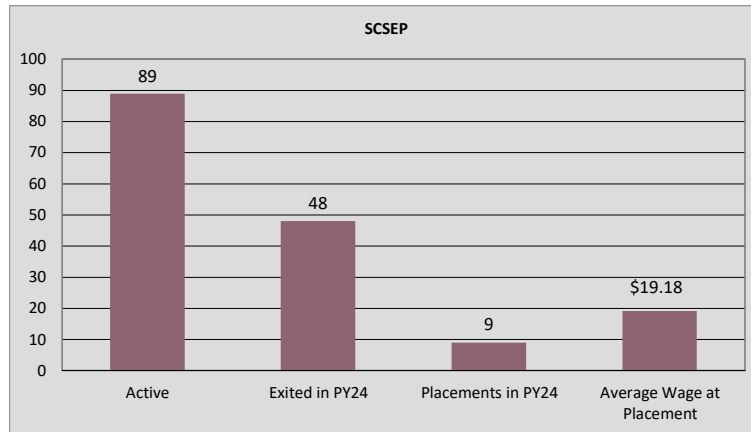


**WIOA Breakdown - Adult, Dislocated Worker and Youth**





**Northern Virginia Workforce Development Area, LWDA XI**  
WIOA Grants and Other Programs Statistics (July 1, 2024 - June 30, 2025)  
**Non-WIOA Grants**



**Breakdown of ITAs and OJTs***As of June 30, 2025*

ITAs / INDUSTRY	Obligated Funds	Additional Training Expenses	WIOA YOUTH		WIOA ADULT/DW		TOTAL
			Number	Percent	Number	Percent	
Accounting/Finance (AF)	\$749.00		0	0.00%	2	1.61%	2
Clerical /Administrative (CA)	\$0.00		0	0.00%	0		0
Construction / Trade (CT)	\$35,285.00		11	21.57%	5	4.02%	16
Education (Ed)	\$0.00		0	0.00%	0	0.00%	0
Healthcare (He)	\$143,087.00		18	35.29%	29	23.38%	47
Hospitality Services (HS)	\$39,210.00		5	9.80%	8	6.49%	13
Literacy (LA)	\$14,506.00		11	21.57%	1	0.81%	12
Management/Business (MB)	\$70,306.00		2	3.93%	24	19.34%	26
Technology (Tech)	\$90,999.00		4	7.84%	23	18.55%	27
Transportation (TR)	\$140,495.00		0	0.00%	32	25.80%	32
Others			0	0.00%	0	0.00%	0
<b>TOTAL</b>	<b>\$534,637.00</b>	<b>\$0.00</b>	<b>51</b>	<b>100.00%</b>	<b>124</b>	<b>100.00%</b>	<b>175</b>

ITAs / INDUSTRY	Obligated Funds
Accounting/Finance (AF)	\$749.00
Clerical /Administrative (CA)	\$0.00
Construction / Trade (CT)	\$35,285.00
Education (Ed)	\$0.00
Healthcare (He)	\$143,087.00
Hospitality Services (HS)	\$39,210.00
Literacy (LA)	\$14,506.00
Management/Business (MB)	\$70,306.00
Technology (Tech)	\$90,999.00
Transportation (TR)	\$140,495.00
Others	
<b>TOTAL</b>	<b>\$534,637.00</b>

OJT Obligated by Grants	OJT /WEX Amount
WIOA Adult	\$76,146
WIOA DW	\$1,589
Youth	\$75,145
<b>TOTAL</b>	<b>\$152,880</b>

## Northern Virginia Workforce Area #11

## SCSEP Monthly Report - June 2024

SCSEP Eligible Clients Identified	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
SCSEP Active Participants	116	121	123	119	112	108	107	102	102	99	95	89
Transferred to NCOA Data Team	0	0	0	0	0	0	0	0	0	0	0	0
Participants on LWOP	4	4	5	7	6	6	5	5	5	11	7	6
New SCSEP Enrollments	0	3	1	0	1	1	0	0	1	1	0	2
Re-Enrollments	0	1	1	0	0	1	0	0	0	0	0	0
Average Age of Enrolled	66	66	66	66	66	66	66	66	66	66	66	66
Persons Screened/Intake	33	58	63	71	45	49	47	71	81	43	12	29
New SCSEP Applications Received	12	14	7	13	7	4	15	12	7	8	-	6
Exited from Program	3	1	2	4	7	6	2	3	3	3	8	6
Exited with Placement	1	0	0	1	0	3	0	2	1	0	0	1
Average Employed Monthly Wage	\$ 15.34	\$ -	\$ -	\$ 22.00	\$ -	\$ 15.90	\$ -	\$ 29.72	\$ 14.50	\$ -	\$ -	\$ 17.62
Information Session Attendance	11	13	16	27	16	17	20	28	26	15	11	3
Active Host Site Agencies	23	23	24	24	25	26	27	28	28	29	30	29
Host Site Agencies with Slots	1	2	4	5	1	1	2	4	4	3	1	6
Number of Available Slots	1	3	10	16	1	1	3	10	10	3	1	20
Participants Referred to Host Site	1	4	7	15	1	2	5	10	6	4	6	20
New Host Site Agencies Contacted	2	6	11	3	4	2	7	1	1	2	1	0
Referral from WIOA One Stop Centers	3	0	4	8	4	3	9	0	0	3	2	3
Dual Enrolled with WIOA	0	0	0	0	0	0	1	0	0	0	0	0

# Department of Family Services

## Employment & Training Team Report

thru July 2025



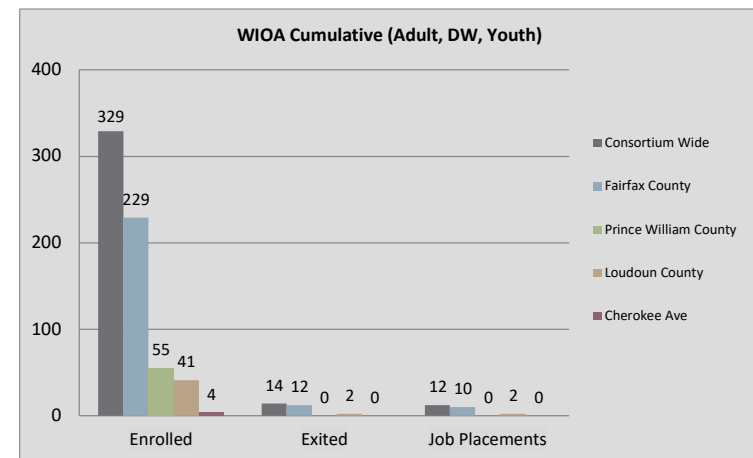
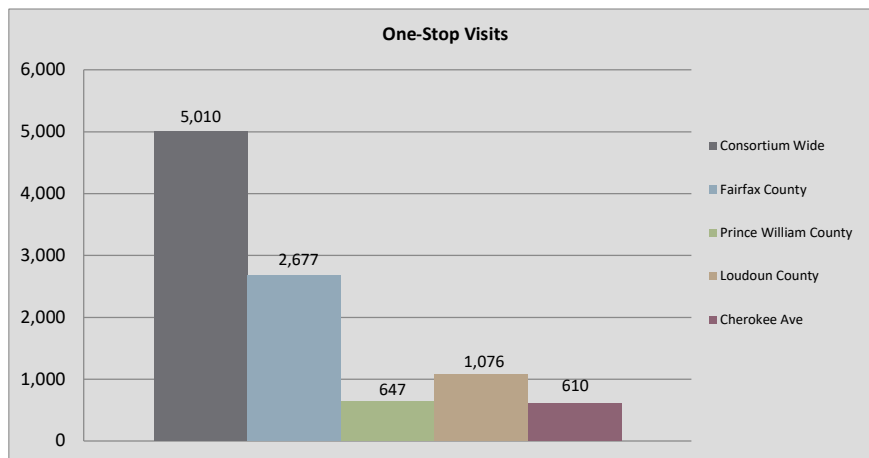
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- Page 3: ITA and OJT Breakdown



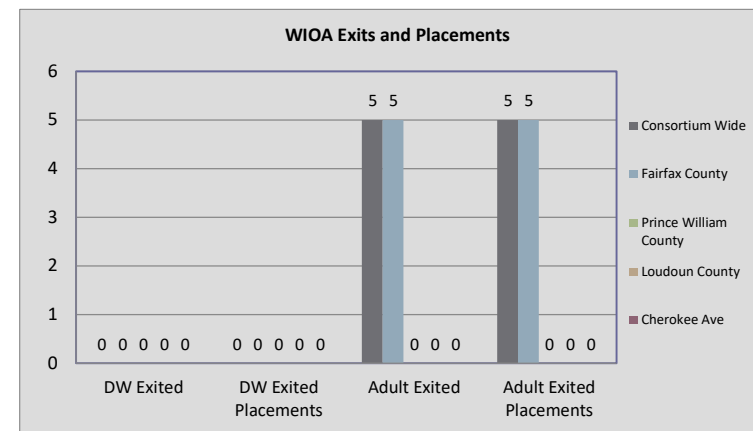
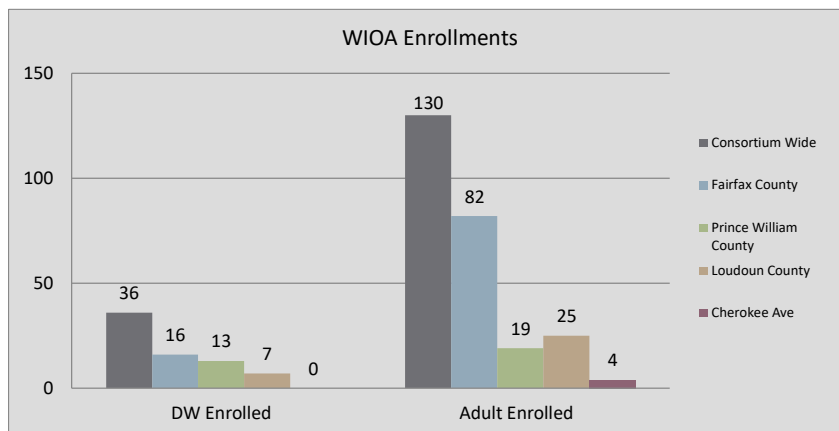
# Northern Virginia Workforce Development Area, LWDA XI

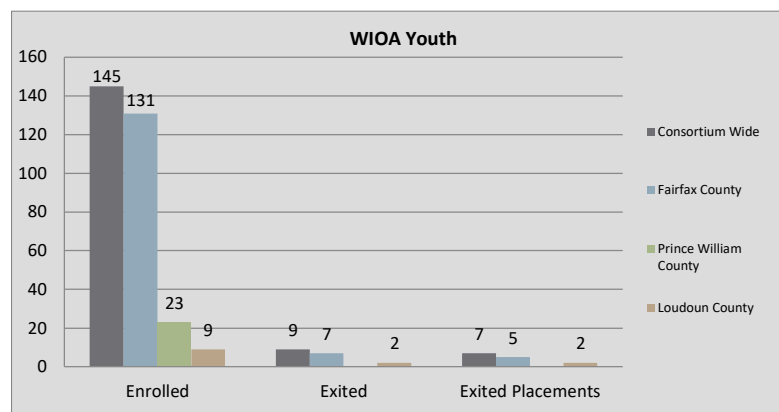
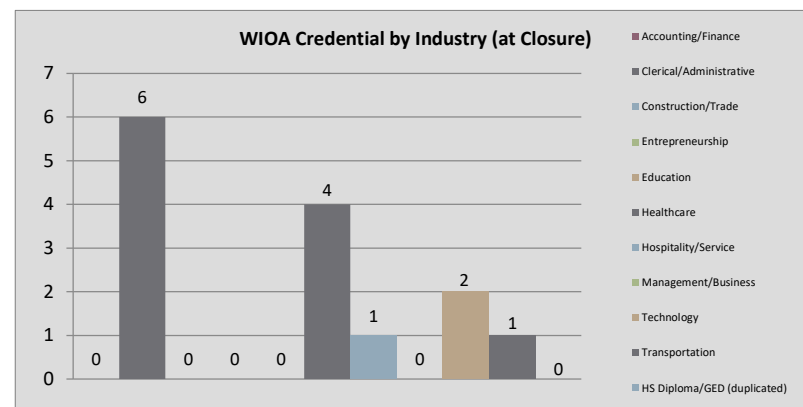
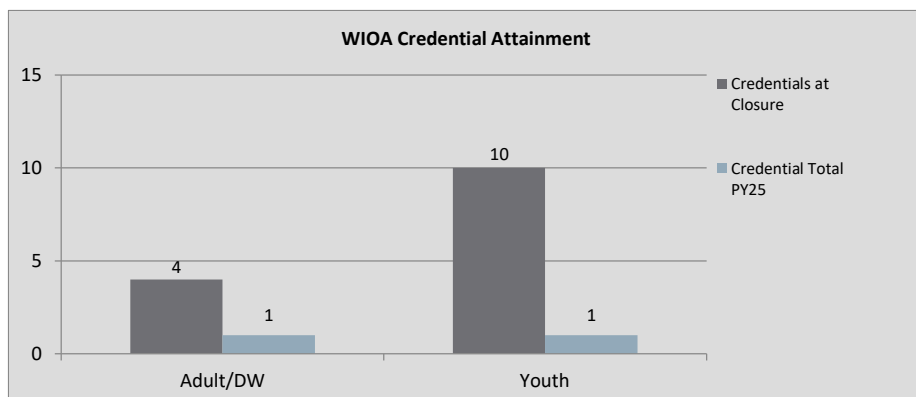
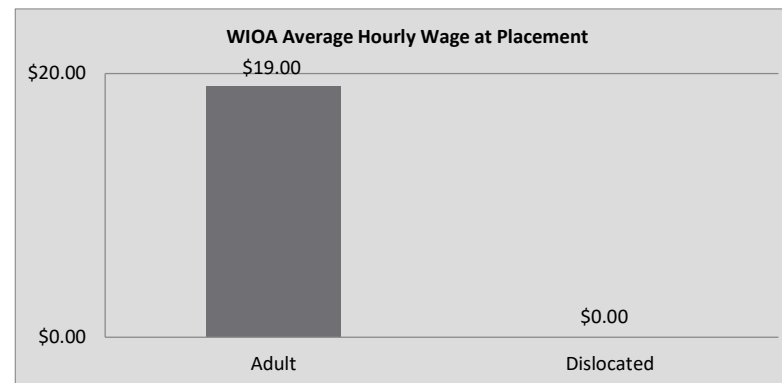
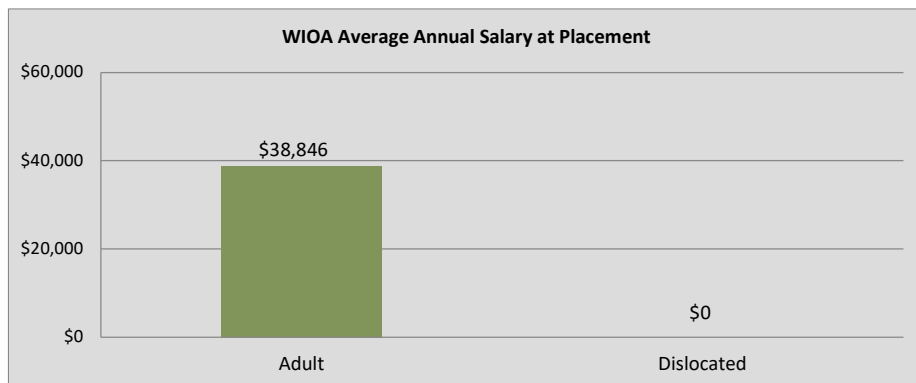
WIOA Adult, Dislocated Worker, and Youth Statistics (July 1, 2025 - July 31, 2025)

At-A-Glance					
One-Stop Services*		WIOA Services (Youth/Adult/DW)		All Employment & Training Programs	
Center Visits	5,010	Total Participants	329		
One-Stop Job Placements	52	WIOA Job Placements	12	Total Enrolled	311
Average Hourly Wage at Placement	\$38.50	Average Hourly Wage at Placement (Adult)	\$19.00	Total Exited	14
* Visit numbers include in-person and virtual services being provided by center programs.  Note: Core placements are updated quarterly.		Average Hourly Wage at Placement (DW)	\$0.00	Total Job Placements	12
		Average Hourly Wage at Placement (Youth)	\$18.21	Total Participants with Disabilities	94
		Credentials Received in PY24	2	Total Veterans	10
		Credentials Received at Closure	14		



WIOA Breakdown - Adult, Dislocated Worker and Youth





**Breakdown of ITAs and OJTs***As of July 31, 2025*

ITAs / INDUSTRY	Obligated Funds	Additional Training Expenses	WIOA YOUTH		WIOA ADULT/DW		TOTAL
			Number	Percent	Number	Percent	
Accounting/Finance (AF)	\$4,215.00		0	0.00%	1	3.85%	1
Clerical /Administrative (CA)	\$0.00		0	0.00%	0	0.00%	0
Construction / Trade (CT)	\$11,300.00		1	25.00%	2	7.70%	3
Education (Ed)	\$0.00		0	0.00%	0	0.00%	0
Healthcare (He)	\$14,788.00		2	50.00%	4	15.38%	6
Hospitality Services (HS)	\$0.00		0	0.00%	0	0.00%	0
Literacy (LA)	\$1,963.60		1	25.00%	0	0.00%	1
Management/Business (MB)	\$12,411.50		0	0.00%	4	15.38%	4
Technology (Tech)	\$33,047.00		0	0.00%	10	38.46%	10
Transportation (TR)	\$22,250.00		0	0.00%	5	19.23%	5
Others	\$0.00		0	0.00%	0	0.00%	0
<b>TOTAL</b>	<b>\$99,975.10</b>	<b>\$0.00</b>	<b>4</b>	<b>100.00%</b>	<b>26</b>	<b>100.00%</b>	<b>30</b>

ITAs / INDUSTRY	Obligated Funds
Accounting/Finance (AF)	\$4,215.00
Clerical /Administrative (CA)	\$0.00
Construction / Trade (CT)	\$11,300.00
Education (Ed)	\$0.00
Healthcare (He)	\$14,788.00
Hospitality Services (HS)	\$0.00
Literacy (LA)	\$1,963.60
Management/Business (MB)	\$12,411.50
Technology (Tech)	\$33,047.00
Transportation (TR)	\$22,250.00
Others	\$0.00
<b>TOTAL</b>	<b>\$99,975.10</b>

OJT Obligated by Grants	OJT /WEX Amount
WIOA Adult	\$18,142
WIOA DW	\$0
Youth	\$8,313
<b>TOTAL</b>	<b>\$26,455</b>

**VIRGINIA CAREER WORKS - NORTHERN  
BOARD OF DIRECTORS MEETING**

**SUMMARY SHEET**

**SUBJECT: Executive Director Items**

The Executive Director will discuss the following items at the Board of Directors meeting.

- **PY 2024 WIOA Monitoring Report Issued** – Virginia Works has issued the VCW Northern WIOA Monitoring Report for PY 2024. Our Team continues to respond and correct the Report's Findings and Issues that were identified.
- **Talent Up Fairfax Program Awarded By Virginia Association of Counties** – The Talent Up Fairfax program, administered by The *SkillSource* Group, Inc. in partnership with the Fairfax County Department of Economic Initiatives, has been recognized for achievement by VACO in Summer 2025. The Talent Up Fairfax model recognized by VACO is now being retooled to serve displaced Federal workers and contractors across the Northern Virginia region. These public service innovations will benefit the entire Commonwealth.
- **Executive Director Interviewed By I Build America Podcast** – In June 2025, David Hunn was featured in the I Build America podcast - <https://www.youtube.com/watch?v=XyyXvHhBP5U&t=395s>
- **Contract and Grant Award Matrix** – The pending contract and grant proposal matrix for The *SkillSource* Group, Inc. and the Virginia Career Works Northern Region is attached.



**Department of Workforce Development and Advancement**

**Workforce Innovation and Opportunity Act  
Title I Programs  
Annual Compliance Review**

**Issued to:**

**Virginia Career Works – Northern Board  
Program Year 2024**

**August 19, 2025**

**Prepared by:  
Deirdre Williams  
Compliance Monitor**

## Purpose of the Review

The Workforce Innovation and Opportunity Act of 2014 (WIOA) mandates the monitoring of recipients and sub-recipients of all grants awarded and funds expended under WIOA Title I to determine compliance with WIOA, the Uniform Administrative Requirements at 2 CFR Part 200, and other applicable Federal laws and regulations. The Department of Workforce Development and Advancement (DWDA), as the WIOA Title I Programs administrative entity, conducts the required annual compliance monitoring of Virginia's fourteen (14) local workforce development areas (LWDAs).

## Report Contents

Monitoring was conducted via enhanced desk review and onsite visits to:

- Ensure that the Local Workforce Development Board (LWDB) activities and One-Stop System Operations are compliant with federal and state regulations and guidelines governing WIOA Title I-funded activities.
- Determine that expenditures have been made against the proper cost categories and within the cost limitations specified in the federal and state regulations and guidelines.
- Ensure subrecipient compliance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards found at 2 CFR 200.
- Ensure that resources are efficiently and effectively used for authorized purposes and are protected from waste, fraud, and abuse.
- Ensure the Virginia Workforce Connection (VaWC) accurately reflects client participation and contains supporting documentation for all services provided.

This report contains the results of the administrative, fiscal, and program reviews for Program Year 2024. The report may include commendations, findings, concerns, and considerations. If the review team identified a finding or concern, a detailed description and the required or recommended actions are provided. The following describes the difference between findings, concerns, and considerations.

- *Commendation:* Commendations indicate strong practices or results observed during the review.
- *Finding:* Findings indicate that the area is out of compliance with current federal laws/regulations or state and local policies. Each finding has a required action to ensure compliance. The local area must provide a corrective action plan for all findings.
- *Concern:* Concerns identify potential risk to the local area and may result in a future finding if the issue is not addressed. Although this does not indicate that the local area is out of compliance, recommended or required corrective actions are provided to improve services to the local area.
- *Consideration:* Considerations address an area identified that may benefit the local area or enhance the monitoring of the local area.

The Virginia Career Works – Northern (VCWN) Board must provide a corrective action plan for all required actions as indicated in this report.

## Findings

### **1. Virginia Workforce Connection (VAWC) Records Management**

Reports on participants' activity status were run for the current program year. A sample of participant records was reviewed with a focus on individual employment plans, supportive services, incentives, and compliance with implementing fully electronic case files. The following issues were noted:

- One (1) record was missing provider and program information.
- Four (4) records did not have the ISS/IEP updated.
- One (1) record did not have a payment calculated correctly.
- Two (2) records had an application date entered in VaWC that differed from the signed application date
- Two (2) records had dates changed on the enrollment forms without the consenting initials of the participant or other documentation to approve the change
- One (1) record was missing documentation uploads.
- One (1) record contained documentation of a measurable skills gain (MSG) earned that was not entered into VaWC.
- One (1) record contained documentation of a credential earned that was not entered into VaWC.
- One (1) record was closed due to not registering for an exam before the deadline

*References:* VWL 19-11 Measurable Skills Gains; VWL 20-06 WIOA Participant Activity Code Definitions, Projected Duration and Use Projection Limitations; VWL 20-07 Change 2 Virginia Workforce Connection (VaWC) System of Record and Electronic Case Files; VWL 24-03 WIOA I Eligibility Guidance

*Required Actions:* The VCWN must review the cases identified in Attachment A and make the appropriate corrections to the active participant records in the VaWC. Missing documentation must be collected and loaded into the VaWC for all records, even those that have exited. The VCWN must provide training to all case managers on the guidelines listed above. Documentation of these actions, including an agenda and attendance records of training, must be submitted to the DWDA WIOA Title I monitoring team for review.

## Concerns

No concerns were identified.

## Considerations

No considerations were identified.

## Next Steps

### **Development of a Corrective Action Plan**

Upon receipt of this report, the VCWN must develop a corrective action plan that addresses the findings and concerns with required actions in this report. A corrective action form is provided with this report. The VCWN must submit the completed form to the DWDA Compliance Monitoring Team for approval within 30 calendar days, including documentation of any required actions completed within the 30 calendar days and a timeline for any remaining items. All corrective actions are expected to be completed within 90 calendar days from the date of the final report unless additional time is approved by the DWDA for specific items.

### **Follow-up**

Once the plan is approved, the VCWN shall provide monthly updates on the status of the plan until all the actions identified are complete. Supporting documentation is required to demonstrate the completion of the actions.

The DWDA Compliance Monitoring Team will monitor the implementation of corrective actions and provide technical assistance, as needed or requested, to ensure completion. If corrective actions are adequate to resolve the findings, a written notification will be issued to the VCWN. If corrective actions are not resolved within the approved timeframes noted in the corrective action plan, the issues shall be referred to the DWDA Deputy Director of Administration for review and determination of further direction or the imposition of sanctions.

**Attachment A: VaWC Records Management**

State ID	Notes
<b>Status Reports – Results</b>	
3597260	Information Not Provided: 301 - On-The-Job Training: Program and Provider
<b>File Review – Results</b>	
2277776 – AD Active	<ol style="list-style-type: none"> <li>1. The IEP must be updated due to numerous open goals and objectives with expected review dates on or before 4/28/25.</li> <li>2. The document "MaryeFikerte_Invoice-Janeth.pdf" Payment Request Form submitted on 1/17/25 was calculated as a total of 18 hours for the timesheet of the weeks of 12/22/24 and 12/29/24. The document "Timesheet_2_-_Fikerte_Marye.pdf" shows 18 hours each week, totaling 36 hours. The participant is owed an additional \$252. (18 hours x \$14 per hour)</li> </ol>
3612719 - AD Closed	<ol style="list-style-type: none"> <li>1. During the expenditure review, it was noted that \$364 was paid for 9/23-9/25/24 for Work Experience of 26 hours. No documentation for this expenditure was found in the VaWC.</li> <li>2. The participant needs to take the MRI exam; however, as he did not submit paperwork by June 15, his record was closed. Is there a reason for the June 15 deadline/not able to take another time?</li> </ol>
1219834 -AD Active	<ol style="list-style-type: none"> <li>1. The application, "Consent to Exchange Information", Customer Complaint Procedure, Equal Opportunity, Confidentiality Policy, and VEC WIOA Request forms had the signature date of the participant changed from 10/10/24 to 11/06/24 with the case manager's initials next to the change on a few of those forms, not the participant initials, and some forms had no initials next to the changes. The application date appears to have been 10/10/24 rather than 11/6/24.</li> <li>2. The IEP has goals and objectives remaining open with expected review dates on or before 4/30/25.</li> </ol>
1305498 - DW Exited	<ol style="list-style-type: none"> <li>1. The signature date of the participant was changed from 4/15/24 to 4/30/24 without any case note or notation for the reason for the change, nor initials to indicate approval.</li> </ol>
3655296 - DW Active	<ol style="list-style-type: none"> <li>1. The IEP has goals and objectives open with estimated dates of completion before 3/31/25.</li> <li>2. An MSG was not entered for the OST completion.</li> <li>3. A credential was not entered for the CAPM earned on 4/12/25.</li> </ol>
3662719 - DW Active	<ol style="list-style-type: none"> <li>1. The IEP has goals and objectives open with estimated dates of completion before 6/30/25.</li> </ol>

The <b>SkillSource</b> Group, Inc. SUMMARY OF PENDING FUNDING AND DEVELOPMENT ACTIVITIES To The VCWN Board of Directors September 4, 2025				
Project Name/Solicitation	Funding Request	SSG Funding	#s to Be Served	Proposal Status
<b>APPROVED</b>				
Talent Up Federal Northern Virginia Proposal to Virginia Department of Workforce Development and Advancement (One-Year Grant Proposal)	\$150,000	\$150,000	28	AWARDED
<b>NOT APPROVED</b>				
Fairfax County Manufactured (Mobile) Home Repair Program Proposal to Fairfax County Government (Two-Year Grant Proposal)	\$487,000	\$487,000	32 homes	NOT APPROVED
Plumbing Apprenticeship Training (In Partnership with GUTTS) Proposal to Virginia Department of Workforce Development and Advancement (One-Year Grant Proposal)	\$150,000	\$150,000	29	NOT APPROVED
<b>PENDING</b>				
SkillSource Ticket to Work Program Proposal to Cox Foundation	\$15,000	\$15,000	5	Submitted on 5/15/2025
Northern Virginia Rapid Response Initiative to Virginia Department of Workforce Development and Advancement (Two-Year Grant Proposal Focusing on Dislocated Federal Workers and Contractors)	\$1,135,333	\$731,667	200	In-Progress; To be Submitted in Early September 2025
Next Level Now Technical Assistance Collaborative Proposal to U.S. Department of Labor (One-Year Partnership with ICF International)	\$99,125	\$99,125	N/A	Submitted on 2/4/2025
	\$1,249,458	\$845,792	205	