

# IMPROVEMENTS IN THE COORDINATION OF WORKFORCE DEVELOPMENT EFFORTS IN VIRGINIA

## Background

Section 2.2-435.7(10) of the Code of Virginia requires the Governor, as the Chief Workforce Development Officer, to submit a biennial report on improvement in the coordination of workforce development efforts statewide, to be included in the Governor's biennial Executive Budget submission to the General Assembly. The report must identify the following: (1) program success rates in relation to performance measures established by the Virginia Workforce Council (VWC); (2) obstacles to program and resource coordination; and (3) strategies for facilitating statewide program and resource coordination. Additionally, as a result of transferring the administration of the federal Workforce Investment Act (WIA) by Executive Order to the Virginia Community College System (VCCS) on July 1, 2008, the report must analyze the effectiveness of the VCCS in carrying out its WIA responsibilities. This is the second gubernatorial workforce report in response to the statute that was passed in 2006 and amended in 2008.

## Workforce System Measures

The purpose of creating a set of system measures is to allow reporting, monitoring, and evaluation of the performance of the workforce programs as a system and at a policy-level. The performance measures adopted by the VWC in March 2005 are as follows:

- Short-term employment rate (are participants employed six months after program exit?)
- Long-term employment rate (are participants employed twelve months after program exit?)
- Earnings level (median earning six months after program exit)



- Credential completion rate (obtained a credential while enrolled in the program or twelve months after program exit)
- Repeat employer customer (customer satisfaction).

These outcome measures are intended to answer the following policy questions:

- Do people get jobs?
- What are they paid?
- Do the jobs last?
- To what extent do education levels increase?
- Are participants trained for jobs in demand?
- Are employers satisfied with the service?

Additionally, section 2.2-435.7(8) of the Code of Virginia requires that the effectiveness of each program in relation to the others is to be determined and then programs are to be ranked. The evaluations and comparative ratings shall be considered in allocating resources for workforce development and training programs.

In 2007, the Senior Advisor for Workforce contracted with the Upjohn Institute for Employment Research to evaluate the state's major workforce programs as required at § Section 2.2-435.7(8) and 10(i) of the Code of Virginia. Upjohn was charged with

conducting between-program comparisons of performance using the five accountability measures (for the purposes of their study, the earnings level measure was divided into measures of “short-term” and “long-term” earnings). To carry out the evaluation, Upjohn used available data on individuals served by these programs. In order to calculate each program’s outcomes on the identified accountability measures, Upjohn used data from Virginia’s Unemployment Insurance (UI) program administered by the Virginia Employment Commission (VEC) for the employment rate and earnings level measures, and data on completion of educational programs from the Virginia Community College System (VCCS) for the credential completion measure. The results of this analysis were reported in the Governor’s first biennial workforce report to the General Assembly.

However, the report revealed several challenges and issues which needed resolution in regard to joining workforce state agency data files and comparing state agency workforce program outcomes. Further, Upjohn encountered barriers to access to Adult Education GED data (credentialing data) at the Department of Education due to federal Family Educational Rights and Privacy Act (FERPA) regulations. The specific recommendations from the Upjohn Report to address these issues were:

- As long as administrative data are available for deriving defensible comparison groups, we believe that Virginia’s policymakers will be best served by net impact indicators.
- Replace the long-term (4th quarter) employment indicator with an employment retention indicator. An example would be the percentage of individuals who left the program and were employed in the second full quarter after exit who were also

employed in the fourth full quarter after exit.

- Add a benefit-cost (equivalent to return on investment) indicator as a seventh indicator in order to compare program performance on a cost efficiency basis. It may make sense to include this in the workforce performance system on a periodic basis in which this indicator is computed less frequently than the other six indicators.
- The Commonwealth should rely on a sample survey of employers to compute the Satisfied Customer indicator rather than the measure based on administrative data used in this study.
- The Commonwealth needs to resolve the legal issues that precluded the Virginia Department of Education (VDOE) from providing data on GED or high school diploma earning for individuals from other programs. If the resolution of the situation means that VDOE does not provide the data, then the indicator needs to be slightly re-defined accordingly.
- To ensure that outcome indicators meaningfully compare programs, Virginia should standardize the definition of program participant (for outcome measurement purposes).
- Data items that need consistent definitions in order to compute performance indicators include exit date, registration date, and demographic characteristics at the time of registration (at a minimum age, race, sex, education background, and disability status).
- The Commonwealth should identify research issues that are of interest to policymakers over and above the performance indicators, determine the data needed to answer these issues,

and request that the agencies collect these data items.

In an attempt to address some of these issues, Governor Kaine issued Executive Order Sixty-One (2008) in January 2008. The Executive Order indicated that standards would be set for net impact evaluation of state workforce programs and directed the development of a state workforce program participant data repository to satisfy the state statutory evaluation requirements. Yet, the Executive Order was not sufficient in resolving some of the challenges and issues related to comparing state workforce programs and joining state program data in this regard.

### **Challenges in Comparing State Workforce Programs**

The Commonwealth of Virginia, as with other states, operates a full array of programs whose objectives, either directly or indirectly, are to develop the state's workforce. In the abstract, each of these programs can be described as providing individuals who encounter the program with a set of interventions or services that result in labor market outcomes.

Each of these programs, while supporting the development of a strong and competent workforce in the Commonwealth, has varying directives and requirements prescribed by the funding that supports it. Some of Virginia's workforce programs focus on immediate labor force attachment (e.g., the Wagner-Peyster employment service, the Virginia Initiative for Employment not Welfare (VIEW) program), while others focus on longer-term human capital development (e.g., the Adult Basic Education program, Post-secondary Career and Technical Education programs). Additionally, at least one agency, the Department of Business Assistance (DBA), operates a workforce program (the Virginia Jobs Investment Program) whose participants are employers, rather than individual workers or jobseekers. Finally,

many programs have mandatory participation requirements (e.g., VIEW) while others are voluntary and/or require applicants to meet specific eligibility criteria (e.g., the vocational rehabilitation programs operated by the Department of Rehabilitative Services (DRS) and the Department for the Blind and Vision Impaired (DBVI)).

Differences in funding sources and mandates have led individual programs to establish accountability and reporting systems that are not necessarily complementary, and often require collection of very different data elements. As a result, the available information for reporting on workforce system outcomes varies from program to program. Consequently, the data elements necessary to support the system measures were not present in some of the state workforce participant information systems.

Another major challenge involves prohibitions in the Virginia Government Data Collection Dissemination Practices Act, commonly known as the Privacy Act. According to the Attorney General's Office the Privacy Act prohibits the joining together of state agency workforce program data for the purposes of evaluation. Consequently, a comparison of performance and cost against the VWC workforce system measures could not be done. In order for key decision-makers to have adequate information for funding and policy decisions, data-sharing is essential for complete and valid outcome reporting. There are recommendations to address these challenges later in this report.

### **Workforce Program Performance**

While a comparative evaluation was not possible on the workforce system measures, information is available on individual workforce program performance. That information follows.

Administering Agency	Program Name	Federal or State Performance Element	Target	Actual Outcome	Reporting Period	Cost per Participant Served
Department for the Aging	Senior Community Services Employment Program	Entered Employment	40%	54%	7/1/07 – 6/30/08	\$5,691
		Employment Retention	64%	71.7%		
		Average Earnings	\$6,568	\$5,578		
		Service Level	155%	139.7%		
		Community Service	74%	79.4%		
Department for the Blind and Vision Impaired	Vocational Rehabilitation	The number of individuals exiting the Vocational Rehabilitation (VR) program who achieved an employment outcome during the current performance period.	197	183	10/1/07 – 9/30/08	\$10,215
		Of all individuals who exited the VR program after receiving services, the percentage who are determined to have achieved an employment outcome.	68.9%	60.80%		
		% who exit in competitive, self or business enterprise program with at least minimum wage	35.4%	84.70%		
		% of those who exit in competitive, self or business enterprise program that have significant disability	89%	99%		
		Ratio of average hourly earnings of exiters compared to statewide average hourly earnings	.59	.677		
		Difference between percentage of exiters who reported their own income as largest source and the percent of those reporting at the time they apply for VR services	30.4%	36.13%		
		Service rate for all individuals from minority background as a ratio to service rate for all individuals from non-minority background	.80	.831		

Administering Agency	Program Name	Federal or State Performance Element	Target	Actual Outcome	Reporting Period	Cost per Participant Served
Department of Business Assistance	Virginia Jobs Investment Program	Assistance for economic development projects	500	458	7/1/08 – 6/30/09	\$502.63
		Jobs created or retained	13,000	14,587		
Department of Correctional Education	Career and Technical Education	Increase between pre- and post-test scores for youth	22.2	25.71	7/1/08 – 6/30/09	\$1,482 (\$1,512 when including federal funds)
		Youth participants completing with minimum established competencies	95.53%	100%		
		Rate of competencies obtained for adult course completions	97.36%	98.2%		
		Increased number of construction trades programs with an industry based certification	49	51		
Department of Education	Adult Education and Literacy	Adult Basic Education (ABE) Beginning Literacy	48%	47%	7/1/07 – 6/30/08	\$436.64
		ABE Beginning Basic Education	50%	45%		
		ABE Intermediate Low	50%	45%		
		ABE Intermediate High	40%	38%		
		Adult Secondary Education (ASE) Low	36%	38%		
		English as Second Language (ESL) beginning Literacy	41%	36%		
		Low beginning ESL	40%	46%		
		High Beginning ESL	40%	47%		
		ESL Intermediate Low	50%	43%		
		ESL Intermediate High	51%	44%		
		Advanced ESL	32%	28%		
		Secondary Credential	89%	91%		
		Entering Employment	36%	54%		
		Retaining Employment	58%	67%		
Entering Post Secondary Education or Training	33%	43%				
Department of Juvenile Justice	Youth Industries and Institutional Work Program	Re- arrest rate of those released		34.6%	7/1/06 – 6/30/06	No system to track separate program cost from overall cost
		Re-conviction rate of those released	N/A	21.2%		
		Re-incarceration rate of those released	N/A	13.5%		

Administering Agency	Program Name	Federal or State Performance Element	Target	Actual Outcome	Reporting Period	Cost per Participant Served
Department of Labor and Industry	Registered Apprenticeship	Increase the number of active registered apprentices		3.8% decrease	7/1/08 – 6/30/09	\$56.07
		Increase net number of registered sponsors		5.2% decrease		
Department of Rehabilitative Services	Vocational Rehabilitation	Increase number from previous year of those exiting who achieve employment following receipt of VR services		265 decrease from FFY2007	10/1/07 – 9/30/08	\$3,297
		Rehabilitation Rate	55.8%	57.35%		
		% who exit in competitive, self or business enterprise program with at least minimum wage	72.6%	92.47%		
		% of those who exit in competitive, self or business enterprise program that have significant disability	62.4%	98.41%		
		Ratio of average hourly earnings of exiters compared to statewide average hourly earnings	.52	.418		
		Difference between percentage of exiters who reported their own income as largest source and the percent of those reporting at the time they apply for VR services	53%	50.32%		
		Service rate for all individuals from minority background as a ratio to service rate for all individuals from non minority background	.80	.992		
		Department of Social Services	Food Stamp Employment and Training	Number of participants receiving workforce services		
Department of Social Services	Virginia Initiative for Employment and not	Work participation rate	37%	46%	7/1/08 – 6/30/09	\$1,688
		Percent Employed	50%	52.4%		
		Job Retention at 90	75%	70.2%		

Administering Agency	Program Name	Federal or State Performance Element	Target	Actual Outcome	Reporting Period	Cost per Participant Served
	Welfare	days				
Virginia Community College System	Postsecondary Career and Technical Education (Carl Perkins program)	Technical Skills Attainment	60.5%	73.8%	6/1/07 – 5/31/08	\$33.46
		Completion	42%	40.6%		
		Retention and Transfer	50%	71.6%		
		Non-traditional gender representation	18.5%	18.4%		
		Non-traditional gender completion	14%	16.9%		
Virginia Community College System	Workforce Investment Act Adult program	Entered Employment Rate	82%	78.3%*	7/1/07 – 6/30/08	\$737
		Employment Retention Rate	86%	79%*		
		Average Earnings	\$11,208	\$9,924*		
		Employment and Credential Rate	64%	66.9%		
Virginia Community College System	Workforce Investment Act Dislocated Worker program	Entered Employment Rate	85%	82.2%*	7/1/07 – 6/30/08	\$1,589
		Employment Retention Rate	92%	90.9%*		
		Average Earnings	\$14,000	\$13,423*		
		Employment and Credential Rate	68%	65% <sup>1</sup>		
Virginia Community College System	Workforce Investment Act Youth program	Older youth entered employment rate	75%	71%*	7/1/07 – 6/30/08	\$3,494
		Older youth employment retention rate	85%	83.3%*		
		Older youth earnings change	\$3,000	\$3,275		
		Older youth employment and credential rate	68%	36.1%		
		Younger youth skill attainment rate	88%	68.4%		
		Younger youth high school diploma or equivalent rate	68%	58%*		
		Younger youth retention rate	66%	64.6%*		
Virginia Community College System	Workforce Investment Act overall	Participant customer satisfaction rate	80%	75%	7/1/07 – 6/30/08	N/A
		Employer customer satisfaction rate	80%	77%		
Virginia Employment Commission	Job Service	Entered Employment Rate	75%	69% <sup>2</sup>	10/1/07 – 9/30/08	\$51.49 overall for Job Service
		Employment Retention Rate	81%	83%		

<sup>1</sup> Considered to “meet” outcome under federal program standards

<sup>2</sup> Considered to “meet” outcome under federal program standards

Administering Agency	Program Name	Federal or State Performance Element	Target	Actual Outcome	Reporting Period	Cost per Participant Served
		Average Earnings	\$11,642	\$12,402		
Virginia Employment Commission	Job Service	Veterans Entered Employment Rate	67%	69%	10/1/07 - 9/30/08	\$51.49 overall for Job Service
		Veterans Employment Retention Rate	82%	84%		
		Veterans Average Earnings	\$15,184	\$15,887		
		Disabled Veterans Entered Employment Rate	64%	66%		
		Disabled Veterans Employment Retention Rate	81%	83%		
		Disabled Veterans Average Earnings	\$15,648	\$16,784		
Virginia Employment Commission	Trade Adjustment Assistance <sup>3</sup>	Entered Employment Rate	73%	61%	10/1/07 - 09/30/08	\$3,111
		Employment Retention Rate	91%	87%		
		Average Earnings	\$14,050	\$10,517		
Virginia Employment Commission	Disabled Veterans Outreach Program (DVOP)	Disabled Veterans Entered Employment Rate after staff services	64%	66%	10/1/07 - 09/30/08	See below
		Disabled Veterans Employment Retention Rate after staff services	81%	82%		
Virginia Employment Commission	Local veterans Employment Representative Program (LVER)	Recently separated Veterans Entered Employment Rate after staff services	67%	72%	10/1/07 - 09/30/08	See below
		Recently separated Veterans Employment Retention Rate after staff services	80%	85%		
Virginia Employment Commission	Consolidated DVOP and LVER program for all Veterans	Entered employment rate after staff services	68%	71%	10/1/07 - 09/30/08	\$247.08
		Employment Retention Rate after staff services	82%	84%		
		Average Earnings	\$15,265	\$15,978		

<sup>3</sup> Trade program results are not state-level specific; rather they are national figures



## **Workforce Investment Act (WIA) Governor's Discretionary Project Performance**

A portion of federal WIA funds made available to Virginia each year is used at the state level for certain required and allowable employment and training-related activities. Governor Kaine has made a focus of these funds the support of activities that advance various goals and action items of the state's Workforce Development Strategic Plan, with additional emphasis on measurable outcomes as a result of such investments. Examples of such investments include:

### **Individual-based Direct Services and Training to Enhance Skill Levels and Improve Employment Opportunities:**

- ASTRACOR focused on assessment, training and skills enhancements for residential construction workers in northern Virginia. Nearly 300 individuals received training and the number placed in employment exceeded targeted levels by nearly 100 percent.
- The Skillsource group established a career center within the Fairfax County Jail's pre-release center. As a result of services provided, 72 percent of the 130 participants were able to identify, locate, and retain employment at a higher hourly rate than if no services had been provided.
- Telamon established a job resource center in the Richmond area to assist job seekers who may have had difficulty in navigating the existing one-stop workforce services environment. As a result, over 1,100 individuals benefited from services such as job search and resume assistance (over 50 percent), referral to jobs (71 percent), English as a Second Language and GED training (9 percent), workplace literacy skills and pre-employment training (10 percent). Each of

these outcomes met or exceeded targeted levels.

- The Wise Skill Center in Southwest Virginia served 400 low-income, unemployed, or underemployed individuals exceeding targeted outcomes in participant GED training (26 percent), provision of employment training and certificate completion (62 percent) as well as referral to other education providers for additional skills enhancements (52 percent).
- The Virginia Community College Systems' Middle College program enables young adults to obtain a high school degree, or equivalent, and post-secondary education opportunities. Offered at various locations around the state, with a WIA grant, the program was able to increase enrollments by 31 percent, improve participant GED attainment by 40 percent, increase postsecondary enrollments by 40 percent, and increase the attainment of Career Readiness Certificates by 10 percent.

### **Activities to Support Economic Development:**

- The Virginia Department of Business Assistance has been able to assist companies in Southside and Southwest Virginia in meeting or exceeding established hiring goals for new employees and assist with related training.
- Thomas Nelson Community College is on target to meet training and recruitment goals (200 new hires in year one of a four year effort) in an advanced manufacturing pipeline that will assist a major business expansion in the Hampton area.

### **Other Activities Supporting the Workforce Development Strategic Plan:**

WIA funds have also been used to: facilitate the creation of a single regional workforce investment area in the Richmond region, ending years of a splintered approach to organizing workforce development efforts; increase awareness of registered

apprenticeship opportunities towards the goal of increased participation statewide; and establish a Healthcare Workforce Data Center to ensure supply and demand workforce needs can be met in this critical employment sector in the Commonwealth.

## **Workforce Program Performance**

While substantial progress has been made the last two years under the guidance of the Workforce Sub Cabinet, considerable work still needs to be done. The following areas remain challenges.

- The need for cost-sharing across workforce programs at the state level to support effective workforce system functioning.
- Maintaining the focus, direction, and momentum provided by the Senior Advisor to the Governor for Workforce and the Workforce Sub Cabinet during the transition of Administrations.
- The substantial differences in workforce programs and data gathering activities and state Privacy Act restrictions on state agencies sharing data were enumerated earlier in the report. Solving these issues will result in evaluation reports with recommendations that improve the allocation and coordination of workforce resources.
- Adequate funding to upgrade skills of Virginia's adult population to ensure that skills continue to match occupations in demand.

## **Strategies and Recommendations for Facilitating Statewide Program and Resource Coordination**

For the data barriers regarding workforce system evaluation, the following recommendations are offered.

I. Virginia's workforce agencies, under the guidance of the Chief Workforce

Development Officer (CWDO), should collaborate to develop and implement an interagency plan for workforce program evaluation that establishes a common model and methodology for measuring the performance of each program.

- II. The CWDO should work with the state's workforce agencies, using the interagency plan for workforce program evaluation, to develop and implement integrated performance information (IPI) system for Virginia's workforce programs that makes use of shared information from existing administrative data systems.
- III. The General Assembly should consider modifying the current requirement for annual evaluations by reducing the frequency of the evaluations to every 2-4 years as a cost-saving measure.
- IV. The General Assembly should consider developing consistent language for each of the Virginia Code sections authorizing the relevant workforce programs to emphasize that data-sharing for evaluation purposes is a proper use of the administrative data maintained by each of the programs.

For the state Privacy Act barriers, the Governor will have legislation introduced in the 2010 General Assembly to amend the Privacy Act to allow the Governor to be responsive to the Chief Workforce Development Officer workforce evaluation requirements at §2.2-435.7 (8) and (10)(i) of the Code of Virginia.

In the transition to the next Administration, the Governor will recommend continuation of the Workforce Sub Cabinet and that the issues of workforce system cost-sharing across state agencies and adequate funding for adult skills upgrade be addressed by the Sub Cabinet.

## Strategies and Recommendations for Facilitating Statewide Program and Resource Coordination

### Part 1 – Implementation of the Memorandum of Understanding (MOU) that Governed the Transfer of Workforce Investment Act (WIA) Responsibilities to the VCCS

All major elements outlined in the transfer MOU have been completed within the identified timeframes. The MOU included six major categories of activities to be addressed in the transfer. Those categories and highlighted information for each are summarized below:

- **Human Resources** – 38 Full Time Equivalent staff positions were transferred.
- **Fiscal Matters** – All necessary actions to reflect the change in status of VCCS as WIA grant recipient and fiscal agent have successfully been completed, including notification to and acknowledgement by the United States Department of Labor (the federal funding source for WIA) and establishment of a chart of accounts with the Virginia Department of Accounting. Closeout of previous year's funds have been completed, an indirect cost rate for the VCCS has been approved by the authorizing federal entity and all processes to continue the flow and reporting of WIA funds have been established and remain operational.
- **Information Technology** – Office equipment, telephone service, and email have been successfully transferred; and technical support procedures have been established and executed. The VCCS has assumed hosting of the Virtual One Stop System, including contract administration of the Geographic

Solutions licensing and agreement with the Virginia Employment Commission (VEC) on sharing of costs to maintain and support each agency's portions of the system.

- **Program Monitoring and Compliance** – VCCS has assumed all monitoring and compliance responsibility and coordinates with the VEC on any pending findings or concerns that were active at the time of the transfer.
- **Miscellaneous Matters** – All WIA records and property have been transferred from the VEC (the former administrator of WIA), with certain records retained at VEC in accordance with federal regulation provisions. An agreement and accompanying budget was established between the VCCS and the VEC for the VEC to continue performing certain functions in support of WIA administration such as Equal Employment Opportunity compliance and provision of certain economic and labor market information activities.

### Part 2 – Effectiveness of the VCCS in Carrying Out WIA Responsibility since the Transfer Date (July 1, 2008)

- A. Administrative Integrity to Ensure Continuance of WIA Services
  1. No disruption to local operations or delivery of service occurred as a result of the transfer.
  2. No disruption in state-funded activities or related services occurred as a result of the transfer.
  3. WIA Program Performance

WIA program performance is based on a Program Year (PY) calendar which runs from July 1 to June 30 of the following year. VCCS assumed responsibility

for WIA administration at the start of PY08. While final performance data for that period will not be certified by and for the federal government as of the writing of this report, the following summary highlights can be provided based upon the latest information available:

- Of the 17 individual WIA program performance indicators, Virginia is on track to improve results in 5 indicators.
  - In terms of overall outcomes, Virginia is on track to meet or exceed 16 of the 17 measures, as opposed to 15 in the previous program year.
  - These results have been achieved at the same time that the number of individuals enrolled into WIA services has increased 16 percent from the previous year.
4. Enhanced financial processes and procedures have been developed and implemented for reporting and tracking accountability of WIA funds at the state and local levels.
  5. Rapid Response is a focused effort within the WIA program to assist employers and individuals that are impacted by closures, shutdowns, or mass layoffs. During the first year with Rapid Response responsibility, the VCCS provided assistance at a level reflecting a 71 percent increase

in activity from the previous year in terms of number events.

	PY08	Prior Program Year
Number of events involving more than 50 employees	115	67

6. During the first year that the VCCS assumed responsibility for the WIA, the American Recovery and Reinvestment was passed by Congress in response to the dramatic economic downturn in the country. A portion of the ARRA infused an additional \$30 million in WIA funds to Virginia. The VCCS has been able to accommodate the extra administrative reporting, along with associated funding and programmatic issues that have resulted from the unexpected enhancement to the WIA program to facilitate the provision of services to those most impacted by the economic crisis.

#### B. Enhanced Focus on Skill Attainment

Because the primary mission of the VCCS is that of a post secondary educational provider, there is an expectation that WIA administration will have a greater focus on and around skill enhancements and attainment where possible. Some examples in the first year include:

1. Basic Computer Training Grants  
Grants have been provided to each of the 15 local workforce investment areas in Virginia to address large numbers of individuals visiting one-stop

centers who lack basic computer skills. Eligible participants will attend introductory computer applications courses offered by the eligible training providers. The courses supported by this funding program will introduce the participants to Windows, the Internet, graphics, and other application software. Upon completion of the course, the participants receive a certificate or transcript.

2. Career Readiness Certificate

The VCCS has state responsibility for administering the Career Readiness Certificate (CRC) in Virginia. The CRC is a portable skills credential certificate that measures an individual's work readiness. By assuming WIA responsibility, the VCCS will be able to better link these two elements together to increase the number of CRCs that are issued through the WIA-established one-stop center network, specifically for WIA participants. The Virginia Workforce Council, which is now staffed by the VCCS, set a goal that 5 percent of WIA participants served by the local workforce areas would receive a CRC. To date, 788 WIA participants have attained the CRC, with 9 of the 15 local areas exceeding the 5 percent attainment goal established by the VWC.

3. Elevate America – The VCCS has partnered with the Microsoft Corporation to make vouchers available for individuals in one-stop centers to access on line

courses for technology training and certifications in intermediate level, business certification and advanced technical professional training. Over 3,000 such vouchers will be available at VCCS, One Stop Center and Department of Education sites.

The VCCS has been able to strengthen workforce and post-secondary education linkages through its ability to convene regular meetings of the Workforce Investment Board Directors and the VCCS Workforce Development Advisory Council, comprised of members from the 23 community colleges that serve to advance system-wide matters related to credit and non-credit workforce instruction/services and to economic and community development.