# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>I. Strategic Planning includes</td>
<td>5</td>
</tr>
<tr>
<td>II. Workforce Development System Description</td>
<td>22</td>
</tr>
<tr>
<td>III. Board Activities</td>
<td>23</td>
</tr>
<tr>
<td>IV. Engagement, Coordination, Linkages</td>
<td>26</td>
</tr>
<tr>
<td>V. Local Board</td>
<td>32</td>
</tr>
<tr>
<td>VI. One-Stop Delivery System</td>
<td>35</td>
</tr>
<tr>
<td>VII. Adult &amp; Dislocated Worker Employment &amp; Training Activities</td>
<td>40</td>
</tr>
<tr>
<td>VIII. Statewide Rapid Response Activities</td>
<td>40</td>
</tr>
<tr>
<td>IX. Youth Activities</td>
<td>41</td>
</tr>
<tr>
<td>X. Coordination of Secondary and Post-Secondary Education</td>
<td>45</td>
</tr>
<tr>
<td>XI. Supportive Services</td>
<td>46</td>
</tr>
<tr>
<td>XII. Wagner-Peyser Employment Services: Maximizing Coordination</td>
<td>48</td>
</tr>
<tr>
<td>XIII. Title II: Adult Education (Literacy, ESL, ABE, Civics)</td>
<td>49</td>
</tr>
<tr>
<td>XIV. Cooperative Agreements &amp; Linkages with DVRS &amp; CBVI</td>
<td>51</td>
</tr>
<tr>
<td>XV. Identify Fiscal Agent</td>
<td>52</td>
</tr>
<tr>
<td>XVI. OSOP Competitive Procurement; Sub-Grants &amp; Contracts</td>
<td>52</td>
</tr>
<tr>
<td>XVII. Local Performance Targets</td>
<td>54</td>
</tr>
<tr>
<td>XVIII. Local Board Membership, Recruitment, Development, &amp; describe High-Performing Board Activities</td>
<td>57</td>
</tr>
<tr>
<td>XIX. Staff and Partner Development and Training Activities</td>
<td>60</td>
</tr>
<tr>
<td>XX. Training Services: ITAs, Informed Customer Choices &amp; Industry-Valued Credentials</td>
<td>62</td>
</tr>
<tr>
<td>XXI. Local Planning Process: Transparency, Stakeholders, Public Comment</td>
<td>63</td>
</tr>
<tr>
<td>XXII. Technology</td>
<td>64</td>
</tr>
<tr>
<td>XXIII. Priority of Services: Board ensures priorities are followed</td>
<td>66</td>
</tr>
<tr>
<td>XXIV. Additional Local Elements</td>
<td>68</td>
</tr>
<tr>
<td>Appendices</td>
<td>70</td>
</tr>
</tbody>
</table>
Introduction
The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, requires each local Workforce Development Board (WDB) to develop and submit, in partnership with the chief elected officials (CEO) (Director of the Board of Chosen Freeholders), a comprehensive four year plan to the Governor. The local plan shall support the vision, goals and strategy described in the State plan and otherwise be consistent with the State plan. The Local WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. Local Plans must comply with the requirements outlined in WIOA (in particular Section 108) and align with and support the strategies described in the New Jersey WIOA Combined State Plan. The State shall provide technical assistance and labor market data, as requested by local areas, to assist with such local planning and subsequent service delivery efforts. Each local forms a portion of the Regional Plan for the region in which the WDB is located.

This Local Plan adheres to all state and local public comment requirements and must be submitted to the State Employment and Training Commission (SETC). Additionally, each Local Area Plan shall include:

- An analysis of the regional economic conditions;
- An analysis of the workforce in the region and the knowledge and skills needed to meet the employment needs of the employers in the region;
- The local board’s strategic vision and goals for preparing an educated and skilled workforce;
- A strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals;
- A description of the workforce development system in the local area and strategies to deliver services and expand employment and training opportunities for eligible individuals;
- The strategies and services that will be used in the local area to facilitate engagement of employers, coordinate workforce development with economic development, UI programs, rapid response and other partners;
- The one-stop system in the local area including all its components, supportive services and partnerships;
- How the local board will coordinate education and workforce investment activities with relevant secondary and postsecondary education programs;
- The competitive process to be used to award the sub-grants and contracts in the local area for WIOA activities;
- The local levels of performance to be used to measure the performance of the local area;
- The actions the local board will take toward becoming or remaining a high-performing board;
- A description of how training services will be provided; and
- Other documentation and attestations as required by DOL.

December 2016
The key focus of this Plan narrates the statewide Talent Development Strategy. In New Jersey, the talent development system includes:

1. New partnerships with employers across the state’s seven key industries,
2. Strong collaborations between workforce programs, education and higher education,
3. The use of technology to better connect jobseekers and employers,
4. Better labor market intelligence to inform workforce investments, and
5. Innovative partnerships between the state, local governments, community and faith-based organizations and educational institutions.

In an era of global competition and rapid technological change, New Jersey must continue to build on this strong talent development foundation. The State Plan sets a strategic direction for the future and outlines five themes which the state will focus on in order to increase the number of residents with an industry-valued credential or degree through high-quality partnerships and integrated investments.

The Middlesex County Workforce Development Board (MCWDB) and New Jersey are committed to supporting regional planning, service coordination and resource sharing for all workforce education and training programs, recognizing that labor markets are not constrained by governmental or political boundaries. Middlesex County is densely-populated and contains a vast array of industries identified through State labor market data.

- **Theme 1: Building Career Pathways with a focus on Industry-Valued Credentials**
- **Theme 2: Expanding High-Quality Employer-Driven Partnerships**
- **Theme 3: Strengthening Career Navigation Assistance through One-Stop Career Centers and Broad Partnerships**
- **Theme 4: Strengthening Governance through Effective Workforce Development Boards and Regional Collaborations**
- **Theme 5: Ensuring System Integrity through Metrics and Greater Transparency**

These five talent development themes, coupled with the five primary focus points of the New Jersey’s State Plan, create a strong foundation on which to build regional strategies. Our Plan is designed to help achieve the vision of the State Plan while advancing regional efforts in workforce development, credential attainment, economic development, and the formation of strategic partnerships.

**Middlesex County Overview**

Middlesex County is centrally located in New Jersey. As a result, it is close to both major markets of New York City and Philadelphia. Middlesex County is very diverse and home to major hospitals/medical facilities, a university, and numerous Fortune 500 companies. The strong economic and recreational opportunities offer a higher quality of life for those that live, work and visit this wonderful county.

In creating this local plan, it was important to not only focus on the dynamics of Middlesex County today, but the expected Middlesex County of tomorrow. Middlesex County’s population is projected to increase by 54,040 or 6.7 % during 2010 to 2020. It is projected to retain the status as second most populous county in the state in 2020.

For more information on Middlesex County’s growth from 2010 to 2020, please visit [http://lwd.dol.state.nj.us/labor/lpa/pub/factbook/midfct.pdf](http://lwd.dol.state.nj.us/labor/lpa/pub/factbook/midfct.pdf).
I. Strategic Planning

Describe the strategic planning elements consisting of—

(A) An analysis of the local and regional economic conditions including existing and emerging in demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. The New Jersey Department of Labor and Workforce Development (LWD) is committed to supporting local areas in preparation of this analysis. This analysis may be drawn from existing data, including Regional Plans. In particular, New Jersey asks that your Local Plan include this reference in order to comply with USDOL requirements:

(i) Please refer to Section II. Regional Data Analysis of the [North/Central/South] Regional Plan submitted to the State on October 3, 2016 for an initial analysis responding to this element.

All data contained in this section was provided by the New Jersey Department of Labor and Workforce Development (LWD) Office of Research and Information, Workforce Research and Analytics (ORI-WRA) team. Data sources include internal data collection from LWD as well as external sources including the U.S. Census Bureau and Burning Glass Technologies.

This section includes data for resident employment by industry, employment and annual average salary, educational attainment, and the demand for skills and certifications. Understanding the demand and supply for employees can help a region better focus its workforce development activities.

Industries

The top five industries in terms of net regional employment are 1) educational services, health care, and social assistance, 2) professional, scientific, management, administration, and waste management services, 3) retail trade, 4) finance, insurance, real estate, and rental and leasing and arts, entertainment, recreation, accommodation, and food service. These five industries comprise 65% of the total civilian employed population age 16 and older.

The MCOWD focuses on in demand occupations and the seven (7) industry sectors identified by LWD Talent Networks. Additionally, MCOWD utilizes the EMSI data analysis to provide local demand driven data to reflect the in-demand job fields in Middlesex County. What might be in-demand for other counties might not be in demand for Middlesex. Trainings offered are geared to specific in-demand sectors.

According to EMSI, the top occupations identified are matched to the LWD’s talent networks in the following industries:

- Healthcare
- TLD
- Retail/Hospitality
- IT
- BIO-Pharma
- Finance

Two emerging industries in Middlesex County are Advanced Manufacturing and Construction as identified in the graph/chart below.
<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>16,518</td>
<td>16,926</td>
<td>408</td>
<td>2%</td>
<td>$12.18</td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>6,846</td>
<td>7,087</td>
<td>241</td>
<td>4%</td>
<td>$49.31</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>8,106</td>
<td>8,325</td>
<td>218</td>
<td>3%</td>
<td>$43.49</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>7,386</td>
<td>7,506</td>
<td>120</td>
<td>2%</td>
<td>$19.18</td>
</tr>
<tr>
<td>General and Operations Managers</td>
<td>5,023</td>
<td>5,137</td>
<td>114</td>
<td>2%</td>
<td>$71.00</td>
</tr>
<tr>
<td>Office Clerks, General</td>
<td>9,740</td>
<td>9,844</td>
<td>104</td>
<td>1%</td>
<td>$15.84</td>
</tr>
<tr>
<td>Industrial Truck and Tractor Operators</td>
<td>2,829</td>
<td>2,931</td>
<td>103</td>
<td>4%</td>
<td>$16.49</td>
</tr>
<tr>
<td>Accountants and Auditors</td>
<td>4,668</td>
<td>4,770</td>
<td>102</td>
<td>2%</td>
<td>$42.76</td>
</tr>
<tr>
<td>Waiters and Waitresses</td>
<td>4,713</td>
<td>4,815</td>
<td>102</td>
<td>2%</td>
<td>$11.78</td>
</tr>
<tr>
<td>Construction Laborers</td>
<td>3,274</td>
<td>3,375</td>
<td>101</td>
<td>3%</td>
<td>$22.03</td>
</tr>
</tbody>
</table>
Resident Employment by Industry¹

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>Resident Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational services, health care, and social assistance</td>
<td>270,082</td>
</tr>
<tr>
<td>Professional, scientific, mgmt, admin, and waste mgmt service</td>
<td>146,453</td>
</tr>
<tr>
<td>Retail trade</td>
<td>128,194</td>
</tr>
<tr>
<td>Finance, insurance, real estate, rental, and leasing</td>
<td>99,079</td>
</tr>
<tr>
<td>Arts, entertainment, recreation, accommodation, and food service</td>
<td>88,923</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>86,707</td>
</tr>
<tr>
<td>Construction</td>
<td></td>
</tr>
<tr>
<td>Transportation and warehousing, and utilities</td>
<td>62,998</td>
</tr>
<tr>
<td>Public administration</td>
<td>55,705</td>
</tr>
<tr>
<td>Other services, except public administration</td>
<td>47,674</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>37,484</td>
</tr>
<tr>
<td>Information</td>
<td>34,143</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting, and mining</td>
<td>3,085</td>
</tr>
<tr>
<td>Total Civilian employed population 16 years and over</td>
<td>1,126,145</td>
</tr>
</tbody>
</table>

¹ Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

**Figure 1**

Understanding which industries play a significant role in regional employment will allow education and training providers the information needed to focus their efforts in order to achieve maximum efficiency and impact. However, understanding industries is only a portion of the demand-side data and should be coupled with occupational data to fully understand regional demand.

**Occupations**

The top five occupations in terms of net employment include: 1) retail salespersons, 2) laborers and freight, stock, and material movers, 3) cashiers, 4) registered nurses, and 5) general office clerks. Salaries for registered nurses are significantly higher than any of the other top ten occupations, paying an average annual salary of nearly $80,000. General office clerks, secretaries and administrative assistants except legal and medical, and customer service representatives each have average wages above $15.00 per hour, while the other six top occupations pay at or below $15.00 per hour on average (based on a 2,000 hour work year).

Employment and Annual Average Salary - Detailed Occupations²
In terms of occupational groups, as opposed to specific occupations as identified above, the top five groups include: 1) office and administrative support occupations, 2) sales and related occupations, 3) transportation and material moving occupations, 4) food preparation and serving related occupations, and 5) education, training, and library occupations. Each of the top ten occupation groups, except for food preparation and serving related occupations, pay average wages above $15.00 per hour.  

$39,500  $41,300  $33,340  $24,440  $59,540  $78,480  $90,470  $140,490  $97,040  $37,580

Figure 3
Collecting and analyzing the demand-side employment data, such as the top industries, occupations, and occupational groups, should be done in tandem with collecting and analyzing supply-side employment data. Only then will the full data-driven picture come into focus, allowing for workforce development initiatives to have their greatest possible impact.

Baseline Skills in Greatest Demand\(^4\)

\(^3\) Source: Burning Glass Technologies Inc., Labor Insight

<table>
<thead>
<tr>
<th>Skill</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Skills</td>
<td>36,779</td>
</tr>
<tr>
<td>Writing</td>
<td>34,350</td>
</tr>
<tr>
<td>Customer Service</td>
<td>27,972</td>
</tr>
<tr>
<td>Microsoft Excel</td>
<td>27,165</td>
</tr>
<tr>
<td>Team Work/ Collaboration</td>
<td>23,516</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>22,350</td>
</tr>
<tr>
<td>Planning</td>
<td>22,014</td>
</tr>
<tr>
<td>Microsoft Office</td>
<td>20,484</td>
</tr>
<tr>
<td>Detail-Oriented</td>
<td>19,022</td>
</tr>
<tr>
<td>Research</td>
<td>18,742</td>
</tr>
<tr>
<td>Computer Skills</td>
<td>18,622</td>
</tr>
<tr>
<td>Physical Demand</td>
<td>18,024</td>
</tr>
<tr>
<td>Project Management</td>
<td>17,328</td>
</tr>
<tr>
<td>Building Effective Relationships</td>
<td>15,513</td>
</tr>
</tbody>
</table>

**Figure 4**

Source: Burning Glass Technologies Inc., Labor Insight

Certifications in Greatest Demand\(^5\)

<table>
<thead>
<tr>
<th>Certification</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>REGISTERED NURSE</td>
<td>4,269</td>
</tr>
<tr>
<td>FIRST AID CPR AED</td>
<td>2,450</td>
</tr>
<tr>
<td>CERTIFIED PUBLIC ACCOUNTANT (CPA)</td>
<td>2,118</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT CERTIFICATION (E.G. PMP)</td>
<td>2,115</td>
</tr>
<tr>
<td>CDL CLASS A</td>
<td>1,486</td>
</tr>
<tr>
<td>CERTIFIED NURSING ASSISTANT</td>
<td>1,311</td>
</tr>
<tr>
<td>HOME HEALTH AIDE</td>
<td>1,299</td>
</tr>
<tr>
<td>COMMERCIAL DRIVER'S LICENSE</td>
<td>877</td>
</tr>
<tr>
<td>BASIC CARDIAC LIFE SUPPORT CERTIFICATION</td>
<td>842</td>
</tr>
<tr>
<td>SECURITY CLEARANCE</td>
<td>759</td>
</tr>
<tr>
<td>AUTOMOTIVE SERVICE EXCELLENCE (ASE)</td>
<td>722</td>
</tr>
<tr>
<td>NURSE PRACTITION</td>
<td>632</td>
</tr>
<tr>
<td>FORKLIFT OPERATOR CERTIFICATION</td>
<td>599</td>
</tr>
<tr>
<td>CERTIFIED MEDICAL ASSISTANT</td>
<td>598</td>
</tr>
<tr>
<td>CERTIFIED INFORMATION SYSTEMS SECURITY PRO...</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 5**
Two key takeaways from these charts are that the most sought after skill and certification are “communication skills” and “registered nurse” respectively. Other in-demand skills include Microsoft Office, writing, customer service, organization, and team work. Other in-demand certifications include first aid/CPR, CPA, project management, and Class A CDL. Overall, in-demand skills are focused on interpersonal skills while many in-demand certifications are centralized within the healthcare sector.

Referenced in the prior section, data on the population and labor supply can be used to help identify the economic health of a given area. Understanding the changing demographics of the population can allow education and training providers, as well as businesses, to adapt to meet the needs of the region. Additionally, labor supply data such as employment and unemployment numbers provide a macro-level view of the current state of the region’s workforce.

**B** An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in demand industry sectors and occupations. Describe how the local area plans to work in conjunction with the New Jersey Talent Development Centers, Talent Networks, Targeted Industry Partnerships and other industry and occupational associations and networks in developing and delivering in demand services. Analysis of alignment between key industry pipeline and the provision of services by the one stop system should be included.

As identified in the Central Jersey Partners (CJP) Regional Plan, it is the intent of the MCWDB to focus on collaboration with New Jersey’s Talent Networks to provide industry-driven services to Middlesex County businesses and job seekers. MCWDB is focusing on building employer-driven, high-quality partnerships.

Key work on sector-driven and high-quality employer partnerships are led by the CJP and the individual WDBs with support from the State’s Talent Networks and Talent Development Centers. Some key efforts are described below, followed by the specific initiatives and relationships underway within this County.

**Talent Networks**
The state’s seven industry-focused Talent Networks have been connecting jobseekers, employers, educational institutions and workforce programs and providing key intelligence on the workforce needs of the state’s key industries. MCWDB with the support of the Talent Networks is focused on building new employer-driven partnerships. These Targeted Industry Partnerships will have developed plans for meeting the skill needs of employers and building new pathways to economic opportunity. The MCWDB views its collaboration with the Talent Networks as the basis for designing training curriculum, building career pathways, and determining the training needs of local businesses, in order to build a workforce system that is centered on meeting the needs of both the job seeker and job creator.

The Talent Networks are focused on three key tasks:

1. **Development and Dissemination of Industry Intelligence to Inform Workforce Investments**: Each Talent Network works closely with LWd’s Labor Market Analysts to inform the understanding of key industry workforce trends and of the workforce needs of employers. The Talent Networks engage employers and industry associations to provide input into the development of the list of
industry-valued credentials and degrees. Each year, the Talent Networks will host an Industry Summit to inform key workforce stakeholders of employer needs. The Talent Networks will also partner with LWD Labor Market Analysts to produce an Annual Workforce Report for their industry that combines quantitative data and feedback from employers.

2. **Development of High-Quality Employer-Driven Partnerships:** MCWDB will work with each Talent Network to establish Targeted Industry Partnerships within Middlesex County. The Talent Network will engage employers and identify industry workforce needs, assemble workforce and education stakeholders to assess capacity and facilitate the development of a workforce plan for the industry for the specific area. MCWDB will work with each Talent Network to identify possible funding sources for implementation of promising programs through the NJ Department of Labor and Workforce Development, and/or other funding sources where appropriate.

3. **Assist in Rapid Response Efforts:** Each Talent Network will contribute to rapid response efforts in Middlesex County in their specific industry, using their knowledge of industry need to help inform services and assistance to impacted workers.

**Talent Development Centers (TDC)**

New Jersey is investing in the development of three Talent Development Centers at community colleges and universities focused on the Advanced Manufacturing, Health Care and Transportation, Logistics and Distribution industries. Each TDC serves as a “center for excellence” in the state and provides training to incumbent workers and dislocated workers with state funds from the Workforce Development Partnership Program. These Centers also serve as anchors for expanded high-quality employer-driven partnerships in their industry and further build the capacity of the state’s higher education institutions to provide education and training aligned with the needs of the state’s key industries.

The primary mission of each TDC is to provide training to individuals (dislocated workers and currently employed/incumbent workers). As a result, the TDCs coordinate their efforts with the state’s industry-specific Talent Networks, established to facilitate the development of new partnerships between employers, educational institutions and workforce development programs in their specific industry.

MCWDB will utilize the services of the Talent Development Centers in an effort to forge high quality partnerships with local and regional businesses. The Talent Development Centers will assist MCWDB with designing training curriculum that will address the skills that will be necessary for industry targeted occupations that will transition into pathways related to career advancement and upward economic mobility.

(C) An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. Your analysis must be supported by data. Any use of non-LWD data must cite its source, timeliness and validity.
During the 2010 to 2015 timeframe, the regional unemployment rate decreased by a net of 3.9%, similar to the decrease experienced by the state and the nation during the same timeframe (3.9% and 4.1% respectively).

### Population

#### Population Totals and Growth Trends

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<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Number</td>
<td>Number</td>
<td>Number</td>
<td>Number</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>Percent</td>
<td>Percent</td>
<td></td>
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</tr>
<tr>
<td>Mercer County</td>
<td>371,500</td>
<td>388,900</td>
<td>406,300</td>
<td>17,400</td>
<td>17,400</td>
</tr>
<tr>
<td></td>
<td>4.7%</td>
<td>4.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middlesex County</td>
<td>836,300</td>
<td>900,000</td>
<td>965,000</td>
<td>63,700</td>
<td>65,000</td>
</tr>
<tr>
<td></td>
<td>7.6%</td>
<td>7.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monmouth County</td>
<td>629,300</td>
<td>649,500</td>
<td>665,200</td>
<td>20,200</td>
<td>15,700</td>
</tr>
<tr>
<td></td>
<td>3.2%</td>
<td>2.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ocean County</td>
<td>586,300</td>
<td>624,200</td>
<td>665,700</td>
<td>37,900</td>
<td>41,500</td>
</tr>
<tr>
<td></td>
<td>6.5%</td>
<td>6.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CJP Region</td>
<td>2,423,400</td>
<td>2,562,600</td>
<td>2,702,200</td>
<td>139,200</td>
<td>139,600</td>
</tr>
<tr>
<td></td>
<td>5.7%</td>
<td>5.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Jersey (statewide)</td>
<td>8,938,200</td>
<td>9,338,000</td>
<td>9,733,400</td>
<td>399,800</td>
<td>395,400</td>
</tr>
<tr>
<td></td>
<td>4.5%</td>
<td>4.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The overall population is expected to grow through the year 2034 in each of the region’s four counties. The expected growth of the region’s population is roughly 11.5% between the years of 2014 and 2034, which is slightly higher than that of the state (8.9%). Middlesex County is expected to experience the largest population growth in both percent change and net increase.

During this same timeframe, the Asian and Latino or Hispanic populations are expected to grow by the largest percentages with the White non-Hispanic population being the only one to decrease during this time.

#### Population Growth Rate by Race

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4 Source: Local Area Unemployment Statistics  
### Labor Supply

Population numbers provide a part of the story of labor supply; however, some population groups, especially children and the elderly, may not participate in part or in full within the workforce. Data such as the number of individuals participating in the workforce, the age of the workforce, and the unemployment rate help identify the current and expected future strength of the workforce across the region.

**Projections of Civilian Labor Force by County**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2014</td>
<td>2024</td>
<td>2034</td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Mercer County</td>
<td>Mercer</td>
<td>194,500</td>
<td>194,900</td>
<td>206,100</td>
<td>400</td>
<td>0.2%</td>
</tr>
<tr>
<td>Middlesex County</td>
<td>Middlesex</td>
<td>432,100</td>
<td>449,700</td>
<td>487,200</td>
<td>17,600</td>
<td>4.1%</td>
</tr>
<tr>
<td>Monmouth County</td>
<td>Monmouth</td>
<td>328,700</td>
<td>334,100</td>
<td>344,800</td>
<td>5,400</td>
<td>1.6%</td>
</tr>
<tr>
<td>Ocean County</td>
<td>Ocean</td>
<td>265,300</td>
<td>289,400</td>
<td>321,800</td>
<td>24,100</td>
<td>9.1%</td>
</tr>
<tr>
<td>CIP Region</td>
<td>-</td>
<td>1,220,600</td>
<td>1,268,100</td>
<td>1,359,900</td>
<td>47,500</td>
<td>3.9%</td>
</tr>
<tr>
<td>New Jersey</td>
<td>-</td>
<td>4,518,600</td>
<td>4,744,700</td>
<td>5,018,700</td>
<td>226,100</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

The overall regional civilian labor force is expected to grow by 11.4% through the year 2034, which is slightly higher than the state expectation (11%). Similar to population, all four counties are expected to see growth in their labor force. Ocean County is expected to see the largest labor force growth in both percent change and net growth.

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7 Source: NJLWD, 2014 - 2034 Labor Force Projections
8 Source: NJLWD, 2014 - 2034 Labor Force Projections
Figure 10

One statistic to pay attention to is the number of individuals at or nearing retirement age. Given the large number of the Baby Boomer generation, the upcoming retirement numbers are expected to rise across the nation. The CIP Region is no different. The percentage of the labor force aged 55 years or older is expected to increase by a factor of 14% between 2014 and 2024 (from 24% to 26.3% respectively).

The expected growth in the labor force through the year 2034 is slightly higher than what the region experienced between 2010 and 2015.

Work-Based Commuting

<table>
<thead>
<tr>
<th>Place of Work</th>
<th>CIP Region</th>
<th>New Jersey (statewide)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Resident Workers</td>
<td>1,096,517</td>
<td>4,122,554</td>
</tr>
<tr>
<td>New Jersey</td>
<td>991,599</td>
<td>3,588,171</td>
</tr>
<tr>
<td>Worked Out of State</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td>104,918</td>
<td>534,383</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>86,548</td>
<td>384,279</td>
</tr>
<tr>
<td>Connecticut</td>
<td>12,451</td>
<td>120,386</td>
</tr>
<tr>
<td>Delaware</td>
<td>526</td>
<td>3,519</td>
</tr>
<tr>
<td>Maryland</td>
<td>435</td>
<td>8,106</td>
</tr>
<tr>
<td>Other States</td>
<td>4,488</td>
<td>16,181</td>
</tr>
<tr>
<td>% Worked In State</td>
<td>90.4%</td>
<td>87.5%</td>
</tr>
<tr>
<td>% Worked Out of State</td>
<td>9.6%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Live &amp; Work in Same County</td>
<td>653,224</td>
<td>2,244,703</td>
</tr>
<tr>
<td>Work In State &amp; Live Out of State</td>
<td>55,265</td>
<td>295,759</td>
</tr>
<tr>
<td>% Live &amp; Work in Same County</td>
<td>65.9%</td>
<td>64.2%</td>
</tr>
<tr>
<td>% Work Outside County</td>
<td>34.1%</td>
<td>35.8%</td>
</tr>
</tbody>
</table>

Source: New Jersey Department of Labor and Workforce Development, Office of Research and Information
Employment of the CJP Region population is impacted by other states, mainly New York and Pennsylvania. The NJP Region has 9.6% (104,918 individuals) of its population employed out of state. While just over 100,000 CJP residents work outside of New Jersey, the region does have roughly 55,000 residents from other states commute into the region for work. This results in a total net loss of 49,653 workers (4.5% of the region’s labor force) due to commuting across state lines.

The regional percentages of residents that live and work in the same county are nearly equal to that of the state percentage, indicating that the central region has the same worker-related commuting needs as the state in general.

**Figure 12**

The total population of individuals with a disability in the CJP Region is slightly less than a quarter million and comprises 10.1% of the total regional population. This is in line with the statewide total of roughly 10% of the state population identifying as having a disability. Of the prime working-age population (18-64 years of age) 7.2% have a disability.

<table>
<thead>
<tr>
<th>Category</th>
<th>CJP Region</th>
<th>New Jersey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Civilian Non-institutionalized Population</td>
<td>2,378,918</td>
<td>8,766,669</td>
</tr>
<tr>
<td>Total with a Disability</td>
<td>240,743</td>
<td>893,672</td>
</tr>
<tr>
<td>Under 18 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>With a disability</td>
<td>547,484</td>
<td>2,031,951</td>
</tr>
<tr>
<td>With a disability</td>
<td>18,735</td>
<td>72,997</td>
</tr>
<tr>
<td>18 to 64 years</td>
<td>1,470,895</td>
<td>5,524,850</td>
</tr>
<tr>
<td>With a disability</td>
<td>106,523</td>
<td>421,718</td>
</tr>
<tr>
<td>65 years and over</td>
<td>360,539</td>
<td>1,209,868</td>
</tr>
<tr>
<td>With a disability</td>
<td>115,485</td>
<td>398,957</td>
</tr>
</tbody>
</table>

**Figure 13**

Of the regional population, 5.2% identify as civilian veterans, 9.8% speak English less than “very well”, and 2.3% are SNAP recipients. While regional percentages for the number of civilian veterans and SNAP recipients vary only slightly from the overall state percentages, the region does see a slightly lower percentage of the population with limited English skills as compared to the state (9.8% and 12% respectively).

**Special Populations**

<table>
<thead>
<tr>
<th>Identifier</th>
<th>CJP Region</th>
<th>New Jersey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Civilian Non-institutionalized Population</td>
<td>2,378,918</td>
<td>8,766,669</td>
</tr>
<tr>
<td>Civilian Veterans</td>
<td>126,791</td>
<td>416,037</td>
</tr>
<tr>
<td>Speak English less than &quot;very well&quot;</td>
<td>233,950</td>
<td>1,034,428</td>
</tr>
<tr>
<td>SNAP Recipient</td>
<td>55,785</td>
<td>272,130</td>
</tr>
</tbody>
</table>

---

10 Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates
11 Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates
Across the region, the priority has been directed to preparing youth to transition into employment. The In-School Youth population (in Mercer & Monmouth only) is for youth in their Senior Year of High School. Our contracted Out-of-School Youth programs prioritize youth that do not have a High School Diploma or have low basic skills. The program’s goals are the attainment of the High School Equivalency along with life skills, job readiness, and financial literacy training in order to prepare them for the transition into employment.

The CJP Region also actively focuses on Positive Recruitment outreach to Employers about the benefits of hiring the special population of ex-offenders.

Preparing the Individuals who are receiving the WorkFirst NJ benefits have also been a priority in the CJP Region. The contracted services are to prepare this population to transition off of benefits to receive the skills to become employed.

### Educational Attainment and the Demand for Skills and Certifications

**Figure 14**

Population, labor participation, and the unemployment rate are important for understanding the labor supply of the region and are discussed in section 2.A(i) below. While knowing how many people are available to fill job positions is vital to understanding the labor supply, it is also important to understand the education and skill level of the labor supply. In terms of educational attainment, 10.1% of the region’s population aged 25 and over do not have a high school diploma while 28.6% have a high school diploma or its equivalent. Less than half (44%) of this population have some form of a college degree.

Employers not only look for individuals with a specific educational attainment level when filling an open position, they may also look for individuals with specific skills and certifications. The following two charts are based on online job postings, occurring during the 2015 calendar year, across the CJP Region.

#### Educational Attainment

<table>
<thead>
<tr>
<th>Level of Education</th>
<th># of Individuals</th>
<th>% of Pop. age 25 and Over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th grade</td>
<td>72,330</td>
<td>4.4%</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>92,976</td>
<td>5.7%</td>
</tr>
<tr>
<td>No High School Degree</td>
<td>165,306</td>
<td>10.1%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>469,118</td>
<td>28.6%</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>281,859</td>
<td>17.2%</td>
</tr>
<tr>
<td>Associate’s degree</td>
<td>109,186</td>
<td>6.7%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>370,795</td>
<td>22.6%</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>241,472</td>
<td>14.7%</td>
</tr>
<tr>
<td><strong>Population 25 years and over</strong></td>
<td>1,637,736</td>
<td><strong>110.1%</strong></td>
</tr>
</tbody>
</table>

---

12 The percentages add up to more than 100% since an individual may fall into more than one category.
(D) An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region.

Local areas should address the range of current activities within the local area delivered by WIOA Core and Partner programs, and other programs, including:

- WIOA Title I Adult
- WIOA Title I Dislocated Worker
- WIOA Title I Youth
- Title II Adult Education/Literacy
- Title III Wagner-Peyser Employment Service Program
- Title IV Vocational Rehabilitation
- Senior Community Service Employment Program
- Jobs for Veterans State Grant
- Migrant and Seasonal Farmworkers Program
- Ex-Offender Programs
- Carl T. Perkins Career and Technical Education Act
- Unemployment Insurance
- WorkFirst New Jersey (TANF) Employment and Training Program
- SNAP Employment and Training Programs
- New Jersey Workforce Development Partnership Program
- New Jersey Supplemental Workforce Fund for Basic Skills
- And other local public or other programs with which the local workforce system collaborates.

Middlesex County is in a fortunate position due to the existing statewide coordination and collaboration among the system partners as outlined in great detail in the NJ Central Jersey Partners (CJP) Regional Plan. Under the guidance of the Department of Labor and Workforce Development, staff work diligently to integrate WIOA Title I, Title II and Wagner Peyser within the One Stop system, providing extensive cross-training, capacity building and coordination activities. Specifically, the strengths of workforce development activities in Middlesex County include:

Collaboration with New Jersey’s Talent Networks to provide industry-driven services to Middlesex County businesses and job seekers. MCWDB is focusing on building employer-driven, high-quality partnerships. These partnerships are critical to building new career pathways for jobseekers and students and to help increase the number of individuals with an industry-valued postsecondary degree or credential.

See “Resource Directory of the Middlesex County One Stop Partners - 2016” (Appendix 1) for list of One Stop and Community Partner agencies programs and services.
# Middlesex County WIOA Local Plan

## Middlesex County Core & Partner Programs and Services

<table>
<thead>
<tr>
<th>Workforce Development Activities</th>
<th>Location</th>
<th>Description</th>
<th>Capacity</th>
<th>Career Pathways</th>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Title I - Adult</td>
<td>NB/PA OSCC</td>
<td>Occu/OJT/Apprenticeships/HSE/ Basic Skills remed. &amp; training for low income individuals</td>
<td>Elig. low income adults (70% LLSIL) 18yrs+</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Easy to address gaps or defic in educ and experiences</td>
<td>Long term training with non-immediate results</td>
</tr>
<tr>
<td>WIOA Title I - DW</td>
<td>NB/PA OSCC</td>
<td>Occu/OJT/Apprenticeships/HSE/ Basic Skills remed. &amp; training for individuals displaced from employers/military service and displaced homemakers</td>
<td>Elig. displaced workers</td>
<td>Potential for more advanced career pathways; matching job seeker skills w/needs of employer</td>
<td>More competitive with credentialing; career pathway may already be established</td>
<td>Need more opportunities for experienced /advanced educated displaced workers</td>
</tr>
<tr>
<td>WIOA Title I - Youth</td>
<td>NB/PA OSCC</td>
<td>Occu/OJT/Apprenticeship/Work Experience/ HSE/ Basic Skills remed. &amp; training for youth with barrier to employment</td>
<td>16-24 yrs. – with identified barrier(s)</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Easy to address gaps or defic in educ, and experiences for youth</td>
<td>Marketing strategies to attract and retain youth</td>
</tr>
<tr>
<td>WLL</td>
<td>NB/PA OSCC</td>
<td>Literacy services using digital technology</td>
<td>ALL</td>
<td>Entry level/basic level pathway</td>
<td>Flexible schedule offers morning &amp; after classes</td>
<td>Does not offer ABE literacy remediation below 5th grade reading/mat h levels.</td>
</tr>
<tr>
<td>TII – Adult Educ/Literacy</td>
<td>NB/PA OSCC</td>
<td>Individuals in need of ESL, ABE, HSE remediation services</td>
<td>ALL - community</td>
<td>Entry level/basic level pathway</td>
<td>ABE &amp; HSE literacy training. Classroom style training.</td>
<td>Accepts a limited number of clients at any time</td>
</tr>
<tr>
<td>T-III Wagner-Peys (Labor Exch)</td>
<td>NB/PA OSCC</td>
<td>Provide career services to individuals seeking FT &amp; PT employment</td>
<td>ALL</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Direct career services and resume building</td>
<td>Limited staff</td>
</tr>
<tr>
<td>T-IV VOC Rehab</td>
<td>NB/PA OSCC</td>
<td>Provide employment &amp; training services to indiv. w/ disabilities and prepares indiv. to obtain employment consistent w/ abilities, strengths priorities, &amp; capabilities.</td>
<td>Eligibility requirements – serve indiv. with disabilities</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Can help customers with a career change due to disability related limitations</td>
<td>Timeframe (more than 6 months on avg.) it takes to receive services</td>
</tr>
</tbody>
</table>

---

December 2016
<table>
<thead>
<tr>
<th>WORKFORCE DEVELOPMENT ACTIVITIES</th>
<th>LOCATION</th>
<th>DESCRIPTION</th>
<th>CAPACITY</th>
<th>CAREER PATHWAYS</th>
<th>STRENGTHS</th>
<th>WEAKNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENIOR COMMUNITY SERVICE (55+)</td>
<td>NB/PA OSCC</td>
<td>Offers economically disadvantage seniors 55+ with job and training services</td>
<td>55+ customers receive counseling, assessment, and necessary trng for unsubsidized employment</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Able to give direct assistance to people 55+</td>
<td></td>
</tr>
<tr>
<td>JOBS FOR VETERANS STATE GRANT</td>
<td>NB/PA OSCC</td>
<td>Provides Vets priority for employment &amp; training services; one on one career coaching</td>
<td>Eligible veterans and their spouse.</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Easy to address gaps or defic in educ and experiences</td>
<td>Not many veterans are aware of the services.</td>
</tr>
<tr>
<td>EX-OFFENDER PROGRAM</td>
<td>NB/PA OSCC</td>
<td>Occu/OJT/Apprentices hips/HSE/ Basic Skills remed. &amp; training for individuals on probation, parole or released</td>
<td>Elig requirements to indiv. w/ criminal background(s)</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Easy to address gaps or defic in educ and experiences</td>
<td>The number of employers willing to hire ex-offenders</td>
</tr>
<tr>
<td>TAA</td>
<td>NB/PA OSCC</td>
<td>Provide employment &amp; training services to individuals identified with a company that relocated due to foreign Trade</td>
<td>Based on the company registering as one within the Foreign Trade relocation</td>
<td>Potential for more advanced career pathways; matching job seeker skills w/needs of employer</td>
<td>The amount of funding for training is greater than standard ITA</td>
<td></td>
</tr>
<tr>
<td>UI</td>
<td>PA OSCC only</td>
<td>Unemployment compensation for indiv who are determined eligible based on prior work history/earnings</td>
<td>Eligible individuals</td>
<td>N/A</td>
<td>Compensation while unemployed</td>
<td>No longer located in the NB One Stop Career Center; limited face to face</td>
</tr>
<tr>
<td>WFNJ – TANF</td>
<td>NB/PA OSCC</td>
<td>Job search classes/Occu/OJT/CW EP/HSE/ Basic Skills remed. for low income individuals</td>
<td>Elig. low income adults (70% LLSIL) 18yrs+ with dependents</td>
<td>Assisting job seekers with necessary employment/soft skills w/ the needs of employers</td>
<td>Easy to address gaps or defic in educ and experiences</td>
<td>Long term training with non-immediate results</td>
</tr>
</tbody>
</table>

**See Appendix 2**
<table>
<thead>
<tr>
<th>WORKFORCE DEVELOPMENT ACTIVITIES</th>
<th>LOCATION</th>
<th>DESCRIPTION</th>
<th>CAPACITY</th>
<th>CAREER PATHWAYS</th>
<th>STRENGTHS</th>
<th>WEAKNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SNAP E&amp;T</td>
<td>NB/PA OSCC</td>
<td>Occu/OJT/Apprenticeships/HSE/ Basic Skills remed. &amp; training for low income individuals</td>
<td>Elig. low income adults (70% LLSIL) 18yrs+</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Easy to address gaps or defic in educ and experiences</td>
<td>Long term training with non-immediate results</td>
</tr>
<tr>
<td><strong>See Appendix 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WFNJ OJT</td>
<td>NB/PA OSCC</td>
<td>Occu/OJT/Apprenticeships/HSE/ Basic Skills remed. &amp; training for low income individuals</td>
<td>Elig. low income adults (70% LLSIL) 18yrs+</td>
<td>Matching job seeker skills w/needs of employer</td>
<td>Easy to address gaps or defic in educ &amp; experiences</td>
<td>The number of OJT available</td>
</tr>
<tr>
<td>NJWDPP</td>
<td>N/A</td>
<td>PENDING AVAIL OF FUNDS</td>
<td>Depends on availability of funds received - $4000 grants</td>
<td>Matching job seeker skills w/needs of employer with training opportunities</td>
<td>Able to send more people to training as a result of more funding; assist males that are not selective service registered</td>
<td>Funding is not available every year</td>
</tr>
</tbody>
</table>
(E) Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of the Act in order to support regional economic growth and economic self-sufficiency.

(i) Describe how this supports the regional plan efforts and potential for shared cost.

(ii) Describe how the local plan may differ from the regional plan, with a justification for the variance.

VISION:

The Workforce Development Board is committed to creating high quality partnerships with local and regional businesses to develop a nationally competitive workforce that retains, grows, and attracts businesses to Central New Jersey. This strategy will allow the MCWDB to develop a supply chain of job seekers, while meeting the training needs of employers.

MISSION:

The MCWDB will strengthen targeted industry sectors in Central New Jersey by aligning business, education, economic development, and the workforce system. Our relationships with these businesses will focus on developing career pathways through individual training accounts, apprenticeships, OJT’s and incumbent worker training. By working collectively, the local area and businesses will be able to determine the post job placement needs of customers that will enhance career opportunities and lead to upward financial mobility.

There are no regional shared costs at this time. In the future, if the need arises, the Central Jersey Partners are open to discuss possible options.

(F) Taking into account analysis described above, a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the local area’s strategic vision and goals.

This plans addresses operational, logistical, policy, performance technology, and training issues that have emerged through the implementation of WIOA. As the strategies are implemented and operationalized, the designated WDB sub-committees will have specific goals and tasks. Broader socializing of the best practices that will emerge from the partnership could be showcased through local forums and symposiums with all local partners.

Additional partners such as community colleges and other system partners join these meetings at least quarterly. Middlesex County has begun a process through these meetings, to identify best practices from outside sources, models underway that can be replicated by others, and group dialogue to come up with new promising models for service delivery. Input will also be sought from the community-at large so that diverse perspectives are considered regarding the local workforce systems and the constituents who utilize the services of the Career One Stop Centers.
The WDB convenes several sub-committees that focus on specific areas of the local workforce delivery system. The committees are listed below:

- Economic Development and Business Services
- Governance, Planning, and Performance
- Literacy
- Youth Advisory
- Prisoner Reentry and Special Populations
- One-Stop Operations

The Workforce Development Board chairperson can also establish ad-hoc committees based on issues or current events that may necessitate the need to convene a special task force. Each committee provides a written report on a quarterly basis to the full board. Staff of the MCWDB provide technical assistance and support to the committees.

II. Workforce Development System Description

Describe the workforce development system in the local area, including identifying the programs that are included in that system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services.

(a) Identify any areas of weakness in service delivery or resources and discuss rather regional or local solutions are most appropriate.

The local area should include in this description plans for services delivered by WIOA Core and Partner programs, and other programs, including:

- WIOA Title I Adult
- WIOA Title I Dislocated Worker
- WIOA Title I Youth
- Title II Adult Education/Literacy
- Title III Wagner-Peyser Employment Service Program
- Title IV Vocational Rehabilitation
- Senior Community Service Employment Program
- Jobs for Veterans State Grant
- Migrant and Seasonal Farmworkers Program
- Ex-Offender Programs
- Carl T. Perkins Career and Technical Education Act
- Unemployment Insurance
- WorkFirst New Jersey (TANF) Employment and Training Program
- SNAP Employment and Training Programs
- New Jersey Workforce Development Partnership Program
- New Jersey Supplemental Workforce Fund for Basic Skills
- And other local public or other programs with which the local workforce system collaborates.

As outlined in the previous section, MCWDB works closely with our anchor and community partners to provide ongoing services to the populations outlined. MCWDB is developing additional partners and resources to enhance our service delivery to our One Stop customers, which include our business partners. See Resource Matrix below.
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III. Board Activities

Describe how the local board, working with the entities carrying out core programs, will

(a) expand access to employment, training, education, and supportive services for eligible individuals with barriers to employment,

The Workforce Development Board is committed to creating high quality partnerships with local and regional businesses. These relationships are initiated and fostered by the Business Development Unit of The Career One-Stop Center, utilizing both state and local staff. While job placement of customers is the desired outcome, it is not the only variable considered when collaborating with employers. In order to develop an effective employment strategy our relationships with businesses will focus on developing career pathways through individual training accounts, apprenticeships, and incumbent worker training. By working collectively, the local area and businesses will be able to determine the post job placement needs of customers that will enhance career opportunities and lead to upward financial mobility. As a result, businesses will be able to enhance the skills of its existing workforce while creating new entry or mid-level opportunities. This strategy will allow the MCWDB to develop a supply chain of job seekers, while meeting the training needs of employers.

WFNJ TANF TRANSPORTATION BLOCK GRANT

The Middlesex County Office of Workforce Development, in accordance with the guidelines established in the Middlesex County Transportation Plan, implement a Transportation Block Grant for the Temporary Assistance to Needy Families (TANF) Program. The Office is dually located in both the New Brunswick and Perth Amboy One Stop Career Centers.

In the event that public transportation or county shuttles are deemed by the Transportation Coordinator to be unavailable or inaccessible, WFNJ TANF participants are screened for shared ride eligibility. If approved, the Shared Ride program will provide eligible TANF participants with shared ride transportation (taxi service) to their assigned WFNJ activities.

The MCWDB and the Board of Social Services have an interagency agreement to pay Travel Related Expenses (TRE) for each client transported through shared ride to their assigned WFNJ activity. The TRE funds received will be used to purchase bus/train tickets and bus/train passes for participants who do not qualify for shared ride (taxi) services because they have access to public transportation. These funds received will be used for participants in the interim while the One Stop Case Manager requests a monthly bus/train pass from the MCBOSS.

Utilization of County MCAT Shuttle System:

The Middlesex County Area-Wide Transportation (MCAT) Community Shuttle Program is a modified, fixed route service that offers timely connections to several New Jersey Transit bus and rail lines, without the need for reservations. Presently, there are six (6) routes traversing Middlesex County. The routes operate with a 30 to 60 minute frequency of service on fixed schedules Monday-Saturday. All routes are wheelchair accessible.
There is a suggested fare of $1.00 per trip ($0.50 for individuals over 60 and individuals with a disability of any age).

In addition to the MCAT rider fees, the shuttle system is funded through Middlesex County grants, as well as JARC and other federal/state funds. These funding streams have been coordinated to limit duplication of services and to insure a greater level of efficiency and effectiveness in providing services to eligible County residents. In prior years, Middlesex County JARC funds and County direct funds were used to meet the shortfall in transportation funding for TANF participants throughout the year.

**Youth transportation supportive service:**
MCOWD pays supportive services for participants in appropriate cases that cover transportation passes, provide mileage reimbursement, and assist participants in obtaining driver’s licenses. In order to obtain employment and promote better on-the-job performance, MCOWD will assist participants in obtaining proper tools and uniforms for the particular work environment said youth is employed in.

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<th>(b) how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and</th>
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The Workforce Development Board plans on developing career pathways by establishing a policy that will enable customers to access ITAs that will provide a sequential track to demand occupation jobs, leading to career opportunities. Essentially this means that customers may be eligible to enroll in a progressive series of training that stimulate career advancement while obtaining industry valued credentials.

In New Jersey’s prior system, both WIOA and Employment Service (ES) had separate Counselors who worked in parallel with customers, and sometimes overlapped in interaction with a given customer. This duplication no longer exists. As part of the revised system, customers will be referred to ES staff for group workshops on job search strategies, work readiness skills, literacy labs, occupational skills training, work-based training, competitive job placement, and on-the-job training grants. WIOA Counselors will refer customers to one or a combination of WIOA funded programs and/or state funded partner programs including Basic Adult Education providers under Title II, literacy labs, work-based training, tuition waivers, Division of Vocational Rehabilitation services, Re-entry programs, Trade Adjustment Assistance, registered apprenticeship and bonding. In order to effectively co-enroll and refer customers to the appropriate activities and services, a “Triage System” is being implemented as described in Section VI(d).

In order to achieve co-enrollment the One-Stop Center Operator will link all partners together, manage activity, ensure collaboration and coordination of services, and work to build a smooth system of services that will include customer co-enrollment in Wagner-Peyser and WIOA programs. In order to accomplish this, the One-Stop Center will implement a “Triage” system as developed by the New Jersey Department of Labor & Workforce Development. When a customer enters the One-Stop Center they are greeted by a designated customer service staff directed by the One-Stop Center Operator including partner staff from all the One-Stop program areas. All customers, with the

December 2016
exception of WorkFirst New Jersey/General Assistance 28 Day and RESEA customers, will be directed to a One-Stop Center Orientation group session, to learn about all programs and services available at the One-Stop. Customers interested in training will be referred to county WIOA staff for Eligibility Determination and the Literacy/Occupational Skills Assessment process. Customer assessments will include:

- Test of Adult Basic Education (TABE)
- Best Plus
- Best Literacy
- New Jersey Career Assistance Navigator
- Prove It

The Workforce Development Board plans on establishing triage teams around the common services previously described. The One-Stop Center will have 3 groups of functional work teams:

- Welcome or Membership Team
- Skills Development Team
- Recruitment and Placement Team

These teams will be functionally supervised by the One-Stop Operator and/or designee.

| (c) improve access to activities leading to an industry valued credential, as made available through the Industry-Valued Credential List published by the New Jersey Department of Labor and Workforce Development. Highlight how the local area’s education and occupational training programs will include employability skills (soft skills) training, experiential learning opportunities; including classroom training, on-the-job training methods that are delivered. |

- Building on the State list of Industry Recognized Credentials, the local area will work with employers, institutions of higher education, and Eligible Training Providers to identify a sublist of trainings and credentials that are of highest demand and priority within the region and work to guide customers toward those trainings. In addition, a menu of career pathways will be developed, taking into account identified demand occupations as identified by the NJLWD through Labor Market Information and local area occupational data for all staff. Essential skills are a critical need in all training, and weaving essential skills into all curriculum is a goal of Middlesex County.

- As an incentive to customers receiving training grants, the MCOWD pays for nationally recognized exams (up to $600 per grant). By covering these exam fees, more customers are able to take the professional level certifications such as PMP, Certified Medical Administration Assistant, Network Security and Microsoft Office Specialist Package, to name just a few.

- All customers enrolled in an ITA receive 20 hours of employability skills training from the service provider. The local area has included a provision in its Master Training Agreement that requires all providers to deliver this training in addition to the total number of hours that are required for credential attainment. This policy ensures that customers are adequately prepared for job placement upon completion of their training program. Some of the soft skills training include dressing appropriately, attendance, attitude, communication, etc. Middlesex County is committed to engaging employers across industries to understand
their needs in relation to essential skills, and as part of employers’ vetting of curricula, to assist in developing a Work Readiness Credential that will be accepted and acknowledged by employers throughout the Region.

- Middlesex County is committed to developing experiential training opportunities including classroom training, on-the-job-training, internships, externships, and registered apprenticeship programs. A strategy is currently being established that will place an emphasis on building high quality partnerships with local and regional businesses. By developing these alliances, our main goal is to create a system that fosters input from employers relevant to their organization’s staff development needs, while considering industry recognized requirements. In doing so, it is our intent to work collaboratively with our business partners to create workplace based training opportunities that will lead to permanent un-subsidized credentialed employment. The Workforce Development Board’s Economic Development and Business Services committee is leading the effort to create a network of employers across demand occupation industries that will serve as the catalyst of this endeavor.

- The local area is working closely with the United States Department of Labor’s local apprenticeship office to create programs that will offer customers with training opportunities that will provide a wage and a pathway to skilled employment. While apprenticeships have been viewed in the past as related mostly to vocational trades, a new effort is underway to educate employers about the concept and how it can create a consistent pipeline of a job ready, credentialed workforce.

**IV. Engagement, Coordination, Linkages**

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<th>Describe the strategies and services that will be used in the local area in order to—</th>
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<td>(a) Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.</td>
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The local area has established a Business Resource Center (BRC) that is staffed by county and state employees. This unit’s task is to develop high quality partnerships with local and regional businesses. Led by the county’s Business Services Manager the unit works collaboratively on identifying employers within the region’s in-demand industries, both for job placement opportunities, as well as input on developing curriculum for training programs that will address their hiring requirements. In early 2017 the unit will begin utilizing Salesforce, a Customer Relations Management (CRM) Tool that will allow for efficient tracking of business contacts. The CRM will allow the Business Services Manager to assign points of contact to employers, which will centralize data collection and avoid staff duplication of employer contacts. This streamlined approach will ensure that data sharing among Business Services Representatives (BSR) staff is timely, consistent and current.

| (b) Support a local workforce development system that meets the needs of businesses in the local area. |

The MCWDB is taking a “Business First” approach regarding the day to day operation of its One-Stop. In order to place customers into career oriented demand occupations, an employer clearing house is being created so that it can be determined where customers will be placed into jobs upon completion of training. It is envisioned that such a determination can be made upon a customer’s enrollment into training, so that there is a seamless transition into employment. The WDB is committed to
building a Supply Chain Management job placement approach that will equally benefit our job seeking and business customers.

The BRC develops, maintains, and updates a Business Development Marketing Strategy that encompasses traditional and cutting edge methods for promoting Middlesex County’s One-Stop Center services geared toward local/regional employers. The BRC has established a more comprehensive approach to job development by creating a coordinated team of county and state staff who market One Stop Services to the local businesses. This team enables our local workforce area to share resources and to utilize a coordinated strategy in identifying potential employment opportunities for our customers. Through the use of hiring incentives offered by the New Jersey Department of Labor and Workforce Development, employers are able to realize cost savings by hiring employees who were referred through the One-Stop. The BRC assists businesses in posting employment opportunities on the state’s employment portal, Career Connections. The BRC matches advertised job openings with the skills and experience of our job seekers, based upon information contained within their user profiles and resumes.

The Middlesex County WDB collaborated during last program year with Amazon to fill jobs at its new Fulfillment Center in Carteret, New Jersey. It is anticipated that this collaboration will continue in subsequent program years as Amazon plans to expand its footprint within Middlesex County.

The BRC will continue to coordinate job fairs during the upcoming program years. These recruiting events will be held in various locations throughout Middlesex County with participation from local businesses. In aggregate, more than 2,000 job seekers attended previous job fairs over the past two (2) years, which were co-sponsored by the New Jersey Department of Labor & Workforce Development, local municipalities, and the Middlesex County Board of Chosen Freeholders.

Additionally, the BRC coordinates several monthly positive recruitments at the New Brunswick and Perth Amboy One-Stops. These smaller hiring events enable employers to conduct on site screening and interviews with job seekers from the region.

The MCWDB works closely with the area Chambers of Commerce to promote the region by encouraging existing businesses to expand while reaching out to new businesses to locate into this area. In addition, the WDB along with the County’s Economic Development office, have developed a strategic blueprint for economic growth in the area.

(c) Better coordinate workforce development programs and economic development.

The Middlesex County Office of Workforce Development (MCOWD) is strategically placed within the county’s Department of Business Development and Education. The department is the chief economic development agency of the county, working closely with the Workforce Development Board. This organizational structure enables the local area to be involved at the forefront of Economic Development initiatives that include but are not limited to recruiting new businesses to the county, working with existing employers to expand, identifying suitable sites, providing local demographic data, and marketing the county’s services.

Economic development will be part of an ongoing process in the County to secure a constant “feedback loop” between employers and MCWDB. As part of this “loop”, businesses will provide guidance on training curriculum which closely aligns to the needs of employers. Economic
developers, as key outreach points to businesses, can often be a primary ongoing contact with businesses to help maintain their involvement to support feedback. The Apprenticeship programs through the Joint Apprenticeship and Training Councils are the perfect model of this, which Middlesex County intends to replicate alongside all partners.

As identified in the CJP Regional Plan, the Office of Business Services has dedicated a special statewide initiatives coordinator to serve as the liaison with the Lt. Governor’s Business Action Center and local economic development agencies. Successful coordination of economic development funds, tax credits, and training grants has facilitated economic development opportunities in several depressed urban areas with high concentrations of unemployed and underemployed workers. Further similar efforts will be targeted in other high density areas in the region facing economic challenges including New Brunswick and Perth Amboy.

- Hispanic Business Council: In Middlesex, about 5 years ago a group of business leaders from the Hispanic community worked through the Middlesex County Regional Chamber of Commerce to create the Hispanic Business Council. This entity provides networking opportunities throughout the year and its work annually culminates with a Hispanic business expo attended by more than 1,000 people and 150 exhibitors, to link businesses to partner among themselves and with other key entities. The Council’s work will also have a jobs component.

- The workforce system is primarily focused on supporting businesses and job seekers. Building a strong workforce must be a collaboration between the workforce system and the educational system. Cultural heritage, arts, and other assets are then driven by the economic health of the region.

- Another method that regional members have undertaken to align with economic development efforts include: Developing a process whereby the local WDB identifies, documents and formally engages with all of the potential drivers of economic development activity in their community. WDBs know their governmental peers in economic development and have relationships with Chambers of Commerce, unique/smaller neighborhood/community Chambers, industry groups, ethnic/racial-driven chambers or business associations (such as the Hispanic Business Council mentioned above) or others. Middlesex County is considering a process of bringing all these groups together with workforce development entities to share wisdom and energize collaboration.

- The Director of The MCWDB is a member of the Northern New Jersey Transportation Planning Authority’s Economic Development Planning Committee. The group focuses on building strong economic development and workforce board collaborations, while focusing on future transportation initiatives that will lead to job growth both locally, regionally, and statewide.

\[(d) \text{ Strengthen linkages between the One-Stop delivery system and unemployment insurance programs.}\]

The local area strives to serve a large number of job seekers, especially those who are currently receiving unemployment insurance (UI), or those who have exhausted their benefits. Typically UI recipients’ claims are processed by the UI staff located in our Perth Amboy One-Stop. The co-location
of both WIOA and UI staff allows for rapid access to services including literacy programs, vocational training, labor exchange, career exploration and job placement services, depending on the specific needs of the customer. Our New Brunswick One Stop Career Center provides direct link phones to UI staff based in Trenton, NJ who can address customer questions and provide information that will assist UI recipients in processing their claims expeditiously.

\( (e) \) Create linkage during program delivery between individual customers and employers.

\( (i) \) This description should include implementation of initiatives such as

- Incumbent worker training programs
- On-the-job training programs
- Customized training programs
- Industry and sector strategies
- Career pathways initiatives
- Utilization of effective business intermediaries
- And other business services and strategies, designed to meet the needs of employers in the local area. It should also include content on how the area is supporting and or expanded registered apprenticeship in demand industries.

Strategies for training and employment services include some efforts noted above including coordinating business service representatives and sharing and coordinating work and oversight of area eligible training providers. Additional plans with regard to education, training (classroom and work-based), employment and job matching include:

- Incumbent worker training programs
  - The Workforce Development Board adopted Policy 2016-03 which permits the local area to allocate up to 20 percent of its Adult and Dislocated Worker funding to be used for incumbent worker training. This funding will be utilized only if a need exists, and where it can be demonstrated that such training will lead to industry recognized credentials that are part of a career pathway leading to increased skills and earnings.

- On-the-Job training programs
  - The local area works collaboratively with the state’s Business Services Representatives to provide on-the-job training incentives to employers. Typically, OJT incentives are offered to employers who hire customers that receive TANF benefits, SNAP, and General Assistance. Generally, many of these customers have limited work experience and skills. By utilizing OJT incentives, we are able to successfully place more of these customers into entry and mid-level employment opportunities.

The local area also, when appropriate, utilizes OJT funding within its youth program, to subsidize work experience opportunities for out of school youth between the ages of 16 and 24. Since many youth have limited work experience, our OJT incentives allow for the creation of employment opportunities that provide work experience and skills enhancement.
Middlesex County WIOA Local Plan

- Customized training programs
  - The local area works collaboratively with Middlesex County College to provide customized training programs to eligible employers. We plan on developing a strategic plan with the county college to sequence custom training to compliment career pathways and credentialed training courses.

- Industry and sector strategies
  Key work on sector-driven and high-quality employer partnerships are being established with MCWDB, and its regional partners, with support from the State’s Talent Networks and Talent Development Centers. Some key efforts are described below, followed by the specific initiatives and relationships underway within the local area.

  **Talent Networks**
  The state’s seven industry-focused Talent Networks have been connecting jobseekers, employers, educational institutions and workforce programs and providing key intelligence on the workforce needs of the state’s key industries. Now the local area with the support of the Talent Networks are focused on building new employer-driven partnerships. These Targeted Industry Partnerships will have developed plans for meeting the skill needs of employers and building new pathways to economic opportunity.

  The Talent Networks are focused on three key tasks:

  1. **Development and Dissemination of Industry Intelligence to Inform Workforce Investments:**
     Each Talent Network works closely with LWD’s Labor Market Analysts to inform the understanding of key industry workforce trends and of the workforce needs of employers. The Talent Networks engage employers and industry associations to provide input into the development of the list of industry-valued credentials and degrees. Each year, the Talent Networks will host an Industry Summit to inform key workforce stakeholders of employer needs. The Talent Networks will also partner with LWD Labor Market Analysts to produce an Annual Workforce Report for their industry that combines quantitative data and feedback from employers.

  2. **Development of High-Quality Employer-Driven Partnerships:** Each Talent Network will work intensively with employers, local Workforce Development Boards, educational institutions and other stakeholders to develop Targeted Industry Partnerships in three geographic areas of the state. Collectively, the Talent Networks will develop 20 such partnerships. For each partnership, the Talent Network will engage employers and identify industry workforce needs, assemble workforce and education stakeholders to assess capacity and facilitate the development of a workforce plan for the industry for the specific area. LWD will work with each Talent Network to identify possible funding sources for implementation of promising programs.

  3. **Assist in Rapid Response Efforts:** Each Talent Network will contribute to rapid response efforts in their specific industry, using their knowledge of industry need to help inform services and assistance to impacted workers.
Talent Development Centers
New Jersey has invested in the development of three Talent Development Centers at community colleges and universities focused on the Advanced Manufacturing, Health Care and Transportation, Logistics and Distribution industries. Each TDC serves as a “center for excellence” in the state and provides training to incumbent workers and dislocated workers with state funds from the Workforce Development Partnership Program. These Centers also serve as anchors for expanded high-quality employer-driven partnerships in their industry and further build the capacity of the state’s higher education institutions to provide education and training aligned with the needs of the state’s key industries.

The primary mission of each TDC is to provide training to individuals (dislocated workers and currently employed/incumbent workers). As a result, the TDC’s coordinate their efforts with the state’s industry-specific Talent Networks, established to facilitate the development of new partnerships between employers, educational institutions and workforce development programs in their specific industry.

The MCWDB participates in all TIP and TDC activities and events. Our Business Development Unit will continue working collaboratively with these initiatives in order to expand its network of employers both locally and regionally.

• Career pathways initiatives
  • The MCWDB believes that career pathways are the foundation for all services, activities, and training that are provided within its local area. This begins with initial customer contact through the triage system that was previously described in this plan. Each individual’s needs are assessed to determine the appropriate sequence of services, and training that are required to enhance their skill set, establishing a long term strategy that will promote career advancement. In addition, Career Pathways create a more qualified talent pipeline for employers. MCOWD anticipates the ability to increase program capacity by reducing redundant services, building programs at a larger scale, and leveraging the efficiencies created by a stronger alignment of system resources. In particular, career pathways offer many bridges and stackable credentials for a broad spectrum of jobseekers looking for career progression, while linking other work-based learning approaches such as pre-apprenticeship, apprenticeship, on-the-job-training, experiential learning, and work based training. The county will continue to set a minimum education/skill level for training and working to prepare workers with Adult Basic Education (ABE), English as a Second Language (ESL) and other services to reach that level through pre-training or contextualized Bridge programming to reach that level.

• Utilization of effective business intermediaries
  • The MCWDB views its board members as the conduit to business intermediaries. As the list of membership in this plan demonstrates, our members represent a cross section of businesses and industries within the local area. Additionally, the members represent businesses within our demand occupation industries, closely aligning with the state’s Talent Networks. MCWDB also works closely with area Chambers of Commerce, to promote the
services of our Career One Stop Centers, to its members. Staff from our Business Development Unit attend monthly chamber sponsored events, which maximizes our initial contact with businesses throughout Middlesex County. MCWDB maintains membership in the following Chambers of Commerce:

- Middlesex County Regional Chamber of Commerce
- Newark Regional Business Partnership
- Woodbridge Chamber of Commerce
- Old Bridge Chamber of Commerce

- The Local Area will develop a strategy to improve access and success in training among the “hardest to serve” populations with significant barriers to success. A committee will be convened to lead this effort to deliver on the region’s commitment to provide quality services.

- Middlesex County is committed to expanding out of school youth programs that provide paid internships to youth. To implement this, the WDBs are building relationships with a number of businesses across all sectors but more specifically entry level occupations in health care, advanced manufacturing, transportation/logistics/distribution, retail/hospitality/tourism, and technology. Some of the planned training and internships will be in the following:
  - Customer service
  - Administrative support
  - Food Service/ServSafe

- Additional Services
  - Other business services and strategies, designed to meet the needs of employers in the local area should also include content on how the area is supporting and or expanded registered apprenticeship in demand industries.

The MCWDB and its Business Development Unit will continue to coordinate with private and public sector businesses, including high-demand industries, on ways to provide training, job opportunities, internships, and related activities to produce a skilled workforce. MCWDB also plans on establishing a Business Advisory Council (BAC), led by the board’s Economic Development and Business Services Committee. It is anticipated that the BAC will meet on a quarterly basis to review the latest trends in local labor markets, review training program curriculum, and assess industry linkages to One Stop Career Center services.

MCWDB’s Economic Development and Business Services Committee has placed priority on the exploration and creating of pre-apprenticeship and registered apprenticeship programs. The committee has determined that many businesses do not fully understand or embrace the apprenticeship concept in their respective industries. This is the result of misconceptions that only certain trade related occupations can be connected to an apprenticeship model. However, our Business Service Unit staff is educating employers about the benefits related to apprenticeship models. These include cost effectiveness, reduced employee turnover, a high quality, experienced workforce, and industry recognized credentials for employees.
The WDB works closely with US DOL’s local Apprentice office and is currently developing a landscaping industry apprenticeship program that would enroll inmates from the county jail between the ages 18 to 24 into the program. Training would be provided during an inmate’s term of incarceration, and continue upon release with placement into a landscaping industry job. This planned program will be used as a model for establishment of other registered apprenticeship programs, among all WIOA programs including youth, adult, and dislocated workers. Additionally, special populations such as TANF, SNAP and other public assistance recipients will be considered for enrollment into registered apprenticeship.

**Essential skills** are a critical need in all training, and weaving these skills into all curriculum is a goal of the area. Middlesex County supports delivering contextualized essential skills along with the academic and job skills being taught in the curricula.

### V. Local Board

| Describe how the local board will drive an effective partnership between workforce development activities and economic development activities in both the local area and in the region. This will include a description of how the local board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local WDB will promote entrepreneurial skills training and microenterprise services. |

As noted above, the MCWDB and its Business Development Unit (BDU) will continue to coordinate with private and public sector businesses, including high-demand industries, on ways to provide training, job opportunities, internships, and related activities to produce a skilled workforce. MCWDB also plans on establishing a Business Advisory Council (BAC), led by the board’s Economic Development and Business Services Committee.

Now known as Central Jersey Partners, the group has been meeting since November to prepare for regional planning. This work has focused on operational processes and outreach to additional partners in regional planning including community college, vocational schools, community-based and faith-based organizations, and businesses from key industry sectors in the Region.

Looking forward, the group is committed to a more formal strategy of coordination and collaboration at all levels of the region’s respective workforce services and organizations. CJP will focus on a number of service delivery strategies that are in place and will be expanded and enhanced during the period of this plan. Some common collaborative efforts among the regional partners and in collaboration with outside partners in the public workforce system include:

- **Develop a common Regional Business Service Team.** Under the direction of the WDB’s, the business service representatives within each workforce development area and additional relevant staff at the WDBs and, CJP’s system partner organizations (such as Talent Networks and Community Colleges), will work together as one team in relation to all employer interactions, business development and job placement activity. They will:
  - share ideas and insights on the needs of companies and industries within the region
  - share job leads through a “single point of contact (SPOC) method.” When a One-Stop brings a large employer or any employer with a significant hiring or training need to
the CJP, they become the Single Point of Contact (SPOC) for that firm, and disseminate job orders or other information to the entire region’s BSRs in order to maximize the system’s ability to serve the employer and link candidates from across the region to that employer.

- **Build stronger partnerships with economic development** entities in the region. The Region’s Workforce Development Boards have varying levels of interaction with their county and other economic development entities, which will work together to enhance these.
- In collaboration with employers, Community Colleges, and vocational schools, develop a menu of career pathways common within and across the Region.
- **Professional development for Workforce Staff.** Create a Regional approach to staff development and training that includes Workforce Development Boards and One-Stops but also staff working in similar roles of case management, career guidance, and business services at regional education partners, Employment Services, community colleges and other WIOA system partners and collaborating institutions. As with BSR and monitoring collaboration, CJP will engage all staff in common functions together for best practice development and shared learning. The CJP will bring the various common role/function groups together regularly through annual conferences and/or training workshops to share insights and learn together.

The approach to staff development will include an individual assessment of each staff member’s needs. Training will include technical, job specific modules. The region will focus on Professional Skills Development including: Assessment, Career Counseling, Career Pathways, and Job Development. In addition,

- Training for Staff will include a comprehensive list of topics such as:
  1. Customer Service skills
  2. Time Management skills
  3. Effective and Efficient note taking
  4. Cultural Diversity training
  5. Computer skills
  6. Staff to become more knowledgeable of local resources, training services and opportunities, and grants available for training (other than NGO WIOA)
  7. Resource opportunities of services in the community

Future collaboration ideas not in place but anticipated or planned include:

- Continuing the current WDB regional planning meetings
- Regional Board Meetings
- Regional contracts/monitoring meetings
- Regional marketing committee
- Regional procurement process
VI. One Stop Delivery System

Describe the One-Stop delivery system in the local area, including:

(a) Describe how the local board will ensure the continuous improvement of One-Stop operator/providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. Include in this description the local board’s process for selecting and evaluating providers through solicitations (Request for Proposals) for services, process for utilizing the Eligible Training Provider List (setting of local standards of the Eligible Training Provider List), review of sub grantee budgets and reports, and a description of the local area’s monitoring and compliance unit and their activities;

The Middlesex County Office of Purchasing accepts proposals on behalf of the Middlesex County Office of Workforce Development (MCOWD)/MCWDB for the provision of youth and WFNJ employment and training services under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The WDB has the option to renew contracts for an additional year, subject to the local public contract laws and appropriation of State/Federal funding. The Request for Proposals (RFP) is open to community-based organizations, faith-based organizations, post-secondary educational, proprietary and local educational institutions, commercial (for profit) organizations, labor organizations, and government agencies.

The MCWDB considers funding year-round programs under WIOA Title I for economically disadvantaged out-of-school youths ages 16-24 and WFNJ TANF, SNAP, GA programs and services. Specific services that may be proposed are those that generally include, but are not limited to, preparation for high school equivalency, post-secondary education, career counseling, tutoring, work readiness, mentoring, entrepreneurship training, customer service skills, leadership development, occupational skills training, supportive services and work experience.

Consideration for approval of contracts for services include, but is not limited to, the respondent’s program design; the cost, experience and past performance; record of integrity, business ethics, and fiscal accountability.

Replicate a region-wide process for working with and overseeing vendors, and in particular trainers on the Eligible Training Provider List (ETPL).

- As a region, the individual WDBs use many of the same vendors across borders and boundaries.
- The MCWDB master agreement includes a sub-agreement for WIOA Individual Training Accounts (ITA) for WIOA, WDP and WFNJ Contracts which:
  - outlines roles and responsibilities for the County and each provider,
  - details curriculum requirements,
  - addresses funding sources including guidance on how Pell Grants are to be utilized,
  - details payment conditions and documentation requirements,
  - provides guidance on monitoring and program/fiscal auditing requirements, and
  - includes a copy of each trainer’s curriculum and other required training program materials as evidence of the commitment to provide the training.
To view a copy of the Master Agreement:  

**Individual Training Accounts (ITAs)** for vocational training through training providers on the Eligible Training Provider List (ETPL) is delivered based on customer choice and in keeping with the customer’s IEP. New Jersey has a vibrant and well-utilized online consumer report card, the New Jersey Training Opportunities site at www.NJTopps.org. The ETPL includes more than 732 eligible/certified trainers with more than 7,600 distinct programs. As part of the industry-valued credentials, New Jersey is in the process of streamlining this list, and putting priority on training providing credentials in high-demand, high-growth industries and occupations.

**Consolidating monitoring of providers on the ETPL list.** The CJP WDBs share a large number of training providers in common, and currently each monitors them through their own internal processes. By building a monitoring team, similar to the Regional business service team, Middlesex County will develop a shared monitoring calendar and list of those trainers held in common across multiple Workforce Development Boards. One monitoring visit can be conducted during a monitoring period with these entities, and the information and monitoring report shared across the Region. MCWDB proposes in the future to coordinate all monitoring staff activities to create a unified reporting system and better focus on expanding monitoring efforts and visits. This will save significant staff time and effort.

**Credentials:** Building on the State list of Industry Recognized Credentials, MCWDB will continue to work with employers and Talent Networks to identify a sub-list of trainings and credentials that are of highest demand and priority within the region and work to guide customers toward those trainings.

**(b) Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means; such as distance learning.**

**Career Beacon Online Orientation:** An online orientation used to explain the eligibility process for the various training/services the One-Stop offers. This orientation also reviews the required documents clients need to bring to the appointment, once one has been scheduled.

**Self Service area:** For the convenience of those in the community, without access to a computer, printer and fax capabilities, the waiting area of New Brunswick’s One-Stop is equipped with those items; free of charge. There is a sign-in sheet used to keep track of the use of the equipment.

**Guide by Cell System:** Middlesex County Workforce Development Goes Mobile! Everyone has the option to Text workforce to 56512 in order to get up-to-date information for job fairs and recruitments. Find out how to gain access to training programs and other services provided by our One Stop Career Centers in New Brunswick and Perth Amboy. Adults, Dislocated Workers, and Out of School Youth (ages 16-24) can find the latest information on career exploration, labor market information, job opportunities, literacy classes, and training programs.
Business Development Unit: The Business Development Unit will continue to coordinate with private and public sector businesses, including high-demand industries, on ways to provide training, job opportunities, internships, and related activities to produce a skilled workforce. In addition, job seekers and employers that require more hands on attention, from the Business Development Unit, are able to use the computers in BDU office.

Partnership with public libraries: Middlesex County WDB works closely with their libraries. Every year, the WDB sends to the librarians a request for workshops they would like offered that the region’s system can offer. The WDB provides a menu of available trainings from which they can choose, as well as works to develop additional ones that are desired. This helps drive services outside the One-Stop to other community locations where workers, particularly unemployed workers frequent and has begun to serve as a solid outreach method as well as a value to the communities.

The New Brunswick and East Brunswick Public Libraries were awarded LWD grants. The New Brunswick Public Library received a tour of the New Brunswick One Stop Career Center in November 2016 to learn about the various programs and partners within the One Stop System.

(c) Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188 of the Act regarding non-discrimination, 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;

As stated in the NJ Combined State Plan, In August 2010, LWD reorganized its structure to include the Division of Vocational Rehabilitation Services (DVRS) within the workforce development system. This provides a solid foundation to work with the State’s workforce investment system. DVRS is a core participant in the One-Stop system.

The close involvement with DVRS ensures that physical and programmatic accessibility is at the forefront of all efforts of the WIOA system. Through the recommendations of the Councils, policies and practices are examined to ensure that One-Stop services are fully accessible to all people with disabilities, people with limited English proficiency, transgender individuals who may face various forms of sex discrimination, and individuals who are pregnant, have had a child, or have related medical conditions. The MCWDB formed a Marketing Committee that will ensure that foreign language resources are made available to job seekers requiring assistance at the One Stop Career Center.

Members from both Councils assisted in the creation of an Accessibility Checklist. The Accessibility Checklist (Appendix 7) is used to analyze the competency of the One-Stop Career Center in the areas of: staff training and knowledge; employer engagement; customer focus; quality of programs; and technology.
The Accessibility Checklist will be a foundational element of the One-Stop Career Center Certification process. Specifically the One-Stop Certification policy maintains objective criteria and processes through which local boards will certify their One-Stops. New Jersey’s proposed Criteria for One-Stop Career Center Assessment and Certification include as their first item:

- Accessibility- WDB examines the accessibility of its physical locations. Not limited to physical accommodations, but accessibility looks at staff knowledge, technology, signage, marketing materials and access to programs and services. The Councils also seek to educate and inform their members and their organizations on critical disability workforce issues. The relationship between the two State Rehabilitation Councils and the SETC provides the platform where ongoing conversation will continue to ensure that the full array of One-Stop services is available to individuals with disabilities.

SETC and the State agencies serving people with disabilities also seek to educate and inform their members and their organizations on critical disability issues and work together to ensure that the full array of One-Stop services is available to individuals with disabilities.

Other specific strategies include the following:

- Participation by DVRS leadership and staff in all of the LWD efforts to coordinate services to all customers.
- Participation by DVRS leadership and staff with LWD Office of Research and Information committees that identify seven key industry sectors, in order to ensure consideration of employment for people with disabilities in the Talent Network and other sector planning activities.
- WDB is redeveloping a Disabilities Committee that includes representatives from the core partners (DVRS, Labor Exchange, WIOA and Adult Education) as well as TANF and CBVI. This committee focuses on several issues related to serving disabled customers seeking services. These issues include accessibility of One Stop and its community partners, assessing Services for Disabled people county wide, environmental scan, identifying best practices and establishing policies for serving disabled customers.

In relation to staff training and methods to ensure the programmatic accessibility of the One-Stop Career Center, Middlesex County is putting in place a process for staff training. We will work in collaboration with DVRS and other core partners in LWD to develop an inter-agency training program to be implemented at the New Brunswick and Perth Amboy centers.

(d) Describe the flow of services delivered at the One-Stop centers, including a discussion of the utilization of state and local staff for each area, in compliance with federal and state law. A diagram of customer flow and services provision may be provided as an appendix to the plan, as appropriate.

In order to effectively and efficiently implement the Workforce Innovation and Opportunity Act (WIOA) of 2014 and to ensure locally-driven One-Stop Career Centers, New Jersey has defined clear and comprehensive roles and responsibilities of One-Stop partners. They include, but are not limited to:

- One-Stop partners must be cross-trained in each role so that funding streams and service providers are not barriers to effective service delivery to our customers. The positive result of all workforce development staff working collaboratively in the delivery of services available
under multiple programs and funding streams, is functional alignment in our One-Stop Career Centers. Functional alignment will better allow for all partners to deliver services in accordance with regulations and requirements of their multiple programs. Communication between One-Stop partners is essential to the success of this functional alignment strategy. Further, all One-Stop partners’ staff must adhere to and take direction from the One-Stop operator for the efficient and effective delivery of all services in the One-Stop Career Centers.

- State Employment Services staff, funded by WIOA Title III / Wagner-Peyser program, will focus on providing group-based activities such as Reemployment Eligibility Assessment, PROs, Jersey Job Clubs and the General Assistance 28-Day Job Search Program. Employment Services staff will also be responsible for staffing and creating resource rooms for jobseekers.
- The Local Workforce Development Board oversees the One-Stop Operator and counseling staff to manage triage, intake, and counseling for the systematic referrals of customers to the most appropriate programs offered by One-Stop partners to achieve more positive and prompt employment outcomes.
- Work First New Jersey (WFNJ) employment and training services are integrated into One-Stop Career Center services. Counseling staff funded through WorkFirst NJ allocations to local Workforce Development Boards provide most services to individuals. Employment Services staff will provide job search group sessions. WFNJ case management will be the responsibility of the local areas.
- The triage function in all One-Stop Career Centers will be Operator-led with assistance from staff of all key partners. The triage function should be staffed at all times with designated customer service staff of the Operator and/or by counseling staff funded through WIOA Title I. Customers will be directed to general One-Stop and/or Training orientations where brief assessments will determine immediate Operator referrals to (1) WIOA Title III Employment Services, (2) Division of Vocational Rehabilitation Services (WIOA Title IV) or (3) WIOA Title I Counselors.
- WIOA Title I Counselors will perform the in-depth intake and eligibility functions, literacy and occupational skills assessment and prepare the universal individual employment plans/employment development plans. Based on the outcomes of intake, eligibility, assessments and employment plan development, WIOA Counselors will refer customers to the appropriate One-Stop partner program.

e. Describe the roles and resource contributions of the one-stop partners. This should include a description of the local Workforce Development Board’s Memoranda of Understanding (MOU) agreements with the local one-stop partners and resource sharing agreements. Also include a description of the steps taken, and any agreements reached with partners, regarding One-Stop infrastructure costs and shared costs.

Attached is the MOU between the MCWDB and One Stop System Partners. Appendix 3

* The development of guidance on Infrastructure Costs is ongoing at this time.
VII. Adult & Dislocated Worker Employment & Training Activities

Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area. Include a description of how your education and occupational training programs will include employability skills training content (soft skills) that prepares workers for a range of workplace activities and behaviors and a range of skills that are required to succeed in today’s workforce.

Middlesex County WDB is committed to engaging employers across industries to understand their needs in relation to essential skills, and as part of employers’ vetting of curricula, to assist in developing a Work Readiness Credential that will be accepted and acknowledged by employers throughout Middlesex County.

As such, Middlesex County WDB with its Youth Advisory Committee and the Middlesex County Office of Workforce Development, is committed to building a system of services for young adults and other low income and dislocated workers with needed education, training, work readiness skills, mentoring opportunities, and employment programs that meet the needs of employers. Through this system, customers in Middlesex County will understand and be trained in the skills necessary for employment, receive education and attain the level of basic skills required for success on the job. As a result customers become familiar with all types of demand occupations in the area as well as career ladder options, develop leadership skills through group and community activities, have adequate mentoring opportunities for character growth and development, and become familiar with available community resources.

Customers enrolled in training receive a minimum of twenty (20) hours of employability skills training from the service provider. The local area has included a provision in its Master Training Agreement (see link on page 37) that requires all providers to deliver Work Readiness in addition to the total number of hours required for credential attainment. This policy ensures that customers are adequately prepared for job placement upon completion of their training program.

VIII. Statewide Rapid Response Activities

Describe how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A) of the Act.

Employers notify the Commissioner of the New Jersey Department of Labor and Workforce Development of the termination, transfer of operations, or mass layoff. A representative from LWD’s Rapid Response Team meets with the company’s managerial staff and union representatives, if necessary. The Rapid Response Team is available to meet, in groups, with the staff to explain the type of services available to them such as: Unemployment Insurance, Reemployment services and Training assistance, to name a few.

A notice is generated to the local One-Stop explaining the company name, location, type of layoff and the number of people that might require assistance as a result. The One-Stop is then able to plan the best way to service that amount of people along with the regular flow of clients.

MCWDB is currently working on a Triage area for the New Brunswick and Perth Amboy One Stop Career Centers. This will allow customers to receive the services they need in a more efficient and quicker manner; thereby decreasing duplicate services.
IX. Youth Activities

a. **Describe and assess the type and availability of youth workforce development activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce development activities. Local Areas should use their WIA to WIOA Youth Transition Plans as the baseline for this section and may add additional activities and plans if developed since those Plans were submitted.**

The MCWDB with its Youth Advisory Committee and the Middlesex County Office of Workforce Development (MCOWD), is committed to building a system of Young Adults services, which provides the needed education, training, work readiness skills, mentoring opportunities, employment programs that will help them succeed as adults and meet the needs of employers. Through this system, Young Adults in Middlesex County should understand and be trained in the skills necessary for employment, receive education and attain the level of basic skills required for success on the job, become familiar with all types of demand occupations in the area as well as career ladder options, develop leadership skills through group and community activities, have adequate mentoring opportunities for character growth and development, and be familiar with community services and programs in order to avail themselves of those services when necessary. MCWDB’s focal point is only on serving high school dropouts and out of school at risk youth.

Middlesex County College (MCC), who is our current Youth program vendor, will provide worksite experience for participants completing HSE programs who demonstrate a commitment and ability to incorporate work experience into their daily routine. It will be similar to a work and learn transitional program. MCC will also provide this service with its Youth Work Readiness (YWR) program which includes individual training grants (ITA’s) for MOS, Computerized Accounting, Software Technology and Computerized Medical Office.

MCOWD conducts tours of various area companies which offers participants the opportunity to become familiar with the real world of work and interactions with the human resource staff at each facility. Some of these tours included Wegman’s, PSE&amp;G, Wakefern, Sunny Delight, Rutgers University, Raritan Bay Medical Center, Renaissance Hotel Woodbridge, Roosevelt Care Center, Park Site Warehouse, Middlesex Water, and Heldrich Workforce Dev. Center. The young adults were exposed to an array of occupations and careers within each employer’s environment.

MCOWD programs offer comprehensive guidance and counseling. In the case of a non-educational concern or a disability, a mental health issue or any other issues that poses a barrier to achieve the established goals, pamphlets, written information and individual referrals for service are given on a case by case basis to another local entity if the service is not available through our network. (Middlesex County Youth Transition Plan)

Each participant will undergo an interest and aptitude assessment. Exploration sessions will browse all potential vocational directions, even if participants come into the program with preconceived notions of the paths open to them. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster will be made available. The opportunity to have education and work experience concurrently should improve the youth’s perspective of his future goals. Transitional work and study programs will be encouraged within the RFP solicitation for the upcoming year.
All young adults that enter into a WIOA ITA programs will be required to test at an 8.9 (9th grade level or higher). If they test below this standard, even though they have a high school diploma/HSE, they will receive basic skills training, or should they need to obtain a secondary diploma this will be identified as the first priority in their ISS and service provided through a sub-contractor of the County.

MCOWD offers Youth Individualized Training Accounts (ITA’s) in labor demand occupations, with vendors currently on the Eligible Training Provider List (ETPL) and who have a Master Agreement with MCOWD. This will lead to attainment of a certificate or an industry recognized credential, in a specific career pathway. Training is offered among others for medical assistant, auto/diesel mechanic, culinary skills, HVAC, solar installation, community health advocate, security and careers in various information technology fields (hardware and software).

| b. Describe how your area will satisfy the requirement for 75% of WIOA Title I Youth funds to be used for Out-of-School Youth, and 20% of total youth funds to be used for work experience activities. |

The MCOWD only serves high school dropouts and out of school- at risk youth as defined under WIOA between the ages of 16 to 24 years. For out-of-school Young Adults, there are various services and pathways depending on where the individual is educationally, hence the focus is high school completion, with Career pathways and stackable credential that include post-secondary or vocational education/occupational training opportunities, apprenticeships, or self-sufficient employment. Concurrent programs should assist Young Adults in addressing problems/barriers which may impair their ability to make successful transitions to high school completion, work experience, apprenticeship, the military, post-secondary education, or an occupational training program. Emphasis is placed on the long-term career development of Young Adults and their workforce skills in order to enhance their skills set, and/or increase earnings of Young Adults and provide future career ladder choices. Increased outreach in building community and business partnerships will also be a focus.

To address WIOA’s requirement that 20% of funds be dedicated to work experience, the Youth program will work with and utilize the MCOWD/WDB Business Development Unit. This unit develops business outreach strategies that lead to working with businesses and partners and in coordination with LWD operate the Business Resource Center. MCOWD has established and continues to build high quality employer driven partnerships which has allowed for employment opportunities to One Stop customers. The Youth staff will fund and leverage a portion of this effort for its youth customers in need of work experience exposure and placement.
The Youth program staff will capitalize on this relationship to enhance and expand the involvement of this network of employers. Other efforts to develop business outreach strategies to educate employers on our programs have commenced. We are working with our Chief Elected Official and the WDB to promote to municipalities and employers in Middlesex our E.L.I.T.E. (Entry Level Internship Training and Employment) program. This is our revamped umbrella work experience program. We anticipate that this outreach effort will hopefully translate in increasing the employer network while addressing employer recruitment, their fulfillment needs and participant work skill development. Hiring incentives should create opportunities that expose youth to work experience options they might not otherwise considered or experienced. The E.L.I.T.E. program encompasses (a) On-The-Job Training (b) Internships/Paid and Unpaid (c) Externships/Job Shadowing (d) Pre-
Apprenticeships and Apprenticeships (e) Volunteerism (f) Year Round Employment Opportunities.

The work experience requirement will also be fulfilled utilizing an array of other options such as:

a. Memoranda of Understanding (MOU) - MCOWD is considering establishing Memoranda of Understanding (MOU) with approved training vendors who will, in the course of providing an Individualized Training Account (ITA) to participants; help find work experience, internships, and/or on-the-job training opportunities for those participants. Funding for this portion of the program will be paid, if permissible, out of the 20% requirement for worksite experience. We are awaiting confirmation of this expenditure option.

The intent is to expand programs which currently include internships (such as Medical Assistant, Surgical Technology, Dental Assisting, and Culinary and Baking and possibly CDL), as well as to create opportunities for overall employment in programs that do not currently provide these. Approved service providers will be paid to provide training, but will not be paid additional for providing work experience activities, but the customer may be paid for the internship hours as an incentive to achieve a highly quality yet work related experience. The standard MOU will set out requirements for payment of program participants involved in internships, WIOA staff responsibilities, service provider responsibilities, and Employer/Internship supervisory Responsibilities.

b. Middlesex County College (MCC), our Youth program vendor, will provide worksite experience for participants completing HSE programs who demonstrate a commitment and ability to incorporate work experience into their daily routine. It will be similar to a work and learn transitional program. MCC will also provide this service with its Youth Work Readiness (YWR) program which includes individual training grants (ITA’s) for MOS, Computerized Accounting, Software Technology and Computerized Medical Office. (Middlesex County Youth Transition Plan)

c. Describe the design framework for youth programs in the local area, and how the 14 program elements required in § 681.460 are to be made available within that framework.

The integration of the 14 youth program elements is already achieved primarily through the procured vendor services of our Community College. The youth intake and certification is completed by the in-house staff. An initial assessment is developed and appropriate referrals are made to the County College or other service provider for the required service element(s). In-house staff member monitor the vendors case management of the youth goals, ISS and their needs as identified through the ISS and Master Agreement requirements with the County. A synopsis of each mandated element or service has been provided below.

Each participant will undergo an interest and aptitude assessment. Exploration sessions will browse all potential vocational directions, even if participants come into the program with preconceived notions of the paths open to them. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster will be made available. The opportunity to have education and work experience concurrently should improve the youth’s perspective of his future goals. Transitional work and study programs will be encouraged within the RFP solicitation for the upcoming year.

Other materials utilized in our programs include distribution of a Youth Yellow Pages booklet, pocket resume pamphlet, film and videos on occupations and other community resources/info. All participants interested in furthering their employment opportunities are exposed to Labor Market Information, the Demand Occupation List, Career Connections, services of the One-Stop such as the Employment Services, Jersey Job Club and NJ CAN.
MCOWD representatives disseminate information packets to all high schools for distribution to students who drop out. All local schools also send MCOWD periodic drop out lists which are utilized as a mailing list for drop out program information packets. Program packets provide information on the availability of HSE services, training, work experience and the other 11 elements.

As discussed above, MCOWD will solicit prospective employers with assistance of the BDU, MOU’s, and the various work experience programs which include pre-apprenticeship, apprenticeship, internships, and volunteer work.

MCOWD offers Youth Individualized Training Accounts (ITA’s) in labor demand occupations, with vendors currently on the Eligible Training Provider List (ETPL) and who have a Master Agreement with MCOWD. This will lead to attainment of a certificate or an industry recognized credential, in a specific career pathway. Training is offered among others for medical assistant, auto/diesel mechanic, culinary skills, HVAC, solar installation, community health advocate, security and careers in various information technology fields (hardware and software).

Case Management is provided to ensure the achievement of goals and objectives identified in the ISS.

Work Readiness seminars and activities are provided to all enrolled participants. Leadership development opportunities, which may include community service and peer-centered activities, encouraging responsibility and other positive social and civic behaviors, as appropriate have been developed. MCOWD requires all participants to complete community service activities. Sites include, but are not limited to, soup kitchens, clothes drives, habitat for humanity, food banks, etc. In addition, they plan and implement service projects as a team. Participants are afforded the opportunity to attend a local social service agency/nonprofit meeting where volunteers meet to discuss helping the community at large. At these meetings they learn they can be a part of the “solution” in a group situation. They are also encouraged to be youth mentors. All are used to provide volunteer opportunities for participants. This effort will be augmented to include other leadership activities that cultivate a positive learning experience for team building, interpersonal skills, personal growth, improve self-esteem and interest in their respective communities.

In order to maintain program attendance, MCOWD pays supportive services for participants in appropriate cases that cover transportation passes, provide mileage reimbursement, and assist participants in obtaining driver’s licenses. In order to obtain employment and promote better on-the-job performance, MCOWD will assist participants in obtaining proper tools and uniforms for the particular work environment said youth is employed in.

MCOWD will be involved in ongoing outreach to prospective employers, community leaders, and retirees who may be willing and able to provide mentoring to young adult program participants.

MCOWD programs offer comprehensive guidance and counseling. In the case of a non-educational concern or a disability, a mental health issue or any other issues that poses a barrier to achieve the established goals, pamphlets, written information and individual referrals for service are given on a case by case basis to another local entity if the service is not available through our network.

Utilizing training acquired and to be obtained through Technical Assistance from the Federal Consumer Financial Protection Bureau, MCOWD will take the lead in designing and implementing a variety of programs to teach youth/young adult participants the fundamentals of personal fiscal and budgetary responsibility. We partner with local financial institutions to assist in the facilitation of
service delivery that includes opening bank accounts (many for the first time in their lives), and provision of speakers on presentations dealing with money management, savings and retirement.

Participation in an introductory workshop on self-employment will be made available periodically through the office Business Development Unit (BDU) network which includes numerous local Chambers of Commerce, SCORE and the SBDC. Further seminars are offered and available through a quarterly Entrepreneurship program sponsored with SCORE and the BDU.

Labor market and employment information is and will continue to be facilitated about in-demand industry sectors or occupations available in the local area. Industry tours and speakers from various fields are offered throughout the program year to expose young adults to a variety of career options that will lead to in-demand employment opportunities.

Activities that help students prepare for and transition to postsecondary education and training will include programs that teach study skills; provide career awareness, pathways, along with career counseling and exploration services. Service providers will assist participants in assembling portfolios of their work product and academic achievements so that they can develop a source to assemble their achievements and resume prep.

A One Stop Career Center orientation is offered along with registration assistance to create an account on Career Connections and encourage to upload a recent resume for job search purposes.

There is a Follow Up protocol that consists of contact with a youth at the 45 days, 6 months, 9 months and 12 months mark after closure. If additional services are required or requested an appointment is made and an evaluation is completed.

As demand occupations or gaps in skilled workers in particular fields are identified, MCOWD/YAC will work diligently with training providers to expand their curriculum or training program offerings to ensure we meet the demand of our local economy. MCOWD staff, and industry speakers, and will address such topics as in-demand industry sectors and career pathways. (Middlesex County Youth Transition Plan)

d. Clarify how and if the area will be securing any youth program elements without the procurement of programs and services.

MCOWD will solicit prospective employers with assistance of the BDU, MOU’s, and the various work experience programs which include pre-apprenticeship, apprenticeship, internships, and volunteer work.

X. Coordination of Secondary and Post-Secondary Education

Describe how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

The MCWDB and One-Stop Center Operator will link all partners together, manage activity, ensure collaboration and coordination of services, and work to build a smooth system of services that will include customer co-enrollment in Wagner-Peyser and WIOA programs. In order to accomplish this, the One-Stop Career Center will implement a “Triage” system as developed by the New Jersey Department of Labor & Workforce Development.
The MCWDB has established eight (8) sub-committees (see Appendix 4 for WDB Subcommittee Descriptions) two (2) of which (Literacy and Youth Advisory Council) directly focuses on secondary and post-secondary education programs. As a result, the intent is to identify gaps in the education system while creating the best opportunity for career pathways.

The MCWDB has a Literacy Committee that meets quarterly. At these meetings staff and community partners discuss secondary and post-secondary education programs. The Literacy Committee focuses on assessing, recommending, ensuring implementation and monitoring the County Literacy Plan and services related to the development of a literate workforce.

The Youth Advisory Committee (YAC) meets quarterly. The purpose of this committee is to discuss ways to improve the education programs in the county. The gaps in services are exposed and ideas to close the gaps are mentioned as well. It is an ongoing goal to identify more efficient ways to not only appeal to, but to service out of school youth. The Youth Advisory Committee focuses on providing expertise in planning, policy development and oversight of youth employment and training services. The Committee shall assist with the local WDB in: 1) broadening the youth employment and training focus in the community to incorporate a youth development perspective; 2) establishing linkages with other organizations serving youth in the local area; and 3) taking into account a range of issues that can have an impact on the success of youth in the labor market.

MCWDB is in the process of creating new apprenticeship programs within Middlesex County that are being considered at this time for youth and those in the reentry population.

**XI. Supportive Services**

| Describe how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services such as; child care and public housing. |

The Middlesex County One Stop Career Centers provide numerous supportive services to both our job seekers and employer customers. Some of the key essential supportive services, as mentioned in Section III, include the following:

**TRANSPORTATION: WORKFIRST NEW JERSEY TRANSPORTATION PROGRAMS**

The Middlesex County Office of Workforce Development, in accordance with the guidelines established in the Middlesex County Transportation Plan, implement the Transportation Block Grant for the Temporary Assistance to Needy Families (TANF) Program. The Office is dually located in both the New Brunswick and Perth Amboy One Stop Career Centers.

MCWDB is designed to be a transportation information resource; disseminating transit information, assisting with trip/route planning, and promoting commuting alternatives. The Office also provides instruction to TANF participants on how to traverse Middlesex County using various mass transit options.

TANF participants identified either, by a Case Manager from either the Middlesex County Board
of Social Services (MCBOSS) or the One Stop Case Managers, as being in need of transportation assistance to attend assigned Work First New Jersey (WFNJ) activities are referred to the Transportation Coordinator.

In the event that public transportation or county shuttles are deemed by the Transportation Coordinator to be unavailable or inaccessible, TANF participants are screened for shared ride eligibility. If approved, the Shared Ride program will provide eligible TANF participants with shared ride transportation (taxi service) to their assigned WFNJ activities.

The MCWDB and the Board of Social Services have an interagency agreement to pay Travel Related Expense (TRE) for each client transported through shared ride to their assigned WFNJ activity. The TRE funds received will be used to purchase bus/train tickets and bus/train passes for participants who do not qualify for shared ride (taxi) services because they have access to public transportation. These funds received will be used for participants in the interim while the One Stop Case Manager requests a monthly bus/train pass from the MCBOSS.

**Utilization of County MCAT Shuttle System:**

The Middlesex County Area-Wide Transportation (MCAT) Community Shuttle Program is a modified, fixed route service that offers timely connections to several New Jersey Transit bus and rail lines, without the need for reservations. Presently, there are six (6) routes traversing Middlesex County. The routes operate with a 30 to 60 minute frequency of service on fixed schedules Monday-Saturday. All routes are wheelchair accessible.

<table>
<thead>
<tr>
<th>Middlesex County Shuttle Routes</th>
<th>Mon to Fri</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1 – New Brunswick – Jamesburg (Exit 8A)</td>
<td>6:45am – 5:35pm</td>
<td>9:00am – 1:55pm</td>
</tr>
<tr>
<td>M2 – Brunswick Square – Monroe – Jamesburg</td>
<td>8:00am – 3:45pm</td>
<td>9:00am – 1:45pm</td>
</tr>
<tr>
<td>M3 – Brunswick Square – Old Bridge</td>
<td>8:00am – 3:50pm</td>
<td>9:00am – 1:50pm</td>
</tr>
<tr>
<td>M5 – Jersey Avenue / Commercial Avenue</td>
<td>6:00am – 5:50pm</td>
<td>8:00am – 3:50pm</td>
</tr>
<tr>
<td>M6 – Cranbury / Plainsboro</td>
<td>6:00am – 6:55pm</td>
<td>9:00am – 1:55pm</td>
</tr>
<tr>
<td>M7 – Brunswick Square – South Amboy</td>
<td>6:45am – 6:15pm</td>
<td>10:00am – 1:50pm</td>
</tr>
</tbody>
</table>

There is a suggested fare of $1.00 per trip ($0.50 for individuals over 60 and individuals with a disability of any age).

In addition to the MCAT rider fees, the shuttle system is funded through Middlesex County grants, as well as JARC and other federal / state funds. These funding streams have been coordinated to limit duplication of services and to insure a greater level of efficiency and effectiveness in providing services to eligible County residents. In prior years, Middlesex County JARC funds and County direct funds were used to meet the shortfall in transportation funding for TANF participants throughout the year. In 2014, the County discontinued financial support for transportation of WFNJ clients other than through the funding of the County Shuttle System.
Youth Department transportation supportive service:
MCOWD pays supportive services for participants in appropriate cases that cover transportation passes, provide mileage reimbursement, and assist participants in obtaining driver’s licenses. In order to obtain employment and promote better on-the-job performance, MCOWD will assist participants in obtaining proper tools and uniforms for the particular work environment said youth is employed in.

Clothing:
Middlesex County has local Salvation Armies for those that are in need of clothes as well.

Other Services:
Even though the Middlesex County’s One-Stop does not offer child care and public housing directly, many of the county resource partners are able to assist those in need.

In excess to the amount paid per ITA, up to $500.00 can be paid for professional certification(s)/exam(s)/license(s). Since there is a need for the customers to obtain industry-valued credentials, funding is also available for exam reimbursement; if requirements are met. Once the exams are passed, customers will be certified or licensed in an in-demand occupation and as a result, more marketable.

Needs Based Payment:
When available, the NJ Department of Labor and Workforce Development provides funding to supplement transportation for TANF participants being transported directly to and/or from bona-fide employment locations.

For PY2016, $38,000.00 has been awarded for Needs Based Payments.

XII. Wagner-Peyser Employment Services: Maximizing Coordination

The Middlesex County One Stop Career Center will develop a “Triage” system which encompasses three (3) service integration basics to include three (3) groups of functional work teams:

- The Welcome Membership Team
- The Skills Development Team
- The Recruitment and Placement Team

The triage is also in the process of being finalized. This too will allow services to be coordinated and avoid duplication. All One Stop partners will be assisting in staffing the Triage including DVRS. LWD has a workgroup that includes representatives from the core partners (DVRS, Labor Exchange, WIOA and Adult Education) as well as TANF and CBVI. This workgroup will develop a common intake policy for all the programs. As part of the implementation of this policy, one-stop staff will be cross-trained in each program so that all customers, including individuals with disabilities, are provided efficient intake and appropriate referral.

Middlesex County is also in the process of procuring a One-Stop Operator. This person will ensure the services offered at the One-Stop are administered in an effective manner.
XIII Title II: Adult Education (Literacy, ESL, ABE, Civics)

Describe how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II iii.

(a) This section must include a description of how the local area will effectively refer one-stop customers to WIOA Title II programs and how Title II program recipients will access one-stop center services. Include information about existing and planned efforts for co-location and co-enrollment of title II activities within the one stop system.

The MCWDB has a literacy committee which is in the process of reviewing all literacy providers in the County. As part of their role, the Literacy Committee is responsible for assessing, recommending, ensuring implementation of and monitoring the County Literacy Plan and services related to the development of a literate workforce. Meetings are held the second Tuesday of March, June, September, and December @ 9:00 AM. 550 Jersey Avenue, New Brunswick

The MCWDB partners with Middlesex County Adult Education Consortium (MCAEC), which includes East Brunswick Board of Education, New Brunswick Board of Education, Perth Amboy Board of Education, South River Public Schools and two new partners: Middlesex County College and Literacy NJ. MCAEC proposes to share expertise and resources in a coordinated plan to provide adult education for residents in the Middlesex County area. The MCAEC partners propose to further engage with employers and post-secondary education and training providers in high quality partnerships in Career Pathways that integrate adult basic skills, digital literacy, employability skills and work-based learning that lead to industry valued credentials, advanced education, employment and/or promotion.

The MCWDB will review the Title II grant applications to ensure it aligns with the local literacy needs of Middlesex County. MCWDB is working with the Literacy Committee to update the literacy goals, literacy plan as well as the re-development of the Literacy Programs Directory. The purpose of the Literacy Directory is to have a central location for all literacy related services in Middlesex County. This directory will be distributed to all local libraries, faith-based organizations, community organizations and within our community partners, as well as the MCOWD staff to promote all Literacy programs and/or services in Middlesex County.

(b) Describe all literacy services including those provided through the workforce learning link, WFNJ and any other WIOA program and services.

The Middlesex County Workforce Development Board (WDB) supports two (2) Workforce Learning Link classrooms through funds from the N.J. Department of Labor and Workforce Development. However, there is a third classroom that was used in the past for an additional Workforce Learning Link, when additional funding was provided. That classroom can be utilized in the future, if additional funding is provided. The MCWDB was awarded $212,000.00 in PY2016 to provide Basic Skills, Basic Computer Literacy and English as a Second Language instruction to customers who need to improve their skills in these areas prior to enrolling in an occupational/vocational training program, post-
secondary education or seeking employment. Both Workforce Learning Links are located within the Middlesex County One-Stop Career Centers. There is one WLL classroom at the New Brunswick Center and one at the Perth Amboy Center.

The Middlesex County Office of Workforce Development adopted and supports the goals set forth by the State of New Jersey Department of Labor & Workforce Development regarding the operation of the WLL and thus track the outcomes of all customers enrolled as to educational gain, employment, entered post-secondary education or occupational/vocational training, HSE attainment or other recognized credentials.

Additionally, we have contracts with the New Brunswick and Perth Amboy Boards of Educations, we will provide essential instruction in ABE/ESL as well as basic computer skills to all customers with literacy needs.

In order to fully understand the needs of Middlesex County as it relates to literacy, the MCAEC felt a needs assessment had to be completed. According to the findings from the needs assessment the following literacy services are needed and will be provided in Middlesex County:

- English as a second language (ESL) Levels I, II, and III, ESL literacy instruction
- Basic Skills Levels I, II, and III
- Adult Secondary Education
- High School Equivalency (HSE) preparation
- English Literacy and Civics Education
- Citizenship Preparation
- Family Literacy
- Consumer Education and Family Life Skills
- Health Literacy
- Workplace Literacy
- Preparation for the Workplace and
- Integrated Education and Training

(c) **Describe the referral process out of literacy programs into a career pathway.**

A client that has successfully remediated his/her TABE score(s) and obtained a High School Equivalency, if necessary, will be referred back to the Career Counselor for an updated assessment. The counselor and client will then go over the required documentation needed from the school, chosen by the client. Once that documentation is completed, it is submitted back to the counselor by the client or the school. The paperwork is reviewed by the supervisor and a decision is made if the training is approved or not.
XIV Cooperative Agreements and Linkages with DVRS and CBVI

Describe the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. (iv)

(a) Describe in this section what internal mechanisms will support these initiatives and how these technical assistance initiatives are coordinated with or supported by the Department of Vocational Rehabilitation and the New Jersey Commission for the Blind and Visual Impaired.

The mission of both the Division of Vocational Rehabilitation Services (DVRS) and the Commission for the Blind and Visually Impaired (CBVI) Rehabilitation Councils is to advocate for the increase in the number of people with disabilities in New Jersey’s workforce. In order to achieve this goal, persons with disabilities must have improved access to New Jersey’s workforce programs and services. The two State Rehabilitation Councils will develop policies and program strategies for recommendation to the SETC that focus on identifying the training needs, accommodations, and resources specific to people with disabilities. The integration of these specific policies will ensure that New Jersey’s and Middlesex County’s workforce system is equipped to address the diverse needs of the disability community.

The DVRS within the Department of Labor and Workforce Development and the CBVI within the Department of Human Services are developing a Memorandum of Understanding (MOU) with the Office of Special Education Programs in the New Jersey Department of Education in order to make sure that all customers with disabilities in transition have the opportunity to receive pre-employment transition services as per WIOA statute.

CBVI is committed to working with all WIOA partners, including One-Stop Career Centers, to provide technical assistance that will help guarantee that general employment focused services are provided in accessible forms to consumers who are blind, vision-impaired, and deaf-blind.

Services are integrated with wider DVRS services and the entire One-Stop system through a number of mechanisms. Currently, CBVI’s programs are not generally co-located with One-Stop Career Centers or other Vocational Rehabilitation services. As noted, the majority of services are by itinerant staff who deliver services directly to blind and visually impaired residents in their homes or other community locations most suitable for delivery of those services. Middlesex County is confident that successful coordination and collaboration can occur through referral and partnership.

In an effort to decrease duplicate of services, the MCWDB has implemented joint monthly meetings, joint quarterly staff and joint business services meetings within the One-Stop system with DVRS staff and WIOA Title I. Under the direction of The State of New Jersey, Business representatives share
information on targeted hiring events, business contacts, job fairs, and other interactions. The main activities where staff work collaboratively are in staffing and supporting hiring events by employers within the State’s targeted industries. DVRS staff will work in parallel with WIOA Title I staff in identifying potential qualified candidates in response to these hiring events and will present those candidates to the lead business representative coordinating hiring with the employer.

In relation to staff training and methods to ensure the programmatic accessibility of One-Stop Career Centers, New Jersey is putting in place a process of staff training by DVRS and CBVI for One Stop staff. The Commission for the Blind and Visually Impaired (CBVI) will develop appropriate blindness and low-vision sensitivity and substantive vocational rehabilitation training to be shared with the New Jersey Department of Labor and Workforce Development (LWD) and its One-Stop programs so that potential blind and vision-impaired consumers who make initial contact with One-Stop programs are able to receive adequate assistance before, or instead of, referral to CBVI for comprehensive services. CBVI will work in collaboration with DVRS and other core partners in LWD to develop the inter-agency training program to be implemented at the various One-Stop Career Centers throughout the state.

XV Identify Fiscal Agent

| Identify the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(iv) |

The Middlesex County Office of Workforce Development is the entity responsible for disbursement of grant funds. The New Jersey Department of Labor and Workforce Development disperses grant funds under Title I of WIOA to Middlesex County on an annual basis, commencing July 1st of each calendar year. Upon receipt of the funding, the MCWDB reviews and approves the proposed program year budget for submission to the County’s Board of Chosen Freeholders. Upon approval of a Freeholder resolution authorizing acceptance of the funding, the grants are inserted into the county’s budget for disbursement as delineated according to the WIOA section 107(d)(12)(B)(i)(III), as determined by local area’s Chief Elected Official. A directory of Middlesex County Elected Officials can be found via the link listed below: [http://www.middlesexcountynj.gov/Government/ElectedOfficials/Pages/default.aspx](http://www.middlesexcountynj.gov/Government/ElectedOfficials/Pages/default.aspx).

XVI OSOP Competitive Procurement; Sub-Grants & Contracts

| Describe the competitive process to be used to competitively select the One-Stop Operator, and to award the sub-grants and contracts in the local area for activities carried out under WIOA Title I. |

The Workforce Innovation and Opportunity Act of 2014 requires local workforce areas to competitively select the One-Stop Operator based on eligibility requirements and criteria outlined in Section 121(d)(2). WIOA requires each State to provide their local workforce areas with policy guidance and technical assistance that will assist in the competitive selection of the one stop operator.

Eligible entities to serve as an One-Stop Operator include:

- an institution of higher education;
• an employment service State agency established under the Wagner-Peyser Act (29 U.S.C.
• 49 et seq.), on behalf of the local office of the agency;
• a community-based organization, nonprofit organization, or intermediary;
• a private for-profit entity;
• a government agency; and
• Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.

It should be noted that State law N.J.S.A 34:15D-4. 7 and 21. also requires that all counseling services in One-Stop Career Centers must be either provided by a job counselor hired and employed by the State pursuant to N.J.S.A 11A or hired and employed by a political subdivision of the State (County Government) with the exception of those One-Stop Centers grandfathered under P.L. 2004, c. 39. State law further requires that all staff who are hired and supported by moneys from the Workforce Development Partnership Fund or the Supplemental Workforce Fund for Basic Skills, including any of those staff located at any One Stop Career Center will be hired and employed by the State pursuant to N.J.S.A 11A or hired and employed by a political subdivision of the State, with the exception of those One Stop Centers grandfathered under P.L. 2004, c. 39. Local Boards are required to comply with both the federal and State law.

The MCWDB process for competitive selection of the One-Stop Operator will be open, transparent and made available to all eligible entities. Competitive selection will be made prior to June 1, 2017 with implementation of the role of the One-Stop Operator beginning no later than July 1, 2017. MCWDB is defining the One Stop Operator role to be a convener of the one-stop delivery system in the Middlesex County local workforce area. It is important to note that the Middlesex County Office of Workforce Development (MCOWD) will continue its role as the service provider of direct services. MCWDB has held meetings with the county’s Office of County Counsel to plan for One Stop Operator procurement as outlined above. In addition, a breakdown of the timeline used for procurement has been provided for review:

The procurement was conducted by the county’s purchasing agent, in conjunction with the Workforce Development Board (WDB). The Scope of Work and review of the One Stop Operator Competitive Contract Proposal was conducted by the WDB review committee consisting of WDB staff: Director Kevin Kurdziel, Deputy Director Diane Seavers, and WDB Policy Analyst Shamara Gatling-Davila.

The WDB staff (listed above) reviewed the proposal independently and did not confer with each other regarding the proposal. The purchasing office made the decision on a contract award based upon the individual reviews.

**One Stop Operator Timeline**

**Feb. 20, 2017**    WDB review committee chosen and held first meeting; a confidential planning session was held to discuss the Firewall, Conflict of Interest, RFP Scope of Work and establish the timeline.

**Feb. 28**    Final RFP given to MC Purchasing Department;

**March 4**    MC Purchasing Department puts out the Competitive Contracting Proposal for solicitation. Made available on the MC Purchasing Portal ([http://www.middlesexprocure.org](http://www.middlesexprocure.org)) and
in the usual newspapers used to public announcements;

**April 19** A *conflict of interest form* was completed and submitted to County Council before any proposal review permitted;

**April 19** The WDB Committee received one (1) response from the Middlesex County Regional Chamber of Commerce; there were no other proposals received;

**April 27** Proposal independently reviewed and scored and submitted to MC Purchasing Department;

**April 28** Resolution submitted to the MC Board of Chosen Freeholders for the June 1<sup>st</sup> BOF meeting;

**May 15** The Executive WDB committee members notified. Purchasing Department with the WDB Executive Board made recommendation to award the contract to the Regional Chamber of Commerce pending Freeholder Board approval;

**June 1** MC Board of Chosen Freeholders meeting authorized and executed a contract with the Regional Chamber of Commerce as the One Stop Operator for a one (1) year term to commence from July 1, 2017 through June 30, 2018 with the option of a one (1) renewal;

**July 1, 2017** One Stop Operator official first day.

Please note that a separate timeframe will be developed for the MOU with the WDB and the Middlesex County Regional Chamber of Commerce.

**XVII. Local Performance Targets**

<table>
<thead>
<tr>
<th>Describe how the local levels of performance negotiated with the Governor and Chief Elected Official pursuant to section 116(c), will be used to measure the performance of the local area and will be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area. vi Describe any additional performance measures developed or used locally.</th>
</tr>
</thead>
</table>

According to the New Jersey Combined State Plan for WIOA, New Jersey will make performance data on workforce development programs accessible to workforce decision-makers and the public. In order to assess the quality, effectiveness, and improvement of programs, New Jersey will utilize the performance measurement system outlined in section 116 of the Workforce Innovation and Opportunity Act as well as additional metrics that have been adopted by the SETC for federal and state workforce programs.

As of November 2016, the MCWDB has not received the negotiated local performance indicators for Program Year 2016. However, the WDB is tracking all customer data related to the Primary Indicators as identified below:

**A. Primary Indicators of Performance**

1. The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program
2. The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program
3. The median earning of programs participants who are in unsubsidized employment during the second quarter after exit from the program
4. The percentage of program participants who obtain a recognized industry credential or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program
5. The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
6. The indicators of effectiveness in serving employers. Local targets have historically been set based on the same federal regression model as used at the state level. New local targets will be set after the state targets have been approved by USDOL.

B. Primary Indicators For Eligible Youth
The primary indicators of performance for the youth program authorized under chapter 2 of subtitle B shall consist of:
1. the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program;
2. the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program; and
3. the primary indicators of performance described in sub clauses (III) through (VI) of subparagraph (A)(i).

C. Additional Performance Measures for WIOA Title I, WIOA Title II and WorkFirst New Jersey

Explanation: Co-Enrollment of WIOA Title I and Title III (Wagner-Peyser) Participants
It is New Jersey’s intent that, effective July 1, 2016, all WIOA Title I and WIOA Title III (Wagner-Peyser) participants will be co-enrolled in both programs; this is reflective of the new One-Stop service integration and will be reflected in the performance outcomes of both programs.

Explanation: Performance Measures for the WorkFirst New Jersey Program
It is also New Jersey’s intention to apply the WIOA Title I Primary Indicators to the WFNJ program; this will be included in subsequent SNAP and WorkFirst Employment and Training Plans beginning July 1, 2016.

Additional Performance Measures for WIOA Title I, WIOA Title II and low income New Jersey
Number of program participants served by the program
Number of program participants exited from the program
Percentage of program participants served with barriers to employment as follows:
  a. Disability
  b. Ex-offender
  c. No high school diploma
  d. Previously or currently in foster care
  e. Homeless
  f. Limited English Proficiency or Low Level Literacy
  g. Long-Term Unemployed (continuously unemployed for at least 12 consecutive months)
  h. Public Assistance customer
Additional Performance Measures for WIOA Title I ONLY
The State will evaluate the MCWDB’s local area achievement based on its ability to meet all WDB certification requirements. The MCWDB was recently recommended for full certification as of 11/15/2016. Next recertification is schedule for July 1, 2018.
XVIII. Local Board Membership, Recruitment, Development & describe High-Performing Board Activities

Describe the local board as follows:

(a) Membership: provide a list of members, and indicate alignment with new requirement per SETC policy #2015-01 and WIOA. Include description of how membership aligns with New Jersey key industries and local area priorities.

<table>
<thead>
<tr>
<th>Member</th>
<th>Sector Represented</th>
<th>Current Term</th>
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</thead>
<tbody>
<tr>
<td>Jill Schiff, WDB Chair</td>
<td>Business &amp; Industry</td>
<td>2015-2017</td>
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<tr>
<td>Executive Director, Operations</td>
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<tr>
<td>Associated Construction Contractors of NJ</td>
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<tr>
<td>Amy Bellisano, WDB Vice Chair</td>
<td>Business &amp; Industry</td>
<td>2016-2018</td>
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<tr>
<td>Senior General Manager</td>
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<td>Woodbridge Center Property, LLC</td>
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<td>Gabriel Lavigne, WDB Secretary</td>
<td>Business &amp; Industry</td>
<td>2016-2018</td>
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<td>Financial Advisor</td>
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<td>UBS Financial Services</td>
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<tr>
<td>Gloria Aftanski, President &amp; CPO</td>
<td>Community Based Organization</td>
<td>2016-2019</td>
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<td>United Way of Central Jersey, Inc.</td>
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<td>Kenneth Armwood, Freeholder</td>
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<td>Middlesex County Board of Chosen Freeholders</td>
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<td>Roseann Bucciarelli, Dean, Continuing Education</td>
<td>County Community College</td>
<td>2015-2017</td>
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<td>Middlesex County College</td>
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<td>Member</td>
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<tr>
<td>Sergio Corvil, Sales Operations Manager</td>
<td>Business &amp; Industry</td>
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<td>PepsiCo</td>
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<td>Ingrid Coutinho,</td>
<td>Community Based Organization</td>
<td>2016-2018</td>
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<tr>
<td>Edison Jobs Corps</td>
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<td>Luis De La Hoz, Manager</td>
<td>Business &amp; Industry</td>
<td>2016-2018</td>
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<tr>
<td>MarMar LLC</td>
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<tr>
<td>Kevin B. Duncan, President</td>
<td>Organized Labor</td>
<td>2015-2017</td>
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<tr>
<td>Middlesex County Building &amp; Construction</td>
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<td>Trades Council</td>
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<tr>
<td>Edward Faver, Manager</td>
<td>Vocational Rehabilitation</td>
<td>2015-2018</td>
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<tr>
<td>NJ Division of Vocational Rehabilitation</td>
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<td>Alan Fialka, Jr., Director of Business</td>
<td>Business &amp; Industry</td>
<td>2016-2018</td>
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<tr>
<td>Operations</td>
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<td>Roosevelt Care Center</td>
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<td>Dan Frankel, Business Administrator</td>
<td>Business &amp; Industry</td>
<td>2015-2017</td>
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<td>Borough of Sayreville</td>
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<td>Jason Friedman, Council Representative</td>
<td>Organized Labor</td>
<td>2016-2018</td>
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<tr>
<td>Northeast Regional Council of Carpenters</td>
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<tr>
<td>Yasim Hernandez-Manno</td>
<td>County Superintendent of Schools</td>
<td>2016-2018</td>
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<tr>
<td>Interim Executive Co. Superintendent</td>
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<td>Melyssa Lewis, Director</td>
<td>Local Human Services</td>
<td>2015-2018</td>
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<td>Member</td>
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<td>Poo Lin, Workforce Manager</td>
<td>Local Employment Services Office</td>
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<td>Division of Programs &amp; Services</td>
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<td>Brian Loughlin, Superintendent</td>
<td>County Vocational-Technical School Superintendent</td>
<td>2015-2017</td>
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<td>Middlesex County Vo-Tech High Schools</td>
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<tr>
<td>Angela Mackaronis, Director</td>
<td>County Board of Social Services</td>
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<tr>
<td>José Montes, CEO</td>
<td>Community Based Organization</td>
<td>2016-2019</td>
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<td>Puerto Rican Action Board</td>
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<td>Joseph Picone, CPA</td>
<td>Business &amp; Industry</td>
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<td>Miriam Ruiz, WFNJ Program Director</td>
<td>Community Based Organization</td>
<td>2016-2019</td>
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<tr>
<td>Community Child Care Solutions</td>
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<td></td>
</tr>
<tr>
<td>Kathy Shaw, Department Head</td>
<td>County Economic Development</td>
<td>2015-2018</td>
</tr>
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<td>Middlesex County Business Development and Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timothy Timberlake, Principal</td>
<td>Adult Education Representative</td>
<td>2016-2018</td>
</tr>
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<td>New Brunswick Public Schools</td>
<td></td>
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</tr>
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<td>Bernice Proctor Venable, Owner</td>
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</tr>
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<td>Joanne Vogel, Human Resources Director</td>
<td>Business &amp; Industry</td>
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<td></td>
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</tbody>
</table>

The MCWDB appoints members from both the public and private sector that represent businesses/organizations within demand occupation industries both locally and regionally. These sectors include Finance, Transportation, Logistics, & Distribution, Retail & Hospitality, Health Care,
Technology, and Advanced Manufacturing. In addition, the board is comprised of other members, as required under WIOA, such as Division of Vocational Rehabilitation, The Board of Social Services, Local Government, Community College, Executive Superintendent of Schools, and Superintendent of the County’s Vocational Schools. Representatives of Organized Labor are also members of the board, along with representatives from several Community Based Organizations. MCWDB is currently in the process of recruiting several new members from the local business community to fully bring our board into compliance with WDB membership requirements under WIOA. As of October 25, 2016, all board members are required to join one of the WDB sub committees. In doing so, the Board Members will have an input on the direction of the sub committees.

(b) Discuss recruitment plans to address any deficiencies.

Since The State Employment and Training Commission now requires four (4) WDB staff members, a new position, Policy Analyst, was created to meet the fourth person requirement. With the recent retirement of the local Deputy Director, an internal job posting was created and fulfilled by promoting the current Deputy Manager of Operations, New Brunswick. The position was approved by the Freeholders at the meeting on October 20, 2016.

(c) Describe development/ training programs with board members.

A full day retreat is planned for board members to meet with new members and staff. This retreat will be used as a development training to discuss the various sub-committees in detail and address any questions. Team building exercises will be used at the retreat as well.

(d) Describe the actions the local board will take toward becoming or remaining a high-performing workforce development board, consistent with the factors developed by the State.

Middlesex County is in the process of restructuring the Business Development Unit. The newly appointed Business Services Manager will have direct and frequent contact with businesses in the area. Building an early rapport with businesses will set the foundation to work together on future projects such as: Incumbent worker training, apprenticeships, on the job training, and a link to direct placements if positions become available.

Creating high quality employer-driven partnerships will allow the Workforce Development Board to know what employers need in employees and as a result, curriculum and trainings will be structured accordingly.

XIX. Staff and Partner Development and Training Activities

Describe staff and partner development and training efforts. Provide plans/timeline for such trainings. Include both local and partner staff efforts.

Staff Development:
Will include an individual assessment of each staff member's needs. Training will include technical, job specific modules. The region will focus on Professional Skills Development including: Assessment, Career Counseling, Career Pathways, and Job Development. In addition,
Middlesex County WIOA Local Plan

- Training for Staff will include a comprehensive list of topics such as:
  - Customer Service skills
  - Time Management skills
  - Effective and Efficient note taking
  - Cultural Diversity training
  - Computer skills
  - Staff to become more knowledgeable of local resources, training services and opportunities, and grants available for training (other than NGO WIOA)
  - Resource opportunities of services in the community

Partner Development:
The Middlesex County Manager of Vendor Administration has extended her knowledge of curriculum to the various vendors during her monitoring visits. As a result, she has been asked to assist in updating and/or creating new curriculum. Listed below are the most recent meetings in which Middlesex County worked to enhance partner development.

**CDL Training**
Middlesex County Office of Workforce Development along with Smith and Solomon School of Truck Driving has spearheaded the initiative to create a CDL Curriculum Committee. The Manager of Vendor Administration for Middlesex County extended an invitation to the CDL schools currently holding a Master Agreement with Middlesex County and throughout the State of New Jersey. The purpose of the meetings and committee is to review the new Federal, State and local WIOA changes along with changes from the New Jersey Department of Transportation (NJDOT) and New Jersey Department of Motor Vehicle (NJDMV); as they relate to the CDL industry and CDL Training Schools. It was suggested a new curriculum be formed in order to meet the new requirements. Three (3) were held and the following was discussed at each:

**Meeting One: October 26, 2016 11:00am to 1:00pm**
Committee members reported to Smith and Solomon at 1701 Lower Road in Linden, NJ and a presentation was given as well as a tour of the site. Additionally, an instructor demonstrated some of the changes with the new CDL testing with an actual truck. A packet was issued containing the new CDL manual and outline of the curriculum changes.

**Meeting Two: November 2, 2016 1:00pm to 4:00pm**
Committee members report to the Middlesex County Office of Workforce Development at 550 Jersey Avenue in New Brunswick, NJ. Smith & Solomon went over the questions and drafted a copy.
Section 1-Classroom, Lab, Behind the Wheel Breakdown
Section 2- Behind the Wheel (Yard Training)
Section 3- Observation & Special Needs
Section 4- Complete program components for submission and approval

**Meeting Three: November 9, 2016 2:30pm-4:30pm**
Committee members reported to Middlesex County Office of Workforce Development located at 550 Jersey Avenue, New Brunswick, NJ 08901. Committee members reviewed and completed the curriculum. After completion, Smith and Solomon submitted the revised curriculum to NJDMV and
NJDOT for approval. It is anticipated that approval will take approximately 4-6 weeks. Upon approval all New Jersey CDL Training Schools will adopt the approved curriculum from that point on.

**Culinary Arts Training**
The Manager of Vendor Administration has met with Elijah’s Promise Culinary School to help update and include new programs to the current curriculum. Meetings were held on the following days to focus on curriculum, budgeting and strategic planning:

- August 23, 2016 curriculum
- August 29, 2016 curriculum
- September 8, 2016 budget for curriculum
- September 21, 2016 curriculum
- October 14, 2016 curriculum and
- November 3, 2016 for the (3) three year strategic plan

**XX Training Services: ITAs, Informed Customer Choices, & Industry-Valued Credentials**

| Describe how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. vii Within this section, be sure to address how training will lead to industry-valued credentials. |

As mentioned above, Middlesex County has developed a Master Agreement for vendors in order to coordinate work and simplify the process for vendors to become training providers. This Master Agreement can be generated in common as one main document, and include sub-agreements where needed for requirements unique to the individual counties/Workforce Development Boards. The “Middlesex County Master Agreement for WIOA, WDP and WFNJ Contracts”:

- outlines roles and responsibilities for the County and each provider,
- details curriculum requirements,
- addresses funding sources including guidance on how Pell Grants are to be utilized,
- details payment conditions and documentation requirements,
- provides guidance on monitoring and program/fiscal auditing requirements, and
- includes a copy of each trainer’s curriculum and other required training program materials as evidence of the commitment to provide the training,
- attaches a two (2) page Individual Training Sub-Agreement outlining the training program specifics and any credential exam associated with the program.

The NJ Talent Networks and MCWDB is working with employers, institutions of higher education, and Eligible Training Providers to identify a sub-list of trainings and credentials that are of highest demand and priority within the region and work to guide customers toward those trainings. The Labor and Workforce Development Industry-Valued Credential List is used when assessing customers for training grants. The Career Counselors have been trained on the importance of credential focused
programs. As a result, the customers served will also know the importance of obtaining nationally recognized certifications post training.

In addition, a menu of career pathways will be developed, taking into account identified demand occupations as identified by the NJLWD through Labor Market Information and local area occupational data. Essential skills are a critical need in all training, and weaving essential skills into all curriculum is a goal of Middlesex County and its regional partners.

MCWDB holds an annual vendor meeting for eligible training providers and identifies the expectations related to providing occupational training. The providers are encouraged to ensure that the training curricula and credentials are valued by industry. The MCWDB is planning to work towards a goal of 80% of training funds leading to the successful acquisition of credentials by trainees/participants.

**XXI. Local Planning Process: Transparency, Stakeholders, Public Comment**

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<th>Describe process to create the local plan, and provide assurances that it was an open and transparent process, including:</th>
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<td>(a) List and describe any meetings of workgroups, taskforces or similar efforts. Documentation of these meetings, including minutes and attendees, must be maintained locally. Include a list of the participants and their organizations. (This should include local elected officials, local public entities, regional and local economic development partners, WIOA system partners such as Adult Education and Literacy providers, community colleges, Talent Networks, Talent Development Centers and other entities with a stake in the local workforce system and plan.)</td>
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During the CJP Regional Plan meetings, there was constant discussion about the local plan. There was open discussion about the order in which the plans should be submitted to the Board of Freeholders for review and signatures. The importance of making sure the Regional and Local Plans resembled and were transparent to the community was stressed. As a result, the local plan committee met after the Regional Plan was submitted, on October 3, 2016; even though the writing of the local plan started in August.

The following outline was put in place for the Local Plan’s completion:

- October 6, 2016 – Initial Meeting of Committee, Determine Assignments
- October 13, 2016- Review content to date
- October 20, 2016- First Draft Due
- November 17, 2016- Second Draft Due
- November 23, 2016- Final Draft Due
- November 30, 2016- Plan Completed
- December 1, 2016- Public Comment Portion Begins
- December 15, 2016- Submit to SETC
- January 2017-Submit to Freeholder Board for Approval

Additionally, there were ongoing meetings and WDB committee meetings held where partners and other stakeholders was involved in an open discussion about the Plan. Some of the meetings held are listed below:

- June 23, 2016 – One Stop Collaborative Committee (Community and One Stop Partners)
- July 7, 2016 – Economic Development & Business Services Committee
- July 12, 2016 - Executive Committee
Middlesex County Workforce Development Board posted its Local Plan on the Middlesex County website on December 1, 2016 for public comment. It was posted for thirty (30) days until December 30, 2016. As of January 3, 2017, there were no public comments. Therefore, there are no comments to attach.

**(b) Describe the process used by the local board to make available copies of the proposed local plan to the public, through electronic and other means such as public hearings and local news media; ensuring that the document was made available in accessible formats.**

Middlesex County has uploaded a copy of the Local Plan onto the Middlesex County website for the thirty (30) day public review. In addition, a copy has been emailed to One Stop Partners, stakeholders, WDB members, etc.

**(c) Describe the process used to provide an opportunity for public comment, including comment by representatives of businesses, representatives of labor organizations, and representatives of education and input into the development of the local plan, prior to submission of the plan. Describe any additional local requirements or processes for local public comments. Provide a list of stakeholders who were notified of the opportunity for public comment. Include as an attachment to the Local Plan any such comments including those that represent disagreement with the plan.**

The Middlesex County Local Plan has been published on the Middlesex County website. The public: Including comments by representatives of businesses, representatives of labor organizations, and representatives of education will be notified to take advantage of the 30 day review to voice any comments, concerns and/or questions.

During the Workforce Development Board meeting on October 25, 2016, an announcement was made informing all in attendance about the 30 day public review. They were all advised to visit the Middlesex County website during the expected 30 day review time period. At that time, they will be able to list any questions, comments or concerns.

**XXII. Integrated Technology Services**

Describe how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

Currently, Middlesex County’s One Stop Career Centers are using the case management systems under direction of the State of New Jersey. The description of the systems as taken from the NJ Combined State Plan are as follows:

**America’s One-Stop Operating System (AOSOS)**

New Jersey currently utilizes the AOSOS system across all One-Stops, and all core partner programs are able to utilize it as the primary case management resource, for recording and accessing all jobseeker customer data, as well as for reporting on DOL performance measures. Staff use the system
in collaborative case management across sites and the multiple staff working with customers. New Jersey is in the process of undertaking a comprehensive assessment of the State’s case management system needs as well as identifying any new or updated requirements for case management and reporting systems in WIOA. This work will be undertaken in coming years, but for the present AOSOS will remain for current and immediately expected purposes.

The mission-critical AOSOS, and any subsequent or renewed system, supports a number of federal and state workforce development programs including: Workforce Innovative and Opportunity Act (WIOA) Title I; Wagner-Peyser Public Labor Exchange; Veterans Labor Exchange Programs (LVER and DVOP); Trade Adjustment Act (TAA); NJ’s Workforce Development Partnership Program (WDP); and, WorkFirst New Jersey (TANF, Food Stamps, and General Assistance). AOSOS includes data-sharing interfaces with Unemployment Insurance, Department of Human Services systems and an interactive voice response system (IVR) that allows staff to generate automated telephone calls to One-Stop customers for a variety of business purposes.

**Salesforce**

New Jersey recognized the need for a more streamlined approach to information sharing and service tracking among the partners that are conducting outreach to and providing services to business and industry. LWD and its partners have recently adopted Salesforce as a tool to support the Business Services Unit. Launching in Spring 2016, the Salesforce application will be available to business services representatives/liaisons from the following programs: Workforce Innovation and Opportunity Act (WIOA) Title I; Workforce Innovation and Opportunity Act (WIOA) Title II, Adult Education and Family Literacy Act; Jobs for Veterans State Grants; Trade Adjustment Act (TAA); NJ’s Workforce Development Partnership Program (WDP); WorkFirst New Jersey (TANF, Food Stamps, and General Assistance); Senior Community Services Employment Program; and Division of Vocational Rehabilitation Services.

**Career Connections**

New Jersey has launched a new initiative, known as Career Connections, to incorporate technology-enabled intake and case management for an extensive number of programs and resources. The Department of Labor and Workforce Development has developed the New Jersey Career Connections website to house the service model for the network and provide users direct access to career navigation resources. The website includes interactive tools, including a job board and career navigation module, as well as useful resources, including a directory of training programs, information on hundreds of careers, and advice and guidance on a wide variety of topics. Among other functions, New Jersey Career Connections will help jobseekers learn how to network, create resumes, locate job fairs, find employment, and prepare for interviews.

New Jersey’s Career Connections’ service model is provided by a diverse array of government and community-based organizations.

The state’s 29 One-Stops, operated by Local Workforce Development Boards in partnerships with the state, will be the foundation for the New Jersey Career Connections network, providing intensive assistance and access to training for jobseekers.

The State’s 19 community colleges provide critical education and training to over 400,000 students, helping them make informed career decisions and find careers. New Jersey Career Connections will inform the career navigation services of community colleges.
The Department of Labor and Workforce Development is providing grants to local libraries and library systems across the state to provide career navigation assistance to local residents. Community- and faith-based organizations throughout New Jersey provide literacy, training, and job- search assistance, often in partnership with the Department of Labor and Workforce Development and local Workforce Development Boards. New Jersey Career Connection will assist in the service delivery of these organizations.

**AWARE Vocational Rehabilitation Case Management System:**
DVRS upgraded its case management system to a fully functional AWARE system from Alliance Enterprises in 2014. This was DVRS’s first full year working in the upgraded AWARE system. AWARE made it possible for DVRS to streamline information, easier to generate and compile data and reports required by RSA in a timely manner and for internal management reviews.

AWARE provides all required reporting elements from the U.S. Department of Education, Rehabilitation Services Administration (RSA). These reports include:
- Quarterly VR 113 – Cumulative Caseload Report
- Annual VR 911 – Case Services Report
- Annual VR-2 – VR Program/Cost Report

In order to encourage continuous monitoring and improvement, all the way through to the front line staff, every counselor has access to their caseload; managers have access to their local office information, and field chiefs/upper management can look at the state as a whole. As with other programs in LWD, a dashboard approach is used to track the employment outcomes monthly, at minimum.

**XXIII. Priority of Services: Board ensures priorities are followed**

(a) *Describe how the local board will ensure priority for adult career and training services will be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600*

Priority will continue to be given to recipients of public assistance, other low income individuals and those that are basic skills deficient. The intent is to help those with additional barriers reach a level of self-sufficiency. Staff trainings include the proper way to assess all customers and refer them to the most appropriate location within the One-Stop. It is very important the customers receive full disclosure on the various trainings and basic skills remediation, so they are able to make the best decisions for their future.

(b) *Veterans Services: Each local area must develop and describe its policy for providing Veterans services and maintaining the Priority of Service as required by USDOL.*

In order to stay in compliance with The Americans with Disability Act and WIOA regulations, Middlesex County Workforce Development will continue to provide Priority of Services to Veterans. Under direction from the United States Department of Labor (USDOL) the following policy was provided to the One-Stops: Specifically, the USDOL now mandates that DVOPs may only meet with and provide services to Veterans who have **significant barriers to employment**. The **USDOL defined 7 significant barriers to employment as:** (1) special disabled/disabled, (2) homeless, (3) recently separated with at least 27 weeks of consecutive unemployment in last 52 weeks, (4) offender released in last 12 months, (5) lacking a HS Diploma or equivalent, (6) low income as defined by
**WIOA and- (7) veterans aged 18 to 24.** Any Veteran who does not have one or more of these significant barriers to employment, must be referred to a Senior Interviewer or any other available WP staff available to meet with the job seeking Veteran. Please do not make a job seeking Veteran wait to see a Senior Interviewer if he or she is unavailable.

**Who is “covered” and what must the One-Stops provide to all covered veterans?**
A “covered person” is a person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time duty in the National Guard or Reserve, other than full-time duty for training purposes.

**Covered persons** must be given **Priority of Service** which means they go to the front of the line for all One-Stop services including employment, training, and placement services. In some limited cases, a **spouse of a veteran** can be classified as a covered person and must be given Priority of Service.

**What’s the difference between a “covered” person and an “eligible” person?**
New Jersey receives a separate grant from the US Department of Labor to pay for the salaries of DVOPs (Disabled Veterans Outreach Program Specialists) and LVERs (Local Veterans Employment Representatives) whom have been converted to BRs-Veterans Services in New Jersey. Some offices, generically, refer to these staff as “**veteran’s representatives**”. These two titles have specific duties and restrictions on who they can serve.

DVOPs can only serve covered persons who are also defined as “eligible” and who have a “significant barrier to employment”.

An eligible veteran meets one or more of the following:
- served on active duty for a period of more than 180 days and was discharged or released with other than a dishonorable discharge
- was discharged or released from active duty because of a service-connected disability
- was a member of a reserve component under an order to active duty pursuant to section 12301(a), (d), or (g), 12302, or 12304 of title 10, served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from such duty with other than a dishonorable discharge
- was discharged or released from active duty by reason of a sole survivorship discharge

Covered veterans who don’t meet the “eligible” and significant barrier to employment threshold cannot be seen by the DVOP and should be served by other One-Stop staff.

**What’s the role of the DVOP?**
Provide one-on-one, intensive services to eligible veterans with significant barriers to employment using a case management approach (follow up).

**What’s the role of the BR-Veterans Services?**
Outreach to employers on behalf of veterans and organize veterans hiring/recruitment events at the One-Stop. Besides the policy handed down by the USDOL, Middlesex County’s One-Stop has a plan to restructure the Disability Committee, so it includes county resource partners in addition to staff. This will allow open communication between the local One-Stops and the partners to identify the available resources and also the barriers for this population. This newly structured committee will serve as a direct linkage. The strategy is to minimize the wait time to receive supportive services once customers are seen. The committee will also take inventory on how accessible the various parts of the building are, TTY capability, and if there is a sufficient amount of literature for the Blind and Visually Impaired customers.
XXIV. Additional Local Elements

Roles and Responsibilities of Jobs for Veterans State Grant Funded Staff: USDOLVETS provides LWD with an annual grant to cover Disabled Veteran Outreach Program (DVOP) staff and Local Veterans Employment Representatives (LVERs) in New Jersey local workforce areas. DVOPs focus their effort on providing intensive services to eligible veterans with defined significant barriers to employment. LVER outreach to businesses on behalf of all veterans. USDOL wants DVOPs to focus exclusively on the hardest to place subset of the veteran population. USDOL advocates for the delivery of time intensive, one-on-one services using a case management approach. In order to ensure that DVOPs only see eligible veterans with barriers to employment, each local area must have a veterans’ customer flow plan that assumes all staff in the One-Stop are “veteran’s staff.” Customer pre-assessments should be conducted during triage or registration and veterans who are either ineligible because of their term or type of military service or because they don’t have a significant barrier should receive “Priority of Service” (go to the front of the line for services and training), but should not be automatically sent to the DVOP. USDOL estimates that 70%-80% of veterans coming into the One-Stop should be served by Wagner-Peyser and other non-JVSG staff. Local areas should describe their processes for ensuring that staff deliver these veterans services as required.

Priority of Service: All veterans have priority of service within WIOA. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:
1. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA 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 adult formula funds.
2. 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 adult formula funds. New Jersey Local WIOA Planning Guidance Framework, August 2016, Page 15
3. Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.
4. Last, to non-covered persons outside the groups given priority under WIOA. In practice, the priority of service policy means that in any cases where there are lines or waiting lists, those with higher priority move ahead of other individuals in those lines or waiting lists based on the priority of service. Local areas must describe their Priority of Service policy and process.
**Signage:** USDOL -VETS also requires appropriate signage to encourage Veterans to self-identify and to make them aware of Priority of Service. **Each local area must describe its process to ensure adequate signage.** This may be within the Priority of Service policy.

XXIV. Additional Local Elements
Local boards may include any additional elements to the local plan that they believe are relevant that do not fit within the framework outlined above. In order to retain formatting and order of elements, all additional sections should begin with this item number and be placed here at the end of the plan.
Middlesex County is an Equal Opportunity Employer with Equal Opportunity Programs. Auxiliary Aids and Services are available to all individuals with Disabilities.

El Condado de Middlesex es un patrono que provee igualdad en la oportunidad de empleo, con programas de igualdad de oportunidad. Ayuda auxiliar y servicios estan disponibles cuando son solicitados por individuos incapacitados.
# 2016
## Table of Contents

<table>
<thead>
<tr>
<th>Organization</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathedral Community Development Corporation</td>
<td>1</td>
</tr>
<tr>
<td>Catholic Charities, Diocese of Metuchen</td>
<td>2</td>
</tr>
<tr>
<td>Central Jersey Family and Child Health Consortium, Inc.</td>
<td>4</td>
</tr>
<tr>
<td>Central Jersey Job Developers Association</td>
<td>5</td>
</tr>
<tr>
<td>Coming Home of Middlesex County Inc.</td>
<td>6</td>
</tr>
<tr>
<td>Community Child Care Solutions</td>
<td>7</td>
</tr>
<tr>
<td>Easter Seals New Jersey</td>
<td>8</td>
</tr>
<tr>
<td>Edison Job Corps Academy</td>
<td>9</td>
</tr>
<tr>
<td>Housing Authority of the City of Perth Amboy</td>
<td>10</td>
</tr>
<tr>
<td>Housing Authority of the Township of Woodbridge</td>
<td>11</td>
</tr>
<tr>
<td>Jewish Family Services of Middlesex County</td>
<td>12</td>
</tr>
<tr>
<td>Jewish Renaissance Foundation</td>
<td>14</td>
</tr>
<tr>
<td>Keep Middlesex Moving, Inc.</td>
<td>16</td>
</tr>
<tr>
<td>Middlesex County Area Transit (MCAT)</td>
<td>17</td>
</tr>
<tr>
<td>Middlesex County Board of Social Services</td>
<td>19</td>
</tr>
<tr>
<td>Middlesex County College</td>
<td>20</td>
</tr>
<tr>
<td>Middlesex County Office of Workforce Development</td>
<td>22</td>
</tr>
<tr>
<td>Middlesex County Vocational and Technical Schools</td>
<td>23</td>
</tr>
<tr>
<td>New Brunswick Public Schools Adult Learning Center</td>
<td>26</td>
</tr>
<tr>
<td>Perth Amboy Adult Education Center</td>
<td>27</td>
</tr>
<tr>
<td>Puerto Rican Action Board</td>
<td>29</td>
</tr>
<tr>
<td><strong>Workforce New Jersey Programs</strong></td>
<td></td>
</tr>
<tr>
<td>Business Resource Center</td>
<td>30</td>
</tr>
<tr>
<td>Division of One Stop Programs and Services – New Brunswick</td>
<td>31</td>
</tr>
<tr>
<td>Division of One Stop Programs and Services – Perth Amboy</td>
<td>32</td>
</tr>
<tr>
<td>Division of Vocational Rehabilitation Services</td>
<td>33</td>
</tr>
<tr>
<td>Income Security</td>
<td>34</td>
</tr>
<tr>
<td>Trade Adjustment Assistance</td>
<td>35</td>
</tr>
<tr>
<td>Workforce 55+</td>
<td>36</td>
</tr>
<tr>
<td>Acronyms</td>
<td>37</td>
</tr>
</tbody>
</table>
The Cathedral Community Development Corporation (CCDC) maintains a philosophy that ultimately seeks to invest in human capital through the creation of jobs; life skills training; affordable and quality housing; education; economic development; and access to critical support services. Our mission is to proactively serve the critical needs of the surrounding communities and the church by providing faith-based, social services and economic development opportunities. We conduct our programs in a client-focused and fiscally sound manner; and strive to provide opportunities for our associates and volunteers to maximize their talents and abilities in a manner that is aligned with our mission.

Cathedral Community Counseling Center: The Cathedral Community Counseling Center is an inspirational and innovative professional clinical therapeutic community based counseling facility committed to sharing hope and healing for the whole person. Our Mission is to provide culturally and spiritually sensitive professional counseling services to those experiencing personal, social, and spiritual struggles. It offers marriage, family, individual, youth, substance abuse, group counseling and workshops. We accept most insurances including but not limited to private/commercial and Medicaid are accepted.

Cathedral Social Service – CHOSSE: The CHOSSE Program is a resource and referral center for individuals coming off welfare and in need of supplemental support services to ensure job retention within the target area. Our mission is to increase the utilization of transitional support services, career counseling and development and job retention services by Post-TANF recipients in Middlesex & Somerset Counties. Other Social Services include:

- Jolin Food Box – each month features a variety of high-quality menu items from seafood and poultry to baked goods and prepared meals. The price of a single box ranges from $18 - $40. There is no limit to the number of boxes an individual or family can purchase, and the menu changes each month. The program even takes food stamps.

Community Empowerment Series: To provide information about various topics including home buying seminars, job readiness training and small business development and management.

**Contact Information**

Steven Deaver, Acting Director, Cathedral Community Development        732)638-0752
Cathedral Community Counseling Center                                (732)585-4040
Cathedral Social Service - CHOSSE                                      (732)638-0754
Jolin Food Box                                                         (732)638-0753
Human Resources                                                       (732)585-4049
Catholic Charities
Diocese of Metuchen

**Ozanam Family Shelter**
89 Truman Drive
Edison, NJ 08817
732-985-0327
For single women and families with children

**Ozanam Shelter of New Brunswick**
20-22 Abeel Street
New Brunswick, NJ 08901 732-729-0850
For homeless men:

**Naomi’s Way Transitional Housing**
4 & 1 Roosevelt Street
New Brunswick NJ 08817
For single women with children only
732-565-7974

**State Street Transitional Housing**
933 State Street
Perth Amboy NJ 08861
732-826-7711
For single women and men only

**St. John’s Center**
24 Abeel Street
New Brunswick, NJ 08901 732-745-9800
Services include shelter screening, information and referral to food banks, and clothing.
Hours: Mon. – Fri. 9:00am - 5:00pm

**Multi-Service Center**
26 Safran Avenue
Edison, NJ 08817
732-826-9160
Temporary emergency, mortgage, rent and utility assistance
Afterschool & Early Learning Center
115 Commercial Avenue
732-249-3881
Year-round/full-time early childhood education for pre-school children- ages 3-5 years

Community Mental Health Center
288 Rues Lane
East Brunswick, NJ 08816 800-655-9491
Marital, individual and group counseling for adults and children; psychiatric services

Family Violence Program
288 Rues Lane
East Brunswick, NJ 08816 800-655-9491
Domestic violence group for men

Inner City Counseling Program
319 Maple Street
Perth Amboy, NJ 08861
800-655-9491
Bilingual family, marital, individual and group counseling; psychiatric services

Middlesex Addiction Services
288 Rues Lane
East Brunswick, NJ 08816 800-655-9491
Alcohol/drug assessments, individual, group and family therapy

Immigration Services
319 Maple Street
Perth Amboy, NJ 08861
732-324-8200
Immigration counseling, case management, on-site assistance

Connections
26 Safran Avenue
Edison, NJ 08817
732-738-6017
Mentoring services for children and youth, ages 5-17

Youth Partial Care Program
26 Safran Avenue
Edison, NJ 08817
732-738-1323
Therapeutic activities program; family, individual and group counseling; psychiatric services for children/adolescents, ages 9-17
Organization Name: Central Jersey Family Health Consortium (CJFHC)

Address: 2 King Arthur Court Suite B  
North Brunswick, New Jersey 08902

Telephone: 732-937-5437

Fax: 732-937-5540

Website: [www.cjfhc.org](http://www.cjfhc.org)

Agency Overview
The Central Jersey Family Health Consortium, Inc. (CJFHC) is a not for profit organization serving Hunterdon, Mercer, Middlesex, Monmouth, Ocean and Somerset Counties and the Plainfield portion of Union County. Our mission is to improve the health of women of childbearing age, infants, and children in the region through the collaborative efforts of member hospitals, providers, and consumers. Specifically, the CJFHC works with member organizations to: (1) promote efficiency and coordination of existing services and programs; (2) identify maternal and child health needs within the targeted area; (3) implement programming to meet identified needs; (4) provide educational training programs for the region’s professionals and paraprofessionals; (5) increase the awareness of consumers regarding maternal and child health issues; and (6) continually identifying opportunities for collaboration of maternal and child health services.

Programs
- Mid-Jersey CARES Regional Early Intervention Collaborative (REIC) serving families with children ages 0-3 with special needs.
- County Based Maternal and Child Health Networks
- Healthy Families- TIP Home Visitation for New and Expectant Parents
- Teen Pregnancy Prevention
- Somerset Parents as Teachers
- NJ Immunization Information System Education, Training and Quality
- Perinatal Addiction Prevention
- Perinatal Mood Disorder Education and Follow-Up
- Safe Kids New Jersey
- Parent and Home Visitor Connection
  Ensuring a legacy of health, one family at a time.
Who are we:
We are a professional organization of Job Developers, Career Counselors and Employment Specialists who serve people with barriers to employment as well as anyone seeking work. We represent 200 nonprofit public and private agencies, serving job seekers in Middlesex and surrounding counties. Since 1981, we have provided an active consortium for networking, sharing of job information and cooperative ventures. Due to numerous requests from the employer community, we now welcome private sector memberships.

Meetings:
We meet the third Thursday of every month. Our General Membership Meetings alternate with Executive Committee meetings held on the third Thursday of the month. Professional development programs are offered based on an annual assessment of members’ needs. Updates on employment and training initiatives are provided regularly. Johnson & Johnson hosts our meetings at our of their New Brunswick sites.

Job Fair:
We encourage our membership to participate in the many job fairs held by the county’s office of employment and training.

Bulletin:
Job listings are shared by members and shared electronically on our listserv.

Membership Fees:
None.

Dorna J. Silverman, CJJDA Chairperson
PO Box 533, New Brunswick, NJ 08903
732-599-6158
domajae@aol.com

Mathew Flannery, CJJDA Treasurer
(732) 828-2587
engflan2@aol.com
The mission of Coming Home Middlesex (CHM) is to coordinate the implementation and evolution of the County’s Plan to End Homelessness by employing collaborative strategies, fostering public-private partnerships and providing the leadership necessary to ensure the efficient development of solutions to end homelessness in our County.

**KEY INITIATIVES DESCRIPTION**

**Homes for the Homeless Program (H4H)**
Alongside a diverse group of stakeholders, Coming Home recently proposed and developed a process to facilitate the creation of affordable housing opportunities for those experiencing homelessness. The process seeks to match opportunities with particularized needs

**Middlesex County Homeless Management Information System (MC HMIS)**
Implemented the change to a new (HMIS) vendor county-wide, allowing service providers to coordinate their services and Coming Home to analyze and inform the efficient planning and implementation of service delivery within the homeless system

**Homeless Hotline Case Management Program (HH CM)**
Coming Home collaborates with NJ 211 Partnership, Middlesex County’s contracted homeless hotline provider to provide Case Management services for referrals received through the Homeless Hotline

**Case Managers’ Collaborative**
Coming Home hosts a monthly meeting of shelter and outreach professionals, sharing best practices and attracting training opportunities, including informing future planning efforts and program design

**Annual Point in Time/Project Homeless Connect Outreach (PIT/PHC)**
Serves as the local PIT Coordinator, including providing Training and Technical Assistance on survey administration, reporting and planning and also conducts municipal outreach and engagement

**Case Management Services through NJ 211**
If you or someone close to you is currently experiencing homelessness, or is at risk of homelessness, it is very important to contact 211 or (877) 652-1148 as soon as possible.

A Case Manager will be assigned to those in need.
Community Child Care Solutions
Community Child Care Solutions is the lead child care agency in Middlesex County. The goal of the Child Care Resource and Referral Agency is to provide children and families with quality child care services. This is accomplished through the design and implementation of a variety of child care programs and services. The Agency serves as a liaison between child care providers and the community, advocates to enhance the quality of child care, and works to increase the number of child care spaces available in each county. Work First New Jersey

Work First New Jersey is the current welfare-to-work program. As the client prepares to enter the workforce, Community Child Care Solutions will help him or her to find child care. Applicants must be employed or in an approved activity. Clients must be pre-approved by the Boards of Social Service and/or the One-Stop Career Center in Middlesex Counties.

Training & Staff Development
Community Child Care Solutions provides a variety of educational opportunities for family child care providers, child care center staff, school age programs, nursery schools, camps and special needs programs.

For further information please visit our website at: www.communitychildcaresolutions.org

Child Care Specialists are available to assist you. The Child Care Specialist will provide referrals without bias to type of care or individual provider. No client or provider shall be discriminated against because of race, color, national origin, disability, age or sex.

Community Child Care Solutions is easily accessible by car, bus or train.

103 Center Street
Perth Amboy, NJ 08861
Middlesex County, call 732-324-4357
Hours of Operation Monday-Friday 9:00 am-4:30 pm
www.communitychildcaresolutions.org
Enabling individuals with disabilities and special needs, and their families, to live, learn, work and play in their communities with equality, dignity and independence for over 60 years.

SCSEP. Putting Experience to Work.

Senior Community Service Employment Program (SCSEP) provides job training and employment opportunities for eligible low income 

*individuals 55 and over.*

- Overcome age-related stereotypes
- Enhance abilities, skills and aptitudes
- Gain valuable experience through paid on-the-job training
- Receive permanent employment placement assistance

For more information, or to find out if you’re eligible, please call us at (732) 257-6662 or visit www.eastersealsnj.org.

Easter Seals New Jersey
25 Kennedy Boulevard, Suite 600, East Brunswick, NJ 08816
(732) 257-6662  www.eastersealsnj.org
Established in 1964, Job Corps serves approximately 60,000 young people each year and takes pride in its diverse student population, welcoming all who qualify.

WHERE IS JOB CORPS?
There are 125 Job Corps centers located in 48 states, the District of Columbia, and Puerto Rico. To support all of the centers, Job Corps manages outreach, admissions, and career transition operations at hundreds of locations nationwide.

TRAINING AND EDUCATION
The Career Development Services System (CDSS) is Job Corps’ way of providing seamless services to students, including recruitment, education, career training, job assistance, and transitional support services after graduation.

Upon joining Job Corps, each student works with staff to develop an individualized Personal Career Development Plan (PCDP) to stay on track for success.

Students can receive hands-on training in career areas such as Construction, Finance and Business, Health Care, and Information Technology. Additionally, Job Corps is committed to the development of green job training and preparing students for careers in fields that will lead to a cleaner, more energy-efficient future.

Job Corps students participate in on-the-job training at real work sites through work-based learning opportunities. In the academic classroom, students have the opportunity to earn a high school diploma or the equivalent, and learn employability and independent-living skills.

While enrolled in the program, students receive housing, meals, basic medical care, and biweekly living allowances.

Job Corps also has a strict Zero Tolerance Policy for drugs and violence. Since Job Corps is a self-paced program, and lengths of stay vary, students may remain enrolled for up to 2 years.

AFTER GRADUATION
Job Corps works with its graduates to help them find good jobs in high-growth industries with employers across the country. Employers save time and money by hiring skilled Job Corps graduates who are trained on industry procedures and equipment.

Job Corps graduates receive transitional support services, including help locating a job, housing, child care, and transportation.

WANT TO KNOW MORE?
Contact www.jobcorps.gov or (800) 733-JOBS [5627]. ¡llámenos, nosotros hablamos español!

Administered by the U.S. Department of Labor, Job Corps is the nation’s largest career technical training and education program for low-income young people ages 16 through 24. Job Corps is a U.S. Department of Labor Equal Opportunity Employer Program. Auxiliary aids and services are available upon request to individuals with disabilities. TDD/TTY telephone number is (877) 889-5627.
The Housing Authority of the City of Perth Amboy manages over 360 units of Public Housing and approximately 820 Section 8 Housing Choice Vouchers. Our service mission is to provide a comprehensive workforce development program that assists Public Housing and Section 8 tenants with little or no income, to achieve their career goals and obtain economic self-sufficiency. Case management is provided to participants of housing assistance programs that enroll in the Family Self-Sufficiency (FSS) Programs. In addition, housing counseling is provided for free to low and moderate income families residing in Middlesex County who need assistance with homeownership, rental counseling, and/or foreclosure prevention.

**Programs and Services Include:**

- One-Stop Resource Center- Affiliate Site
- Family Self-Sufficiency (FSS) Program
- Personal Assessment/ Career Planning (College, Training)
  - Education- ESL/ GED / Computer Skills
  - Job Readiness/ Job Search
  - Resume Writing/ Interviewing Skills
- Employment Services (Employment Referrals)
- Referrals to Support Services (Counseling)
- DMV Written Test Prep (English/ Spanish)
  - Homeownership Program
  - Rental Counseling
  - Predatory Lending Workshops
- Mortgage Modification and Mortgage Scam Assistance
- Credit Repair / Money Management / Budgeting
- Computer Lab with Internet access open from 9:00 am – 4:00 pm

**Directory Main Number (732) 826-3110**

Eugenia E. Hill  FSS & Homeownership Program Director  Ext. 631
Martha Herrera  Housing Counselor  Ext. 627
Delilah Gonzale  FSS Case Manager  Ext. 624
Overview:

Woodbridge Housing Authority provides housing to low-income residents of Woodbridge. To provide low-income housing, we issue subsidized housing choice vouchers through the Housing Choice Voucher (Section 8) program and we offer public housing to seniors and families at one of our seven low-income public housing developments.

In order to qualify for the Housing Choice Voucher (HCV) program, your income must not exceed 50% of the median income established for Middlesex County. Your income may not exceed 80% of the median in order to qualify for the Public Housing program. Application to the waiting list for the HCV program and for the family site of the Public Housing program is currently closed. Public notice is made whenever applications will be taken. Applications are generally always accepted for the senior public housing sites. In order to be eligible, you must be elderly, 62 years of age or older, or near elderly, 50-61 years of age and permanently disabled.

Department Breakdown:

- Public Housing
- Housing Choice Voucher
- Maintenance and Modernization
- Resident Services
- Finance

Contacts:

- Donna Brightman, Executive Director
- Larry Stecker, Director of Maintenance & Modernization
- Kathy Blaha, Director of Public Housing
- Kathleen DiTomasso, Director of Finance & Purchasing
- Elizabeth Lower, Section 8 Administrator

Multi-lingual Staff:

Spanish & English:
- Melanie Oliveras, Finance & Purchasing Administrator
- Gracy Espinal, Receptionist
- Ileana Soto, Maintenance Technician

Greek & English
- Christina Smolder, Purchasing & Inventory Coordinator
PROGRAM SERVICES

Jewish Family Services of Middlesex County (JFS) is a multi-service non-profit agency with 40 staff and over 300 volunteers. JFS provides an array of services and supports without regard to race, ethnic origin, age, gender, sexual orientation or religious preference. JFS has a long tradition of serving the community. Its history is one of change, flexibility, and growth, reflecting a single goal – to improve their life experience at home, in the workplace, and in the community.

Counseling Services
JFS is licensed by the State of NJ Department of Human Services to provide behavioral healthcare services. JFS professional staff of licensed clinicians provides counseling services to children, adolescents, adults, and senior adults. Services include psychosocial assessments; individual, couple, family, and group counseling; and support groups. In-home counseling is available to homebound senior adults. JFS accepts Medicare and Medicaid and maintains contracts with many behavioral health insurance plans.

JFS is licensed by the State of NJ Department of Children and Families to provide adoption services. Services include adoption counseling and education, home studies for domestic adoptions, and post-placement services.

Senior Services
JFS provides many services to senior adults and their families. All services aim to maintain the independence, dignity, and self-worth of the senior adult, while offering the family support and respite.

- Geriatric Assessments and Care Management.
- Kosher Meals on Wheels are delivered Monday through Friday by volunteers. Lunch and dinner are available. Weekend meals are delivered on Friday.
- Senior Adult Activity/Lunch Programs are provided 3-days/week in Highland Park and 4-days/week in Monroe Township.
- Senior Adult Social Daycare is provided 3-days/week in Highland Park for individuals with cognitive impairments and medical problems.
- Socialization Clubs.
- Self-help Support Group for Widows/Widowers.
- Support Groups for Caregivers.
- Friendly Visitors.
- Holocaust Survivor Services.

Career Services
The Joel Gensler Career Center offers comprehensive career services to assist the unemployed, underemployed, career changers, women in transition, individuals with disabilities, new Americans, and early retirees in entering/reentering the workforce. Services are also available for employers.

- Career Link provides career evaluation and assessment, educational and academic counseling, career planning, resume writing, job search assistance, and interview preparation. Job seekers support groups are offered.
- The Women’s Center helps women in transition as a result of separation, divorce, or death/disability of a spouse or long-term partner. Free services assist the women to gain personal and economic self-sufficiency. Services include educational and academic counseling, career planning and assessment, job readiness/job search training, life skills workshops, assertiveness training, money management; and computer training.
- Computer Lab and Media Center offers high tech equipment mixed with a comfortable community environment for a great learning experience. Services include classes in Microsoft 2007 Applications; Word, Excel, PowerPoint, Outlook;
Immigration Services
JFS provides immigration services to assist immigrants and refugees from all over the world. JFS is government-certified to represent and advocate on behalf of immigrants in matters brought before US Citizenship and Immigration Services (USCIS).
- Assistance in completing Immigrant Applications including naturalization and adjustment of status.
- Assistance with Consular Forms.
- Legal Advocacy and Access to Social Services.
- Citizenship and English as a Second Language (ESL) Classes.
- Immigration/Citizenship Information Workshops.
- Refugee Employment Services.

Community Services
JFS provides community services to individuals, organizations, and businesses.
- Intake and Referral Desk provides information and referral to community members about JFS services and other services offered in the community.
- Kosher Food Pantries located in Milltown and Monroe Township. Food made available to all individuals and families regardless of religious affiliation.
- Passover Food Packages distributed.
- Backpacks/School Supplies distributed.
- Holiday Gifts distributed.
- Senior Medicare Patrol (SMP) of New Jersey educates Medicare and Medicaid beneficiaries, family members, and caregivers about preventing, detecting, and reporting health care fraud. SMP of New Jersey is part of the national SMP network funded by the US Administration on Aging.
- JRecovery is a self-help group for individuals experiencing addictions and their family and friends.
- JFS On The Road can be found at health fairs, career and employment networking events, and community events. The JFS Speaker’s Bureau provides JFS professionals to address issues and concerns on a variety of topics important to individuals and families at different points in the life cycle. Programs are tailored to the audience.
- Disaster/Crisis Response for critical incidents in schools, workplace, and the community.

Volunteer Services
Volunteers are an integral part of the JFS team. Dedicated individuals contribute their unique talents, skills, and knowledge to impact the community. Volunteers are connected to a vital role in the agency resulting in a positive and enriching experience for both clients and volunteers.
- JFS volunteer opportunities include: deliver a hot meal to a homebound person; mentor a woman in transition; visit a lonely senior adult; tutor a new American in English; stock the Kosher Food Pantry; lend a hand at a senior adult socialization club; help prevent fraud, waste, and abuse in Medicare; provide a ride to someone in need of transportation; offer your expertise in a specific area to JFS.
- Retired Senior Volunteer Program Middlesex (RSVP Middlesex) is part of the national network of volunteer opportunities for senior adults. RSVP Middlesex connects volunteers with volunteer opportunities in Middlesex County. JFS outreaches to social service, religious, health, and community organizations to identify volunteer opportunities for their organizations.
Overview

The Jewish Renaissance Foundation was established in 1995 as a faith-based, nonprofit corporation with central offices in Perth Amboy, New Jersey. Serving more than 2,200 people in Middlesex County each year, we are a leader in providing community coordination, emergency services, education, food and nutrition, family development, and employment and training.

In 2009, the JRF was designated by the NJ Department of Community Affairs and appointed by the NJ Community Action Association as the Community Action Agency for Middlesex County East. Although most JRF programs continue to benefit residents throughout Middlesex County, our Community Action programs are specifically intended for qualified residents in eight designated communities: Carteret, Edison, Highland Park, Metuchen, Perth Amboy, Sayreville, South Amboy and Woodbridge.

Services Provided:

- Community Action Programs
  - Family Assistance Center – Food assistance, rent/mortgage, utilities assistance and clothing assistance.
  - Family Success Center
    - The goal is to promote family well-being, link families to community services, empower and support families, provide culturally sensitive programs and help families identify and build on their strengths.
  - Academy for Workforce Empowerment (AWE)
    - Small business support and development.
    - Vocational/Educational Training – Civic Justice Corps Program
      - Out of school youth between the ages of 17-26 receive academic instruction to obtain their High School Equivalency (HSE). Those students who have their high school credential can participate in vocational training in the area of construction.
    - Employee support including financial literacy.
    - Entrepreneurial development and support.

- During and After-school Programming
  - School-based Youth Services Program (SBYSP)
    - Perth Amboy HS students can receive mental health counseling, conflict resolution, health education, recreational activities and academic assistance.
  - Step Up
    - Academy for Urban Leadership students are trained as peer mediators who can resolve conflicts among fellow students. There is also, the program case management for repeat offenders and mandated community service projects.
  - Boys and Girls Clubs of Perth Amboy and Carteret
    - Perth Amboy (elementary, middle school students): After school education support, career exploration, digital arts training, exposure to all forms of art, sports, fitness and recreation, leadership and character development, health and life skills.
    - Carteret (high school students) - One-on-one and small group tutoring, SAT/HSPA preparation, academic enrichment clubs, Rutgers summer program, community service projects, Challenge Day, mentoring, and family programs.
  - Perth Amboy for Community Alliance (PAAC)
    - PAAC a group of community-based organizations, residents, and other stakeholders working together to implement the "PAAC Neighborhood Vision", a resident-driven, comprehensive neighborhood revitalization plan. For three years, the JRF has been working with the residents of the Greater Budapest neighborhood in Perth Amboy.
• Federally Qualified Health Center (FQHC)
  • Across the country, Federally Qualified Health Centers have provided a source of high-quality primary care for people in rural and urban communities for 50 years. The JRF is in a unique position to meet the increasing demand for primary and preventative care to residents of Middlesex County, regardless of their ability to pay. The proposed Patient Center Medical Home will be opened 40 hours a week and provide primary and preventative health care for individuals and families. Our services include: adult & family medicine, gynecology, pediatrics, dentistry and mental health/substance abuse.
• Raritan Arts Collaborative
  o Boys and Girls Club of Perth Amboy students learn documentary filmmaking and citizen journalism skills and produce short films dealing with Hurricane Sandy recovery to be screened across NJ and in a film festival organized by the Club.
  o Work with the community and consultants to determine how to incorporate arts and culture into economic and community development activities in Perth Amboy.
• AmeriCorps
  o The JRF AmeriCorps Program is a community-based, service learning program that consists of 23 volunteers committed to a year of service. In return they receive a living stipend, medical benefits and an educational stipend of up to $5,500 for their educational endeavors. Through this program, AmeriCorps Members are placed in host agencies throughout Middlesex County to work towards mobilizing volunteers to increase the JRF’s impact on the community, tap into their skills and experience to enhance organization initiatives and create the next generation of leaders and public servants.
• Middlesex County East Health and Human Services Consortium
  o The JRF To illustrate its commitment to collaboration, the Jewish Renaissance Foundation is the founder and administrator of the Middlesex County East Health and Human Services Consortium, an inter-agency coalition of local, county and regional providers who work in or serve all of Middlesex County, with a focus on the Borough of Carteret, the Borough of Metuchen, the Borough of Highland Park, the Borough of Sayreville, the City of Perth Amboy, the City of South Amboy, the Township of Edison and the Township of Woodbridge. The Consortium also includes families, youth, community leaders and residents who offer invaluable civic, grassroots based perspectives. The Consortium meets five (5) times a year (October, December, February, April and June) on the first or second Tuesday of the month.
Keep Middlesex Moving, Inc. is Middlesex County's non-profit transportation management association. We work with employers, state, county, and local governments, and commuters to implement transportation alternatives.

Our popular commuter programs include:

Ridematching for Carpools or Vanpools: Find a carpool or vanpool match by registering with KMM.

Vanpool Sponsorship: Qualified vanpools are eligible for a discount of $175/month toward their third party vanpool lease.

Emergency Ride Home: In case of unexpected overtime or some other emergency, carpoolers can receive 3 free rides home per year.

Ticket to Work: Job seekers may apply for 3 free round trip tickets to search for work along NJ Transit bus lines. Those who obtain employment may request 5 free round trip tickets.

Information Notification Network (INN): Obtain the latest information about New traffic, mass transit, emergency and non emergency alerts via email, or text message. Alerts are customizable based on the type of information the user is seeking and can be managed by the user on the KMM website. INN is now available as an APP for Android and iPhone. Visit http://kmm.org/kmm_traffic.php to download the App.

Interactive Map: Check the location of park and rides, bike lockers, and obtain information about transit service in Middlesex County at www.kmm.org.

Also available free: Learn how to read a bus/train schedule or obtain commuter information such as bus and train schedules, a Middlesex County Transit Guide, a Middlesex County Bicycle Guide, pedestrian and bicycle safety materials for adults and children, and newsletters. Many materials are available in English or Spanish.

For more information, to register for free Ridematching or to obtain materials, call 1-800-245-POOL or log on to www.kmm.org. Log on to www.kmm.org to register for Ticket to Work.
The Middlesex County Area Transit provides transportation to seniors (60+), disabled and other transportation dependent residents of Middlesex County. The general purpose of the program is to make transportation available and accessible so that residents may obtain the necessities of life, including, but not limited to employment, post-secondary education, social and recreational activities, shopping and non-emergency medical services.

- Transportation is available on a first come first serve basis.
- Transportation is provided within the County and up to 5 miles outside the County for medical trips.
- Transportation is curb to curb and shared with other passengers. Assistance is provided getting on and off the vehicle and securing the seat belt.
- Feeder transportation service to accessible fixed route transportation services (bus and rail) is available.
- Office hours are Monday-Friday from 8:30 am to 4:00 pm.
- Registration and reservation hours are Monday-Friday from 8:00 am to 4:00 pm.
- Cancellations must be made at least 90 minutes prior to scheduled pickup.
- Transportation service hours are Monday-Friday from 8:00 am until 3:30 pm with limited service.
- MCAT operates 80 vehicles ranging from 34 passenger buses to station wagons. More than 90% of the vehicles are wheelchair accessible.
- MCAT has a Mandatory Fare of $3.00 per one way trip or $6.00 round trip for demand trips.
- Tipping MCATS’ drivers is not permissible.

Middlesex County has adopted a plan for coordinating human service transportation in accordance with the requirements of the U.S. Department of Transportation/Federal Transit Administration (FTA). The plan is a blueprint for the coordination of existing services and the development of new services to meet emerging passenger transportation needs in the county.
**Middlesex County Area Transit (MCAT) Shuttle Routes**

The Middlesex County Area Transit (MCAT) Shuttle program is a modified fixed route service developed by the Middlesex County Department of Transportation that combines the best features of par transit and fixed route transit to meet the needs of senior citizens, individuals with disabilities and the general public. Similar to par transit services, the MCAT Shuttle routes use minibuses that can wind their way into shopping centers, apartment complexes and medical plazas to provide more of a curb-to-curb service. Like transit, services operate on a fixed schedule and offer passengers greater choice of flexible trip times without advance reservation.

The MCAT Shuttle routes are designed to meet the needs of many transportation dependent persons who are able to access the service. The routes offer a 30 or 60 minute frequency of service, Monday through Saturday, are wheelchair accessible and offer connections to NJ Transit bus and rail services. The result is a service that can operate at a much higher productivity than par transit service and at a reduced subsidy per passenger trip.

There is a suggested fare of $1.00 for the general public and $.50 for persons over 60 and persons with a disability of any age. A second zone charge of $2.00 for the general public and $1.00 for persons 60 and over or disability is charged on some routes.

- **M1 New Brunswick-Jamesburg-Exit 8A** - The Exit 8A route provides peak period service between New Brunswick and the employment centers located at Exit 8A of the New Jersey Turnpike and offers connections between New Brunswick and Jamesburg during off-peak hours.

- **M2 The Brunswick Square Mall- Monroe-Jamesburg** - The Brunswick Square Mall route serves a number of adult communities and senior citizen centers as well as connecting Jamesburg, Helmetta and Spotswood Boroughs with destinations in East Brunswick including the Brunswick Square Mall.

- **M3 The Brunswick Square Mall-Old Bridge** - The route serves major stops at key locations including destinations at shopping centers, medical offices and the Raritan Bay Medical Center (Old Bridge) Passengers using this route and the Brunswick Square Mall-Jamesburg Community Shuttle route can also connect to NJ Transit local bus service at Brunswick Square Mall and the Old Bridge Municipal Complex.

- **M5 Jersey Avenue/Brunswick-Commercial Avenue Shuttle** - The service operates between Route 1/ Jersey Ave and the Gerber Apartments (formerly Pincus) in North Brunswick.

- **M6 Cranbury/Plainsboro/Community Shuttle** - The Shuttle provides service between Jamesburg and Princeton Junction Rail Station in West Windsor Township, serving portions of Monroe, Cranbury and Plainsboro Townships. It serves the Princeton University Medical Center at Plainsboro medical complex.

- **M7 Brunswick Square Mall/South Amboy** - The service operates primarily along Bordentown Avenue and will provide connections to key transit hubs including the Route 9 Ernst Road NJ Transit commuter bus services, the Cheesquake Service Area Academy Bus service on the Garden State Parkway and the South Amboy Rail Station on the North Jersey Coast Line.

Please refer to the timetables for the MCAT Shuttle routes for more detailed information including route and times of service. Timetables can be obtained at a variety of public and commercial locations and from the Middlesex County Department of Transportation.
Middlesex County Board of Social Services

181 How Lane New Brunswick
(732)745-3500

Languages spoken: English and Spanish.

Programs

**Temporary Assistance for Needy Families:**
Time limited financial and medical assistance for families with children.

**General Assistance:**
Time limited financial and medical assistance for single adults.

**Case Management for Temporary Assistance for Needy Families and General Assistance Recipients:**
Assist clients in obtaining employment and provides transitional services to former recipients.

**Work First New Jersey Services:**
Provides emergency assistance to clients who are eligible for cash assistance under the WFNJ/TANF or WFNJ/GA or clients who are recipients of SSI.

**Medical Assistance:**
State and federally funded health insurance programs for certain groups of low and moderate income county residents. Programs include: New Jersey Care, NJ Family Care, Medicaid Only, and Managed Long Term Services and Supports (MLTSS).

**Adult Services:**
Provides services to eligible residents of rooming houses, boarding homes and residential health care facilities in the county. These services include outreach, investigation of reports of abuse and neglect, coordination of state and local agency services as well as other additional services.

**Supplemental Nutrition Assistance Program (SNAP)- formerly Food Stamps:**
A federally funded program administered by the U.S. Department of Agriculture which provides benefits to eligible households in order to increase their food purchasing power and improve the nutritional adequacy of the diets of low-income families.

**Child Support and Paternity Services:**
Locates non custodial parents, establishes paternity and secures child support and medical insurance for the children of TANF and Medicaid recipients. For a nominal fee these services are available to non-public assistance persons.

For more information visit the Middlesex County Board of Social Services website at http://middlesexcwa.newark.rutgers.edu
The mission of Middlesex County College (MCC) is to provide access to a quality, affordable education for a diverse population, to support student success for lifelong learning, and to strengthen the economic, social and cultural life of the community. MCC offers more than 700 courses in 100 different associate degree and certificate programs. For more information, visit http://www.middlesexcc.edu/

The MCC Continuing Education Division offers a wide variety of non-credit career related, professional development and personal enrichment programs: http://www.middlesexcc.edu/continuing-education/

- **The Career Training Center** provides adults and youth seeking workforce training and employment with occupational skills training ranging from 3-6 months, career assessment, advisement and job placement services.

  For information on services contact the Career Training Center director, Tracey Montani, at (732) 906-4158 or Diane Smith at (732) 906-4231.

- **Professional and Community Programs** offers a wide variety of courses and/or certificate programs in allied health, computer software, ESL, human resources/personnel, management, and web marketing.

  For program and registration information, contact Charita Green, Continuing Education Director, Office and Systems Management, at (732) 906-2556 or via email at CGreen@middlesexcc.edu

- **Corporate Education and Training** provides customized training services for business, industry, non-profit organizations, government agencies and professional groups.

  For information on services contact the Corporate Education and Training director, Regina Riccioni at (732) 906-4681.

Middlesex County College operates a **Child Care Center** on its Edison Campus. Our professional preschool education and child care facilities are available for the community, as well for children of MCC students and staff: http://www.middlesexcc.edu/child-care/ For general information regarding the program, schedule, and fees, contact Mary Jo Tivenan-Mackintosh, Child Care Center Director, at (732) 906-2542, or via email at MTivenan-Mackintosh@middlesexcc.edu

**Middlesex County College is easily accessible by car or NJ Transit Bus.**

**Contact Information:**

<table>
<thead>
<tr>
<th>Service</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>(732) 906-4243 or <a href="mailto:admissions@middlesexcc.edu">admissions@middlesexcc.edu</a></td>
<td></td>
</tr>
<tr>
<td>Financial Aid</td>
<td>(732) 548-6000, ext. 3520 or <a href="mailto:Faid@middlesexcc.edu">Faid@middlesexcc.edu</a></td>
<td></td>
</tr>
<tr>
<td>Disability Services</td>
<td>(732) 906-2546</td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>(732) 906-2500</td>
<td></td>
</tr>
</tbody>
</table>

**Additional MCC locations:**

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perth Amboy Center</td>
<td>60 Washington Street, Perth Amboy, NJ 08861</td>
<td>(732) 324-0700</td>
</tr>
<tr>
<td>New Brunswick Center</td>
<td>140 New Street, New Brunswick, NJ 08901</td>
<td>(732) 745-8866</td>
</tr>
</tbody>
</table>
Work First Programs

- **Job Search Assistance Program for TANF Participants** – by referral of MCBOSS/OSCS. Job readiness skills combined with real time labor market information and employment referrals. Resume preparation, basic computer skills and Internet job search skills introduced and practiced. Program conducted at the One Stop Career Center.

- **Adult Basic Skills/GED Prep./ESL** – by referral of MCBOSS/OSCS. Educational and English language assistance for TANF and GA recipients. Emphasis is placed on workplace literacy and achieving individualized training goals.

- **Community Work Experience Program** – participants by referral of the MCBOSS/OSCS. This activity is designed to support job readiness/retention skills. Work experience at participating non-profit agencies/municipalities throughout northern Middlesex County is provided.

- **Extended Job Search Program** – By referral of the MCBOSS and the OSCC. This program is designed to assist individuals receiving GA and/or SNAP with obtaining full time employment. Classroom activities are incorporated to reinforce job readiness skills, provide labor market information and instruct students in work place norms and continuing job search efforts.

Contact:

Linda Urbach, WFNJ Program Coordinator

(732) 826-2462
The Middlesex County Office of Workforce Development offers employment and training services to job seekers, dislocated workers, youth, employers and new entrants to the workforce, under the Workforce Innovation and Opportunity Act (WIOA).

Some of the services provided by the Office of Workforce Development are as follows:

- Comprehensive/specialized assessment
- Testing (basic skills and interest based)
- Individual counseling and career planning
- Customized training programs for employers
- Short term pre-vocational skills (i.e. basic computer literacy)
- Basic Skills training including English as a Second Language (ESL) and basic computer literacy
- Work place training
- On-the-Job (OJT) training as related to the proposed type of training
- Training programs for special populations (i.e. public assistance recipients)
- Occupational skills training for demand occupations leading to industry recognized credentials
- Supportive services (i.e. transportation assistance)

Customers interested in training are directed to our website [http://mcworkforce.co.middlesex.nj.us/workforce](http://mcworkforce.co.middlesex.nj.us/workforce) for an on-line orientation or logon to Middlesex County website at [www.co.middlesex.nj.us](http://www.co.middlesex.nj.us) for other available county services.

In addition to the above services provided, the Middlesex County Office of Workforce Development is co-located with the New Jersey Division of Employment Services, the New Jersey Division of Vocational Rehabilitation and New Jersey Unemployment Insurance (Perth Amboy location only), creating a comprehensive One-Stop Career Center. The Middlesex County One-Stop Career Center provides the following services:

- A monthly calendar, listing job fairs, on-site employer recruitment and other activities.
- Employment recruitment, testing, screening, and referral services of qualified applicants for the employer customer's current or anticipated job openings.
- Information and assistance is provided to employer customers in designing and providing employer-operated work and family support programs (i.e. dependent care, flexible work scheduling).
- The Jobs4Jersey.com website helps guide people to online tools for finding work, finding skilled employees and connecting to many programs established to assist businesses and workers alike.
- Skill and aptitude testing for current employees; referral to task analysis and job restructuring/upgrading assistance; assistance in making reasonable accommodations to meet State/Federal Equal Opportunity requirements; additionally employers are provided information on Federal and State employment laws.

Contact Information: Diane Seavers, Deputy Manager of Operations
550 Jersey Avenue, New Brunswick, NJ 08901
(732) 745-3951
(732) 446-1840 (fax)

Lori Miranda, Deputy Manager of Operations
161 New Brunswick Avenue, 3rd Floor, Perth Amboy, NJ 08861
(732)324-7639
(732)826-4961 (fax)

Youth One Stop Center
161 New Brunswick Avenue, 3rd Floor
Perth Amboy, NJ 08861
(732)293-1341
(732)826-4961 (fax)

Languages: Spanish, Polish, Pilipino
PRACTICAL NURSING

Health Career Training Program

Licensed Practical Nurses must have a strong knowledge of the scientific principles necessary for providing safe, effective health care. They provide hands-on nursing care in a variety of settings including hospitals, nursing homes, clinics, surgi-centers and other health-related facilities. Licensed Practical Nurses learn concepts and skills which allow them to assist the patient by performing dressing changes, administering medications, monitoring IV therapy, collecting data and evaluating the patient’s needs.

PRACTICAL NURSING

Practical Nursing is offered at the Middlesex County Vocational and Technical - Piscataway Campus. Students may apply to take the 15 month day-time program.

The Practical Nursing curriculum includes instruction in the following:

- Anatomy & Physiology
- Behavioral/Social Sciences (Contemporary Health Issues, Psychology, Sociology)
- Fundamentals of Nursing
- Medical Surgical Nursing I
- Medical Surgical Nursing II (Clinical Pharmacology & Clinical Nutrition
- Mental Health/Psychiatric Nursing
- Microbiology
- Nutrition
- Obstetrical Nursing
- Pediatric Nursing
- Pharmacology

For an application call the Health Occupations Office
732-985-0717 ext. 2274

Middlesex County Vocational and Technical Schools
Piscataway Campus • 21 Sutons Lane • Piscataway, NJ 08854
ADULT EDUCATION
112 Rues Lane, East Brunswick, NJ 08816

Dawn M. Lystad
Director of Adult Education and
Apprenticeship Coordinator
Middlesex County Vocational &
Technical High School
732-257-3300 ext. 1925
FAX: 732-390-4252

SCHOOL LOCATIONS

East Brunswick Campus
112 Rues Lane, East Brunswick, NJ 08816
Anthony Crea, Evening School Principal
Michael Sullivan, Evening School Principal
732-254-8700 ext. 1822

Piscataway Campus
21 Suttons Lane, Piscataway, NJ 08854
Joseph Adocio, Evening School Principal
Michael Cappiello, Evening School Principal
732-985-0717 ext. 2214

Health Occupations Office
732-985-0717 ext. 2274

APPRENTICESHIP TRAINING

Registered Apprenticeship is an effective combination of structured on-the-job learning and related technical instruction at no cost to the employer. This nationally recognized, post-secondary training is competency based and/or time-based, industry-driven for a vast range of occupations. Any employer can sponsor employees who work on a full time basis. A sponsor’s training standards are not dictated by a government agency. Union and non-union apprenticeship programs are available.

Having skilled workers is critical to the success of any enterprise. Implementing registered apprenticeship programs can ensure that workforce talent is continually replenished and is educated and skilled in accordance with the needs of an enterprise.

What are the benefits to the sponsor? Registered Apprenticeship:

✓ Decreases employee turnover
✓ Enhances problem-solving capabilities and versatility of the workforce
✓ Enhances employee relations by developing a collaborative commitment to achievement
✓ Attracts high-quality applicants who are motivated to succeed
✓ Provides County, State, and National recognition

Apprenticeship Training Programs range from one to six years in duration, depending upon occupation and job title. Candidates must be employed, on a full time basis, in a specific trade related to the training they intend to enter. Approved training programs are established through the Apprenticeship Training Supervisor.

Middlesex County Vocational & Technical Schools and the US Department of Labor award Certificates of Completion, upon meeting all requirements of the Training Program. For New Jersey employers in manufacturing, the NJ Department of Labor & Workforce Development offers a Registered Apprenticeship [monetary] Incentive Program.

Apprentices receive a minimum of 2000 hours per year of on-the-job learning by the sponsor. At Middlesex County Vocational and Technical Schools, apprentices attend Related Technical Instruction classes two to three evenings per week from September through June. Sponsors ensure that the apprentice’s work schedule does not interfere with class sessions, which usually run from 7:00 p.m. to 10:00 p.m. The table highlights samples of apprenticeable occupations for which Middlesex County Adult Technical Schools provides RTI.

Candidates and employers:

For occupations not listed and for further information contact the Apprenticeship Training Supervisor at (732) 257-3300 extension 1924.

Electrical Trades
Plumbing Trades

CUSTOMIZED TRAINING AND TESTING FOR FIRMS AND ORGANIZATIONS

Middlesex County Adult Technical Schools provides on-campus, firms and organizations, which require customized or specialized members. A class, course program, or workshop can be de Performance and written testing is also available. Safety and s listed in this catalog.

Call 732-257-3300 x 1924

SAMPLE CUSTOMIZED TRAINING COURSES/PROGRAMS

<table>
<thead>
<tr>
<th>Air Conditioning &amp; Heating</th>
<th>Dietetic Assistant</th>
<th>Millwrighting</th>
<th>Auto Mechanics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrumentation</td>
<td>Mold Making</td>
<td>Refrigeration</td>
<td>Cabinetmaking</td>
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</table>

Skills Training and Lifelong Learning
ADULT EDUCATION
112 Rues Lane, East Brunswick, NJ 08816

Dawn M. Lystad
Director of Adult Education and Apprenticeship Coordinator
Middlesex County Vocational & Technical High School
732-257-3300 ext. 1925
FAX 732-390-4252

SCHOOL LOCATIONS

East Brunswick Campus
112 Rues Lane, East Brunswick, NJ 08816
Anthony Crea, Evening School Principal
Michael Sullivan, Evening School Principal
732-254-8700 ext. 1822

21 Sutons Lane, Piscataway, NJ 08854
Joseph Adochio, Evening School Principal
Michael Cappiello, Evening School Principal
732-985-0717 ext. 2214

Health Occupations Office 732-985-0717 ext. 2274

ADULT EVENING SCHOOLS

View course descriptions on the web:
www.mcvts.net

Skills Training and Lifelong Learning in the following Career Areas:
- Agriscience Technology
- Automotive Technology
- Beauty Technology
- Commercial Art/Graphic Arts
- Computer Applications for Business
- Computer Assisted Drafting
- Construction Trades
- Culinary Arts – Baking/Cooking
- Electrical Trades
- Health and Safety Education
- Heat, Ventilation, Air Conditioning & Refrigeration
- Home Inspection
- Machine Trades
- Motorcycle and Small Engine Repair
- Plumbing
- Stationary Engineering
- Vocational Arts/Dance
- Welding

► Fall, Winter and Spring Semesters
► 7:00 PM to 10:00 PM
► 9 week to 20 week sessions
► One-Night Workshops
► Evening School for adults

Do you want a course catalog?
Call 732-257-3300 ext. 1925

CERTIFICATE PROGRAMS

JOB TRAINING

Certificate Programs are designed for adults interested in changing careers as well as those who are looking to change job classifications or acquire new skills within a career area. Successful completers earn a certificate.
- Electrical Technology
- Heat, Ventilation, Air Conditioning & Refrigeration
- Home Inspection
- Manicuring
- Plumbing Technology
- Skin Care Specialist

Some programs require applicants to have a high school diploma or G.E.D. for licensure. For a Course Catalog call:
732-257-3300 ext. 1925.

COSMETOLOGY

- Adult Cosmetology is a ten-month program.
- Classes begin in September and end in June.
- Hours may vary depending on which location you select.
- Tuition, cost of the cosmetology kit, books, and related costs vary from year to year.
- Prerequisite—high school diploma or equivalent for licensure.

Interested in finding out more about our Cosmetology/Hairstyling Program?

MCVTS - 21 Sutons Lane, Piscataway, NJ 08854
Call 732-985-0717 Ext. 2207

MIDDLESEX COUNTY
Vocational and Technical
New Brunswick Public Schools
ADULT LEARNING CENTER
268 Baldwin Street
New Brunswick, NJ 08901-2947
(732) 745-5300 Main Office Ext. 4100
(732) 745-5325 (fax)

FREE Day and Evening

Instructional programs and support services for adults and out-of school youth (16 years and older)

INTAKE AND REGISTRATION

Please call for registration dates. Counselors provide intake services by appointment during morning and evening hours. Each student meets with a Teacher or Counselor to discuss program options, have an initial assessment and develop an educational plan before being placed in a program.

2015-2016 PROGRAMS

HIGH SCHOOL COMPLETION PROGRAMS:

- High School Equivalency Exam Preparation (day/ewe)
  Individualized instruction to prepare for one of the State’s 5-part High School Equivalency Exam leading to a NJ H.S. Diploma

- High School Equivalency Exam Preparation in Spanish (day/ewe)
  Instruction to prepare for one of the State’s 5-part High School Equivalency Exam leading to a NJ H.S. Diploma

- NJ Youth Corps of Middlesex County-- Full-time program for 16-25 year olds –
  Combines High School Equivalency Exam preparation, paid community service work experience, career & personal counseling.

- C.A.R.E.S. – An alternate program of New Brunswick High School, offers New Brunswick High School students a chance at attaining a High School diploma through creative scheduling of classes. Limited space available for New Brunswick residents who left school and are close to graduating.

- Credit Recovery – Evening classes for New Brunswick High School seniors, allowing them to make up a limited number of classes at the ALC to help ensure they graduate in June. Limited spaces available for juniors of New Brunswick High School.

BASIC SKILLS PROGRAMS:

- Adult Basic Skills – pre-diploma (literacy) (day/ewe)
  Basic Literacy for adults without a high school diploma

- English as a Second Language, Civics and Citizenship Preparation (day/ewe)

- ESL for New Brunswick Parents
  ESL classes (day) for parents of New Brunswick Public Schools children

WORK FIRST and W.I.A. PROGRAMS

- Job Search Assistance Program- Work First NJ for TANF participants (days)
  An active job search program combined with labor market navigation skills, job-finding/retention skills for TANF participants

- Community Work Experience Program - Work First NJ for TANF & GA participants (days)
  Combines classroom instruction with community service work experience at a non-profit agency

- HIRE ATTIRE Boutique & Men’s Store/Basic Skills for Retail Sales -
  Provides free career clothing to Men and Women entering the workforce – by referral from training programs.

- WIA Basic Skills/GED/ESL for the Workplace – by referral : Middlesex Co. Employment & Training (days)
  Basic skills/GED Prep and ESL for WIA eligible clients who need to prepare for entry into training or work

Contact Person:
Timothy Timberlake, Principal – 745-5300 Ext. 4104, e-mail: timothy_timberlake@nbpsnj.net

(Revised 12-12)
Perth Amboy Education Center
178 Barracks Street, Perth Amboy, New Jersey 08861
The Perth Amboy Education Center follows the Perth Amboy School District Calendar from September to June and offers a six-week Summer Program during July and August 732-376-6240

$English as a Second Language and Civics Education$
- Literacy Levels: Basic Reading and Writing
- and Functional and Workplace Skills
  - Beginning ESL/ Civics
  - Low Intermediate ESL/ Civics
  - High Intermediate ESL/ Civics
  - Low Advanced ESL/ Civics
  - High Advanced ESL/ Civics

$Adult Center$
- Monday-Friday: 8:00 AM-3:00 PM
- Monday-Thursday: 6:00 PM-9:00 PM

E.J. Patten School
500 Charles Street
Saturday: 9:00-11:30 AM

Dr. Herbert Richardson School
318 Stockton Street
Saturday: 9:00-11:30 AM

$Adult Basic Skills$
- ABE Literacy
- ABE Beginning
- ABE Low/Intermediate
- ABE High/Intermediate

$Adult Center$
- Monday-Friday: 8:00AM-3:00PM
- Monday-Thursday: 6:00-9:00 PM

$HSE Preparation In English And Spanish$
- HSE Diploma Classes

$Adult Center$
- Monday-Friday: 8:00-3:00PM
- Monday-Thursday: 6:00-9:00 PM

$Enrichment Program$
- Perth Amboy High School
  - Monday-Thursday: 6:00PM-9:00 PM
  - Computers, Arts & Crafts, Guitar, Interior Design, Performing Arts, Zumba

* Many more classes.
* A small fee is charged for enrichment courses.

$Evening School For The Foreign Born$
- This class prepares adults for the citizenship test.

$Adult Center$
- Monday-Thursday: 6:00PM-9:00 PM
- Saturday: 9:00AM-11:30AM

$Supplemental Service Program$
- McGinnis School
  - * After School Program (No Child Left Behind)

$PERTH AMBOY Testing Center$
- *Two-Day Testing on Wednesdays & Thursdays
  - 4:00PM-9:00PM

$Saturday Morning Family School$
- E.J. Patten School and Dr. Herbert Richardson School
- A family Literacy program for parents and children that provides ESL classes for parents and enrichment classes for their children.
  - 9:00AM-11:30AM
**Entry Points Into The System**

- From the community (on their own) responding to recruitment efforts like newspapers ads, fliers, announcements in the local channel TV34, and the school brochure that is mailed once a year to all Perth Amboy residents.
- Referred by the One Stop System: TRA, general assistance, food stamps, Work First, Vocational Rehab, Strive
- Referred by community agencies or city agencies like Puerto Rican Association, Catholic Charities, Jewish Renaissance Foundation, Department of Human Services
- Referred by place of employment like PA General Hospital, and other local industries
- Referred and transferred from the local school high school; referred by local school principals
- Referred by Court System or the local police
- Referred by former students
- Referred by the Perth Amboy District Family Literacy Program

**Orientation and Registration**

The first place of contact is the security officers or the main office. The main office staff direct adult participants into the guidance offices or make appointments. The One Stop System sends participants every Monday for orientation and registration. Community participants usually make appointments. An orientation is given to all participants by the staff at the guidance office during registration school, the services, and rules and regulations about programs. Participants’ questions are answered and an intake is completed during the time of registration. The intake includes all personal information and also identification of goals. At this time a student folder is prepared. During the orientation an appraisal test is administered. An appointment is made for the participant to take the pre-test. This process usually takes less than three days.

**Assessment**

Perth Amboy Adult Education Center
Guidance Office
Monday-Friday
9:00AM-11:00AM
12:30PM-2:30PM
Monday-Thursday
6:00PM-9:00PM
Saturday:
9AM-11:30AM

**Instructional Intervention**

The results of the pre-test and the participants’ goals are used to determine the students’ program of classes or individualized education plan. The classroom instructors identify competencies for instruction based on subject areas (reading, writing, and math). Instructors design curriculum for class using research-based materials linked to the competencies (CASAS). Besides classes to improve the levels of reading, writing, and math adult students take work skills to prepare them better for job and basic computer skills. New immigrants take civic classes and or preparation for citizenship. Adult High School students take high school classes according to the New Jersey Curriculum Standards. Individuals interested in a HSE Diploma take HSE preparation classes in English or in Spanish. Many community residents, including seniors take enrichment courses (these participants do not complete the assessment process).

**Post-Testing**

After 50 hours of instruction or after completion of curriculum students are post-tested to determine educational gains.

**Outcomes**

*Completion of a level
* Attainment of credential

- Basic Literacy Certificate
- Earned High School Diploma
- Earned HSE Diploma
- Entered Employment
- Earned Enrichment Certificate
- Earned Computer Technology Certificate
- Retained Employment
- Entered Training
- Became a USA citizen
- Completed Parental Workshops
- Registered to vote and voted
- Joined the military
The Puerto Rican Action Board (PRAB) is a comprehensive Human Services Organization in Middlesex County, New Jersey. We provide a comprehensive range of essential services for children, youth, families and senior citizens. We deliver need-based assistance to low and moderate-income residents of Central New Jersey and serve as advocates for those seeking to live productive, self-sufficient lives. Program and services include:

- Early Childhood
- Energy Conservation
- Family Success Center
- Housing Coalition of Central Jersey
- Social Services
- Youth Services

The Low-Income Home Energy Assistance Program (LIHEAP) assists eligible individuals and families to receive a benefit towards lowering their heating bills. This program also offers a cooling assistance benefit towards the use of air conditioning during the summer months for those who have a medical need. Eligible households that have a “shut-off notice” and are responsible for their heating cost can apply for emergency assistance. LIHEAP applications are accepted in person and via mail. For the 2014 season, applications are accepted through June 30, 2014. All households must meet the income eligibility requirements in order to receive assistance.

PRAB is committed to providing outstanding services to our clients and exceeding our supporter’s expectations.
Nina Rios-Rivera, Business Development Manager  
Business Development Unit (BDU)  
brivera@dol.nj.gov

Garret Gega, Job Developer  
Garret.gega@dol.nj.gov

Latoya Perry, Business Development Representative  
Latoya.Perry@dol.nj.gov

The Business Resource Center (BRC), sponsored through the New Jersey Department of Labor and Workforce Development, serves as the primary service center for New Jersey’s local business community. As the single point of contact, businesses can feel comfortable in contacting the BRC for the necessary information and/or services available to them from either local, state or federal programs. To assist NJ’s businesses, there is a center conveniently located in each county.

The center’s staff/Business Representatives collectively network and reach out pro-actively to companies, form partnerships with local businesses, community and faith-based organizations. Staff strives to develop a close working business relationship, understand an employer’s specific and industry needs, assist in expediting the available center services, facilitates the recruitment and retention of a business’ workforce/labor pool and encourages economic development.

Most of the following available services are offered at NO COST to employers; however, some may have an eligibility criterion.

- Access to Jobs4Jersey (J4J)- the state job seeker data bank
- Labor Market Information (LMI)
- Employee Recruitment and interviewing office
- Use of our office facilities, fax, phone, and printer
- Job Fairs
- Registered Apprenticeship Incentive Program
- On the Job Training Programs/reimbursement (OJT)
- Employer Tax Credits and Incentives
- Safety and Health Consultations for your facilities (OSHA)
- Customized Training and Literacy Grants for employee/staff development
- Rapid Response/Downsizing assistance
- Business Seminars
- Private Business Consultations by appointment
WORKFORCE NEW JERSEY
DIVISION OF WORKFORCE FIELD SERVICES
NEW JERSEY DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT 550 JERSEY AVENUE
NEW BRUNSWICK, NJ 08901

Phone: (732) 937-6200 Fax: (732) 418-3345
Website: jobs4jersey.com

NJ Workforce Acting Manager: Manuel M. Biagas: manuel.biagas@dol.state.nj.us

Workforce New Jersey of the New Jersey Department of Labor and Workforce Development is a primary source of labor exchange for employers and job seekers within the state.

Our staff of interviewers assists the general public in finding employment while meeting the labor needs of employers.

The employment counseling staff helps individuals with career change, adjustment, and choice.

The following re-employment services are available free of charge:

- Self-directed job search are available in our Public Access Area using computers, fax machines, printers, and copy machines.
- Employment registrations.
- Job referrals and placement services via jobs4jersey.com.
- Enter your resume into Jobs4jersey.com.
- Job search workshops on such topics as interviewing, labor market Information, resume preparation, networking and job retention.
- Vocational Counseling available to assist with career planning.
- Jersey Job Club, which is housed within the One-Stop Center, consists of volunteer job seekers who provide support, networking, and assistance to its members.
- Workforce Learning Link to assist individuals improve their basic skills.
- Veterans’ Services assists U.S. military job seeker veterans with their job search.
- On-Site recruitments enable employers to come in the One-Stop Career Center to interview and hire job seekers.
- Entrepreneurial Program (ETPU) can benefit eligible individuals who are interested in starting their own business.
- Courtesy computers and phones are available to file UI Claims only.

Contact Persons:

Manuel M. Biagas
Acting Manager, Employment Services
New Brunswick One Stop Career Center
550 Jersey Ave, New Brunswick, NJ 08901
Ph: 732-937-6206  Fax: 732-418-3345
The New Jersey Department of Labor and Workforce Development’s Employment Services is part of a nationally linked system of public employment offices offering a no fee labor exchange for job seekers looking for employment and employers seeking qualified workers.

SERVICES AVAILABLE

The Jobs4Jersey online labor exchange tool provides comprehensive information online for employment exchange customers.

WORKSHOPS

Résumé Preparation
Interviewing Skills

JOB REFERRAL

Matching jobs to applicants

VOCATIONAL COUNSELING

Assistance in career development and job search strategies

VETERANS SERVICES

Veteran dedicated staff are available to provide priority service to veterans.

WORK OPPORTUNITY TAX CREDIT (WOTC)

Tax incentive for the employer community to hire individuals from targeted hard to place groups who traditionally face significant barriers to employment

WORKFORCE LEARNING LINK

The Workforce Learning Link provides adult learners instruction in math, reading writing and basic computer skills. Self-paced computer based tutorials
The New Jersey Department of Labor's Division of Vocational Rehabilitation Services (DVRS) offers persons with disabilities an opportunity to become independent by offering assistance towards becoming competitively employed.

Rehabilitation Counselors provide services to people who, as a result of physical, learning, mental or emotional disabilities, need assistance in obtaining or maintaining competitive employment.

Customers and Counselors work together to develop plans of service that enable individuals to achieve employment outcomes consistent with their strengths, priorities, needs, abilities and capabilities.

Depending on the established vocational goal one or more of the following services may be provided:

- A Vocational evaluation to help identify skills, abilities, interests and possible job goals.
- Guidance, counseling and career planning
- Training to learn the skills needed for the job desired, including supported employment services
- Instruction in completing job applications or developing a résumé, handling job interviews successfully, and developing other job hunting skills.
- Job placement services to help find suitable work
- Follow-up services to make sure the customer is stable in employment
- Other services that the customer may need to achieve his vocational goal.

Contact persons: Janice Fishbein, Manager
Or
Ed Faver, Supervisor
Or
The Counselor-Of-The-Day

Language Spoken: Spanish
American Sign Language
**Work Force New Jersey, Income Security**

Perth Amboy Unemployment Office  
161 New Brunswick Avenue, Suite 300  
Perth Amboy, NJ 08861  
Supervisor – Carla Ghee  
(732)293-5138

Unemployment provides income eligible clients when they are not working. Claims are filed by telephone to the Call-in Center (RCC) at (732)761-2020. Also any inquiries by customers are instructed to call the same telephone number to have their questions answered, (732)761-2020.

Benefits are paid on a bi-weekly basis using telephone certification or mail claims or via the internet at [WWW.NJUIFILE.NET](http://WWW.NJUIFILE.NET).

The following pamphlet is available upon request “Unemployment Insurance: Your Rights & Responsibilities”. It provides an excellent overview about unemployment insurance.
The Trade Adjustment Assistance program is a federal reemployment entitlement program specifically for dislocated workers that were laid off due to foreign competition. A minimum of three workers, a company representative, a union official or a TRA representative may file a petition for Trade Act for consideration with United States Department of Labor for final determination.

- If a company is certified, the dislocated workers are then potentially eligible for school training or on-the-job training (OJT) and/or extended TRA monetary benefits.

- Training must be vocationally or college related and in a labor demand occupation. Remedial training for ESL or GED may also be approved. Applicants are not allowed to pay for any part of the cost for training.

- To be eligible for any TRA monies the impacted worker must be enrolled in an approved training program. Enrollment must be within the federal mandated time. Applicants must contact their TRA Representative before enrolling in any approved school or OJT program.

- Job relocation assistance may also be granted, provided monies are available.

TRA representative for New Brunswick, Perth Amboy, Somerset County and Plainfield is:

Isabel Jiménez
(732) 937-6232
(908) 412-7751 (Fax)
New Jersey Department of Labor
Division of Employment and Training
550 Jersey Avenue, New Brunswick, NJ 08901
Mature Workers - Workforce 55+
New Jersey’s Most Valuable Resource

Program Description
- Title V of the Older Americans Act is called the Senior Community Service Employment Program (SCSEP). Workforce 55+ (WF55+) is a State of New Jersey operated Senior Employment Program.
- Workforce 55+ assists person 55 years of age or older, who are economically disadvantaged and meet the income eligibility requirement, with employment and training needs.
- Workforce 55+ provides enrollees a stipend for Community Service Assignments (CSAs) that will always be no less than the highest minimum wage (State or Federal).

Program Purpose and Objectives
Workforce 55+ has a dual purpose:
- To provide meaningful part-time paid work experience in community service for low income persons.
- To transition job ready older persons into unsubsidized jobs in private industry, and public nonprofit sectors through training and job search assistance.

An enrollee is placed at a Community Service Assignment (CSA), which permits the most effective use of the enrollee’s:
1) Skills
2) Interests
3) Aptitudes
4) Potential for unsubsidized employment

Each enrollee in Workforce 55+ program is placed at a CSA where CSA Supervisor will train the enrollee assigned to their agency.

What Workforce 55+ Offers the Enrollee:
- The development of new skills and talents toward alternate career goals and a link to classroom training opportunities through the Workforce Investment Act (WIOA).
- Enhanced work experience through exposure to various Community Service Assignments (CSAs) during enrollment.
- “Enrollee to Employee” initiatives to transition enrollees into private sector jobs after training.
- An opportunity to establish a current work history.
- A mutually developed Individual Employment Plan (IEP) – A Roadmap to Employment

What Workforce 55+ Offers The Private Sector, Public, Private Nonprofit Employer
- Special private sector initiatives provides program funded initial training wages to the enrollee/employee during the Terms of WF55+/Private Sector Employer intent to Hire contact.
- A prescreened, dependable, mature and life experienced older worker who:
  - Has a commitment to do quality work;
  - Is recognized for having a good work ethic and for providing experience, knowledge, and stability in the workplace and often serves as a role model;
  - Often reduce training costs because of their low rate of turnover;
  - Is proven capable of acquiring new skills;
  - Demonstrate outstanding loyalty and dependability;
  - Is given an opportunity to contribute to needed services within the community;
  - You can count on in a crisis;
  - Has basic skills in reading, writing, and arithmetic;
  - Can get along with co-workers.

Contact: Patricia O. Foster, Regional Employment Coordinator (732)937-5237 - (732)418-3345 (fax)
Email - Patricia.Foster@dol.nj.gov
ACRONYMS

Business Resource Center

BR  Business Representative
BRC  Business Resource Center
OGO  Office of Grant Operations
ABE  Adult Basic Education
BEIP  Business Employment Incentive Program (Grant)
BRAG  Business Relocation Assistance Grant
LMI  Labor Market Information
UEZ  Urban Enterprise Zone

Employment Services

LMA  Labor Market Analyst/Analysis
LMI  Labor Market Information
LVER  Local Veteran’s Employment Representative
MARC  Multi-Access Resource Center
MSFW  Migrant Seasonal Farm Worker
NLRB  National Labor Relations Board
NMWP  National Migrant Worker Program
OJT  On-the-Job Training
PROS  Project Re-Employment Opportunity System
JJC  Jersey Job Club
RIB  Reduction In Force
SEA  Self-Employment Assistance Program
SNAP  Supplemental Nutrition Assistance Program
TRA  Trade Readjustment Act/Allowance
USDOL  United States Department of Labor
USES  United States Employment Service
VA  Veterans Administration
VER  Veterans Employment Representative
EDP  Education Development Program
WDP  Workforce Development Partnership
WFNJ  WorkFirst New Jersey
WOTC  Workforce Opportunity Tax Credit

Middlesex County Board of Social Services

ABAWDS  Able Bodied Adults Without Dependents
ABE  Adult Basic Education
ACSES  Automated Child Support Enforcement Systems
ADA  Americans with Disabilities Act
ADM  Administration
AFDC  Aid to Families with Dependent Children
APWA  American Public Welfare Association
ASH  Assistance Standards Handbook
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AWEP</td>
<td>Alternative Work Experience Program</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Base Organization</td>
</tr>
<tr>
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<td>County Board of Social Services</td>
</tr>
<tr>
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</tr>
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<td>Community Care Program for the Elderly and Disabled</td>
</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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<td>General Assistance Procedural Bulletin</td>
</tr>
<tr>
<td>GAAP</td>
<td>General Assistance Program Instruction</td>
</tr>
<tr>
<td>HEA</td>
<td>Home Energy Assistance</td>
</tr>
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<td>Household</td>
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<td>Homeless Shelter Allowance</td>
</tr>
<tr>
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<td>Human Services Advisory Council</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
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<td>--------------</td>
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</tr>
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</tr>
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</tr>
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</tr>
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</tr>
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<td>Informational Transmittal</td>
</tr>
<tr>
<td>JOBS</td>
<td>Job Opportunities and Basic Skills</td>
</tr>
<tr>
<td>JTPA</td>
<td>Job Training Partnership Act</td>
</tr>
<tr>
<td>LOS</td>
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</tr>
<tr>
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</tr>
<tr>
<td>LTCIP</td>
<td>Long Term Chronically Impaired Program</td>
</tr>
<tr>
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<td>Medical Assistance</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
<td>MDO</td>
<td>Medicaid District Office</td>
</tr>
<tr>
<td>MO</td>
<td>Medicaid Only</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MSAI</td>
<td>Mandatory Substance Abuse Initiative</td>
</tr>
<tr>
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<td>Monthly Status Report</td>
</tr>
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</tr>
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</tr>
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</tr>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
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</tr>
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</tr>
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</tr>
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<td>Office of Child Support Enforcement</td>
</tr>
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</tr>
<tr>
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</tr>
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</tr>
<tr>
<td>PAAD</td>
<td>Pharmaceutical Assistance to the Aged and Disabled</td>
</tr>
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</tr>
<tr>
<td>PAM</td>
<td>Public Assistance Manual</td>
</tr>
<tr>
<td>PB</td>
<td>Procedural Bulletin</td>
</tr>
<tr>
<td>PE</td>
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</tr>
<tr>
<td>PI</td>
<td>Program Instruction</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
<td>QC</td>
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</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
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<td>Random Moment Sample (or Study)</td>
</tr>
<tr>
<td>RRP</td>
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</tr>
<tr>
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<td>Retirement, Survivors and Disability Insurance</td>
</tr>
<tr>
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<td>Substance Abuse Initiative</td>
</tr>
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<td>Substance Abuse Research Demonstration</td>
</tr>
<tr>
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<td>State Employment &amp; Training Commission</td>
</tr>
<tr>
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<td>Social Security Administration</td>
</tr>
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<td>Social Security Administration District Office</td>
</tr>
<tr>
<td>SSD</td>
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</tr>
<tr>
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<td>Supplemental Security Income</td>
</tr>
<tr>
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</tr>
<tr>
<td>SUA</td>
<td>Standard Utility Allowance</td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Assistance for Needy Families</td>
</tr>
<tr>
<td>TCC</td>
<td>Transitional Child Care</td>
</tr>
<tr>
<td>TDI</td>
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</tr>
<tr>
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<td>Transmittal Letter</td>
</tr>
<tr>
<td>TLAP</td>
<td>Tenants Lifeline Assistance Program</td>
</tr>
<tr>
<td>TPL</td>
<td>Third Party Liability</td>
</tr>
<tr>
<td>TPQY</td>
<td>Third Party Query</td>
</tr>
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<td>TRA</td>
<td>Temporary Rental Assistance</td>
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<tr>
<td>TRE</td>
<td>Transportation Related Expense</td>
</tr>
<tr>
<td>UAP</td>
<td>Universal Application Process</td>
</tr>
<tr>
<td>UC</td>
<td>Unemployment Compensation</td>
</tr>
<tr>
<td>UCCA</td>
<td>Unified Child Care Agency</td>
</tr>
<tr>
<td>UI or UIB</td>
<td>Unemployment Insurance Benefits</td>
</tr>
<tr>
<td>URESA</td>
<td>Uniform Reciprocal Enforcement of Support Act</td>
</tr>
<tr>
<td>USDA</td>
<td>United States Department of Agriculture</td>
</tr>
<tr>
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<td>United States Department of Health and Human Services</td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Affairs</td>
</tr>
<tr>
<td>VIMS</td>
<td>Verification of Income Monitoring System</td>
</tr>
<tr>
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</tr>
<tr>
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<td>Volunteers of America</td>
</tr>
<tr>
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<td>Vocational Rehabilitation</td>
</tr>
<tr>
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<td>Voluntary Restricted Payment</td>
</tr>
<tr>
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</tr>
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</tr>
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</tr>
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</tr>
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<td>WIA</td>
<td>Workforce Investment Act</td>
</tr>
<tr>
<td>WIB</td>
<td>Workforce Investment Board</td>
</tr>
<tr>
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<td>Women, Infants, and Children</td>
</tr>
<tr>
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<td>Workforce New Jersey</td>
</tr>
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<td>Work Registrant</td>
</tr>
<tr>
<td>WTW</td>
<td>Welfare to Work</td>
</tr>
</tbody>
</table>

**New Brunswick Public Schools/Adult Learning Center**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABE</td>
<td>Adult Basic Education</td>
</tr>
<tr>
<td>AHS</td>
<td>Adult High School</td>
</tr>
<tr>
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<td>ALC</td>
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</tr>
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<td>High School Proficiency Assessment (for Adult High School)</td>
</tr>
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<td>Job Search Assistance Program</td>
</tr>
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<td>New Brunswick Public Schools</td>
</tr>
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<td>New Jersey Youth Corps</td>
</tr>
<tr>
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<td>Test of Adult Basic Education</td>
</tr>
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<td>Work First New Jersey</td>
</tr>
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</tr>
<tr>
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**Perth Amboy Adult High School**

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<th>Description</th>
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<tr>
<td>AWEP</td>
<td>Alternate Work Experience Program</td>
</tr>
<tr>
<td>BS</td>
<td>Basic Skills</td>
</tr>
<tr>
<td>EFB</td>
<td>Evening School for Foreign Born</td>
</tr>
<tr>
<td>ESL</td>
<td>English as a Second Language</td>
</tr>
<tr>
<td>HSE</td>
<td>Test of General Educational Development</td>
</tr>
<tr>
<td>HSE/S</td>
<td>Spanish HSE</td>
</tr>
<tr>
<td>PARCC</td>
<td>Partnership for Assessment of Readiness for College and Careers (for AHS)</td>
</tr>
<tr>
<td>PAWLL</td>
<td>Perth Amboy Workforce Learning Link</td>
</tr>
<tr>
<td>WFNJ</td>
<td>Work First New Jersey</td>
</tr>
<tr>
<td>WIA</td>
<td>Workforce Investment Act</td>
</tr>
<tr>
<td>WIB</td>
<td>Workforce Investment Board</td>
</tr>
<tr>
<td>WNJPIN</td>
<td>Workforce New Jersey Public Information Network</td>
</tr>
<tr>
<td>TRA</td>
<td>Trade Act Rehabilitation Act Clients for Basic Skills</td>
</tr>
</tbody>
</table>

**Trade Readjustment Allowance (TRA)**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>TRA</td>
<td>Trade Readjustment Allowance</td>
</tr>
<tr>
<td>TAA</td>
<td>Trade Adjustment Assistance</td>
</tr>
<tr>
<td>OJT</td>
<td>On-the-Job Training</td>
</tr>
<tr>
<td>CRT</td>
<td>Classroom Training</td>
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</tbody>
</table>

**Woodbridge Housing Authority**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>WHA</td>
<td>Woodbridge Housing Authority</td>
</tr>
<tr>
<td>PHA</td>
<td>Public Housing Authority</td>
</tr>
<tr>
<td>HUD</td>
<td>U.S. Department of Housing and Urban Development</td>
</tr>
<tr>
<td>HCV</td>
<td>Housing Choice Voucher</td>
</tr>
<tr>
<td>CFP</td>
<td>Capital Fund Program</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
</tr>
<tr>
<td>WGA</td>
<td>Woodbridge Garden Apartments</td>
</tr>
</tbody>
</table>
BOC  Board of Commissioners
RC   Resident Council
CHSP Congregate Housing Services Program
ROSS Resident Opportunities and Self-Sufficiency Program
FSS  Family Self-Sufficiency Program

**Workforce Investment Act**

CEO  Chief Elected Official
CIDS Career Information Delivery System
DHS  Department of Human Services
DOL  Department of Labor
GSETA Garden State Employment and Training Association
ITA  Individual Training Account
MOU  Memorandum of Understanding
NJDLWD New Jersey Department of Labor and Workforce Development
NJDVRS New Jersey Division of Vocational Rehabilitation Services
OSOS One Stop Operating System
SETC State Employment and Training Commission
TANF Temporary Assistance for Needy Families
WFNJ Work First New Jersey
WIOA Workforce Innovation Opportunities Act
WDB  Workforce Development Board
WNJPIN Workforce New Jersey Public Information Network
YIC  Youth Investment Council
APPENDIX 2 – WFNJ PROGRAMS

WorkFirst New Jersey (TANF) Employment and Training Program
The WorkFirst New Jersey (WFNJ) Program for Temporary Assistance for Needy Families (TANF) in Middlesex County is operated through the collaboration of the Middlesex County Board of Social Services (MCBOSS) and the Office of Workforce Development (OWD). WFNJ services are provided at both of the One-Stop Centers in Middlesex County. Applications for Assistance and the subsequent determination of eligibility are functions discharged by the MCBOSS. Once applicants are approved for assistance and determined to be unemployed and not deferred for WFNJ Activities, a referral is forwarded to the OWD. The OWD annually contracts with Vendors to provide WFNJ Activities and training opportunities for eligible participants. The WFNJ Activities contracted to approved educational vendors for TANF participants are as follows; and can include basic skills, High School Equivalence and English as a Second Language training:

Job Search Assistance Program (JSAP)
JSAP is an organized employment-directed activity in which participants engage in activities with the immediate goal of obtaining full-time employment. JSAP serves as the portal activity to the WFNJ Program. This program is directed to the individual participant’s needs and local job market conditions, and may provide services in either group and/or individual job seeking activities. The Job Search training cycle for TANF participants is conducted for a minimum of thirty-five (35) hours per week for a maximum of four (4) weeks in duration. A participant may engage in Job Search for an additional seventy hours within a one year period of the original Job Search period but not consecutive to the initial assignment to Job Search.

Basic job readiness activities are included in JSAP to enhance the effectiveness of job search activities for those who require world-of-work skills and/or need an introduction to and an appreciation of standard employment norms. It is essential that the development of a positive attitude towards employment is important in order to maintain successful employment in the labor market. Specific areas of service may include, but are not limited to, life coping skills, dressing for work, interviewing skills, completing employment applications, time management and interpersonal skills. It is paramount that the program ensures that the participant can interpret and complete job application questions and is otherwise able to make a proper presentation for employment.

Participants are instructed how to navigate suitable online sites that provide information on employment opportunities. All participants are enrolled in the newly developed Careerconnections.nj.gov and utilize the OnRamp for Jobseekers tool.

The Job Search Program is also expected to expose the participants with an orientation to career development. A valuable site that provides several important tools including assessment and an interest inventory is the New Jersey Career Assistance Navigator (NJCAN). NJCAN is internet based and easily accessed by participants via www.njcan.org. TANF participants, who meet certain requirements and express a desire for career development are counseled and provided with a myriad of opportunities to attend the school of their choice.
Community Work Experience Program (CWEP)

CWEP consists of full or part time work experience with public and/or nonprofit employers in Middlesex County. The program provides participants with the experience necessary to adjust to, and learn how to function in an employment setting and offers the opportunity to combine work experience and education and/or occupational skills training in a fully integrated program. Upon completion of the program, participants should have attained sufficient workplace and soft skills to enter entry-level unsubsidized jobs, occupational training or on-the-job training program. Job specific competencies or skills are attained by those participating in a work experience setting for it to be considered a successful training experience.

CWEP worksites can be located anywhere in Middlesex County. Vendors are required to maintain a sufficient number of site and placement opportunities to serve the needs of participants who are completing Job Search Programs in New Brunswick and Perth Amboy and are unable to obtain full time employment. Programs are required to operate at a maximum of thirty-five (35) hours per week for TANF recipients. CWEP participants are encouraged to seek employment while participating in CWEP and participate in (ESL, GED, ABE), if necessary.

Job Readiness (BREM)

BREM is a job readiness program utilized for TANF participants who have exhausted their time limits in JSAP and are unable to enter CWEP for a variety of reasons. Participants may be employed on a part time basis with possible rotating shifts or be involved in several mental health programs that may reduce their availability for a CWEP worksite. Participants in BREM continue to utilize the tools of JSAP to find full time employment or may participate in educational programs as needed.

- SNAP Employment and Training Programs

Applicants for SNAP benefits submit applications to the MCBOSS for review and the determination of eligibility. Once determined to be eligible and suitable for employment, applicants are referred to the New Jersey Employment Services (ES). The ES staff are responsible to provide the following services:

1. Orientation to services available at the One-Stop Centers
2. Assessment of the applicant including completion of the EPDT Part B
3. Instruction on registration with Career Connections and the On-Ramp tool.
4. Registration into AOSOS
5. Assignment to engage in To-Work Activity.

Independent Job Search is primarily utilized for up to four (4) weeks. Upon completion of a resume and associated job search documents and familiarity with basic job search techniques, the applicant is referred to the Extended Job Search Program (EJS) operated by the County’s WFNJ vendor. The applicant continues to participate in a monitored independent job search program and job logs are reviewed weekly by staff of the WFNJ Vendor. The Applicant is notified on a weekly basis of all scheduled employer recruitment sessions, job fairs or any other employment related opportunities available to the applicant.

If the SNAP applicant is determined to be an Able Bodied Adult without Dependents (ABAWD), the applicant is referred to CWEP instead of EJS if full time employment is not obtained through ES.
• Additional local or other programs with which the local workforce collaborates

Employable General Assistance (G.A.) applicants are required to participate in a To-work Activity for a minimum of 28 days before eligibility for benefits. Applicants are referred to the ES by MCBOSS within four (4) days of application for benefits. Upon successful completion of the 28 day activity, the Applicant can begin to receive full benefits subject to his/her compliance with additional assignments. Upon referral by MCBOSS to ES, the following services will be required:

1. Orientation of services available at the One-Stop Centers
2. Assessment of the applicant including completion of the EPDT Part B
3. Instruction on registration with Career Connections and the On-Ramp tool.
4. Registration into AOSOS
5. Assignment to engage in To-Work Activity.
6. Enrollment in the Jersey Job Club

Upon successful completion of the 28 day Program, the applicant can be referred to occupational training through the OWD, remedial education programs or to EJS for monitored independent job search and or a combination of CWEP and monitored job search. G.A. applicant have a time requirement of 30 hours per week in order to remain compliant and receive benefits.

• New Jersey Workforce Development Partnership Program (WDPP)
  o No current funding
  o ITAs for dislocated workers
• And other local public or other programs with which the local workforce system collaborates.
APPENDIX 3

MEMORANDUM OF UNDERSTANDING
BETWEEN MIDDLESEX COUNTY WORKFORCE DEVELOPMENT BOARD
AND ONE-STOP SYSTEM PARTNERS

1) PARTIES

a) This Memorandum of Understanding (MOU) is entered into on this 1st day of May, 2016 between the Middlesex County Workforce Development Board (MCWDB) and the individual required One-Stop Workforce System Partners pursuant to the Workforce Innovation and Opportunity Act of 2014.

b) The purpose of this agreement is to establish the respective roles, responsibilities, financial and institutional commitment of each entity in the development and operation of a One-Stop workforce service delivery system pursuant to the provisions of Section 121 of Title I of the Workforce Innovation Opportunity Act of 2014. It is understood that the development, implementation and continuation of this system will require mutual trust and teamwork among the agencies, all working together as partners to accomplish the shared driven goals. As such, this agreement is entered into in a spirit of cooperation.

c) The parties envision and shall continue to strive for a workforce service delivery system that will provide universal access in order to serve customers in an effective and efficient fashion. To bring this vision to fruition, the parties agree to establish joint processes, procedures, and to coordinate and deliver resources and services. This effort will enable partners to create an integrated, seamless and comprehensive service delivery system that offers an array of education, human services, job training, placement and other workforce development and/or supportive services to both job seekers and business customers.

d) The Parties to this MOU agree to work collaboratively to carry out the provisions of this MOU so as to enhance the quality of life for the residents of Middlesex County by supporting the development and retention of a world class workforce.

2) MCWDB RESPONSIBILITIES

The Board shall be responsible for overall policymaking, planning, oversight and program systems evaluation for the One-Stop service delivery area in Middlesex County. It will assemble and has assigned the One Stop Operator to the One Stop Collaborative Committee composed of the service delivery system partners.

3) MANAGEMENT

a) In accordance with Section 121 (a) (1) (2) (3) of the Workforce Innovation Opportunity Act of 2014, and in consultation with the Chief Elected Official (CEO) MCWDB shall (1) develop and enter into a memorandum of understanding as described in Section 121 (c) with the One-Stop System Partners; (2) designate or certify the Middlesex County one-stop operator under Subsection (d); and (3) conduct oversight with respect to the One-Stop delivery system in Middlesex County.

b) The Middlesex County One-Stop Operator shall be responsible for coordinating workforce system activities resulting in effective community partnerships, which expand and enhance the workforce system.

c) The MCWDB has designated in the interim the consortium of partners at the comprehensive One Stop, which includes Wagner Peyser, Unemployment Services, Division of Vocational Rehabilitation,
and the Office of Workforce as the One Stop Operator, with the Office of Workforce as the Team Leader.

4) MANAGEMENT TEAM PARTNER RESPONSIBILITIES

a) All Partners will participate in the continuous development and implementation of the Middlesex County One-Stop Career Center service delivery system that includes career, training, supportive and coordination of services, legislative requirements, policies, procedures, and operational agreement.

b) The Partners agree to cooperate in a team approach to serving and achieving the performance standards and service goals of the Middlesex County One-Stop system.

c) The MCWDB, Partners and One-Stop Operator/Fiscal Agent agree to acknowledge each other's organizational practices, management structure and regulatory requirements in the provision of the services under this agreement.

d) The Partners shall collaborate in marketing programs of the Middlesex County One-Stop Career Center system within the community.

e) The Partners agree to provide reports and information, and to attend meeting upon request of the MCWDB and/or its standing and ad hoc committees.

f) The Partners shall meet regularly to review and improve workflow, policies, procedures, referrals and delivery of employment and training services.

5) ROLE AND RESPONSIBILITIES OF MCWDB PARTNERS

a) All partners agree to endorse and abide by the Mission and Credo of the Middlesex County One-Stop system as follows:

b) Each partner will operate in accordance with the regulatory governmental laws (County, State or Federal), the respective regulations, statutes, eligibility policies, procedures and directives of its grantor agency (ies) and funding sources, including the Workforce Innovation Opportunity Act, (WIOA), Workforce Development Program (WDP), WorkFirst NJ (TANF/GA/FS), and any other federal and state discretionary grants.

c) Each partner agrees to respect and comply with each agency's policies regarding confidentiality.

d) Middlesex County One-Stop System Partners will encourage representation of staff in the One-Stop Career Centers as may be feasible and negotiated.

e) In order to offer the best possible services, all partners will participate in a regular and on-going process of program review and continuous improvement and customer satisfaction seeking opportunities for further integration and expansion of services. Partners will agree to participate in an ongoing, thorough and comprehensive systems review and process mapping in order to alleviate duplication, unnecessary delay, overlap, and identify gaps in services.

f) Partners will provide or allow cross-informational training of appropriate staff to ensure staff awareness of each agency's mission, terminology, and eligibility criteria. This will ensure that customers have access to all Workforce programs for which they are eligible.
g) Partners agree to utilize an information sharing referral system and processes, as well as participant tracking systems, which shall be used by the One-Stop service delivery system subject to confidentiality constraints. AOSOS will be the participant tracking system for all Partners with access. The referral process will be reciprocal. Partners will retain the right to accept or reject referrals based upon agency eligibility criteria or financial limitations.

h) Partners will identify a liaison(s) to be contacted when key issues arise and to be the recipient of inter-agency referrals.

i) Partners will jointly share technology and information, including testing scores, assessments, and progress notes in accordance with their confidentiality protocol.

j) Each Partner agency will cooperate to ensure that the service plans, placements and terminations for mutually served customers are coordinated.

k) Each Partner agency will utilize the performance data indicators on the Eligible Training Provider list (ETPL) when seeking training services for clients.

l) Appropriate Partners agree to regularly convene to address the needs of our jobseekers customers, employers and the business community, which would include evaluation for continuous improvement of services to all OSC customers.

m) Partners will ensure agency business practices are followed in the provision of services under this agreement.

6) ROLES AND RESPONSIBILITIES OF THE ONE-STOP OPERATOR (050)

The (OSO) is responsible for leading the implementation of the MCWDB’s vision for its One-Stop System. The One-Stop Operator is responsible for the following.

a) Management Team Partner Coordination
   The (OSO) will serve as the primary communication link between the Partners and the WDB. Convene Partners to discuss pertinent programs, progress and issues.

b) Supporting MCWDB Efforts and Initiatives
   The (OSO) works with the Partners to meet performance requirements and to implement the workforce investment vision of the WDB.

c) Performance Management
   The (OSO) manages with the WDB Director, the accurate and timely flow of data systems that track, project and evaluate One-Stop services; the WIOA management team analyzes performance and prepares reports and or recommendations for programs/services; provides on quarterly basis to the MCWDB and One Stop Collaborative Committee key information on programs, performance and corrective action plans when necessary.

d) One-Stop Operational Planning and Development
   The (OSO) works with Partners to develop and implement a menu of appropriate, non-duplicative services in accordance with the vision of the MCWDB and any directives or legislative requirements imposed by the State or Federal government.
e) **Contract Administration**

The (OSO) participates under the Direction of the WDB in the procurement and purchasing process with the Workforce Development Board, assists with drafting bids and/or Requests for Proposals, ensures program and fiscal compliance and provides technical assistance to contractors to ensure their success.

f) **One-Stop Operations Management and Oversight**

The (OSO) monitors services to ensure that they comply with WDB standards and related County, Federal and State legislative authority, regulations, directives, polices, and procedures. The (OSO) also provides guidance to Partners and OSC staff; and coordinates day-to-day operations of the comprehensive Middlesex County One-Stop Career Center. The (050) is responsible for the development of the Annual Master Budget and Resource Sharing Agreement for review by the MCWDB’s Executive Committee.

g) **Employer and Community Outreach**

The (050) collaborates with the MCWDB, MCOWD and Partners to identify workforce strategies that address the needs of our local employers and community.

h) **Staff Development**

The One-Stop Operator will identify and coordinate common staff development activities with Input from the Partners.

i) **MOU Enforcement**

The One-Stop Operator, under the guidance and direction of the WDB, will ensure that Partners fulfill their commitments articulated in the MOU, and other guiding documents.

7) **SERVICES**

Partners will provide a multitude of services in the following areas, a) Career Services, b) Training Services c) labor Exchange, d) literacy, e) Business Services and f) work activities (WorkFirst NJ), and g) supportive services/referrals. All Partners agree to provide, to the extent feasible, career services at their respective sites. Ideally a customer should access orientation, intake, eligibility for services and other activities described in Sec. 134 (d) 2 of the Workforce Innovation Opportunity Act as appropriate.

8) **Conflict/DISPUTE Resolution**

It is expected that the partnership will function by consensus. In instances where consensus cannot be reached, the parties shall first attempt to resolve disputes informally. When necessary the (OSO) and other parties as appropriate will mediate to resolve the dispute. If the matter cannot be resolved then it shall be referred to the MCWDB Director and at the Director’s discretion it may be taken to the MCWDB Executive Committee for resolution.

9) **RESOURCE SHARING/COST Allocation/SERVICES**

It is expressly understood that this MOU constitutes commitment of specific resources/services that will enhance the offering of services to the customers of the Middlesex County One Stop Career Center. A matrix of services, per Partner, in the following areas, a) Career Services, b) Training Services and work activities (WorkFirst NJ), c) Business Services, d) Literacy, e) supportive services, are to be provided by the respective Partner.
One-Stop Partner will develop a Resource-Sharing agreement (with Technical Assistance and guidance from the State of NJLWD) that addresses the methodology to fund One Stop partners costs associated with common expenses which will include how they will be funded and have a quarterly review and reconciliation process.

10) SYSTEM STANDARDS

Partners will work collaboratively with the (OSO) to ensure the following system standards are met

a) Performance Measures
b) Monitoring Process
c) Customer Satisfaction Measures
d) Evaluation/Assessment
e) Remedial/Corrective Action

11) MOU REVIEW AND RENEWAL

a) Every three (3) years, within 60 days prior to the end date of this MOU, the WDB and Partners shall review the MOU to assess whether any changes or adjustments are needed in the processes and procedures described in Sections I and II above or if changes are needed in other provisions of this MOU. The Parties shall negotiate modifications to the provisions of the MOU and proceed to amend this MOU.
b) The Parties shall collaboratively evaluate the effectiveness of operations pursuant to this MOU, make any necessary modifications, and renew the MOU for a term to be determined at the time of renewal.
c) The review of the MOU shall include:
   i) Any programmatic budgetary changes that may impact a Party’s responsibilities; and
   ii) An analysis of the successes and challenges in operations pursuant to these provisions;
   iii) Infrastructure cost sharing methodologies;
   iv) Consideration of any issues, findings and/or recommendations identified in the Parties’ annual monitoring reports

12) ASSURANCES AND CERTIFICATIONS

a) Each partner will abide by its organization’s assurances and certifications.
b) In addition to the requirements at 29 CFR 95.42, and/or 20 CFR 97.36 (b) (3), as applicable, which address codes of conduct and conflict of interest issues related to employees, the following conflict of Interest provision as to Partners will be adhered to:

I. A partner must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such partner (or any organization which that partner directly represents), nor on any matter, which would provide any direct financial benefit to that partner, or a member of a partner’s immediate family.

II. Neither membership on the State WDB Board, the local WDB Board or on committees, nor the receipt of WIOA funds to provide training and related services, by itself, violates these conflicts of interest provisions.
c) Partners and their staff are not considered employees of the County of Middlesex, the One-Stop Service Delivery Center or the Workforce Investment Board. As such, each partner is respectively responsible for compliance with any and all federal, state and local laws, statutes, rules or regulations, including but not limited to, wages, benefits, worker's compensation, disability, general liability, unemployment insurance, social security, etc.

d) The parties to this agreement and respective staff assure that applicants, claimants, individuals/participants/customers or business customers of One-Stop programs shall not be discriminated against on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, marital status, sexual or affectional orientation, or belief and, if receiving WIOA program benefits, citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA financially assisted program or activity.

e) Parties to this agreement will agree on a single One-Stop Equal Opportunity reporting system and a protocol of who will process local complaints of discrimination and attempt to address same as prescribed by 29 CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA". The parties to this agreement will abide by 29 CFR Part 37, Section 188 of WIOA (non-discrimination), and any Directives issued by the State.

f) The parties to this agreement will provide ongoing and continuing notification that equal opportunity is the law. Any and all marketing, publications, informational flyers, brochures, broadcasts and other communication developed with WIOA funds must contain the following tag line "(agency name) is an equal opportunity employer with equal opportunity programs. Auxiliary aids and services are available upon request to individuals with disabilities."

g) Procurement and Contracting will be performed in accordance with 29 CFR 97, and the NJ Local Public Contracts Law, as applicable. All partners agree to abide by the provisions of the Americans Disabilities Act (ADA).

h) All partners agree to abide by the provisions of the Americans Disabilities Act (ADA).

i) Partners are respectively responsible for compliance with any and all County, Federal, State and Local Laws, statutes, rules or regulations, including but not limited to, wages, benefits, worker's compensation, disability, general liability, unemployment insurance, and social security.

j) Record Retention and Personally Identifiable Information- parties are aware of, and will comply with the Federal and State requirements related to personally identifiable information and record retention.

13) INDEMNIFICATION/INSURANCE

a) Each partner to this agreement will to the fullest extent permitted by applicable law, agree to defend, at their expense and with counsel acceptable to each of the other partners, indemnify, and save and hold harmless each partner and all of its officers, directors, shareholders, employees, agents, successors, and assigns, from and against any and all claims, suits, losses, causes of action, damages, liabilities, and expenses of any kind whatsoever arising out of the performance or nonperformance of the Work/services agreed to within this agreement, including without limitation, all expenses of litigation and/or arbitration, court costs, and attorneys’ fees, arising on account of or in connection with injuries to or the death of any person whomsoever, or any and all damages to property, regardless of possession or ownership, which injuries, death or damages arise from, or are in any manner connected with, the Work/services performed by or for the Partner under this Agreement, or
are caused in whole or part by reason of the acts or omissions or presence of the person or property of the partner or any of its Board of Directors, officials, employees, agents, representatives, volunteers, suppliers, including without limitation Injuries, death, or damages to property which arise from or in connection with, or are caused by, any act, error, omission or negligence of the Partner, and all of their officers, directors, shareholders, employees, agents, volunteers or suppliers, including Injuries or property damages caused by the sole negligence of said Partner.

b) Each Partner to this agreement will assume liability for its action and the actions of its Board of Directors, officials, employees, agents or volunteers under this Agreement. Partner shall hold harmless, defend and indemnify all other Partners to this agreement from any and all claims for damages, personal injury, and property damages, including costs and attorney fees resulting in whole or in part from the Partner, its Board of Directors, officials, employees, its agents or volunteers, acts, omissions or activities, whether negligent or not, under this agreement.

14) TERMS OF AGREEMENT

a) DURATION: The MOU shall be effective upon execution of this document and automatically renew annually, unless otherwise amended or terminated as provided for herein.

b) AMENDMENTS: The MOU may be amended at any time by mutual agreement of the parties, or unilaterally by the MCWDB or MCOWD in conjunction with the Chief Elected Official, due to any federal, state or local governmental/legislative, statutory or regulatory amendments or modification(s). The parties may enter into negotiations for amendments to this agreement with a thirty (30) day prior written notification to the Partner by the party seeking the change.

c) ASSIGNMENT: This agreement may only be assigned upon the mutual written agreement of the parties herein.

d) SEVERABILITY: If any part of this MOU is found to be null and void, or is otherwise stricken, the remainder of this MOU shall remain in full force and effect.

e) TERMINATION: Any Partner that fails to meet its obligation under this agreement shall be referred to the MCWDB Executive Committee for review and possible partnership termination.

15) This agreement shall be interpreted in accordance with the laws of New Jersey and/or Federal Law, as applicable.
Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this agreement, and do so commit by signing herein.

FOR THE WORKFORCE INVESTMENT SYSTEM:

Jill Schiff, Chairperson
Middlesex County Workforce Development Board

Date: July 11, 2016

FOR THE CHIEF ELECTED OFFICIAL:

Ronald J. Rios, Freeholder Director
Middlesex County

Date: 10/6/16

APPROVED AS TO FORM AND LEGALITY

NIKI ATHANASIOPOULOS, ESQ.
SENIOR DEPUTY COUNTY COUNSEL
MIDDLESEX COUNTY ONE-STOP PARTNERS

PARTNER SIGNATURE PAGES

La Perla-Morales, President

June 22, 2016

Date

Middlesex County College
Aubrey A. Johnson
Superintendent
New Brunswick Board of Education

Date 6/28/16
Brian J. Loughlin, Superintendent
Middlesex County Vocational-Technical Schools
(Carl Perkins)
Donna Bright an, Executive Director
Housing Authority (HUD)
Township of Woodbridge

Date 6-23-16
John Clarke, Executive Director
New Brunswick Housing & Redevelopment Authority (NBHA)
City of New Brunswick

Date 7/27/15
Angela B. Mackaronis, Director
Middlesex County Board of Social Services

Date
June 22, 2016
Miriam Ruiz, Program Director
Community Child Care Solutions, Inc.
Sherri Goldberg, MA, MPA
Director, Employment & Training
Jewish Renaissance Foundation
John C. Ross, Director
Middlesex County WorkFirst New Jersey Program

Date 7-19-16
Lenny Ward, Director
New Jersey State Parole Board
Division of Parole & Community Programs
• Provisional due to time sensitivity, pending Chairman final review.
Melyssa Lewis, Director
Middlesex County Office of Human Services
Community Service Block Grant Program

Date
6/23/16
APPENDIX 4

WORKFORCE DEVELOPMENT BOARD AND CHIEF ELECTED OFFICIAL MEMORANDUM OF UNDERSTANDING

This agreement entered into on this day of April, 2016 between the County of Middlesex, a municipal corporation of the State of New Jersey located at 75 Bayard St., in the city of New Brunswick, the County of Middlesex, state of New Jersey, herein after "CEO" and the Middlesex County Workforce Development Board, a quasi-independent entity, created pursuant to the Workforce Innovation and Opportunity Act of 2014, located at 550 Jersey Avenue, in the city of New Brunswick, County of Middlesex, State of New Jersey, herein after "WDB".

The purpose of this agreement is to set forth the role and responsibilities of both parties as it relates to the development, implementation and integration of a seamless workforce development system for customers of Middlesex County.

The Parties to this agreement shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties’ respective roles and responsibilities.

GOVERNANCE

1. The parties have agreed that the Middlesex County Office of Workforce Development (MCOWD) shall provide the necessary staff to carry forth the policies, plan and budget recommendations of the Workforce Development Board. Employees shall be entitled to the extent feasible to similar rights, benefits and privileges of other county employees.

2. All appointments to the Middlesex County Workforce Development Board (WDB) must be approved by the Board of Chosen Freeholders prior to the individual serving on the Board.

   a. Recommendations for WDB membership may be made to the Executive Director of the WDB by members of the Board of Freeholders, by business associations, by other WDB members, by individual businesses, unions or educational institutions, by WDB staff, and by One-Stop Partners.

   b. All the membership requirements contained in both federal and state enabling legislation must be adhered to regarding membership on the WDB.

   c. The Chief Elected Official of Middlesex County or his/her designee is an ex-officio member of the WDB.

3. The WDB shall assist in the recruitment and appointment of members to the various committees.

4. The CEO agrees that he WDB will use the designated process of the Act, with guidance from LWD to select the One-Stop Operator.

"Middlesex County WDB is an equal opportunity employer with equal opportunity programs, Auxiliary aids and services are available upon request to Individuals with disabilities."
5. The WDB shall negotiate performance measures for the workforce investment system for presentation and approval by the Governor of the State of New Jersey.

6. The WDB membership shall conform to the county Code of Ethics for the purposes of conflict of interest conduct.

FISCAL ACCOUNTABILITY

The Board of Chosen Freeholders will serve as the Grant Recipient and designates the Office of Workforce Development as the fiscal agent for all federal and state funds directed to the WDB for workforce activities.

7. Upon receiving an official Notice of Obligation (NOO) from the state of New Jersey for either state or federal workforce funds for Middlesex County, a resolution will be requested by the MCOWD, acting on behalf of the WDB, which accepts the funds and designates the MCOWD as the fiscal agent responsible for the distribution and accounting of said funds.

8. Once the resolution has been adopted, the Fiscal Officer of the MCOWD, acting on behalf of the WDB, will drawdown the funds as needed to perform the required responsibilities of the awarded grant funds.

9. The disbursement of funds is solely the responsibility of the MCOWO as the MCOWD carries out the prescribed responsibilities as detailed in the Workforce Innovation and Opportunity Act of 2014. No other entity may expend or obligate any funds intended for the MCOWO.

10. Each program year (July 1 through June 30), the WDB will review and approve the Title I WIOA budget during the first meeting of the new program year.

11. The indirect cost share for county services provided to the MCOWO will be the amount determined by the outside agency hired by the county to determine indirect costs for all county departments. A breakdown of exactly what constitutes the indirect costs for the MCOWO will be given to the MCOWD when payment is requested each year.

12. All funds will be disbursed in accordance with all applicable county, state and federal regulations, including all purchasing and contracting activities and will meet the criteria of Allowable Costs for WIOA funds.

13. All accounting functions performed by MCOWD and its staff on behalf of the County of Middlesex or WOB, will be available at any time for review and audit by the county, the state and the federal governments.

14. Copies of all fiscal reports sent to the state of New Jersey will be provided to the county treasurer/comptroller, if such documentation is requested.

MANAGEMENT/STAFFING

15. All members of the WDB staff and of the MCOWD will be considered Middlesex County employees for purposes of hiring, terminations, payroll, and medical/prescription benefits. The MCOWO has an independent pension system, in which the WDB staff shall participate. Employees of the MCOWD or WOB do not participate in PERS, and therefore, no deductions will be taken for PERS contributions.

16. The MCOWO, in coordination with the WOB, shall provide all policymaking, planning and oversight in conjunction with the CEO for workforce activities under Title 1 of the WIOA of 2014.

17. The MCOWD, in consultation with the WDB, and based on the policies and procedures of the State of New Jersey, shall be responsible for the development of all activities, systems, procedures and evaluation mechanisms for the workforce system.
18. All lease arrangements, which impact the WDB staff, or for the space needs of the MCOWD will be the responsibility of the Department of Business Development and Education, Office of Real Estate in Middlesex County.

19. All copies of reports requested by the federal and/or state governments for WDB activities will be shared with the Freeholder Director or the Freeholder liaison for the MCOWD. Upon a request by the Freeholder(s), the Executive Director of the WDB will provide a yearly report of activities and accomplishments to the public at a Freeholder meeting, or on a more frequent basis as needed.

20. A copy of the Annual Report of the WDB will be distributed to all members of the Board of Chosen Freeholders and the County Administrator.

21. The website of the WDB/MCOWD will reside on the Middlesex County website and all maintenance of said site is the responsibility of Middlesex County.

22. NJDLWD shall be responsible for all technological systems for the MCOWD/WDB as they pertain to the WIOA Title I programs. Middlesex County is responsible for technological systems which relate to administrative county.

**PLANNING AND POLICY DEVELOPMENT**

23. The MCOWD, in coordination with the WDB, shall provide all policymaking, planning and oversight in conjunction with the CEO for workforce activities under WIOA Title I.

24. MCOWD and the WDB, with the support of the Board of Chosen Freeholders, shall participate in regional activities or plans for labor market information, planning and delivery of services, whenever feasible.

25. MCOWD and the WDB shall participate in all economic development activities of the Board of Chosen Freeholders as funds allow.

   a. The WDB will promote the participation of the private sector employers in the countywide workforce development system in order to assist such employers in meeting their hiring needs.

   b. The WDB/MCOWD will assist with Middlesex County economic development planning to increase the numbers of self-sustaining jobs in our county.

   c. The WDB shall develop and coordinate Middlesex County economic development strategies and employer linkages to carry out the workforce development activities under WIOA Title I.

26. The WDB is responsible for the development of the WIOA Regional and local Strategic Plan for Middlesex County workforce activities.

**CONTRACT/PROCUREMENT MANAGEMENT**

27. The WDB/MCOWD staff, with the One-Stop Operator, and consistent with WIOA and County Purchasing procedures, and public contract laws, shall procure when necessary and identify providers of adult and youth activities, career services and training programs.

28. The WDB/MCOWD staff, with the One-Stop Operator, shall solicit and negotiate contracts and/or purchases in accordance with county procurement policies.
INDEMNIFICATION
29. The parties shall mutually hold harmless, defend and indemnify each other, its Board, officials, employees, agents or volunteers from any and all claims for damages, personal injury, and property damages, including costs and attorney fees resulting in whole or in part from the parties, their Board, officials, employees, agents or volunteers, acts (whether negligent or not), omissions, or activities and/or lack of performance under this agreement.

30. This agreement shall not be construed to limit, infringe or otherwise interfere with the WDB's or the CEO's ability to exercise other options available under the WIOA or the regulations.

AMENDMENTS/ TERMINATION
31. This agreement cannot be assigned and shall be subject to mutual modification or termination upon a 30 day prior written notice sent certified mail, return receipt requested, to the other party's respective address.

32. This MOU shall continue in effect until such time as mutually modified or terminated, but will be reviewed at least once every 3 years.

This agreement shall be effective upon both parties having mutually executed this document. The individuals signing below have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing herein.

ATTEST:

SIGNATURE:

Jill Schiff, Chairperson
Middlesex County Workforce Development Board

Amy R. Naples
Clerk of the Board
Middlesex County Board of Chosen Freeholders

Ronald J. Rios
Freeholder Director
Middlesex County Board of Chosen Freeholders
## APPENDIX 5

Standing Committees of the Middlesex County Workforce Development Board  

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Description</th>
<th>Membership Requirements</th>
<th>Current Meeting Information</th>
</tr>
</thead>
</table>
| Business Outreach and Economic Development | Shall be responsible for identifying, recommending and ensuring coordination, implementation and monitoring of the program needs and services required and/or requested by the business community. | First Thursday of January, April, July, and October @ 9:00 AM.  
550 Jersey Avenue  
New Brunswick |  
| By-Laws and Membership                | Shall review and/or revise By-Laws, as needed, but minimally shall review them on an annual basis. Shall serve as the committee to present on an annual basis, a slate of officers for the Board’s consideration, as well as any actions for officer member removal or the filling of an officer vacancy in accordance with the By Laws provision for same. Part of its functions may include on-going recruitment of WDB and YAC members and the submission of nominations for the Board’s consideration. | Minimally once in May. |  
| Disabilities                          | This committee focuses on several issues related to serving disabled customers seeking services through the One-Stop Career Center. These issues include, but are not limited to: accessibility of the One-Stop and its community partners, assessing Services for Disabled county wide, environmental scan, identifying best practices, and establishing policies for serving disabled customers. | To be determined. |  
| Executive                             | Responsible for ensuring WDB responsibilities, policies and tasks are carried out in accordance with the appropriate WIOA rules/regulations, conduct Board business in between meetings, ensure that a meeting agenda is set, minutes sent out, and that the strategic plan is being implemented and monitored. The composition shall consist of all duly elected officers, the County Freeholder liaison and all chairpersons of the Standing Committees.  
-Officers of the Board  
-Freeholder Liaison  
-Chairs of other Standing Committees | Second Tuesday of January, April, July and October @ 10:00 AM.  
550 Jersey Avenue  
New Brunswick |
<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Description</th>
<th>Membership Requirements</th>
<th>Current Meeting Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance, Planning and Performance</td>
<td>Shall develop, assess, and negotiate criteria, standards and performance goals for the workforce development system, its providers, and develop customer satisfaction criteria. Shall be responsible for One Stop planning, policy development, and oversight and evaluation of the One Stop operation and the workforce investment system and ensure coordination between workforce programs and services. Membership shall consist of Executive Committee members. Shall also be responsible for: 1) Gathering community resource data, identifying gaps; 2) providing policy and program development guidance and recommendations to effectively create and implement the County Workforce Strategic WIOA Plan, its modifications, and/or changes to said plan and monitors implementation of local WDB Plan. Encourages resource usage and collaboration that can impact positively the development and expansion of the local workforce system.</td>
<td>Members of the Executive Committee</td>
<td>To be determined.</td>
</tr>
<tr>
<td>Literacy</td>
<td>Shall be responsible for assessing, recommending, ensuring implementation of and monitoring the County Literacy Plan and services related to the development of a literate workforce.</td>
<td></td>
<td>Second Tuesday of March, June, September, and December @ 9:00 AM. 550 Jersey Avenue, New Brunswick</td>
</tr>
<tr>
<td>Prisoner Reentry Employment and Training</td>
<td>The committee is focusing on identifying and creating employment/training opportunities for men and women that have recently been released from Federal, State, and Local correctional facilities. The committee is cultivating strategies that will take a different approach to creating career opportunities for this hard-to-serve population.</td>
<td></td>
<td>Third Tuesday of March, June, September, and December @ 9:30 AM . 550 Jersey Avenue, New Brunswick</td>
</tr>
<tr>
<td>Youth Advisory Council</td>
<td>Provides expertise in planning, policy development and oversight of youth employment and training services. Shall assist the local WDB in: 1) broadening the youth employment and training focus in the community to incorporate a youth development perspective; 2) establishing linkages with other organizations serving youth in the local area; and 3) taking into account a range of issues that can have an impact on the success of youth in the labor market.</td>
<td></td>
<td>Second Tuesday of February, May, August, and November @ 9:00 AM. 550 Jersey Avenue New Brunswick</td>
</tr>
</tbody>
</table>
APPENDIX 6
BY-LAWS
OF
MIDDLESEX COUNTY WORKFORCE DEVELOPMENT BOARD

ARTICLE I

NAME

The name of the organization shall be the Middlesex County Workforce Development Board, hereinafter referred to as the WDB.

ARTICLE II
PURPOSE

In partnership with the Chief Elected Official (CEO), strategically plans, sets policy and oversees workforce development programs in Middlesex County in order to provide a comprehensive, seamless, effective and efficient workforce service delivery system.

ARTICLE III

RESPONSIBILITIES

- Set policy, and oversee all WIOA and One-Stop System activities/services/procedures
- Develop and submit Strategic Local Workforce Development Plan
- Select local One-Stop Operator(s)
- Identify eligible providers of training services and youth activities
- Oversight of One Stop System
- Negotiate local performance measures with CEO & Governor
- Assist in developing Statewide employment statistics system
- Ensure effective connecting, brokering and coaching activities to assist employers
- Coordinate activities with economic development and employers
- Comply with Executive Order 36, in particular, Section 6 and the Workforce Innovation and Opportunity Act of 2014
ARTICLE IV

MEMBERSHIP

1. **Appointments.** The WDB members shall be formally appointed by the Middlesex County Board of Chosen Freeholders in accordance with the federal Workforce Innovation and Opportunity Act of 2014, its guidance letters rules and regulations and State policy/procedures.

2. **Membership.** The WDB Board shall consist of a minimum of twenty-seven (27) members, composed of at least the following. The Federally Mandated members are designated by (M), State required appointment (SM).
   - Business/Private Sector (51% requirements) (M)
   - Community-Based Organizations/ Organized Labor (Minimum 20%) (M)
   - County Economic Development Agency and/or appropriate Municipal Economic Authorities (M)
   - County Vocational/Technical School Superintendent (SM)
   - County Superintendent of Schools (SM)
   - County Board of Social Services (M)
   - Local Employment Services Office (M)
   - Community County College (SM)
   - Local Human Services Advisory Council Chair (SM)
   - Representative from Vocational Rehabilitation (M)
   - Adult Education/Literacy Representative from either Local Educational Agency (LEA) sponsored or other major publicly funded programs (SM)

3. **Other members.** The Board may also include in the Standing or Ad hoc Committee membership structure, other individuals whose knowledge or experience can contribute to or enhance the Board's Committee functions and activities. However, said individuals will not have a voice or vote on the appointed WDB.

4. **Term.** Members shall be appointed for a specific term, whether a fixed or staggered term, and shall serve until his or her successor is chosen and qualified, or until his or her death, resignation, or removal in the manner herein provided. Membership shall be as follows:
   - Federally Mandated .................................................. 3 years
   - State Mandated ......................................................... 2 years
5. **Designee.** An appointed voting member may choose a designee to represent him/her permanently on the Board or during such member's absence during his/her term with the same rights and privileges unless otherwise provided by these By-Laws. The voting member shall advise and provide to the WDB Secretary, name and contact information of said designee.

6. **Qualifications.** All members shall be persons who have attained the age of eighteen (18) years and shall be active members of the local business, community, social, governmental or educational organizations they will represent. To the fullest extent possible, the Board shall be reflective of gender, race and ethnic composition of the customer community.

7. **Voting.** Subject to Article VIII, all appointed members of the Board, or their designee, shall have the right to vote on all matters affecting the operation of the WDB, which shall be properly presented for their consideration at any duly constituted meeting of the WDB, unless a conflict of interest is present as per the established Middlesex County Code of Ethics.

8. **Resignation.** Any member may resign at any time by giving written notice to the Chairperson of the Board and the Chief Elected Official. The resignation shall take effect upon receipt and acceptance thereof and will not require further action to make it effective by the WDB and Chief Elected Official.

9. **Vacancies.** A vacancy shall be deemed to exist when any member's term expires, or he/she resigns, or is removed in the manner herein provided, or no longer represents the constituency from which such member was originally appointed, or is deceased. Any vacancy on the WDB shall be filled by formal appointment by the Middlesex County Board of Chosen Freeholders in the same manner as provided herein for the appointment of new members. Any member so appointed shall be representative of the same category as the departing member, and shall hold office for the remaining unexpired term of that membership, unless he/she dies, resigns, no longer represents the constituent category or is removed in the manner herein provided.

10. **Removal of Members.** Any member may be removed for cause at any time. Grounds for removal shall minimally exist when any member either has a conflict that prevents him/her from serving in this capacity, or he or his designee fails to attend two (2) consecutive meetings of the Board. Members identified for removal based on the conflict or absences provision shall be automatic upon receipt of a written notice from the By-Laws and
Membership Chairperson; however they may petition, in writing the WDB Chairperson, within 10 days of removal notice for a one (1) time reconsideration and possible reinstatement. All other member removal action must be presented by the By-Laws and Membership Chairperson and voted on by the Board.

11. **Insurance and Other Indemnification.** The WDB shall have the power to purchase and maintain such fidelity and bond insurance, errors and omissions policy on such officers, members, staff and on behalf of others to the extent that power to do so has been or may be granted by statute and give other indemnification to the extent not prohibited by law, regulation or statute.

**ARTICLE V**

**OFFICERS**

**Chairperson.** The Chairperson shall be the Chief Executive Officer of the WDB and shall in general supervise and control with the Executive Committee all of the business and financial affairs of the WDB. He/she shall preside at all meetings of the WDB and advise the other officer(s) and the WDB on all matters of general policy. The Chairperson, subject to the Robert’s Rules of Order as Revised shall decide all points of order and matters of procedure governing the meetings, unless otherwise directed by a majority vote of the WDB members present. He/she shall have, subject to these By-Laws, any rules or regulations and/or governing statutes, all the powers and perform all the duties normally pertaining to the office. He/she shall perform such other duties as from time to time may be assigned by the WDB.

**Vice-Chairperson.** The Vice-Chairperson shall, in the absence of the Chairperson or in the event of his/her inability to act, perform the duties of the Chairperson. When so acting, he/she shall have the powers of and be subject to all the restrictions placed upon the Chairperson. He/she shall perform such other duties as from time to time may be assigned by the Chairperson.

**Secretary.** The Secretary shall record, maintain and disburse meeting minutes, and notices. He/she shall be the official keeper of all minutes and records, and perform such other duties as required by the WDB or by the Chairperson.

**Election/Term.** As soon as practical, preferably at the end of each program year, but not more than thirty (30) days after the beginning of a new program year, or when a vacancy occurs,
the WDB membership shall elect officers and conduct any other business. The By-Laws and 
Membership Committee shall prepare annually a slate of officers or when necessary, nominations for 
any officer vacancy. Officers of the WDB shall be nominated and elected from among those members 
in good standing, who represent a private sector organization. All officers shall be elected annually 
by a majority of the quorum present. Unless a written ballot process is instituted, any person who is 
absent from an election and cannot send, or does not have a designee, may give their written proxy 
for voting purposes to another WDB member in good standing. However, the receiving WDB member 
may only have one proxy vote assigned per annual election. A member in good standing is someone 
who has attended at least 50% of the total WDB meetings per year.

Each officer shall hold office for a one (1) year term and serve until re-elected or a successor 
is elected and qualified, unless the officer is deceased, or resigns or is removed in the manner herein 
specified.

Resignations. Any officer may resign his or her office by giving written notice thereof to the 
WDB Chairperson. Any resignation shall take effect immediately upon receipt thereof by the 
Chairperson or at such other time as specified in the notice. The acceptance of the resignation shall not 
be necessary to make it effective and said position will then be filled as herein stated.

Removal. Any officer may be removed, with cause, by a vote of the majority of the entire Board 
at a special meeting called for that purpose, or at any other designated meeting of the membership 
upon the presence of quorum. Notice of a special meeting for removal of an officer shall be given in 
writing five (5) days prior to any such meeting, stating the date, time, place and purpose of the 
meeting. Grounds for removal shall minimally exist when any officer either has a conflict that 
prevents him/her from serving in this capacity; or he or his designee fails to attend two 
(2) consecutive meetings of the Board; or if there has been a breach of fiduciary responsibility. The 
resulting vacancy shall be filled in the manner specified herein.

Vacancies. A vacancy in any office shall be filled for the unexpired portion of the office term 
in the manner prescribed in these By-Laws for election to such office unless otherwise determined 
by the Board.
ARTICLE VI

STAFF

The County of Middlesex shall provide staff for the daily operations and responsibilities of the WDB. Staff shall be responsible for coordinating Board meetings, preparation/distribution of correspondence, and minutes, reports, and related documents, and the completion of all tasks set forth by the WDB, its committees, the State Department of Labor and Workforce Development or as required under WIOA. Staff shall also direct and supervise any and all other staff designated by the County of Middlesex to provide staff support to the Board.

ARTICLE VII

COMMITTEES

1. There shall be Standing Committees as follows:
   a. Executive. Responsible for ensuring WDB responsibilities, policies and tasks are carried out in accordance with the appropriate WIOA rules/regulations, conduct Board business in between meetings, ensure that a meeting agenda is set, minutes sent out, and that the strategic plan is being implemented and monitored. The composition shall consist of all duly elected officers, the County Freeholder liaison and all chairpersons of the Standing Committees.
   b. Youth Advisory Council. Provides expertise in planning, policy development and oversight of youth employment and training services. Shall assist the local WDB in:
      1) broadening the youth employment and training focus in the community to incorporate a youth development perspective;  2) establishing linkages with other organizations serving youth in the local area; and 3) taking into account a range of issues that can have an impact on the success of youth in the labor market;
   c. Systems Performance Committee Governance, Planning and Performance. Shall develop, assess, and negotiate criteria, standards and performance goals for the workforce development system, its providers, and develop customer satisfaction criteria. Shall be responsible for One Stop planning, policy development, and oversight and evaluation of the One Stop operation and the workforce investment system and ensure coordination between workforce programs and services. Membership shall consist of Executive Committee members. Shall also be
responsible for: 1) Gathering community resource data, identifying gaps; 2) providing policy and program development guidance and recommendations to effectively create and implement the County Workforce Strategic WIOA Plan, its modifications, and/or changes to said plan and monitors implementation of local WDB Plan. Encourages resource usage and collaboration that can impact positively the development and expansion of the local workforce system.

d. **Literacy.** Shall be responsible for assessing, recommending, ensuring implementation of and monitoring the County Literacy Plan and services related to the development of a literate workforce.

e. **Business Services Outreach and Economic Development.** Shall be responsible for identifying, recommending and ensuring coordination, implementation and monitoring of the program needs and services required and/or requested by the business community.

f. **By-Laws and Membership Committee.** Shall review and/or revise By-Laws, as needed, but minimally shall review them on an annual basis. Shall serve as the committee to present on an annual basis, a slate of officers for the Board’s consideration, as well as any actions for officer member removal or the filling of an officer vacancy in accordance with the By Laws provision for same. Part of its functions may include on-going recruitment of WDB and committee members and the submission of nominations for the Board’s consideration.

g. **Disabilities Committee.** This committee shall review as necessary any issues related to the One Stop that may have a significant impact on individuals with disabilities as it relates to the services or facilities of the One Stop. All partners shall ensure that they are compliant with the appropriate American with Disabilities Act rules and regulations pertaining to the provision of services under the workforce system.

2. The WDB Chairperson may establish other ad hoc-committees as deemed necessary.

3. The Chairperson and Vice-Chairperson of each Standing Committee, except where required by regulation, shall be appointed by the WDB Chairperson from the appointed WDB membership on an annual basis subsequent to the election of new Board officers or upon a vacancy occurring. They shall serve as members on the Executive Committee.

4. Any actions of the Standing Committees are subject to review and, when necessary, prior approval of the full Board, or when urgent, by the Executive Committee.
5. Committees shall meet on a regular basis as convened by the respective Chairperson.

6. All WDB members must serve on at least one committee. Members shall be permitted to volunteer for a particular committee(s). However, the Chairperson shall assign committee members based upon the needs of the WDB committees.

ARTICLE VIII

MEETINGS

Place of Meeting. The WDB shall hold, minimally, four (4) meetings on a yearly basis. All Board meetings shall be conducted in accordance with the Open Public Meetings Act. Notice of said meetings shall be sent to members at least five (5) days prior and shall include date, time, place, and if known, the agenda.

Special Meetings and Notice. Special meetings may be called by the WDB Chairperson, or by at least seven (7) members of the Board. Notice of special meetings shall be done in one of the following manners: a) mailed ordinary mail to each member's residence or place of business at least five (5) days before the day of the meeting; b) personally delivered within five (5) calendar days; c) or if emergent, by telephone, fax or e-mail, no later than two (2) calendar days before the meeting. The notice shall include the date, time, and place of the meeting, and state the purpose of the meeting. Said meeting shall be conducted in accordance with the Open Public Meetings Act.

Quorum. Except as otherwise provided by Robert's Rules, fifty percent (50%) plus one of the WDB membership shall be required to constitute a quorum to conduct business at any meeting. The act of a majority of the members present at such meeting shall be the act of the WDB. In the absence of a quorum, a majority of the members present may adjourn the meeting or consider any business that requires no voting action. Notice of any adjourned meeting need not be given.

Voting. Unless otherwise provided within the By-Laws, each member shall have one vote. A member may, in writing to the Chairperson of the Board, designate a designee to serve in his or her absence and vote on his or her behalf during his/her absence as per Article IV, Paragraph (5), except such person cannot assume the role and responsibility of acting for a Chair or Vice Chairperson. Such designee may in the absence of the appointed member participate in all official business of the Board, shall attend meetings of the Board and Committees thereof and shall have
the right to vote on all matters before the Board or a Committee thereof unless otherwise provided herein.

**Conflict.** Any member who is in conflict pursuant to Section IX shall leave the meeting during any discussion or motion concerning said organization. Disputes concerning the voting authority of any member or designated alternate shall be resolved by the Chairperson of the Board.

**ARTICLE IX**

**CONFLICT OF INTEREST**

Unless otherwise amended or superseded, the Board is regulated by the Middlesex County Code of Ethics as found within the County Of Middlesex Personnel Policy and to the extent not in conflict, the Conflict of Interest Directive promulgated by the New Jersey Department of Labor NJD-2-94 as well as the following:

1) In addition to the requirements at 29 CFR 95.42 or 20 CFR 97.36 (b) (3) (as applicable), which address codes of conduct and conflict of interest issues related to employees:
   a) A State Board member or a Local Board member or committee member must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or a member of his immediate family.
   b) Neither membership on the State Board, the local Board or the committees nor the receipt of WIOA funds to provide training and related services, by itself, violates these conflicts of interest provisions.

2) A conflict of interest under this section would also arise when:
   a) The individual,
   b) Any member of the individual’s immediate family*,
   c) The individual’s partner, or
   d) An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for a monetary award/grant.

(*For purpose of this Section the term “immediate family” means the individual’s spouse, child, parent or sibling residing in the same household.)

The officers, employees or agents of the agency and WDB members making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from awardees, potential
awardees or parties to sub-agreements. States and sub-recipients may set minimum rules where the financial interest is not substantial or the gift is an unsolicited item of nominal intrinsic value.

**ARTICLE X**

**EMPLOYMENT RELATIONSHIP**

Partners and their staff are not considered employees of the One-Stop or the Workforce Development Board. As such, each partner is responsible for compliance with any and all federal, state and local policies, directives, laws, statutes, rules or regulations, including but not limited to, labor laws, worker’s compensation, disability, unemployment insurance, hourly wages, etc.

**ARTICLE XI**

**AMENDMENT OF BY-LAWS**

These By-Laws may be altered, amended or repealed by majority of the WDB membership, at any meeting of the WDB, after thirty (30) days prior written notice that such action is a purpose of the meeting.

**ARTICLE XII**

**APPEALS**

**Dispute Resolution:**

Definitions for purpose of this section: (a) **agency** is defined as an organization who is soliciting service provider status or is currently a service provider pursuant to the WIOA legislation; (b) **individual** is someone either requesting or receiving services under the WIOA legislation; (c) **adversely affected** means an action taken by the WDB which i) affects the process by which funding recommendations were determined, or (ii) negatively affects a priority issue as per the Middlesex County Strategic Plan or WIOA mandate.

An agency or individual who is adversely affected by an action of the WDB may file a complaint/appeal with the WDB Director. The following process shall be followed:
a) An Ad Hoc Appeals Committee will be designated by the WDB Chair. This committee shall convene within five (5) business days to review the matter presented by the WDB Director to determine if the issue falls within the appealable categories. This determination will be rendered and forwarded within three (3) “business’ days to the WDB Chairperson.

b) If the determination is that the matter does not fall within the designated categories, then the appeal will be denied and the complainant shall be notified by the WDB Director within five (5) business days. If it is an appealable matter, then the Chair shall request that a hearing be held and a decision rendered within ten (10) business days of the initial receipt of said determination.

c) Said decision shall then be forwarded by the WDB Director to the appellant within 3 business days.

d) The claimant may appeal an adverse finding of the Appeals Committee to the Commissioner of the New Jersey Department of Labor. The Commissioner of Labor will review the appeal in accordance with its established procedures.

Disputes concerning specific statutory programs; i.e., Wagner-Peyser, Division of Vocational Rehabilitation, Job Corps, etc., shall continue to be subject to the procedures set forth in those programs.

**ARTICLE XIII**

The rules contained in “Robert’s Rules of Order as Revised” shall govern this organization in all cases to which they are applicable, and in which they are not inconsistent with these By-Laws or applicable Federal, State, or local statutes, rules and regulations.
Middlesex County WIOA Local Plan

This MCWDB Local Plan shall be effective upon both parties having mutually executed this document with the approval of the State Employment and Training Commission (SETC). The individuals signing below have the authority to commit and do so commit by signing herein.

**ATTEST:**

____________________________________
Amy R. Petrocelli
Clerk of the Board
Middlesex County Board of Chosen Freeholders

____________________________________
Ronald G. Rios
Freeholder Director
Middlesex County Board of Chosen Freeholders

**SIGNATURE:**

____________________________________
Jill Schiff, Chairperson
Middlesex County Workforce Development Board

____________________________________
Amy R. Petrocelli
Clerk of the Board
Middlesex County Board of Chosen Freeholders

____________________________________
Ronald G. Rios
Freeholder Director
Middlesex County Board of Chosen Freeholders
Public Comments

Middlesex County Workforce Development Board posted its Local Plan on the Middlesex County website on December 1, 2016 for public comment. It was posted for thirty (30) days until December 30, 2016. As of January 3, 2017, there were no public comments. Therefore, there are no comments to attach.