
**The Regional Economic Impact
of the
Northern Virginia
Workforce System**

March 2010



Executive Summary

This report assesses the economic and fiscal impact attributable to the career training and job placement services provided by the Northern Virginia Workforce System in fiscal year (FY) 2009. The principle findings from that assessment are as follows:

- 1. In FY 2009, Northern Virginia, like the state and the nation as a whole, experienced one of the most significant economic contractions of the post-war period.**
 - The Northern Virginia Workforce System provides workforce services to Fairfax, Loudoun, and Prince William counties, and the cities of Fairfax, Falls Church, Manassas, and Manassas Park.
 - In the first quarter of 2009, employment in these localities dropped sharply, falling by 24,175 jobs relative to the year before, and continued to decline in the second quarter of 2009, falling by 25,569 jobs relative to the year before.
 - The bulk of this employment loss occurred in the construction, retail trade, administrative and waste services, and information services sectors.
 - In addition, the number of unemployed individuals within the region rose from 30,378 on average in 2008 to 50,216 on average in 2009 – a 65 percent increase between the two years.
- 2. In the face of this nearly unprecedented economic stress, the role of the Northern Virginia Workforce System in transitioning individuals into meaningful employment became that much more critical to the people and businesses of Northern Virginia.**
 - Between FY 2008 and FY 2009 the demand for Northern Virginia Workforce System services increased dramatically, as demonstrated by the fact that the number of individuals enrolled in the System's WIA programs alone rose by nearly 86 percent.
 - In FY 2009, though its Workforce Investment Act (WIA), Base Realignment and Closure (BRAC), Virginia Serious and Violent Offender Re-Entry Initiative (VASAVOR), Pre-Release Center (PRC), and Center for Business Planning and Development (CBPD) programs, the Northern Virginia Workforce System was responsible for placing 321 previously unemployed individuals into jobs.

- If one includes self-referred individuals who take advantage of the Core Services provided through the Northern Virginia Workforce System, the number of individuals placed into jobs in FY 2009 increases to 1,040.
- Average salaries for these jobs ranged from \$19,011 to \$37,000.

3. The career training and job placement services provided by Northern Virginia Workforce System have a large economic impact on Northern Virginia.

- The combined pre-tax income of the 321 previously unemployed individuals placed into employment through the Northern Virginia Workforce System's FY 2009 WIA, BRAC, VASAVOR, PRC, and CBPD programs was approximately \$9.1 million.
- These salaries contributed to the Northern Virginia economy in several ways.
 - i. First, they had a direct economic impact of almost \$4.8 million. This direct economic impact is attributable to the consumption expenditures (*e.g.*, housing, food, clothing, transportation, and entertainment) that these 321 newly employed individuals were able to make because of their salaries.¹
 - ii. Second, they had an indirect economic impact of almost \$2.0 million. This indirect economic impact is attributable to the “ripple effect” that the initial consumption expenditures had as they moved through the regional economy (*e.g.*, as those expenditures became someone else's income and were then in turn spent on additional consumption, which became someone else's income, etc.).
 - iii. Total economic impact was almost \$6.8 million. It is important to note that this total economic impact also generated an additional 48 jobs, as well as \$603 thousand in federal tax revenue, and \$484 thousand in state and local tax revenue.
- If one broadens the scope of available workforce services to include self-referred individuals who take advantage of the Northern Virginia Workforce System's Core Services, the combined pre-tax income of the 1,040 previously unemployed individuals placed into employment in FY 2009 was almost \$29.0 million.

¹ This figure takes into account those consumption expenditures that are made on goods that are imported into the study area from elsewhere in the U.S. or from overseas. Because these expenditures flow to producers outside of the study area, they represent a “leakage” from the local economy.

- These salaries also contributed to the Northern Virginia economy in several ways.
 - i. They had a direct economic impact of almost \$15.3 million and an indirect economic impact of approximately \$6.3 million, for a total economic impact of approximately \$21.6 million
 - ii. In addition, this total economic impact was associated with 154 added jobs, along with \$1.9 million in federal tax revenue, and \$1.5 million in state and local tax revenue.
- 4. Comparing the costs associated with the programs to the economic benefits associated with them shows that benefits far exceed costs.**
 - In FY 2009, the cost associated with the WIA, BRAC, VASAVOR, PRC, CBPD, and Core Services programs provided by the Northern Virginia Workforce System was approximately \$2.6 million.
 - Comparing that cost to the \$6.8 million economic impact associated with the WIA, BRAC, VASAVOR, PRC, and CBPD programs shows that the benefit/cost ratio associated with these programs is 2.6 – indicating that benefits are more than two-and-a-half times greater than costs.
 - If the analysis is expanded to include Core Services as well, the benefit/cost ratio rises to approximately 8.3 – indicating that benefits are more than eight times greater than costs.
- 5. In conclusion, in FY 2009 the Northern Virginia Workforce Services System provided critical workforce support services that aided Northern Virginia in muting the impact of a nearly unprecedented economic downturn. Those services were instrumental in transitioning 1,040 previously unemployed individuals into meaningful employment. In addition, as empirically quantified in this report, those services also had a significant positive economic impact on the Northern Virginia region.**

Introduction

This report assesses the economic and fiscal contribution that the Northern Virginia Workforce System's fiscal year (FY) 2009 career training and job placement services made to Northern Virginia.² This report was prepared by Mangum Economic Consulting, LLC at the request of the SkillSource Group, the non-profit arm of the Northern Virginia Workforce Investment Board.

Background

The Northern Virginia Workforce System

The Northern Virginia Workforce System serves the localities of Fairfax, Loudoun, and Prince William counties, and the cities of Fairfax, Falls Church, Manassas, and Manassas Park. A map depicting these localities along with the locations of the SkillSource Group's various service centers is provided in Figure 1.³

The mission of the Northern Virginia Workforce System is simple – to foster a globally competitive business environment in Northern Virginia. It does that by:

- aiding in the creation of a well-trained workforce to keep regional businesses competitive,
- providing the services and workforce information that enable businesses to connect with qualified job applicants,
- helping residents find their way to meaningful employment,
- facilitating the transition of ex-offenders and others with employment challenges into the community by providing them with the skills they need to become successfully employed, and
- preparing today's young adults for tomorrow's jobs.

² July 1, 2008 through June 30, 2009.

³ The addresses of these facilities are as follows: 1) Falls Church SkillSource Center, 6245 Leesburg Pike, Falls Church, 2) South County SkillSource Center, 8350 Richmond Highway, Alexandria, 3) Lake Anne Employment Resource Center, 11484 Washington Boulevard West, Reston, 4) Loudoun Workforce Resource Center, 102 Heritage Way, Northeast, Leesburg, PRC) Fairfax County Pre-Release Employment Center, 10520B Judicial Drive, Fairfax, SH-Reston) SHARE Network Site at Reston Interfaith, 11150 Sunset Hills Road, Reston, SH-Centreville) SHARE Network Site at Katherine Hanley Shelter, 13000 Lee Highway, Fairfax, and SH-Gainesville) SHARE Network Site at Auspicious Cloud Monastery, 2101 James Madison Highway, Haymarket.

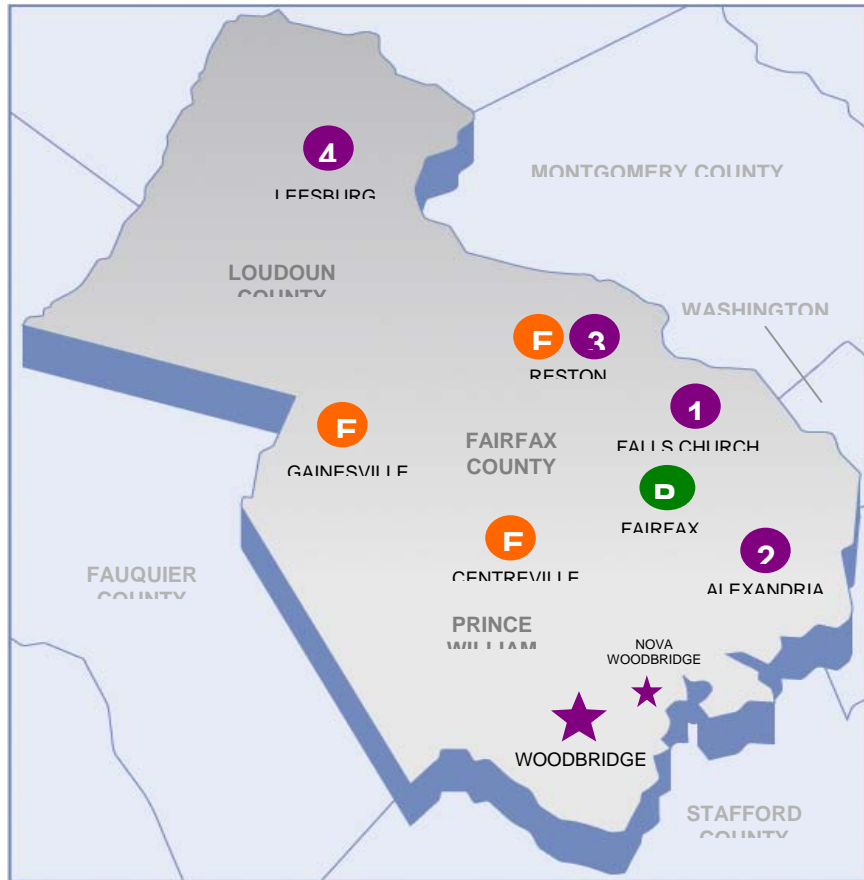


Figure 1: SkillSource Group Service Area and Service Center Locations

Services Provided in FY 2009

In FY 2009, the Northern Virginia Workforce System provided career training and job placement services through eight separate workforce programs:

- Workforce Investment Act (WIA) Adult Program – provides employment and training services to assist adults (individuals 18 years of age and older) in finding meaningful employment.
- WIA Dislocated Worker Program – provides employment and training services to dislocated workers (an individual who has been terminated or laid off, or has received notice that they will be terminated or laid off) in finding meaningful employment.
- WIA Youth Program – provides summer and year-round development programs to at risk youth (*e.g.*, dropouts, foster children, juvenile offenders, children of incarcerated parents, and migrant children).
- Base Realignment and Closure (BRAC) – responds to workforce needs resulting from the federal Base Realignment and Closure process.
- Virginia Serious and Violent Offender Re-entry Initiative (VASAVOR) – supports the transition of long-term incarcerated adults from jail into the community.
- Fairfax Pre-Release Employment Center (PRC) – a one-stop employment center that provides pre-release employment and training services to selected Fairfax County jail inmates.
- Center for Business Planning and Development (CBPD) – provides technical and developmental assistance to new and established businesses in Northern Virginia.
- Core Services (Core) – provides self-service tools that assist a job seeker in making an effective job search.

As shown in Table 1, in FY 2009 these programs were instrumental in transitioning 1,040 previously unemployed individuals into well-paying jobs (average annual salaries ranged between \$19,011 and \$37,000).⁴ Out of this number, 179 were placed through the Northern Virginia Workforce System's WIA programs (adult, dislocated worker, and youth). While 142 were placed through the System's other programs (BRAC, VASAVOR, PRC, CBPD). In addition to these totals, 719 more individuals were placed as a result of the self-service job placement tools provided through the Northern Virginia Workforce System's Core Services (the average annual salary for those self-referred placements was \$27,706).⁵

⁴ Data Source: SkillSource Group.

⁵ Data Source: SkillSource Group.

Table 1: Northern Virginia Workforce System Job Placements in FY 2009

Program	Job Placements	Average Annual Salary
WIA – Adult	66	\$28,662
WIA – Dislocated Worker	52	\$36,629
WIA – Youth	61*	\$19,538
WIA Subtotal	179	
BRAC/NEG	57	\$34,528
VASAVOR	20	\$25,792
PRC	46	\$19,011
CBPD	19	\$37,000
Other Program Subtotal	142	
Core Services	719	\$27,706
TOTAL	1,040	

*Job or postsecondary school placement

Regional Economic Trends

In FY 2009, Northern Virginia, like the state and the nation as a whole, experienced one of the most significant economic contractions of the post-war period. Figure 2 plots total employment in the seven localities served by the Northern Virginia Workforce System for the three-year period from the third quarter of 2006 through the second quarter of 2009 (the most recent quarter for which data are available). The most salient feature of these data is the precipitous decline in employment that occurred between the fourth quarter of 2008 and the first quarter of 2009. Between those two quarters alone, total employment in Northern Virginia fell from 884,161 to 854,764, a drop of 3.3 percent.

To place these numbers in better perspective by controlling for the normal effects of seasonality (*i.e.*, employment typically falls in the first quarter of the year as construction and other weather affected industries contract during the winter), Figure 3 depicts the year-over-year change in total employment for this same three-year period. As this graph demonstrates, even by this measure employment levels in Northern Virginia dropped sharply in the first quarter of 2009, falling by 24,175 jobs relative to the year before, and continued to decline in second quarter of that year, falling by 25,569 jobs relative to the year before.

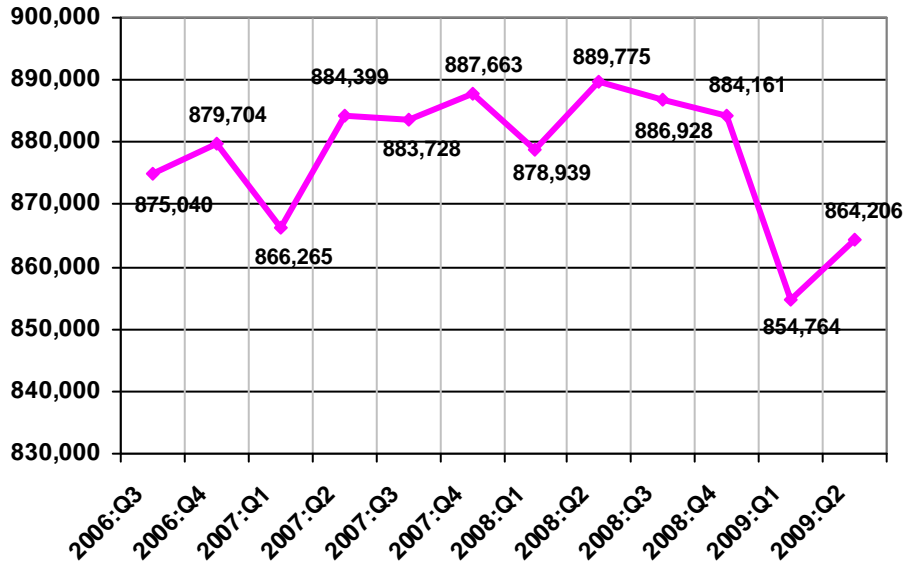


Figure 2: Northern Virginia Total Employment, 2006:Q3 through 2009:Q2⁶

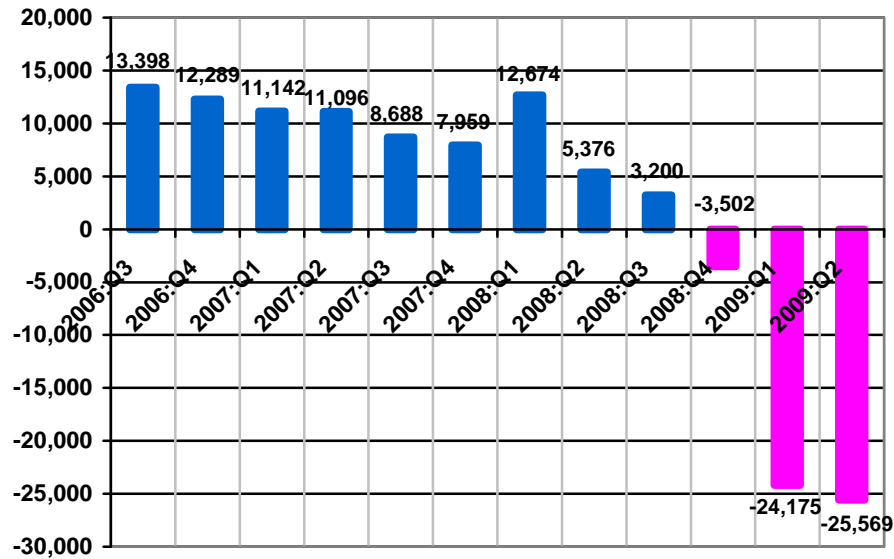


Figure 3: Northern Virginia year-over-year change in Total Employment, 2006:Q3 through 2009:Q2⁷

⁶ Data Source: Virginia Employment Commission

⁷ Data Source: Virginia Employment Commission

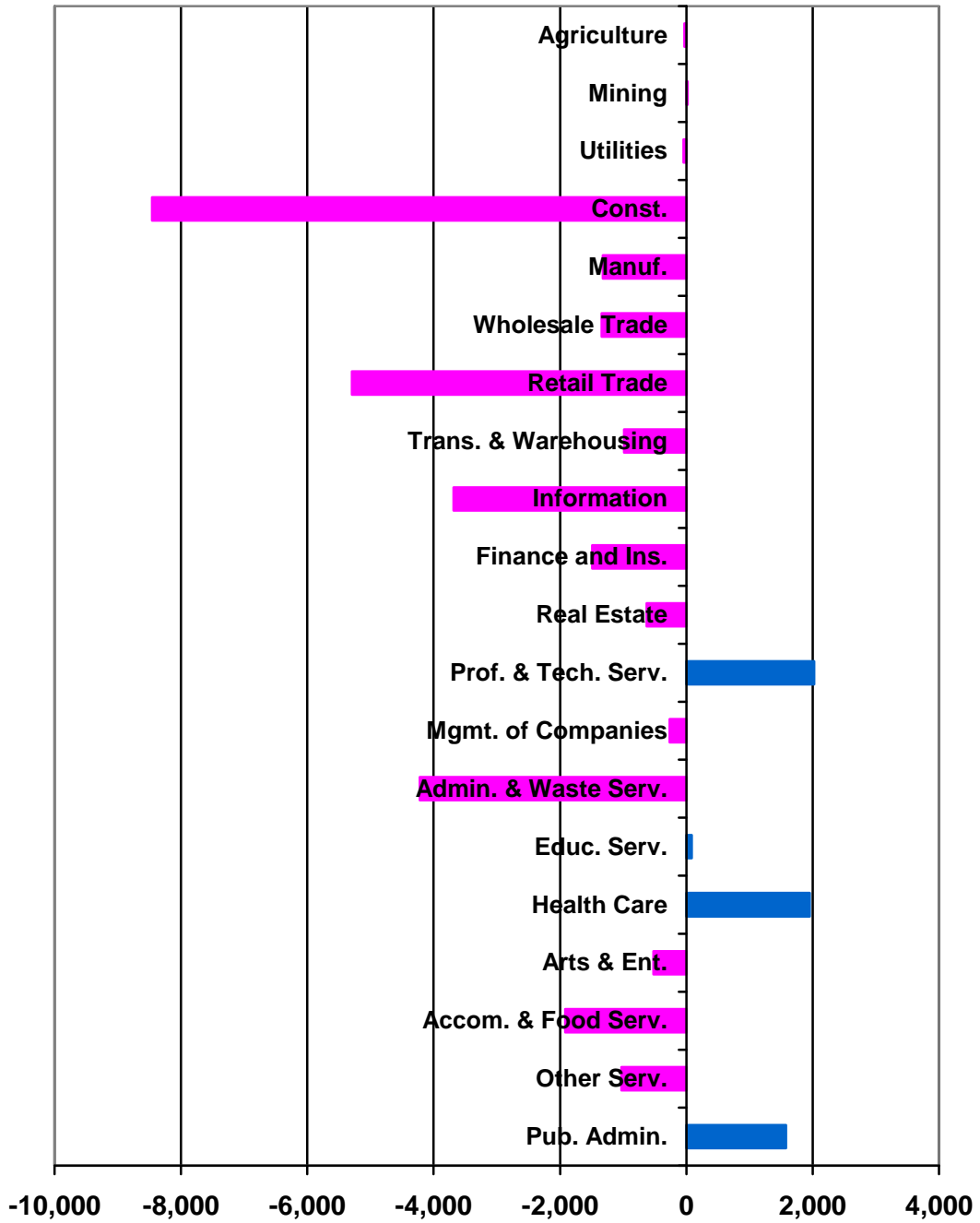


Figure 4: Northern Virginia Employment Change by Major Industry Category, 2008:Q2 to 2009:Q2⁸

⁸ Data Source: Virginia Employment Commission

Figure 4 provides additional detail on this regional employment loss, by depicting the change in employment between the second quarters of 2008 and 2009 by major industry sector. What these data show is that over this period employment fell in fifteen out of twenty major industry sectors. The biggest job losses occurred in construction (declined by 8,459 jobs), retail trade (declined by 5,293 jobs), administrative and waste services (declined by 4,221 jobs), and information services (declined by 3,683 jobs). Of the five sectors that gained employment, the biggest job increases were in professional and technical services (gained 2,024 jobs), healthcare (gained 1,952 jobs), and public administration (gained 1,578 jobs).

The flip side of Northern Virginia’s employment equation –the unemployment rate – is shown in Figure 5. These data are monthly and cover the period from July of 2006 through December of 2009 (the most recent month for which we have data). As this graph indicates, these data tell a very similar story to that of the employment data. Northern Virginia’s unemployment rate increased sharply between December of 2008 and January of 2009, rising from 3.7 percent to 4.6 percent. It then generally continued to drift upward through the first half of 2009, peaking at 5.4 percent in June of that year. In the last half of 2009, it declined somewhat, finishing the year at 4.9 percent in December.

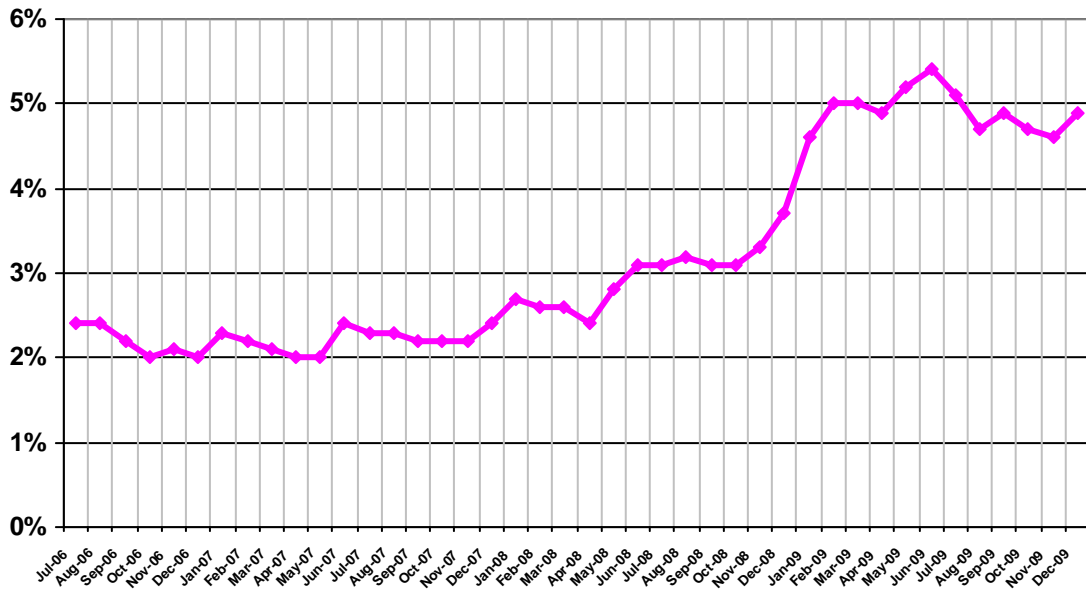


Figure 5: Northern Virginia Unemployment Rate, July 2006 through December 2009⁹

⁹ Data Source: Virginia Employment Commission

Figure 6 puts a “face” on these unemployment rates by translating them into the actual number of unemployed individuals. Perhaps the most telling aspect of these data is the change in average total unemployment between 2007, 2008, 2009. Between 2007 and 2008, the average number of unemployed individuals in Northern Virginia rose from 22,201 to 30,378, a 37 percent increase between the two years. Between 2008 and 2009, however, the average number of unemployed individuals rose from 30,378 to 50,216, a 65 percent increase between the two years – almost double the increase of the prior year.

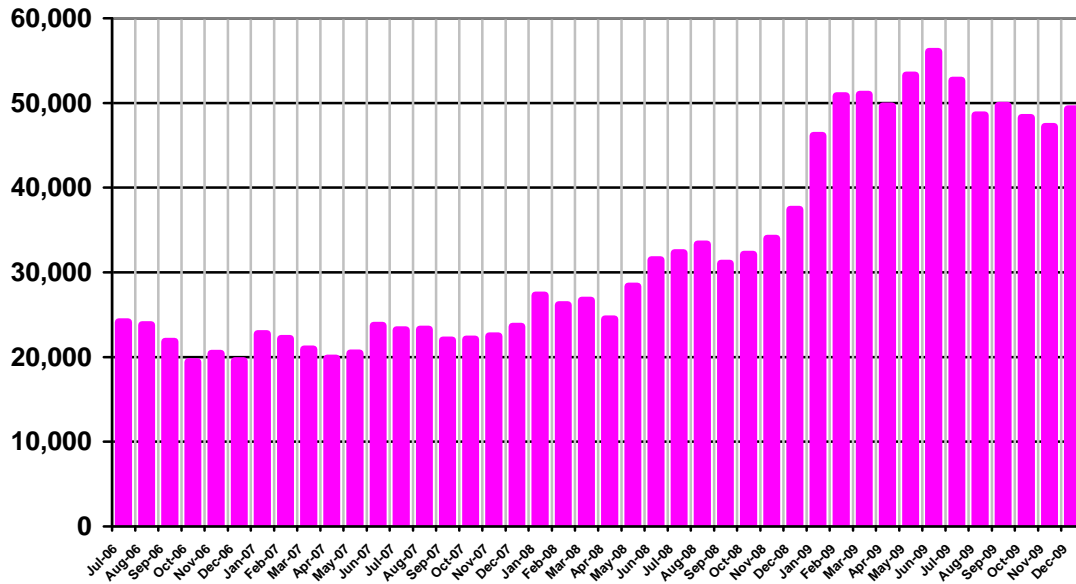


Figure 6: Northern Virginia Unemployment, July 2006 through December 2009¹⁰

Taken in combination, these data depict a region that experienced significant economic stress in 2009. In the first two quarters of 2009, employment in the region fell by approximately 25,000 jobs relative to the year before, with the largest job decreases occurring in construction, retail trade, administrative and waste services, and information services. Because of these job losses, the number of individuals who were unemployed and looking for work increased to approximately 50,000, a two-thirds jump over the year before. In the face of this economic and human cost, the workforce services provided by the Northern Virginia Workforce System became that much more important to the health of the regional economy. One clear indication of that heightened importance is the fact that the number of individuals enrolled in the System’s WIA programs alone rose from 365 in FY 2008 to 677 in FY 2009 – an increase of nearly 86 percent.

¹⁰ Data Source: Virginia Employment Commission

Economic Impact

In this section, we assess the economic impact that the FY 2009 career training, job placement, and other workforce services that were provided by the Northern Virginia Workforce System had on the economy of Northern Virginia. The primary nature of that impact had to do with the new income earned by the 1,040 previously unemployed individuals that the Northern Virginia Workforce System was instrumental in transitioning into meaningful employment.¹¹ As shown in Table 2, the aggregate annual pre-tax income generated through those placements was approximately \$29.0 million.

Table 2: Consumption Expenditures Attributable to FY 2009 Job Placements

Program	Job Placements	Average Annual Salary	Total Pre-Tax Income	Total Consumption Expenditures
WIA – Adult	66	\$28,662	\$1,891,718	\$1,878,476
WIA – Dislocated Worker	52	\$36,629	\$1,904,698	\$1,862,794
WIA – Youth	61	\$19,538	\$1,191,818	\$1,188,243
BRAC/NEG	57	\$34,528	\$1,968,096	\$1,924,798
VASAVOR	20	\$25,792	\$515,840	\$512,229
PRC	46	\$19,011	\$874,506	\$871,882
CBPD	19	\$37,000	\$703,000	\$687,534
Subtotal	321		9,049,676	8,925,957
Core Services	719	\$27,706	\$19,920,326	\$19,780,884
TOTAL	1,040		\$28,970,002	\$28,706,841

Economic impact is generally referred to in terms of “direct” and “indirect.” In this case, the direct economic impact of the \$29.0 million in new income generated by the Northern Virginia Workforce System’s job placements in FY 2009 pertains to consumption expenditures. As previously unemployed individuals exit the workforce programs

¹¹ It is important to note that whereas the wages earned by these previously unemployed individuals constitute the primary economic impact of the career training, job placement, and other workforce services provided by the Northern Virginia Workforce System in FY 2009, they are by no means the only economic impact. Although it is beyond the scope of the analysis presented here, a more inclusive definition of economic impact would also include, among other things, the cost of any social assistance that these individuals were receiving while unemployed (e.g., unemployment assistance, food stamps) and that they no longer required after they were employed. For that reason, the more narrowly focused estimates of economic impact presented in this report should be assumed to be conservative in nature.

provided by the Northern Virginia Workforce System and are placed in new jobs, they spend the majority of their newly acquired incomes on rent, food, clothing, and other goods and services. Those consumption expenditures provide an immediate injection into the regional economy. As shown in Table 2, based on recent data on consumer expenditures from the U.S. Department of Labor, we estimate that the \$29.0 million in annual pre-tax income generated by FY 2008 Northern Virginia Workforce System job placements translated into approximately \$28.7 million in new consumption expenditures.¹²

Indirect economic impact refers to the ripple effects that an expenditure has as it makes its way through the economy. For example, when the \$28.7 million in new consumption expenditures described above become income for someone else, which is in turn spent, thereby becoming income for someone else, and so on, and so on, and so on.¹³ Through this process, one dollar in initial expenditures ultimately generates multiple dollars of income. The mathematical relationship between the initial expenditure and the total income generated is called the Keynesian multiplier. Keynesian multipliers are named after John Maynard Keynes, the British economist who studied this phenomenon in the early portion of the last century.

To fully quantify the direct and indirect economic impact associated with the Northern Virginia Workforce System's FY 2009 job placements we employ a commonly used regional economic impact model called IMPLAN.¹⁴ The IMPLAN model uses regional and national economic data to construct regional Keynesian multipliers and uses these multipliers to quantify economic impact. In the estimates that follow, we further disaggregate those impacts into three categories: 1) the economic output, or the dollar value of the impact, 2) the number of additional jobs that are associated with that economic output, and 3) the fiscal impact, or tax revenue generated.

¹² Estimates of consumption expenditures are derived using data from the U.S. Department of Labor's "2006 Consumer Expenditure Survey."

¹³ Indirect economic impact is defined in this study to include both the ripple effects from inter-firm purchases as well as the ripple effects associated with household expenditures by affected employees.

¹⁴ IMPLAN is produced by Michigan IMPLAN Group, Inc.

WIA, BRAC, VASAVOR, PRC, and CBPD programs

We first look at the economic impact associated with the Northern Virginia Workforce System's WIA, BRAC, VASAVOR, PRC, and CBPD programs – those programs where the Northern Virginia Workforce System directly provided career training and job placement services that enabled an individual to transition from unemployment into a well-paying job. In assessing the likely economic impact attributable to those programs, we employ the following assumptions:

- A total of 321 individuals exited from these programs and were placed into jobs in FY 2009.
- The average salary and total pre-tax income associated with these programs are detailed in Table 2.
- Consumption expenditures are derived using data from the U.S. Department of Labor's "2006 Consumer Expenditure Survey" for three income categories: \$15,000 to \$25,000, \$25,000 to \$35,000, and \$35,000 to \$50,000.
- All consumption expenditures were made within Northern Virginia.
- Economic impact is based on a "representative year" and no attempt is made to phase placements in based on actual job start data from FY 2009.

By feeding these assumptions into the IMPLAN model, we obtain the following estimates of the economic impact that career training and job placement services provided in FY 2009 through the WIA, BRAC, VASAVOR, PRC, and CBPD programs had on Northern Virginia. As shown in Table 3, with respect to overall economic output, it is estimated that the combined direct and indirect economic impact from these programs was over \$6.7 million. In addition, this economic impact generated 48 jobs (it is important to realize that these jobs are primarily in the retail trade, housing, and other service sectors that are typically impacted by household consumption expenditures and are in addition to the 321 placements), and \$1.1 million in state, local, and federal tax revenue.

Table 3: Estimated Economic Impact of WIA, BRAC, VASAVOR, PRC, and CBPD Programs

	Direct	Direct less imports ¹⁵	Indirect	TOTAL
Output	\$8,925,957	\$4,777,768	\$1,971,937	\$6,749,705
Employment		35	13	48
Fiscal				\$1,087,121
State and Local Tax Revenue				\$484,471
Federal Tax Revenue				\$602,650

WIA, BRAC, VASAVOR, PRC, CBPD, and Core Services programs

In this section, we add FY 2009 placements from Core Services to the placements attributable to the WIA, BRAC, VASAVOR, PRC, and CBPD programs. Core Services have an arguably less direct impact on job placement since these services primarily involve self-service tools that assist a job seeker in making an effective job search. In assessing the likely economic impact attributable to the combined FY 2009 placements from all of these programs, we employ the following assumptions:

- A total of 1,040 individuals exited from these programs (321 from WIA, BRAC, VASAVOR, PRC, and CBPD, and 719 from Core Services) and were placed into jobs in FY 2009.
- The average salary and total pre-tax income associated with these programs are detailed in Table 2.
- Consumption expenditures are derived using data from the U.S. Department of Labor’s “2006 Consumer Expenditure Survey” for three income categories: \$15,000 to \$25,000, \$25,000 to \$35,000, and \$35,000 to \$50,000.
- All consumption expenditures were made within Northern Virginia.
- Economic impact is based on a “representative year” and no attempt is made to phase placements in based on actual job start data from FY 2009.

¹⁵ Takes into account those consumption expenditures that are made on goods that are imported into the study area from elsewhere in the U.S. or from overseas. Because these expenditures flow to producers outside of the study area, they represent a “leakage” from the local economy.

Again feeding these assumptions into the IMPLAN model, we obtain the following estimates of the economic impact that the combined FY 2009 placements from the WIA, BRAC, VASAVOR, PRC, CBPD, and Core Services programs had on Northern Virginia. As shown in Table 4, with respect to overall economic output, it is estimated that the combined direct and indirect economic impact from these programs was just under \$21.6 million. In addition, this total economic impact generated 154 jobs (again, it is important to realize that these jobs are in addition to the 1,040 placements), and just under \$3.5 million in state, local, and federal tax revenue.

Table 4: Estimated Economic Impact of WIA, BRAC, VASAVOR, PRC, CBPD, and Core Services Programs

	Direct	Direct less imports ¹⁶	Indirect	TOTAL
Output	\$28,706,841	\$15,265,184	\$6,315,017	\$21,580,200
Employment		112	42	154
Fiscal				\$3,479,422
State and Local Tax Revenue				\$1,546,412
Federal Tax Revenue				\$1,933,010

Benefit/Cost Ratio

In FY 2009, the cost associated with the WIA, BRAC, VASAVOR, PRC, CBPD, and Core Services programs provided by the Northern Virginia Workforce System was approximately \$2.6 million.¹⁷ Comparing this cost to the benefits derived from these programs, in terms of total economic output, allows us to calculate a benefit/cost ratio. If the analysis is restricted to the WIA, BRAC, VASAVOR, PRC, and CBPD programs that benefit/cost ratio is approximately 2.6, indicating that the benefits derived from the programs are more than two-and-a-half times greater than the costs required to generate

¹⁶ Takes into account those consumption expenditures that are made on goods that are imported into the study area from elsewhere in the U.S. or from overseas. Because these expenditures flow to producers outside of the study area, they represent a “leakage” from the local economy.

¹⁷ *Data Source:* The SkillSource Group.

those benefits. If the analysis is expanded to encompass Core Services as well, the benefit/cost ratio rises to approximately 8.3, indicating that the benefits are more than eight times greater than the costs required to generate them.

Conclusion

The Northern Virginia Workforce System provides workforce services to the localities of Fairfax, Loudoun, and Prince William counties, and the cities of Fairfax, Falls Church, Manassas, and Manassas Park. In FY 2009, these localities, like the state and the nation as a whole, experienced one of the most significant economic contractions of the post-war period. In the first quarter of 2009, employment in Northern Virginia dropped sharply, falling by 24,175 jobs relative to the year before, and continued to decline in the second quarter of 2009, falling by 25,569 jobs relative to the year before. The bulk of this employment loss occurred in the region's construction, retail trade, administrative and waste services, and information services sectors. In addition, the number of unemployed individuals rose from 30,378 on average in 2008 to 50,216 in 2009 – a 65 percent increase between the two years.

As a result of this nearly unprecedented economic stress, the role of the Northern Virginia Workforce System in transitioning individuals into meaningful employment became that much more critical to the people and businesses of Northern Virginia. One clear indication of this heightened importance is that between FY 2008 and FY 2009 the demand for Northern Virginia Workforce System services increased dramatically, as demonstrated by the fact that the number of individuals enrolled in the System's WIA programs alone rose by nearly 86 percent.

Even more pertinently, in FY 2009 the programs and services provided by the Northern Virginia Workforce System enabled 1,040 previously unemployed individuals to transition into well-paying jobs. Out of that total, 321 of the placements came through the WIA, BRAC, VASAVOR, PRC, and CBPD programs (programs that directly provide career training and job placement services), and 719 came through Core Services (self-service tools that assist a job seeker in making an effective job search). The average annual salaries associated with those placements ranged between \$19,011 and \$37,000. In combination, these 1,040 placements generated approximately \$29.0 million in additional annual pre-tax income for the region, and drove an additional \$28.7 million in local consumption expenditures.

In turn, those \$28.7 million in additional local consumption expenditures had a significant impact as they rippled through the Northern Virginia economy. Focusing first on the 321 placements associated with the WIA, BRAC, VASAVOR, PRC, and CBPD programs, that impact is estimated to be \$6.7 million in total economic output, 48

additional jobs (these jobs are in addition to the 321 placements), and almost \$1.1 million in state, local, and federal tax revenue. If we increase the scope of workforce services to include Core Services, the economic impact associated with the resulting combined 1,040 placements is estimated to be \$21.6 million in total economic output, 154 jobs (these jobs are in addition to the 1,040 placements), and almost \$3.5 million in state, local, and federal tax revenue.



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