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ALEXANDRIA | ARLINGTON REGION

**Alexandria/Arlington Regional Workforce Council  
Executive Committee Meeting Agenda  
March 8, 2019  
8:30 am to 9:30 am**

<b>Welcome Message</b>	<i>Daniel Gomez</i>
<b>Review March Meeting Agenda</b>	<i>David Remick</i>
<b>Review &amp; Approve Consent Agenda Package</b>	<i>David Remick</i>
<b>ETPL Discussion</b>	<i>David Remick</i>
<b>Adjourn</b>	<i>Daniel Gomez</i>

**UPCOMING MEETINGS**

March 8, 2019

June 7, 2019

8:30 am to 9:30 am

Arlington County Department of Human Services  
2100 Washington Blvd, AEC Conference Room  
Arlington, VA 22204



ALEXANDRIA | ARLINGTON REGION

**Alexandria/Arlington Regional Workforce Council  
Quarterly Meeting Agenda  
March 14, 2019  
8:30 am to 9:30 am**

<b>Welcome Message</b>	<i>Daniel Gomez</i>
<b>Presentation: Zero Model</b>	<i>Katie Leonard</i>
<b>Regional Labor Market Update</b>	<i>Alex Cooley</i>
<b>Consent Agenda Approval</b>	<i>Daniel Gomez</i>
<b>Executive Director's Report</b> <ul style="list-style-type: none"><li>• Professional Skill Position Statement</li><li>• Regional Needs Conversation</li></ul>	<i>David Remick</i>
<b>Economic Development Update</b>	<i>Cynthia Richmond &amp; Ryan Touhill</i>
<b>Education, &amp; Workforce Partners Update</b>	<i>Various Speakers</i>
<b>Public Comment Period</b>	<i>David Remick</i>
<b>Adjourn</b>	<i>Daniel Gomez</i>

**UPCOMING MEETINGS**

**June 13, 2019**

**8:30 am to 9:30 am**

**Arlington County Department of Human Services  
2100 Washington Blvd, Lower Level Auditorium  
Arlington, VA 22204**

# **Consent Agenda Begins**

# **Summary of Consent Agenda**



ALEXANDRIA / ARLINGTON REGIONAL

## Workforce Council

### **Consent Agenda Notes**

- December 6, 2019 Meeting Minutes – Recommendation: Approval
- Council By-law Changes: A recent audit conducted by the Commonwealth of Virginia uncovered that the Council's role as a "convener", as defined in our By-laws, was not strong enough. Article II: Purpose was rewritten to address this concern. – Recommendation: Approval
- One-Stop Operator Scope of Work: The Council will be procuring a new One-Stop Operator in April 2019. This scope of work is similar to the last procurement's scope of work, with the following change:
  - In anticipation of a significant allocation reduction of WIOA funds in FY20 due to low unemployment in the state and in our region, the budget for the next Operator will be \$42,500 per year. This represents a decrease of 15 percent from FY19. – Recommendation: Approval
- WIOA Individual & Follow-up Services Waiver: This waiver request is identical to the request made in FY18 which will allow our two American Job Centers to implement WIOA services through their agencies. Typically, workforce boards procure vendors to perform WIOA services. Receiving a waiver would allow us to bypass this requirement. – Recommendation: Approval
- Updated Alexandria/Arlington Regional Talent Development Plan: Upon the two-year anniversary of our plan we were required to review the document and update it with current information. All new information has been highlighted in this document. The revised plan went out for public comment from December 5, 2018 through January 22, 2019. The Council did not receive any comments that expressed disagreement with our updates. – Recommendation: Approval

## **Consent Agenda:**

### **December's Meeting Minutes**



ALEXANDRIA | ARLINGTON REGION

**Alexandria/Arlington Regional Workforce Council  
Quarterly Meeting Minutes  
December 6, 2018  
8:30 am to 9:30 am**

**Attendance:** Eduardo Achach, Kate Bates, Lisa Bauer, Patrick Brennan, Stephanie Briggs, Sherri Chapman, Dennis Desmond, John Gallagher, Daniel Gomez, Shana Hargrove, David Harris, Alberto Marino, Kris Martini, Christine McCurdy, Steve Partridge, Cynthia Richmond, Andrea Rubino, Ryan Touhill

**Absent:** Dottie Brown, Karen Brown, Stacey Butler, Lesa Gilbert, Ellen Harpel, Elizabeth Jones, Maria Marion, Nate Mauer, Erik Pages, Marie Schuler, Chastity Thornton, Fernando Torrez, Darren Tulley, Landon Winkelvoss

**Staff:** Alamelu Dev, Howard Feldstein, Daniel Mekibib, David Remick

Meeting commenced at 8:30 am.

**PRESENTATIONS**

- Ryan Touhill from Alexandria Economic Development Partnership presented an overview of Virginia Tech's Announcement for National Landing. Presentation in meeting packet.
- Cynthia Richmond from Arlington Economic Development presented an overview of Amazon's HQ2 Announcement.
- Christian Conroy from Arlington Economic Development presented an overview of cyber security in the DC Metro.
- Alex Cooley presented an overview of Northern Virginia Community College's new online labor market tool, found at <https://www.nvcc.edu/workforce/research/index.html>.
- Stephen Partridge presented an overview of Northern Virginia Community College's Tech Talent Pipeline Initiative.

**CONSENT AGENDA**

- December 6, 2018's Consent Agenda was unanimously approved. Consent Agenda contents can be found in meeting packet.

The meeting adjourned at 9:35 a.m.

**Consent Agenda:**

**Council By-laws**





ALEXANDRIA / ARLINGTON REGIONAL

# Workforce Council

## COUNCIL BY-LAWS

### ARTICLE I NAME OF THE BODY

The name of the body, for which the By-laws pertain, is the Alexandria/Arlington Regional Workforce Council, hereinafter referred to as the "Workforce Council." Where a conflict arises between these By-laws and any applicable law, rule, or regulations, such law rule, or regulation shall control.

### ARTICLE II PURPOSE

The Workforce Council was established by joint agreement between the Alexandria City Council and the Arlington County Board, in accordance with the Workforce Innovation and Opportunity Act of 2014, (Public Law 113-128), hereinafter referred to as "WIOA", and in accordance with policies established by the Commonwealth of Virginia. It is the purpose of the Workforce Council to work in partnership with the Chief Local Elected Officials of the City of Alexandria and Arlington County to provide guidance and to coordinate and conduct oversight with respect to activities of the Alexandria/Arlington Workforce Development Consortium and its local public workforce system.

The Workforce Council serves as a strategic convener to promote and broker effective relationships between Alexandria City, Arlington County and their economic, education, and workforce partners. The Workforce Council shall maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others as needed or required. The Workforce Council is authorized to conduct such activities as it deems necessary to carry on the WIOA programs and to assist in the development of the local plan.

The responsibilities of the Workforce Council are set forth in the Agreement between the Chief Local Elected Officials of the City of Alexandria and Arlington County and the Local Workforce Development Board. The Workforce Council, serving as the Local Workforce Development Board for the City of Alexandria and Arlington County, may exercise all powers authorized by law in the manner provided therein.

### ARTICLE III MEMBERSHIP

Members of the Workforce Council are appointed by the Chief Local Elected Officials of the City of Alexandria and the Arlington County Board. Membership will be comprised of thirty-four members and in the following composition: each jurisdiction will be responsible for appointing nine private

sector members and three workforce representatives which must include labor organizations and representatives of apprenticeship programs, and may also include community-based organizations. Membership will also include a representative from each jurisdiction for each of the following institutions mandated for presence by WIOA including secondary educational providers, economic development agencies, and human services partners. Membership will include one regional representative for each of the following entities; an ex-offender employment services provider, post-secondary educational provider, a vocational rehabilitation agency, and the Virginia Employment Commission.

Nominations to the Workforce Council must be submitted to the appropriate Chief Local Elected Official in either the City of Alexandria or Arlington County, as determined by Workforce Council assigned staff. Nominations may be made from a variety of sources, including business organizations, local educational entities, and local labor organizations. Nominations shall be sought in accordance with applicable policies of the Commonwealth of Virginia. Appointments to the Workforce Council will be made by the Chief Local Elected Official of each jurisdiction. Workforce Council member appointments will be for three-year terms. Term limits may be staggered at the discretion of the Chief Local Elected Officials to ensure that only a portion of membership expires at a given time. Members may be reappointed to successive terms without limitation.

Resignation by a Workforce Council member shall be submitted to the Workforce Council Chairperson and the Chief Local Elected Official, whichever was the appointing body. The position will then be filled for the remainder of the term, according to policies established by the Commonwealth of Virginia.

A Certification Form for Workforce Council appointments is submitted to the Commonwealth of Virginia, as required. The Workforce Council membership will be certified by the Commonwealth of Virginia.

A Workforce Council member must attend at least 75% of the yearly council meetings. Absences may be excused because of personal illness or serious illness of members of the immediate family, death of a family member, unscheduled or unforeseen business trips, and emergency work assignments only. All other absences are recorded as unexcused. A Workforce Council member may be removed for failing to disclose a conflict of interest or otherwise violating the conflict of interest provision in the By-laws.

#### ARTICLE IV OFFICERS

The Workforce Council will elect its Chairperson and Vice Chairperson from among its business members. The Chairperson and the Vice Chairperson shall be elected for corresponding two-year terms.

In the absence of the Chairperson, the Vice Chairperson shall preside at meetings and perform such duties as are required by the Workforce Council. In the absence of both officers, the Chairperson shall appoint a Workforce Council member to preside for that specific meeting.

## **ARTICLE V MEETINGS**

The Workforce Council shall meet at the call of the Chairperson. Members shall be advised in advance of the time and place of regular or special meetings. The presence of one-half, plus one of the current membership of the Workforce Council shall constitute a quorum to conduct business. Meetings of the Workforce Council are conducted in an open manner, are held in accessible locations, and with advance notice provided to the general public. Remote participation is outlined in the Remote Participation Policy found within the WIOA Local Policies for the VCW Alexandria City/Arlington County Region manual. All meetings shall be held in accordance with policies set forth by the Commonwealth of Virginia and the Virginia Freedom of Information Act.

## **ARTICLE VI VOTING**

Matters brought before the Workforce Council may be resolved by a simple majority of the members present, provided a quorum is present as described above. Each member of the Workforce Council shall be entitled to one vote, subject only to the reservation in ARTICLE IX, Conflicts of Interest. Members may designate an alternate to attend in their absence and vote on matters if provided a proxy by the member. Both the name of the alternate and the proxy must be recorded with staff prior to the meeting. The Chairperson shall vote only if needed to break a tie.

## **ARTICLE VII ATTENDANCE AT MEETINGS**

Acceptance of membership on the Workforce Council signifies intent to participate in the activities of the Workforce Council and to attend the meetings of the Workforce Council.

Workforce Council assigned staff shall inform the Workforce Council Chairperson of any instance in which an appointed member is absent without explanation from regularly scheduled meetings of the Workforce Council. The Chairperson may then direct staff to contact that individual to ascertain whether or not he/she intends to participate in future meetings and activities.

## **ARTICLE VIII COMMITTEES**

An Executive Committee shall be initially established, consisting of the Chairperson, Vice Chairperson, and any other member as designated by the Chairperson. At the call of the Chairperson, this committee shall meet when necessary to develop the strategic plan of the Workforce Council and other activities as outlined in WIOA Section 107(b)(4). The Chairperson will make a report on the Executive Committee's decisions at the next full Workforce Council meeting.

Committees and task groups may be established by the Chairperson of the Workforce Council as deemed necessary to perform specific activities outlined in WIOA Section 107(b)(4). The Chairperson of the Workforce Council shall be an "ex-officio" member of all committees. The Workforce Council Chairperson may appoint individuals from inside and outside of the membership of the Workforce Council to serve on any committee at any time. Appointments by the Chairperson must be approved by a majority vote of Workforce Council members present at next Workforce

Council Meeting. The Workforce Council Chairperson may designate the Chairperson of all such committees and the terms of service. The provisions Article V apply to committee meetings.

#### **ARTICLE IX CONFLICT OF INTEREST**

All Workforce Council members serve a public interest and trust role and have a clear obligation to conduct all affairs in a manner consistent with this concept. All decisions of the Workforce Council are to be based on promoting the workforce system, including employers and job seekers of the City of Alexandria and Arlington County. To this end, the Workforce Council will adopt a Conflict of Interest policy consistent with that of the Commonwealth of Virginia, the City of Alexandria, and Arlington County. This policy will be the Alexandria/Arlington Regional Workforce Council Conflict of Interest policy.

#### **ARTICLE X PARLIAMENTARY AUTHORITY**

It is the sense of the Workforce Council that meetings shall be conducted in an information atmosphere in order to encourage a free exchange of ideas; however, the rules contained in Robert's Rules of Order shall guide the Workforce Council.

#### **ARTICLE XI AMENDMENT OF THE BY-LAWS**

By-laws may be amended at any regular meeting of the Workforce Council by a majority vote of the total membership, provided that there is a quorum of members present, and providing that the amendment has been submitted in writing at the previous regular meeting of the Workforce Council.

#### **ARTICLE XII EFFECTIVE DATE**

The By-laws shall become effective as of the date of the adoption by the Workforce Council.

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Chairperson, Alexandria/Arlington Regional Workforce Council

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Date Adopted

## **Consent Agenda:**

### **Council One-Stop Operator Scope of Work**

**Alexandria/Arlington Regional Workforce Council  
One-Stop Operator  
Scope of Work FY2020**

Arlington County, as the fiscal agent of the Alexandria/Arlington Regional Workforce Council, is seeking a qualified Governmental or Non-governmental Agency to coordinate the regional One-Stop System and develop and maintain working relationships with all system partners. The County anticipates the Coordinator will be spending 16 hours per week implementing the Scope of Work. The project is funded through a \$42,500 grant and the County will award a one-year contract to the lowest responsive, responsible Bidder.

**Scope of Services**

In cooperation with the Alexandria Regional Workforce Council (AARWC), the Contractor will function as Coordinator of the regional One-Stop System and shall maintain effective working relationships with all System Partners and Career Services Provider leaders. The Contractor will not be responsible for directly delivering One-Stop Center services, managing front-line staff, or performing facility-related tasks.

The Contractor agrees to perform the following services:

- A) Manage the AARWC's One-Stop Operations Committee (OSOC) and conduct quarterly meetings as necessary for effecting One-Stop System Partner business.
- B) Ensure the implementation of all Partner roles and responsibilities, as defined in the One-Stop Centers' MOUs (found here: <https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/39/2018/08/AEC-FY19-MOU.pdf> and here: <https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/39/2019/01/WDC-FY19-MOU.pdf>). Coordinate exclusively with OSOC for the management of service delivery of operations, as described in the One-Stop MOUs.
- C) Responsible for performing annual WIOA Title I Alexandria/Arlington Administrative, Financial, and Programmatic Monitoring Audit, as outlined in AARWC's Compliance Monitoring Policy, found here: [https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/39/2019/01/WIOA-Local-Policies-for-the-VCW-Alexandria-City\\_Arlington-County-Region.pdf](https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/39/2019/01/WIOA-Local-Policies-for-the-VCW-Alexandria-City_Arlington-County-Region.pdf).
- D) Adhere to all WIOA federal and state regulations and policies (found here: [https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/39/2019/01/WIOA-Local-Policies-for-the-VCW-Alexandria-City\\_Arlington-County-Region.pdf](https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/39/2019/01/WIOA-Local-Policies-for-the-VCW-Alexandria-City_Arlington-County-Region.pdf))
- E) Develop new System Partner relationships as necessary to advance the One-Stop Systems' effectiveness.

- F) In consultation with the OSOC, Contractor will develop 2-4 customer satisfaction measures and mechanisms to track customer satisfaction levels for Career Services and Business Services activities.
- G) Act as the primary problem-solver in resolving/addressing problems associated with System Partner roles, relationships, and coordinated responsibilities.
- H) Facilitate the One-Stop Center Certification Process in accordance with USDOL and state Requirements, as well as identify and provide continuous improvement opportunities for the Local One-Stop System.
- I) The Contractor will be required to submit the following report quarterly to the AARWC Executive Director by the first Wednesday of July, October, January, and April:

Type of Data	Current Quarter			FY20 YTD			% Change Same Period in FY19		
	WDC	AEC	Total	WDC	AEC	Total	WDC	AEC	Total
Career Services customer satisfaction results									
Business Services satisfaction results									
State-mandated Business Services reporting results (see Appendix A)	Generate quarterly report (see Appendix A)								
Total One-Stop Center Visitors (duplicated)									
Total One-Stop Center Visitors (unduplicated)									
New WIOA Title I Adult Participants									
New WIOA Title I Dislocated Workers Participants									
New WIOA Title I Youth Participants									
WIOA Title I Adult Employment 2nd Quarter after Exit									
WIOA Title I Adult Employment 4th Quarter after Exit									
WIOA Title I Adult Median Earnings 2nd Quarter after Exit									
WIOA Title I Adult Credential Attainment within Four Quarters after Exit									
WIOA Title I Dislocated Workers Employment 2nd Quarter after Exit									
WIOA Title I Dislocated Workers Employment 4th Quarter after Exit									
WIOA Title I Dislocated Workers Median Earnings 2nd Quarter after Exit									

WIOA Title I Dislocated Workers Credential Attainment within Four Quarters after Exit									
WIOA Title I Youth Employment 2nd Quarter after Exit									
WIOA Title I Youth Employment 4th Quarter after Exit									
WIOA Title I Youth Credential Attainment within Four Quarters after Exit									

- J) Report One-Stop Operations Status to the AARWC's Quarterly Meetings and Quarterly Executive Committee Meetings. Contractor will comment on and answer questions pertaining to all reports submitted to the AARWC Executive Director.

### Qualification Requirements:

1. Eligible Bidders must be either a:
  - A. Government agency or
  - B. Non-governmental agency. Non-government agency must provide verification of legal status of the entity. Eligible non-government agencies include:
    - a. Employment service state agency under the Wagner-Peyser Act; or
    - b. Indian Tribes, tribal organizations, Alaska Native entities, and Native Hawaiian organizations; or
    - c. For-profit entities; or
    - d. Non-profit and community-based organizations; or
    - e. Educational institutions including secondary and non-traditional public schools, technical and higher education institutions.
2. Bidders must have a minimum of two years of demonstrated experience as a One-Stop Operator and as a WIOA Title I Alexandria/Arlington Administrative, Financial, and Programmatic Monitoring Auditor. Relevant staff resumes and related accomplishments must be provided. No exceptions.
3. Conflict of Interest: Any entity or consortium of entities interested in serving as the One-Stop Operator and currently serves as a One-Stop System Partner(s) or Career Services Provider in Alexandria City or Arlington County must provide a detailed Conflict of Interest policy that put in place mechanisms to prevent all operator/service provider conflicts of interest.

### Submission Requirements:

1. Brief, up to 10 page (12 pt. double space), plan that demonstrates or describes:
  - a. The Bidder's qualifications and experience and understanding of the Alexandria/Arlington and greater DC labor market and the needs of the target population;
  - b. A plan on how the work will be performed and the expected outcomes achieved;
  - c. A plan for quality assurance including experience and success with conducting WIOA Title I financial, administrative and programmatic audits at the local workforce development area-level
2. Resume(s) of the person(s) that will work on this project, if awarded



3. Price – must include all expenses for a one-year period (not to exceed \$42,500 grant)

Bidder must provide a minimum of three references/letters of recommendation from the leadership of the mandatory WIOA partner agencies who they have worked with.

## **Appendix A**

Virginia Career Works Business Services Policy: <https://viriniacareerworks.com/wp-content/uploads/VBWD-Policy-403-01-Business-Services-Requirements-1.pdf>.

## **Consent Agenda:**

### **WIOA Individual & Follow-up Career Services Waiver**

**Request for Governor's Approval for Local Workforce Board to  
Provide WIOA Individualized & Follow-up Career Services**

Date: February 13, 2019

Local Workforce Development Board (LWDB): Alexandria/Arlington Regional Workforce Council

Contact Person/Title: David Remick/Executive Director

Phone: 703.228.1412

E-mail Address: dremick@arlingtonva.us

Mailing Address: 2100 Washington Blvd, 1<sup>st</sup> Floor, Arlington, VA 22204

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- 1. What factors went into the LWDB's decision to submit this request to provide individualized and follow-up career services, including those that led the LWDB to believe that participants will be better served by providing these services directly rather than through a competitive procurement process?**

Programmatic synergy and cost-sharing opportunities are the primary factors as to why the Alexandria/Arlington Regional Workforce Council decided that Workforce Innovation and Opportunity Act (WIOA) Individual Career and Follow-up Services should continue to be provided by the Alexandria/Arlington Regional Workforce Council through the Alexandria City's and Arlington County's Departments of Human Services. We believe that, for the annual amount of WIOA Individual Career and Follow-up Services funds that the Council receives, our current organizational arrangement provides the best possible service to our customers.

Alexandria Workforce Development Center and Arlington Employment Center are the Council's two Comprehensive American Job Centers. Both Centers are agencies housed within their local government's Department of Human Services. Together these Centers served approximately 14,000 job seekers and 500 businesses in PY17.

Activities provided by local government staff at the Centers include:

- Workforce Innovation & Opportunity Act Career Services (Basic, Individual, and Follow-up);
- The Supplemental Nutrition Assistance Program Employment and Training Program;
- Employment Advancement for the Temporary Assistance for Needy Families Program;
- US Department of Housing & Urban Development's Community Development Block Grants Program;
- US Department of Health and Human Services' Community Services Block Grant Program;
- Business Services.

There is a great deal of programmatic synergy and cost-sharing achieved by having the local government agencies implement these programs and services. One of the synergies is to be able to leverage funding by co-enrolling participants into multiple programs. Because the local government staff administer the aforementioned programs and services, a Center's Career Counselor can pay for the participant's workforce development training activities out of WIOA and other funds. As an example, the Arlington Employment Center sends ten jobseekers through an intensive culinary and life skills training program annually. WIOA and US Department of Housing & Urban Development's Community Development Block Grants fund the training of the ten jobseekers. If the Council competitively procured WIOA Individual Career and Follow-up Services, then a new provider would not have the ability to use these other funding streams to co-enroll WIOA participants.

Another example of programmatic synergy is staff management and training. The programs and services administered by the two local government agencies are implemented by staff that report into the Centers' Directors, who are all employees of the agencies. This set-up allows for a clear chain-of-command for workload distribution and for the staff issue/resolution process. Also, Career Services staff regularly participate in various professional development training programs that are funded by the two government agencies. If the Council competitively procured WIOA Individual Career and Follow-up Services, then WIOA staff would move outside of this chain-of-command and not benefit from professional development training opportunities.

From a cost-sharing perspective, WIOA Individual Career and Follow-up Services benefit from being performed by the local government agencies. WIOA funding covers less than 15%, or \$615,608, of the Centers' budgets annually. Over 69% of the Centers' budgets are funded directly by the two local governments using a combination of general funds and other non-WIOA state and federal funds.

Of the \$615,608 in WIOA funding that our region receives from the Virginia Community College System (the State WIOA Administrator), \$152,299 is allocated to our WIOA Youth Program, leaving \$463,309 to provide WIOA Individual Career and Follow-up Services for Adults and Dislocated Workers. It is important to note that various WIOA policies require \$185,323.60 of WIOA funding to be spent on workforce development training activities that lead to industry-recognized credentials for these three populations. That leaves the Council with \$277,985.40 annually to pay for WIOA staff salaries at our two Centers.

In our current organizational arrangement, there are seven WIOA Career Counselors, one WIOA Database Administrator, and one WIOA Financial Manager. WIOA funds a portion of the salaries for each of these nine staff members.

Should WIOA Individual and Career Services be performed by another party, then they would have \$277,985.40 per year to pay for the salaries of the above-mentioned roles. Procuring these services could reduce the number of staff working on our regional WIOA program, which would lead to a decrease in quality and performance. The Council does not feel that another provider can deliver the same quality WIOA Services for \$277,985.40 per year as currently performed by the Alexandria Workforce Development Center and Arlington Employment Center.

While the Council requests that WIOA Individual Career and Follow-up Services continued to be performed by the Alexandria Workforce Development Center and Arlington Employment Center, we recognize that we need to ensure proper oversight over the career services providers. In 2018, the

Council procured a One-Stop Operator, ICATT Consulting, who has maintained effective working relationships with all One-Stop System Partner and Career Services Provider managers.

The Operator's role is to maintain effective working relationships with all One-Stop System Partner and Career Services Provider managers through leading the Alexandria/Arlington Regional Workforce Council's One-Stop Operations Committee and conducting regular meetings as necessary for effecting One-Stop System Partner business. The committee's membership includes all One-Stop System and Career Services Providers leadership.

The Operator ensures the implementation of all Partner/Provider roles and responsibilities, as defined in the Local One-Stop System Memorandum of Understanding. The Operator will also:

- Promote effectively integrated, cross-agency business practices in the One-Stop System among the Partners and Providers;
- Facilitate partner-driven solutions for all One-Stop System activities;
- Monitor and report out on a quarterly basis WIOA Title I performance and track all WIOA Career Services output, including referrals to all partners;
- Responsible for performing annual WIOA Title I Local Monitoring Audit.

Finally, the Operator reports to the Council's Executive Committee on One-Stop Operations quarterly.

**2. Describe the individualized and follow-up career services the LWDB plans to provide, including its prior experience providing those services and how long it has done so.**

The Alexandria/Arlington Regional Workforce Council, through its two American Job Centers, Alexandria Workforce Development Center and Arlington Employment Center, have for the last three years met or exceeded their Federal Performance Outcomes while maintaining fiscal integrity. Under the Workforce Innovation and Opportunity Act, the Alexandria/Arlington American Job Centers will perform the following:

- Comprehensive and specialized assessments of skill levels and service needs;
- Development of an individual employment plan and information on available training and training providers;
- Assistance in establishing eligibility on non-WIOA financial aid for employment and training programs;
- Group and individual counselling;
- Career planning;
- Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experiences linked to careers;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance;
- English language acquisition and integrated education and training programs;
- Follow-up counselling for participants in adult or dislocated worker WIOA Title I activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

3. Provide the WDA's federal performance outcomes for each of the last three years and describe how those outcomes compare to other WDAs in the state.

	LWDA 12 Federal Performance Outcomes	Statewide Federal Performance Outcomes
<b>PY 17</b>		
<u>Adult</u>		
Entered Employment Rate (Q2 & Q4)	Met	Data Not Available
Credential Rate	Exceed	Data Not Available
<u>Dislocated Worker</u>		
Entered Employment Rate (Q2 & Q4)	Exceed	Data Not Available
Credential Rate	Exceed	Data Not Available
<b>PY 16</b>		
<u>Adult</u>		
Entered Employment Rate (Q2 & Q4)	Met	Data Not Available
Credential Rate	Exceed	Data Not Available
<u>Dislocated Worker</u>		
Entered Employment Rate (Q2 & Q4)	Exceed	Data Not Available
Credential Rate	Exceed	Data Not Available
<b>PY 15</b>		
<u>Adult</u>		
Entered Employment Rate	Exceed	Met
Employment & Credential Rate	Exceed	Exceed
<u>Dislocated Worker</u>		
Entered Employment Rate	Exceed	Exceed
Employment & Credential Rate	Met	Met

4. Provide evidence that the LWDB is qualified to provide individualized and follow-up career services, including any local testimonials that speak to the effectiveness and efficiency with which the LWDB has provided or can provide those services. Attach supporting documentation, to include at least 2 letters of recommendation from partners.

The Alexandria/Arlington Regional Workforce Council, through our American Job Centers, has met or exceeded our Federal Performance Outcomes and maintained fiscal integrity over the past three years. 100% of our Centers' Individual Career Services staff hold Workforce Development Professional Certifications. The following are three customer testimonials:

*"I want to commend you and the staff at the Arlington Employment Center for the professionalism and expertise extend to me. That was a great help in gaining employment. Having not seriously engaged in a search since 1998, I was seriously out of tune with the demands of the modern*

*market. The AEC staff was very welcoming and imparted valuable, current knowledge. My initial screening with Dante, my check-ins with Ms. Hill, my counseling with Amelia, and the workshops lead by Glen, Edythe, and Sandy all reflected a quality and caring that you can be proud of.*

*Because of the excellent collaboration of the AEC staff, I was able to rethink my approach to resume format and content, networking among peers, and interviewing. As a result, on Monday I accepted the position of "Lead Technologist" with Booz Allen Hamilton and will soon launch a new phase of my career. I am grateful. As a committed volunteer within Arlington County, you may call on me if I can help AEC and its clients in some way in the future. Please share my success and compliments with the folks at AEC." – James Robert Smith, Arlington Employment Center WIOA Individual Career Services Client*

*"Tiwana Brown was a resident of Guest House, a shelter that helps incarcerated women transition back into the community. She was referred to the Alexandria Workforce Development Center by this community partner and she immediately entered into our individual career services/life skills program. Our Center was committed to helping Tiwana rebuild her life.*

*Tiwana had a passion for cooking and was hoping to land a job in that industry. She was delighted to find out that our Center partners with a local WIOA eligible training provider called "Together We Bake" that offers a 12-week culinary arts program.*

*After successful completion of her culinary training, which led to Tiwana earning her SafeServe Certification, she began her job search with the Center's Career Counselor who assisted her with completing employment applications and prepared her for the interview process. As a result, Tiwana was able to find a job as an Assistant Food Preparation Manager at TGI Fridays. Tiwana expressed her gratitude to the Center and the services that we provided. Tiwana is now on a path to achieving her goal of self-sufficiency." – Lenwood Roberts, WIOA Manager*

*"Thank you for your help with gaining employment in the Federal Service! I wanted to inform you that I started a new career with the Foreign Agriculture Service, an agency with the US Department of Agriculture as a GS-09 International Program Specialist. This is my second week.....very excited." – Amanda E. Rydel, Arlington Employment Center WIOA Individual Career Services Client*

**5. Please describe any fiscal impact that procurement of individualized career services would cause for the grant recipient, local workforce board, and/or local consortia members.**

If the Council decided to competitively procure WIOA Individual Career and Follow-up Services, it would need to use the Arlington County Government's Procurement Office (Arlington County Government serves as our WIOA grant recipient/fiscal agent). Should there be an RFP for WIOA Individual Career and Follow-up Services, then the Arlington Employment Center and the Alexandria Workforce Development Center will submit a proposal to Arlington County Government to retain these services. It is necessary to point out that the Arlington Employment Center is part of Arlington County Government.



And while both the USDOL and the Virginia Community College System consider Local Workforce Development Boards, like the Alexandria/Arlington Regional Workforce Council, to be independent bodies, the reality is that the Council is listed as a commission of Arlington County Government. The process for a local government to legally and ethically bid on a procurement that it is awarding is arduous and will certainly come under scrutiny should other entities submit proposals; no matter how many firewalls are established to guarantee an open competition.

Arlington County and Alexandria City would like to continue to provide WIOA Individual Career and Follow-up Services at our two American Job Centers because they benefit our job-seeking and business customers. We want to continue our long track record of providing superior service, meeting/exceeding our Federal Performance Outcomes, and maintaining fiscal integrity. Receiving a waiver to continue to provide WIOA Individual Career and Follow-up Services will allow the Council, through our two American Job Centers, to preserve the programmatic synergy and cost-sharing achieved by having the local government agencies implement our WIOA program.

Submit the completed request and documentation to Mr. George Taratsas, WIOA Title I Administrator at [gtaratsas@vccs.edu](mailto:gtaratsas@vccs.edu). Mr. Taratsas will work with the Governor's Office to obtain the necessary review and approval.

We certify that the information that is contained within this document has been reviewed and is accurate.

\_\_\_\_\_  
Chair, Local WDB

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chair, CLEO

\_\_\_\_\_  
Date

## **Consent Agenda:**

### **Updated Talent Development Plan**



ALEXANDRIA | ARLINGTON REGION



ALEXANDRIA / ARLINGTON REGIONAL

Workforce Council

# REGIONAL TALENT DEVELOPMENT PLAN

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FOR THE PERIOD OF JULY 1, 2016 THROUGH JUNE 30, 2020

*Updated January 28, 2019*

(Updates to the original plan are highlighted)

This document is based on federal and state guidance issued by the US Department of Labor and the Virginia Community College System. Questions, please contact David Remick at [dremick@arlingtonva.us](mailto:dremick@arlingtonva.us).

## CONTENTS

Introduction .....	3
Regional Strategic Planning Elements .....	4
Economic and Workforce Supply and Demand Analysis .....	4
Analysis of the Assets and Factors Shaping the Region's Economy .....	14
Conclusion.....	19
Regional Workforce System .....	20
Regional Strategy .....	36
Economic Development Collaboration .....	50
American Job Centers .....	52
Adult & Dislocated Worker Services Provided.....	58
Rapid Response Coordination .....	62
Youth Services .....	62
Supportive Service Provision .....	67
Training Services.....	69
Collaboration with the Region's Public School System and Community College .....	71
Priority of Service .....	72
Incorporation of Technology .....	75
Public Comment Period & Comments Received .....	76
Agreements & Policies.....	77
Statement of Compliance, Plan Signatures & Fiscal Agent Designation.....	78
Attachment A: Accessing Alexandria/Arlington's Labor Market: Supply and Demand Analysis .....	79

## INTRODUCTION

Alexandria/Arlington Regional Workforce Council's Talent Development Strategic Plan marks the acceleration of publicly funded talent development programming in the Alexandria/Arlington Regional Workforce Area. In 2016 the Council, in collaboration with our Workforce Innovation and Opportunity Act (WIOA) Partners, convened a dedicated team of subject matter experts to pursue five strategic goals that reflect a unified vision for our region. These goals, which are aligned with Virginia's Combined State Workforce Development Plan, are:

1. The attainment of workforce credentials to make Alexandria City's and Arlington County's job seekers more competitive in the job market;
2. To emphasize career pathways toward "middle skills jobs";
3. To identify avenues for family-sustaining wages for Alexandria City's and Arlington County's workers;
4. To accelerate business engagement in the workforce system; and
5. To realize a high return on the investment taxpayers, make in the system.

Two years have passed since the development of our initial four-year strategic plan, and the Council and its partners are proud of our progress toward reaching the goals we set for our region. For this midpoint update of the plan, the Council reviewed the current regional economic and labor market conditions and largely found the strategies laid out two years ago to remain appropriate to address our workforce needs. However, new developments in the Commonwealth and our region, such as Medicaid expansion, an increasingly tight labor supply, and Amazon's upcoming siting of an additional headquarters in our region, necessitate discussions and planning to ensure our region is ready to respond. The updates made herein reflect how we intend to respond to new developments, while staying the course with the strategies we know are working.

In the last two years cross-agency and private sector partnerships have deepened, with the Council and partners all committed to putting the needs of our job seeker and business customers first. As a partnership we seek to increase communication and efficiency, reduce duplication and waste, and achieve meaningful outcomes for all customers. Now is the perfect time to improve the workforce system to enable every job seeker and business in Alexandria City and Arlington County to take advantage of the strong economic climate in the region.

## REGIONAL STRATEGIC PLANNING ELEMENTS

### *ECONOMIC AND WORKFORCE SUPPLY AND DEMAND ANALYSIS<sup>1</sup>*

The economic and labor analyses provided in our initial plan remains substantially the same regarding the overall analytical conclusions and insights it provided. Therefore, the data and tables provided in the first sections of this plan have not been updated. Attachment A, *Assessing Alexandria/Arlington's Regional Labor Market*, published in March 2017<sup>2</sup>, continues to serve as the informational basis for the Council's plan. The Council, however, regularly monitors and provides access on its website to more recent labor market information to ensure the Regional Workforce Council's planning activities and future investment decisions remain responsive.

Several key themes emerged from the report's research, and each theme directs regional stakeholders toward action. These themes, described below, include the need for greater collaboration between the region's workforce boards, focusing investments on key service sectors, and continuing to collaborate with other stakeholders to diversify the region's economy.

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<sup>1</sup> The Economic and Workforce Analysis of this report was prepared by George Mason University. The full report is provided in Appendix A.

<sup>2</sup> A pre-publication version of the report was used for the development of the initial plan.

The Alexandria/Arlington Regional Workforce Area is very much a part of the Greater Washington metro area. Alexandria/Arlington-based businesses employ many residents of Fairfax County and other parts of the metro area, and similarly, many Alexandria/Arlington residents work in the District of Columbia and throughout the broader region. As a result, the Greater Washington metro area's economic performance influences whether Alexandria/Arlington's employers can meet their workforce needs and whether residents can find career opportunities. Given this reality, future workforce planning must involve effective communication and collaboration among private sector employers and public and non-profit service providers, but also among the Greater Washington metro area's workforce development boards (e.g., Alexandria/Arlington Regional Workforce Council (VA), Northern Virginia Workforce Development Board (VA), WorkSource Montgomery (MD), Prince George's County Economic Development Corporation Workforce Services Division (MD), and the District of Columbia Workforce Investment Council (DC)).

Another theme emerging from this research is the extent to which the Greater Washington metro area, and Alexandria/Arlington specifically, is from top to bottom a services-based economy. During times when well-paying federal contractor employers are thriving, demand increases for highly-skilled workers; this demand attracts many young, educated workers to the region. However, when activities related to the federal government slow, many of these workers must find alternative opportunities either in the region or elsewhere. Responding to these demand drivers—which are often outside of local control—can challenge both employers and training providers because properly scaling hiring and training programs becomes more difficult. These activities also drive demand in the region's lower-wage industries like hospitality. Alexandria City and Arlington County have some of Virginia's highest hotel occupancy rates and, as a result, the hospitality industry creates significant workforce demand. However, factors such as the

region's high cost of living, particularly for housing, can make it difficult for these lower wage workers to both live and work in the region.

The research also makes clear the region's dependence on the federal government and the pressing need to diversify the regional economy. Diversification strategies are multi-faceted strategies that involve participation from many different stakeholders. Workforce boards, community colleges and other training providers must invest in and deliver training that prepares current and future workers for new and emerging industries and opportunities. Economic development organizations must continue efforts to attract and retain businesses that participate in a wider array of private sector markets. Small business and entrepreneurial support providers must continue to help entrepreneurs get their businesses off the ground and help small businesses identify more non-governmental business opportunities. Strong relationships have already been established between the Alexandria/Arlington Regional Workforce Council, the Alexandria Economic Development Partnership (AEDP), Arlington Economic Development (AED), and key service providers (e.g., Small Business Development Centers), and these regional actors must continue to communicate, coordinate and collaborate to create a more diversified economy.

The research presented below from *Assessing Alexandria/Arlington's Regional Labor Market* often touches on the three key themes discussed above: the impact of the greater Metro DC economic market, the reality of a largely service-based economy, and the need to diversify the region's employer base outside the federal government.

## **Workforce supply**

### *The region's people*

The changing demographics of Alexandria/Arlington's population, and that of the broader Washington metro area, can affect the quantity and quality of workers available to area companies.



Moreover, the population's size and relative wealth can also influence the region's workforce because growing consumer demand can also create more employment opportunities in locally-serving industries.

Alexandria/Arlington is now home to over 382,000 residents, which represents 6.3 percent and 13.1 percent of the Washington, DC metro area and Northern Virginia population, respectively. The region experienced somewhat slower growth during the 2000s, but since 2010 it has grown 1.8 percent annually. This was slightly faster than either the Washington metro area or Northern Virginia.

Natural increase and international immigration have driven much of the region's population growth, and since 2011 helped to offset a net loss of domestic migrants. The latter can be attributed to factors such as the high cost of living (and particularly housing) and limited employment opportunities caused by the local economic slowdown caused by federal budget cuts and sequestration during the first half of the decade. Nevertheless, the region's population remains somewhat unique both nationally and within the metro area because 1 out of 4 of residents are aged 25 to 34 (24.9 percent), a figure much greater than the metro area (15.2 percent) or the US overall (13.7 percent). By contrast, Alexandria/Arlington lacks the diversity found in the rest of the metro area. Only 31.2 percent of the region's population is non-white, as compared to 46.2 percent of the Washington metro area population. However, in a 2018 study conducted by the New American Economy and the City of Alexandria, 28 percent of Alexandria's population are immigrants, with 32 percent of its working age population comprised of this immigrant population.<sup>3</sup>

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<sup>3</sup> The New Americans in Alexandria report was prepared by the New American Economy and the City of Alexandria.

### *The region's labor force*

In July 2016, Alexandria/Arlington's labor force included over 241,000 workers—the highest it had been since the recession. Alexandria/Arlington has relatively lower unemployment rates than the region, state and nation. In September 2016, the unemployment rate was only 2.8 percent in the region, or almost half of the national rate of 5.0 percent. As of October 2018, it has dropped to 2 percent. Alexandria/Arlington's labor force is similarly unique in that its labor force participation rate is almost 80 percent, a figure that far exceeds both the US (63.1 percent) and the Washington, DC metro area (71.8 percent). This is due in part to more people of prime working age, older workers staying in the labor force longer, and the need for dual income households due to the region's high cost of living.

Alexandria/Arlington remains an employment center, but these two jurisdictions closely interconnect with the larger Washington, DC metro area. According to the US Census Bureau's Longitudinal Employer-Household Dynamics program<sup>4</sup>, approximately 238,000 people worked in Alexandria/Arlington in 2014, of which about 48,000 (20 percent) lived in the region. Similarly, there were roughly 187,000 workers living in the region in 2014, but 139,000 of those workers (75 percent) worked outside of Alexandria/Arlington. In addition to the 20 percent of workers who live in Alexandria/Arlington, a significant number of the region's workers (29 percent) live in Fairfax County, with the region's other workers drawn more evenly from throughout the metro area. Workers that live in Alexandria/Arlington have different commuting patterns as 32 percent of the region's working residents worked in the District of Columbia, 25 percent in the Alexandria/Arlington, and 24 percent worked in Fairfax County.

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<sup>4</sup> <http://lehd.ces.census.gov/>

Workers that live in Alexandria/Arlington have relatively high levels of educational attainment, thereby providing Alexandria/Arlington with a significant workforce advantage. More than two-thirds of the region's population aged 25 and older has at least a bachelor's degree, a figure more than twice the national average (30.6 percent) and 18 percent higher than the Washington metro area (49.4 percent). Moreover, 36.4 percent of the region's population (Age 25+) has a graduate or professional degree. The foreign-born population influences educational attainment at both ends of the educational spectrum. For instance, foreign-born residents represent 77 percent of the population (age 25 plus) that lacks a high school diploma, but they also comprise 20 percent of residents with a graduate or professional degree.

The region's 2015 per capita annual income was almost \$85,000, which is 75 percent higher than the nation, 60 percent higher than the state, and 30 percent higher than Washington metro area. Despite some significant declines during the recession and sequestration, the region's per capita income has continued to grow and is now 18 percent higher than it was in 2000. Not all area residents have high incomes; in 2015 nearly 5 percent of Alexandria/Arlington families lived in poverty, roughly half of which were single female-led households. The region's poverty rate has declined since 2010, due in part to lower-income residents being priced out of the region.

### **Workforce demand**

The region's current economic structure shapes our understanding of the regional demand for labor. Government and professional and business services account for 45 percent of employment in Alexandria/Arlington. The professional and business services sector employs approximately 83,000 people, or almost 30 percent of the region's workforce. It includes many of the businesses providing contracted services to the federal government. Looking to the future, the region overall is projected to add approximately 13,700 net new jobs over the course of the next

five years, not including the approximately 25,000 added jobs expected in the next decade from Amazon's new headquarters location in the region. By contrast, direct government employment is projected to continue declining both in absolute and relative terms. By 2021, government will account for less than 15 percent of Alexandria/Arlington's total employment. While these activities drive much of the regional economy, the growth of other large sectors such as education and health services; trade, transportation and utilities; and leisure and hospitality are more reliant on the region's continued population growth.

### **Industry trends and projections**

More detailed industry analysis can help to identify more specific growth opportunities. Different types of industries create different job opportunities, and within the Alexandria/Arlington region, there are large numbers of jobs that pay well above average wages. Unfortunately, large numbers also pay well below the average wage. The average annual wage for all industries in Alexandria/Arlington is \$80,500.<sup>5</sup> Industries that pay average wages more than 120 percent of the average wage account for 45 percent of all the region's jobs, whereas industries that pay average wages below 80 percent of the average wage account for 37.6 percent of all the region's jobs. Only 17.3 percent of all the region's jobs are in industries that pay average wages that are above 80 percent and below 120 percent of the region's average wage.

Two high paying industries from the professional and business services sector—computer systems design and related services, and management, scientific and technical consulting services—contributed to the region's growth by adding 5,000 net new jobs between 2011 and 2016. These industries will continue to contribute important sources of net new employment over the next five years. Due to the impact of the Base Closure and Realignment process in the area

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<sup>5</sup> Chmura Economics, JobsEQ, 2<sup>nd</sup> Qtr 2016.

and employment cuts affected by sequestration, the region lost high paying jobs in government activities such as national security and international affairs.<sup>6</sup> Industry projections show that the federal government will generate employment opportunities over the next half decade, not through growth but rather by replacing retiring workers or those leaving public service.

The industries that pay closer to the average wage include more locally-serving industries. Growth in these industries often depends on continued population growth. These industries include dentist's offices, outpatient care centers, and medical and diagnostic laboratories, which all experienced net employment growth between 2011 and 2016. Industries that pay well below the average industry wage also tend to be more locally-serving industries such as restaurants and other eating places, services to buildings and dwellings, elementary and secondary schools, and grocery stores. These four industries all created over 1,000 net new jobs between 2011 and 2016. Except for elementary and secondary schools, these also paid average annual wages below \$30,000.

### **Occupational trends and projections**

Industries tell us what companies make, occupations describe what workers do. Workers' educational backgrounds are important considerations for developing strategies that both help employers meet their workforce needs and placing workers in appropriate opportunities. The minimum educational requirement for different occupations provides another lens for examining workforce demand. Much like the distribution of industry employment, the region has many workers in occupations requiring at least a 4-year degree (38 percent), many in occupations requiring high school or less (53 percent), but only about 10 percent in occupations that require some post-secondary education, a professional certification, or an associates' degree.

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<sup>6</sup> This is due in part to the relocation of Department of Defense personnel and affiliated contractors out of Arlington and to places like nearby Fort Belvoir in Fairfax County.

Among occupations requiring at least a 4-year degree, computer-related occupations such as software developers, computer programmers and systems analysts, and network and computer systems administrators have been among the fastest growing and better paying occupations. These occupations often pay more than \$100,000 annually, and the region added several hundred net new jobs in each between 2011 and 2016. Demand for these occupations is projected to continue over the next five years, particularly with the addition of Amazon to the local economy.

Computer-related jobs, such as computer user support specialists and web developers, have also been among the fastest growing middle-skill jobs. Other middle-skill occupations that grew and will continue to grow are in healthcare fields like nursing, and education-related occupations like teacher assistants and preschool teachers. Janitors and cleaners added more net new jobs than any other occupation between 2011 and 2016 requiring a high school diploma or less. Food service-related occupations like waiters and waitresses, food preparation workers, and cooks also have grown, as have retail occupations like cashiers. Given the high cost of living in Alexandria/Arlington, it is financially difficult for the workers that fill these jobs to live in the region. This poses some real challenges for the region regarding providing affordable housing or reliable and efficient public transportation. Most of total annual demand for these lower skill jobs will be a function of replacement demand more so than growth.

### **Current demand for labor**

The industry and occupational trends and projections described above help the Council members to understand medium- to long-term employment trends. By contrast, examining online job advertisements allows us to better understand current employment demand. For its January 2019 update to the strategic plan, the Council used the real-time labor market information tool

JobsEQ<sup>7</sup> to identify what jobs regional employers currently seek to fill. Much like the examination of occupations, this report looked at these data through the lens of the job's requisite education level. For job postings requiring at least a 4-year degree, the most common regional employers are government contractors, such as ACCENTURE, Booz Allen Hamilton, Deloitte, and CACI. These firms seek to hire workers for a variety of computer-related occupations including computer system analysts, software developers, and web developers. The growing importance of cybersecurity also has become apparent as information security analysts network and computer systems administrators, and jobs seeking workers with security clearances are commonly advertised occupations.

Job postings for middle skill jobs—those that required a minimum of 2-year degree—offer a more diverse set of occupations and employers. Commonly advertised current job openings include computer user support specialists, web developers, and, to a lesser extent, cyber-related occupations like information security analysts and network and computer systems administrators. Healthcare-related occupations—particularly in nursing—remain important as Inova Health System and Virginia Hospital Center are two large employers advertising positions that require workers with Associates' degrees as well as certified nursing assistants. The retail and hospitality sectors represent an important demand industry for workers that lack post-secondary education. Large retailers like Harris Teeter, Macy's, Nordstrom, and Target seek to fill retail sales occupations, customer service representatives, and supervisory roles. The hospitality industry employers like Marriott, Hilton Worldwide and Ritz-Carlton advertising large numbers of lower skill jobs for food preparation supervisors and serving workers as well as general maintenance and

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<sup>7</sup><http://www.chmuraecon.com/jobseq>

repair workers. Finally, sustainable energy sector occupations, like electricians and HVAC installers, are experiencing higher than normal demand as well.

Aside from the job openings and hard skills discussed above, soft skills represent the skill set in greatest demand across all business, industries, and occupations and are transferrable skills that employees use in every job. Research conducted by Harvard University, the Carnegie Foundation and Stanford Research Center has concluded that 85 percent of job success comes from having well-developed soft and people skills, and only 15 percent of job success comes from technical skills and knowledge (hard skills)<sup>8</sup>. LinkedIn found that “57 percent of leaders say soft skills are more important than hard skills”<sup>9</sup>. A partial list of such skills includes: communication, teamwork, flexibility, leadership, and time management.

#### *ANALYSIS OF THE ASSETS AND FACTORS SHAPING THE REGION’S ECONOMY*

Effective workforce planning requires a thorough understanding of the assets and factors that influence the region’s economy and workforce, both now and in the future. We examine these key workforce issues through the lens of the region’s Strengths, Weaknesses, Opportunities and Threats (SWOT). Input for this SWOT analysis was drawn from two primary sources—the regional analysis presented above and stakeholder input. Several regional stakeholders provided input in a September 2016 meeting facilitated by the Alexandria/Arlington Regional Workforce Council. These business, education, and other community stakeholders identified what they believed to be the region’s key opportunities and challenges, as they relate to talent attraction and

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<sup>8</sup> <https://www.nationalsoftskills.org/the-real-skills-gap/>

<sup>9</sup> <https://learning.linkedin.com/blog/top-skills/the-skills-companies-need-most-in-2018--and-the-courses-to-get-t>



retention, secondary and postsecondary education, transportation and infrastructure, commercial and industrial development, and entrepreneurship and innovation.

### **Talent attraction and retention**

Alexandria/Arlington has a deep talent base due to its ability to attract many young, educated workers. First and foremost, quality career opportunities attract these workers to the region, while its high quality of life and numerous amenities retains them. However, the region's relatively high cost of living—especially housing—forces many of these younger workers to look elsewhere in the metro area and beyond once they get older and look to buy homes and/or start families. These factors have contributed to several years of net domestic out-migration in Alexandria/Arlington.

Opportunities to expand the region's talent base can occur through the continued attraction of international immigrants, by creating opportunities for veterans leaving the military, and by establishing career pathways for existing workers that may not have a four-year degree. The impact of the Trump administration on federal employment and spending will go a long way in determining the trajectory of the regional economy and its ability to attract talented workers and provide opportunities for the workers already present in the region. Another potential source of expanding labor supply lies with an underutilized workforce among the region's lower-income residents. Virginia's expansion of Medicaid to additional low-income residents begins in 2019, with the work requirement becoming effective in the next year or two, thereby connecting more individuals to our region's American Job Centers for career and training services. The Council and workforce partners have begun early planning to prepare for these new customers.

## **Secondary and postsecondary education**

The region's educational institutions are clear strengths that contribute to the region's workforce in many ways. Some of the region's high schools, such as Yorktown and Washington-Lee in Arlington, are viewed as some of the region and nation's best. However, a big regional challenge remains the achievement gap for Hispanic students relative to other racial and ethnic groups. Whether through bilingual education or other types of programs, closing this achievement gap will be important for the region to more fully integrate these students into the community and prepare them for either the post-secondary education or the world of work.

A new secondary education asset since the submission of the Council's initial plan includes the Governor's Health Sciences Academy at T.C. Williams High School in Alexandria City. As noted in the data analysis, high employment demand exists in the region for healthcare-related occupations; the program at T.C. Williams is building the talent pipeline for these jobs. The academy has been designed through a collaborative effort between Alexandria City Public Schools and The George Washington University. Through this collaboration, students will have the ability to receive up to 18 college credits from The GW School of Medicine and Health Sciences. Students will have the opportunity to start a career pathway that leads to an associates and/or bachelor's degree and career-related industry certifications. Students who successfully complete an academy pathway will be offered guaranteed admissions to the GW School of Medicine and Health Sciences. The Alexandria/Arlington Regional Workforce Council is a proud partner in this tremendous community asset.

Public and private post-secondary institutions that offer an array of programs, particularly for adult learners and continuing education for incumbent workers, serve the region well. Within the region, students can access law schools, graduate schools, university research centers,

undergraduate programs and community college and technical training programs. However, many of these institutions are satellite campuses of larger institutions that primarily serve students that are already in the world of work. An economic slowdown could potentially diminish the resources that workers can afford to devote towards professional education. Depressed enrollments would in turn limit the number of available programs.

### **Transportation and infrastructure**

The region's transit system is important to workers and employers alike. Residents of Alexandria/Arlington commute a relatively shorter commute than other locations in the Washington metro area, and nearly 1 in 4 residents take public transportation. The range of transit options represents one of the region's real competitive advantages in attracting new workers, particularly millennial workers. Nevertheless, the public transit infrastructure, particularly Metrorail, are experiencing significant strains due to declining ridership because of maintenance concerns and diminishing reliability.

A lack of a dedicated funding mechanism for the Washington Metropolitan Area Transit Authority (WMATA) has contributed to these issues and local jurisdictions only have marginal influence in addressing these concerns. Also, an economic slowdown or shrinking of the federal workforce could further depress metro ridership and revenues. Public transportation is particularly important to federal employees. Encouraged in part by federal transit benefits, 37 percent of the government workers living in Alexandria/Arlington use public transportation. As public transportation becomes a less attractive option, more workers will take to the roads, thereby causing further congestion and longer commute times and making the region a less attractive place to live.

## **Commercial and industrial development**

To maintain and strengthen its existing base, the region must ensure that the business environment allows its existing employers to grow and is attractive to potential new employers. This is not only important for creating jobs, but also for building the region's tax base so that it can fund things like broadband expansion, education, workforce training, mental health or other key government services. Despite strong levels of visitor spending, the region's tax base has been hurt by rising office vacancy rates due to base closure and realignment, workforce cuts from federal budget sequestration, and General Services Administration (GSA) rent caps that forced many federal agencies to reduce their footprint in Arlington and Alexandria or find less expensive office space elsewhere. For private sector employers, the opening of Metro's Silver line and a desire to be in Washington, DC has created more options and increased competition for business within the metro area. Office vacancy rates are 20 percent in Arlington and 17 percent in Alexandria.

Alexandria City and Arlington County continue to pursue companies from several new and emerging private sector industries, which should help to diversify the economy and reduce office vacancy rates. As noted earlier in this plan, the region recently met with great success by attracting Amazon to our area. Due to the region's largely developed area, almost all development must be redevelopment. This provides opportunities to convert existing space into real estate products more suited to the target industries or the changing nature of demand. Nevertheless, if the level of federal government activity and contracting slows down, trends in office vacancy will be difficult to reverse in the short- and medium-term.

## **Entrepreneurship and innovation**

The Washington metro area has a reputation as being a 'Federal City' and thereby lacking an entrepreneurial culture. This represents a real regional weakness, as changes in federal spending

would affect the region less if area businesses served a wider array of markets. Moreover, the region must also do a better job of retaining the innovative companies started in the region. The region, however, has many assets from which to build. It is home to key research organizations such as Defense Advanced Research Projects Administration (DARPA), the Office of Naval Research (ONR), the Air Force Office of Scientific Research (AFOSR), the National Science Foundation, and major research institutions (University of Virginia (UVA), George Mason University (GMU), Virginia Polytechnic Institute and State University (Virginia Tech)). The region can create opportunities by not only better leveraging these assets, but also by better connecting small businesses and entrepreneurs to business incubators and accelerators like 1776, Eastern Foundry, the University of Virginia's Jefferson Education Accelerator, and Capitol Post, and connecting them to service providers like small business development centers.

## *CONCLUSION*

The region's polarized labor market contains many high-wage, high-skill jobs at one end, many low-wage, low skill jobs at the other end, and fewer jobs in the middle. However, employers must be able to find workers for all three segments of the workforce to ensure the success of their business and by extension the region's continued prosperity. Many issues will influence the availability of ready and qualified workers. Some, but not all, of these issues are beyond local influence and action. As a result, the region can act to enhance its ability to attract and retain talent, prepare future workers and provide continuing education, improve transit systems, develop and diversify its economic base, and support small businesses and entrepreneurs.

In regions like Alexandria/Arlington, where the labor market and economic activity is so fluid between multiple states and jurisdictions, trying to estimate a specific gap between labor

force supply and labor force demand is often not a useful exercise. Rather, it is perhaps more useful to consider several key scenarios that might shape the region's economic trajectory and by extension the nature of labor demand and supply. The industry and occupational projections examined in this report present a most likely scenario of what will happen if no major event significantly alters the region's future economic trajectory. This is but one scenario, as others might assume economic changes that will create vicious or virtuous cycles for the region's workforce. For instance, major cuts to federal employment and spending place a significant drag on the regional economy, thereby diminishing the region's ability to attract and retain talented workers and reducing demand for workers in more locally-serving industries such as healthcare, retail, hospitality or other personal services. Alternatively, regional employers might develop new strengths and diversify their customer base thereby making their demand for labor less dependent on the federal spending.

#### *REGIONAL WORKFORCE SYSTEM*

The Alexandria/Arlington Regional Workforce Area (formerly VA Region 12) is part of Virginia Career Works, the Commonwealth's workforce system. The regional workforce system offers a wide variety of integrated resources and programs that provide conveniently accessed quality services to our customers. The region is home to two high-performing comprehensive American Job Centers, the Alexandria Workforce Development Center and the Arlington Employment Center. Both Centers reside within their jurisdiction's Department of Human Services.

Both Centers have the presence of partner agencies and their programs and services as required by WIOA and by the Commonwealth of Virginia. In some cases, partners have a virtual

presence wherein their physical operations are within 3 miles of a Center and are accessible by public transportation. In these cases, virtual partners will hold regularly scheduled meetings and events at the two American Job Centers.

The two American Job Centers and partner agencies comply with WIOA sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Both Centers participate in the Social Security Administration's Ticket to Work Employment Network. As two of the Commonwealth's highly-used Employment Networks, the Centers, in partnership with the Virginia Department of Aging and Rehabilitative Services, have increased opportunities for persons with disabilities (PWD) to obtain training, employment, vocational rehabilitation, and other support services. Each Center employs a certified Disability Employment Counselor to support the employment and training activities of PWD.

Disability Employment staff, along with each jurisdiction's ADA Compliance staff work with the American Job Centers to ensure that physical space and programing comply with Federal, state, and local laws. When a PWD requests an accommodation to access all Center programs, staff work with Disability Employment/ADA Compliance staff to secure the resource. If the resource cannot be secured internally, the Center will procure the resource from an approved third-party vendor.

The Centers are intended to serve, but are not limited to, residents and businesses located in Alexandria City and Arlington County. Alexandria/Arlington's Regional Workforce System Partners/One-Stop Operations Committee members include:

<b>Mandatory Federal and/or State One Stop Partner Program</b>	<b>Administrative Agency</b>	<b>Operational Agency</b>
WIOA Title I Adult, Youth & Dislocated Workers	Virginia Community College System	Alexandria City Department of Community and Human Services & Arlington Department of Human Services
Virginia Initiative For Employment Not Welfare (VIEW); Supplemental Nutrient Assistance Program Employment and Training (SNAPET)	Virginia Department of Social Services	Alexandria City Department of Community and Human Services & Arlington Department of Human Services
HUD Community Development Block Grant; HHS Community Services Block Grant	Arlington Department of Community Planning, Housing and Development	Arlington Department of Human Services
WIOA Title III – Wagner-Peyser; Rapid Response; Unemployment Compensation; Veterans Employment and Training;	Virginia Employment Commission	Virginia Employment Commission (Co-located at both Centers)



Trade Adjustment Assistance		
WIOA IV – Rehabilitation Act	Virginia Department for Aging and Rehabilitative Services; Virginia Department for the Blind & Vision Impaired	Virginia Department for Aging and Rehabilitative Services (Virtual presence at the Alexandria Center/Physical presence at the Arlington Center)
Title V of the Older Americans Act	National Council on Aging	National Council on Aging, Washington (Virtual presence at the Alexandria Center/Physical presence at the Arlington Center)
WIOA Title II – Adult Education	Virginia Department of Education	Alexandria City Public Schools & Arlington County Public Schools (Virtual presence at the Alexandria Center/Physical presence at the Arlington Center)
Carl D. Perkins Career and Technical Education Programs	Virginia Community College System	Northern Virginia Community College (Virtual presence at both Centers)  Alexandria City Public Schools & Arlington County Public Schools (Virtual presence at both Centers)

Registered Apprenticeship	Virginia Department of Labor and Industry	Regional Registered Apprenticeship Consultant (Virtual presence at both Centers)
Business Services	Regional Business Services Team	Regional Business Services Team (Co-located at both Centers)

Alexandria City Department of Community and Human Services & Arlington County Department of Human Services

Alexandria Workforce Development Center and Arlington Employment Center are the region's two Comprehensive American Job Centers. Both Centers are agencies within their respective jurisdiction's Department of Human Services. Together these Centers served approximately 11,000 job seekers and 600 businesses in 2017. Employment and training activities at the Centers include:

- *WIOA* –President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.
- *SNAP E&T*- The Supplemental Nutrition Assistance Program Employment and Training Program (SNAPET) is a multi-component employment and training program that provides job search, job search training, education, training and work experience to non-public assistance SNAP recipients. The program's role is to provide SNAP recipients with opportunities that will lead to paid employment and decrease dependency on assistance programs.

- *Virginia Initiative for Employment Not Welfare* - The Virginia Initiative for Employment Not Welfare (VIEW) program offers employment-related activities, education, training, and needed support services.
- *Employment Advancement for TANF Participants* - The Temporary Assistance for Needy Families (TANF) program provides temporary cash assistance and employment-related services to enable families with children to become self-supporting. Employment Advancement for TANF Participants supplements the VIEW program and is designed to prepare current and certain former TANF clients to enter, succeed and advance in the workforce through proven service approaches and strategies.
- *HUD Community Development Block Grant* - The Community Development Block Grant program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at HUD. The CDBG program provides annual grants on a formula basis to 1209 general units of local government and States.
- *HHS Community Services Block Grant* - The Community Services Block Grant (CSBG) provides funds to alleviate the causes and conditions of poverty in communities.

#### Alexandria City Public Schools & Arlington County Public Schools

Alexandria City Public Schools and Arlington County Public Schools administer Title II of WIOA (Adult Education and Family Literacy) as well as activities funded through the Carl D. Perkins Career and Technical Education Act of 2006. Additionally, these institutions administer:

- *Adult Basic Education (ABE)* - These programs consist of instruction that provides basic skills for over 150 adults who are performing below the ninth-grade level in reading, writing, mathematics, and other basic skills. Adult education is a key component in the

workforce development continuum in our region. Services are delivered primarily as workforce preparation activities and integrated education and training.

- *Secondary Career Technical Education* – Career and technical education programs in Alexandria City and Arlington County public schools serve more than 6,500 students in grades 6-12. These programs are designed to prepare young people for productive futures while meeting the region's need for well-trained and industry-certified technical workers.

The leaders of Alexandria City's and Arlington County's Adult Basic Education and Secondary Career Technical Education either serve on or attend the meetings of the Regional Workforce Council. The Council's Executive Director is an appointed member of both jurisdiction's Career Technical Education Advisory Commissions, serving as Chair of both commissions. These additional volunteer roles further solidify our regional workforce collaboration.

#### Virginia Employment Commission

The Virginia Employment Commission (VEC) administers Title III of WIOA (which amends the Wagner-Peyser Act of 1933). The VEC provides system customers:

- *Employment Services (ES)* including job search assistance and recruiting and referral services to employers. Services available to job seekers include job referral and placement, referral to training, and job search activities. Services available to employers include finding qualified workers. There are no fees charged to the employer or applicant for workforce services. Center staff assist employers by screening and referring applicants to job openings, providing critical labor market intelligence for business and economic planning, and coordinating Northern Virginia Employer Advisory Committee activities.

- *Unemployment Insurance (UI)* - The unemployment insurance program has three broad objectives:

1. Alleviate hardship for the unemployed;
2. Promote reemployment;
3. Provide economic support for communities facing significant job loss.

The program's principal aim is to alleviate hardship by providing transitional income support during periods of unemployment. This task is accomplished by partially replacing the loss of wages for unemployed individuals who have a demonstrated attachment to the workforce.

- *Jobs for Veterans State Grant* - The Jobs for Veterans State Grant (JVSG) provides funds to the Commonwealth to serve eligible veterans, as defined in 38 U.S.C. 4101(4) and 4211(4),<sup>3</sup> and other eligible spouses as defined in 38 U.S.C. 4101(5),<sup>4</sup> and to perform outreach to employers. JVSG funds pay for two types of staff positions:
- Disabled Veterans Outreach Program (DVOP) Specialists – DVOPs provide intensive services and assist job seeking veterans to find employment, focusing on service to disabled veterans
- Local Veterans Employment Representatives (LVER) – LVERs assist employers in a locality in identifying qualified veterans for employment. LVERs conduct seminars for employers and, in conjunction with employers, conducting job search workshops; and they refer employers to employment, training, and job placement services. DVOP specialists and LVERs are included among the American Job Center partner staff.
- *Trade Adjustment Assistance Act* - The Trade Adjustment Assistance (TAA) program is a federal program established under the Trade Act of 1974. The TAA Program provides aid

to workers who lose their jobs or whose hours of work and wages are reduced because of increased imports. The goal is to help such laid-off workers return to suitable employment as quickly as possible. TAA offers a variety of benefits and reemployment services including training, job search and relocation allowances, income support and other reemployment services. Employers may file a petition for certification as an affected employer or a petition may be filed by a group of three or more workers, by their union or other authorized representative. Workers on whose behalf a petition is filed must be, or must have been, employed regularly at the firm or subdivision identified in the petition. Workers employment must be, or must have been, related to the production of articles (products) described in the petition.

#### Department of Labor and Industry

Virginia's Department of Labor and Industry (DOLI) administers several programs that directly and indirectly impact workforce development activities in the Commonwealth. The DOLI program included in this plan is one that simultaneously achieves many of the goals of WIOA, including business engagement through its strong Partnership with sponsors, credential attainment coupled with an "earn while you learn" approach to skills development, and career and wage progression for apprentices.

Through Registered Apprenticeship, DOLI provides workers with job training opportunities for lifelong skills and helps employers meet their needs for highly skilled workers through a proven, cost-effective system of registered apprenticeship. Our region's Apprenticeship Consultant helps employers develop training programs and recruit qualified apprentices. Employers provide on-the-job training, and participants spend 4-6 hours per week in related classroom instruction.

## The Department for Aging and Rehabilitative Services and the Department for the Blind and Vision Impaired

The Department for Aging and Rehabilitative Services (DARS) and the Department for the Blind and Vision Impaired (DBVI) jointly administer vocational rehabilitation programs through Title IV of WIOA. Vocational rehabilitation employment services help individuals with disabilities prepare for, enter, engage in and retain employment. DARS also partners with a network of community rehabilitation providers, also known as Employment Services Organizations, which provide employment and vocational services throughout the region. For students with disabilities moving from high school to further education, work or independence, DARS collaborates with schools in providing transition services. DARS works with Alexandria City's and Arlington County's American Job Centers to provide workforce services to persons with disabilities. DARS counselors are professionally trained (generally with a master's degree, certified rehabilitation counselor or certified vocational evaluator). DARS is committed to participating in the cross-partner trainings as needed.

DARS is also committed to providing access through direct linkages via a variety of technologies (for example: email, telephone, text messaging and video teleconferencing), to customers who desire it. The current DARS VR business model meets consumers where they are by also developing partnerships with local school systems, community services boards, local departments of social services, and other local service providers to enhance referrals and collaborative outcomes for the individuals served.

DARS continues to emphasize the importance and necessity of cooperating with other community partners (federal, state and local agencies and programs) to assist in providing comprehensive and effective services for vocational rehabilitation customers. DARS provides

employment services to help individuals with disabilities prepare for, enter, engage in, or retain employment. DARS staff are embedded in our region's two American Job Centers and provide the following scope of services:

- Vocational Evaluation/Counseling
- Career Exploration/Post-Secondary Education Planning
- Assessment/Training and Credentials
- Work Readiness and Support Services
- Job Development/Coaching/Placement
- Assistive Technology/Job Accommodation

DBVI has established and implemented standards for the prompt and equitable handling of referrals of individuals for vocational rehabilitation services, including referrals of individuals made through the American Job Centers. The standards include timelines for making good faith efforts to inform these individuals of application requirements and to gather information necessary to initiate an assessment for determining eligibility and priority for services. DBVI accepts referrals for vocational rehabilitation services for blind, deafblind, and visually impaired adults and transition-aged students who are interested in obtaining, regaining, or maintaining employment. The agency also accepts referrals from individuals, family members, friends, physicians, advocates, service providers and others interested stakeholders. The intake staff in the regional office is responsible for contacting individuals who have been referred to provide information regarding DBVI services and for referring individuals to the appropriate agency programs for special services and to other community agencies for supplemental services as needed.



## Northern Virginia Community College

Northern Virginia Community College's Alexandria City Campus and its Workforce Development Office play a large role in preparing our region's job seekers for the in-demand training needs of our business community. The Workforce Development Office offers various non-credit courses that lead to in-demand industry recognized certifications. The Workforce Development Office is also a thought leader in the regional workforce conversation and publishes labor market and career pathway information for the benefit of the workforce system partners. The Workforce Development Office manages the College's Federal Carl D. Perkins funding and its associated Perkins Funding Advisory Board, which includes the Council's Executive Director as an appointed member.

Northern Virginia Community College's Alexandria City Campus is home to an industry recognized Cybersecurity program that provides a curriculum mapped to the US Department of Homeland Security's and the National Security Agency's cybersecurity education standards. Twenty-one percent of our region's open positions are information technology and cybersecurity related. Northern Virginia Community College is a founding member of the National CyberWatch Center, a national consortium of colleges and universities focused on cybersecurity education.

## Business Services

For 15 years, Alexandria Workforce Development Center and Arlington Employment Center have employed teams of business services representatives who meet regularly with employers to understand their staffing priorities. These business services representatives then return to the America Job Centers to educate customers and case managers on the opportunities and requirements, as well as facilitate with the pre-screening and recruitment processes. In detail, both Centers provide businesses with the following services:

- Pre-screen eligible candidates for open positions for all occupational categories;
- Provide interview rooms and resources to conduct interviewing off-site;
- Provide outplacement services (career counseling, resume writing, interview workshops, etc.) for your workers who have been or will be laid-off;
- Workplace and workstation accessibility guidance;
- Accessibility survey services;
- Work Opportunity Tax Credit information;
- Access to local labor market information.

## *REGIONAL VISION AND GOALS*

### **Vision**

The Alexandria/Arlington Workforce System envisions a region where every business has access to a qualified, job-ready workforce and every resident has the skills needed to connect with meaningful employment and advance in a career.

### **Mission**

We help drive Alexandria City's and Arlington County's economic growth by implementing an effective and efficient workforce ecosystem that delivers innovative, integrated, data-driven products and services designed and aligned to meet the needs of businesses and job seekers. We hold ourselves accountable to the system's goals and support high-impact outcomes.

### **Goals**

1. Increase business engagement to deliver value to our stakeholders.
2. Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.

3. Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Alexandria City's and Arlington County's economy and strengthen our region.
4. Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression.
5. Ensure that workforce system public investments generate a quality return to Alexandria City and Arlington County and the customers we serve.

### Performance Goals

While the goals listed above require partnerships and cross-program collaboration to fully achieve them, the Council is not required to negotiate performance outcomes for them. However, for WIOA Title I programs, the Council must negotiate performance levels for Federal funding accountability. The table below provides the final negotiated WIOA Title I Performance Goals for Virginia and Alexandria/Arlington for Program Years 2018 and 2019:

	Virginia	Alexandria/Arlingt
	Negotiated	on Area Negotiated
Adults	Level	Level
Employment 2nd Quarter after Exit	77.0	80.0
Employment 4th Quarter after Exit	85.0	85.0
Median Earnings 2nd Quarter after Exit	\$6,000	\$6,000
Credential Attainment within Four Quarters after Exit	70.0	84.1
Dislocated Workers		
Employment 2nd Quarter after Exit	85.0	84.0
Employment 4th Quarter after Exit	90.0	87.5

Median Earnings 2nd Quarter after Exit	\$8,700	\$9,427
Credential Attainment within Four Quarters after Exit	70.0	86.0
<b>Youth</b>		
Employment 2nd Quarter after Exit	66.0	87.0
Employment 4th Quarter after Exit	62.0	73.5
Credential Attainment within Four Quarters after Exit	70.0	73.9

### Responsibilities and Evaluation

In June 2015, the local elected officials of Alexandria City and Arlington County agreed to continue their 15-year partnership by renewing their Workforce Development Consortium Agreement<sup>10</sup>. This Agreement delineates the workforce responsibilities of the Chief Elected Officials and the Alexandria/Arlington Regional Workforce Council. In summary, the Consortium of Chief Elected Officials is required to:

- In collaboration with the Regional Workforce Council, establish the local vision, select the One-Stop Operator, and oversee WIOA activities and funding;
- Appoint the Regional Workforce Council membership, identify key roles and responsibilities of all parties, including the operation and function of the Council, and provisions regarding conflict of interest, and approve the budget;
- Negotiate and reach agreement on local performance measures with the Commonwealth of Virginia;
- Conduct oversight of all WIOA Title I programs.

<sup>10</sup> <https://workforcecouncil.arlingtonva.us/policies/>

The Regional Workforce Council must develop this Talent Development Plan, coordinate and conduct oversight of the local one-stop delivery system, and provide oversight of the Act's Title I activities in partnership with the Consortium. As was required, a One-Stop Operator was competitively procured to coordinate the service delivery of the region's workforce system partners at our two Comprehensive American Job Centers. The One-Stop Operator regularly reports to the Regional Workforce Council.

The One-Stop Operator has responsibility for organizing and delivering access to all required customer services through coordinated solutions as part of a fully integrated, partner-based, partner-led Virginia Career Works system as follows:

- Maintain effective working relationships with all system partners and career services provider leadership across the region;
- Coordinate exclusively with system partner and career services provider leadership for the management of service delivery of operations and service providers across the entire Alexandria/Arlington Region, as described in the workforce system partners' Memorandum of Understanding;
- Staff the Council's Regional Business Services Team and conduct regular meetings as necessary for coordinating the provision of WIOA Business Services through the System's Partners;
- Facilitate the American Job Center Certification Process in accordance with US Department of Labor and Virginia Community College Systems requirements, as well as conduct the annual WIOA Title I local audit.

Alexandria City and Arlington County Governments, with Arlington County serving as the local grant recipient, will directly provide the WIOA Title I Services for Youth, Adults, Dislocated

Workers, and Business Customers directly through our two American Job Centers. WIOA Title I Career Services staff will continue to be employed by the two local governments as they have for 15 years. Over the past 3 years Alexandria/Arlington's WIOA Title I Career Services have met/exceeded our performance goals and have maintained fiscal integrity. This approach for the delivery of WIOA Career Services will serve to build on the excellent programmatic performance outcomes and effective and efficient operational practices demonstrated to date and to provide for continuity of such delivery in the future.

### *REGIONAL STRATEGY*

#### **How These Strategies Were Developed**

These strategies were developed working in concert with the members of the Regional Workforce Council's Executive and One-Stop Operations Committees, with a strategy framework provided by the Virginia Community College System. Members of these committees include:

##### **Executive Committee:**

- 1 Adult Basic Education and Secondary Career Technical Member;
- 3 Business Community/Economic Development Members;
- 1 Community Based Organization Member;
- 1 Laborers' International Union of North America Local 11 Member.

##### **One-Stop Operations Committee:**

- 1 Alexandria City Department of Community and Human Services Member;
- 1 Alexandria City Public School - Adult Basic Education and Secondary Career Technical Education Member;
- 1 Arlington County Department of Human Services Member;

- 1 Arlington Public School - Adult Basic Education and Secondary Career Technical Education Member;
- 1 Northern Virginia Community College Member;
- 1 Virginia Department for Aging and Rehabilitative Services/Virginia Department for the Blind and Vision Impaired Member;
- 1 Virginia Employment Commission Member.

They were further refined during a facilitated discussion that engaged stakeholders from inside and outside the partner programs listed in this plan. These stakeholders included representatives from local labor unions and from the Alexandria Economic Development Partnership and Arlington Economic Development, who are responsible for both business attraction and business retention and expansion services, as well as and subject matter experts from other organizations.

### **Collaboration & Coordination Strategy**

Inter-agency collaborations are facilitated during quarterly One-Stop Operations Committee meetings. These meetings will be used to facilitate inter-agency collaborations by:

- Unifying the region's workforce system partners under a common agenda and shared outcomes;
- Making relevant labor market information accessible and actionable;
- Supporting professional development for workforce system staff;
- Disseminating (quarterly) a list of high-demand occupations that support target sectors in the Alexandria/Arlington and Washington metropolitan regions;

- Delivering career pathway tools that are aligned with priority occupations that are specific to the Alexandria/Arlington and the Washington metropolitan regions, as developed by Northern Virginia Community College;
- Seeking opportunities for improving the referral process between workforce system partners;
- Seeking opportunities for continuous improvement process;
- Identifying additional funding needs that the Regional Workforce Council can support through participating in grant competitions.

The workforce system partners will also use these quarterly One-Stop Operations Committee to ensure that they have a common understanding of system issues and their underlying causes, establish a shared vocabulary, and develop shared measures beyond WIOA that gauge success of Partners' collective contributions. As examples the partners can develop a shared formula for calculating return on investment, a common customer satisfaction survey, and economic independence metrics.

#### Career Pathways Delivered by Northern Virginia Community College

The partners will also use the Committee meetings to review, and plan the usage of, Northern Virginia Community College's Career Pathways tools. These interactive maps and charts will present the region's in-demand occupations and credentials overlaid with the College's non-credit course information and the Public Schools' Career and Technical Education/Adult Education curriculum. The first of these tools will focus on in-demand Information Technology occupations and will be followed by healthcare occupations.



### **Engage in Regional Business Services Coordination**

Many of the Partners employ their own business services staff. These staff members communicate regularly with each other for the benefit of the region's businesses and job seekers. To support continuous improvement for how these staff members support the region on behalf of their agencies, the One-Stop Operator will convene monthly physical and/or virtual meetings to provide a formal setting for all staff to communicate information about upcoming hiring events and needs, to learn about the latest labor market data, to share promising practices, and to hear from employers directly about their specific talent needs (ex. skill needs, incumbent worker training, customized training, etc.). The staff will take this information and disseminate it through their agencies.

### **Regional Coordination**

Alexandria/Arlington Regional Workforce Council members and its Executive Director serve on several regional and local education, economic development, community, and business boards and commissions and share with these groups the Council's labor market priorities and data, talent development knowledge, and network access. In return, the Council captures these groups' successes and opportunities and use this information to inform the system's planning and service delivery strategies. These exchanges are critical to support the regional economy.

### **Alignment with Five Goals**

Successfully executing this strategy will support workforce system partners in fulfilling the following priority goals:

## Goals

## Strategies

*Increase business engagement to deliver value to our stakeholders.*

Our American Job Centers will be empowered to more effectively identify, engage and serve unemployed/underemployed job seekers and businesses by:

- Through co-location, Business Services Team's effort can reach all Workforce System Partner customers.
- Through common screening/assessment/affirmative referrals, Business Service Teams can target employer outreach based on the interests of registered job seekers.
- Through in-demand credential attainment, employers will have access to candidates who match their education requirements.
- Through leveraging discretionary grant opportunities, like the Go Virginia Tech Talent Pipeline Initiative, increase training dollars for

## Goals

## Strategies

	incumbent and job seeker workforce in IT occupations.
<i>Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.</i>	<p>Increased and deeper engagement with labor market information and businesses will bolster awareness of regionally relevant credentials and inform collaboration across partners, as well as investments in training.</p> <ul style="list-style-type: none"><li>• Through co-location, disseminate relevant labor market information to all Workforce System partner customers.</li><li>• Through screening/assessment/affirmative referrals, move jobseekers onto appropriate career pathways that lead to in-demand industry credentials.</li><li>• Through Business Services Teams, engage employers to better understand their skill and credential needs.</li><li>• Through well-designed soft skills training curriculum and delivery,</li></ul>

## Goals

## Strategies

	<p>equip jobseekers with foundational professional skills for success.</p> <ul style="list-style-type: none"><li>• Through credential attainment, deliver skilled and credentialed candidates to employers with openings.</li></ul> <p>Through leveraging discretionary grant opportunities, like the U.S. Department of Labor's Disability Employment Initiative, increase training dollars for incumbent and job seeker workforce in IT occupations.</p>
<p><i>Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Alexandria City's and Arlington County's economy and strengthen our region.</i></p>	<p>By continuing to focus on Alexandria City's and Arlington County's regional target sectors for economic development, as we have through our Comprehensive Economic Development Strategy, regional workforce system partners are directly working towards closing supply gaps in industries poised for growth.</p> <ul style="list-style-type: none"><li>• Through co-location, disseminate regional target sectors to all Workforce System partner customers.</li></ul>

## *Goals*

## *Strategies*

	<ul style="list-style-type: none"><li>• Through screening/assessment/affirmative referrals, move jobseekers into appropriate long-term growth industries.</li><li>• Through Business Services Teams, focus a portion of their activity on developing job orders for the in-demand occupations in the region's long-term growth industries.</li><li>• Through training provider choices that focus on training for demand occupations.</li><li>• Through credential attainment, deliver skilled and credentialed candidates to target sector employers.</li><li>• Through talent development and career pathway initiatives in the public secondary and post-secondary school, build skills for projected demand occupations.</li></ul>
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## Goals

## Strategies

*Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression.*

Labor market information and Northern Virginia Community College's career pathway tools will support career guidance that, when combined with the information from the Business Services Team, leads to middle class opportunities.

- Through co-location, disseminate Northern Virginia Community College's Career Pathways tools to all Workforce System partner customers.
- Through screening/assessment/affirmative referrals, move jobseekers onto appropriate career pathways that lead to the middle class.
- Through Business Services Teams, focus a portion of their activity on developing job orders that pay middle-income wages.
- Through credential attainment, place job seekers on their pathway to the middle class.

**Goals****Strategies**

	<p>Through integrated service teams, ensure job seekers have access to comprehensive, cross-program services and supports for employment success.</p>
<p><i>Ensure that workforce system public investments generate a quality return to Alexandria City, Arlington County, and the customers we serve.</i></p>	<p>By more effectively serving businesses and jobseekers, the region's workforce system partners will be collectively working to support economic growth and advancing prosperous communities.</p> <ul style="list-style-type: none"><li>• Through co-location, work towards all workforce system partners:<ul style="list-style-type: none"><li>○ Paying their fair share of American Job Center costs;</li><li>○ Increasing their year-over-year programmatic results;</li><li>○ Moving their customers onto a pathway towards economic independence.</li></ul></li></ul>

## **Staffing & Oversight**

The Mayor of Alexandria City and the Chair of the Arlington County Board, and their designees, have established clear lines of regular communication with the Regional Workforce Council, to include participation in developing the Council's annual strategic direction, goals, and benchmarks, attending Council meetings, and jointly attending workforce events. The Council Chair works with the Chief Elected Official (CLEO) to provide leadership and direction to Council members and staff.

The Council's Executive Committee is responsible for oversight, monitoring and corrective action of the WIOA Title I programs. The Committee reviews WIOA Title I operations, performance, and budgets. Additional fiscal oversight is conducted by the Arlington Department of Management and Finance following the County's budget, fiscal and accounting policies and procedures. The Council strictly follows the procurement and contract management guidelines of its fiscal agent, Arlington County Government, which can be found at: <https://departments.arlingtonva.us/dmf/>.

To ensure timely expenditure of WIOA funds, the fiscal agent prepares a preliminary annual budget for the regional allocation of WIOA Title I funds provided by the Virginia Community College System. The Regional Workforce Council Executive Director, in collaboration with the fiscal agent, then develops a final WIOA Funding Levels Memo for each American Job Center that presents the allowable carry-over funding limits and other Federal and state imposed funding allocation limits (ex. 40 percent Adult/Dislocated Worker Expenditure on Training Requirement).

The WIOA Title I budget is reviewed and adopted by the Alexandria/Arlington Regional Workforce Council. The Executive Director sends the approved WIOA Title I budget, along with



links to relevant Federal, state, and local policies, to the American Job Center Directors, via the Funding Memo. The Directors include the WIOA Title I budget within their operating budgets which are produced by their jurisdictional Departments of Human Services. These budgets are funded primarily through local tax revenue, as well as other state and Federal grant funds. WIOA Title I funds comprise less than 15 percent of the American Job Center operating budgets.

On the second Friday of each month, the Regional Workforce Council Executive Director, in collaboration with the fiscal agent, reviews WIOA Title I monthly expenditure/obligation and performance reports to monitor spending and output activity. The Executive Director then shares his analysis of year-to-date cash flow and program activity with the American Job Center Directors to ensure timely expenditure of WIOA Title I funds and compliance to negotiate performance goals. The Executive Director periodically updates the Alexandria/Arlington Regional Workforce Council on year-to-date progress for its input.

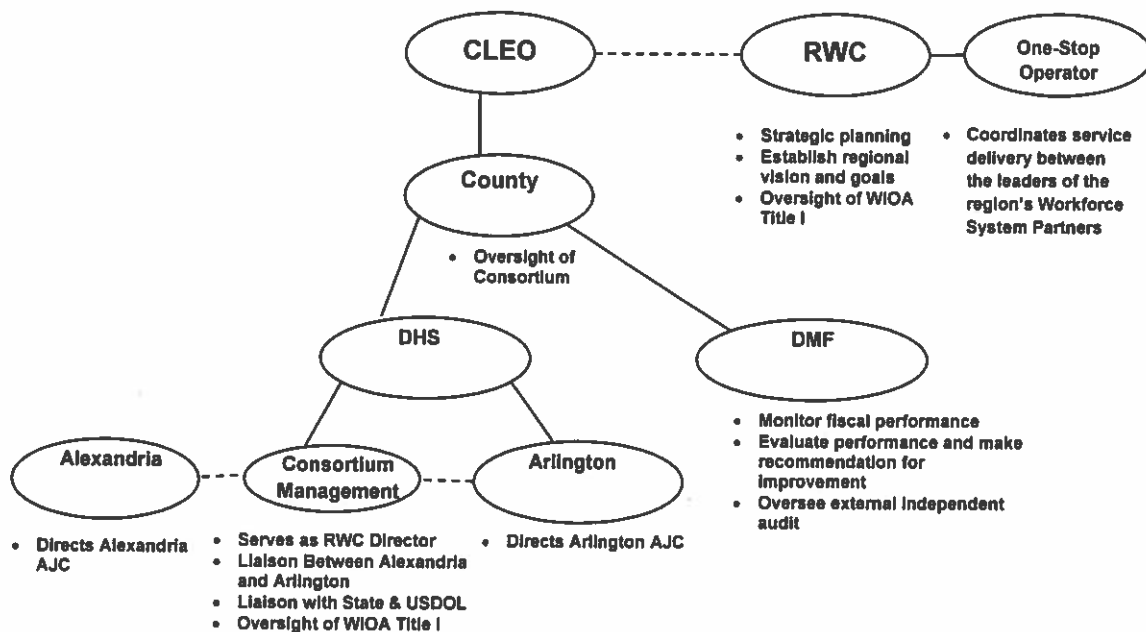
All Council and Committee meetings are open to the public. All meeting dates and times are made available via <https://workforcecouncil.arlingtonva.us/events/>.

### **Staffing plans for WIOA Title I and the Regional Workforce Council**

In Alexandria/Arlington, Arlington County serves as the grant recipient, fiscal agent, and administrative entity. The Arlington County Board has designated the Arlington County Manager and his staff to manage the Alexandria/Arlington Regional Workforce Council and WIOA Title I operations. As governed by Arlington's local government structure, the County Manager is the chief administrative officer and is responsible for managing the County government. The County Manager has designated two county government departments, the Department of Human Services and the Department of Management and Finance with separate and distinct responsibilities for WIOA.

Within the Department of Human Services there are separate and distinct positions for WIOA Title I management. The American Job Center Director has responsibility for WIOA Title I service delivery. The Council's Executive Director has responsibility for managing the Alexandria/Arlington Consortium, staffing the Council and managing its oversight functions, as well as liaising with the City of Alexandria's American Job Center Director, state WIOA leadership, and US Department of Labor, and oversight of the competitively procured One-Stop Operator which coordinates service delivery among the leadership of the region's workforce system partners. The One-Stop Operator reports directly to the Regional Workforce Council. Finally, the Arlington County Department of Management and Finance has fiscal monitoring responsibility with duties that include accepting, disbursing and managing of WIOA Title I funds, monitoring fiscal accountability, and overseeing external independent audits.

#### *Local WIOA Staffing and Administrative Structure*



From a policy development perspective, the Regional Workforce Council uses both quantitative and qualitative analysis to make strategic decisions. The Council uses JobsEQ, a real-time labor market information tool, to review the occupations, soft/hard skills, and certifications that regional employers demand in the short-term. This tool also provides a list of employers who are hiring for many positions based on in-demand occupation. This allows the Council to target specific companies to convene partnership discussions. The Council communicates with these companies to verify that the region's in-demand information is accurate as well as to obtain additional information on their talent needs. The Council also invites these companies to participate in hiring events hosted by the Regional Business Services Team.

The Council and the Regional Business Services Team possess relationships with hundreds of employers. When grant opportunities or other talent development initiatives arise, the Council invites businesses to participate in discussions at the ground level to obtain advice and information from employers that shape proposals and plans in ways that quantitative data cannot. Additionally, building ongoing business relationships improves the hiring prospects for participants in our workforce programs and helps to build trust among the business community with the public workforce system.

Finally, the Council formalized its intention to continue to convene those stakeholders who serve and benefit from the region's workforce system. On December 3, 2015, the Council unanimously approved the following declaration:

*"As required by VA HB1986 section 2.2-2472.1, the Alexandria/Arlington Regional Workforce Council designates itself as the "Regional Convener" serving Alexandria City and Arlington County, Virginia. The Council, serving as the local Workforce Innovation and Opportunity Act Workforce Development Board, coordinates businesses, economic*

*development agencies, labor, planning commissions, education institutions, and human services organizations in our region to focus on community workforce issues and develop solutions to current and prospective business needs for a skilled labor force.”*

#### *ECONOMIC DEVELOPMENT COLLABORATION*

The Alexandria/Arlington Regional Workforce Council has a strong history of collaboration with each jurisdiction’s economic development agencies, the Alexandria Economic Development Partnership (<http://www.alexecon.org/>) and the Arlington Economic Development (<https://www.arlingtoneconomicdevelopment.com/>). Evidence of this Partnership is found in its collaboration on the development of a Comprehensive Economic Development Strategy (<https://workforcecouncil.arlingtonva.us/alexandriaarlington-comprehensive-economic-development-strategy/>).

On September 19, 2011, the U.S. Department of Commerce’s Economic Development Administration certified the Alexandria/Arlington Workforce Investment Board’s Comprehensive Economic Development Strategy (CEDS). CEDS is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS analyzes the state of the workforce and economies of Alexandria City and Arlington County and establishes regional goals and objectives. The Council was the 38th Workforce Board in the United States to achieve this certification and the 1<sup>st</sup> in Virginia. This partnership is in the process of developing a second regional CEDS.

Leadership from both economic development agencies are members of the Regional Workforce Council and American Job Center staff attend economic development agency meetings regularly. There is a formal process for referring clients of these agencies to Center staff. When

the opportunity arises, business development representatives from the economic development agencies refer their clients to the American Job Center Directors to receive talent development support. The Directors, in turn, work through their staff to deliver business services ranging from customized job fairs to incumbent worker training.

The Regional Workforce Council, the two comprehensive American Job Centers, and two economic development agencies regularly promote the providers of the region's entrepreneurial skills training and microenterprise services. These providers are:

- The Alexandria Small Business Development Center ([www.alexandriasbdc.org](http://www.alexandriasbdc.org)) provides free tools, resources, and confidential services to small businesses in the City of Alexandria.
- Capitol Post ([www.TheCapitolPost.com](http://www.TheCapitolPost.com)) offers veterans personalized guidance through mentoring, business counseling, and access to key resources, programs, and leaders. Its mission is to establish and cultivate the top community for veterans to start a business, grow a business, or explore a new career.
- BizLaunch (<https://www.arlingtoneconomicdevelopment.com/business-services/start-and-grow-your-small-business-services/about-bizlaunch/>) is Arlington's small business and entrepreneurial assistance network, offering nearly 40 workshops and seminars every year, all aimed at helping local entrepreneurs and small business owners plan, develop and grow their businesses.
- Business Development Assistance Group, Inc. (<http://bdag.org/>) is a not-for-profit, 501(c)-(3) organization assisting recently arrived immigrants to start a business as their first entry to the American workforce. BDAG Partners with a wide variety of small business organizations to provide them with information on writing a

business plan, taxes, permits, licensing, marketing, financing and just about anything else they will need to know to start or grow their small business. In addition, the BDAG offers information, counseling, and research opportunities, all free of charge.

#### *AMERICAN JOB CENTERS*

The Alexandria/Arlington Regional Workforce Council works in partnership with Alexandria City Department of Community and Human Services and Arlington County Department of Human Services to operate the two Comprehensive American Job Centers:

1) Alexandria Workforce Development Center

1900 N. Beauregard Street, Suite 300

Alexandria, VA 22311

2) Arlington Employment Center

2100 Washington Boulevard, 1<sup>st</sup> Floor

Arlington, Virginia 22204

At a minimum, the following services are available at the two Centers:

#### Basic Career Services

- Client intake, and orientation to Virginia workforce system services;
- Initial needs assessment and evaluation of work history and educational attainment;
- Registration in the Virginia Workforce Connection;
- Labor exchange services, such as job search and job placement assistance;
- Basic job search assistance, including resume writing and interview skills;
- Labor market information;

- Information on available supportive services;
- Assistance through trained and available staff, either onsite at a career center or by telephone or other technology, on filing unemployment compensation claims;
- Staff-supported assistance in resource rooms;
- Referrals to other programs and services available through the workforce system.

#### Individualized Career Services & Follow-up

- Comprehensive and specialized assessments of skill levels and service needs;
- Development of an individual employment plan and information on available training and training providers;
- Assistance in establishing eligibility on non-WIOA financial aid for employment and training programs;
- Group and individual counselling;
- Career planning;
- Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experiences linked to careers;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance;
- English language acquisition and integrated education and training programs;

- Follow-up counselling for participants in adult or dislocated worker WIOA Title I activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

### Business Services

- Serve as a single point of contact for businesses and will respond to all requests in a timely manner;
- Conduct outreach regarding local workforce system's services and products;
- Provide access to labor market information;
- Use of American Job Center facilities for recruiting and interviewing job applicants;
- Post job vacancies;
- Provide information regarding workforce development initiatives and programs;
- Provide information and services related to Unemployment Insurance taxes and claims;
- Provide information regarding disability awareness issues;
- Conduct on-site Rapid Response activities regarding closures and downsizings;
- Provide customized recruitment and job applicant screening, assessment and referral services;
- Conduct job fairs;
- Take and fill job orders;
- Assist with the interpretation of labor market information;
- Assist with disability accommodations;
- Develop On-the-Job Training (OJT) and incumbent worker contracts.



### Professional Development

All workforce system partners will work closely to ensure that the Centers are high-performance work places with staff that have a visible passion for quality of service. Each of the partners commits to staff certification, cross-training of staff (with-in the Centers) and other professional learning opportunities for staff that promote continuous quality improvement. When possible, invitations to local government-sponsored professional development activities will be extended to all partner staff. At least 60 percent of each Center's front line staff will achieve a Workforce Development Professional Certification.

### Operations

Each Workforce Partner Agency agreed to abide by the Centers' Policies and Procedures Handbooks. All partners agreed to a common referral system that is committed to effective service to customers and timely responses by all services providers. All partners participated in the development of a common customer referral system, which includes agreeing to accept information with the written consent of the customer (i.e. demographic, assessment and other employment related information). The referral system includes a two-way information flow with the referring partner. The referral method will adhere to federal confidentiality restrictions where appropriate.

All partners cooperate in developing methods for customer assessment, information sharing, evaluation, performance measurements and tracking, data entry, customer follow up, and customer satisfaction. Partners will adhere to goals of providing exceptional customer service and to meet or exceed performance outcomes for their respective program. Furthermore, the Alexandria/Arlington Workforce System will meet established and future state and local customer service performance standards.

Each Center has created a local branding strategy that incorporates state and federal WIOA brands. The strategy has integrated multiple components, including customer interactions, employee communications, and all forms of print and online media outreach efforts. The brand extends to all staff, job seeker, and business customers, the media and the general public. The Council and partners are integrating throughout 2018 and 2019 the newly adopted brand for Virginia Career Works into its communications, online presence, and print materials.

#### Financing and Allocating Costs

All Partners pay their fair share of the Centers' costs based upon number of full time employees participating in Center activities per partner divided by the total annual operational costs of the Centers. All partners are invoiced on a calendar quarterly basis by Alexandria City and Arlington County for the previous quarter's actual expenses. The following operating expenses are not part of the cost sharing methodology and will not be passed on to the Partners, including but not limited to:

- Legal and administrative fees;
- Charges associated with internet connectivity;
- Costs associated with the purchase of computers that have not been adapted for special populations for use in the Center.

#### One-Stop Operator

The One-Stop Operator was competitively procured and in place on June 30, 2018 to coordinate the service delivery with the leaders of the region's workforce system partners and WIOA Title I Career Service Staff within our two Comprehensive American Job Centers. The secondary role of the One-Stop Operator will be to ensure optimal communications and the effective ongoing delivery of WIOA Career Services.

The One-Stop Operator, leads the efforts for organizing and delivering coordinated access to all required customer services through coordinated solutions as part of a fully integrated, partner-based, partner-led One-Stop system as follows:

- In cooperation with the Council, the One-Stop Operator must maintain effective working relationships with all System Partner and Career Services Provider leadership across the One-Stop system. Systemic, overarching responsibilities include the following functions:
  - Staffs the Council's One-Stop Operations Committee and conducts regular meetings as necessary for effecting One-Stop system partner business;
  - Engages new system partners and relationships as necessary to advance the One-Stop systems' effectiveness;
  - Assists the Council with crafting and managing the Regional Workforce Area's Memorandum of Understanding (MOU) with all appropriate workforce system partners; and,
  - Ensures the implementation of all partner roles and responsibilities, as defined in the MOU.
- Coordinates exclusively with One-Stop Operations Committee for the management of service delivery of operations and service providers across the entire Alexandria/Arlington region, as described in the MOU.
  - Promotes effectively integrated, cross-agency business practices in the One-Stop system among the partners;
  - Provides partner-driven and shared solutions for all One-Stop system activities;
  - Monitors monthly WIOA performance and tracks WIOA Career Services output;

- Tracks customer satisfaction of all Career Services activities (Basic Career Services, Individual Career Services, follow-up services) as well as referrals to all partners;
  - Responsible for performing annual WIOA Title I local audit; and
  - Develops quarterly performance.
- Assists with the coordination and implementation of policy as it pertains to integrated American Job Center operations across all partner agencies.
  - Adheres to all federal and state regulations and policies; and
  - Implements all local Council policy.
- Coordinates the provision of WIOA business services under a centralized, partner led Regional Business Services Team.
- In addition, the One-Stop Operator will facilitate the American Job Center Certification Process in accordance with US Department of Labor and Virginia Community College System requirements, as well as identify and provide continuous improvement opportunities for the one-stop delivery system. The One-Stop Operator will regularly report to the Regional Workforce Council.

#### *ADULT & DISLOCATED WORKER SERVICES PROVIDED*

Basic Career services are universally available to everyone at our two American Job Centers. All staff located at the Centers, including reception staff, are trained and knowledgeable about providing universal service. Alexandria/Arlington's American Job Centers offer a variety of services and programs for both job seekers and employers, including for job seekers with multiple barriers to employment. Job seekers with barriers may include:

- Adult and youth ex- offenders;
- Basic skills deficient individuals;
- Homeless individuals;
- Individuals lacking educational and/or occupational skills attainment;
- Individuals with a disability;
- Long-term unemployed individuals;
- Low-income workers earning wages below self-sufficiency;
- Older workers;
- Individuals with poor work history and/or lack of work experience;
- Pregnant and parenting youth;
- Public assistance recipients (TANF, SNAP, SSI, Medicaid, etc.);
- Runaway youth;
- Youth in, or previously in, foster care.

The Council, along with the two American Job Centers, Alexandria Workforce Development Center and Arlington Employment Center, are part of our jurisdictions' Continuums of Care. The Centers provide various resources and services for populations with multiple barriers, including:

- Resources to support the workforce development needs of these populations with services including a variety of skill-development workshops (interviewing, resume writing, federal job application assistance, social media, and basic computer skills), WIOA/VIEW/TANF/SNAPET programs, refugee services, referrals to public school adult education/ESL programs, Social Security Employment Networks, and staffed Resource Centers.

- Direct referrals to each jurisdiction's Department of Human Services to receive housing, financial, medical, and crisis assistance services. The Departments of Human Services also refer job seekers to the two American Job Centers.
- Direct referrals to community-based organizations that provide food, shelter, job-training, and re-entry support services. The community-based organizations also refer job seekers to the two American Job Centers.

While the communities of Alexandria and Arlington provide a wealth of resources to support such populations, the region's primary need is for employers to provide work experience/internships and to hire individuals facing multiple barriers. The region's Business Services representatives will continue to reach out to area employers to create hiring events and work experience opportunities accessible to all job seeker populations.

American Job Center services and programs include, but are not limited to:

- Resource Centers – Fully equipped with over 90 Pentium computers, all with high speed internet access and email capability; 8 printers; software packages include Microsoft Office Suite and resume preparation; tutorials include those for typing, MS Office Suite and other packages; Pesco Vocational Assessment; copiers, telephones, and fax machines.
- Business Services - Pre-screening of qualified job applicants; space for interviewing with private interview rooms; assistance with specialized recruitments; on-site job fairs; customized workshops and information on financial incentives, including Work Opportunity Tax Credits.
- Specialized Services to Individuals with Disabilities – Adaptive technology includes computers for the visually impaired equipped with CC TV (text enlarger), Zoom text Xtra, Aladdin (reads text documents), Magnifier, Naturally Speaking Deluxe, Jaws 3.7, SnagIt

32, WYNN wizard, and IBM via voice. The Centers also provide specialized services to customers with disabilities and both are *Ticket to Work* providers.

- **Services to the Foreign-Born Population** – Customized services are made available to newly arrived refugees through the Virginia Refugee Resettlement Program; to Hispanics through a locally funded Hispanic Employment Program; locally funded ESL contracted to the public schools; and bi-lingual staff who speak a variety of languages including Spanish, Amharic, Arabic, Tigrinya, French and Bengali.
- **Employability Workshops** – Designed to assist customers in their job search and to improve on their skills. Workshops include resume preparation, interviewing, finding employment via the internet, money management, Computers 101.
- **Adult and Dislocated Worker Intensive Employment Counseling and Case Management (Individual Career Services)** – Designed to assist the individual who needs guidance and support beyond core services available in the Resource Centers. Intensive Services include comprehensive assessment of education and skill levels, short term pre-vocational services, development of individual employment plan, career assessment and planning, job placement and retention assistance.
- **Career Training and Credentialing** – Occupational skills training is offered on a limited basis through WIOA Title I funding. Customers may select from a variety of approved training providers that include the public schools, Northern Virginia Community College, and other for- and non-profit workforce training entities. All training must lead to the attainment of an in-demand industry credential.

## *RAPID RESPONSE COORDINATION*

The Regional Workforce Council coordinates rapid response activities in partnership with the regional representative to the statewide rapid response team and our two American Job Centers. We participate in bi-annual rapid response planning meetings as well as discuss new cases during quarterly Rapid Response meetings.

When a WARN announcement is issued to the Alexandria/Arlington region, the Council waits for the regional rapid response representative to contact the employer first. The representative informs the employer of Rapid Responses' and the American Job Centers' services. If the employer needs rapid response services for their employees, then the regional representative will coordinate activities with the American Job Center staff.

## *YOUTH SERVICES*

Alexandria Workforce Development Center and Arlington Employment Center perform the "framework services" for the region's WIOA Title I Youth program. These framework services include intake, objective assessments, development of individual service strategies, case management, supportive services, and follow-up services. Both Centers partner with the following local government and nonprofit partners to provide free services to their youth customers for the following 14 WIOA Youth program elements:

Youth Program Element	Provider
1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a	<ul style="list-style-type: none"><li>• Sylvan Learning Center</li><li>• Alexandria City Public School, GED Program</li><li>• Arlington Public School, GED Program</li></ul>



secondary school diploma or its recognized equivalent	
2. Alternative secondary school services, or dropout recovery services, as appropriate	<ul style="list-style-type: none"> <li>• Alexandria City Public School, GED Program</li> <li>• Alexandria City Campaign on Adolescent Pregnancy</li> <li>• Substance Abuse Prevention Coalition of Alexandria City</li> <li>• Alexandria City Court Service Unit</li> <li>• Arlington Public School, GED Program</li> </ul>
3. Paid and unpaid work experience that have as a component academic and occupational education, which may include – <ul style="list-style-type: none"> <li>• Summer employment opportunities and other employment opportunities available throughout the school year;</li> <li>• Pre-apprenticeship programs;</li> <li>• Internships and job shadowing, and</li> </ul>	<ul style="list-style-type: none"> <li>• Local Employer Referrals from the Centers' Business Services Teams</li> <li>• Project Discovery: <i>Empowerment and College Preparation</i></li> </ul>

<ul style="list-style-type: none"> <li>• On-the-job training opportunities</li> </ul>	
<p>4. Occupational skills training which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area</p>	<ul style="list-style-type: none"> <li>• Alexandria/Arlington Regional Workforce Council, Eligible Training Providers List</li> </ul>
<p>5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster</p>	<ul style="list-style-type: none"> <li>• Alexandria/Arlington Regional Workforce Council, Eligible Training Providers List</li> </ul>
<p>6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate</p>	<ul style="list-style-type: none"> <li>• Project Discovery: <i>Empowerment and College Preparation</i></li> <li>• Alexandria Mentoring Partnership</li> <li>• Alexandria Court Services Unit</li> </ul>
<p>7. Supportive Services (<i>Linkages to community services</i>)</p> <ol style="list-style-type: none"> <li>1. Transportation</li> <li>2. Childcare</li> </ol>	<ul style="list-style-type: none"> <li>• Alexandria City Department of Community and Human Services</li> <li>• Arlington Department of Human Services</li> <li>• Legal Services of Northern Virginia</li> </ul>

<p>3. Housing and Accommodation for youth with disabilities</p> <p>4. Uniforms</p> <p>5. Referrals to Healthcare</p> <p>6. Educational Testing</p>	<ul style="list-style-type: none"> <li>• Washington Metropolitan Area Transit Authority</li> </ul>
<p>8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months</p>	<ul style="list-style-type: none"> <li>• Various Partnerships with local and regional mentorship-focused CBOs</li> </ul>
<p>9. Follow-up services for not less than 12 months after the completion of participation, as appropriate</p>	<ul style="list-style-type: none"> <li>• Alexandria Workforce Development Center</li> <li>• Arlington Employment Center</li> </ul>
<p>10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate</p>	<ul style="list-style-type: none"> <li>• Various Partnerships with local and regional counseling-focused CBOs</li> </ul>
<p>11. Financial literacy education</p>	<ul style="list-style-type: none"> <li>• Association of Financial Counselors</li> </ul>
<p>12. Entrepreneurial skills training</p>	<ul style="list-style-type: none"> <li>• Business Development Assistant Group</li> </ul>
<p>13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness,</p>	<ul style="list-style-type: none"> <li>• Alexandria/Arlington Regional Workforce Council</li> <li>• Virginia Employment Commission</li> </ul>

career counseling, and career exploration services	
14. Activities that help youth prepare for and transition to postsecondary education and training	<ul style="list-style-type: none"> <li>• Alexandria City Public School</li> <li>• Arlington Public School</li> <li>• Project Discovery: <i>Empowerment and College Preparation</i></li> <li>• Volunteer Alexandria</li> </ul>

When the Centers cannot obtain free services to perform the 14 youth program elements they will follow local government procurement procedures to purchase services for their youth customers.

Each participant receiving services from the WIOA Youth Program through the Alexandria/Arlington American Job Centers work with program staff to create an Individual Service Strategy (ISS) for their program participation. ISS plans are a collaboratively built document that details participant need for training, education and support service assistance. It details the goals that s/he has for her time in the program and anticipated needs throughout, based on objective assessments completed. ISS plans are updated when any changes occur, and reflect the needs of the participant as they meet the needs of the workforce. The ISS identifies and documents:

- The educational goal(s) of the participant;
- The employment goal(s) of the participant including non-traditional employment goals, if applicable;
- Appropriate achievement objectives for the participant;

- Appropriate services to be delivered and justification for the services to be provided;
- Any referral(s) to other services/programs and justification for such services needed, but not available in the Alexandria/Arlington's American Job Centers.

All services delivered to WIOA Youth should be detailed in the ISS plan, along with justification and resources needed. All expenditures should be tied to goals in the ISS plan, demonstrate completion of performance metrics, and show the related participant level of need.

#### *SUPPORTIVE SERVICE PROVISION*

Supportive services such as transportation, child care, dependent care, and housing can enable individuals to participate in activities authorized under WIOA Title I. Supportive services are usually provided through a voucher system (e.g., transportation or food) or payments made directly to vendors (i.e., clothes, rent, or utilities) in the Alexandria/Arlington region. Staff responsible for approving supportive services must adhere to the guidance and procedures as set forth in this policy. It is the Council's policy that WIOA funds should only be used for supportive services after all other funding options have been exhausted.

Administered through Center staff, supportive services must receive approval from a WIOA program supervisor and reviewed by the fiscal unit before customer use. Provision of supportive services is contingent upon funding availability and the customer's satisfactory performance and adherence to program requirements while participating in and completing WIOA intensive or training activities.

WIOA staff must comply with local jurisdictional policies for procuring goods/services. All supportive services must be purchased from a local jurisdiction authorized vendor. After

service completion and invoice receipt, the fiscal unit directly pays the vendor. For direct reimbursement, clients must submit detailed receipts.

WIOA staff must seek services from other community resources as appropriate, prior to authorizing supportive services using WIOA funds. Staff make referrals and follow-up with agencies or resources for assistance, and they document any positive referrals or denials from service providers in customers' case files.

### **Allowable Supportive Services**

Supportive services available to WIOA customers range from child care, transportation, dependent care, housing, to assistance with uniforms and other appropriate work attire and work-related tools, including such items as eye glasses and protective eye wear. Supportive services are available to WIOA customers while they are participating in and completing individualized career services or training activities. The following items outline the supportive services:

- **Child Care:** Customers who may be eligible for child care services should be referred as appropriate to the local Child Care Assistance Programs for all childcare needs. Customers not qualified for local social service programs may be provided supportive services under WIOA Title I.
- **Transportation:** Authorization for transportation assistance may be extended after employment is obtained for up to one month.
- **Gas Assistance:** Customers who drive may be provided with mileage reimbursement at the rate set by the local jurisdiction.
- **Eye Care and Workplace/Training Accessibility Assistance:** WIOA staff may refer customers to an approved vendor for an eye examination and a pair of eyeglasses. Eyeglasses and examination expense cannot exceed \$200.00. Staff may also request

approval by the WIOA Program Manager for supportive services to assist customers with workplace/training accessibility issues which cannot be provided by other sources.

- **Work/Training Clothes:** Financial assistance will be limited to an amount not to exceed \$200.00 per customer for these items. The items must be for a work or training related activity, such as uniforms or work boots.
- **Minor Tools or Supplies:** If the tools or supplies are employment requirements, staff may provide financial assistance up to \$200.00. Customers must be enrolled in a work related activity or have a specific verifiable job offer.
- **Financial Crisis Assistance:** Requests for emergency assistance for counseling, housing assistance, meals or other basic needs unable to be provided by other community resources and which are required to help an individual stay in training or to be able to successfully complete program participation must be well documented and must be approved by a WIOA Program Manager.

Both of our American Job Centers operate within their respective jurisdiction's Human Services Departments. Both Departments offer customers access to a myriad of supportive services and financial assistance. As a result, "Needs Related Payments", financial assistance to customer for the purpose of enabling them to participate in training, will not be offered through WIOA Title I funding in the Alexandria/Arlington region.

### *TRAINING SERVICES*

Criteria established under Federal, state, and local WIOA policy determine job seeker eligibility for training funds. WIOA requires the coordination of training costs with funds available under other grant assistance. WIOA limits training funding to participants who are

unable to obtain grant assistance from other sources, including PELL Grants, to pay the costs of their training or require assistance beyond that available under grant assistance from other sources to pay the costs of such training. WIOA prescribes “braided funding” as a strategy to support job seekers’ training and placement needs. As such, Center staff co-enroll job seeker customers into all eligibility-appropriate publicly-funded workforce training programs.

To achieve its purpose of providing eligible customers with the means to obtain the necessary skills to become gainfully employed or re-employed, WIOA-funded training targets occupations in demand in the regional labor market and prioritized by the Alexandria/Arlington Regional Workforce Council (<http://workforcecouncil.arlingtonva.us/data/>). Training will be provided for priority occupations only as determined by the Council by an institution or organization certified as meeting the criteria and having completed the procedures outlined in the Council’s Eligible Training Providers Policy. Training length varies according to the type of training and the requirements outlined in the vendor agreement. Training cannot exceed more than 24 calendar months and must lead to an industry-recognized certification and employment that earns a sustainable wage.

The Council will not provide funding for courses/programs previously funded but not successfully completed. The Council limits training and certification cost to no more than \$3,500 per participant within a 12-month period, except as approved as a waiver by the Council’s Executive Director prior to the expenditure of funds. Funding of training, certification, and supportive services payments may not exceed a total of \$3,500 in a 12-month period.

#### Waivers Available to WIOA Title I Customers

The Council’s Executive Director may approve exceptions to the cost limit based on the following:

- Up to \$8,000 maximum limit for hospitality training and certification;



- Up to \$9,500 maximum limit for computer & information systems training and certification;
- Up to \$9,500 maximum limit for healthcare training and certification;
- Up to \$9,000 maximum limit for manufacturing & processing training and certification.

#### *COLLABORATION WITH THE REGION'S PUBLIC SCHOOL SYSTEM AND COMMUNITY COLLEGE*

There is a strong history of collaboration between the Council, the American Job Centers, Northern Virginia Community College, and the region's public school systems in Alexandria/Arlington. Alexandria City Public School and Arlington Public School run the WIOA Title II Adult Education and Literacy programs for the Alexandria/Arlington Workforce Development Region. These programs support the development of the region's workforce by providing foundational education necessary for employment. Services include adult literacy, workplace adult education and literacy, family literacy instruction, English language acquisition instruction, integrated English literacy and civics education and activities, workforce preparation activities, and integrated education and training. WIOA Title I Youth and Adult participants are referred to WIOA Title II programs as determined by their Individual Service Strategy plans.

While there are tuition fees associated with these services, the school systems collaborate with the two American Job Centers, as well as their Departments of Human Services, to subsidize participation for those youth and adults in need of financial support. The school systems, Northern Virginia Community College, the Departments of Human Services, and the American Job Centers have formalized points of contact to provide for a seamless referral processes and follow-up activities to ensure positive outcomes of co-enrolled participants. When appropriate, these partners also identify and coordinate outreach efforts to shared customers.

Additionally, Alexandria City and Arlington Public Schools currently co-enroll their Career and Technical Education students into Northern Virginia Community College so that these individuals can graduate with a High School Diploma, an in-demand industry certification, and college course credits. There is regular communication between these institutions so that courses available in the public schools have a pathway to course available at the Community College. As noted above, T.C. Williams High School now offers its students several healthcare related career pathways through the Governor's Health Sciences Academy which includes on-ramps for students to attend George Washington University and Northern Virginia Community College.

Finally, the Council's Executive Director is an appointed member of both jurisdiction's Career and Technical Education Advisory Commissions, Alexandria City Superintendent's Business Advisory Council, Arlington Public School's Advisory Council on Instruction, and Northern Virginia Community College's Perkins Advisory Council. The Council's Executive Director presents labor market data, priorities, and industry information during these meetings so that all entities have access to a common set of information to support and better align their program development efforts. The Executive Director has regularly reviewed and provided input in local applications submitted under WIOA Title II and will continue to do so until provided further guidance from the state.

#### *PRIORITY OF SERVICE*

The purpose of career and training services is to provide eligible customers with the means to obtain the necessary skills to become gainfully employed or re-employed. To further this purpose, WIOA establishes a priority order for funding services to eligible participants, and the Commonwealth and the Council have developed policy to further establish priority.

Priority for career and training services funded with WIOA Title I Adult funds shall be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient, as well as any covered person under the Veterans' priority, in the local area.

Thus, the following sequence of services priority will apply:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Title I Adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA Title I Adult formula funds.
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Title I Adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Fourth, to non-covered persons who reside in Alexandria City or Arlington County, who are outside the groups given priority under the WIOA Title I Adult program, with total family income that does not exceed 150 percent of the lower living standard income level.
- Fifth, to non-covered persons who are outside the groups given priority under the WIOA Title I Adult program.

Total WIOA Title I Adult formula fund program year spending for the combined fourth and fifth groups must not exceed 49 percent of the total program year allocation of the Alexandria/Arlington region's WIOA Title I Adult formula funds. The term "covered person" includes anyone who is a veteran. The term "covered person" also includes spouses of veterans that fall into the following categories:

- Any veteran who died of a service-connected disability;
- Any member of the armed forces on active duty who, at the time of the spouse's application, is listed in one or more of the following categories and has been so listed for more than 90 days:
  - Missing in action;
  - Captured in the line of duty by a hostile force; or
  - Forcible detained or interned in the line of duty by a foreign government or power.
- Any veteran who has a total disability resulting from a service-connected disability; or
- Any veteran who while a disability so evaluated was in existence.

When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.

The term “basic skills deficient” means that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test or who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society. The Alexandria/Arlington Regional Workforce Council also encourages enrollment of Alexandria City and Arlington County residents as a priority.

### *INCORPORATION OF TECHNOLOGY*

For all WIOA Title I customers, WIOA and Partner staff use the Virginia Workforce Connection, the Commonwealth's WIOA system of record, for all intake and case management activities. Each American Job Center also has its own local system of record. Alexandria City Center uses *Harmony*, and the Arlington Employment Center uses *Efforts to Outcomes*. All workforce system partners have access to both systems. Both local Departments of Human Services use these record and case management systems as well, which allows staff to view the various financial and housing assistance that our common customers receive. These systems provide staff a holistic view as they determine how to best serve the customer.

## PUBLIC COMMENT PERIOD

The Alexandria/Arlington Regional Workforce Council published a draft of this updated regional Strategic Plan on <https://workforcecouncil.arlingtonva.us/> from December 5, 2018 through January 22, 2019. The Council distributed this URL and requests for public comment widely, including to Council members and past community attendees and to community partners.

As of January 28, 2019, the Council has not received any comments that express disagreement with this plan.



My Sites



Regional Workforce Council



Customize



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New



Edit Post

# Public Comment Requested: Update to Regional Workforce Council's Talent Development Strategic Plan

Performance

Sischa Debag

Howey, David

Remick



Alexandria/Arlington Regional Workforce Council's Talent Development Strategic Plan marks the acceleration of publicly funded talent development programming in the Alexandria/Arlington Regional Workforce Area. In 2016 the Council, in collaboration with our Workforce Innovation and Opportunity Act Partners, convened a dedicated team of subject matter experts to pursue five strategic goals that reflect a unified vision for our region. Two years have passed since the development of our initial four-year strategic plan, and the Council and its partners are proud of our progress toward reaching the goals we set for our region.

For this midpoint update of the plan, the Council reviewed the current regional economic and labor market conditions and largely found the strategies laid out two years ago to remain appropriate to address our workforce needs. However, new developments in the Commonwealth and our region, such as Medicaid expansion, an increasingly tight labor supply, and Amazon's upcoming siting of an additional headquarters in our region, necessitate discussions and planning to ensure our region is ready to respond. The updates made within this plan reflect how we intend to respond to new developments, while staying the course with the strategies we know are working.

## Public Comment Requested

The Alexandria/Arlington Regional Workforce Council is providing the following draft of its updated regional Strategic Plan for public comment from December 5, 2018 through January 22, 2019.

- AlexandriaArlington Regional Workforce Council Talent Development Plan 2016 \_2020 \_Revised \_120118
- Attachment A: Assessing AlexandriaArlington's Labor Market \_2016

All comments can be communicated to David Remick by

- Email
- Phone: 703.228.1412
- In person by appointment only. Appointments can be scheduled by calling David Remick at 703.228.1412

## Locations



@ Alexandria Workforce  
Development Center



## AGREEMENTS & POLICIES

The following items can be reviewed via <https://workforcecouncil.arlingtonva.us/policies/>.

- Current CLEO Consortium Agreement
- Current CLEO-Local WDB Agreement
- 2018-2019 Alexandria Workforce Development Center/Partners MOU
- 2018-2019 Arlington Employment Center/Partners MOU
- All Alexandria/Arlington WIOA Title I Policies



## STATEMENT OF COMPLIANCE, PLAN SIGNATURES & FISCAL AGENT DESIGNATION

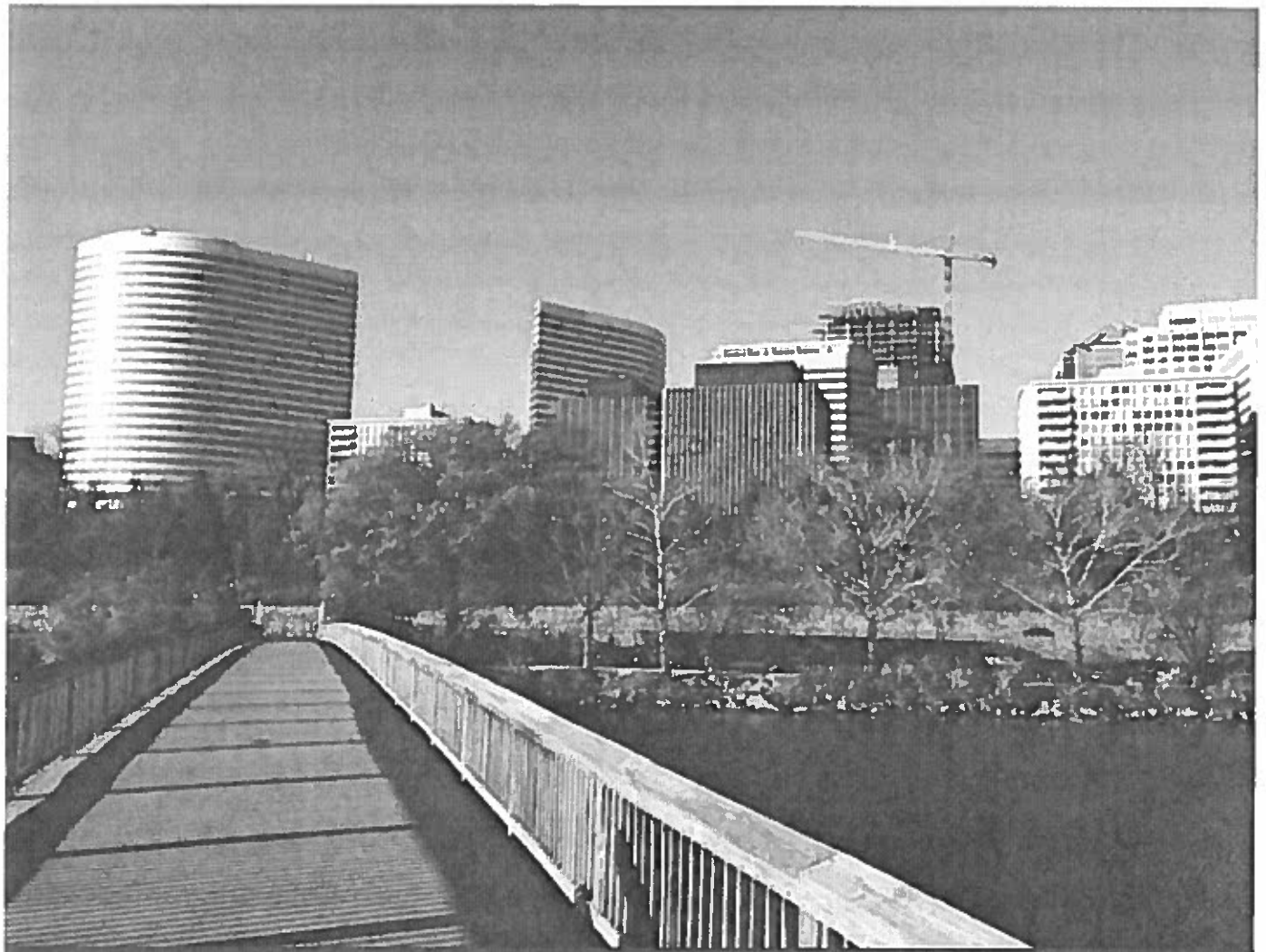
We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce development board in Partnership with the local elected officials, and with the benefit of an open and inclusive plan development process and the required public comment period.

<b>Local Area Name / #</b>	Alexandria/Arlington LWDA #12
<b>Local Plan Point of Contact:</b>	David Remick, Executive Director
<b>Address:</b>	2100 Washington Blvd, 1 <sup>st</sup> Fl., Arlington, VA 22204
<b>Phone/e-mail:</b>	703.228.1412/ <a href="mailto:dremick@arlingtonva.us">dremick@arlingtonva.us</a>
<b>Daniel Gomez, Chair Alexandria/Arlington Regional Workforce Council</b>	<b>Date</b>
<b>Christian Dorsey, Arlington County Board Chair Alexandria/Arlington CLEO Consortium Chair</b>	<b>Date</b>

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

Entity: Arlington County Government  
 Contact: Mark Schwartz, County Manager  
 Address: 2100 Clarendon Blvd., Suite 302, Arlington, VA 22201  
 Phone/Email: 703.228.3120/countymanager@arlingtonva.us

## ATTACHMENT A: ACCESSING ALEXANDRIA/ARLINGTON'S LABOR MARKET: SUPPLY AND DEMAND ANALYSIS



# Assessing Alexandria/Arlington's Regional Labor Market

March 6, 2017



## Contents

Executive Summary .....	v
<b>Workforce supply</b> .....	<b>vi</b>
The region's people .....	vi
<b>The region's labor force</b> .....	<b>vii</b>
Workforce demand .....	vii
Industry trends and projections .....	viii
Occupational trends and projections .....	ix
Current demand for labor .....	ix
<b>Analysis of the Assets and Factors Shaping the Region's Economy</b> .....	<b>x</b>
Talent attraction and retention .....	x
Secondary and postsecondary education .....	xi
Transportation and infrastructure .....	xi
Commercial and industrial development .....	xi
Entrepreneurship and innovation .....	xii
<b>Conclusion</b> .....	<b>xii</b>
Introduction .....	1
Workforce supply .....	3
The region's people .....	3
Population .....	3
Age structure .....	6
Racial and ethnic diversity .....	7
The region's workforce .....	8
Labor force .....	8
Commuting and the regional labor shed .....	11
Educational attainment .....	13
Income and poverty .....	14
Entrepreneurship and self-employment .....	15
Workforce demand .....	17
Economic structure .....	17

## Executive Summary

This report will help the Alexandria/Arlington Regional Workforce Council better understand trends shaping the region's workforce and identify sources of current and future labor demand. This information will support the Regional Workforce Council's planning activities and inform its future investment decisions. Several key themes emerged from this research, and each directs regional stakeholders toward some kind of action. These themes, described below, include the need for greater collaboration between the region's workforce boards, focusing investments on key service sectors, and continuing to collaborate with other regional stakeholders to diversity the region's economy.

The Alexandria/Arlington region is very much a part of the Greater Washington metro area. Alexandria/Arlington-based businesses employ many residents of Fairfax County and other parts of the metro area, just as many Alexandria/Arlington residents work in the District of Columbia and throughout the broader region. As a result, the Greater Washington metro area's economic performance will very much dictate whether Alexandria/Arlington's employers can meet their workforce needs and whether residents can find career opportunities. Given this reality, future workforce planning must involve effective communication and collaboration between not only private sectors employers and public and non-profit service providers, but also between the Greater Washington metro area's workforce development boards (e.g., Alexandria/Arlington Regional Workforce Council (VA), Northern Virginia Workforce Development Board (VA), WorkSource Montgomery (MD), Prince George's County Economic Development Corporation Workforce Services Division (MD), and the District of Columbia Workforce Investment Council (DC)).

Another theme emerging from this research is the extent to which the Greater Washington metro area, and Alexandria/Arlington specifically, is from top to bottom a services-based economy. When good paying federal contractors are thriving, there is a great demand for highly-skilled workers and this demand attracts many young, educated workers to the region. However, when activities related to the federal government slow many of these workers must find alternative opportunities either in the region or elsewhere. Responding to these demand drivers—which are often outside of local control—can challenge both employers and training providers because properly scaling hiring and training programs becomes more difficult. These activities also drive demand in the region's lower-wage industries like hospitality. Alexandria City and Arlington County have some of Virginia's highest hotel occupancy rates and as a result the hospitality industry creates significant workforce demand. However, factors such as the region's high cost of living—particularly for housing—can make it difficult for these lower wage workers to both live and work in the region. Given the importance of these services activities for the entire workforce, they must remain an important area of focus for the Regional Workforce Council as it decides which training programs to invest in and support.

The research also makes clear the region's dependence on the federal government and the pressing need to diversify the regional economy. Diversification strategies are multi-faceted strategies that involve participation from many different stakeholders. Workforce boards, community colleges and other training providers must invest in and deliver training that prepares current and future workers for new and emerging industries and opportunities. Economic development organizations must continue efforts to attract and retain businesses that participate in a wider array of private sector markets. Small business and

## **The region's labor force**

In July 2016, Alexandria/Arlington's labor force included over 241,000 workers—the highest it had been since the recession. Alexandria/Arlington has relatively lower unemployment rates than the region, state and nation. In September 2016, unemployment was only 2.8 percent, or almost half of the national rate of 5.0 percent. Alexandria/Arlington's labor force is similarly unique in that its labor force participation rate is almost 80 percent, a figure that far exceeds both the US (63.1 percent) and the Washington, DC metro area (71.8 percent). This is due in part to more people of prime working age, older workers staying in the labor force longer, and the need for two incomes due to the region's high cost of living.

Alexandria/Arlington remains an employment center, but these two jurisdictions are very much connected to the larger Washington, DC metro area. According to the US Census Bureau's Longitudinal Employer-Household Dynamics program<sup>1</sup> approximately 238,000 people worked in Alexandria/Arlington in 2014, of which about 48,000 (20 percent) lived in the region. Similarly, there were roughly 187,000 workers living in the region in 2014, but 139,000 of those workers (75 percent) worked outside of Alexandria/Arlington. In addition to the 20 percent of workers who live in Alexandria/Arlington, a significant number of the region's workers (29 percent) live in Fairfax County, with the region's other workers drawn more evenly from throughout the metro area. Workers that live in Alexandria/Arlington have different commuting patterns as 32 percent of the region's working residents worked in the District of Columbia, 25 percent in the Alexandria/Arlington, and 24 percent worked in Fairfax County.

Workers that live in Alexandria/Arlington have relatively high levels of educational attainment thereby giving Alexandria/Arlington with a significant workforce advantage. More than two-thirds of the region's population aged 25 and older has at least a bachelor's degree, a figure more than twice the national average (30.6 percent) and 18 percent higher than the Washington metro area (49.4 percent). Moreover, 36.4 percent of the region's population (Age 25+) has a graduate or professional degree. The foreign-born population influences educational attainment at both ends of the educational spectrum. For instance, foreign-born residents represent 77 percent of the population (age 25 plus) that lacks a high school diploma, but they also comprise 20 percent of residents with a graduate or professional degree.

The region's 2015 per capita annual income was almost \$85,000, which is 75 percent higher than the nation, 60 percent higher than the state, and 30 percent higher than Washington metro area. In spite of some significant declines during the recession and sequestration, the region's per capita income has continued to grow and is now 18 percent higher than it was in 2000. Not all area residents have high incomes, in 2015 4.8 percent of Alexandria/Arlington families lived in poverty; roughly half of which were single female-led households. The region's poverty rate has declined since 2010, due in part to lower income residents being priced out of the region.

## **Workforce demand**

The region's current economic structure shapes our understanding of the regional demand for labor. Government and professional and business services account for 45 percent of employment in

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<sup>1</sup> <http://lehd.ces.census.gov/>

## Occupational trends and projections

Industries tell us what companies make, occupations describe what workers do. Workers' educational backgrounds are important considerations for developing strategies that both help employers meet their workforce needs and placing workers in appropriate opportunities. The minimum educational requirement for different occupations provides another lens for examining workforce demand. Much like the distribution of industry employment, the region has many workers in occupations requiring at least a 4-year degree (38 percent), many in occupations requiring high school or less (53 percent), but only about 10 percent in occupations that require some post-secondary education, a professional certification, or an associates' degree.

Among occupations requiring at least a 4-year degree, computer-related occupations such as software developers, computer programmers and systems analysts, and network and computer systems administrators were among the fastest growing and better paying occupations. These occupations often paid in excess of \$100,000 annually and the region added several hundred net new jobs in each between 2011 and 2016. Demand for these occupations is projected to continue over the next five years.

Computer-related jobs, such as computer user support specialists and web developers, were also among the fastest growing middle-skill jobs. Other middle-skill occupations that grew and projected to continue growing were in healthcare fields like nursing and education-related occupations like teacher assistants and preschool teachers. Janitors and cleaners added more net new jobs than any other occupation between 2011 and 2016 requiring a high school diploma or less. Food service-related occupations like waiters and waitresses, food preparation workers, and cooks also grew, as did retail occupations like cashiers. Given the high cost of living in Alexandria/Arlington, it is very hard for the workers that fill these jobs to live in the region. This poses some real challenges for the region in terms of providing affordable housing or reliable public transportation so that these workers can get to work in a reasonable amount of time. The majority of total annual demand for these lower skill jobs will be a function of replacement demand more so than growth.

## Current demand for labor

The industry and occupational trends and projections described above help understand medium- to long-term employment trends. By contrast, examining online job advertisements allows us to better understand what jobs employers are looking to fill presently. The Council used the Real-Time Labor Market Information Tool Help Wanted Online<sup>4</sup> to identify what jobs regional employers currently seek to fill. Much like the examination of occupations, this report looked at these data through the lens of the job's requisite education level. For job postings requiring at least a 4-year degree, the most common employers were government contractors, such as ACCENTURE, Booz Allen Hamilton, Deloitte and CACI. These firms sought to hire workers for a variety of computer-related occupations such as computer system analysts, software developers, and web developers. The growing importance of cyber-security also becomes apparent as

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<sup>4</sup> <https://www.conference-board.org/data/helpwantedonline.cfm>

## **Secondary and postsecondary education**

The region's educational institutions are clear strengths that contribute to the region's workforce in many ways. Some of the region's high schools, such as Yorktown and Washington-Lee in Arlington, are viewed as some of the region and nation's best. However, a big regional challenge is the achievement gap for the Hispanic students relative to other racial and ethnic groups. Whether through bilingual education or other types of programs, closing this achievement gap will be important for the region to more fully integrate these students into the community and prepare them for either the post-secondary education or the world of work.

Regarding postsecondary education, the region is well-served by a wide variety of public and private post-secondary institutions that offer an array of programs, particularly for adult learners and continuing education for incumbent workers. Within the region, students can access law schools, graduate schools, university research centers, undergraduate programs and community college and technical training programs. However, many of these institutions are satellite campuses of larger institutions that primarily serve students that are already in the world of work. An economic slowdown might diminish the resources that workers are able to devote towards professional education. Depressed enrollments would in turn limit the number of available programs.

## **Transportation and infrastructure**

The region's transit system is important to workers and employers alike. Residents of Alexandria/Arlington commute a relatively shorter commute than other locations in the Washington metro area, and nearly 1 in 4 residents take public transportation. The range of transit options one of the region's real competitive advantages in attracting new workers, particularly millennial workers. Nevertheless, the public transit infrastructure—and particularly Metrorail—are experiencing significant strains. Ridership for most forms of public transportation is on the decline due to maintenance concerns and diminishing reliability.

A lack of a dedicated funding mechanism for the Washington Metropolitan Area Transit Authority (WMATA) has contributed to these issues and local jurisdictions only have marginal influence in addressing these concerns. Also, an economic slowdown or shrinking of the federal workforce could further depress metro ridership and revenues. Public transportation is particularly important to federal employees. Encouraged in part by federal transit benefits, 37 percent of the government workers living in Alexandria/Arlington used public transportation. As public transportation becomes a less attractive option, more workers will take to the roads, and thereby causing further congestion and longer commute times and making the region a less attractive place to live.

## **Commercial and industrial development**

In order to maintain and strengthen its existing base, the region must ensure that the business environment is one that will allow its existing employers to grow and is attractive to potential new employers. Developing this activity is not only important for creating jobs, but also for building the region's tax base so that it can fund things like broadband expansion, education, workforce training, mental health or other key government services. In spite of strong levels of visitor spending, the region's tax base has been hurt by rising office vacancy rates due to BRAC, sequestration and GSA rent caps that forced many federal agencies



This is but one scenario, as others might assume economic changes that will create vicious or virtuous cycles for the region's workforce. For instance, major cuts to federal employment and spending place a significant drag on the regional economy, thereby diminishing the region's ability to attract and retain talented workers and reducing demand for workers in more locally-serving industries such as healthcare, retail, hospitality or other personal services. Alternatively, regional employers might develop new strengths and diversify their customer base thereby making their demand for labor less dependent on the federal spending.

This report seeks to help the Alexandria/Arlington Regional Workforce Council better understand its regional workforce trends and to identify sources of current and future labor demand. This information will support the workforce council's planning activities and inform their future investment decisions. The report begins by looking at the worker supply by examining some basic demographics trends. These trends include age, race and ethnicity as well as key labor force characteristics such as labor force participation, commuting patterns, per capital income and self-employment. Regional trends are presented in relation to the United States, Commonwealth of Virginia, and Washington, DC metro area.

The report then examines current and future sources of labor demand by looking at the region's current economic structure, as well as past employment trends and future employment projections. Specifically, this analysis looks at industry trends and projections through the lens of industry average wages to high, medium and low paying industries that are projected to offer employments over the next half-decade. It also examines occupational trends and projections based on their minimum educational requirements (e.g., 4-year degree or more, high school or less). These employment trends and forecasts offer a medium-to long-term perspective on workforce demand. We complement this analysis by looking at Real-Time Labor Market Information that aggregates data from online job postings to see what employers are currently hiring and what jobs they seek to fill presently.

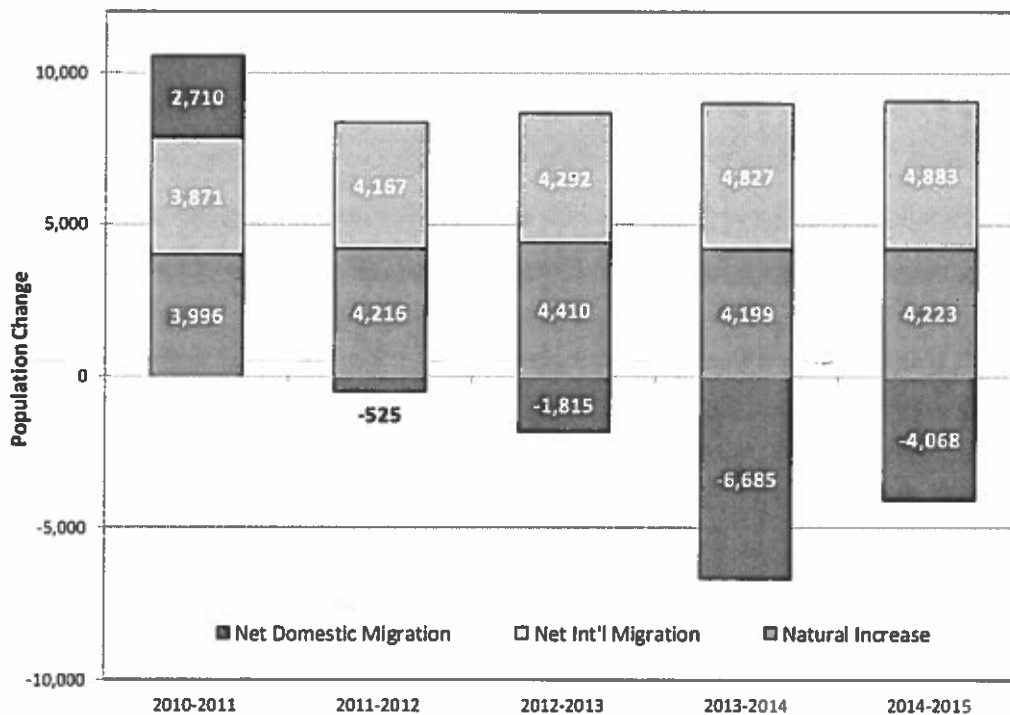
It should be noted that the employment projections presented here assume that there will be no major shock to the regional economy, but there are many other issues that can influence the future trajectory of the regional economy. As a result, the report will also look at several key issues—talent attraction and retention, education, transportation and infrastructure, commercial and industrial development, entrepreneurship and innovation—that will influence the direction of the region's future workforce and economic development. For each of these issues, the report will examine regional strengths, weaknesses, opportunities and threats. The report concludes by highlighting some of the key themes emerging from the analysis.

either the broader Washington metro area (1.5 percent) or Northern Virginia (2.0 percent). In fact, the region was a net loser of population between 2001 and 2006 due to variety of factors such as the aftermath of the terrorist attacks of 9/11 and the Department of Defense's Base Realignment and Closure (BRAC) that relocated many DoD-related activities outside of Alexandria/Arlington.

Since the recession, however, growth returned to the DC metro area's more central jurisdictions. While still growing faster than the state and the nation, growth in Northern Virginia has started to slow. Since 2010, Northern Virginia grew at a rate of 1.7 annually. By contrast Alexandria/Arlington's growth increased to 1.8 percent annually and the District of Columbia grew at an annual rate 2.1 percent annually between 2010 and 2015. The Metro Washington Council of Governments (MWCOC) projects Alexandria/Arlington's growth to continue between 2015 and 2020, albeit it at a somewhat slower pace (1.3 percent annually). Between 2015 and 2020, MWCOC projects the Alexandria/Arlington region to add an additional 23,700 net new residents and these new residents will be split close to evenly between the two jurisdictions.<sup>5</sup>

In spite of the continued population growth, there are some clear challenges arising. Figure 2 shows the three main elements of population change (Net domestic migration, net international migration, and

**Figure 2: Components of population growth in Alexandria-Arlington**



Source: US Census Bureau, Population Estimates Program, V2015

natural increase) within the Alexandria/Arlington region. Most notably, the region has experienced a net loss of domestic migrants since 2011. Many factors explain this trend such as the high cost of living (and

<sup>5</sup> <https://www.mwcog.org/documents/2016/08/01/cooperative-forecasts-employment-population-and-household-forecasts-by-traffic-analysis-zone-cooperative-forecast-demographics-housing-population/>

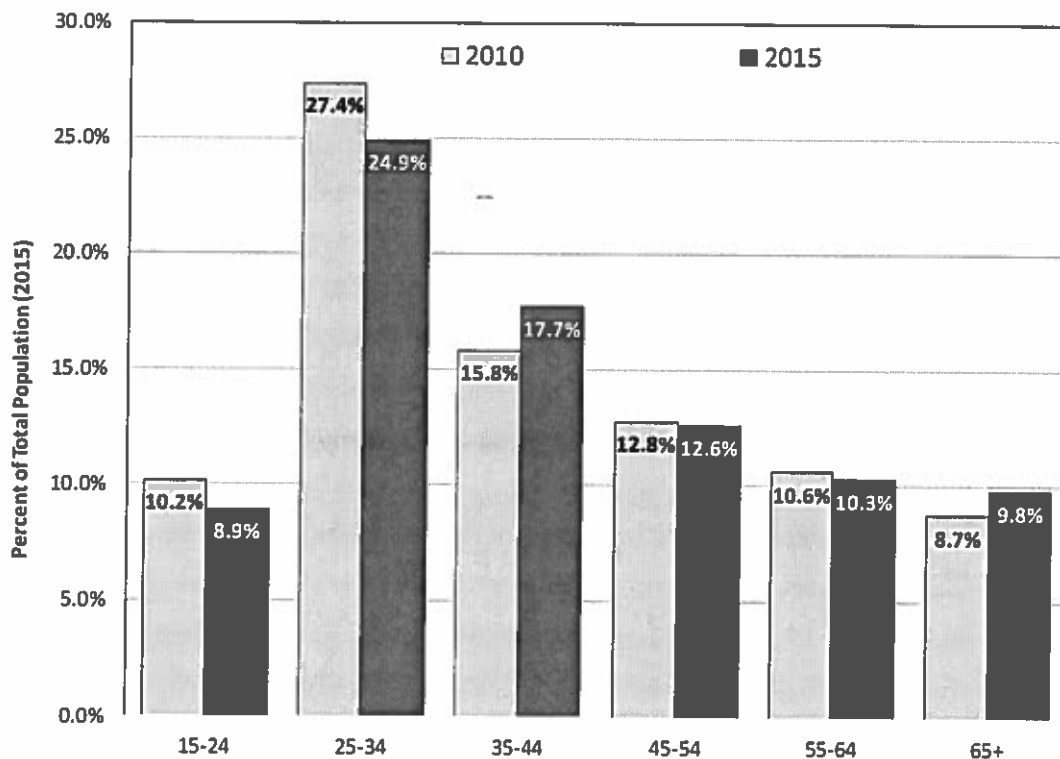
## Age structure

The age of a region's population will in many ways influence the current and future structure of its workforce. Figure 3 shows that Alexandria/Arlington's population by different age cohorts relative to the nation, state and metro area. What becomes readily apparent is that the region's age composition presents a very different set of opportunities and challenges than those facing many other parts of the country. Many places nationwide are concerned about an aging population and the impact of the graying of the workforce and retiring baby boomers. However, this is less a concern in Alexandria/Arlington.

Alexandria/Arlington has a disproportionately younger population, not only relative to the state and the nation but also the broader Washington metro area. The region's recent population growth has been fueled in large part to many young, educated workers moving to Alexandria/Arlington for their first professional jobs in the region or in the metro area. As a result the region has almost twice as great a share of residents aged 25 to 34 (24.9 percent), than the US overall (13.7 percent). Alexandria/Arlington has significantly more workers within the prime working years of 25 to 54 (55.2 percent) than the metro area as a whole (44.1 percent).

While these younger residents provide a real workforce advantage, they workers are also more mobile and less entrenched in the region. As a result, keeping these younger residents in Alexandria/Arlington will be a more difficult task. As noted above, the region has experience net domestic out-migration since 2011 due to a variety of factors including the slumping regional economy due to the recent budget battles and

**Figure 4: Change in age distribution in Alexandria-Arlington**



Source: US Census Bureau, 2015 American Community Survey

lack of diversity, particularly within the middle classes, may pose a challenge for the region as it may diminish the region's attractiveness to the best available talent. Given the choice, talented African-American or Hispanic workers may opt to live in other places in the metro area with more diverse populations.

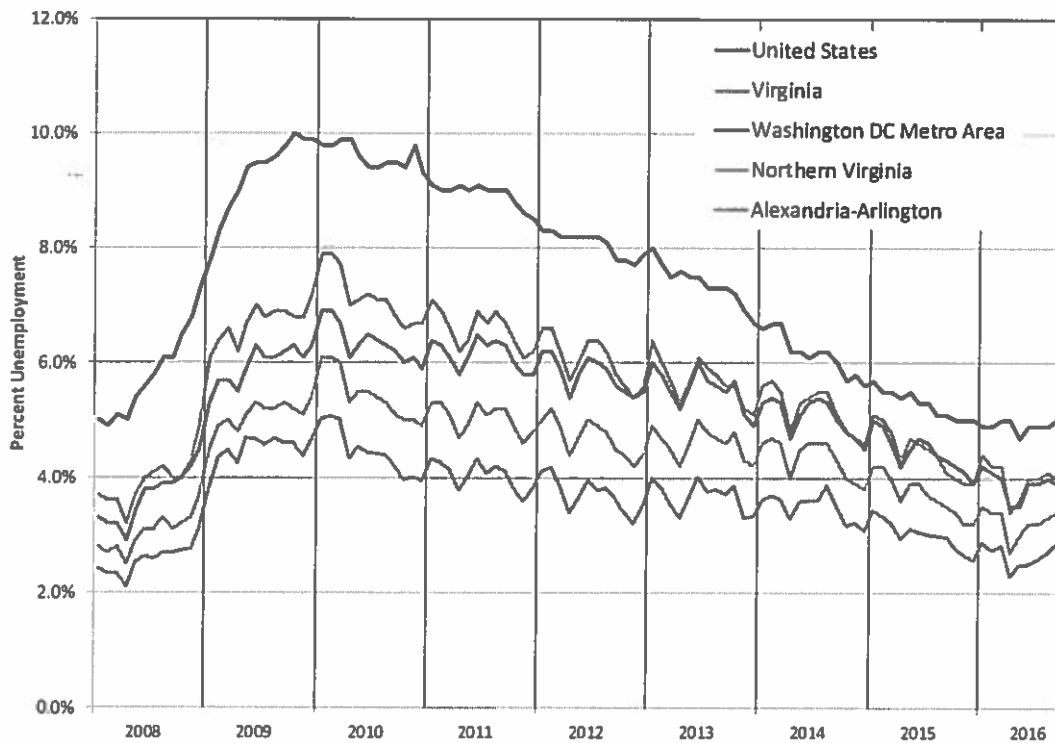
## The region's workforce

### Labor force

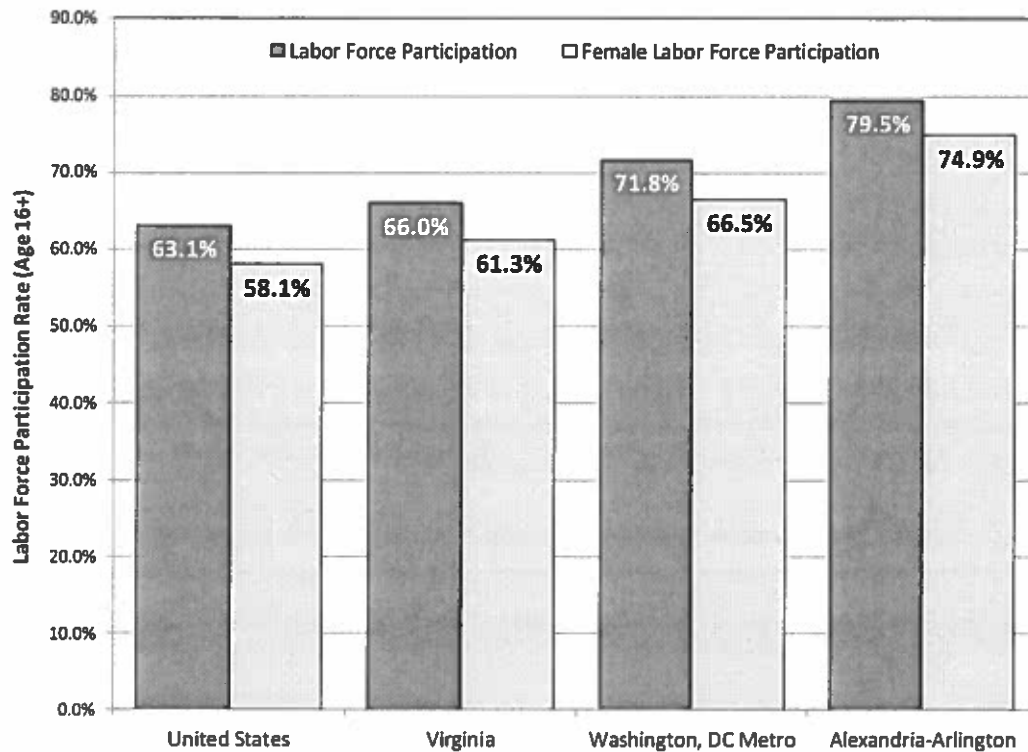
The size of a region's labor force offers an indicator of its economic strength. A large, growing labor force indicates that there are sufficient employment opportunities to attract people to the region and motivate them to participate in the labor force. In July 2016, Alexandria/Arlington's labor force included over 241,000 workers—the highest it had been since the recession. During the recession, the nadir occurred in February 2010 when the region had only 223,000 workers in the labor force. Much like the region's population, these workers were split roughly 60-40 between Arlington and Alexandria.

The region's labor force differs—particularly from the rest of the Commonwealth—in several distinct ways. First, Alexandria/Arlington has relatively lower unemployment rates than the region, state and nation. In September 2016, unemployment was only 2.8 percent, or almost half of the national rate of 5.0 percent. Figure 6 shows that the unemployment rate peaked during the first quarter of 2010. For the region, this meant an unemployment rate of 5.1 percent, which translates into approximately 11,300 unemployed

**Figure 6: Unemployment trends (2008-2016)**



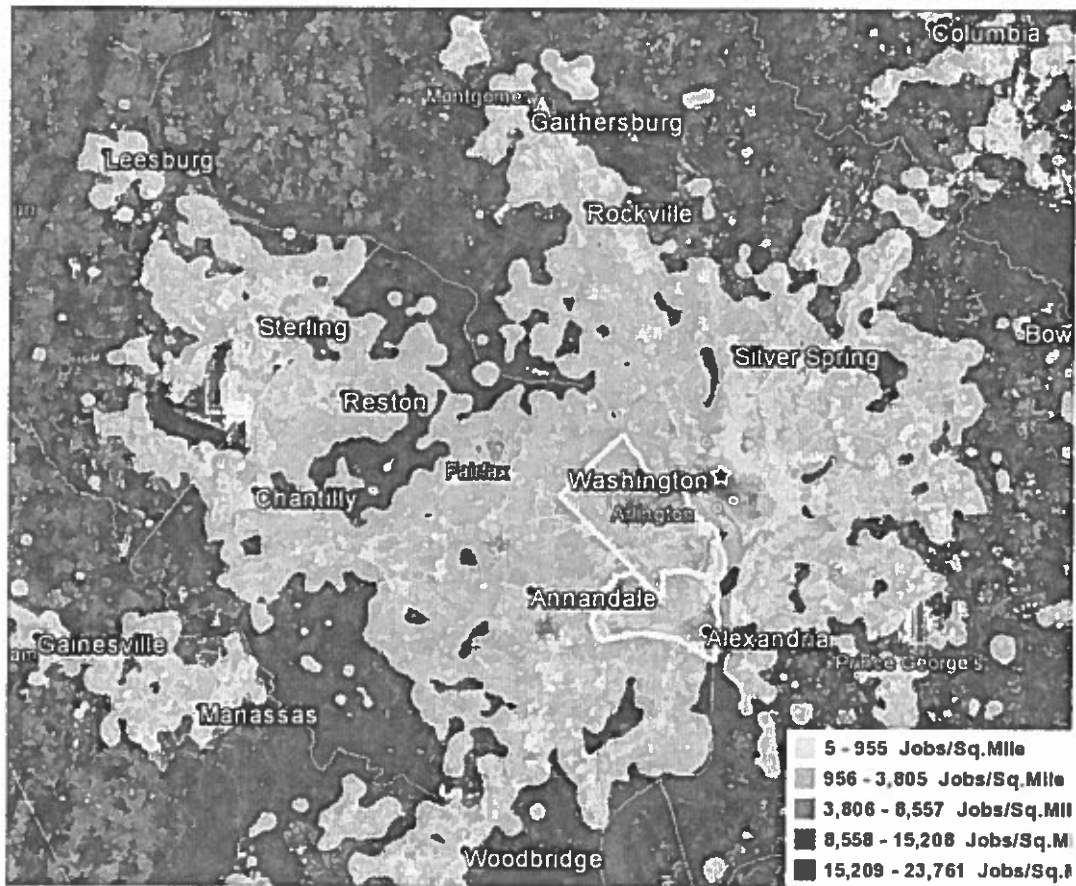
**Figure 7: Labor force participation rates (Population aged 16+)**



Source: US Census Bureau, 2015 American Community Survey

Several factors contribute to these higher rates. One is basic demography as the region has more people of prime work age. However, the region also has a highly educated workforce and many of these workers are able to stay in the workforce longer since their work may be less physically demanding than places that have larger numbers of workers in manufacturing or the trades. In fact, 28.3 percent of the region's population aged 65 and older remains in the labor force, which is 11 percent higher than the national participation rate for this age cohort. Where the labor force participation patterns diverge from the rest of the region, commonwealth and country is for the youth population. Among residents aged 16 to 19, fewer than 30 percent participate in the labor force as opposed to roughly 38 percent in the nation and state, and 36 percent in the broader metro area. This may be partly explained by the region's relative affluence as it may be less financially necessary for teenagers to find work.

**Figure 9: Work location of workers that live in Alexandria-Arlington (2014)**

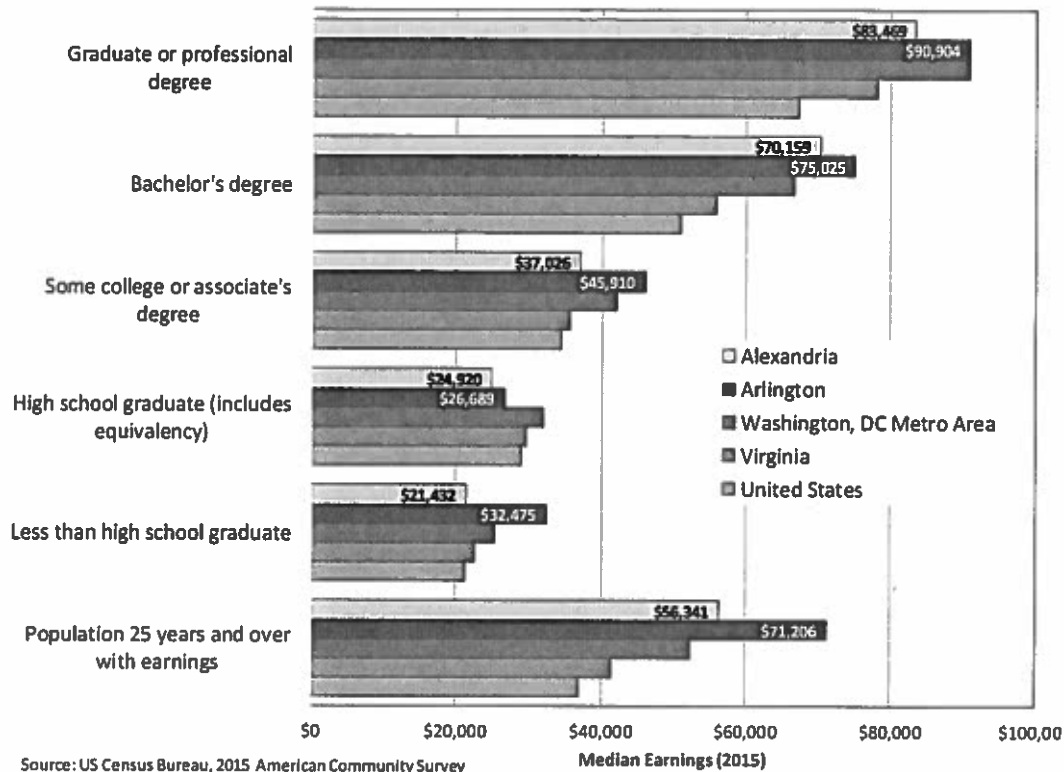


*Source: US Census Bureau, Local Employment Dynamics, OnTheMap*

Alexandria/Arlington, a significant number of the region's workers (29 percent) live in Fairfax County. Beyond Fairfax County the region draws more evenly from throughout the entire Washington metro area. For instance, residents of Prince Georges County (MD), the District of Columbia, and Prince William County (VA) each account for about 7 percent of the Alexandria/Arlington workforce, while Loudoun County (VA) and Montgomery County (VA) residents each represent about 5 percent.

As seen in Figure 9, commuting patterns for Alexandria/Arlington residents differ from those that work in the region. In addition to the 25 percent of residents that worked in the Alexandria/Arlington, 32 percent of the region's residents worked in the District of Columbia. After the District and Alexandria/Arlington, Fairfax County was the third largest work destination for area residents as approximately 24 percent worked in places like Tysons Corners and Springfield in Fairfax County. Beyond these jurisdictions, Alexandria/Arlington residents worked in smaller numbers in other places around the region. For instance, 3.8 percent worked in Montgomery County (MD), 2.6 percent in Prince Georges County (MD), and less than 2 percent of Alexandria/Arlington residents worked in Loudoun and Prince William Counties in Virginia.

**Figure 11: Median earnings by educational attainment level (age 25+)**



potential. Figure 11 shows median earnings by educational attainment level.<sup>8</sup> Workers with higher levels of educational attainment are more likely to earn a higher salary. This is not true not just for workers with bachelors or graduate degrees, but also for workers who pursue associates degrees or some kind of post-secondary training. In the long run, these differences can be significant. For instance, over a 40 year career a worker in Alexandria or Arlington with a bachelor's degree is likely to make close to \$2-million more than a worker with just a high school degree.

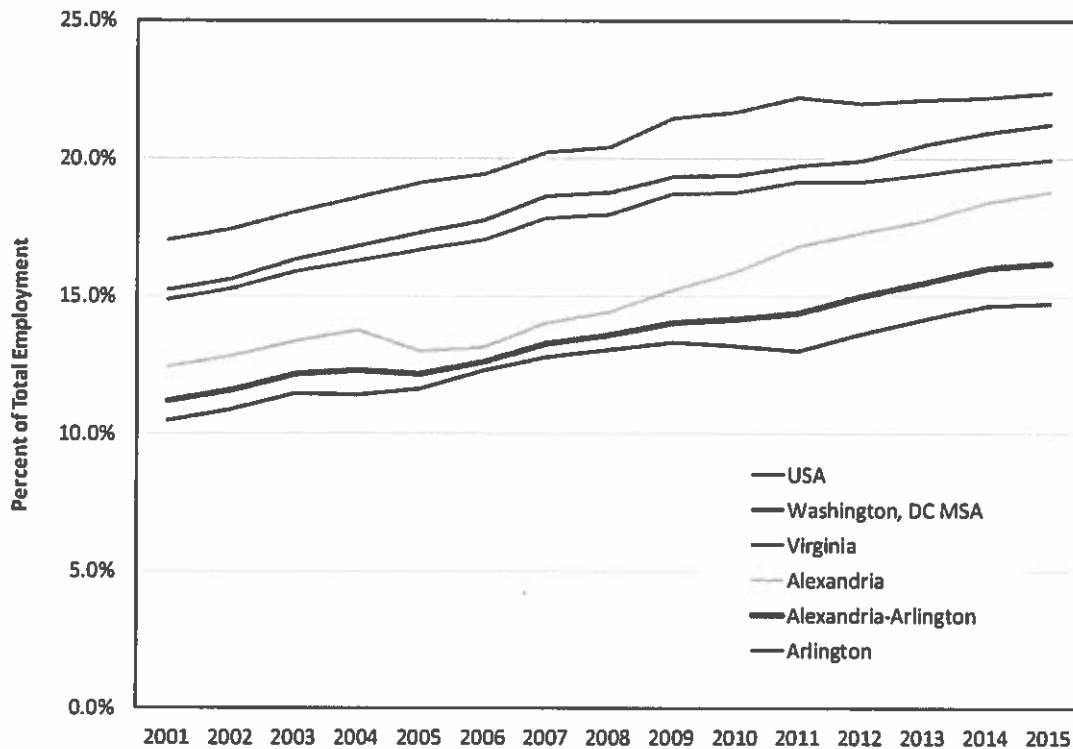
#### Income and poverty

Driven in part by the demand for highly skilled and educated workers, Alexandria/Arlington is a relatively high income area. According to the US Bureau of Economic Analysis, the region's 2015 per capita annual income was almost \$85,000. Per capita incomes are therefore approximately 75 percent higher than the nation, 60 percent higher than the state, and 30 percent higher than Washington metro area. Figure 12 shows per capita income (adjusted for inflation) since 2000. In spite of some significant declines during the recession and sequestration, the region's per capita income is now 18 percent higher than it was in 2000. Consequently, incomes in the region have grown faster than the nation (13.9 percent), state (15.3 percent), or metro region (10.6 percent) during the same time.

<sup>8</sup> Since these are median earnings, we were unable to create a weighted average for Alexandria-Arlington region. As a result, Alexandria and Arlington are listed separately.



**Figure 13: Sole proprietors as a percent of total employment**



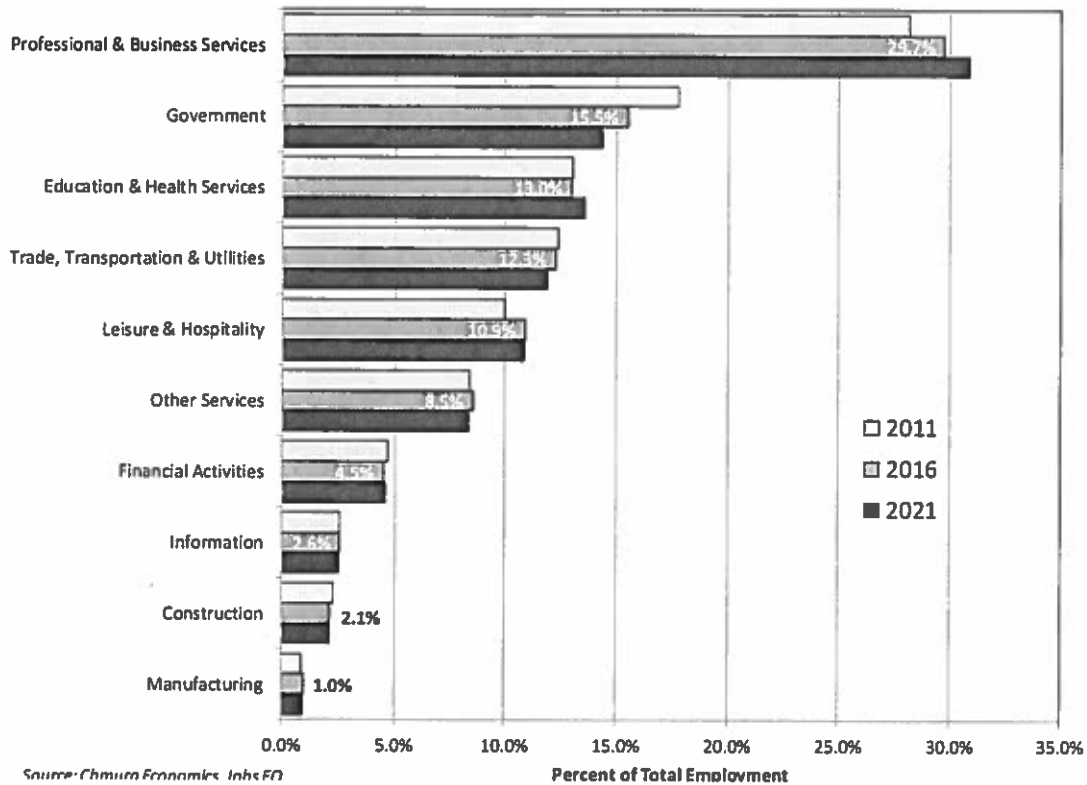
Source: US Bureau of Economic Analysis

the nation. It should be noted that higher proportions of self-employment does not always indicate economic strength. Rural places often have high levels of self-employment because many of their residents must engage in entrepreneurship out of necessity, rather than opportunity. A relative lack of wage and salary jobs may force many workers to create their own opportunities because none are available or they need to generate supplemental income.

The average annual income for proprietors in Alexandria/Arlington was \$38,300 in 2015—a figure higher than the nation, state and metro region. While some residents are able to generate their primary income through self-employment, but this figure is well below the region's average wage. As a result, we can infer that for many others in the region self-employment is often a vehicle for generating supplemental income.

It is also important to note that regional entrepreneurial capacity can be reflected in more ways than just self-employment. For instance, wage and salary workers can demonstrate their entrepreneurial capacity by identifying new ways to develop new products or processes. Their capacity to do this is often reflected in a region's level of educational attainment. As noted above, this is one area where Alexandria/Arlington and the entire Washington, DC metro area have a real workforce advantage.

**Figure 14: Sector employment as a percent of total employment**



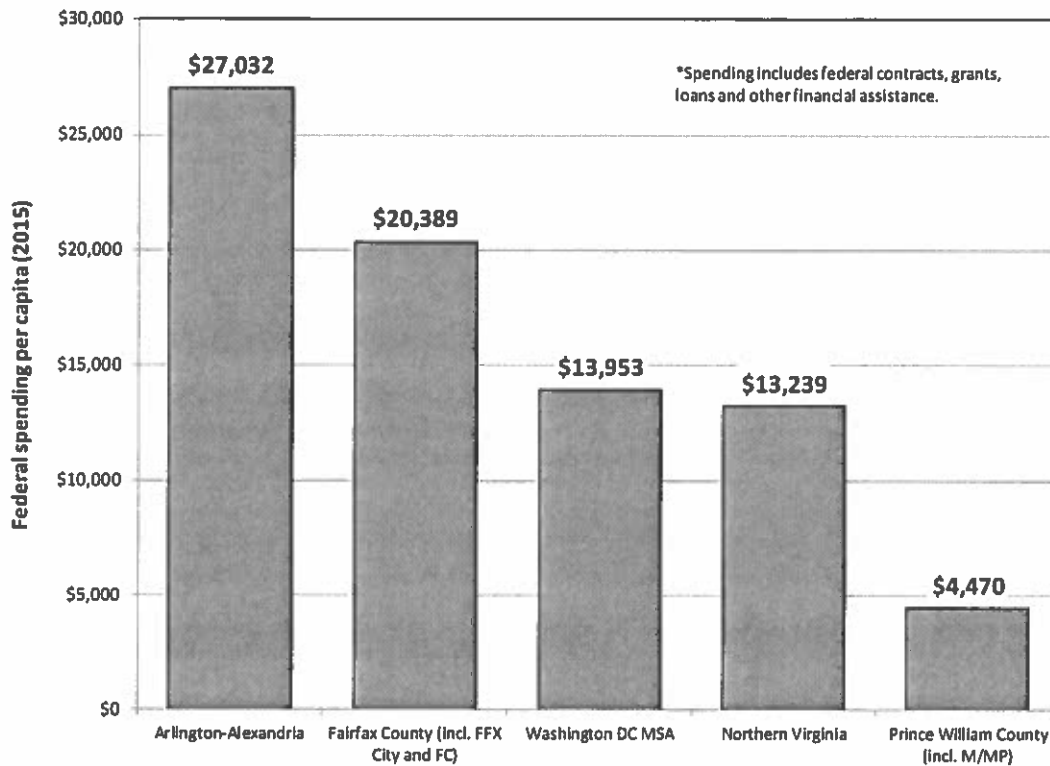
declining both in absolute and relative terms. By 2021, it is projected to be less than 15 percent of Alexandria/Arlington's total employment.

### *The role of the federal government*

It is impossible to discuss the region's economic structure without giving special mention to the federal government's role. Alexandria/Arlington is home to the Pentagon and many other federal agencies (e.g., The National Science Foundation, US Patent and Trade Office). Many regional workers either work directly for the federal government, or for one of the many contractors that rely on federal spending. Over the course of this decade, much of the rest of the country experienced a steady recovery from the recession. However, this was not the situation in Alexandria/Arlington, the rest of Northern Virginia, and the Washington metro area as the broader regional economy experienced significant economic headwinds due to the Budget Control Act and Sequestration.

These challenges become apparent when looking at direct federal employment. In 2015, Alexandria/Arlington was home to 52,600 federal civilian and military jobs. After significant declines between 2011 and 2012, and again between 2013 and 2014, this figure is roughly 11,000 lower than it had been in 2010. Over 80 percent of the net job loss occurred in Arlington. Using data from the US Bureau of Economic Analysis, Figure 15 shows federal employment as a percentage of total employment. Federal jobs now represent 15.1 percent of the region's total 2015 employment, down from 19.1 percent in 2010. As

**Figure 16: Federal procurement spending per capita (2015)**



Source: [USAspending.gov](http://USAspending.gov); *US Census Population Estimates V2015*

show the economic diversity of Alexandria/Arlington relative to the state, the metro area, and other key jurisdictions in Northern Virginia. What becomes quickly apparent is that jurisdictions like Alexandria/Arlington and Fairfax County that depend heavily on the federal government employment and contracting have much lower levels of economic diversity than the Washington, DC metro area or the broader Northern Virginia region. The consequence of this overreliance on the federal government is that it hinders Alexandria/Arlington's ability to mitigate risks to its economy and limits its ability take advantage of new opportunities. Moving forward, the extent to which the firms rely on federal contracts can pivot away from federal customers and toward other markets will go a long way in determining the future shape of the regional economy.

#### Detailed industry trends and projections

The data discussed above that looks at the region's economic sectors can provide important insights into the region's broad economic trends and demonstrate the continued importance of government and advanced professional and business services to the Alexandria/Arlington and Washington, DC metro economies. More detailed industry analysis can help to identify growth opportunities in more specific industries. This section will consider past and future projected employment trends for industries at the 4-

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summed across all the industries and those sums were subtracted from 1. In a hypothetical perfectly diverse economy, the summed value would be 1.

the region's reliance on the federal government and the uncertainty surrounding a new administration, this is particularly important to keep these caveats in mind.

#### *Employment trends and projections in high-paying industries*

Industries that pay average wages in excess of 120 percent of the average wage account for 45 percent of all the region's jobs. Figure 18 lists the 10 industries that experienced the most net new employment growth between 2011 and 2016. Two industries—computer systems design and related services, and management, scientific and technical consulting services—each added 5,000 net new jobs during this period. These industries form the core of the professional and business services sector that serves as the region's economic base. Combined, they account for almost half of that sector's total employment and are the primary drivers of its growth. These two industries include many of the region's largest contractors (e.g. Deloitte, Booz Allen Hamilton, SRA International, CACI, SAIC) that serve the federal government.

Other industries with above average wages that have grown over the past half-decade are also representative of the region's other competitive strengths. This includes government activities related to justice, public order and safety which added over 500 net new jobs, and advocacy-related activities such as business, professional, labor, political and similar organizations that added 360 net new jobs. Combined, three financial services related industries—non-deposit credit intermediation; other financial investment activities, and agencies, brokerages; and other insurance related activities—gained over 1,000 net new jobs in the region between 2011 and 2016. These industries include two Arlington-based firms such as Cambridge Associates and FBR Capital Markets Corporation which both employ roughly 300 people. Two information-related industries—data processing and hosting services and newspaper, periodical, book, and directory publishers—each added over 200 net new jobs in the past five years.

**Figure 18: Employment trends in high paying industries (2011-2016)**

NAICS	Industry	2011 Emp.	2016 Emp.	2011-2016	Average Wage
5415	Computer Systems Design & Related Services	16,080	21,642	5,562	\$123,981
5416	Mgmt, Sci., & Tech. Consulting Services	14,732	20,034	5,302	\$114,409
9221	Justice, Public Order, & Safety Activities	6,404	6,967	563	\$100,012
5611	Office Administrative Services	926	1,371	445	\$97,677
8139	Business, Prof., Labor, Political, & Similar Orgs.	8,659	9,022	363	\$104,568
5222	Nondepository Credit Intermediation	572	919	347	\$137,297
5239	Other Financial Investment Activities	1,304	1,614	310	\$246,137
5242	Agencies, Brokerages, & Other Insurance Related Activities	823	1,117	294	\$112,716
5182	Data Processing, Hosting, & Related Services	947	1,177	230	\$119,532
5111	Newspaper, Periodical, Book, & Directory Publishers	1,635	1,844	209	\$106,633

Source: Chmura Economics, JobsEQ

region's average wage. As shown in Figure 20, the industries that pay closer to average wages continue to reflect the importance of the region's professional and business services sector. The other professional, scientific and technical services and the investigation and security services industries each added about 800 net new jobs between 2011 and 2016, while the advertising, public relations and related services industry added almost 200 net new jobs during this period.

**Figure 20: Employment trends in average paying industries (2011-2016)**

NAICS	Industry	2011 Emp.	2016 Emp.	2011-2016	Average Wage
5419	Other Prof., Sci., & Tech. Services	2,228	3,066	838	\$88,800
5616	Investigation & Security Services	2,524	3,308	784	\$76,387
8133	Social Advocacy Organizations	2,285	2,669	384	\$85,814
6212	Offices of Dentists	894	1,108	214	\$69,286
5418	Advertising, Public Relations, & Related Services	1,379	1,567	188	\$87,558
9231	Administration of Human Resource Programs	1,335	1,521	186	\$88,847
4851	Urban Transit Systems	781	941	160	\$87,362
6214	Outpatient Care Centers	582	740	158	\$80,303
6215	Medical & Diagnostic Laboratories	88	202	114	\$85,088
5151	Radio & Television Broadcasting	1,058	1,168	110	\$83,972

Source: Chmura Economics, JobsEQ

Within this group of industries we also begin to find more locally-serving industries—those whose growth depends largely on the region's continued population growth. This is particularly true for several healthcare-related industries such as dentists offices, outpatient care centers, and medical and diagnostic laboratories, which all experienced net employment growth between 2011 and 2016. By contrast, executive, legislative, and other general government support lost more than 1,000 jobs in the region during the period. Building equipment contractors and facilities support services were two other industries that pay close to average wages, but lost significant net employment as they lost 650 and 590 net jobs during

**Figure 21: Projected employment trends in average paying industries (2016-2021)**

NAICS	Industry	2016 Emp.	Annual Regl. Demand (2016-2021)	Annual Growth Demand (2016-2021)	Total Annual Demand (2016-2021)	Average Wage
4811	Scheduled Air Transportation	6,536	184	19	203	\$90,319
6221	General Medical & Surgical Hospitals	4,333	83	43	127	\$70,740
5419	Other Professional, Scientific, & Technical Services	3,066	63	44	107	\$88,800
5313	Activities Related to Real Estate	2,041	48	56	104	\$70,557
6211	Offices of Physicians	2,290	47	53	100	\$96,376
5612	Facilities Support Services	1,890	47	50	97	\$96,089
5616	Investigation & Security Services	3,308	58	28	86	\$76,387
8133	Social Advocacy Organizations	2,669	55	28	83	\$85,814
5412	Accounting, Tax Preparation, Bookkeeping, & Payroll Services	2,066	48	16	65	\$87,332
5221	Depository Credit Intermediation	1,923	53	5	58	\$74,905

Source: Chmura Economics, JobsEQ

this period, respectively. These industries were likely impacted by the slowdown in federal spending.

These relatively lower paying industries also employ large numbers part-time workers and which often have high levels of turnover. Figure 23 shows that many of the employment opportunities in these relatively low-paying industries will be the result of replacing workers, more so than creating new jobs. This is particularly true in retail and service-related industries like restaurants; traveler accommodation; and grocery stores. Industries like elementary and secondary schools which pay comparatively higher wages are projected to create more equal amounts of replacement and growth jobs. Among the ten industries identified in Figure 23, continuing care retirement communities & assisted living facilities for the elderly is the only industry that is expected to create more job opportunities through growth than through replacement jobs. This is likely the outcome of the population's continued aging.

**Figure 23: Projected employment trends in lower paying industries (2016-2021)**

NAICS	Industry	2016 Emp.	Annual (Rep.) Demand (2016-2021)	Annual Growth Demand (2016-2021)	Total Annual Demand (2016-2021)	Average Wage
7225	Restaurants & Other Eating Places	18,037	664	153	817	\$22,280
6111	Elementary & Secondary Schools	11,677	267	214	480	\$59,988
5617	Services to Buildings & Dwellings	7,332	173	57	230	\$20,757
7211	Traveler Accommodation	5,678	172	56	228	\$36,445
4451	Grocery Stores	4,310	143	26	168	\$27,472
7139	Other Amusement & Recreation Industries	3,513	110	41	150	\$24,657
5613	Employment Services	2,471	58	37	95	\$57,700
	Continuing Care Retirement Communities & Assisted Living Facilities for the Elderly	1,365	30	63	92	\$32,400
4411	Automobile Dealers	2,150	59	28	87	\$63,372
8121	Personal Care Services	1,897	59	28	87	\$32,973

Source: Chmura Economics, JobsEQ

### Detailed occupation trends and projections

The data described above provide important insights into what industries have created jobs and are projected to create jobs in the future. Average industry wages, however, only tell part of the story as some high paying industries may also create low-wage, lower-skill jobs and vice versa. By looking at occupational trends and projections we can better understand the types of jobs that are growing and that provides some indication about the kinds of workers that will be needed to fill those jobs.

The region's occupational trends and projections tend to mirror the industry trends and projections. However, whereas industries tell us what companies make, occupations describe what workers do. Workers' educational backgrounds are important considerations for developing strategies that help employers meet their workforce needs and placing workers in appropriate opportunities. More plainly, the strategies for placing workers without a high school degree will differ from those strategies that connect workers with graduate degrees to career opportunities.

### *Employment trends in occupations requiring at least a 4-year degree*

As noted earlier, government contractors providing management and IT services are core elements of the region's economic base and have driven the region's recent economic growth. Consequently, it is not surprising to see that the number of computer-related occupations has grown significantly over the past five years. Figure 25 shows that Alexandria/Arlington saw growth in the number of software developers, computer programmers and systems analysts, and network and computer systems administrators. These occupations paid average wages close to, or in excess of, \$100,000 annually and the region added several hundred net new jobs in each between 2011 and 2016.

**Figure 25: Fastest growing occupations requiring at least a 4-year degree (2011-2016)**

SOC	Occupation	2011 Emp.	2016 Emp.	2011-2016	Average Wage	Entry-Level Education
15-1132	Software Developers, Applications	3,314	4,161	847	\$111,200	Bachelor's degree
13-1111	Management Analysts	4,632	5,265	633	\$103,300	Bachelor's degree
15-1121	Computer Systems Analysts	2,297	2,844	547	\$101,700	Bachelor's degree
15-1131	Computer Programmers	1,574	2,004	430	\$98,500	Bachelor's degree
15-1133	Software Developers, Systems Software	1,849	2,246	397	\$118,200	Bachelor's degree
13-1161	Market Research Analysts & Marketing Specialists	1,804	2,146	342	\$74,800	Bachelor's degree
11-1021	General & Operations Managers	5,188	5,478	290	\$147,100	Bachelor's degree
11-3021	Computer & Information Systems Managers	1,373	1,615	242	\$161,300	Bachelor's degree
25-2021	Elementary School Teachers, Except Special Ed.	1,683	1,909	226	\$73,400	Bachelor's degree
15-1142	Network & Computer Systems Administrators	1,254	1,462	208	\$100,500	Bachelor's degree

Source: Chmura Economics, JobsEQ

Management occupations, such as general and operations managers and computer and information systems managers, were among the highest paying growing occupations that required at least a bachelor's degree. These two occupations pay average wages of close to, or in excess of, \$150,000 annually. More modest wages are found in other growth occupations such as market research analysts and marketing specialists, and elementary school teachers that both pay annual wages around \$75,000.

hygienists and dental assistants), education (e.g., teachers' assistants and preschool teachers), or some kind of service activity that require training and certification (e.g., hair dressers, auto mechanics).

Figure 28 lists the occupations that are also projected to grow in the future. IT occupations like computer user support specialists and web developers are projected to 90 and 40 workers per year, driven in large part by growth not replacement. The demand for education and healthcare related occupations such as teaching assistants, nursing assistants and licensed practical nurses will be driven by both replacement and growth.

#### *Employment trends in occupations requiring a high school degree or less*

Figure 29 shows which occupations requiring a high school degree or less added the most net new jobs between 2011 and 2016. With over 900 net new jobs, the region added more janitors and cleaners than any other occupation requiring a high school degree or less. Food service-related occupations like waiters and waitresses, food preparation workers, and cooks also grew, as did retail occupations like cashiers. With the exception of some sales representatives, all of these jobs paid average annual wages well below the regional average wage.

Given the high cost of living in Alexandria/Arlington, it is very hard for the workers that fill these jobs to live in the region. This poses some real challenges for the region in terms of providing affordable housing or reliable public transportation so that these workers can get to work in a reasonable amount of time. These challenges, combined with relatively low pay and low-skill nature of these jobs contributes to relatively high



**Figure 29: Fastest growing occupations requiring no post-secondary education (2011-2016)**

SOC	Occupation	2011 Emp.	2016 Emp.	2011-2016	Average Wage	Entry-Level Education
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	6,399	7,317	918	\$27,500	Less than high school
35-3031	Walters & Waitresses	4,835	5,493	658	\$26,200	Less than high school
35-3021	Combined Food Prep. & Serving Workers, Incl. Fast Food	4,105	4,692	587	\$21,600	Less than high school
41-2011	Cashiers	3,869	4,262	393	\$23,300	Less than high school
41-3099	Sales Representatives, Services, All Other	2,499	2,851	352	\$77,400	High school diploma or equivalent
43-4051	Customer Service Representatives	4,173	4,519	346	\$39,600	High school diploma or equivalent
53-3041	Taxi Drivers & Chauffeurs	801	1,105	304	\$30,200	Less than high school
35-2014	Cooks, Restaurant	2,193	2,486	293	\$26,900	Less than high school
39-9021	Personal Care Aides	1,484	1,755	271	\$24,600	Less than high school
43-9061	Office Clerks, General	5,628	5,862	234	\$38,500	High school diploma or equivalent

Source: Chmura Economics, JobsEQ

**Figure 30: Projected annual demand for occupations requiring no post-secondary education (2011-2016)**

SOC	Occupation	2016 Emp.	Annual Repl. Demand (2016-2011)	Annual Growth Demand (2016-2021)	Total Annual Demand (2016-2021)	Average Wage
35-3031	Walters & Waitresses	5,493	273	32	305	\$26,200
41-2031	Retail Salespersons	5,561	200	39	239	\$27,400
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	7,317	148	68	215	\$27,500
35-3021	Combined Food Preparation & Serving Workers, Including Fast Food	4,692	154	49	203	\$21,600
41-2011	Cashiers	4,262	186	10	197	\$23,300
43-4051	Customer Service Representatives	4,519	119	60	178	\$39,600
43-9061	Office Clerks, General	5,862	129	39	168	\$38,500
37-2012	Maids & Housekeeping Cleaners	3,994	106	39	145	\$25,900
41-3099	Sales Representatives, Services, All Other	2,851	73	47	121	\$77,400
35-2014	Cooks, Restaurant	2,486	70	43	113	\$26,900
49-9071	Maintenance & Repair Workers, General	2,860	77	28	105	\$45,400
39-9011	Childcare Workers	2,130	82	22	103	\$26,300
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	2,477	80	17	97	\$29,000
43-6014	Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	5,263	56	33	89	\$43,100
43-5081	Stock Clerks & Order Fillers	2,245	76	12	88	\$28,600
35-9031	Hosts & Hostesses, Restaurant, Lounge, & Coffee Shop	846	65	7	71	\$22,400
43-1011	First-Line Supervisors of Office & Administrative Support Workers	2,651	40	27	67	\$67,200
33-9032	Security Guards	2,922	40	25	65	\$38,400
35-1012	First-Line Supervisors of Food Preparation & Serving Workers	1,500	46	17	63	\$41,500
43-4171	Receptionists & Information Clerks	1,753	46	16	62	\$31,700

Source: Chmura Economics, JobsEQ

**Figure 31: Online Job Postings (2016)**

Ed. Level	Ten Most Advertised Occupations by Education Level	Available Jobs (2016)	Employers w/ Job Advertisements by Education Level	Available Jobs (2016)
Bachelor's or Graduate Degree	Computer Occupations, All Other	5,959	ACCENTURE	3,126
	Computer Systems Analyst	4,491	Booz Allen Hamilton	2,618
	Management Analysts	4,488	Deloitte	2,173
	Information Security Analysts	4,386	CACI	1,696
	Software Developers, Applications	4,257	Anthem, Inc.	1,095
	Network & Computer Systems Admin.	3,886	Inova Health System	1,071
	Accountants & Auditors	2,599	General Dynamics	936
	Marketing Managers	2,139	Allion Science	901
	Managers, All Other	1,785	Engility Corporation	810
	Web Developers	1,667	CSRA RESA	781
Associate's Degree	Computer User Support Specialists	1,276	Inova Health System	323
	Web Developers	1,155	Forward Air, Inc.	205
	Heavy & Tractor-Trailer Truck Drivers	1,148	Virginia Hospital Center	192
	Registered Nurses	892	US Patent and Trade Office	151
	Hairdressers, Hairstylists & Cosmetologists	232	INOVA Geo	130
	LP/LV Nurses	219	Transportation Security Administration	106
	Network & Computer Systems Admin.	153	Pentagon Federal Credit Union	105
	Information Security Analysts	150	United States Army	101
	Exec. Secretaries & Exec. Assistants	136	Hair Cuttery	99
	General Maintenance & Repair Workers	119	US Department of State	95
GED/High School	Retail Salespersons	1,505	Marriott	495
	First-line Spvrs. of Retail Sales Workers	1,314	Hilton Worldwide	379
	First-line Spvrs. of Food Prep. Workers	1,002	Macy's	353
	First-line Spvrs. of Office & Admin. Workers	791	Inova Health System	347
	Customer Service Representatives	733	Harris Teeter	294
	Maids & Housekeeping Cleaners	707	Target Corporation	244
	General Maintenance & Repair Workers	568	Nordstrom	240
	Managers, All Other	547	Sunrise Senior Living	220
	Stock Clerks & Order Fillers	452	Ritz-Carlton	219
	Security Guards	451	United States Army	184

Source: Help Wanted Online (1/1/16 to 11/28/16)

Employers were also seeking workers to fill support occupations, either in office settings such as executive secretaries and executive assistants, or in distribution and wholesaling like truck drivers.

The retail and hospitality sectors are also important for workers that lack post-secondary education. Large retailers like Macy's, Nordstrom, and Target were among the employers looking to hire the most workers at this education level. Within the retail sector job openings were available for people to fill retail sales, customer service representatives, and supervisory roles. The hospitality industry was another important source of lower-skill jobs, thereby highlighting the importance of attracting visitors and visitor spending. Marriott, Hilton Worldwide and Ritz-Carlton had many of the job advertisements that represent opportunities for workers without postsecondary education. The most in-demand hospitality related jobs included maids and housekeepers and general maintenance and repair workers.

## Assets and factors shaping the region's economy and workforce

The industry and occupations projections discussed above are reliant on no significant disruptions to the regional economy. With this in mind, effective workforce planning will require a thorough understanding of the assets and factors that currently influence the region's economy and workforce and those that will affect its future trajectory. A number of these issues have been raised earlier, but this section takes a somewhat more systematic approach by looking at several key workforce issues through the lens of a regional SWOT analysis.

SWOT analyses allow us to consider both the internal and external factors that can help and hinder the regional economy. Typically, an internal appraisal in a regional economic SWOT analysis focuses on identifying the local strengths and weaknesses underlying a regional economy, whereas an external appraisal concentrates on opportunities and threats that face the region from the outside that local actors have very little influence over. SWOT exercises are designed to help sort through a much wider range of factors, variables, or conditions that need to be considered in order to undertake effective regional planning.

Input for this SWOT was drawn from two primary sources—the regional analysis presented above and stakeholder input. Several regional stakeholders provided input in a September 2016 meeting facilitated by the Alexandria/Arlington Regional Workforce Council. These stakeholders identified what they believed to be some of the region's key opportunities and challenges. Several broad sets of issues emerged from this combined input. These issues include:

- Talent attraction and retention
- Secondary and postsecondary education
- Transportation and infrastructure
- Commercial and industrial development
- Entrepreneurship and innovation

Understanding and addressing these issues will allow the region to take advantage of emerging opportunities, as well as mitigating the risk of potential challenges. The strengths, weaknesses, opportunities and threats for each of these broad issues are discussed in greater detail below.

### Talent attraction and retention

As demonstrated earlier, Alexandria/Arlington is home to a deep base of talent. The region has a highly educated population where over two-thirds of the population (aged 25+) has at least a 4-year degree, and over 36 percent have a graduate or professional degree. These education attainment levels distinguish the region from the rest of the metro area, the Commonwealth and the nation. So too does its demographics, as 1 in 4 residents were between the age of 25 and 34 and almost 43 percent were aged 25 to 44. This young, educated workforce has been a key element of the region's success. Regardless, a recent Brookings Institution study found that the DC metro area's was highly reliant on talent born out of the region.<sup>15</sup> As a

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<sup>15</sup> <https://www.brookings.edu/blog/the-avenue/2016/11/14/the-metro-talent-competition-attracting-and-growing-highly-educated-workers/>

burglary. Due in part to high rates of violent crime in the District, the rate of violent crime and burglary in Alexandria/Arlington are almost half of that in the rest of the metro area.

In spite of all these assets and positive attributes the region's cost of living represents a significant challenge for attracting and retaining talent. The Bureau of Economic Analysis's Regional Price Parities (RPP) show that in 2014 the Washington Metro region was almost 20 percent more expensive than the nation as a whole. The only metro areas that were similarly as expensive were Honolulu, the New York City region, and the San Francisco Bay area. The cost of housing plays a big role in the region's high cost of living, as the BEA RPPs show that rents in the DC metro are 70 percent higher than the national average.

The Economic Policy Institute's Family Budget Calculator showed that in Northern Virginia a family of two adults and two children required an average of almost \$82,300 to meet their basic needs.<sup>17</sup> While still less than the \$106,500 it was required for the same family to meet their basic needs in Washington, DC, Northern Virginia was still one of the country's most expensive places to raise a family. This high cost of living partially contributes to the region's high levels of labor force participation because many families need two incomes to meet many of their basic needs.

#### *Opportunities and threats*

Given that the region relies on many young, educated workers moving to the region for employment opportunities, retaining these Millennial and Generation X workers will be critical. The region could, however, widen its base of talent by looking at other sources of talent. As noted earlier, international immigration contributes greatly to the region's population growth. The region's foreign born population participates in all levels of the labor force from highly educated workers to lower-wage laborers. Remaining an open and welcoming place to these foreign born and immigrant populations will be vital for the region to continue growing and for meeting the region's workforce demand.

The veteran population offers another pool of workers that that can help the region grow and strengthen its workforce. In spite of being home to the Pentagon and the Department of Defense, a relatively smaller proportion of veterans live in Arlington and Alexandria. Figure 33 shows that the veteran population 10.8 percent of the Virginia population (aged 18+), and 8.3 percent of the DC metro area's population, it is only 7.5 percent of the Alexandria/Arlington population. However, the region does have an advantage in the

**Figure 33: Veteran Population**

	Veterans as a % of civilian pop. (Age 18+)	% of veteran pop. aged 18-64
United States	7.6%	50.5%
Virginia	10.8%	62.5%
Washington, DC Metro Area	8.3%	64.6%
Alexandria-Arlington	7.5%	68.0%

*Source: US Census Bureau, 2015 American Community Survey*

<sup>17</sup> <http://www.epi.org/resources/budget/budget-factsheets/#/567>

**Figure 34: Class of 2016, Virginia On-Time Graduation Rate**

High School	All Students	White	African-American	Hispanic
Yorktown (APS)	97.0%	100.0%	91.3%	84.6%
Washington-Lee (APS)	94.8%	100.0%	98.4%	86.3%
Wakefield (APS)	88.1%	91.8%	93.4%	81.1%
T.C. Williams (ACPS)	82.1%	92.8%	84.6%	70.5%
<b>Virginia</b>	<b>91.3%</b>	<b>93.9%</b>	<b>88.3%</b>	<b>82.8%</b>

*Source: Virginia Department of Education*

- Arlington Public Schools (APS) has 26,400 students, of which 46.9 percent are white, 27.9 percent Hispanic, 10.3 percent are black or African-American, and 9 percent Asian. Among the three largest high schools, Wakefield High School is the most diverse. There is also a significant international presence as students in Arlington Public Schools (APS) come from 96 countries and speak 81 different languages.<sup>18</sup>
- Alexandria City Public Schools (ACPS) has 15,500 students, of which 36 percent are Hispanic, 29.3 percent are black or African-American, 27.1 percent are white, and 4.6 percent Asian. Much like APS, there is a significant international presence as students in Arlington Public Schools (APS) come from 127 countries and speak 115 different languages.<sup>19</sup>

This diversity is the result of the continual influx of new residents from all backgrounds and socio-economic classes.

Figure 34 shows the Class of 2016's Virginia On-Time Graduation Rate for the three largest high schools in Arlington (Yorktown, Washington and Lee, and Wakefield) and T.C. Williams High School in Alexandria. Yorktown and Washington-Lee are well above the state average for on-time completion, whereas Wakefield and T.C. Williams tends to lag behind the state average. One of the big challenges facing the region is the achievement gap for the region's Hispanic students relative to other racial and ethnic groups. This gap is particularly significant in T.C. Williams High School where the completion rate for Hispanic students is 12 percent lower than it is for Hispanic students statewide, and 21 percent lower than it is for all Virginia students. Closing this gap will be important for the region to effectively integrate these students into the community and prepare them for either the post-secondary education or the world of work.

While the region has several strong secondary schools, many of these local graduates leave the region to go to college. Nevertheless, the region is well-served by a wide variety of public and private post-secondary institutions that offer an array of programs, particularly for adult learners and continuing education for people already in the workforce. Within the region, students can access law schools, graduate schools,

<sup>18</sup> <http://www.apsva.us/wp-content/uploads/2015/03/QuickFacts-1.pdf>

<sup>19</sup> <http://www.acps.k12.va.us/fastfact.php>

particularly helpful for students who may speak primarily Spanish in the home to keep pace with their peers, and can be an important avenue for closing the achievement gap. APS offers Spanish immersion programs at two elementary schools, one middle school and one high school. ACPS offers Spanish-English dual language programs at two K-5 schools. These programs are designed to help students from both language groups achieve higher levels of education achievement. As with many of the other issues facing the region, the uncertainty about the region's future economy will have consequences for the number and quality of educational programs and opportunities. A reduction in federal activity, either through direct federal employment or perhaps more importantly contracting opportunities will affect the region's tax base. More limited resources could lead to more crowded classrooms, fewer available programs, and greater difficulties in attracting and retaining top teaching talent.

The large numbers of university programs in region provide many opportunities for the region's residents and workforce. These facilities and resources, however, are not utilized as fully as they could be. As a result, there are opportunities to better leverage these programs for non-degree programming in areas such as executive education and small business assistance. For the post-secondary institutions, an economic slowdown might diminish the resources that workers are able to devote towards professional education opportunities available through the region's postsecondary education. Depressed enrollments will in turn limit the number of available programs.

### Transportation and infrastructure

The ability of people to get to and from work in an efficient manner is a critical element in making the region an attractive place to live and work. The aforementioned Arlington Economic Development survey of young professionals noted that public transit was seen as an advantage that this area had over other locations and was one of the region's more attractive qualities. The region's transit system is also important to employers. Commuting times and costs shape how large a labor pool they have to draw upon to meet their workforce needs. Transportation issues are important for the region broadly as well as the workforce more specifically. This section therefore considers some of the region's key transportation issues and challenges and what they mean for the region's workforce.

#### *Strengths and weaknesses*

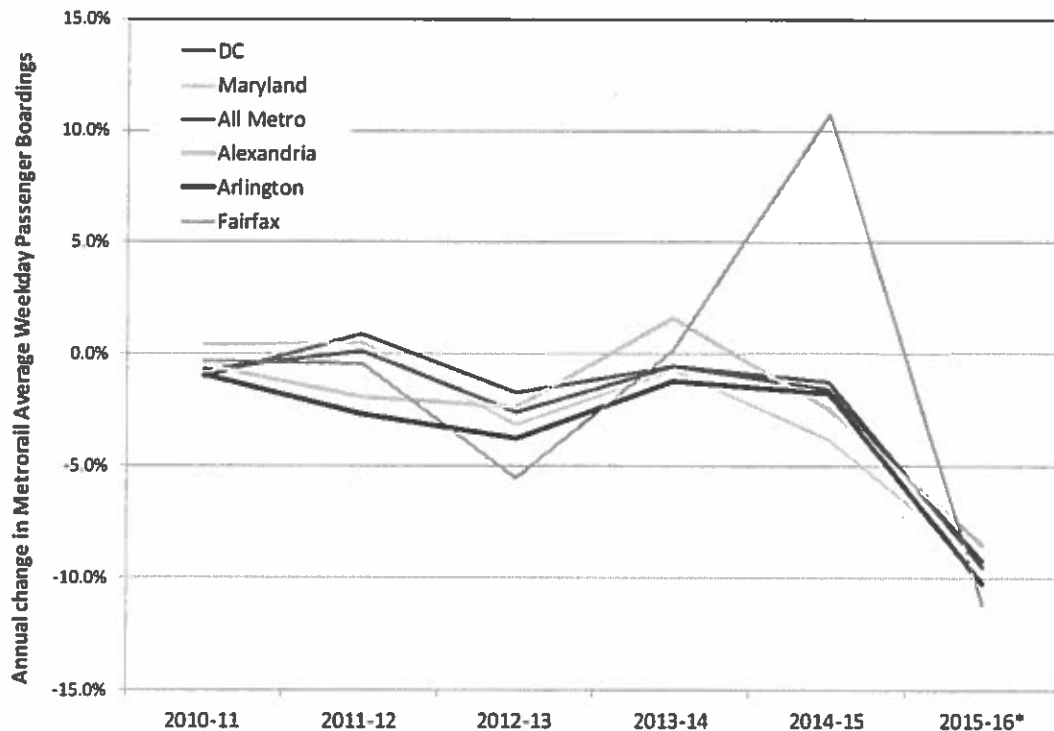
As with many large metropolitan areas, the Washington metro is known for having a particularly difficult commute. In the Washington metro area, 17.3 percent of workers had commutes lasting longer than an hour. Among the nation's 15 largest metropolitan areas, only the New York metropolitan area (21.4 percent) had a greater proportion. Since the Arlington and Alexandria are two of the metro area's more central jurisdictions, one of their competitive advantages is shorter commute times relative to more suburban locations. According to the 2015 American Community Survey, workers that live in Alexandria/Arlington had mean average commute times of 29.6 minutes—almost five minutes shorter than workers in the broader Washington metro area (34.4 minutes).

### Opportunities and threats

In spite of these challenges, the region's public transportation infrastructure remains a real asset to the region. Much of the current and planned development in Alexandria/Arlington is in close proximity to metro stations, or in areas served by regular bus routes. In spite of the transportation challenges, this accessibility is one of the region's main draws for keeping and retaining business. Housing values with close proximity to the metro are much higher than those that are not, and consequently a strong functioning public transportation infrastructure is a great value to many homeowners. The range of options is also a critical element in attracting and retaining workers, and particularly millennials. Therefore, if Alexandria and Arlington and the rest of the metro area served by the Washington Metropolitan Area Transit Authority (WMATA) can once again make Metro a reliable form of public transportation, it will go a long way to making it a tremendous asset for regional development.

Unfortunately, it will take more than local action to address these issues. As noted above, WMATA has no dedicated funding mechanism and relies on funds provided by the State of Maryland, Commonwealth of Virginia and District of Columbia. At present there is no real consensus among these jurisdictions about the best way to adequately fund WMATA and the Metrorail system. There is also some uncertainty on how the new administration will address infrastructure challenges and what that will mean for the metro system.

**Figure 36: Annual Change in Metrorail Ridership**



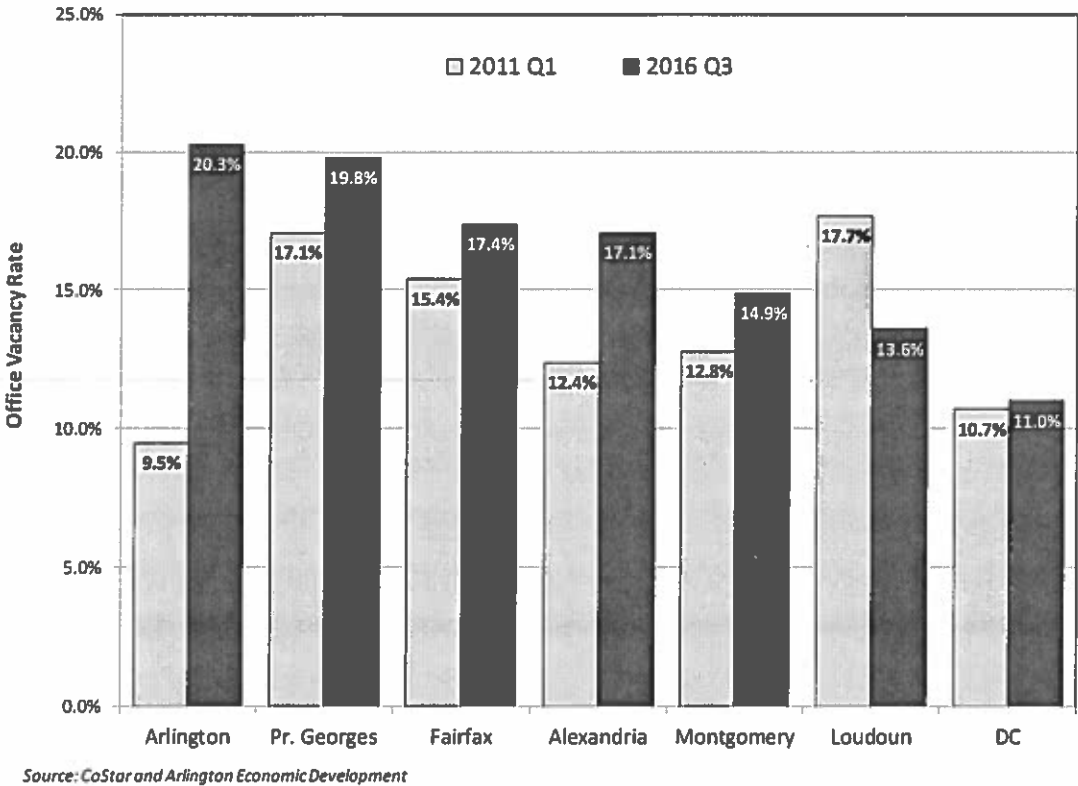
Source: Washington Metropolitan Area Transit Authority (WMATA)

Moreover, if the new administration seeks to reduce the size of the federal government, this could further depress metro ridership and revenues. Public transportation is particularly important to federal employees.

Combined, these factors have resulted in a dramatic increase in the region's (and particularly Arlington's) office vacancy rate. Figure 37 shows how the office vacancy rate has changed between the first quarter of 2011 and the third quarter of 2016. Arlington's office vacancy rate has more than doubled in this period, moving from 9.5 percent at the start of 2011 to over 20.3 percent in 2016. Much of this increase occurred between the end of 2011 through 2013 as the impacts of sequestration and the federal budget battles took hold. The impact of these events is also reflected in the fact that 95 percent of Arlington's vacant office space is in buildings with greater than 10 percent vacancy.<sup>24</sup> Alexandria's office vacancy rate also increased from 12.4 percent to 17.1 percent during this period and has been relatively steady since 2013. Alexandria's office vacancy rate remains less than Arlington and Prince Georges (MD) counties, and on par with Fairfax County.

Given the nature of the region's economy, commercial office space usage is an important indicator of the region's economic health. To a certain extent, these jurisdictions do not have the space to aggressively pursue more industrial employers. There are very few locations for industrial and warehousing projects, so those projects are largely limited to Arlington's Four Mile Run area and Alexandria's Eisenhower Valley area.

Figure 37: Office Vacancy Rates



<sup>24</sup> <https://www.arlingtoneconomicdevelopment.com/index.cfm?LinkServID=DC3C98E8-C9E0-E9D4-4B83C822421B168E&showMeta=0>



advanced industries or co-working and incubator space (e.g., 1776<sup>27</sup>) for entrepreneurs and remote workers, the region can attract more economic activity to newly developing areas like Potomac Yard in Alexandria or redeveloping areas like Ballston. Remaking the existing commercial real estate therefore provides an opportunity to remake the regional economy.

Alexandria and Arlington continue to compete with each other for economic development projects, particularly for large federal agencies (e.g., National Science Foundation). However, once a private sector prospect has decided to locate with the Washington metro area, the two jurisdictions are more likely to find themselves competing with the District of Columbia and Fairfax County. To that end, the local jurisdictions are working to become more business-friendly. This provides an advantage at least when they are competing with the District of Columbia, which has a reputation of being more difficult with which for businesses to work.

In spite of this any competition, there is a genuine sense of collaboration between Arlington and Alexandria when it comes to externally marketing the region to potential new investor looking to locate in the Washington metro region. For instance, Arlington Economic Development and the Alexandria Economic Development Partnership jointly promoted region at the last two SXSW festivals in Austin, TX and the CoreNet Global Summit in Los Angeles. In partnership with the Alexandria/Arlington Regional Workforce Council, both agencies also developed the Alexandria/Arlington Comprehensive Economic Development Strategy. This 5-year strategic plan analyzed the state of the workforce and economies of the City of Alexandria and Arlington County and established regional goals and objectives. On September 19, 2011, the US Department of Commerce's Economic Development Administration certified this strategy. This partnership has also begun to develop its next 5 year plan. This kind of ongoing collaboration creates opportunities to make better use of the jurisdiction's economic development marketing budgets and also eliminates some of the needless competition between the two jurisdictions. Moreover, it gets prospects thinking about coming to Alexandria and Arlington as much as they are considering the broader metro area.

## Entrepreneurship and innovation

Developing more innovative companies and products will help address many of the commercial and industrial challenges identified above. The Washington metro area has a reputation as being a 'Federal City' and thereby lacking an entrepreneurial culture. To an extent, this is reflected in the lower than average share of self-employment mentioned above. Nevertheless, the region has many assets to leverage as well as some clear risks to address in further building an innovative economy.

### *Strengths and weaknesses*

Even though the region may be seen as lacking an entrepreneurial economy due to the large federal presence, the federal government is nevertheless responsible for many of the region's critical innovation assets. Alexandria/Arlington is home to the Defense Advanced Research Projects Administration (DARPA), the Office of Naval Research (ONR), the Air Force Office of Scientific Research (AFOSR), and the National Science Foundation. These government agencies are responsible for sponsoring much of the nation's basic

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<sup>27</sup> <http://www.1776.vc/>

grant funds to support Capitol Post, a non-profit whose mission is to serve as the platform for military veterans and spouses growing sustainable and scalable businesses or transitioning into new careers. Capitol Post also serves as the home to Bunker Labs DC, an accelerator for high-growth startups. Capitol Post co-locates with AEDP and also operates a co-working space. AEDP also funds BOOST Alexandria, a business acceleration program for that uses proven accelerator models and curriculum to help startups form, scale, and grow for the purpose of fostering business development and creating economic resiliency in Alexandria, Virginia.<sup>34</sup> The first BOOST cohort included 12 startups ranging from seed stage to series A.

As with many of the issues discussed in this report, the future of the region's entrepreneurial and innovative capacity will be dictated in large part by decisions made by the federal government. Funding decisions made about Alexandria/Arlington's primary innovation assets like DARPA and the NSF will have a great regional impact. Unlike many other innovative regions around the country, federal spending more than venture capital drives regional innovation activities. Moreover, many of the key defense and security agencies like the Department of Defense and the Department of Homeland Security are increasingly looking beyond the region by opening offices in places like Silicon Valley to seek out innovative companies to help them solve their technological challenges.<sup>35</sup> As a result, companies based in the region need to both continue building their innovative capacity, but it further highlights the importance of broadening their markets so they are less reliant on the federal government as a customer.

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<sup>34</sup><sup>34</sup> [http://www.alexecon.org/sites/aedp/files/fact\\_sheet\\_-\\_boost\\_alexandria.pdf](http://www.alexecon.org/sites/aedp/files/fact_sheet_-_boost_alexandria.pdf)

<sup>35</sup> <http://2030roadmap.com/wp-content/uploads/2016/04/2030-Group-Report-Final.pdf>

participation from many different stakeholders. Workforce boards, community colleges and other training providers must invest in and deliver training that prepares current and future workers for new and emerging industries and opportunities. Economic development organizations must continue efforts to attract and retain businesses that participate in a wider array of private sector markets. Small business and entrepreneurial support providers must continue to help entrepreneurs get their businesses off the ground and help small businesses identify more non-governmental business opportunities. Strong relationships have already been established between the Alexandria/Arlington Regional Workforce Council, the AEDP, AED, and key service providers (e.g., SBDCs), and other regional actors must continue to communicate, coordinate and collaborate in order to create a more diversified economy.

The broad actions described above, are actions that local stakeholders can initiate. However the state of the economy, and workforce they seek to address, will depend on the regional economies' future trajectory. At present there is great uncertainty about the future regional economy. The industry and occupation projections presented in this report assumed that the region will not experience any major economic disruption, but that is only one of several scenarios that could shape the region's workforce.

A significant reduction in federal employment and spending would slow the regional economy. This might diminish the number of high quality job opportunities, cause talented workers to look elsewhere, and limit demand for healthcare, retail, hospitality or other personal services. Alternatively, regional employers could develop new strengths and diversify their customer base, reduce their on the federal government, and thereby create a more virtuous economy cycle. Regardless of which scenario plays out, the relative quality of the region's workforce and its many assets should allow it to transition to a more diversified economy. How long and how painful this transition takes remains to be seen. In the meantime, the region must continue to address those issues over which it has control to ensure that its entire workforce can effectively participate in the labor market. This will require addressing many of the pressing education, transit and development issues currently facing the region.

## **Consent Agenda Ends**

**ANNUAL DISCLOSURE STATEMENT of ECONOMIC INTERESTS**  
**For**  
**Alexandria/Arlington Regional Workforce Council Members,**  
**Committee Members and Alternates**

**2019-20**

**BACKGROUND**

All members of the Alexandria/Arlington Regional Workforce Council and their committees (hereafter referred to as Board Members) serve in the public interest and trust and have a clear obligation to conduct all matters within their purview in a manner which is consistent with that concept. Decisions made by the Board and committees are to be based on promoting the best interests of the jurisdictions they serve, the Commonwealth of Virginia and the public good. In serving on the Board and committees, both voting and non-voting members must understand and adhere to the following policy guidelines.

**GUIDELINES**

- A. All Board Members are subject to the provisions of the State and Local Government Conflict of Interest Act as applicable.
- B. Board Members must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or by an organization that such member directly represents); nor on any matter which would provide any direct benefit to such member or the immediate family of such member.

*Immediate family means (1) a spouse and (2) any other person residing in the same household as the member, who is a dependent of the member or of whom the member is a dependent.*

*Dependent means any person, whether or not related by blood or marriage, who receives from the member, or provides to the member, more than one-half of his financial support.*

- C. Any Board Member (or specific entity represented by that member) who participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.
- D. Any Board Member who participates in a Board or committee decision relating to specific terms of a contract, the determination of specific standards for performance of a contract, the development of Invitations for Bid or Requests for Proposals or other such bid processes leading to a contract, or any similar decisions, is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, trust, foundation or other entity shall receive the contract if it would create a conflict of interest for the Board Member who participated in this matter.
- E. Any Board Member with potential or actual conflict of interest must disclose that fact to the Board or committee as soon as the potential conflict is discovered and, to the extent possible, before the agenda for the meeting involving the matter at issue is prepared. If it should be determined during a meeting that a conflict of interest exists, the member must

verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such member must excuse himself for the remainder of the discussion and voting on that item. Each Board Member is responsible for determining whether any potential or actual conflict of interest exists or arises him/herself during their tenure on the Board or committee.

- F. Board Members, who are also One-Stop Center Operators, Youth Program contractors, or other contractors shall not serve on any committees that deal with oversight of the System or allocation of resources that would potentially be allocated to that member's program.
- G. All members of the Board are subject to all other provisions of the State and Local Government Conflict of Interest Act not outlined above.

### ATTESTATION

I understand and agree to abide by these guidelines, as a condition of my appointment and continued service to the Alexandria/Arlington Regional Workforce Council and/or committee(s). I and/or members of my immediate family have a direct financial interest (i.e. employer, corporate officer, board member, stockholder, member, etc...) in the following business, organizations, boards or other groups which are currently involved with the Workforce Innovation and Opportunity Act (WIOA) System. In the event that additional financial interests become present, I will immediately so inform the Board.

<u>Name of Business, Organization, Board, Group(s) etc...</u>	<u>Affiliation</u>
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Name (Printed)

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Signature

\_\_\_\_\_  
Date

**Alexandria/Arlington Regional Workforce Council**  
**Position Statement**  
**The Importance of Essential Professional Skills**

Essential professional skills represent the skill set in greatest demand across all business, industries, and occupations and are transferrable skills that employees use in every job. Research conducted by Harvard University, the Carnegie Foundation and Stanford Research Center has concluded that 85% of job success comes from having well-developed professional and people skills, and only 15% of job success comes from technical skills and knowledge (hard skills)<sup>1</sup>. LinkedIn found that "57 percent of leaders say essential professional skills are more important than hard skills"<sup>2</sup>. In the Greater Washington region, 40% of the Top 50 in-demand skills are professional-skills<sup>3</sup>. A partial list of such skills includes: communication, teamwork, self-motivation, flexibility, leadership, and time management.

The Alexandria/Arlington Regional Workforce Council seeks to infuse its customers with essential professional skills that we hear our region's employers demand. Research shows that such skills can be taught and learned but more must be done to equip the workforce with them. The Council believes the following actions are key to improving the acquisition of essential professional skills.

- Universal recognition of the value that strong essential professional skills bring to the workplace;
- Increased training investments by government and businesses in essential professional skills development;
- Integration of essential professional skills development opportunities into elementary and secondary school curriculum; and
- Introduction of essential professional skills learning opportunities within certificate and credential-bearing programs.

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<sup>1</sup> <https://www.nationalsoftskills.org/the-real-skills-gap/>

<sup>2</sup> <https://learning.linkedin.com/blog/top-skills/the-skills-companies-need-most-in-2018--and-the-courses-to-get-t>

<sup>3</sup> JObsEQ.

**Alexandria/Arlington Regional Workforce Council**  
**Training Provider Information and Outcomes for PY17 WIOA Participants**

Last update: November 9, 2018

Provider	Program/Certification	Number of WIOA Participants Enrolled	Training Completion Rate (VA Target = 50%)	Credential Attainment Rate (VA Target = 65%)	Recommendation
1st CDL Training Center of Northern Virginia	Commercial Driver's License CDL A	83	71%	70%	Approve Renewal for Additional Year
1st CDL Training Center of Northern Virginia	Commercial Driver's License CDL B	32	50%	75%	Approve Renewal for Additional Year
Arlington Public Schools - REEP Program	ESOL/Service Food Manager Certification	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
EdWorkforce Training and Consulting, Inc.	Child Development Associate Training Program	1	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
George Mason University	A+ Certification	8	88%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Accounting and Auditing for Government Contractors	3	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Amazon Web Services (AWS) Certified Solutions Architect	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Cisco Certified Network Associate (CCNA)	7	71%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Certified Information Systems Security Professional (CISSP)	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Cloud Computing with Hadoop	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Contract Changes and Equitable Adjustments	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Cost Accounting Standards	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Cost and Price Analysis for Government Contractors	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Essentials of Human Resource Management	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Ethics and Compliance in Government Contracting	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Financial Management Program (FMP) Finance and Business	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Financial Management Program FMP Leadership and Strategy	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Financial Management Program FMP Operations and Maintenance	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Financial Management Program FMP Project Management	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Government Contracting Fundamentals	2	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Human Resource Management Certificate	4	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Masters Academy in Government Contracting	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Microsoft Certified Technology Specialist	6	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Navigating the FAR: Practical Applications	2	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Negotiations Strategies and Techniques in Government Contracting	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Network+	7	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Oracle 12c Certified associate	2	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Oracle 12c Certified Professional	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Oracle 12c Structured Query Language	2	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Oracle PL/SQL	2	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Paralegal Certificate	3	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Preparing Compliant Proposals	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Python Programming	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Quality Assurance Testing	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Security+	10	90%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Timekeeping for Government Contractors	1	100%	Determining how to track in 2019	Approve Renewal for Additional Year
George Mason University	Web Design	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
George Mason University	Web Development	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Global Educational Institute, LLC	Registered Medication Aide Training Program	2	100%	100%	Approve Renewal for Additional Year
Global Educational Institute, LLC	Nursing Assistant Training Program (for CNA Certification)	15	93%	86%	Approve Renewal for Additional Year
Global Educational Institute, LLC	CPR/AED/First Aid	13	100%	100%	Approve Renewal for Additional Year
Global Educational Institute, LLC	Personal Care aide/Home Health Aide	4	100%	100%	Approve Renewal for Additional Year
La Cocina VA	Bilingual Culinary Arts Job Training Program (for ServSafe Certification)	11	91%	100%	Approve Renewal for Additional Year
MedCerts	Medication Care Coordinator Program	6	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Professional Coder	36	78%	Count to be reported in 1/19	Approve Renewal for Additional Year



MedCerts	Medical Billing Specialist	6	91%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Medical Front Office Administration	32	97%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Pharmacy Technician Specialist	3	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Medical Front Office and Electronic Health Records	25	88%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Electronic Health Records Specialist	11	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Electronic Health Records & Reimbursement Specialist	81	94%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Allied Healthcare Professional	47	96%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	IT Help Desk Administrator	28	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	PC Technician	2	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	IT Network Technician	1	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
MedCerts	Healthcare IT Technician	3	100%	Count to be reported in 1/19	Approve Renewal for Additional Year
Quantum Studios Institute for Technology	Web Design and Development	0	New program	New program	Approve Renewal for Additional Year
Quantum Studios Institute for Technology	Web Design	0	New program	New program	Approve Renewal for Additional Year
Quantum Studios Institute for Technology	Administrative Assistant	0	New program	New program	Approve Renewal for Additional Year
Quantum Studios Institute for Technology	Workforce Readiness Skills	0	New program	New program	Approve Renewal for Additional Year
Quantum Studios Institute for Technology	SharePoint	0	New program	New program	Approve Renewal for Additional Year
Quantum Studios Institute for Technology	Word Processing Program	0	New program	New program	Approve Renewal for Additional Year
Spectrum Beauty Academy, LLC	Cosmetology	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Spectrum Beauty Academy, LLC	Barbering	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Spectrum Beauty Academy, LLC	Nail Technology	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Spectrum Beauty Academy, LLC	Esthetics	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Spectrum Beauty Academy, LLC	Master Esthetics	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Spectrum Beauty Academy, LLC	Instructor Training	0	No WIOA students	No WIOA students	Approve Renewal for Additional Year
Together We Bake	Culinary Skills and Personal Development (for ServSafe Certification)	8	100%	100%	Approve Renewal for Additional Year