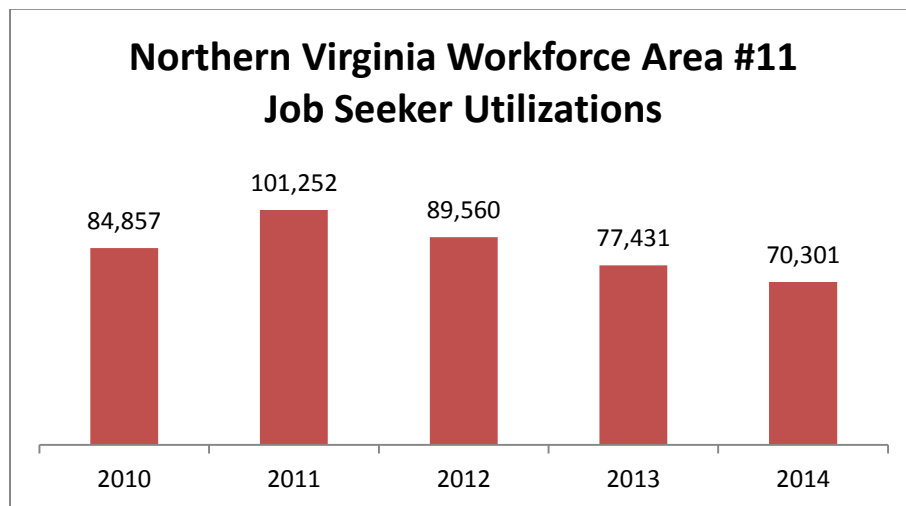


III. Customers Served and Customer Satisfaction

Job seeker and business customers served. Note specific targeted population e.g. veterans, LTE, low skilled adults, young adults, etc.

Job Seekers Served

During FY 2014, our six *SkillSource* Center locations received over 70,000 visits or walk-in traffic, equating to approximately 27,272 adults served for the entire fiscal year. The Centers offer multiple free services to businesses seeking to hire and retain good workers while also providing job seekers opportunities to prepare for and find jobs that can support themselves and their families. The chart below summarizes *SkillSource* Center jobseeker visits from 2010 – 2014 are reflected in the chart below.



(Numbers include multiple visits by individual job seekers)

In FY2014, over 1,180 job seekers enrolled in *SkillSource* WIA Programs and 403 job seekers found employment through the Northern Virginia Workforce System. Over 158 veterans were served through a variety of Federal and corporate-funded initiatives, and over 89 adults with a disability seeking to work and become self-sufficient were provided with employment support through the Ticket to Work Program.

**Northern Virginia Workforce Area 11
WIA and Non-WIA Intensive Cases Served**

Intensive Services	PY 2012	PY 2013
WIA Adult	273	318
WIA Dislocated Worker	511	597
WIA Youth	229	265
EYE (non WIA)	87	84
J4VETS (non WIA)	12	36
Totals	1,112	1,300

Business Customers Served

The Northern Virginia Workforce Area #11 and *SkillSource* have been strong proponents of utilizing various workforce incentives to area businesses. Workforce Area #11 has created a Northern Virginia Business Services Guide that is used within our ongoing business outreach efforts; this Guide summarizes all of the various services that an existing or new business can access through the Workforce Investment Board. The Guide is also online and can be reviewed at our website by clicking here <http://www.myskillsource.org/home/business.shtml>.

During PY 2012 and PY 2013, the Northern Virginia Workforce Area #11, including the *SkillSource* One-Stop Employment Centers and Affiliate sites, served over 4,080 employers. This includes on-site employer visits, assistance with job postings, job fairs, placement and staffing services, OJT contracts, and other business services.

Targeted populations

SkillSource strives to be a leader in regional workforce services that are universally accessible. While every job seeker is welcome, our particular focus is placed on employment and training services to dislocated workers, low-income and low-skilled job seekers, including ex-offenders, emerging entrepreneurs, mature workers, people with disabilities, military veterans and their spouses, as well as non-English speaking job seekers.

Job Seekers with Disabilities

SkillSource also serves adult job seekers with disabilities through its Ticket to Work (TTW) program. TTW is a voluntary program for Social Security Administration (SSA) disability beneficiaries to receive free employment support to return to work. *SkillSource* has been a designated SSA Employment Network since 2010, with program coverage including the Virginia, Maryland and the District of Columbia. *SkillSource* leverages existing programs and community partnerships to connect TTW customers with additional resources and supports needed for a successful return to work. Many of the TTW customers are referred to the WIA Programs and eligible WIA customers are referred for TTW services. Vocational training, benefits counseling and workplace assessments are examples of the supports beneficiaries receive while working toward their employment goals and financial independence. Since program inception in October 2010 to June 2014, 143 Tickets have been assigned and 71 job seekers (49%) have been placed into employment.

Veterans

Through the Northern Virginia Elevate America program with the Microsoft Corporation and the new Jobs 4 Veterans (J4VETS) initiative funded through the U.S. Department of Labor *SkillSource* assisted local veterans with stacking industry-recognized credentials. *SkillSource* and Workforce Area #11 identified eligible veterans for Microsoft IT online training certifications that helped build their skills in order to acquire additional IT certifications. *SkillSource* was then able to offer these veterans additional training, particularly in the IT industry, through its J4VETS initiative that connects veterans to industry-recognized credentials and jobs in high demand industries. Veterans are able to stack their Microsoft credential with another credential obtained through J4VETS, that will ultimately help them in their search for higher paying, upper level positions. As of June 2014, 236 veterans have been enrolled in the program with 123 veterans placed into employment, at an average hourly rate of \$31.33 on \$65,166 per year.

Entrepreneurs

The Northern Virginia Workforce Area #11 has had proven success providing workforce services that support the needs of local entrepreneurs. In June 2012, *SkillSource* was awarded

\$8,355,590 through the U.S. Department of Labor’s National Workforce Innovation Fund to lead a collaborative effort with the Capital Region Workforce Partnership in Richmond and Opportunity, Inc. in Virginia Beach and Norfolk. The project, named the Virginia Employment Through Entrepreneurship Consortium (VETEC), will provide 1,000 adult and dislocated job seekers, eligible for Federal Workforce Investment Act (WIA) services, with comprehensive entrepreneurial training and technical assistance, over the 52 month grant period, to directly assist with new job creation and small business growth. As of June 30, 2014, the VETEC Project outcomes by region are as follows:



Performance Outcomes				Total
# Receiving Services	116	126	56	298
# Starting New Businesses	36	23	21	80

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

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

Offender Reentry Employment Initiatives

The Northern Virginia Workforce Area #11 continues multiple efforts to serve former offenders in their efforts to return to the local community and to obtain gainful employment. Since 2003, the Northern Virginia Workforce Area #11 and *SkillSource* have supported the implementation of the Virginia Serious and Violent Offender Reentry Initiative (VASAVORI) in Northern Virginia, as a subcontractor to the Virginia Department of Corrections. Offenders returning from

State prison are referred to *SkillSource* for job search support, counseling, training and job placement. From project inception in 2003 through June 2014, 465 have been served, with 451* placed into employment. Through June 2014, 19 VASAVOR participants have been reconvicted, for a 4% recidivism rate, a remarkably low benchmark.

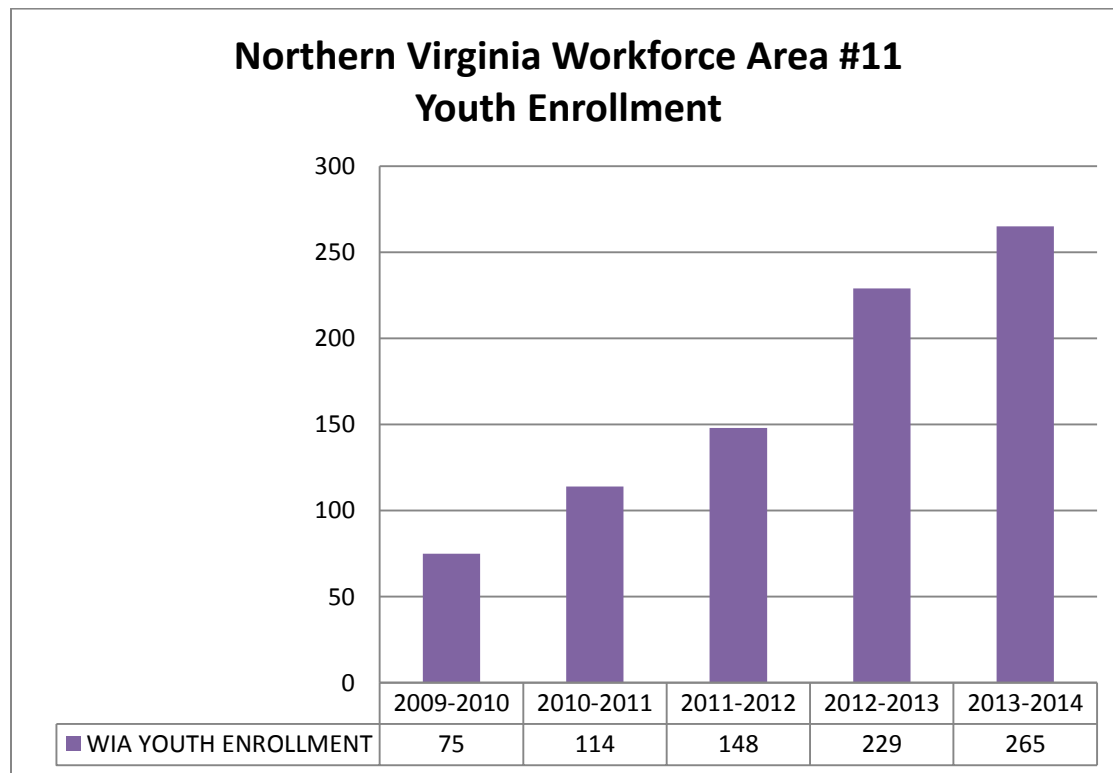
*Multiple placements may be made for one participant.

Since 2008, the Northern Virginia Workforce Area has worked closely with the Fairfax County Sheriff to administer the *SkillSource* Pre-Release Employment Center, a satellite workforce center located at the Fairfax Pre-Release Employment Center, adjacent to the Fairfax County Jail. Offenders nearing the end of their local jail sentence are selected to participate in the Pre-Release program, allowing for employment during the day with the offender returning to the Fairfax Jail in the evenings. From project inception in 2008 through June 2014, 729 have been served, with 601 placed into employment. Through June 2014, 51 Fairfax Pre-Release Employment Center participants have been reconvicted, for a 7% recidivism rate.

WIA Youth and Educating Youth through Employment (EYE) Program

The WIA Youth Program funding allocation for the NVWIB Area #11 Youth Program has significantly increased from \$310,000 in 2010 to \$1,055,912 in 2014. Our local challenge has been to grow the youth program activities and service components in order to accommodate this much larger funding allocation. Staff has continued to serve WIA-eligible youth with individual case management services and increase program enrollments by building new partnerships and through projects customized to meet the needs of specific at-risk youth populations. For example, through partnerships with other agencies, there are demonstration projects underway that combine resources and staffing to provide young people access to the ten WIA youth elements. Examples include a close partnership with the Foster Care Program. One full-time staff person with the Foster Care Program enrolled over 20 young adults into *SkillSource*'s summer 2012 Educating Youth through Employment Program (EYE) program (described below). In addition there is collaboration with schools to conduct youth outreach to both high school dropouts, and youth with disabilities. Another initiative is in partnership with Juvenile Court Services and assists youth offenders with their employment and training needs through a six month program called POWER (Providing Offenders with Employment Readiness). The

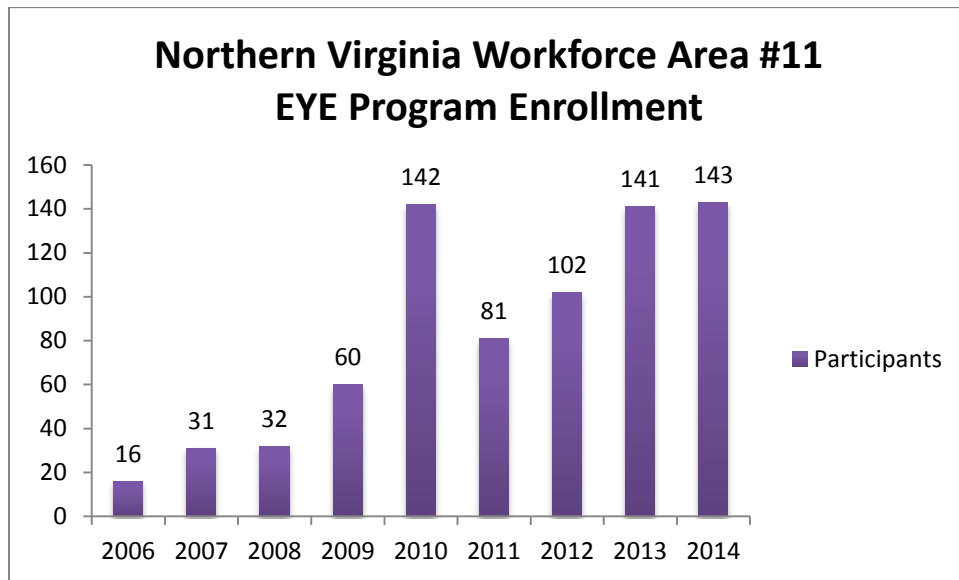
chart below highlights the caseload growth of the Workforce Area #11 WIA Youth Program from 2009 to 2014.



SkillSource and its One-Stop Operator also administer a local non-WIA Summer Youth Program, the Educating Youth through Employment Program (EYE). Since 2006, the EYE Program has provided teens and young adults, ages 16-21, with professional, paid employment opportunities at agencies, non-profit organizations and private sector companies throughout Northern Virginia. In a time when the unemployment rates are at their highest amongst teens and young adults, it is programs like this that create jobs and professional opportunities that might not have otherwise existed. The 2014 EYE Program ran from June to August and offered up to eight weeks of work experience. In addition, the teens and young adults received workforce development training focused on critical job readiness skills, including: workplace behavior, resume building, interviewing, networking, project management, and fiscal responsibility. In 2014, over 140 young adults were employed through the program. Cumulatively, from 2006 to

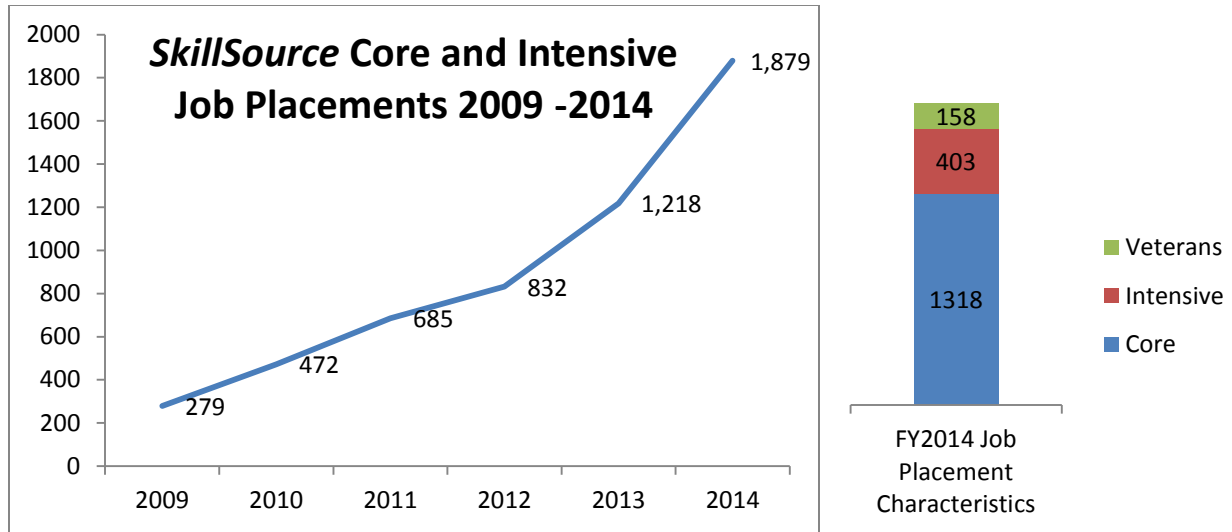
2014, over 750 young adults have participated in the Northern Virginia EYE Program and earned total wages exceeding \$793,000.

The chart below illustrates an overall positive enrollment trend since EYE program inception in 2006.



One-Stop Operator Workload and Performance Expansion

Fairfax County Department of Family Services, One Stop Operator for Workforce Area #11 and *SkillSource* for over 12 years, has excelled in continuously delivering workforce and training services with effective practices, as reflected in the chart below. Moreover, their productivity and performance outputs, as measured in Total Annual Job Placements of Center Jobseekers, reflects a growth rate of 573% from 2009-2014 (see page 16).






*Beginning in May 2014, totals include Prince William *SkillSource* Center core placements

Common Measures vs State performance measures

Northern Virginia Workforce Area has been one of the strongest local workforce board performers in exceeding or meeting the annual Workforce Investment Act (WIA) performance benchmark ratings; in PY 2012, the NVWIB exceeded all 9 benchmarks. In PY 2013, the NVWIB exceeded nine benchmarks and met two.

Benchmark Performance Summary

Performance Benchmark Summary 2012	Northern Virginia Workforce Area #11	State Average	Performance Benchmark Summary 2013	Northern Virginia Workforce Area #11	State Average
Adult			Adult		
Entered Employment Rate	↑	→	Entered Employment Rate	→	→
Entered Retention Rate	↑	↑	Entered Retention Rate	↑	↑
Average Earnings	↑	↑	Average Earnings	↑	↑
Youth			Youth		
Literacy/Numeracy Gains	↑	↓	Literacy/Numeracy Gains	↑	→
Placement in Employment or Education	↑	→	Placement in Employment or Education	↑	→
Attainment of Degree or Certificate Rate	↑	↑	Attainment of Degree or Certificate Rate	↑	↑
Dislocated Workers			Dislocated Workers		
Entered Employment Rate	↑	↑	Entered Employment Rate	↑	→
Employment Retention Rate	↑	↑	Employment Retention Rate	↑	↑
Average Earnings	↑	↑	Average Earnings	↑	↑
Employment & Credentials			Employment & Credentials		
Adult Employment	→	→	Adult Employment	↑	→
Dislocated Worker Employment	→	→	Dislocated Worker Employment	→	→

 = Meets
  = Meets
  = Fails To Meet

File Monitoring

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

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

Describe how you evaluate Customer Satisfaction to include methodology, number of employers included in evaluation, response rate, and a summary of results.

Customer Satisfaction

SkillSource adheres to and promotes a Commitment to Customers. *SkillSource* employs a number of internal and external methods to gain information on customers' expectations and needs. At the Prince William Center a Mystery Shopper service was used. From August-September 2013, three designated shoppers, conducted center visits in both English and Spanish language to survey job seeker satisfaction with on-site career services. Finding indicated that overall service standards set by the Virginia Workforce Center was met. On a scale from 1-5, 5 being high, the center was in the 3-4 range on most rated items.

The primary customer feedback tools include:

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

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

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

Employer Surveys: Employers are surveyed at job recruitment and signature events. Externally, *SkillSource* utilizes survey data from the NVWIB data collection system and an electronic employer satisfaction survey.

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

The *SkillSource* Centers achieved an employer satisfaction rating of 4.0 or above nearly 80% of the 500 Employer Surveys completed during PY 2012 and 2013 (based on a scale of 1.0 - 5.0 with 5.0 being the highest).