

NEW JERSEY MIDDLESEX COUNTY

Local Plan for the Workforce
Innovation and Opportunity Act

Middlesex County WIOA Local Plan

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Middlesex County WIOA Local Plan

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.

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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>.

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 align with Section II. Regional Data Analysis of the [North/Central/South] Regional Plan, 2019 Modification submitted to the State on June 30, 2019 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 industry sectors identified by LWD [Industry Partnerships](#). 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 [Industry Partnerships](#) 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.

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Occupation	2016 Jobs	2022 Jobs	Change in Jobs (2017-2022)	% Change	2017 Median Hourly Earnings
Laborers and Freight, Stock, and Material Movers, Hand	19,796	28,426	8630	44%	\$12.45
Software Developers, Applications	7,322	8,284	962	13%	\$48.30
Registered Nurses	8,381	9,519	1138	14%	\$41.98
Customer Service Representatives	7,494	7,500	6	0%	\$16.70
General and Operations Managers	4,811	5,086	275	6%	\$65.54
Office Clerks, General	9,422	9,612	140	1%	\$15.14
Industrial Truck and Tractor Operators	3,556	6,293	2737	77%	\$15.83
Accountants and Auditors	4,402	4,546	144	3%	\$43.79
Waiters and Waitresses	4,660	4,932	272	6%	\$10.29
Construction Laborers	2,208	2,460	252	11%	\$21.39

Resident Employment by Industry¹

INDUSTRY	Resident Employment
Educational services, health care, and social assistance	270,082
Professional, scientific, mgmt, admin, and waste mgmt service	146,453
Retail trade	128,194
Finance, insurance, real estate, rental, and leasing	99,079
Arts, entertainment, recreation, accommodation, food service and	88,923
Manufacturing	86,707
Construction	
Transportation and warehousing, and utilities	62,998
Public administration	55,705
Other services, except public administration	47,674
Wholesale trade	37,484
Information	34,143

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Agriculture, forestry, fishing and hunting, and mining	3,085
Total Civilian employed population 16 years and over	1,126,145

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

SOC Code	Occupation	Employment	Annual Salary
41-2031	Retail Salespersons	39,060	\$26,440
53-7062	Laborers and Freight, Stock, and Material Movers	29,540	\$27,160
41-2011	Cashiers	27,810	\$21,540
29-1141	Registered Nurses	21,610	\$78,780
43-9061	Office Clerks, General	20,060	\$34,630
43-6014	Secretaries and Administrative Assistants, Except Legal and Medical	18,800	\$41,570
35-3031	Waiters and Waitresses	17,380	\$22,870
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	16,210	\$30,010
43-4051	Customer Service Representatives	16,030	\$38,990
Total all occupations		1,060,710	\$55,140

Figure 2

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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 Employment and Annual Average Salary - Occupational Group³

SOC Code	Occupational Group	Employment	Annual Salary
43-0000	Office and Administrative Support Occupations	175,870	\$39,500
41-0000	Sales and Related Occupations	112,570	\$41,300
53-0000	Transportation and Material Moving Occupations	86,040	\$33,340
35-0000	Food Preparation and Serving-Related Occupations	82,020	\$24,440
25-0000	Education, Training, and Library Occupations	80,400	\$59,540
13-0000	Business and Financial Operations Occupations	65,530	\$78,480
29-0000	Healthcare Practitioners and Technical Occupations	62,610	\$90,470
11-0000	Management Occupations	54,970	\$140,490
15-0000	Computer and Mathematical Occupations	44,730	\$97,040
51-0000	Production Occupations	40,530	\$37,580
00-0000	Total all occupations	1,060,710	\$55,140

¹ Source: Occupational Employment Statistics, May 2015 Estimates

² Source: Burning Glass Technologies Inc., Labor Insight

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.

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Baseline Skills in Greatest Demand⁴

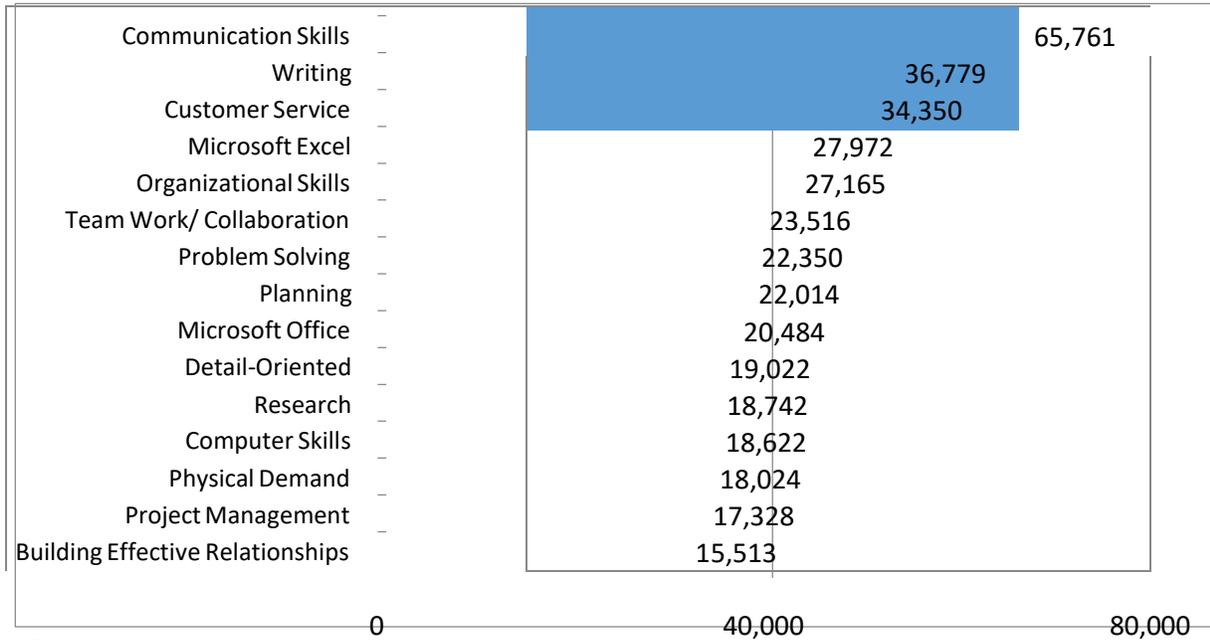


Figure 4

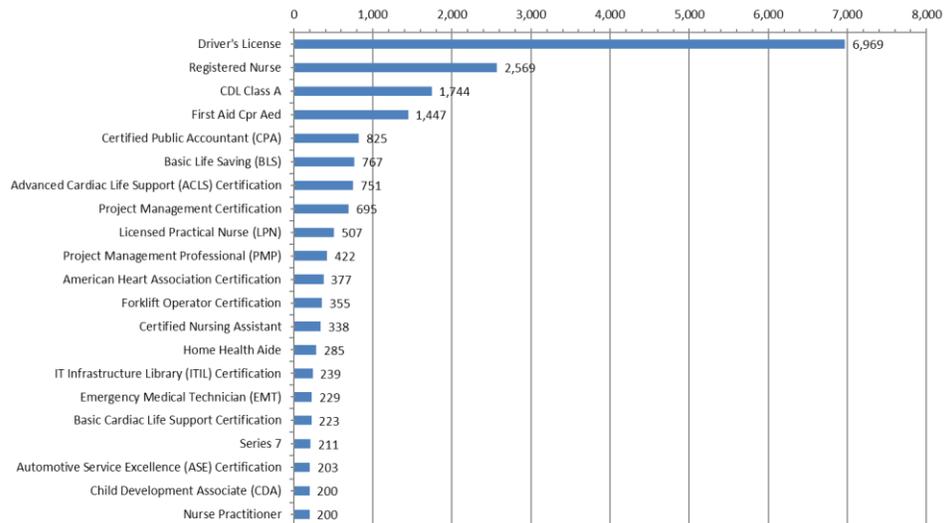
Source: Burning Glass Technologies Inc., Labor Insight

³ Source: Local Area Unemployment Statistics

⁴ Source: NJLWD, 2014 - 2034 Population Estimates

⁵ Source: NJLWD, 2014 - 2034 Population Estimates

Certifications in Greatest Demand⁵



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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 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 Industry Partnerships 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 Industry Partnerships. Some key efforts are described below, followed by the specific initiatives and relationships underway within this County.

Industry Partnerships (formerly Talent Networks)

Industry Partnerships are the newly formed LWD’s new model for building sector partnerships that facilitate business-government collaborations to meet workforce and economic challenges. **Industry Partnerships** bring together business leaders from similar sectors to discuss their workforce needs and resolve their operational concerns. This also includes representatives of public agencies, silent partners who work to develop customized solutions tailored to the specific, expressed needs of the industry sector.

The goal of this new sector partnership model is to help individual businesses thrive and encourage business to set the agenda to resolve industry challenges. This is a unique opportunity to identify problems best solved collaboratively.

- Opportunities to cultivate a pipeline of talent aligning with the needs the industry
- Desired skills and credentials businesses value
- How to make the industry more attractive to a younger pool of workers

Industry Partnership Areas

- | | | |
|--------------------------|-----------------------------|--------------------------------------|
| • Advanced manufacturing | • Biopharma & Life Sciences | • Construction, Utilities & Energy |
| • Finance & Insurance | • Healthcare | • Leisure & Hospitality |
| • Retail | • Technology | • Transp., Distribution, & Logistics |

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MCWDB will utilize the Sector Partnerships in an effort to forge high quality partnerships with local and regional businesses and will assist MCWDB with addressing the needs/skills that businesses acquire.

(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.

Figure 6

During the 2010 to 2015 timeframe, the regional unemployment rate decreased by a net of 3.9%, similar to the decrease

Labor Market Change⁶

Year	Labor Force	Number Employment	Number Unemployment	Unemployment Rate
2010	1,211,790	1,101,707	110,083	9.1%
2015	1,239,613	1,175,489	64,124	5.2%
Net Change	27,823	73,782	-45,959	-3.9%

experienced by the state and the nation during the same timeframe (3.9% and 4.1% respectively).

Population

Population Totals and Growth Trends⁷

Local Areas	2014	2024	2034	Change: 2014-2024		Change: 2024-2034	
				Number	Percent	Number	Percent
Mercer County	371,500	388,900	406,300	17,400	4.7%	17,400	4.5%
Middlesex County	836,300	900,000	965,000	63,700	7.6%	65,000	7.2%
Monmouth County	629,300	649,500	665,200	20,200	3.2%	15,700	2.4%
Ocean County	586,300	624,200	665,700	37,900	6.5%	41,500	6.6%
CJP Region	2,423,400	2,562,600	2,702,200	139,200	5.7%	139,600	5.4%
New Jersey (statewide)	8,938,200	9,338,000	9,733,400	399,800	4.5%	395,400	4.2%

Figure 7

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

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during this time.

Population Growth Rate by Race⁸

Race	Total 2014 Population	% Change 2014-2024	% Change 2024-2034
Asian	285,700	25.8%	20.6%
Black or African American	241,000	13.6%	11.8%
Latino or Hispanic	346,200	23.4%	19.8%
White Non-Hispanic	1,546,300	-0.7%	-1.5%

Figure 8

⁶ Source: NJLWD, 2014 - 2034 Labor Force Projections

⁷ Source: NJLWD, 2014 - 2034 Labor Force Projections

⁸ Source: New Jersey Department of Labor and Workforce Development, Office of Research and Information

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 County⁹

Local Workforce Development Areas	County	Year			Change: 2014-2024		Change: 2024-2034	
		2014	2024	2034	Net Change	% Change	Net Change	% Change
Mercer County	Mercer	194,500	194,900	206,100	400	0.2%	11,200	5.7%
Middlesex County	Middlesex	432,100	449,700	487,200	17,600	4.1%	37,500	8.3%
Monmouth County	Monmouth	328,700	334,100	344,800	5,400	1.6%	10,700	3.2%
Ocean County	Ocean	265,300	289,400	321,800	24,100	9.1%	32,400	11.2%
CJP Region	-	1,220,600	1,268,100	1,359,900	47,500	3.9%	91,800	7.2%
New Jersey	-	4,518,600	4,744,700	5,018,700	226,100	5.0%	274,000	5.8%

Figure 9

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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Labor Force Nearing Retirement Age¹⁰

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 CJP 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.

Category	2014	2024	2034
Total Labor Force	1,220,600	1,268,100	1,359,900
Labor Force Age 55+	292,600	334,000	337,600
% of Labor Force Age 55+	24.0%	26.3%	24.8%

Work-Based Commuting¹¹

Place of Work	CJP Region	New Jersey (statewide)
Total Resident Workers	1,096,517	4,122,554
New Jersey	991,599	3,588,171
Worked Out of State	104,918	534,383
New York	86,548	384,279
Pennsylvania	12,451	120,386
Connecticut	526	3,519
Delaware	435	8,106
Maryland	470	1,912
Other States	4,488	16,181
% Worked In State	90.4%	87.5%
% Worked Out of State	9.6%	12.5%
Live & Work in Same County	653,224	2,244,703
Work In State & Live Out of State	55,265	295,759
% Live & Work in Same County	65.9%	64.2%
% Work Outside County	34.1%	35.8%

Figure 11

⁹ Source: New Jersey Department of Labor and Workforce Development, Office of Research and Information

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

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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.

Individuals with a Disability Population¹²

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

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 Populations¹³

Identifier	CJP Region	New Jersey
Total Civilian Non-institutionalized Population	2,378,918	8,766,669
Civilian Veterans	126,791	416,037
Speak English less than "very well"	233,950	1,034,428
SNAP Recipient	55,785	272,130

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

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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

Educational Attainment¹⁴

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.

Level of Education	% of Population	Population
Less than 9th grade	6.5%	38,191
9th to 12th grade, no diploma	4.7%	27,208
High school graduate (includes equivalency)	25.9%	151,293
Some college, no degree	15.0%	87,826
Associate's Degree	6.0%	35,324
Bachelor's Degree	24.8%	144,932
Graduate Degree or Higher	17.0%	99,641

In terms of educational attainment, 11.2% of the region's population do not have a high school diploma while 25.9% have a high school diploma or its equivalent. Less than half (47.8%) 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.

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:

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- 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
- [Trade Adjustment Assistance \(TAA\) Program](#)
- 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 [Industry Partnerships](#) 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.

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MIDDLESEX COUNTY CORE & PARTNER PROGRAMS AND SERVICES

WORKFORCE DEVELOPMENT ACTIVITIES	LOCATION	DESCRIPTION	CAPACITY	CAREER PATHWAYS	STRENGTHS	WEAKNESS
WIOA TITLE I - ADULT	NB/PA OSCC	Occu/OJT/Apprentices hips/HSE/ Basic Skills remed. & training for low income individuals	Elig. low income adults (70% LLSIL) 18yrs+	Matching job seeker skills w/needs of employer	Easy to address gaps or defic in educ and experiences	Long term training with non-immediate results
WIOA TITLE I - DW	NB/PA OSCC	Occu/OJT/Apprentices hips/HSE/ Basic Skills remed. & training for individuals displaced from employers/military service and displaced homemakers	Elig. displaced workers	Potential for more advanced career pathways; matching job seeker skills w/needs of employer	More competitive with credentialing; career pathway may already be established	Need more opportunities for experienced /advanced educated displaced workers
WIOA TITLE I - YOUTH	NB/PA OSCC	Occu/OJT/Apprentices hip/Work Experience/ HSE/ Basic Skills remed. & training for youth with barrier to employment	16-24 yrs. – with identified barrier(s)	Matching job seeker skills w/needs of employer	Easy to address gaps or defic in educ, and experiences for youth	Marketing strategies to attract and retain youth
WLL	NB/PA OSCC	Literacy services using digital technology	ALL	Entry level/basic level pathway	Flexible schedule offers morning & after classes	Does not offer ABE literacy remediation below 5 th grade reading/mat h levels.
T II – ADULT EDUC/LITERACY	NB/PA OSCC	Individuals in need of ESL, ABE, HSE remediation services	ALL - community	Entry level/basic level pathway	ABE & HSE literacy training. Classroom style training.	Accepts a limited number of clients at any time
T-III WAGNER-PEYSER (Labor Exch)	NB/PA OSCC	Provide career services to individuals seeking FT & PT employment	ALL	Matching job seeker skills w/needs of employer	Direct career services and resume building	Limited staff
T-IV VOC REHAB	NB/PA OSCC	Provide employment & training services to indiv. w/ disabilities and prepares indiv. to obtain employment consistent w/ abilities, strengths priorities, & capabilities.	Eligibility requirements – serve indiv. with disabilities	Matching job seeker skills w/needs of employer	Can help customers with a career change due to disability related limitations	Timeframe (more than 6 months on avg.) it takes to receive services

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WORKFORCE DEVELOPMENT ACTIVITIES	LOCATION	DESCRIPTION	CAPACITY	CAREER PATHWAYS	STRENGTHS	WEAKNESS
SENIOR COMMUNITY SERVICE (55+)	NB/PA OSCC	Offers economically disadvantage seniors 55+ with job and training services	55+ customers receive counseling, assessment, and necessary trng for unsubsidized employment	Matching job seeker skills w/needs of employer	Able to give direct assistance to people 55+	
JOBS FOR VETERANS STATE GRANT	NB/PA OSCC	Provides Vets priority for employment & training services; one on one career coaching	Eligible veterans and their spouse.	Matching job seeker skills w/needs of employer	Easy to address gaps or defic in educ and experiences	Not many veterans are aware of the services.
EX-OFFENDER PROGRAM	NB/PA OSCC	Occu/OJT/Apprentices hips/HSE/ Basic Skills remed. & training for individuals on probation, parole or released	Elig requirements to indiv. w/ criminal background(s)	Matching job seeker skills w/needs of employer	Easy to address gaps or defic in educ and experiences	The number of employers willing to hire ex-offenders
TAA	NB/PA OSCC	Provide employment & training services to individuals identified with a company that relocated due to foreign Trade	Based on the company registering as one within the Foreign Trade relocation	Potential for more advanced career pathways; matching job seeker skills w/needs of employer	The amount of funding for training is greater than standard ITA	
UI	PA OSCC only	Unemployment compensation for indiv who are determined eligible based on prior work history/earnings	Eligible individuals	N/A	Compensation while unemployed	No longer located in the NB One Stop Career Center; limited face to face
WFNJ – TANF	NB/PA OSCC	Job search classes/Occu/OJT/CW EP/HSE/ Basic Skills remed. for low income individuals ** See Appendix 2	Elig. low income adults (70% LLSIL) 18yrs+ with dependents	Assisting job seekers with necessary employment/ soft skills w/ the needs of employers	Easy to address gaps or defic in educ and experiences	Long term training with non-immediate results

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WORKFORCE DEVELOPMENT ACTIVITIES	LOCATION	DESCRIPTION	CAPACITY	CAREER PATHWAYS	STRENGTHS	WEAKNESS
SNAP E&T	NB/PA OSCC	Occu/OJT/Apprenticeships/HSE/ Basic Skills remed. & training for low income individuals ** See Appendix 2	Elig. low income adults (70% LLSIL) 18yrs+	Matching job seeker skills w/needs of employer	Easy to address gaps or defic in educ and experiences	Long term training with non-immediate results
WFNJ OJT	NB/PA OSCC	Occu/OJT/Apprenticeships/HSE/ Basic Skills remed. & training for low income individuals	Elig. low income adults (70% LLSIL) 18yrs+	Matching job seeker skills w/needs of employer	Easy to address gaps or defic in educ & experiences	The number of OJTs available
NJWDPP	N/A	PENDING AVAIL OF FUNDS	Depends on availability of funds received - \$4000 grants	Matching job seeker skills w/needs of employer with training opportunities	Able to send more people to training as a result of more funding; assist males that are not selective service registered	Funding is not available every year

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(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, OJTs 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 plan 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 MCWDB committees have been reorganized as listed below (see Appendix 5 for committee descriptions):

- [By Laws Committee](#)
- [Business Engagement Committee](#)
- [Disabilities Committee](#)
- [Executive Board/Governance Committee](#)
- [Literacy Committee](#)
- [Operations and Planning Committee](#)
- [Special Populations Committee](#)
- [Youth Advisory Committee \(YAC\)](#)

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 whether 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
- [Trade Adjustment Assistance \(TAA\) Program](#)
- 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

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.

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There is a suggested fare of \$1.00 per trip (\$.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.

(b) how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; discuss coordination of local services with the Trade Adjustment Assistance (TAA) services provided through LWD, including the identification of potential customers for co-enrollment.

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 exception of

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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); *as of July 1, 2019 will be using CASAS for Adult Basic Education*
- 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 sub- list 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.

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- 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.

(d) Provide/expand Registered Apprenticeship and Pre-Apprenticeship opportunities, and other work-based learning opportunities planned in your local workforce area.

In early 2019, the New Jersey Department of Labor and Workforce Development implemented two Distinct Apprenticeship programs, Growing Apprenticeship in Nontraditional Sectors (GAINS), a \$4.5 million Grant to support a 21st century apprenticeship network. Another initiative, Pre-Apprenticeship in Career Education (PACE) has been established to prepare individuals to enter and succeed in Registered Apprenticeship Programs.

The MCWDB continues to explore the development of initiatives that will align with other strategies including pre-apprenticeship, registered apprenticeship, work-based learning, and Career and Technical Education (CTE) that will establish career pathways. However, this is an area that remains under development as the WDB seeks input and advice from local businesses about developing long term career pathways strategies that will proactively address both immediate and future training and hiring needs of employers.

IV. Engagement, Coordination, Linkages

Describe the strategies and services that will be used in the local area in order to—(a) Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.

The local area has established a **Business Engagement Team (BET)** that is tasked 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. As of early 2017, the BET utilizes Salesforce, a Customer Relations Management (CRM) Tool, that allow for efficient tracking of

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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.

(a) 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 BET 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 BET 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 BET assists businesses in posting employment opportunities on the state’s employment portal. The BET 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 BET 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 BET 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.

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(b) 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.

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- 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.

(c) 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 expediently.

(d) 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 Middlesex County 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

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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.

- 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 customize training to compliment career pathways and credentialed training courses.
- Industry and sector strategies
 - Key work on sector-driven and high-quality employer partnerships were established with MCWDB, and its regional partners. [MCWDB will collaborate with LWDs newly formed Industry Partnerships to identify employers' workforce needs and operational challenges to develop customize solutions.](#)
- 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 [Industry Partnerships](#). MCWDB also works closely with area Chambers of Commerce,

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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
 - [SkillUp Middlesex](#)
 - [The MCWDB and MCOWD have a remote, online platform called SkillUp Middlesex. SkillUp Middlesex offers over 5,000 courses/programs in Business, IT, Customer Service, Medical, Soft Skills, etc. free to Middlesex County residents needing to upgrade their skills.](#)
 - Additional Services
 - Other business services and strategies, designed to meet the needs of employers in the local area, also includes supporting and expanding registered apprenticeship in demand industries.

The MCWDB and its [Business Engagement Team \(BET\) \(formerly Business Development Unit\)](#) 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

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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.

(f) Describe the structure of the current business engagement model in your local area; include a description of the roles of the WDB staff, LWD business services representative, the Veterans Business Representative, the program partner agencies and external partners, such as business organizations and chambers of commerce. Discuss how local workforce area services are aligned with state-driven business engagement activities. Identify any challenges and opportunities within the current model, and areas for continuous improvement.

The Middlesex County One Stop Career Center has realigned its Business Resource Center and rebranded it as the Business Engagement Team (BET). Under the direction of county staff, the BET is a coordinated effort of MCWDB and NJ DOL staff to address the training and hiring needs of local employers. This seamless approach to job development enables One-Stop staff to take a more coordinated and efficient approach to business outreach by combining available resources of both WIOA and Employment Service staff.

The MCWDB has identified businesses as one of the primary customers and end users of the local workforce system. With that in mind, our One Stop Career Centers have adopted a "supply and demand" approach as its main strategic tactic to serving both job seekers and job creators. Simply stated, customers cannot be trained or placed into career opportunities without a demand for their skills. As previously indicated we have restructured our Business Services, which has been rebranded as the "Business Engagement Team".

Under direction of county staff (MCOWD), BET provides a coordinated effort of MCWDB and NJLWD staff to address the training and hiring needs of local employers. The unit hosts numerous hiring events each month and runs quarterly job fairs at various locations throughout the local area, including but not limited to the One Stop Career Centers. Many hiring events are held in local municipalities, libraries, public housing sites, community centers, faith-based organizations.

On a quarterly basis, the MCWDB BET meets with LWD and community partners to identify new and existing business needs, qualified candidates needed to fill job openings and the recruitment strategies needed to fill the open positions. The Business Engagement Team continuously follows up with the businesses to identify if their hiring needs were met.

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All state Business Service Representatives and MCOWD Job Developers now utilize Salesforce to better track employer engagement and eliminate duplicate business outreach efforts. The WDB has also strengthened its linkage to the county's Economic Development Office by utilizing its Business Portal to assist businesses with site selection and identify redevelopment tracts, Urban Enterprise Zones, and Special Improvement Districts that will stimulate further economic growth in our local area.

Over the past two years, the MCWDB has invested training dollars into Incumbent Worker Training programs with several companies including Sunny Delight, Silver Line Windows, Berry Plastics, and others. This investment has resulted in several positive outcomes. As an example, Incumbent Worker training assisted Sunny Delight in making its South Brunswick, NJ plant more efficient. The plant which was slated for possible closure used IWT funds to provide its staff with Lean Six Sigma Training and Certification. As a result, the entire plant was able to significantly reduce the time it took to turnover a production line from one bottle size to another. Because of this increase in efficiency the plant was able to produce significantly more product and add an additional shift. Because of this improvement, the plant was kept open and over 100 jobs were saved.

The MCWDB will continue to collaborate with the newly developed Industry Partnerships that facilitate the business-government partnership to meet the needs of the workforce and work to develop customized solutions tailored to the specific, expressed needs of the industry sector.

(f) (cont.) Provide a detailed description of local workforce efforts to grow Registered Apprenticeship and Pre-Apprenticeship pathways, and the specific demand industries and occupations that are focused on by these programs. This should include information on how the local WDB coordinates their efforts with the New Jersey LWD Office of Apprenticeship, as the main point of entry/inquiry, and the United States DOL Office of Apprenticeship. The WDB should also describe how they will leverage State apprenticeship and pre-apprenticeship grants to build capacity.

The MCWDB's Business Engagement Committee provides industry insight into the training needs of area businesses, including the development and use of Registered Apprenticeship programs as the catalyst for developing qualified job candidates. The MCWDB is partnering with local businesses that are planning to establish Registered Apprenticeship programs. They include Verizon, Bettaway Beverage, Commercial Metals Corporation, and several health care facilities within the region. The local area is exploring ways to connect apprenticeship models with incumbent worker training. As additional registered apprenticeship programs emerge, an opportunity will exist to promote career advancement not only at the on-set of a program, but to meet incumbent workers where they are in terms of their professional development and skills enhancement.

Additionally, Middlesex County has embarked on a multi-year marketing campaign which has increased the awareness of general county services, but also our One Stop Career Centers. Through its "Where Education Meets Opportunity" campaign, many of our One Stop Partners were featured including Middlesex County College, and Middlesex County Vo-Tech schools, as well as some of our large employers such as Johnson & Johnson, and Rutgers University. This heighten awareness has increased the visibility of our One Stop Career Centers, especially within the business community for future partnerships to develop statewide pre-apprenticeships and apprenticeships working closely with LWD Office of Apprenticeships.

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 [Industry Partnerships](#) 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

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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, & a description of the local area's monitoring and compliance unit and their activities; include a discussion of the LWDB process to complete the One-Stop Certification, as outlined by SETC Policy #2016-14.

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,

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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:

<http://www.middlesexcountynj.gov/Government/Departments/BDE/Documents/2016%20Website%20Master%20ITA%20Agreement%20Package.pdf>

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 list 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

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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 [Industry Partnerships](#) 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 [Workforce Innovation and Opportunity Act \(WIOA\) of 2014](#) reinforces the importance of each Local One-Stop by requiring the Governor in partnership with the State Workforce Development Board and local workforce boards, to establish criteria based on items outlined in WIOA Section 121 to certify One- Stop Career Centers. The MCWDB is currently in the process of applying for One Stop Certification. We will begin this process in April 2019.

Date	Activity/Outcome
April 16, 2019	MCWDB reviewed established One-Stop Certification Guidelines
April 18, 2019	SETC WDB Directors Meeting - One-Stop Certification with WDB Directors
April 2019 – May 2019	MCWDB will complete the One-Stop Certification Process
May 2019	MCWDB will submit One-Stop Certification criteria to SETC for review.
June 2019	SETC to provide feedback/recommendations to MCWDB.
July 1, 2019 to June 30, 2021	MCWDB receives One-Stop Career Center Certification.

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(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; include a description of how equity and equal access to services are achieved for services provided through the One-Stop system.*

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.

Orientation: The MCWD Office of Workforce Development conducts weekly orientations to explain the various One Stop Career Center programs and services including the eligibility process for the various programs. The orientation assists customers to navigate the services/programs they require more efficiently and provide better up front quality of services.

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.

Remote Training: The MCWDB and MCOWD have a remote, online platform called SkillUp Middlesex. SkillUp Middlesex offers over 5,000 courses/programs in Business, IT, Customer Service, Medical, Soft Skills, etc. free to Middlesex County residents needing to upgrade their skills.

Business Engagement Team: The Business Engagement Team will continue to coordinate with private and public sector businesses, including high-demand industries, on ways to provide training, job opportunities, internships, incumbent worker training and related activities to produce a skilled workforce.

The BET staff are in the community for recruitments, job fairs, information sessions held at the local community college, libraries, returning citizens agencies, community centers and business seminars to name a few.

(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; include an updated description of how both physical and programmatic accessibility of services is ensured in the One-Stop system, for customers with disabilities and those with other barriers (such as foreign-language speakers). Identify tools and processes used. Please note that an automatic referral to Vocational Rehabilitation services is not appropriate for customers with disabilities; the needs of each customer must be assessed and appropriate services may be provided under any WIOA program, or other workforce programs in the local area.*

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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.

The One Stop Career Center analyzes competency in the areas of: staff training and knowledge; employer engagement; customer focus; quality of programs; and technology. 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 [Industry Partnerships](#) 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.

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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.

The Middlesex County One Stop Career Centers located in New Brunswick and Perth Amboy are ADA accessible and offered comprehensive services to all job seekers and business customers. The MCOWD conducts weekly group orientations to access the job seeker customer's needs and makes appropriate referrals.

The MCOWD serves everyone with equal access especially those with language and other barriers. The MCOWD currently contracts with our Title 2 literacy partners, New Brunswick and Perth Amboy Board of Educations, for ESL Assessment, ESL for foreign language customers and Adult Basic Education (ABE) for customers needing to increase their reading/math levels. Customers needing ABE and HSE prep can also be referred to the Workforce Learning Link at either One Stop Career Centers. If after assessed, a customer identifies a disability and is in need of special accommodations, a referral to our partner agency, DVR, can be made.

The MCWDB is always looking for solutions to best serve *all* our customers. For example, the MCOWD hosts *weekly* case conference meetings in both New Brunswick and Perth Amboy to individually discussed all the WFNJ customer's needs and how best to serve them. MCOWD is and has always been inclusive of serving people with barriers, disabilities, etc. Additionally, all MCOWD managers received extensive training in September, 2017 from LWD on how to ensure compliance with nondiscrimination laws and regulations and on staff interactions with customers.

The MCWDB recognizes the importance and need to serve all customers in need. As such, a Special Populations Committee of the WDB was formed to provide advice and oversight on programs that serve special populations as identified under WIOA. These include recipients of public assistance, veterans, formerly incarcerated (reentry), people with disabilities and homeless individuals. The WDB may also identify other priority populations that can be served by the local workforce system.

(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. Include the updated local One-Stop Partner Matrix (attached to this document) as an appendix.

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

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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
 - a. 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.
- The MCWDB Operations and Planning Committee (formerly known as the One Stop Partners Committee) met in January 2019 to discuss the Local Plan, MOU and One Stop Partner Matrix. The One Stop Operator has contacted the One Stop and Community Partners to provide an update to the 2016 Matrix. The Matrix is a part of the One Stop Partner MOU and the Local Plan. See Appendix 3 for Partners Matrix.

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Date	Activity/Outcome
January 24, 2019	SETC WDB Director's Meeting Local Plan Update Launch
January 24, 2019	Operations and Planning Committee Meeting/Local Plan Discussion.
March 15, 2019	Meeting with partners to discuss local plan updates.
March 27, 2019	MCWDB staff reviewed first draft of local plan updates.
March 28, 2019	SETC provided local plan updates at the WDB Director's Meeting.
April 12, 2019	MCWDB Ad Hoc Local Plan Review Committee reviewed updated local plan and provided feedback.
April 16, 2019	Final draft of local plan update with comments from community partners.
April 30, 2019	MCWDB submitted plan for 30-day Public Comment on the MCWDB website.
May 30, 2019	Public Comment review period ends.
May 30, 2019	Submit updated local plan to SETC for review.
June 20, 2019	Submit local plan to Board of Freeholder Meeting for approval.

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. These local MOUs and agreements should be included as [appendices](#) to the local plan. The following are key elements of the MOUs:

The MCWDB recently updated the MCWDB-One Stop Partners MOU (see [Appendix 3](#)) in April 2019). The process began in January 2019 with the MCWDB Operations and Planning Committee meeting to discuss the updated MOU with One Stop and Community partners. The Committee formed an Ad Hoc Local Plan Review Committee to review the updated changes to the MCWDB Local Plan and MCWDB/One Stop Partner MOU. The MCWDB Local Plan has been recently updated and is currently out for a 30-day public comment period.

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LWD provided LWBDs with guidance on the Infrastructure Agreement in PY2017 and came to Middlesex County to conduct an analysis of shared space at the One Stop Career Center. From this meeting, LWD provided a statewide discussion/training at a SETC meeting to ensure the understanding of how the shared costs should be calculated and captured. The MCWDB submitted the Infrastructure Agreement in January 2018 and is currently awaiting a final review/approval.

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.ii

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.

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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, and youth with low levels of literacy, juvenile or adult justice systems-involved youth, low income and foster youth, etc. This description and assessment shall include an identification of successful models of such youth workforce development activities. In place of a discussion of the WIA to WIOA Youth Transition plans, discuss the current state of youth programming and activities of the local WDB Youth Council. Discuss steps taken and planned, including performing full environmental scans, to ensure that the local workforce system is addressing local needs and identifying resources to provide access to quality workforce services for all youth.

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&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

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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).

The MCWDB Office of Workforce Development conducts presentations, county wide, to various local and community partners and programs to recruit Out of School youth, ages 16 to 24 years, with various barriers to employment that include but not limited to the following:

- Juvenile or adult justice system
- High school drop outs
- Individuals with disabilities
- Pregnant/parenting
- Foster care
- Low levels of literacy
- Low income

The MCOWD Deputy Manager of Youth Operations conducts weekly offsite presentations/information sessions to various groups including school districts, JJC, CBO, FBO, and others. Because of these presentations/information sessions, Middlesex County has a robust program. The community partners, school districts and court involved youth are aware of our WIOA Title 1 because of the outreach efforts.

Listed below are a few presentations and information sessions conducted by our youth staff during Program Year 2018:

Presentations

- Parent of Offender Orientations in New Brunswick Family Court every 6 weeks
- Juvenile Justice Commission (JJC)
- New Brunswick Youth Corps
- The Middlesex County Curriculum Council
- Middlesex County School District Superintendents and Charter School Leads

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- MCVTS Piscataway Campus' Career and Technical Week
- Edison High School Staff Development Day
- Sayreville Staff Development Day,
- South Plainfield High School Guidance Department
- JP Stevens High School Guidance Department
- Case Managers Collaborative at Coming Home of Middlesex County
- JAG Program at the New Brunswick Adult Learning Center (NBALC) and Carteret High School

Off Site Informational sessions

- Career Fair at the Sayreville Public Library
- Passport to Education at the Professional Center in NB
- Juvenile Justice Commission (JJC)
- Construction Industry Career Day
- Shared Youth Vision Council Meeting
- Career Days at Middlesex County Vocational Schools East Brunswick and Piscataway

Campus

- New Brunswick Adult Learning Center - College and Career Fair
- Metuchen High School Career Day
- Summit on Disability at the East Brunswick MCVTS
- Fathers Matter Retreat at Crowne Plaza in Edison sponsored by Carteret High School
- MCVTS Career Expo Competitions
- MCVTS Transitions Fairs
- Opening the Door To Success Career Fair at MCC Perth Amboy Campus
- Wilentz School in Perth Amboy
- Metuchen High School Career Fair
- Transition Fair at Piscataway Vocational & Technical High School

The youth office is located at the Perth Amboy One Stop Career Center however recruitment is conducted at the New Brunswick One Stop and at off site locations as well. Some of the MCWDB best practices include newly developed Information Sessions and Work Readiness Workshops.

- Information sessions: Information sessions are conducted the during the first 2 weeks of each month to recruit new youth. The goal and purpose of these sessions is to provide the youth with information on all the available programs and services offered. Presently, MCWDB has developed a new position, Job Developer, to conduct the information sessions.

- Work Readiness Workshops: The Youth Job Developer conducts monthly Workshops to all youth enrolled in our E.L.I.T.E. program and identifies new worksites with private for profit, non-profit and governmental organizations to place our youth. The youth job developer has extensive knowledge of local businesses hiring needs. The workshop provides work readiness training needed by employers and incorporates the SkillUp Middlesex program which offers online soft skill courses. As a bonus, the SkillUp Middlesex courses can also be accessed anywhere there is an Internet connection. The workshop is a mandatory requirement for all youth going to a worksite as a paid intern. The Youth Advisory Committee (YAC) proposed and approved a minimum wage of \$12 per hour for all internships.

Additionally, the YAC also suggests providing youth industry tours for the youth. In the past few years, the E.L.I.T.E program has taken the youth on several industry tours such as Pepsi, Sunny Delight,

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Northeast Carpenters Apprenticeship Training Center, Silver Line by Anderson, State Theatre of New Jersey, among others. The industry tours provide a great way to showcase different industries and provides the youth with what the employers are looking for in a new hire.

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. If the local area plans to use 100% of Youth funds for Out-of-School Youth, describe how local one-stop services will continue to be made available to all youth (both in-school and out-of-school), as appropriate. Provide a description of the work experience model currently used in the local area, or the model to be implemented for satisfying the work experience requirement, as appropriate.

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.

The MCWDB has decided to utilize 100% of the WIOA Title I Youth funds on Out-of-School youth for training and work based learning. However, even though we do not fund training programs for In-School youth with WIOA funds, we still provide services for in school youth. As an example, we are collaborating with the Middlesex County Vocational & Technical High School to assist with identifying companies to provide internships for their in school youth with disabilities. All youth, whether in school or out of school, can access One Stop services without eligibility determination. The MCWDB looks at the One Stop system of services in the County which includes in and out of school youth.

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

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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)

Our ELITE Youth Program provides Work-Based Learning Programs through its work experience component. Out of School youth participants are placed with various businesses throughout the local area to enhance their soft skills, learn industry specific techniques, and explore career options in in-demand labor sectors. This component is designed so that participants can enter a Work-Based Learning activity at any time during their engagement with ELITE. Depending on the needs of the youth customer, a participant can be placed into a Work-Based Learning Program after completing the ELITE's orientation, upon completion of an ITA, or upon obtainment of their High School Equivalency Diploma.

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

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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, 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.

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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. The importance of having an updated resume for job search purposes is advised as well.

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)

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d. Clarify how and if the area will be securing any youth program elements without the procurement of programs and services. How will the local area leverage existing partner resources including co-enrollment measures or partnerships?

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

The E.L.I.T.E. Youth Program is fortunate to have many well established partners which help them efficiently provide the program elements to all participants. Partnerships such as: Values and Pathways, assist us with homelessness; New Brunswick Youth Corp, co-enrolling; Mobile Response, reciprocal referrals and resources; Family Support Organization, reciprocal referrals and resources; National Alliance for Mental Illness, resource partner; Affinity Federal Credit Union, Financial Literacy Curriculum; Literacy of New Jersey, Basic Skills and ESL; Workforce Learning Link, Perth Amboy and New Brunswick Adult Learning Center, Basic Skills and ESL.

The MCWDB partners with many community partners and programs. We continually assist our partners with recruitments, information sessions, eligibility determination/assessment. As such we co-enroll those individuals. 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.

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

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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

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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 MCBOS.

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.

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

There is a suggested fare of \$1.00 per trip (\$.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.

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WFNJ Needs Based Work Support Payments:

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.

XII. Wagner-Peyser Employment Services: Maximizing Coordination

Describe plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

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.

As of the May 2019, MCOWD has been in contact with LWD regarding the infrastructure of the triage area. There will need to be some construction done before we can fully implement a functioning triage system.

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) Describe how the local board will work in conjunction with local Title II providers, to coordinate workforce development activities in the local area, by integrating the provision of adult education and literacy activities under WIOA Title II. This includes, but is not limited to, Integrated Education and Training (IETs) and the implementation of the career pathways model. Include an outline of how the local area will coordinate testing between workforce development, the One-Stop Career Centers, and adult education providers. Coordination includes partner referrals, but must go beyond that process to demonstrate a collaborative effort to ensure quality and timeliness of services to the customer.

NOTE: See SETC Policy #2017-02 for additional guidance on coordination of Adult Literacy Services. The policy is available on the SETC website at <http://njsetc.net/njsetc/policy/resolutions/>.

NOTE: The current LWD grant award period for Title II local/consortia grants will end on June 30, 2020. A new grant award period for local adult education activities under Title II is anticipated to begin on July 1, 2020, in alignment with new local workforce plans.

The MCWDB has an active Literacy Committee that is responsible for assessing, recommending, ensuring implementation and monitoring of the MCWDB Literacy Plan and services related to the development of a literate workforce. Meetings are held the second Tuesday of March, June, September, and December at 9:00AM at 550 Jersey Avenue, New Brunswick.

MCWDB has worked with the Literacy Committee to update the Literacy Goals, the Literacy Plan and has redeveloped the Literacy Programs Directory so that there is a central register 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 services in Middlesex County.

The 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, Middlesex County College and Literacy NJ, provide adult basic skills and integrated English literacy and civics education through WIOA Title II. These six partners, in coordination with the MCWDB and the Middlesex County One Stop Career Centers share their expertise and resources in a coordinated plan to provide adult education for residents in the Middlesex County area.

The MCAEC partners further engage with employers and post-secondary education and training providers in high quality partnerships in Career Pathways and provide an Integrated Education and Training Program (IET) that integrates 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 reviews the Title II grant applications to ensure it aligns with the local literacy needs of Middlesex County on behalf of the New Jersey Department of Labor and Workforce Development.

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As members of the Middlesex County WDB the partner agencies of the MCAEC are partners in the One-Stop Career System. Representatives from the MCAEC partner agencies serve on the MCWDB as well as its committees including WDB's Operations and Planning Committee, Youth Advisory Council and Literacy Committee. The Middlesex County WDB Literacy Committee which plays an important role in bringing the literacy agenda to the attention of local employers and legislative entities and is responsible for formulating ideas and collaborating on problem-solving to successfully meet the county-wide literacy needs. Membership in the MCWDB and its committee provides the framework for information sharing about available services providing seamless access to the entire One Stop System for all clients.

MCAEC has a referral system in place with the two One-Stop locations in the Middlesex County One-Stop System. MCAEC partner agencies assure that their students are aware of how to access training and career information services of the One-Stop Career Centers located in New Brunswick and Perth Amboy. The close working relationship with staff at the One-Stop Career Centers ensures continuity between the education needs and workplace readiness needs of WIOA Title II participants and participants in the One Stop Career Centers.

The common framework for assessment and counseling was developed in concert with the Middlesex County Workforce Development Board Local Integration Plan and promotes seamless recruitment, referral and program flow between the One-Stop, the Workforce Learning Links, and the Consortium programs.

One Stop Career Center partners provide cross-informational training of appropriate staff to ensure staff awareness of each agency's mission, terminology, and eligibility criteria, ensuring that customers have access to all Workforce programs for which they are eligible. Partners share information, including testing scores, assessments, and progress notes in accordance with their confidentiality protocol. Each Partner agency cooperates to ensure that the service plans, placements and terminations for mutually served customers are coordinated. All MC One Stop partners 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. The Partners collaborate in marketing programs of the Middlesex County One- Stop Career Center system within the community. 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 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.

The New Brunswick Board of Education through the New Brunswick Adult Learning Center and Middlesex County College operate Work First New Jersey programs in coordination with the Middlesex County Board of Social Services and the Middlesex County Division of Employment and Training for TANF and SNAP clients at the Perth Amboy and New Brunswick One Stop Career Centers. Additionally, as mentioned previously, the MCWDB has contracted services with the New Brunswick and Perth Amboy Board of Education for ESL Assessment, ESL and ABE services.

(b) 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.

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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.

(c) 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.

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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

(a) 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

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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)(i)v

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>.

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. Include details of the LWDB role in the process and discuss how any other local agencies are involved; also describe efforts to ensure that no conflict of interest is present in the process; include a description of the process used by the LWDB to award WIOA One-Stop Operator program contracts.

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 a 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

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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.

Middlesex County WDB did not renew the One-Stop Operator Contract with the Middlesex County Regional Chamber Commerce when the contract expired on June 30, 2018. Instead, a new proposal was submitted to solicit a new One-Stop operator.

One Stop Operator Timeline

Feb. 20, 2018 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 20 MC Purchasing Department puts out the Competitive Contracting Proposal for solicitation. Made available on the MC Purchasing Portal (<http://www.middlesexprocure.org>) and in the usual newspapers used to public announcements;

March 28 A *conflict of interest form* was completed and submitted to County Council before any proposal review permitted;

April 19 The WDB Committee received two (2) responses from the Middlesex County College and The WorkPlace Inc.; there were no other proposals received;

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

May 8 Resolution submitted to the MC Board of Chosen Freeholders for the June 7th BOF meeting;

June 7 MC Board of Chosen Freeholders meeting authorized and executed a contract with the Middlesex County College as the One Stop Operator for a one (1) year term to commence from July 1, 2018 through June 30, 2019 with the option of a one (1) renewal;

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July 1, 2018 One Stop Operator official first day.

Middlesex County College has been granted a one (1) year extension for the One-Stop Operator position beginning on July 1, 2019 through June 30, 2020.

XVII. Local Performance Targets

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. Include an appendix providing the local area performance goals for four program years: PY 2016, PY 2017 and PY 2018, PY 2019.

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;

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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.

Please see [Appendix 7 \(attached\)](#) that reflects the negotiated performance levels for Program Years 2016 through and including 2019.

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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.

Middlesex County WDB Membership List

July 1, 2018

Member	Sector Represented	Current Term Expires
Gabriel Lavigne, WDB Chairperson Financial Advisor UBS Financial Services	Business	2020
Amy Bellisano, WDB Vice Chair Senior General Manager Woodbridge Center Property, LLC	Business	2020
Christina Youngblood, WDB Secretary PNC Bank	Business	2019
Gloria Aftanski, President & CPO United Way of Central Jersey, Inc.	Community Based Organization	2019
Falguni Ahmadi, Branch Manager Investors Bank	Business	2020
Lisa Alexander, CEO Ace The Resume	Business	2020
Kyle Anderson Interim Executive Middlesex County Superintendent	Education	2020
Kenneth Armwood, Freeholder Middlesex County Board of Chosen Freeholders	Elected Official	N/A
Bert Baron, Program Director/Air Talent WMGQ-FM/WCTC-AM	Business	2020
Roseann Bucciarelli, Dean, Continuing Education Middlesex County College	Education	2019
Anthony Capece, Planning Director Elijah's Promise	Community Based Organization	2020
Sergo Corvil, Sales Operations Manager PepsiCo	Business	2019
Robert Davis, Business Agent Operating Engineers Local 825	Organized Labor	2021
Luis De La Hoz, Manager MarMar LLC	Business	2020
Alan Fialka, Jr., Director of Business Operations Roosevelt Care Center	Business	2020

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Dan Frankel, Business Administrator Borough of Sayreville	Business	2019
Thomas Iverson, Council Representative Northeast Regional Council of Carpenters	Organized Labor	2021
Brenda Jenifer, Center Director Edison Job Corps	Community Based Organization	2021
Justin Kolbensschlag, Attorney/Partner Greenbaum, Rowe, Smith & Davis LLP	Business	2020
Melyssa Lewis, Director Middlesex County Human Services	Government Partner	2021
Poo Lin, Workforce Manager Division of Programs & Services	Government Partner	2020
Angela Mackaronis, Director Middlesex County Board of Social Services	Government Partner	2019
Elayne McClaine, Regional Director New Jersey Small Business Development Center at Rutgers	Business	2020
José Montes, CEO Puerto Rican Action Board	Community Based Organization	2019
Joseph Picone, CPA WithumSmith+Brown	Business	2020
Miriam Ruiz, WFNJ Program Director Community Child Care Solutions	Community Based Organization	2021
Brian Sant'Angelo Lincoln Technical Institute	Business	2020
Jill Schiff, Executive Director, Operations Associated Construction Contractors of NJ	Business	2019
Mark Schweitzer, Consultant – Business Outreach Team NJ Division of Vocational Rehabilitation	Government Partner	2021
Kathy Shaw, Department Head Middlesex County Business Development and Education	Business/ Economic Development	2021
Timothy Timberlake, Principal New Brunswick Public Schools	Education	2020
Dianne Veilleux, Superintendent Middlesex County Vocational & Technical High Schools	Education	2019
Joanne Vogel, Human Resources Director XPO Logistics	Business	2019

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The MCWDB appoints members from both the public and private sector that represent businesses or 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,

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- 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

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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. Identify any additional local area policies or practices regarding types of training or training providers/performance, that are used in conjunction with the ETPL.

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 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.

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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.

The Middlesex County Workforce Development Board strategically plans, sets policy and oversees workforce development programs in Middlesex County. As a result, the Middlesex County Office of Workforce Development is able to provide a comprehensive, seamless, effective and efficient workforce service delivery system.

The EMSI: Labor Market Analytics, is used to run reports and analyze the data for demand sectors in Middlesex County. That information can then be used to compare it to other counties or the age, gender, and race of those that make up that demand sector. An added bonus is being able to get the projected occupation growth over the next few years. This is how Middlesex County is able to stay ahead of the curve. The information received from the reports generated by EMSI, is what the MCWDB uses to create or update policies as they related to in demand sectors.

The most efficient way to show how involved the Middlesex County Workforce Development Board is when it comes to creating/approving and updating policy, the various policy resolutions are attached for your review.

[The MCWDB has conducted research using EMSI to identify the industry sectors that are in demand. See Appendix 8 on MCWDB resolutions approved on the 8 in-demand industry sectors approved.](#)

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

Describe process to create the local plan, and provide assurances that it was an open and transparent process, including:

(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, NJ Industry Partnerships and other entities with a stake in the local workforce system and plan.) Provide a description of how local stakeholders, including representatives of Titles I, II, III and IV programs, were specifically involved in the 2019 Modification process. Include meeting dates (beyond standing WDB/committee meetings), attendee names, and organizations represented.

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

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for review and signatures. The importance of making sure the Regional and Local Plans resembled and were transparent to the community was stressed.

Date	Activity/Outcome
January 24, 2019	SETC WDB Director's Meeting Local Plan Update Launch
January 24, 2019	Operations and Planning Committee Meeting/Local Plan Discussion.
March 15, 2019	Meeting with partners to discuss local plan updates.
March 27, 2019	MCWDB staff reviewed first draft of local plan updates.
March 28, 2019	SETC provided local plan updates at the WDB Director's Meeting.
April 12, 2019	MCWDB Ad Hoc Local Plan Review Committee reviewed updated local plan and provided feedback (see Appendix 9).
April 16, 2019	Final draft of local plan update with comments from community partners.
April 26, 2019	MCWDB submitted plan for 30-day Public Comment on the MCWDB website.
May 23, 2019	Public Comment review period ends.
May 29, 2019	Submit updated local plan to SETC for review.
June 20, 2019	Submit local plan to Board of Freeholder Meeting for approval.

Middlesex County Workforce Development Board posted its Local Plan on the Middlesex County Workforce Development Board website on April 26, 2019 for public comment. It was posted for thirty (30) days until May 26, 2019.

(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 the Local Plan onto the MCWDB website (mcwdb.org) 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.

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The updated local plan has followed a similar process as when the original plan was submitted. See the above timeline on the process in updating the plan with stakeholder input.

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/liasons 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.

Off-Site Resources

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.

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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.

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

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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) – now known as Veterans Business Representatives. LVERs outreach to businesses on behalf of all veterans. DVOPs focus their effort on providing intensive services to veterans with defined significant barriers to employment and who served for more than 180 days and were discharged with other than a dishonorable discharge, or met other requirements to be considered by USDOL to be a Jobs for Veterans State Grants (JVSG) program-eligible veteran. 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 veterans with barriers to employment, each local area must have a veterans' customer flow plan that uses all staff in the One-Stop to serve veterans; with only the small subset of veterans with a significant barrier to employment referred to the DVOP. Please note that TEGL 20-13 Change 2 speaks to two categories of significant barriers to employment: veterans between 18 and 24 years of age and Vietnam era veterans. Refer to LWD guidance for a complete list of USDOL significant barriers. 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. The local policy and process must align with TEGL 10-09 and LWD-issued guidance, NJ WINS #11-16.**

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.

APPENDIX 1

The screenshot shows the Middlesex County Services Locator website. At the top, there is a navigation bar with the Middlesex County logo and a search bar. Below the search bar are several menu items: FIND SERVICES, STAY CONNECTED, EVENTS, ENG, TEXT SIZE, and WHY MIDDLESEX. A secondary navigation bar contains links for About Middlesex, Residents, Business, Visitors, Government, and How do I?. The main heading is "Services Locator" with a sub-heading "Connecting Residents To The Services They Need." The page includes a welcome message, a search box for zip codes, and a "SEARCH" button. There are also social media icons and a "Print" button. The footer contains the text "Provided by the Middlesex County Board of Chosen Freeholders" and a disclaimer.

MIDDLESEX COUNTY • NJ

I'm looking for...

FIND SERVICES STAY CONNECTED EVENTS ENG TEXT SIZE WHY MIDDLESEX?

About Middlesex Residents Business Visitors Government How do I?

Home / Government / Departments / Community Services / Services Locator

Services Locator

Connecting Residents To The Services They Need.

Welcome to the Middlesex County Services Locator. It can be difficult to know where to start looking when you, a friend or family member, patient or client needs help. Know that whatever the need - food, substance abuse resources, job training, emergency preparedness, veterans services, housing or caregiving - the Locator can help you find available resources.

To begin your search, type your zip code in the box below and click on "Search".

Enter your zip code

Don't know the zip code? Find it easily, click here.
For tips to assist you in your search click here.

SEARCH

Provided by the Middlesex County Board of Chosen Freeholders

This locator is intended to inform county residents of various services. Inclusion on this list is not an endorsement of any specific service or agency.

MIDDLESEX COUNTY • NJ

FIND SERVICES

Connections • Resources • Answers

f t g+ | Print

DISCOVER MIDDLESEX COUNTY

Stay connected with Middlesex County. Keep up with news.

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.

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.

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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 MCBOS 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 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 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)
 - No current funding
 - 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 2019* 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

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

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, OJTs 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.

- a) 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/agencies 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.

- b) Each partner agrees to respect and comply with each agency's policies regarding confidentiality.
- c) Middlesex County One-Stop System Partners will encourage representation of staff in the One-Stop Career Centers as may be feasible and negotiated.
- d) 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.
- e) 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.
- f) 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. America's One-Stop Operating System (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.
- g) Partners will identify a liaison(s) to be contacted when key issues arise and to be the recipient of inter-agency referrals.
- h) Partners will jointly share technology and information, including testing scores, assessments, and progress notes in accordance with their confidentiality protocol.
- i) Each Partner agency will cooperate to ensure that the service plans, placements and terminations for mutually served customers are coordinated.
- j) Each Partner agency will utilize the performance data indicators on the Eligible Training Provider List (ETPL) when seeking training services for clients.
- k) 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 (One-Stop Center) OSC customers.
- l) 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 (OSO)

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 at the discretion of the Middlesex County WDB Director.

- a) *Management Team Partner Coordination*
The One-Stop Operator 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 One-Stop Operator works with the Partners to meet performance requirements and to implement the workforce investment vision of the WDB.
- c) *Performance Management*
The One-Stop Operator 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 a quarterly basis to the MCWDB and Operations and Planning Committee key information on programs, performance and corrective action plans when necessary.
- d) *One-Stop Operational Planning and Development*
The One-Stop Operator 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 One-Stop Operator 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 One-Stop Operator 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 (OSO) 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 One-Stop Operator 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 One-Stop Operator 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 an Infrastructure (IFA) 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 One-Stop Operator 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 of 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 Development 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.
- 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:

Gabriel Lavigne, Chairperson
Middlesex County Workforce Development Board

Date

FOR THE CHIEF ELECTED OFFICIAL:

Ronald J. Rios, Freeholder Director
Middlesex County

Date

Appendix A

**Middlesex County One-Stop Partners Service Delivery
Narrative for Matrix**

The purpose of the matrix is to illustrate the provision of required career services, training and business services in the Middlesex County One-Stop Career Center.

Only three Partners are specifically funded and required to provide Career Services, Training and Business Services as defined in the WIOA legislation.

Partners party to this MOU have agreed to assist in providing services in accordance with their respective regulations and agree to share, coordinate and consolidate wherever possible those services necessary to a seamless delivery system.

The left side of the matrix lists the elements of the required services and the headings across the top of the matrix are required programs to be represented in the Middlesex County One-Stop Career Center.

All WIOA Adult, Youth, Dislocated Worker and Workforce Development Program (WDP) services are provided by the local delivery agency of the Middlesex County Office of Workforce Development.

Temporary Assistance to Needy Families (TANF) and General Assistance (GA)/Supplemental Nutrition Assistance Program (SNAP) services are provided jointly by the local County Welfare Agency (CWA)/the Middlesex County Board of Social Services and the Middlesex County WDB.

The NJ Division of Vocational Rehabilitation Services (DVRS) local office provides all DVRS services.

NJ Department of Labor & Workforce Development local office provides Wagner-Peyser/Employment Services, Jersey Job Club, and Reemployment Eligibility Assessment (REA) services. NJ LWD Veterans and Older Worker service staffs are present in the NJ LWD office.

All other required/mandatory Partners share reciprocal referral procedures to ensure seamless access to core, intensive and training services.

Middlesex County Resource Matrix

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I	WIOA Title I Dislocated Worker	WIOA Title I Youth	WFNJ	Title II New Brunswick Public Schools	WDP (NGOs, other grants)	State UI	Title III Wagner-Peyser - ES	VETS	Title IV DVRS	Trade Act	Other Title I-Job Corps	Other Title I-YouthBuild	Senior Community Service Employment Program SCSEP	E & T CSBG Office of Human Services	Perkins C & T Vocational & Technical High Schools	Middlesex County College	Jewish Renaissance Foundation	E & T HUD Housing Authority of the	E & T HUD Edison	Community Child Care Solutions
Strength Of Partnership	5	5	5	5	5	2	3	3	4	4	3	4	3	4	4	5	5	4	5	5	5
CAREER SERVICES																					
Eligibility Determination	X	X	X	X		X		X	X	X		X		X		X					
Outreach, Intake and Orientation	X	X	X	X	X	X		X	X	X		X		X							
Initial Assessment of skill levels	X	X	X	X	X	X		X	X	X		X		X		X					
Job Search and Placement Assistance	X	X	X	X	X	X		X	X	X		X		X			X				
Career Counseling	X	X	X	X	X	X		X	X	X		X		X		X	X				
Provision of info on in-demand sectors and occupations	X	X	X	X	X			X	X	X		X		X			X				
Provision of info on non-traditional employment	X	X	X	X	X			X	X	X		X									
Appropriate recruitment and other business services	X	X	X	X		X		X	X	X		X				X					
Provision of referrals and coordination of activities with other programs and services	X	X	X	X	X	X		X	X	X		X		X	X	X					X

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I	WIOA Title I Dislocated Worker	WIOA Title I Youth	WFNJ	Title II New Brunswick Public Schools	WDP (NGOs, other grants)	State UI	Title III Wagner- Peyser - ES	VETS	Title IV DVRS	Trade Act	Other Title I-Job Corps	Other Title I- YouthBuild	Senior Community Service Employment Program SCSEP	E & T CSBG Office of Human Services	Perkins C & T Vocational & Technical High Schools	Middlesex County College	Jewish Renaissance Foundation	E & T HUD Housing Authority of the	E & T HUD Edison	Community Child Care Solutions	
Provision of workforce and labor market statistics, including the provision of accurate information related to local, regional and national labor market areas	X	X	X	X						X	X	X		X								
Provision of performance information and cost on eligible providers	X	X	X	X						X		X										
Provision of information on how the local area is performing on local performance accountability measures and any additional measures	X	X	X	X						X		X					X					
Provisions of information relating the availability of support services or assistance and the appropriate referral to those services and assistance.	X	X	X	X	X					X		X		X								
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided by WIOA.	X	X	X	X						X	X	X										

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I	WIOA Title I Dislocated Worker	WIOA Title I Youth	WFNJ	Title II New Brunswick Public Schools	WDP (NGOs, other grants)	State UI	Title III Wagner- Peyser - ES	VETS	Title IV DVRS	Trade Act	Other Title I-Job Corps	Other Title I- YouthBuild	Senior Community Service Employment Program SCSEP	E & T CSBG Office of Human Services	Perkins C & T Vocational & Technical High Schools	Middlesex County College	Jewish Renaissance Foundation	E & T HUD Housing Authority of the	E & T HUD Edison	Community Child Care Solutions	
Provision of information and assistance regarding filling claims under UI programs	X	X	X	X							X	X										
INDIVIDUALIZED CAREER SERVICES																						
Comprehensive and Specialized Assessment for Adults and Dislocated Workers	X	X		X							X	X		X								
Development of individual employment plans	X	X	X	X		X				X	X	X		X		X						
Group and Individual Counseling and mentoring	X	X	X	X	X					X	X	X				X	X					
Career Planning/Case Management	X	X	X	X	X					X	X	X		X		X	X					
Short Term Pre-Vocational services	X	X	X	X	X					X		X				X	X					
Internships and Work Experiences			X	X						X		X		X		X	X	X		X		
Workforce preparation Activities	X	X	X	X						X	X	X		X		X	X					
Financial Literacy			X	X						X	X	X				X	X	X				
Out-of-Area Job Search Assistance	X	X	X	X						X		X		X								
English language acquisition and integrated education.	X	X	X	X	X					X	X	X					X	X				

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I	WIOA Title I Dislocated Worker	WIOA Title I Youth	WFNJ	Title II New Brunswick Public Schools	WDP (NGOs, other grants)	State UI	Title III Wagner- Peyser - ES	VETS	Title IV DVRS	Trade Act	Other Title I-Job Corps	Other Title I- YouthBuild	Senior Community Service Employment Program SCSEP	E & T CSBG Office of Human Services	Perkins C & T Vocational & Technical High Schools	Middlesex County College	Jewish Renaissance Foundation	E & T HUD Housing Authority of the	E & T HUD Edison	Community Child Care Solutions
FOLLOW UP SERVICES																					
Unsubsidized Employment for up to 12 months	X	X	X								X	X		X							
Transitioning to Career Services										X	X	X		X							
TRAINING SERVICES																					
Occupational Skills Training[X	X	X	X						X	X	X				X	X				
On-The-Job Training	X	X								X		X									
Incumbent Worker Training		X								X		X					X				
Programs that combine Workplace Training with Related Instruction	X	X	X	X	X					X		X				X	X	X			
Training Programs operated by the Private Sector	X	X	X	X						X	X	X									
Skill Upgrading and Retraining	X	X	X	X						X	X	X				X	X				
Entrepreneurial Training	X	X	X	X						X	X	X					X	X			
Transitional Jobs	X	X	X	X						X		X									
Job Readiness Training	X	X	X	X	X					X		X				X	X	X			X

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I	WIOA Title I Dislocated Worker	WIOA Title I Youth	WFNJ	Title II New Brunswick Public Schools	WDP (NGOs, other grants)	State UI	Title III Wagner- Peyser - ES	VETS	Title IV DVRS	Trade Act	Other Title I-Job Corps	Other Title I- YouthBuild	Senior Community Service Employment Program SCSEP	E & T CSBG Office of Human Services	Perkins C & T Vocational & Technical High Schools	Middlesex County College	Jewish Renaissance Foundation	E & T HUD Housing Authority of the E & T HUD Edison	Community Child Care Solutions	
Adult Education and Literacy Activities	X	X	X	X	X					X		X				X	X	X			
Customized Training										X		X				X	X	X			
Other: Please Explain																					
Conduct at least one Career Fair per year.																		X			

Middlesex County Resource Matrix

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	New Brunswick Free Public Library	Middlesex County Board of Social Services	JFS	Literacy NJ	Dress for Success Central New Jersey	SAI/BHI NCADD-NJ	Second Chance Act	East Brunswick Public Library	East Brunswick Public Schools	Middlesex County Office of Human Services										COMMENTS
Strength Of Partnership	4	5	5	3	5	2	1	4	4	5										
CAREER SERVICES																				
Eligibility Determination		X	X																	
Outreach, Intake and Orientation		X	X																	
Initial Assessment of skill levels		X	X					X												
Job Search and Placement Assistance	X		X					X												
Career Counseling			X		X			X												
Provision of info on in-demand sectors and occupations	X		X					X												
Provision of info on non-traditional employment			X					X												
Appropriate recruitment and other business services			X		X															
Provision of referrals and coordination of activities with other programs and services	X	X	X					X		X										
Provision of workforce and labor market statistics,			X																	

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	New Brunswick Free Public Library	Middlesex County Board of Social Services	JFS	Literacy NJ	Dress for Success Central New Jersey	SAI/BHI NCADD-NJ	Second Chance Act	East Brunswick Public Library	East Brunswick Public Schools	Middlesex County Office of Human Services												COMMENTS	
including the provision of accurate information related to local, regional and national labor market areas																							
Provision of performance information and cost on eligible providers			X																				
Provision of information on how the local area is performing on local performance accountability measures and any additional measures	X		X																				
Provisions of information relating the availability of support services or assistance and the appropriate referral to those services and assistance.			X							X													
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided by WIOA.			X																				
Provision of information and assistance regarding filling claims under UI programs	X		X																				

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	New Brunswick Free Public Library	Middlesex County Board of Social Services	JFS	Literacy NJ	Dress for Success Central New Jersey	SAI/BHI NCADD-NJ	Second Chance Act	East Brunswick Public Library	East Brunswick Public Schools	Middlesex County Office of Human Services									COMMENTS
INDIVIDUALIZED CAREER SERVICES																			
Comprehensive and Specialized Assessment for Adults and Dislocated Workers			X					X											
Development of individual employment plans			X																
Group and Individual Counseling and mentoring			X		X			X											
Career Planning/Case Management		X	X		X														
Short Term Pre-Vocational services			X																
Internships and Work Experiences			X					X											
Workforce preparation Activities		X	X	X	X			X											
Financial Literacy	X		X	X	X														
Out-of-Area Job Search Assistance	X		X		X														
English language acquisition and integrated education.	X			X				X											
FOLLOW UP SERVICES																			
Unsubsidized Employment for up to 12 months																			

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	New Brunswick Free Public Library	Middlesex County Board of Social Services	JFS	Literacy NJ	Dress for Success Central New Jersey	SAI/BHI NCADD-NJ	Second Chance Act	East Brunswick Public Library	East Brunswick Public Schools	Middlesex County Office of Human Services										COMMENTS
Transitioning to Career Services			X																	
TRAINING SERVICES																				
Occupational Skills Training[
On-The-Job Training																				
Incumbent Worker Training																				
Programs that combine Workplace Training with Related Instruction		X																		
Training Programs operated by the Private Sector					X															
Skill Upgrading and Retraining			X					X												
Entrepreneurial Training								X												
Transitional Jobs																				
Job Readiness Training			X		X			X												
Adult Education and Literacy Activities	X	X		X				X												
Customized Training																				

New Jersey Local WIOA Planning Guidance: Partner Service Matrix	New Brunswick Free Public Library	Middlesex County Board of Social Services	JFS	Literacy NJ	Dress for Success Central New Jersey	SAI/BHI NCADD-NJ	Second Chance Act	East Brunswick Public Library	East Brunswick Public Schools	Middlesex County Office of Human Services														COMMENTS
Other: Please Explain																								
The library partners with SCORE Mercer County & the NJ State Library.								X																
Clothing for interviews (Women only)					X																			
First Time Homebuyer Workshop/Post-purchase American Dream Down Payment Grant																								



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Gabriel Lavigne
Chair

Ronald G. Rios
Freeholder Director

Kevin J. Kurdziel
Director

WORKFORCE DEVELOPMENT BOARD AND CHIEF ELECTED OFFICIAL MEMORANDUM OF UNDERSTANDING

This agreement entered into on this 1st day of May, 2019 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 the WDB will use the designated process of the Act, with guidance from LWD to select the One-Stop Operator.

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 Award (NOA) 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 MCOWD 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 MCOWD.
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 MCOWD 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 MCOWD 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 WDB, 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 MCOWD has an independent pension system, in which the WDB staff shall participate. Employees of the MCOWD or WDB do not participate in PERS, and therefore, no deductions will be taken for PERS contributions.
16. The MCOWD, in coordination with the WDB, 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 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. Additionally, the Middlesex County WDB will also host a separate website for Board only content.
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:

Gabriel Lavigne, 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

March 2019

Committee Name	Description	Membership	Meeting Frequency/Location
By-Laws Committee	Shall review and/or revise By-Laws, as needed, but minimally shall review them on an annual basis.	Executive Board members and others as appointed by the WDB Chairperson or Director as needed.	Minimally once a year./MCOWD or phone.
Business Engagement	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.		9:00 AM 1st Thursday February, May, August, & November/MCOWD
Disabilities	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.	We are part of the JFK Interface committee. A staff member attends.	N/A
Executive Board/Governance	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 Advisory Boards. 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 advisory board members and the submission of nominations for the Board's consideration	Officers of the Board Freeholder Liaison Chairs of other standing committees.	10:00 AM 2nd Tuesday January, April, July & October/ MCOWD
Literacy Committee	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.		9:00 AM 2nd Tuesday March, June, September,& December/MCOWD

Committee Name	Description	Membership	Meeting Frequency/Location
Operations and Planning	Responsible for One Stop System Planning, Policy Development, and Oversight, including evaluation of the One-Stop operation and workforce system. Encourages resource usage and collaboration that positively impacts the workforce system		1:30 PM 4th Thursday January, April, July & October/MCC
Special Populations	Provide advice and oversight on programs that serve special populations as identified under WIOA. These include recipients of public assistance, veterans, formerly incarcerated, disabled, and homeless individuals. The WDB may also identify other priority populations that can be served by the local workforce system. This committee will review policy that is relevant to the identified populations and advise the full board accordingly.		9:30 AM 2nd Tuesday February, May, August, November/MCOWD
Youth Advisory Committee	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.		9:30 AM 4th Tuesday March, June, September,& December/MCOWD

Each committee shall be chaired by a member of the Middlesex County Workforce Development Board and appointed by the Executive Board. A Vice Chairperson may be selected by the committee membership and does not need to be a member of the WDB. However, since Committee Chairs are members of the Executive Board of the WDB, a non-member Vice Chairperson, even if assuming the office of Chairperson of a committee, will not be a member of the WDB Executive Board.

Current Ad Hoc Committees

Committee Name	Description	Membership	Meeting Frequency/Location
Nominating Committee	Shall nominate, and consider nominations from other members for candidates for officers of the WDB in the years when the elections will take place at the April meeting or when an officer will no longer be serving in that capacity.	Executive Board members and others as appointed by the WDB Chairperson or Director as needed.	Minimally every other year in mid-February before the election of officers for the WDB which takes place in April./OWD or phone.

**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
- Procure 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 (S).
 - 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. **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 and reflective of the local labor market.
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
 - Business Sector 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. **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.
 7. **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.
 8. **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.
 9. **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 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 Chairperson and voted on by the Board.

10. **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.
11. **Committee 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.

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 every other program year, but not more than thirty (30) days after the beginning of every other program year, or when a vacancy occurs, the WDB membership shall elect officers and conduct any other business. The Executive Committee shall prepare biennially 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 biennially 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 two (2) year term and serve until re-elected or a successor is elected and qualified, for up to two (2) consecutive terms, unless the officer is deceased, or resigns, or is removed in the manner herein specified. At the discretion of the By-Laws Committee, this term limit may be extended for one or more terms if appropriate.

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

ADVISORY BOARDS

1. There shall be Standing Committees as follows:
 - a. **Executive Board/Governance.** 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 Advisory Boards. 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 advisory board members and the submission of nominations for the Board's consideration
 - b. **Youth Advisory Committee.** 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. **Literacy Committee.** 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.
 - d. **Business Engagement.** 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.
 - e. **Operations and Planning.** Responsible for One Stop System Planning, Policy Development, and Oversight, including evaluation of the One-Stop operation and workforce system. Encourages resource usage and collaboration that positively impacts the workforce system
 - f. **By-Laws Committee.** Shall review and/or revise By-Laws, as needed, but minimally shall review them on an annual basis. Membership shall consist of the Executive Board. Other members may be appointed by the WDB Chair or the WDB Director if necessary.
 - 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.
 - h. **Special Populations Committee.** Provide advice and oversight on programs that serve special populations as identified under WIOA. These include recipients of public assistance, veterans, formerly incarcerated, disabled, and homeless individuals. The WDB may also identify other priority populations that can be served by the local workforce system. This committee will review policy that is relevant to the identified populations and advise the full board accordingly.
2. The WDB Chairperson may establish other ad hoc-committees as deemed necessary.
 3. The Chairperson of each Standing Committee, except where required by regulation, shall be appointed by the WDB Chairperson from the appointed membership on a biennial basis subsequent to the election of new Board officers or upon a vacancy occurring. They shall also serve as members on the Executive Committee. A Vice Chairperson of each committee shall be elected by the members of each committee. They do not have to be an appointed

member of the WDB, but will not serve as a member on the Executive Committee unless they are also an appointed member of the WDB.

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.



- 3) All members of the Workforce Development Board must sign annually a statement assuring that they have read the Code of Ethics and agree to abide by it.

(*For purpose of this Section the term “immediate family” means the individual’s spouse, child, parent or sibling.)

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 three (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.

APPENDIX 7



Chris Christie
Governor

Kim Guadagno
Lieutenant Governor



Aaron R. Fichtner, Ph.D., Acting Commissioner
Department of Labor & Workforce Development

Dennis M. Bone, Chairman
State Employment and Training Commission

November 22, 2016

Mr. Kevin Kurdziel, Director
Middlesex County Workforce Development Board
550 Jersey Avenue
New Brunswick, NJ 08901

Dear Mr. Kurdziel:

The purpose of this letter is to advise you of the performance goals for your area's Workforce Innovation and Opportunity Act (WIOA) Title I and Title III funding for Program Year (PY) 2016 and PY 2017. The statewide WIOA performance goals for PY 2016 and PY 2017 were approved by USDOL/USDOE on October 20, 2016 and are published in Appendix 1 of the *New Jersey Combined State Plan for WIOA*, available on the SETC website, www.njsetc.net.

The local area performance goals have been calculated using the same statistical model and data used to negotiate the approved statewide goals. Where applicable, certain rules were used to adjust any target outliers. The rules are noted on the attached target worksheet.

PY 2016 and PY 2017 Targets:

The **Middlesex County Workforce Area** WIOA Title I and Title III performance targets for PY 2016 and PY 2017 are provided below.

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	75.9%	75.9%
Employment Rate 4 th Quarter After Exit	71.4%	71.4%
Credential Attainment 4 th Quarter After Exit	66.3%	67.3%
Median Earnings 2 nd Quarter After Exit	\$5,917	\$5,917
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	76.3%	76.3%
Employment Rate 4 th Quarter After Exit	75.7%	75.7%
Credential Attainment 4 th Quarter After Exit	65.9%	66.4%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	67.3%	67.3%
Credential Attainment 4 th Quarter After Exit	77.2%	77.2%
Employment Rate 4 th Quarter After Exit	45.0%	45.0%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	54.1%	54.1%
Employment Rate 4 th Quarter After Exit	54.5%	54.5%
Median Earnings 2 nd Quarter After Exit	\$5,288	\$5,288

PY 2016 Negotiations:

While the SETC and LWD have already reviewed and adjusted statistical model targets that appear as potential outliers, local areas may submit a proposal of alternate targets for PY 2016 for one or more of the above measures. **The proposal must include specific, numeric targets, a narrative and supporting documentation for these targets, including valid evidence of local conditions not accounted for in the statistical model.** The statistical model is based on past local performance, and outcomes have been simulated within the new WIOA primary indicators, using data averaged from 2010-2014 program years. Current local unemployment rates and economic conditions, as well as the demographics of past program participants for the local area are included. It does not take into account natural disasters, new or anticipated business closures/mass layoffs, or program design changes planned for the new program year by the local area

The alternate target proposal must be submitted via e-mail to David Ramsay, Director, Workforce Research and Analytics, Office of Research and Information, David.Ramsay@dol.nj.gov and Gary Altman, SETC Acting Executive Director, Gary.Altman@dol.nj.gov by **December 2, 2016**. We ask that areas submitting proposals make themselves available for phone calls with the SETC and LWD **during the week of December 5, 2016**.

Please note that USDOL/USDOE provides states with the opportunity to adjust local area targets for PY 2017 in the 3rd quarter of PY 2016 (quarter ending March 2017).

Thank you for your cooperation and efforts during Program Year 2016. Please share this letter locally, as appropriate. If you have any questions, please do not hesitate to contact Gary Altman at (609) 633-0605.

Sincerely,



Gary H. Altman
SETC Acting Executive Director



Aaron R. Fichtner, Ph.D.
LWD Acting Commissioner

Attachment

c: Jill Schiff, WDB Chairperson
Jeffrey N. Stoller, LWD
Patricia Moran, LWD
Robert Grimmie, LWD
David Ramsay, LWD
Sheryl Hutchison, SETC

Middlesex County

Adult	Table O's PY 2015	Simulated Outcome from Statistical Model	Local Area Target to be achieved for PY 2016	Statewide Target PY 2016	Local Area Target to be achieved for PY 2017	Statewide Target PY 2017
Employment Rate Q2	76.0%	75.9%	75.9%	73.3%	75.9%	73.3%
Employment Rate Q4	88.0%	71.4%	71.4%	66.3%	71.4%	66.3%
Credential Rate	N/A	74.0%	66.3%	56.3%	67.3%	57.3%
Median Earnings	\$13,796	\$5,197	\$5,917	\$5,250	\$5,917	\$5,250

Note:

- Emp Q2, Emp Q4, Cred Rate - Floor (-10% of State Target)**
- Emp Q2, Emp Q4, Cred Rate - Ceiling (+10% of State Target)**
- Median Earnings - Floor (-15% of State Target)**
- Median Earnings - Ceiling (+15% of State Target)**

Simulated Outcome The simulated outcomes for the previous program year are calculated using the individual records for the last program year of each indicator's exiter cohort found in the Wagner-Peyser Employment Service data.

Middlesex County

Dislocated Worker	Table O's PY 2015	Simulated Outcome from Statistical Model	Local Area Target to be achieved for PY 2016	Statewide Target PY 2016	Local Area Target to be achieved for PY 2017	Statewide Target PY 2017
Employment Rate Q2	78.0%	76.3%	76.3%	77.0%	76.3%	77.0%
Employment Rate Q4	86.0%	75.7%	75.7%	74.0%	75.7%	74.0%
Credential Rate	N/A	76.0%	65.9%	55.9%	66.4%	56.4%
Median Earnings	\$20,665	\$7,941	\$7,907	\$6,876	\$7,907	\$6,876

Note:

- Emp Q2, Emp Q4, Cred Rate - Floor (-10% of State Target)**
- Emp Q2, Emp Q4, Cred Rate - Ceiling (+10% of State Target)**
- Median Earnings - Floor (-15% of State Target)**
- Median Earnings - Ceiling (+15% of State Target)**

Simulated Outcome The simulated outcomes for the previous program year are calculated using the individual records for the last program year of each indicator's exiter cohort found in the Wagner-Peyser Employment Service data.

Middlesex County

Youth	Table O's PY 2015	Simulated Outcome from Statistical Model	Local Area Target to be achieved for PY 2016	Statewide Target PY 2016	Local Area Target to be achieved for PY 2017	Statewide Target PY 2017
Employment Rate Q2	75.0%	67.3%	67.3%	68.6%	67.3%	69.0%
Credential Rate	68.0%	77.2%	77.2%	72.8%	77.2%	73.5%

Youth	Table O's PY 2015	ACS 2015 Youth Unemployment Rate	Local Area Target to be achieved for PY 2016	Statewide Target PY 2016	Local Area Target to be achieved for PY 2017	Statewide Target PY2017
Employment Rate Q4	N/A	11.7%	45.0%	40.2%	45.0%	41.0%

Note:

Emp Q2, Cred Rate - Floor (-10% of State Target)

Emp Q2, Cred Rate - Ceiling (+10% of State Target)

Simulated Outcome The simulated outcomes for the previous program year are calculated using the individual records for the last program year of each indicator's exiter cohort found in the Wagner-Peyser Employment Service data.

ACS 2015 Youth Unemployment Rate*	Employment Rate Q4 Local Area Target
less than 17%	45%
17.1 - 21%	40%
21.1 - 35%	35%

*Source: U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates (16-24 years of age)

Middlesex County

Wagner Peyser	Labor Exchange Report PY 2015	Simulated Outcome from Statistical Model	Local Area Target to be achieved for PY 2016	Statewide Target PY 2016	Local Area Target to be achieved for PY 2017	Statewide Target PY 2017
Employment Rate Q2	55.9%	54.1%	54.1%	47.8%	54.1%	48.8%
Employment Rate Q4	83.2%	54.5%	54.5%	48.2%	54.5%	49.2%
Median Earnings	\$19,513	\$5,288	\$5,288	\$4,834	\$5,288	\$4,882

Note:

Emp Q2, Emp Q4 - Floor (-10% of State Target)

Emp Q2, Emp Q4 - Ceiling (+10% of State Target)

Median Earnings - Floor (-15% of State Target)

Median Earnings - Ceiling (+15% of State Target)

Simulated Outcome The simulated outcomes for the previous program year are calculated using the individual records for the last program year of each indicator's exiter cohort found in the Wagner-Peyser Employment Service data.



State of New Jersey

DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
PO Box 110
TRENTON, NEW JERSEY 08625-0110

PHILIP D. MURPHY
Governor

SHEILA Y. OLIVER
Lieutenant Governor

ROBERT ASARO-ANGELO
Commissioner

August 17, 2018

Mr. Kevin Kurdziel, Director
Middlesex County Workforce Development Board
550 Jersey Avenue
New Brunswick, NJ 08901

Dear Mr. Kurdziel:

The purpose of this letter is to advise you of the performance goals for your area's Workforce Innovation and Opportunity Act (WIOA) Title I and Title III funding for Program Year (PY) 2018 and PY 2019. The statewide WIOA performance goals for PY 2018 and PY 2019 were approved by United States Department of Labor (USDOL)/United States Department of Education (USDOE) on June 5, 2018 and are published in Appendix 1 of the Combined State Plan for the Workforce Innovation and Opportunity Act 2018 Modification, available on the SETC website, www.njsetc.net.

Under WIOA, the statistical adjustment model is used to ensure that the negotiated levels of performance are based on the actual economic conditions and characteristics of participants. USDOL has developed the framework for an objective statistical adjustment model that satisfies the WIOA requirements at the state and local level. The local area performance goals have been calculated using this model. Where applicable, certain rules were used to adjust any target outliers.

PY 2018 and PY 2019 Targets:

The Middlesex County Workforce Area WIOA Title I and Title III performance targets for PY 2018 and PY 2019 are provided below.

Table with 3 columns: Category, PY 2018 Targets, and PY 2019 Targets. Rows include Adults, Dislocated Workers, and Youth, each with metrics for Employment Rate and Credential Attainment.

Wagner-Peyser	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	55.3%	60.3%
Employment Rate 4 th Quarter After Exit	60.3%	61.3%
Median Earnings 2 nd Quarter After Exit	\$5,606	\$5,706

PY 2018 and PY 2019 Negotiations:

The United States Department of Labor's guidance regarding the negotiation of performance goals for the Workforce Innovation and Opportunity Act (WIOA) Title I Programs and the Wagner-Peyser Act Employment Service as amended by Title III of WIOA, for Program Years (PYs) 2018 and PY 2019 may be found in Training and Employment Guidance Letter (TEGL) WIOA NO. 9-17.

While LWD has already reviewed and adjusted statistical model targets that appear as potential outliers, local areas may submit a proposal of alternate targets for PY 2018 and/or PY 2019 for one or more of the above measures. **The proposal must include specific numeric targets, a narrative and supporting documentation for these targets, including valid evidence of local conditions not accounted for in the statistical model.** The statistical model is based on past local performance, and outcomes have been simulated within the new WIOA primary indicators, using data averaged from previous program years. Current local unemployment rates and economic conditions, as well as the demographics of past program participants for the local area are included. It does not take into account natural disasters, new or anticipated business closures/mass layoffs, or program design changes planned for the new program year by the local area.

The alternate target proposal must be submitted via e-mail to David Ramsay, Director, Workforce Research and Analytics, Office of Research and Information, David.Ramsay@dol.nj.gov by **Friday, August 31, 2018**. We ask that areas submitting proposals make themselves available for phone calls with LWD **during the week of September 10, 2018**.

Thank you for your cooperation and efforts during Program Year 2017. Please share this letter locally, as appropriate. If you have any questions, please do not hesitate to contact David Ramsay at (609) 292-0021.

Sincerely,



Robert Asaro-Angelo
Commissioner

- c: Gabriel Lavigne, WDB Chairperson
- Paul Yuen, Deputy Commissioner
- Julie Diaz, Chief of Staff
- Hugh Bailey, Assistant Commissioner
- David Ramsay, LWD
- Joseph Dombrowski, LWD
- Gary Altman, SETC
- Sheryl Hutchison, SETC

APPENDIX 8



Workforce Development Board
County of Middlesex

Policy Resolution

Adopted Policy Resolution: MCWDB #2017-05 DATE: July 25, 2017

Subject: Designation of Local Area Demand Occupation Labor Sectors

Purpose: Identify and Designate Demand Occupation Labor Sectors for Middlesex County for the period commencing July 1, 2017 and ending on June 30, 2018.

Background

Section 134 (G)(iii) of the Workforce Innovation and Opportunity Act specifies that training services to customers be directly linked to an in-demand industry sector or occupation in the local area to which adult and dislocated worker seek occupational training. According to research conducted by the Middlesex County Office of Workforce Development, the following sectors have been identified as high growth for the period commencing on July 1, 2017 and concluding on June 30, 2018:

- Advanced Manufacturing
- Banking/Finance
- Healthcare
- IT/Computer
- Retail and Hospitality
- Transportation, Logistics, and Distribution

RESOLUTION

Be it resolved that the Workforce Development Board of the County of Middlesex, State of New Jersey designates the seven labor sectors listed above as areas of high employment growth potential in Middlesex County effective July 1, 2017. Therefore, training services provided (Individual Training Accounts) to Adult, Dislocated Worker, and Youth will be directly linked to the in demand industry sector as approved by the Middlesex County Workforce Development Board. Requests for non-demand industry occupations will not be permitted.



Workforce Development Board
County of Middlesex

Policy Resolution

Adopted Policy Resolution: MCWDB-2018-01

Date: January 23, 2018

Subject: Amendment to Local Demand Occupation List

Purpose: Align Local Training Programs with In-Demand Occupations.

Background

The Workforce Innovation and Opportunity Act of 2014 stipulates that local workforce areas must offer training programs that align with the demand industries and occupations for the region. Recent research has shown that the Construction/Utilities sector is growing in Middlesex County. In order to meet the demands of the local construction and utilities industry, this resolution will designate construction/utilities industry as a demand sector within Middlesex County. This resolution will authorize the Middlesex County Office of Workforce Development to offer training for occupations within the aforementioned sector through Individual Training Accounts (ITAs).

RESOLUTION

Be it resolved that the Workforce Development Board of the County of Middlesex, State of New Jersey amend its local demand occupations list, adding the Construction/Utilities Industry effective February 1, 2018. This amendment will enable the Middlesex County Office of Workforce Development to offer training programs through Individual Training Accounts that will address the hiring needs of businesses within the targeted in-demand industry.



Workforce Development Board
County of Middlesex

Policy Resolution

Adopted Policy Resolution: MCWDB-2018-03

October 23, 2018

Subject: Designation of Local Area Demand Occupation Labor Sectors

Purpose: Identify and Designate Demand Occupation Labor Sectors for Middlesex County for the period commencing July 1, 2018 and ending on June 30, 2019.

Background

Section 134 (G)(iii) of the Workforce Innovation and Opportunity Act specifies that training services to customers be directly linked to an in-demand industry sector or occupation in the local area to which adult and dislocated worker seek occupational training. According to research conducted by the Middlesex County Office of Workforce Development, the following sectors have been identified as high growth for the period commencing on July 1, 2017 and concluding on June 30, 2018:

- Advanced Manufacturing
- Banking/Finance
- Healthcare
- IT/Computer
- Retail and Hospitality
- Transportation, Logistics, and Distribution
- Life Sciences/Biopharmaceuticals*
- Food Sciences*
- Construction/Utilities*

Denotes additions to list

RESOLUTION

Be it resolved that the Workforce Development Board of the County of Middlesex, State of New Jersey designates the seven labor sectors listed above as areas of high employment growth potential in Middlesex County effective July 1, 2018. Therefore, training services provided (Individual Training Accounts) to Adult, Dislocated Worker, and Youth will be directly linked to the in demand industry sector as approved by the Middlesex County Workforce Development Board. Requests for non-demand industry occupations will not be permitted.

APPENDIX 9 cont.

OPERATIONS AND PLANNING MEETING Middlesex County Office of Workforce Development Chair: Diane Seavers April 25, 2019			
ORGANIZATION	PRINTED NAME	SIGNATURE	OFFICIAL (See Note Below)
Catholic Charities, Diocese of Metuchen	Miriam Ruiz	<i>[Signature]</i>	YES <input checked="" type="radio"/> NO
Coming Home of Middlesex County	Eileen O'Donnell	<i>[Signature]</i>	YES <input type="radio"/> NO
Community Childcare Solutions			YES <input type="radio"/> NO
East Brunswick Public Library			YES <input type="radio"/> NO
Easter Seals New Jersey			YES <input type="radio"/> NO
Edison Job Corps	Tony Taveras	<i>[Signature]</i>	YES <input type="radio"/> NO
Housing Authority, Edison			YES <input type="radio"/> NO
Housing Authority, Perth Amboy	MARTHA HERRERA	<i>[Signature]</i>	YES <input type="radio"/> NO
Housing Authority, Woodbridge Township			YES <input type="radio"/> NO
Jewish Renaissance Foundation	SHERI GOLDBERG	<i>[Signature]</i>	YES <input type="radio"/> NO
Keep Middlesex Moving	BILL NEARY	<i>[Signature]</i>	YES <input type="radio"/> NO
Literacy NJ	MELISSA BRYNSTON	<i>[Signature]</i>	YES <input type="radio"/> NO
MCOWD- Deputy Director of Opns. Perth Amboy			YES <input type="radio"/> NO
MCOWD- Job Search/CWEP Activities			YES <input type="radio"/> NO
Middlesex County Area Transit/Aging & Disabled Services			YES <input type="radio"/> NO
Middlesex County Board of Social Services	Roxane A. Teleck	<i>[Signature]</i>	YES <input checked="" type="radio"/> NO
Middlesex County College - New Brunswick Center			YES <input type="radio"/> NO
Middlesex County College - Perth Amboy Center	LILLIAN CORTES	<i>[Signature]</i>	YES <input checked="" type="radio"/> NO
Middlesex County College-Edison	TIL DALWALLE		YES <input type="radio"/> NO
Middlesex County Office of Human Services			YES <input type="radio"/> ? NO
Middlesex County Office of Workforce Development - New Brunswick	Carmen Mercado	<i>[Signature]</i>	<input checked="" type="radio"/> YES ? <input type="radio"/> NO
Middlesex County Office of Workforce Development - Perth Amboy			YES <input type="radio"/> ? NO
Middlesex County Office of Workforce Development- Youth	Sandra Ciccone	<i>[Signature]</i>	<input checked="" type="radio"/> YES ? <input type="radio"/> NO
Middlesex County Vocational & Technical Schools			YES <input type="radio"/> NO
New Brunswick Board of Education			YES <input type="radio"/> NO
New Brunswick Free Public Library	Hsien-min Chen	<i>[Signature]</i>	YES <input checked="" type="radio"/> NO
New Brunswick Housing & Redevelopment Authority (NBHA)			YES <input type="radio"/> NO
New Brunswick Public Library			YES <input type="radio"/> NO
New Brunswick Public Schools			YES <input type="radio"/> NO
New Jersey Reentry Corporation			YES <input type="radio"/> NO
NJ Division of Vocational Rehabilitation			YES <input type="radio"/> NO
NJ State Parole Board			YES <input type="radio"/> NO
One-Stop Operator	MARTIN E. SIKLANDGIL	<i>[Signature]</i>	YES <input type="radio"/> NO
Perth Amboy Public Schools			YES <input type="radio"/> NO
Puerto Rican Action Board			YES <input type="radio"/> NO
The Women's Center at Jewish Family and Vocational Service of Middlesex County	LISA BALEWITZ	<i>[Signature]</i>	YES <input checked="" type="radio"/> NO
WFNJ Representative			YES <input type="radio"/> NO
Guest	James A. Sculligan	<i>[Signature]</i>	
Guest	Isaac McMillan	<i>[Signature]</i>	DFD
Guest	RAJI RAMACHANDRAN	<i>[Signature]</i>	
Guest	Jen Goodin - JFS Middlesex County	<i>[Signature]</i>	
Guest	Sharon Hartman NJLWD (WALTY)	<i>[Signature]</i>	
Guest			

"OFFICIAL" is that person with MOU Signature Authority

Dress for Success Central New Jersey - Nancy Museo
Sherran... MEOWD
Michael Mottal... - DFD / OCO... JFS
Gwen Wiggins - Perth Amboy OGLE
Diane Seavers - MEOWD

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:

SIGNATURE:

Gabriel Lavigne, 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 Workforce Development Board website on April 30, 2019 for public comment. It was posted for thirty (30) days until May 30, 2019.

Middlesex County WIOA Local Plan



New Jersey State Employment
and Training Commission

April 2019