

Cumberland-Salem-Cape May 2016-2020 Workforce Development Plan 2019 Plan Update

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Note: The dark blue text and bordered charts found in this Plan represents a change in the wording, narrative or data from the initial 2016 version of the document.

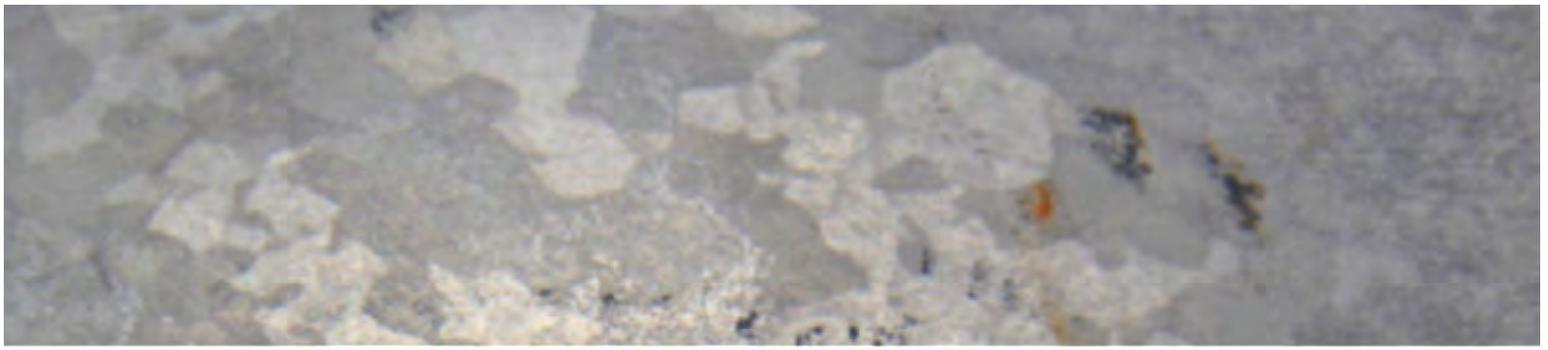


TAB 1

Plan Narrative

CUMBERLAND-SALEM-CAPE MAY
WORKFORCE DEVELOPMENT
BOARD





SECTION 1

INTRODUCTION





SECTION 1: INTRODUCTION

- Background of the Workforce Innovation and Opportunity Act -

President Barack Obama signed the Workforce Innovation and Opportunity Act into law on July 22, 2014. This landmark legislation is designed to strengthen and improve the nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

The Act requires the Cumberland-Salem-Cape May Workforce Development Board and all WDBs across the nation to develop and submit a comprehensive four-year plan. The local plan is required to support the vision, goals and strategy described in the State Plan and otherwise be consistent with it. The local plan will be effective through June of 2020. A draft of the local plan was submitted to the New Jersey State Employment & Training Commission (SETC) for review and comment. Comments were received and included in the final version of the plan. This document is a 2019 update of that plan.

The Cumberland-Salem-Cape May Workforce Development Board provides support to individuals in one of the most rural areas of New Jersey. The Board offers coordinated programming and planning services to the Southern New Jersey Region through the One-Stop Career Centers and Employment Offices located in the three counties. Cape May County, formerly part of the Atlantic-Cape May WDB recently joined with Cumberland and Salem County to form the three-county Workforce Development Board in 2016.

This 2016-2020 Workforce Development Plan is one piece of a larger, statewide effort to ensure that New Jersey's workforce system is capable and ready to succeed in the 21st Century economy. The regional effort fosters cross county public-private sector partnerships, using an integrated workforce development management model, which assists both job seekers and employers.



*The Workforce
Innovation and
Opportunity Act was
signed into law on
July 22, 2014*



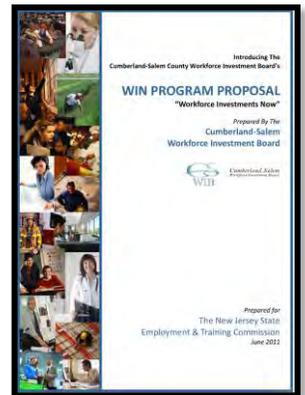
- The One-Stop Delivery System -

The genesis for the Cumberland-Salem-Cape May WDB was Governor Christie Whitman's 1995 Executive Order #36 authorizing the creation of local Workforce Investment Boards. With the addition of Cape May County this year, the three-county WDB is well positioned to be a leader in creating an innovative job-training network. With a diversified portfolio and partnerships with the business community, the WDB has served as a catalyst for new industrial and commercial development throughout the Three-County Region. Many of the locally generated programs and initiatives that have been developed in past years provided models for other Workforce Development Boards regionally and nationally.

The Cumberland-Salem-Cape May WDB is a 28 member board. It has five (5) standing committees that deal with a wide range of workforce challenges. In addition, there are operational and ad-hoc working groups that are called upon to focus on specific issues and challenges. The standing committees include the following:

- **Business and Industry;**
- **Adult Education and Literacy;**
- **Disabilities;**
- **Youth Council; and**
- **Planning & Oversight.**

The Cumberland-Salem-Cape May WDB utilizes a partnership approach to open up opportunities to local citizens in the current and emerging industries of the regional South Jersey economy. This programming is especially vital as the area suffers from some of the highest unemployment rates in the State, a seasonal economy, and in some areas numerous social problems, ranging from high levels of teenage pregnancy to low high school graduation rates. Youth, the disabled, non-English speakers, and ex-offenders are particularly challenged by the issues facing the region and, along with veterans, merit special attention in the workforce development efforts that are part of the Workforce Development Plan.



***The WDB has
been a leader in
addressing
workforce
training needs.***



- Geographic Jurisdiction -

The Cumberland-Salem-Cape May region represents the southernmost reaches of the State. It is a diverse region comprising rural, farming areas, premier vacation destinations, and small towns and urban centers. Map 1.1 on the following page illustrates the location of this region relative to southern New Jersey.

While manufacturing remains an integral part of the regional economy, the area is removed from the large industrial centers and transportation hubs which constitute much of the urban New Jersey's economy. While several interstate highways cut through northwestern Salem County, connecting it to Delaware via the Delaware Memorial Bridge and northern points via the NJ Turnpike and Interstate 295, and the Garden State Parkway links Cape May County to points north, there are few east-west road connections through the heart of the region that access these links. Due to low population density, public transit that provides regular commuter service is sporadic and does not reach most areas of the three counties. Weak transportation linkages and seasonal economies have helped to generate a history of isolation and poverty in this three county region.

The challenges engendered by this isolation, the rural nature of the region, and its historic industrial and business base include, but are not limited to:

- **Small job centers away from major, interstate road connections;**
- **Seasonally based employment;**
- **Lower than average basic educational skills;**
- **Import of skilled labor;**
- **Long rides home for many job commuters; and**
- **A lack of viable public transportation**

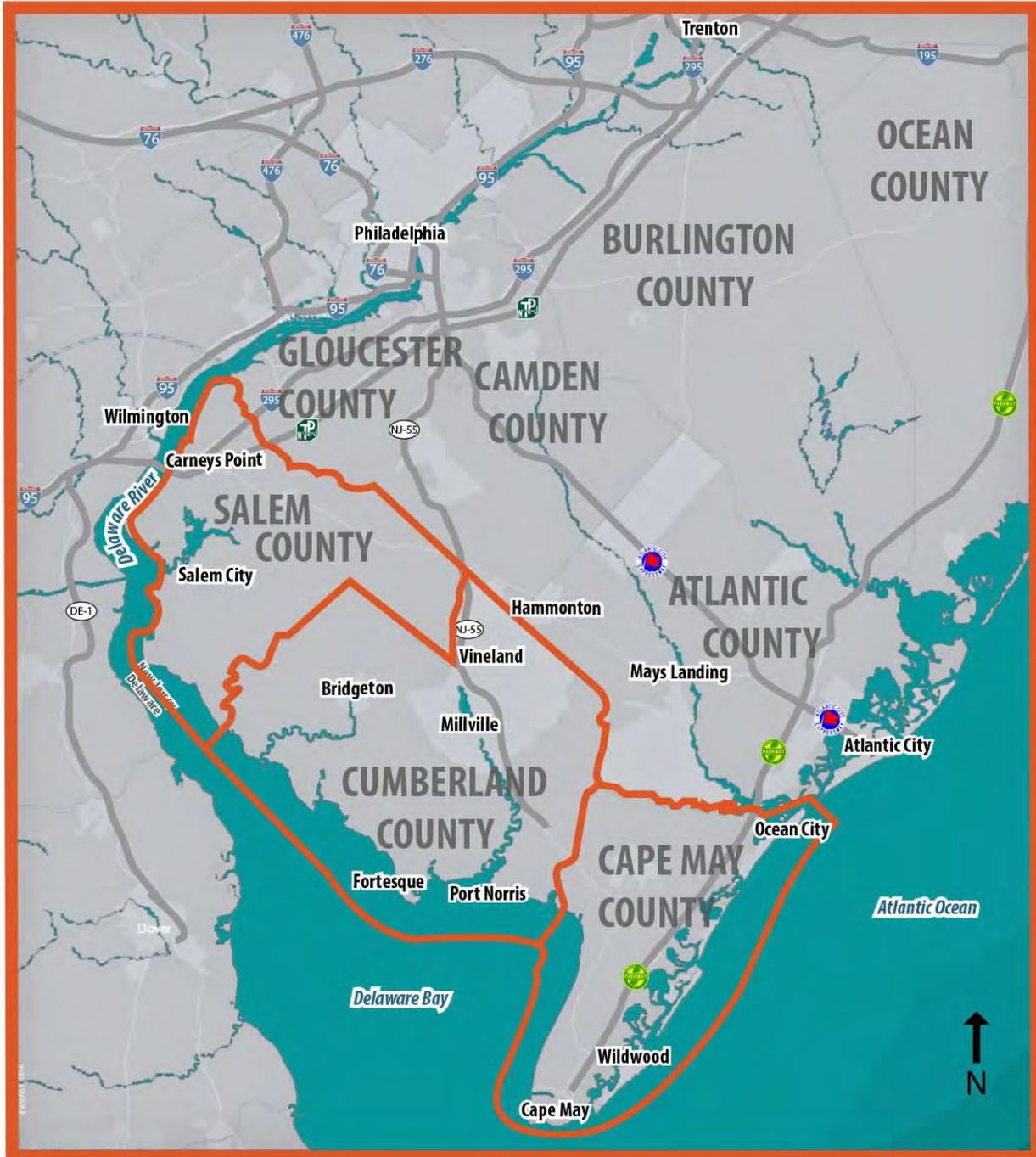
The few urban centers in the region are relatively small with Vineland's population of just under 61,000 making it the largest city in the three county region. Salem County has only one municipality, Pennsville, which surpasses 10,000 people and Cape May County has only four such municipalities: Upper, Middle and Lower Townships and Ocean City. However, the summertime vacation season swells the population of small seaside communities in Cape May County such as Wildwood, Cape May City, Sea Isle and others to tens of thousands of people. Year-round, the combined counties' 2017 population estimated at 313,277 is spread over 1,482 square miles. This relatively small population, lack of large urban centers, and seasonally fluctuating economy present challenges for business and industry requiring large numbers of readily available workers.



Employment and population in the region swell during the peak tourist season.



Map 1.1





- Plan Outline -

The 2016-2020 Workforce Development Plan Update is based on a coordinated One- Stop Delivery System provided locally by each of the three One-Stop Career Centers in the three counties, and coordinated through a single Workforce Development Board. As was the case with the prior Unified WDB Plan, the One-Stop Delivery System is based on a number of Core Values.

The Plan will:

- Exhibit a thorough understanding of the requirements of key industry employers and work with businesses in order to improve those workforce skills which meet their needs;
- Continue current outreach programs to all assistance providers in the private and public sectors in order to better coordinate and improve access to and preparation for employment for all job seekers, particularly in providing access to transportation to work;
- Suggest methods to increase opportunities for basic skills education and workforce readiness for a clientele but, particularly, for targeted priority populations;
- Improve systems for maintaining accountability to employers, citizens and funding entities in all provision areas, including customer service, use of limited resources and record maintenance; and
- Extend its reach beyond the three county region to explore job opportunities and the integration of workforce needs in other areas of southern New Jersey.

Integration of this Plan's goals and trends with the State Unified Plan and the Regional Workforce Development Plans are key to success.

This Plan utilizes the State's elements and strategies for the workforce system as delineated in the State Unified Plan and incorporates them into the local workforce area needs to formulate a Cumberland-Salem-Cape May strategy that seeks to create an optimal environment for success for employers and job seekers.

Because Cape May County was a relatively recent addition to the WDB, the One-Stop System has developed common protocols for coordinating programs, sharing information, promoting job training, and integrating opportunities for workforce development locally and throughout southern New Jersey.



The process of program integration **now** requires:

- Regular meetings of the One-stop Career Center Leadership to share information on current practices, trends, and challenges;
- Coordination with Economic Development Offices to develop training programs for new businesses and industry that might open within the region;
- Ensuring that there are unified protocols and approaches to customer outreach, case management, training and job placement; and
- Exploring best practices to advance regional performance and service delivery.

In keeping with the Guidelines of the State Employment and Training Commission **and its requirements for updating the document**, this 2016-2020 Plan **Update** is broken into four sections. This first section provided an introduction and background on the Cumberland-Salem-Cape May Workforce Development Board and the region it serves. The following pages complement the introduction and provide the other elements of the strategic plan. Section 2 focuses on Local Demographics, Governance and the Planning Process. Section 3 establishes a vision for the administration of the WDB and One-Stop System and goals for the delivery of services. Section 4 establishes delivery and implementation benchmarks and outlines ways to measure and evaluate plan outcomes and oversight.

The integration of Cape May County into the WDB is ongoing and will augment the goals of this plan.



SECTION 2

ECONOMIC CHARACTERISTICS AND TRENDS





SECTION 2: ECONOMIC CHARACTERISTICS AND TRENDS

- Regional Economic Conditions and Workforce Characteristics -

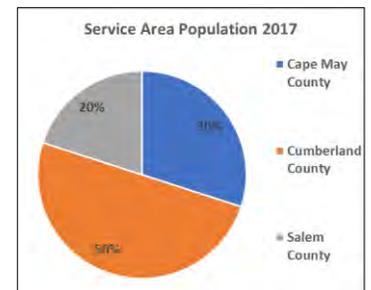
This element of the Plan addresses Items I- III of the WIOA Planning Guidance Framework

Overview of Service Area

The population in the three-county area grew between 2000 and 2010, however since 2010 the population has remained relatively flat with a nominal decline anticipated over the next five years. According to the [2017 American Community Survey](#), the population for the three-county area is 313,277 with half of the population in Cumberland County, and 30% in Cape May County and the remaining 20% in Salem County.

The population in the program service area declined since 2010 by approximately 2.2% with the greatest percent decline in Salem County of 3.5% (2,307) followed by Cape May County with a total loss of 2.8% (2,716). Cumberland County lost the least amount of people with a 1.2% decline of approximately 1,946 people. According to ESRI the population in the Three-County Region is expected to remain flat with a slight decline of less than one percent projected through 2021.

The Hispanic and Latino population has been increasing in the region and increases are expected over the next five years. The Hispanic community increased by 9.8% in the Three-County Region between 2010 and 2017, with the greatest percent increases in Cape May and Salem Counties of 14.9% and 17.1% respectively. The influx of the Hispanic and Latino population in the Three-County Region will continue to have an impact on employment, training and education going forward in the region. Implementing programs such as language and literacy skills for Spanish speaking and English as a second language cohorts is important in program implementation.





Employment and Firms by Sector

The number of employees and firms by industry provides a snapshot of current industry trends in the region. The following sectors have the greatest number of employees by industry in the three-county area.

1. Retail Trade
2. Health Care and Social Assistance
3. Accommodation & Food Services
4. Manufacturing
5. Construction

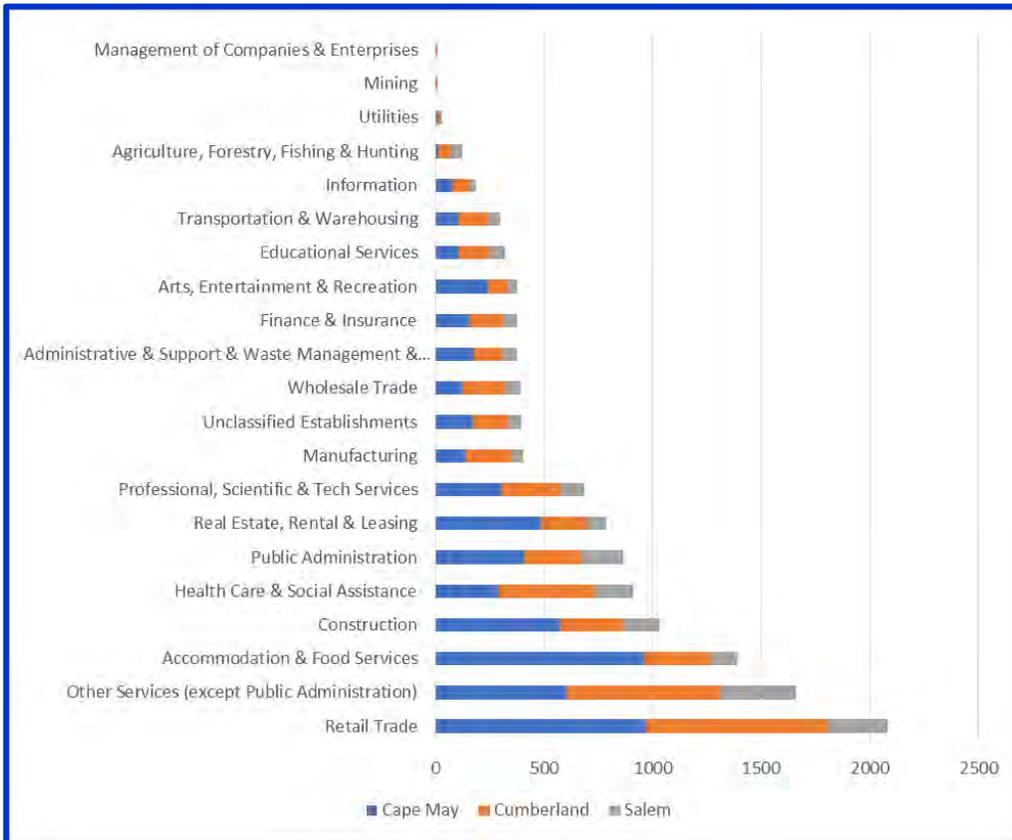
The aforementioned sectors make up approximately half of all employment in the Three-County Region (52.5%). The manufacturing sector is concentrated in Cumberland County with 68.2% of the jobs and 52.2% of the firms in the region. As a result of the tourism industry in Cape May County, it captures approximately 46.5% of the regional retail trade businesses and 69.1% of accommodation and food service businesses in the Three-County Region. Additionally, in Cumberland County the retail trade employees account for 41.5% share of the employees in this industry in the Three-County Region. Likewise, in Cape May County, the accommodation and food service employees make up 69.6% of the industry employees in the Three-County Region. The single industry economy can pose an increased risk to a local economy if it is impacted by weather, consumer spending patterns, and tourism trends.

**68.2% of the
region's
manufacturing jobs
are located in
Cumberland
County.**





Businesses by Industry Sector



SOURCE: ESRI, 2018

This Plan Update continues to show continued strength in the Retail Service sectors of the economy.

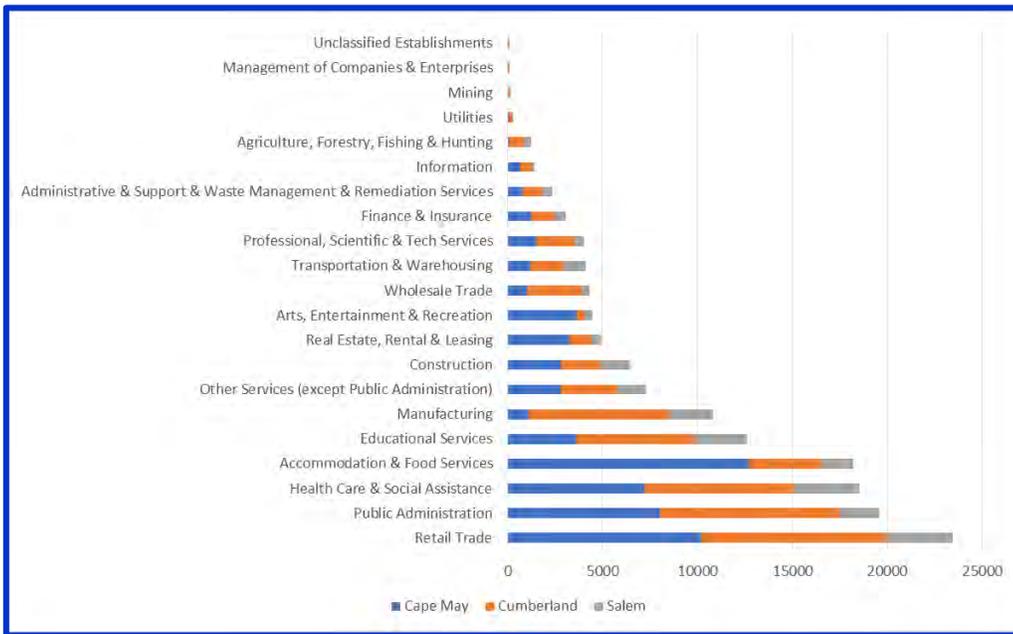
Health Care and Social Assistance is a stable and strong industry among all three-counties. According to ESRI there are approximately 18,524 jobs making up 12.5% of the total employment in the Three-County Region. The regional share of jobs in this sector is split almost evenly among Cape May (13.8%) and Cumberland County (42.6%). Salem County has the remaining 18.6% of jobs in Health Care.

Construction is among the top five sectors in terms of businesses and employees comprising approximately 8.1% of all businesses and 4.4% of all employees. Cape May County has the greatest share of both firms and employees among the construction industry despite the fact that it has the second highest population among the Three-County Region. Cape May County has almost twice as many housing units as Cumberland County a result of second homes and a largely seasonal population. Developing programs that foster construction and trade skills among this industry is an area of potential growth.



The professional scientific and tech services, and transportation and warehousing, make up approximately 4,025 (2.7%), and 4,112 (2.8%) of all jobs respectively in the Three-County Region. These industries reflect a proportionate distribution among the three counties based on population concentration and further determination of specific skill sets in each of these industries should be explored.

Employees by Industry



SOURCE: ESRI, 2018

Education levels in the Region fall well short of State averages

Educational Attainment

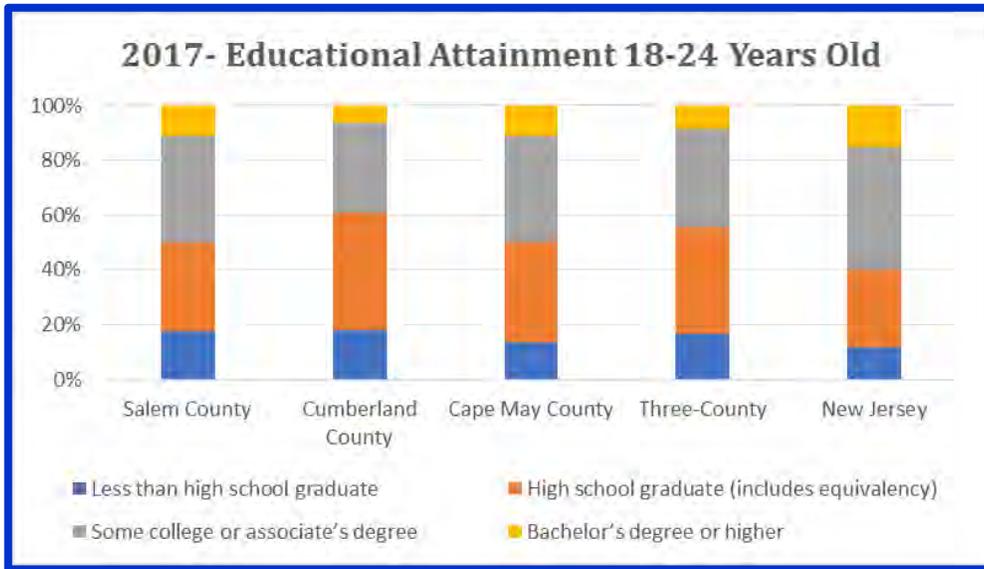
The educational attainment levels figure in the Three-County Region is below the state averages among all college degree and advanced degree cohorts. Cape May County leads the region for bachelors and advanced degrees. Cumberland County has the greatest educational achievement gap in the Three-County Region with a staggering 22.2% of the population without a high school diploma or equivalent among the population aged 25 and older. The population 25 and older without a high school diploma is 5.3 percentage points higher in the Three-County region compared to the State, according to the 2013-2017 American Community Survey.

Construction trends represent a significant presence and a prime growth sector of the region's economy

According to the 2013-2017 American Community Survey, the education achievement gap is even greater among the age cohorts 18 and 24 in the Three-County Region. The population without a high school degree is more than five points higher in the Three-County Region compared to the state rate 11.6%, while the population with only a high school diploma or



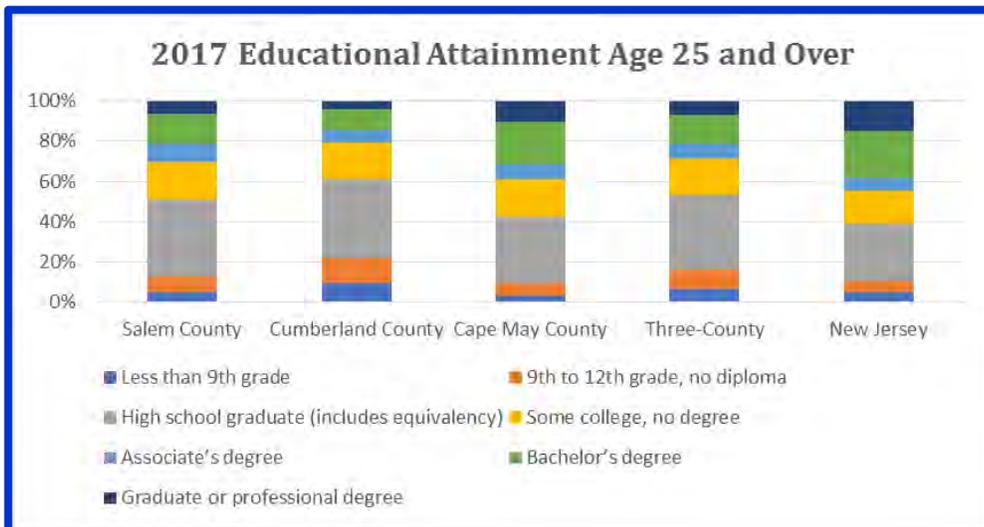
equivalent is more than 10 points higher at 38.9%. Among the Three-County Region the percentage of bachelor degree earners is 8.6% which is well below the state average of 15.2%. Across all age cohorts the greatest gap in educational attainment is in Cumberland County, followed by Salem and Cape May County.



SOURCE: 2013-2017 American Community Survey

The achievement gap in Cumberland County compared to Salem and Cape May Counties is likely attributed to the large Hispanic population that does not speak English at home, or speaks English as a second language. Integrating this cohort into the local workforce is an integral part of the Workforce Development Board Plan.

The educational attainment gap is particularly high in Cumberland County, due to perhaps the language barriers facing the sizable Hispanic population



SOURCE: 2013-2017 American Community Survey



- Trends, Challenges, and Opportunities -

Labor Force Projections

According to the New Jersey Department of Labor & Workforce Development the industries projected to have the greatest percent growth and real growth in jobs through 2026 is consistent with the largest industries in the Three-County Region. The following highlights the established industries with the greatest anticipated growth in terms of real jobs numbers.

- **Health Care & Social Assistance** 1900 jobs
- **Manufacturing** 1180 jobs
- **Accommodation & Food Services** 880 jobs
- **Construction** 690 jobs
- **Administrative & Support & Waste Management & Remediation Services** 670 jobs

Healthcare will be a major growth industry in the South Jersey economy.

Several emerging industries that are not currently among the top five growth areas in the region are expected to add significant jobs include:

| | |
|---|-----------------|
| • Transportation & Warehousing | 670 jobs |
| • Wholesale Trade | 480 jobs |

According to the New Jersey Department of Labor & Workforce Development, the manufacturing industry is expected to gain 1,180 jobs through 2026 in the Three-County Region. However, despite this fact, Cumberland County has a focus on advanced manufacturing, and 1,020 jobs are expected to be added in manufacturing through 2026.

The construction industry stands out in Cumberland and Cape May County as an industry that is expected to have some of the most significant growth in terms of real numbers as well as percent growth. In Cape May and Cumberland County, the number of construction jobs is expected to increase by 16.1% and 16.3% respectively through 226. In Salem County and Cumberland Counties the transportation and warehousing industry is expected to have some of the greatest growth among all sectors with a 23.3% (370 jobs), and 11.6% (250 jobs) growth rate respectively.

The Health Care & Social Assistance Industry is projected to be one of the highest employment sectors across each of the three counties by 2026, averaging 10.6% growth in the three-county area where the State growth projection is 17.4%. The Health Care industry is anticipated to be the top employer by 2026 in Cumberland and Salem Counties. This may be attributed



to the expanding Inspira Health Network within the WDB area and across a five-county southern New Jersey region.

Table 2.1

| PROJECTIONS OF POPULATION 65 YEARS AND OVER BY COUNTY 2014 TO 2034 | | | | | | |
|--|-----------|-------|-----------|-------|-----------|-------|
| Area | 2014 | % | 2024 | % | 2034 | % |
| Cape May | 22,800 | 23.9% | 26,500 | 28.1% | 26,200 | 28.1% |
| Cumberland | 21,500 | 13.7% | 25,700 | 16.1% | 28,100 | 17.1% |
| Salem | 11,100 | 17.2% | 13,500 | 21.6% | 14,100 | 23.6% |
| WDB Region | 55,400 | 17.1% | 65,700 | 20.7% | 68,400 | 21.5% |
| New Jersey | 1,313,500 | 14.7% | 1,681,700 | 18.0% | 1,944,400 | 20.0% |

SOURCE: NJLWD, 2014 - 2034 Population Estimates. Prepared by: New Jersey Department of Labor and Workforce Development, Office of Research and Information

The Health Care industry offers employment at varying skill levels, from low skill, certified training graduates, and degree holders. The three county WDB population has a smaller percentage of adults with a bachelor degree or higher, with Cumberland County having a little more than one-third the state average at 14.3%.

The healthcare industry is and will remain a key component of the region's employment base.





Table 2.2

| DEGREE HOLDERS | | | | | | | | |
|---------------------------------|-----------------|---------------------------|-------------------|---------------------------|--------------|---------------------------|------------|---------------------------|
| Educational Attainment | Cape May County | | Cumberland County | | Salem County | | New Jersey | |
| | Total | % with degree 25+ Persons | Total | % with degree 25+ Persons | Total | % with degree 25+ Persons | Total | % with degree 25+ Persons |
| Bachelor's degree | 14,444 | 20.70% | 10464 | 10.00% | 6,440 | 14.50% | 1,439,971 | 23.40% |
| Graduate or professional degree | 7443 | 10.60% | 4549 | 4.35% | 2,878 | 6.49% | 907,865 | 14.70% |
| Population 25 & over | 69,911 | | 104,613 | | 44,330 | | 6,163,699 | |

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

Prepared by: New Jersey Department of Labor and Workforce Development, Office of Research and Information

Dual credit programs in these counties between the vocational schools and county colleges offer high school students the advantage of starting their curriculum for continuing education. Several programs offered at the new Cumberland County Technical Education Center will offer high school graduates certificate level courses for immediate entry into the health care work force. Registered nurses and personal care aides have some of the highest amounts of job listings, accounting for over a quarter of postings. The growth of existing and new health care facilities will not only offer opportunities to degreed and certified employees but also to low skill support staff.

As is known, South Jersey has prime accessibility to three major east coast economic hubs: Philadelphia, New York and Washington, DC, and in turn, the northeastern corridor, national and international markets. Trade, Transportation and Utilities (TTU) is a top employment sector in the WDB area, second only to Leisure and Hospitality in Cape May County and Education and Health Care in Salem. Salem County is particularly well positioned to take advantage of the New York to DC corridor traffic with both the NJ Turnpike and Route 295 traversing the County. TTU for the NJLWD defined South Jersey Regional Focus Area experienced the 3RD largest job growth of 2,300, 1.4% from September 2017 to September 2018 in comparison to the State, which experienced its 2ND highest increase in TTU of 15,700, or 1.8%. Just recently, the WDB authored a plan for job training in the Transportation and Logistics Industry that will help to guide employment growth. Trucking and cold warehousing is a significant demand for the strong agricultural industry in Cumberland County and Salem County. With 2018 Cumberland agricultural employment at 1.3% and 1.4% in Salem, these South Jersey counties are heavily impacted by agricultural logistics compared to 2018 agricultural employment of 0.1% in New Jersey, according to ESRI.

The region's location provides excellent access to major transportation corridors



Aquaculture is also prominent in the region. For instance, Cumberland County ranks number one in the country for its clam and sea scallop industries. The WDB area is exceptionally positioned for maritime trade and transportation that is expected to grow as a result of the redevelopment of the Port of Paulsboro in Gloucester County. A \$5.25 billion expansion to the Panama Canal completed in the summer of 2016 is not only anticipated to increase importing and exporting in the New York/New Jersey port system, but according to the South Jersey Economic Development District, will increase demands on local maritime repair facilities to support the increase in commerce and larger vessels in areas such as Dorchester in Cumberland County. Connections by rail and highway permit direct access between the ports and southern New Jersey communities for importing and exporting goods. Salem and Cumberland rely heavily on this transportation system for their exports of agricultural and glass related goods. The Port of Salem and Millville Municipal Airport have permanent foreign trade zone designation, promoting the Trade and Transportation industries as logistics continue to improve.

The Rutgers Food Innovation Center in Bridgeton is a major catalyst for growth in the food processing and production industries.

Retail trade is a high-ranking employment sector across the three counties. Regional shopping centers and downtown business districts continue to support local merchandising needs while also accommodating the influx of tourists. [New Jersey Department of Labor and Workforce Development projects industry employment in 2026 to grow by 2.2% in Cape County, but to decline by -1.0 % and -.2% in Salem and Cumberland Counties. The modest growth of 110 jobs and 0.7% is lower than the State’s projection of 2.9% growth of retail trade jobs in 2026.](#) Modest retail trade expansion will continue to support the growing Tourism and Hospitality sector. Regional growth beyond the WDB area in retail trade may affect the future supply of retail outlets and workforce competition. As The Walk Atlantic City Outlets continue to grow, the Premium Outlets at Gloucester enters its second year of business, and town centers emerge, such as Richwood Town Center in Gloucester County, destination centers continue to serve an increasing number of local markets while attracting consumers from beyond the service area. The WDB area is affected by this growth of new retail outlets throughout the region in several ways: consumers who may have previously entered the WDB area to shop, now have more local, attractive retail options; those consumers who are directly served by retail outlets within the WDB area may be drawn to the new retail destinations throughout the region to spend their disposable income; and growing retail options create competition that may draw the workforce population outside of the WDB area.

Drone aircraft manufacturing and testing offer growth potential in an expanding technology sector



Nurturing the relationship with the Delaware River and Bay Authority is an opportunity for expansion in the trade and transportation, manufacturing and leisure and hospitality industries as the DRBA manages major facilities in each of the three counties. The Delaware Memorial Bridge in Salem County is a mega revenue generator for the DRBA which then allows the DRBA to invest excess revenues into expanding economic development opportunities in the 4 southern counties of New Jersey and the 3 Delaware counties. Both the Millville Municipal Airport in Cumberland County and the Cape May Airport in Cape May County lend themselves to parallel, diverse economic development strategies. Each are rooted in rich military history, memorialized through on-site museums, exhibits and events, which lay the groundwork for targeting a tourism market at the facility and spillover effects on the neighboring community. The Cape May Brewing Company at the Cape May Airport and the Glasstown Brewing Company at the Millville Airport are established local microbreweries whose wholesale distribution has expanded and continued to grow across New Jersey and Pennsylvania. Sales aside, the breweries have become destinations for tourists and locals alike. Developing retail outlets as well as leisure and hospitality businesses at these airports will help to increase the tourism trips, length of time and tourism dollars spent. The Cape May Lewis Ferry is another key DRBA facility which has significant opportunities for expanding the tourism industry.

Aviation activities will continue to grow economic development opportunities across the South Jersey region. Cape May has [invested in a new Technology Center](#), which will be a host site for Unmanned Aerial System aircraft (UAS), or drone technology [and other aviation industries](#), which may act as a catalyst in new investments in manufacturing, design, navigation and related aviation technologies. Developing the drone industry will provide unique advances in military applications, offices of emergency management plans, business development and logistics. The Millville Municipal Airport may also benefit from similar specialization. Fostering one-stop research and development and/or servicing facilities at the local airports may provide specialized marketing techniques to keep Southern New Jersey competitive as an aviation industry destination. This further capitalizes on connecting workforce to industry by facilitating aviation degrees such as those offered by the Atlantic Cape Community College in conjunction with the Cape May County Technical School. These educational programs will provide high skill job opportunities to keep high wage earners in South Jersey beyond the WDB area including the FAA Technical Center at the Atlantic City International Airport and the Stockton Aviation Research and Technical Park.

A new Technology Park in Cape May County and a Food Specialization Center in Cumberland County point the way toward new employment opportunities.



Currently ranking in the top 6 industry sectors for employment in each of the three counties, the Accommodation and Food Services industry will account for 14.4% of the job growth across the Three-County Region in 2026 per the NJLWD. Cumberland County is developing a Food Commercialization Center that will foster continued expansion in this industry sector. The demand for these services will continue to grow as the push to expand tourism opportunities in the region continues as a regional strategy for economic development.

Farming and Agriculture

As an employment sector, agriculture does not account for a large number of workers in the three county region. According to the most recent U.S. Census of Agriculture, the three counties have 5,520 workers employed directly on the region’s farms. However, agriculture remains a significant presence. This area of southern New Jersey is one of the largest and most productive agricultural regions of the State. As the table below indicates, the three county region accounts for approximately 23.5% of the State’s total land in agriculture and 29.59% of statewide agricultural sales.

Table 2.3

| Characteristic | Cape May | | Cumberland | | Salem | | New Jersey | |
|-----------------------------|-------------|---------|---------------|---------|---------------|---------|-----------------|---------|
| | Acres | % State | Acres | % State | Acres | % State | Acres | % State |
| Land in Farms | 8,135 | 1.1% | 66,256 | 9.0% | 98,239 | 13.4% | 734,084 | 100 |
| Value of Farm Products Sold | \$9,838,000 | | \$212,649,000 | | \$102,342,000 | | \$1,097,950,000 | |

SOURCE: 2017 U.S. Census of Agriculture

Many of the region’s industries are seasonal. The tourism, agricultural, and food processing industries in particular hire many more workers in the summer and shoulder seasons. This has created a job shortage, particularly in Cape May County, that has resulted in the County going outside the region to recruit labor.



Table 2.4

ANTICIPATED GROWTH BY ECONOMIC SECTOR 2016-2026

| ECONOMIC SECTOR | ANTICIPATED GROWTH IN JOBS | | | PERCENTAGE GROWTH IN JOBS | | |
|---|-------------------------------|-------------|------------|------------------------------|-------------|-------------|
| | Cape | Cumb | Salem | Cape | Cumb | Salem |
| Health Care & Social Assistance | 600 | 1060 | 240 | 13.0% | 10.6% | 8.2% |
| Manufacturing | 140 | 1020 | 20 | 16.1% | 11.5% | 0.9% |
| Accommodation & Food Services | 820 | 100 | -40 | 8.5% | 3.1% | -3.3% |
| Construction | 360 | 440 | -110 | 16.1% | 16.3% | -10.0% |
| Administrative/Waste Management | 80 | 480 | 110 | 6.5% | 19.0% | 12.5% |
| Transportation & Warehousing | 50 | 250 | 370 | 15.6% | 11.6% | 23.3% |
| Wholesale Trade | 60 | 350 | 70 | 8.6% | 10.8% | 12.1% |
| Arts, Entertainment & Recreation | 200 | 70 | 10 | 11.0% | 14.6% | 4.8% |
| Other Services (except Public Administration) | 140 | 30 | 20 | 7.6% | 1.5% | 3.6% |
| Professional, Scientific & Tech Services | 90 | 50 | -10 | 8.5% | 4.9% | -1.3% |
| Educational Services | 100 | 100 | -80 | 3.1% | 1.6% | -3.2% |
| Retail Trade | 150 | -20 | -20 | 2.2% | -0.3% | -1.0% |
| Management of Companies & Enterprises | 20 | 70 | 0 | 14.3% | 7.7% | 0.0% |
| Mining | -10 | 10 | N/A | -33.3% | 6.7% | N/A |
| Information | -20 | -30 | 0 | -9.1% | -6.1% | 0.0% |
| Utilities | 0 | 0 | -60 | 0.0% | 0.0% | -3.1% |
| Real Estate, Rental & Leasing | -90 | 0 | 10 | -10.6% | 0.0% | 5.9% |
| Finance & Insurance | -30 | -40 | -40 | -3.1% | -4.1% | -8.9% |
| Government | -230 | -610 | -150 | -3.9% | -10.5% | -7.5% |
| Total | 2430 | 3330 | 340 | 5.7% | 5.6% | 1.6% |

SOURCE: 2016-2026 Estimates of Actual and Projected Employment by Industry
Prepared by: New Jersey Department of Labor and Workforce Development
Office of Research and Information, Division of Economic and Demographic Research

Statistics compiled in 2017 by Tourism Economics, "The Economic Impact of Tourism in New Jersey" indicate that tourism sales in the South Jersey Region increased by 17% in the five year period 2012-2017 or \$1.02 billion, to \$6.9 billion dollars with Cape May leading the region with \$6.4 billion in direct sales.

Local economies have been carving out their own niche destination markets which help to support Retail Trade and Leisure and Hospitality. Cape May City has a booming seasonal resort economy, attracting tourists who are drawn to its historic charm, however, the labor force should be stabilized by extending the peak season into the shoulder season and off season. One strategy which is particularly suited for South Jersey with its available land at affordable prices

is the alcoholic beverage industry. Revised ABC legislation promotes entrepreneurship of boutique wineries, craft distilleries and microbreweries by lessening regulations through restricting production output. The unique opportunity to realize the potential of the complete cycle - farming, harvesting, production, waste proceeds, retail sales and tastings and wholesale distribution - expands the industry beyond tourism to agriculture, manufacturing and retail. Legislation also extends the impact beyond the site to satellite showrooms or "outlets" which expand the marketing exposure and accessibility. Partnering with regional associations such as the Garden State Wine Growers Association or Garden State and Delaware Brewers Guild also helps to increase exposure of local brands through publishing wine trails, pub crawls and festivals.

Eco-Tourism is an expanding sector of the region's growing tourism industry.

Cumberland County has another approach to increasing tourism in the near future with youth sports. The Cumberland County Improvement Authority is initiating a \$320 million-dollar redevelopment project to create a baseball park which will attract local, regional and national youth baseball leagues. The idea is to phase in the development to encourage Leisure and Hospitality business to develop and provide family outlets for visitors of the park.

Eco-tourism is also particularly suited to the three counties, capitalizing on the vast natural resources which set the region apart from others; creating linkages between the destinations and commercial opportunities is key to maximizing the economic impact of eco-tourism. Agri-tourism in Salem County, river trail systems in Cumberland County and bird and whale watching in Cape May all bring in more disposable income to the region to support eateries, hotels, supply outlets and general retailers.

The construction industry ranks in the top 6 employment sectors across the three counties. This industry is projected to grow by some of the largest percentages in Cape May and Cumberland Counties which supports the trends presented here of increased healthcare facilities, retailers and tourist destinations. In Salem County Construction is projected to decline by 10% which may stem from the reliance on agriculture-type business. Most notably, construction represents the highest percent of change in Cape May County industry employment at 16.1% growth by 2026 compared to the State growth projection of 14.8%. This increase is influenced by new construction codes in developing and redeveloping resilient shore communities along with the influx of green jobs, driven by governmental incentives for solar panel installation and energy efficient upgrades.



Manufacturing is another traditionally strong industry sector and will remain one of the WDB's key industries over time in Cumberland and Salem County, both with the largest shares of advanced manufacturing of total employment in the State with 14.4% and 9.5%, respectively, as of 2017. Glass and glass product manufacturing is a vital industry in New Jersey unique mainly to its southern counties; this NJ sector accounts for 8.1% of glass container employment for the nation. Cumberland County, in particular, has positioned itself to market development in the food processing industry, currently at 9% employment in food manufacturing for the State. The CCIA has facilitated the development of the Food Commercialization Center to be located adjacent to the Rutgers Food Innovation Center. The FCC will act as an incubator facility for new companies and graduates of the RFIC to facilitate commercial-scale operations as well as offer business support from the RFIC. This partnership may also offer opportunities for agricultural businesses in Salem County.

Some of the region's historic manufacturing base remains and integral part of the local economy

Salem County is also home to the largest power generating facilities in the region, and its high tech employment base. Speculation about the long-term future of this industry will continue to be an important workforce issue in the region.

Renewable Energy has been a growing technology over the past decade and will continue to make a significant impact on the local economies of the WDB as State and Federal incentives further research and development of clean energy solutions and implementation strategies through legislation and financial incentives. Benefits are realized at the corporate and residential levels continuing to increase the attractiveness of the investment. Job creation is at varying skill levels from research and development teams to the direct install labor force.





Top Employment Industries and Industry Clusters

According to the Cumberland-Salem-Cape May Workforce Development Partnership Plan, the following sectors employ the highest totals of non-government and non-farm employment in the three counties. They include:

Table 2.5

| RANK | CUMBERLAND | SALEM | CAPE MAY |
|------|-----------------------------------|-----------------------------------|--|
| 1 | Health Care and Social Assistance | Health Care and Social Assistance | Health Care and Social Assistance |
| 2 | Manufacturing | Manufacturing | Retail trade |
| 3 | Retail trade | Retail trade | Accommodation and Food Services |
| 4 | Construction | Construction | Construction |
| 5 | Admin/Waste Management | Transportation and Warehousing | Professional, Scientific, and Technical Services |
| 6 | Accommodation and Food Services | Accommodation and Food Services | Arts, entertainment, and recreation |

SOURCE: 2013-2017 American Community Survey

Of these sectors, **nine** of them are shared among all three counties. Combined, they account for over half (52%) of all non-government and non-farm employment in the three counties. These sectors include:

- **Health Care and Social Service**
- **Retail Trade**
- **Accommodations and Food Service**
- **Construction**

Each of the ten industry sectors is part of a regional economy that through market forces creates a network of industry clusters. According to the *Institute of Competitiveness at the Harvard Business School*, a cluster is a regional concentration of related industries in a particular location.

Clusters are important to local economies for making regions uniquely competitive for both employment and private investment. They enhance productivity and spur innovation by bringing together technology, information, specialized talent, competing companies, academic institution, and other organizations. Data from the U.S. Cluster Mapping Project helped identify what clusters these key sectors are associated with. This compiled data is managed by the *Institute for Strategy and Competitiveness at Harvard University*.



Commuting Patterns

Several surveys conducted by the Census Bureau provide useful data related to commuting flow within the Cumberland-Salem-Cape May County region. These findings include number of commuters traveling from home to work within this study area and beyond. By examining this information with the other findings in this report, it enables the Workforce Development Board to identify new employment opportunities for each county.

According to the 2011-2015 5-Year American Community Survey Commuting Flows, the three counties are comprised of approximately 132,415 employed commuters. As listed in 2.6, nearly 75% of this total travel within these counties. In addition, the largest percent of commuters originate in Cumberland County with over 61,000 or 46.34% of the total region.

The rural nature of the region and the disbursement of employment centers means long commutes for many regional workers.

Table 2.6

| COMMUTER FLOW WITHIN THE 3 COUNTIES | | |
|--|----------------|----------------|
| Total Cape May County Commuters | 42,332 | 31.97% |
| Total Cumberland County Commuters | 61,363 | 46.34% |
| Total Salem County Commuters | 28,720 | 21.69% |
| TOTAL | 132,415 | 100% |
| Total Inter-County Commuters | 98,880 | 74.67% |
| Total Outer-County Commuters | 33,535 | 25.33% |
| Total Commuters | 132,415 | 100.00% |

SOURCE: 2011-2015 American Community Survey Commuting Flows

Table 2.7 further breaks down the 75% segment of commuters who travel from and within the Cumberland-Salem-Cape May County region. Referred to as "Inter-County Commuting", the combined total is comprised of 98,880 employed individuals. The majority of these commuters are living and working within the same county. Although this is especially true for Cape May and Cumberland Counties (90%), nearly 17% of Salem County employees do travel to Cumberland County for employment.

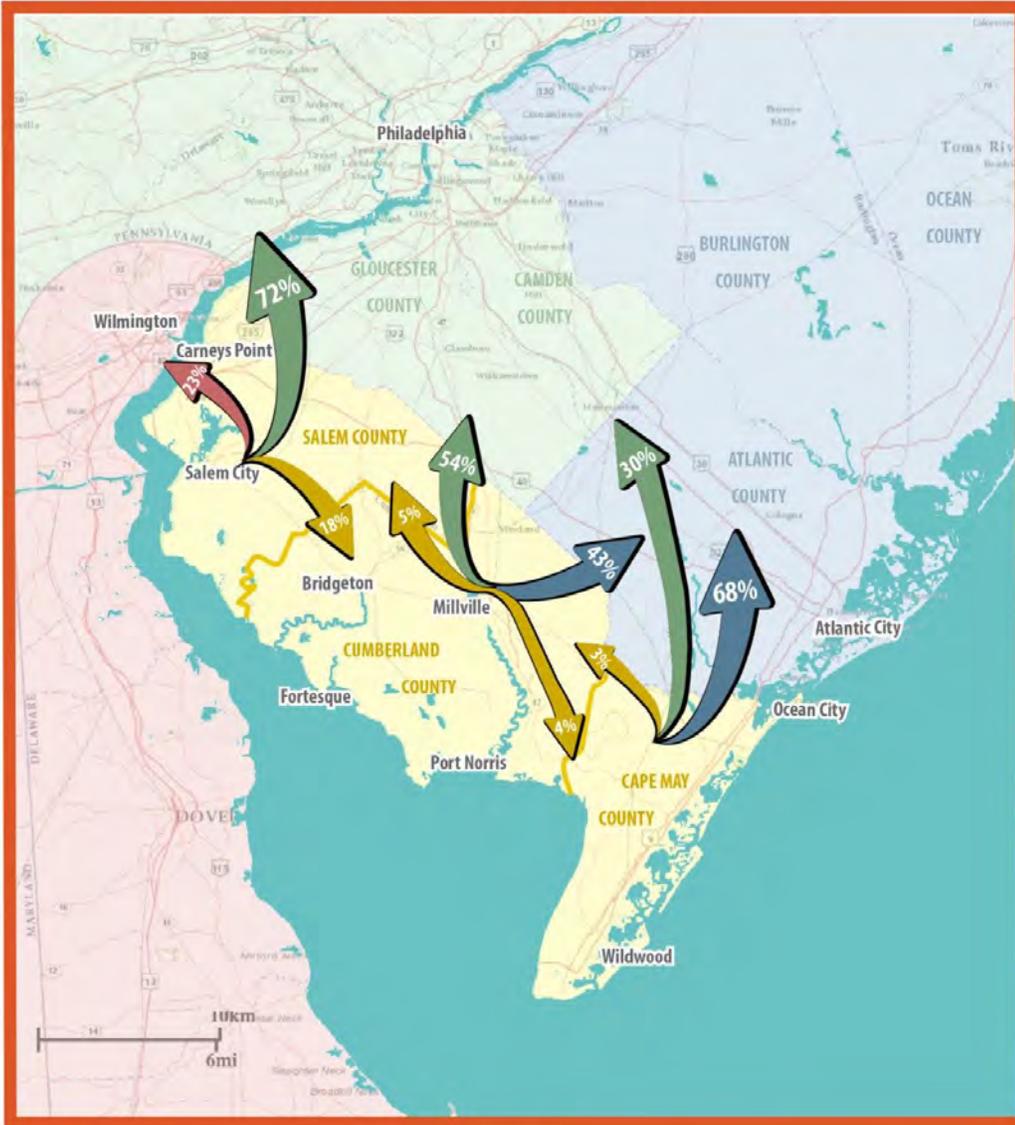


Table 2.7

| COMMUTING PATTERNS INSIDE THE THREE COUNTIES (INTER-COUNTY) | WORKERS | Percent Per County | Percent of All Inter-County Commuters |
|--|----------------|-----------------------------------|--|
| Cape May County Workers Commuting | | | |
| Commute in Cape May County | 32,285 | 96.63% | 32.65% |
| Commute to Cumberland County | 1,041 | 3.12% | 1.05% |
| Commute to Salem County | 83 | 0.25% | 0.08% |
| TOTAL | 33,409 | 100% | 25.23% |
| Cumberland County Workers Commuting | | | |
| Commute in Cumberland County | 45,043 | 91.98% | 45.55% |
| Commute to Cape May County | 1,813 | 3.70% | 1.83% |
| Commute to Salem County | 2,115 | 4.32% | 2.14% |
| TOTAL | 48,971 | | 36.98% |
| Salem County Workers Commuting | | | |
| Commute in Salem County | 13,589 | 82.36% | 13.74% |
| Commute to Cape May County | 162 | 0.98% | 0.16% |
| Commute to Cumberland County | 2,749 | 16.66% | 2.78% |
| TOTAL | 16,500 | | 12.46% |
| Total Inter-County Commuting | 98,880 | | 74.67% |
| Total Outer-County Commuting | 33,535 | | 25.33% |
| TOTAL COMMUTERS | 132,415 | | 100.00% |

Source: 2011-2015 American Community Survey Commuting Flows

Map 2.1



- Commute to Atlantic County and North
- Commute to Wilmington and South
- Commute to Philadelphia and West
- Commute Within Cumberland-Salem-Cape May Counties

The over 33,000 commuters who travel from the Cumberland-Salem-Cape May County Region are referred to in this report as “Outer County Commuting”. This segment is divided into three categories in Table 2.8. The first category groups Atlantic and all counties north, to points as distant as New England. The second category groups Philadelphia County and points west



with Gloucester and Camden Counties. The final category includes New Castle County (Wilmington) Delaware and points as far south as Florida.

Geographic location plays a large role in the commuting patterns for each county. **Almost 71%** of Outer County commuting migrates northerly from Cape May County. **Over 68%** of this segment migrates to the Philadelphia Metro Area and points west from Salem County. Being centrally located, Cumberland County is closely split between these two categories. The only measurable migration into Delaware and south occurs in Salem County with **over 23%** of its employed.

Table 2.8

| COMMUTING PATTERNS OUTSIDE THE THREE COUNTIES (OUTER-COUNTY) | Workers | Percent of Outer-County Commuting | Percent of All Outer-County Commuters |
|---|----------------|--|--|
| Cape May County | | | |
| Commute to Atlantic County and North | 6,331 | 70.95% | 18.88% |
| Commute to Philadelphia and West | 2,494 | 27.95% | 7.44% |
| Commute to Wilmington and South | 98 | 1.10% | 0.29% |
| TOTAL | 8,923 | 100.00% | 6.74% |
| Cumberland County | | | |
| Commute to Atlantic County and North | 5,784 | 46.68% | 17.25% |
| Commute to Philadelphia and West | 6,155 | 49.67% | 18.35% |
| Commute to Wilmington and South | 453 | 3.66% | 1.35% |
| TOTAL | 12,392 | 100.00% | 9.36% |
| Salem County | | | |
| Commute to Atlantic County and North | 1,052 | 8.61% | 3.14% |
| Commute to Philadelphia and West | 8,313 | 68.03% | 24.79% |
| Commute to Wilmington and South | 2,855 | 23.36% | 8.51% |
| TOTAL | 12,220 | 100.00% | 9.23% |
| Total Inter-County Commuting | 98,880 | 74.67% | |
| Total Outer-County Commuting | 33,535 | 25.33% | |
| TOTAL COMMUTERS | 132,415 | 100.00% | |

SOURCE: 2011-2015 American Community Survey Commuting Flows



Summary

The preceding pages have offered an overview of the economic base of the three-county, Cumberland-Salem-Cape May Workforce Development Board Service Region. The employment and industry trends in this region will help the WDB define its program priorities, outreach efforts, and training initiatives for the duration of this planning period (through 2021).

Beyond the region, there are also opportunities for partnerships and collaborations with other WDBs, County Economic Development offices, and industries to train and place area workers. Commuter patterns show a significant number of commuters out of the Three-County Region.

The following pages of the plan will focus on the vision of the WDB and the specific goals and strategies it wants to implement. Collaboration with the Regional Plan and the State Plan will be essential in reaching these goals and realizing the full potential of the region's workforce.

The next pages of the Plan present a vision and implementation strategy for the Workforce Development Board.



Delaware Memorial Bridge



SECTION 3

VISION & GOALS





SECTION 3: VISION & GOALS

In fostering a vision for the Cumberland-Salem-Cape May Workforce Development Plan, a number of criteria need to be met. First, the vision must align with the requirements of the Workforce Innovation and Opportunity Act. Second, the vision must be compatible with the State and Regional Plans. And, finally, it must be inclusive of the needs that are integral to each of the three counties in the service region. This encompasses the full integration of Cape May County into the WDB Plan and Board, which has occurred since the initial plan was completed in 2016.

The following pages present a vision for the future of workforce development in the region. This vision is built on the foundation of data and other information established in Sections 1 and 2 of this Plan and the themes, goals, and objectives of the State and Regional documents. The vision statement on the following page synthesizes these parameters and is the font from which specific goals and strategies are developed.



- Visioning Framework -

The Cumberland-Salem-Cape May Workforce Development Board aspires to deliver excellent workforce training and management services as it builds on the themes and framework of the State and Regional Plans; fosters the ongoing integration of the Board's operations; coordinates with area Economic Development Departments and other partners; and provides outstanding workforce education and training programs and support to all area residents.

This broad statement reflects both an administrative and a programmatic vision for the region. From this vision a series of goals, objectives and strategies can be identified that create the framework for the Action Agenda, or implementation components of the plan. There are 5 goals and 20 objectives or strategic measures which are expanded upon in Section 3 of this document. Each of the goals addresses a general intent defined by the State or Regional Workforce Development Plans, or a specific need unique to the three-county southern New Jersey Region.



– Key Goals & Objectives –

Goal 1: To Incorporate Cape May County fully into the WDB's Administrative Framework.

Because Cape May County was a new addition to the Workforce Development Board, one of the near term goals of the initial Plan was to integrate the County and its programs into the day-to-day workings of the Board. There are two objectives that were integral to this effort:

Objective A: Integrate the administrative operation of the Cape May Workforce Development Organization into the Regional WDB; and

Objective B: Build a strong inter-county and regional workforce development program that coordinates a seamless delivery of regional services and support and builds on the outstanding program delivery effort in the region

These objectives have been achieved, and serve to implement Theme 4 of the Regional WDB Plan, which aims to strengthen governance through effective Workforce Development Boards and Regional Collaborations.

Goal 2: To Foster New Opportunities to Coordinate with Local and Regional Businesses, Industries, and Economic Development Organizations

Themes 2 and 3 of the Regional WDB Plan highlight the importance of partnerships and developing new collaborations with employers, the American Job Centers, the State's Industry Partnerships, and other potential partners throughout the region. This goal fosters those efforts and promotes an ongoing outreach to economic development offices as well as educational organizations.

Objective A: Ensure the alignment of the Cumberland-Salem-Cape May WDB with the key industry sectors and industry partnerships identified in Section 1 of this Plan. These are the industry sectors that have the greatest growth potential in the region and those that have a unique niche in one of the three counties in the service area.

Objective B: Reach out to build and strengthen partnerships with regional economic development organizations. In southern New Jersey, this includes economic development offices in each of the three counties, the South Jersey Economic Development District, and the State travel and tourism offices representing each county. Coordination with local and municipal

development organizations can be facilitated through each county. In addition, there are non-profit community and economic development corporations such as Gateway Community Action Partnership, the Cumberland Empowerment Zone Corporation and others that can play a role in advancing training and workforce development opportunities.

Objective C: Strengthen outreach and coordination with regional employers. This can be facilitated in part through the enhanced communication with local economic development offices, but it should also be fostered directly with employers through engagements with chambers of commerce, regional economic development agencies such as the Southern New Jersey Development Council, industry and trade councils, and other business networks. These efforts should focus particularly on “high-quality employer driven partnerships” that provide job openings, training and apprenticeship opportunities, and other program collaborations.

Objective D: Integrate industry partnership training and job opportunities with local school districts, technical schools, and community colleges. This will be particularly important given Cape May County’s addition to the WDB and because Cumberland County just opened a new, four year technical school. There are many new opportunities currently and on the horizon that will offer great collaborative training and viable career pathways, as stressed by the first theme of the Regional WDB Plan.

Objective E: Work collaboratively and with other regional partners to address the historic seasonal employment patterns of the workforce. This will involve administration and coordination of seasonal training programs (for example, summer youth programs), as well as a collaboration with economic development organizations to recruit new companies and train individuals for employment in industries that do not have a seasonal workforce.

Goal 3: To Strengthen the Alignment with and Build on Services to the Individuals that have historically been part of the Region’s Hard to Reach Priority Populations.

There are several key targeted populations that are the focus of WDB programs. In many ways, these populations overlap each other as poverty and a lack of basic education skills are common factors. They are:

- **Dislocated workers, and the long term unemployed, including persons with disabilities;**
- **Limited English or low-level literacy individuals;**
- **Ex-offenders;**

The WDB will continue to build on the good work that has been accomplished and the goals of this Plan.



- Homeless Individuals;
- Individuals lacking high school diploma;
- Persons previously or currently in foster care;
- Veterans; and
- Youths

These target populations, while certainly not the exclusive focus of WDB Programs, will be among the key groups for which new alignments to the Industry Partnerships, career pathways, the American Job Center Network, and local job training and workforce development initiatives will be centered. This goal also recognizes the focus on Apprenticeship Programs for youth and other individuals in training. This goal affirms the importance of engaging the private sector and the need for close collaboration with economic development agencies particularly where apprenticeship and other new training programs for these targeted populations are concerned. In addition, the objectives of **Theme 1** of the Regional Plan stresses the importance of industry-valued credentials, particularly for persons with disabilities and other dislocated workers.

Goal 4: To Ensure System and Program Integrity through Metrics and Greater Transparency

Theme 5 of the Regional WDB Plan stresses the need for system integrity. The (former) Cumberland-Salem WIB had a reputation for outstanding and innovative programs and service delivery to the residents of its region. With the addition of Cape May County, to the three county Workforce Development Board, this reputation will be strengthened and its reach broadened. There are a number of metrics that can be used to ensure an open and successful implementation of this Plan. These metrics and the strategies for implementing them are outlined further in the next section of the Plan, but will include the following:

- Administrative and Program Integration Metrics that will define Cape May County's complete integration into the three-county WDB;
- Accounting for Participation in WDB Programs by Priority Populations outlined in Goal 3 (above);
- A Quarterly accounting for Program Participants in unsubsidized employment;
- Numbers of residents served, trained, and referred to career pathways and employment opportunities;
- Program participants placed in jobs;

Apprenticeship programs and opportunities will have an increased importance as part of this Plan update.

- Program participants who successfully completed a job training, educational credential, or other workforce development milestone;
- An accounting of new partnerships and collaborations initiated and the results and outcomes achieved;
- A Calendar of Events, Outreach, and other Initiatives that promote the programs of the WDB and their successful implementation; and,
- A WDB Newsletter that will be widely circulated among partners, One-Stop Centers and other interested agencies and organizations.

Goal 5: To Expand Regional Outreach and Enhance Transparency through Greater Program Awareness

The world of communication and outreach is changing rapidly. Electronic communication in various forms is replacing the flyers, program booklets, and traditional methods of advertising new training and workforce development programs. A goal of the WDB will be to work with the State Employment & Training Commission and the New Jersey Department of Labor & Workforce Development to compliment the dissemination of its programs through new methods, including but not limited to the following:

- A WDB Newsletter that highlights education, job training and employment prospect throughout the Three-County Region.
- Dissemination of Newsletter and flyers in hard copy and electronic formats to area partners and customers.
- A Regional Roundtable with WDB from other areas of South Jersey where job opportunities, new industry development, and various training and education programs can be shared. This will eliminate duplication region-wide and enhance the efficiency of service delivery.
- An Increase in the Use of Electronic and Social Media. Facebook, Twitter, and other social media are frequently the preferred means of communication among young people and other hard to reach segments of the population. These tools must become fully integrated into the WDB system, both locally, regionally and statewide.
- The Ongoing Use of Press Notices and Press Releases. While an “old fashioned” technique, traditional print media will continue to play an important role in the distribution of information and the dissemination of important events.
- Industry-based hiring and training events. This has been an historic strength of the local WDB. The expansion of partnerships with economic development, educational, and other workforce



development organizations will enhance the ability to host these forums which provide a real, hands-on opportunity for job seekers to meet with potential employers.

Summary

The vision and key goals that are part of this Plan establish a framework for implementing, measuring, and evaluating program results. They offer clear objectives for coordinating with State and Regional WDB planning efforts. They recognize and respect the vision of the State's [Industry Partnerships](#) and the requirements of the Workforce Innovation and Opportunity Act.

But, the vision and goals of this Plan also provide the flexibility to allow the Cumberland-Salem-Cape May Workforce Development Board to tailor programs and projects that are unique to the region. They point the way to practical and achievable results and lay the groundwork for the innovation that will be so important to the success of the effort.

This region of southern New Jersey is one of the most distressed areas of the State. A successful and sustainable workforce development program is more critical to the employers and people who are part of this region. That means maintaining the high standards and well documented results that have always been a hallmark of this Board - a goal to which the Cumberland-Salem-Cape May WDB is committed.

The following pages translate the vision and goals of this Plan into realistic and achievable outcomes. They will fully integrate Cape May County into the Three-County WDB and provide a roadmap for innovation and the implementation and ongoing sustainability of the region's workforce development programs.



SECTION 4

STRATEGIC ACTION AGENDA





SECTION 4: STRATEGIC ACTION AGENDA

- Implementing the WDB Plan -

This section of the WDB Plan defines ways that the vision of the plan will be implemented. The following implementation narrative touches on both programmatic and administrative issues associated with plan implementation and addresses elements IV through XXIII of the WIOA Planning Guidance Framework.

IV. Maintaining and Building Partnerships

This element of the Plan addresses Item IV of the WIOA Planning Guidance Framework.

Developing partnerships with the workforce development stakeholders both locally and regionally is an integral part of delivering an effective workforce development strategy that engages employers, education institutions, and potential employees. As such, the Cumberland-Salem-Cape May Workforce Development Board has developed effective partnerships among various organizations to delivery excellent services across all disciplines. The following narrative addresses the partnership strategies as well as the service delivery currently underway or planned in order to address the goals of the SETC, which include:

- *Facilitating employer engagement;*
- *Supporting a local workforce development system;*
- *Strengthening linkages between the One-Stop Delivery system and Unemployment insurance Programs; and*
- *Creating linkages between program delivery, customers, and employers.*

This Action Agenda offers specific initiatives for advancing the goals of this Plan update.



FACILITATING EMPLOYER ENGAGEMENT

Currently the Workforce Development Board facilitates engagement of employers, including small employers and in-demand industry sectors and occupations, economic development and workforce training through a concerted outreach and partnership strategy. Both outreach and partnerships to achieve these initiatives includes:

- **Partnerships with local chambers of commerce in each of the three counties;**
- **Partnerships and communication with local economic development agencies;**
- **Collaboration with county community colleges; county technical schools;**
- **Coordination with the regional Southern New Jersey Development Council as well as industry and trade councils;**
- **Local, state, and regional travel and tourism offices;**
- **Rutgers University;**
- **New Jersey Department of Labor and Workforce Development;**
- **Employment and Training Offices;**
- **Healthcare systems serving the Three County Region;**
- **County board of social services, youth and family services providers**
- **Secondary and college educational institutions; and**
- **Vocational rehabilitation services**

Further integration of partnerships among Cape May County, Salem and Cumberland County will continue as further integration of the Three-County Region progresses. However, Cape May County has strong partnerships with the aforementioned key stakeholders as well as with regional assets and educational institutions in Cape May County that were fostered previously.

As described above, the following is a summary of the 2016 proposals that have been implemented successfully and those areas where continued improvement are needed:

- Progress has been made in Cape May County to coordinate business services. Cape May County has a full-time position for business engagement and has established an On-the-Job Training Program;



- There has been continued partnership with Economic Development Offices and leadership throughout the three county area to foster improved integration of information, job opportunities, and job training services;
- The “WIN” approach has proven to be successful and was used to serve displaced workers when the Progresso Foods plant closed in Vineland in 2017

SUPPORTING A LOCAL WORKFORCE DEVELOPMENT SYSTEM

Coordinating Workforce Development and Economic Development

The various partnership strategies and the future vision of the employers’ engagement is also discussed in the Vision Section of this plan under Goal 2, Objective B which states:

“Reach out to build and strengthen partnerships with regional economic development organizations. In southern New Jersey, this includes economic development offices in each of the three counties, the South Jersey Economic Development District, and the State travel and tourism offices representing each county. Coordination with local and municipal development organizations can be facilitated through each county. In addition, there are non-profit community and economic development corporations such as Gateway Community Action Partnership, the Cumberland Empowerment Zone Corporation and others that can play a role in advancing training and workforce development opportunities.”

This section expands on the various outreach programs that are intended to strengthen partnerships with local economic development and other regional development organizations. The WDB is supporting the local workforce development system that meets the needs of local businesses in the local area by coordinating with the local community colleges in the Three-County Region and partnering with technical schools to prepare a workforce with skills in demand regionally. The WDB also works with local school districts to help facilitate the preparation of and collaboration of the “viable career pathways” as stressed by the first theme of the Regional WDB Plan.

The cross coordination and joint planning among job training, developing career pathways, and coordination among education institutions and economic development organizations is evident. For example, the Cumberland County Economic Development Plan: 2020 and Beyond focuses on many of the same issues and priorities. The Cumberland County College

The mission of the recently completed Cumberland County Tech School is as follows: “Our Mission is to provide each student a pathway into the global workforce with advanced educational options.”



Plan “Engage, Transform, Inspire” speaks in detail about the College’s strategies for reaching the non-English speaking population, providing training in key industry sectors, and solidifying partnership with economic and community development organizations.

Additionally, the Cumberland, Salem and Cape May County One-Stop Centers offer an on the job training OJT for employers that helps to train employees and pay half of their pay over a six-month time period while the new employee gets trained and acclimated to the new job.

The Salem Community College promotes many of the same objectives and offers direct linkages through its home page to various advanced manufacturing programs in glass, energy and other fields. Additionally, Salem County partners with The Grow New Jersey Assistance Program, the States’ main job creation and retention program, as well as Rutgers Small Business Development Center which assists businesses and individuals with business start-up and business planning training sessions. The Salem County Economic Development Council acts as an advisory board on economic development strategies and implementation that includes workforce initiatives. Salem County has also worked closely with PSEG Nuclear over the years to train and employ local residents in that industry given the location of the nuclear power plant in Alloway Creek Township. Salem County also offers Jersey Job Club Workshops, hiring events, and assistance in business recruitment and on the job training.

***Salem Community
College is a key
player in the
regional Workforce
Training Network***

Since Cape May County **was** incorporated into the WDB, collaboration with local and state agencies is **ongoing in order to establish** the best courses of action for partnerships. Initial collaboration among Cape May County and Salem and Cumberland County **identified** key opportunities for partnerships among the hotel accommodation and retail industries.

STRENGTHENING THE LINKAGES BETWEEN THE ONE-STOP CENTERS AND UNEMPLOYMENT INSURANCE PROGRAMS

In compliance WIOA which eliminates stand-alone Wagner Peyser Employment Services Offices, and to strengthen linkages between the one-stop delivery system and unemployment insurance programs, all of the One-Stop Centers in the Three-County Region offer unemployment insurance program application assistance.

The WDB creates linkages during program delivery between individual customers and employers through its One-Stop Career Centers as well as the working relationships with key partners in the region. The Cumberland-Salem-

Cape May WDB has established excellent working relationships with its governmental, education, and industry partners, and there is significant coordination among agency plans and programs which are roles designated by the WIOA. These critical collaborations both inform partner agencies of the linkages between One-Stop services and inform the One-Stop Centers of the status of unemployment insurance claims sought by customers seeking employment services.

CREATING LINKAGES BETWEEN PROGRAM DELIVERY, CUSTOMERS, AND EMPLOYERS

The Cumberland-Salem-Cape May WDB currently has an excellent network of linkages that connect program delivery with both customers and employers. The entire Three-County Region offers connections to incumbent worker training programs and supports training programs for individual businesses through resources such as the [Industry Partnership](#) and the One-Stop Centers. Each county and One-Stop Center also offers job market and industry information to assist both existing businesses as well as those businesses inquiring about locating in the region with industry information that informs decision making.

The development of apprenticeship programs is a goal noted in the Vision section of this plan. The WDB recognizes the need to expand the apprenticeship program especially among the key industries identified at both the state and local level and in collaboration with the [Industry Partnerships](#). Developing key partnerships with employers that have significant skilled staffing needs will be developed in the coming years.

Additionally, Cumberland County was one of eight counties to receive a Career Pathways grants awarded by the State of New Jersey. The Cumberland Regional High School District received the award of \$100,000 to implement a career ready program that focuses on Biopharmaceutical Life Sciences and Technology. It is intended that graduates of this program earn industry valued credentials or college credits.

These awards will increase the opportunities for students in high school to access high-quality CTE programs and provide pathways to earn industry-valued credentials or college credits...CTE programs offer a range of options for students to embark on a career pathway that may not only lead them directly to the workforce, but also to a college degree program. This grant is another example of this Administration's continued efforts to ensure that our students are college- and career- ready when they leave our schools.

-David C. Hespe, Career Pathways Commissioner of Education



V. *Driving Effective Partnerships between Workforce and Economic Development Activities*

This element of the Plan addresses Item V of the WIOA Planning Guidance Framework.

The local WDB has historically worked through effective partnerships that have coordinated workforce development activities and economic development activities in the local area and the region. Through its continued partnerships with key industry leaders and firms and economic development agencies, the WDB will continue to foster these initiatives as well as promote the implementation of new programs. Currently some of the partners in the WDB area are as follows:

*There are many
area partners
that work closely
with the WDB*

- N.J. Department of Labor and Workforce Development
- Employment and Training Offices
- Regional Healthcare Systems
- County Boards of Social Services
- Non-Profit Service Providers
- Youth and Family Service Providers
- Secondary and College Educational Institutions
- Vocational Rehabilitation Services
- County Colleges
- Cumberland Development Corporation
- County and Local Planning Departments
- Enterprise Zone Development Corporation
- Choose New Jersey
- Cooperative Business Assistance Corporation
- NJ Association of Women Business Owners
- NJ Economic Development Authority
- Small Business Development Center
- Small Businesses and Chambers of Commerce
- Local Municipalities
- Rutgers Food Innovation Center
- The Cumberland CEO Group



In addition to the aforementioned partnerships among key stakeholders and partners the WDB will be actively engaged in a stakeholder outreach and engagement strategy that includes:

- **Continue Existing Partnerships**
- **WDB Newsletter/Social Media Strategy**
- **Greater Coordination of Partners and Agencies**
- **Flyers and Traditional Communication**
- **Regional WDB Networks**
- **Hiring Events**
- **Employer and Job Seeker Site visits.** The organizations that the WDB will actively partner with to provide employer and job seeker site visits include:
 1. *County/Municipal Economic Development Offices*
 2. *The Southern New Jersey Human Resource Association*
 3. *Local Chambers of Commerce throughout the Three-County Region*
 4. *Small Business Development Association*
 5. *Employer Legislative Committee*
 6. *Food Processor Association*

As mentioned in the Vision Section, Goal 5 of the WDB is: “To expand regional outreach and enhance transparency through greater program awareness”. As such the WDB will work with the State Employment & Training Commission and the New Jersey Department of Labor & Workforce Development to compliment the dissemination of its program through new and innovative methods. These methods include: preparing a WDB newsletter; hosting regional roundtables where information can be shared among service providers so that duplication is eliminated; utilizing electronic and social - media communication, press notices and press releases; and facilitating job training events and hiring events.

The local WDB will promote entrepreneurial skills and microenterprise services through the Entrepreneurial Fellowship and several other innovation programs currently offered through the State of New Jersey Commission on Science and Technology. Additionally, the WDB will work in concert with regional, state and federal agencies to determine the eligibility of various programs in the service area to maximize the utilization of all the resources currently available.

Community outreach is an essential and ongoing asset to connect people with jobs and training opportunities.



- Program Implementation -

The following elements of the Plan address Items VI-XIV of the WIOA Planning Guidance Framework.

VI. The Local One-Stop Delivery System Ongoing Improvement of the One-Stop System

The inclusion of Cape May County in the Workforce Development Board provides an opportunity to examine and improve the One-Stop Delivery System and to integrate and coordinate those efforts across the Three-County Region. The following paragraphs outline the existing and proposed functions of each county partner and describe the delivery of programs and training through the WDB.

The WDB Planning & Oversight Committee will determine an effective protocol for each One-Stop center to follow for streamlined program coordination, client intake, case management, reporting, and fiscal management accountability. Each local One-Stop will co-locate multiple services to provide exactly that, a one-stop customer service experience. As referenced throughout the plan, the local area will place special emphasis on and provide the resources to any consumer for whom English is not a native language. Translation services and assistance for English language education will be offered as required. Individuals with multiple needs will be able to directly, or through external partners, access the services they require to make best use of the customer's job and career options. Providing one-stop center participants with access to program activities and services is the keystone of the one-stop delivery system. "Access" is defined by ensuring provision of one of at least three ways each partner program may provide access:

1. **Having a program staff member physically present at the one-stop center;**
2. **Having a staff member from a different partner program physically present at the one-stop center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or,**
3. **Making available a direct linkage through technology to program staff who can provide meaningful information or services.**

Implementing the Administrative and the Programmatic Goals of the WDB will key its success.



4. **Providing as appropriate, translation services and other assistance for non-English speaking customers. The WDB's Planning and Oversight Committee will oversee the provision of these services to ensure the uniform and consistent provision of these resources among the three County One-Stop locations.**

Meeting the provisions of Goal 5 and providing electronic and other media to consumers will complement the WDB's efforts to enhance access, especially when a consumer does not require or is not quite ready for in-person assistance. OnRamp, for instance, is an electronic tool provided by the NJLWD through the www.careerconnections.nj.gov website which provides job seekers and businesses a centralized database of job postings and labor pool. This also increases the reach of the one-stop services to those in remote areas or other barriers to the center itself.

The process to appoint these service providers will be a request for proposal (RFP) issued by Cumberland County and reviewed and recommended by applicable representatives and recommended to the WDB. These service partners will share in the financial burden of services and infrastructure, which obligations will be detailed in a Memoranda of Understanding (MOU) with the Workforce Development Board. The MOUs shall include the roles and responsibilities of each party and a description of one-stop delivery services to be provided by each partner and will be updated annually by the WDB and member counties. Per SETC guidelines, these agreements have been included in **Appendix A, Tab 2** of this Plan.

The Planning & Oversight Committee will develop a checklist of required services to be provided at each of the One-Stop centers either directly or through external partners. Each One-Stop center will be responsible for maintaining a current directory of the providers of these required services and any additional unique partnerships. The directory shall be available on site, digitally, at the municipal building, at the local library and other relevant locations. Beyond workforce related benefits, each center is obligated to address supportive services such as transportation, childcare, dependent care, housing and needs-related payments, as identified by the WDB for the WDB area and any additional local needs.

Providing access to WDB Programs through social media will expand outreach to many members of the community.



Access to Services in Remote Areas

One of the goals of this Plan is to enhance outreach through a more aggressive approach to social media and electronic information. Goal 5 states:

“The world of communication and outreach is changing rapidly. Electronic communication in various forms is replacing the flyers, program booklets, and traditional methods of advertising new training and workforce development programs. A goal of the WDB will be to work with the State Employment & Training Commission and the New Jersey Department of Labor & Workforce Development to compliment the dissemination of its programs through new and innovative methods, including but not limited to a WDB Newsletter, website improvements, regional roundtables, and other means to enhance outreach.”

Information needs to get out to some of the most rural areas of New Jersey.

Compliance with Non- Discrimination and ADA

All One-Stop Career Center facilities are ADA accessible as are local workforce development offices. As each of the One-Stop Career Centers and workforce development offices are sponsored by County government, they all meet and enforce required policies at the local, State, and Federal levels to ensure equal access, equal opportunity employment (EOE) and other measures to avoid discriminatory hiring or customer service practices.

Flow of Service Provisions

Customer intake and case management shall be standardized across the WDB area. Caseworkers will be trained to process individuals according to their respective needs. The intake data collected by caseworkers at the Cumberland, Salem and Cape May County One-Stop Centers will include feedback on the customer’s experience securing the information and guidance needed. Using the databases available to the WDB a periodic survey of customers, partners, and business will be conducted to ensure ongoing alignment of programs, policies, and the needs of targeted populations.

The ongoing use of the AOSOS Statewide database provides streamlined records of intake and processing and allows regional access to jobseekers and job openings. Through the regular engagement of business groups and educational institutions, and their representation on the WDB Board, staff at the One-Stops will solicit feedback on the day-to-day needs of the client base.



Roles and Resources of the One-Stop Partners

In keeping with the strategy for integrating Cape May into the regional WDB, the following parameters were established to govern the roles of the three participating counties.

Cumberland County will continue to:

- Function as the Grant Recipient for the entire local area
- Be the principal disbursement entity for funding provided to the Salem and Cape May One-Stop Centers
- Function as the primary Administrative Entity for the entire local area which will be the clearing house for RFPs, evaluating eligible training providers, reviewing sub-grantee budgets and reports (in coordination with its partner counties), and ensuring ongoing monitoring and compliance with SETC directives;
- Be responsible for all program operations within Cumberland County
- Act as the employing entity for staff as necessary to carry-out designated functions and roles.

Salem County will continue to:

- Function as a Sub-Grantee within the partnership
- Be responsible for all program operations within Salem County
- Be responsible for certain administrative functions related to Salem County programs.
- Act as the employing entity responsible for staff as necessary to carry-out designated functions and roles.

Cape May County will continue to:

- **Function as a** Sub-Grantee within the partnership
- **Be** responsible for all program operations within Cape May County
- **Be** responsible for **certain** administrative functions for Cape May County programs.
- **Act as the** employing entity for staff as necessary to carry-out designated functions and roles.



The inclusion of Cape May County in the three-county WDB Partnership has resulted in administrative efficiencies and economies designed to avoid duplication of essential administrative services such as financial management, management Information Systems, reporting contracting, monitoring, procurement (RFPs), and Workforce Development Board functions. The management system will also allow for individual county-based direct service management and provision but provides accountability through local performance measures.

Cumberland County will serve as the grant recipient while Cape May and Salem Counties will be sub-grant recipients. Each administrative entity will develop and enter into a Workforce Development Board/Chief Elected Official (WDB/CEO) Agreement with Cumberland County, to be reviewed annually, which will outline the respective roles and responsibilities of the Counties to provide the basis for the grant recipient and sub-grantee relationship. Each administrative entity will oversee their respective service delivery agents, or one-stop centers, under the guidance and oversight of the Cumberland-Salem-Cape May Workforce Development Board.

Adult workers are a key to WDB constituency.

The OSO contract includes the task of assisting the WDB in the completion of the One-Stop Certification Checklists for each One-Stop Center. The OSO vendor will visit each center and meet with the partners to complete the checklist and assess the service delivery. The OSP will prepare a report for the WDB for its review and approval.

VII. Client Service Delivery and Coordination to Key Constituent Groups

The local workforce development One-Stop offices have gone to great lengths over the years to ensure equal access to consumers and provide equitable services to those individuals with disabilities. Regarding physical accessibility, all of our local offices are ADA compliant. There are no physical barriers to service. Our workforce development partners all have access to para-transit services and NJ Transit Access Link services that can help transport potential consumers to service centers. All of our offices have systems in place to assist with language barriers. In most cases, we have in-person Spanish language assistance available. Our receptionists and intake workers are trained to identify individuals who may have a language barrier and who may be reluctant to communicate. In such cases, and where the language barrier may be other than Spanish, our offices employ Google Translate to initiate communication. Where it is then apparent that additional assistance may be needed we have the services of *Language Line* and the *PathStone Corporation* available to assist

with language as well as other barriers to communication and services. As documented in this plan, we have an outstanding array of partners in the social service agencies, faith-based institutions, government offices, and other organizations that we engage on a regular basis to promote workforce development programs among members of the region's diverse population. This interaction includes the use of Constant Contact survey instruments, newsletters in both hard copy and electronic formats, website information, bi-lingual notices, and public forums and civic presentations.

As noted previously, the local One-Stop offices have no physical barriers to service and are well connected with providers of transportation and other support programs that can ensure equal access. In addition to the language tools mentioned, the One-Stop offices will implement the following initiatives that will help to advance equal access to programmatic services:

- A new language translation service called *Voiance*, which provides interpretive services in over 15 languages and is easily accessed by workforce service providers.
- Additional tools will be provided by the SETC.

Key Adult Worker Populations

Low Income Adults in the Cumberland-Salem-Cape May Region comprise a number of ethnic, racial and other minority populations. The Hispanic population, as profiled earlier requires multiple strategies involving language training, basic skills, and cross-cultural understanding. The Cumberland-Salem-Cape May WDB has numerous programs in place through their affiliate One-Stop Career Centers to provide training in English as a Second Language (ESL). They also provide bilingual counselors and have developed partnerships with many Hispanic community organizations. This is a population, however, that has historically proven difficult to reach. Hispanic residents are suspicious of government and wary of becoming part of an officially administered program. Furthermore, as pointed out earlier, Spanish may not be the native language of many Mexican immigrants to the area, making outreach even more difficult. Even though immigration seems to have slowed in recent years, the large demand for Mexican and Hispanic labor in landscaping, nursery and agribusiness in Cumberland and Salem Counties means that issues associated with language barriers and community outreach will remain particularly difficult challenges.

Ex-offenders represent a larger than average population in the Three-County Region, in large part, because of the presence of three state and federal

New language tools will allow the One Stop Centers to reach more people and break down barriers to training.



prisons in Cumberland County. This cohort is generally younger, male and poorly educated. It is widely believed but not officially documented that released prisoners often remain in the area as job seekers, swelling the ranks of the disadvantaged unemployed in the three county area. The Cumberland-Salem-Cape May WDB partners with the Kintock Group and the Juvenile Justice Commission to help make a successful transition from prisoner to employee through Workforce Re-entry training. Other low income and minority populations lacking the resources necessary to take advantage of traditional job-training and education will require extraordinary assistance from the Cumberland-Salem-Cape May WDB to connect them to jobs and training opportunities.

In addition, coordination and outreach to County Offices of Aging and Disabled and networking with priority employment sectors to define job opportunities will also be needed. Expanding relationships with the NJ Division of Vocational Rehabilitation and those organizations that provide employment services, such as Easter Seals, to individuals with developmental disabilities will help the disabled clients receive the specific care they need to succeed in the workforce.

Dislocated Workers

The Cumberland-Salem-Cape May Region continues to struggle economically, with recovery from the "Great Recession" emerging slower than other areas of the State. Many workers' job positions simply disappeared as businesses and industry closed or cutback and government diminished. Due to the historical nature of the economy and particularly the manufacturing sector, many of the employees who were "let go" from long time jobs have little cross training and minimal skills outside the very specific area of the lost job. This population, which is often comprised of mature workers, requires placement strategies which take into account their change in circumstances from wage earner to unemployed in middle age.

The Cumberland-Salem-Cape May WDB has pinpointed target communities with high numbers of dislocated workers. At a time when the State's unemployment rate was 5.9%, all of the following communities had unemployment that was in double digits, (per annualized 2015 NJDOLWD stats) reflecting the economic distress that continues to exist in the region and the seasonal nature of the local economy.

- **Cape May City**
- **Commercial Township**
- **Fairfield Township**

The ex-offender population is a particularly important customer base in this region.



- Lawrence Township
- Lower Township
- Maurice River Township
- Middle Township
- North Wildwood
- West Wildwood
- Wildwood
- Wildwood Crest
- Woodbine
- Salem City

All three County One-Stop Centers and their partners and affiliates offer a wide range of services for dislocated workers. These services will continue to be marketed to the dislocated and long-term unemployed and include

- Career Planning Services
- Pre-Employment/Assessments & Pre-Screening
- Workforce Readiness Training
- Individual Training Accounts, (ITA's)
- On-the-Job Training (OJT)
- Customized Training
- Pathway Initiatives

Successful outreach and placement of these individuals in jobs, both within and outside of the region will be measured using the metrics outlined in Goal 4 of this Section. Because the region has limited economic growth, success will also depend on collaborations with other WDB's in other areas of southern New Jersey.

Dislocated and long-term unemployed workers often include Persons with Significant Disabilities. As prescribed by the Employment First Program, the WDB will work with County Offices of Disabled and other organizations to ensure that the needs of this population are being met and that workforce partners have access to the program materials and other resources they need to integrate disabled persons into the workforce.

Many municipalities in the Three-County Region have unemployment rates well in excess of the state average



VIII. The Rapid Response Protocol

In June of 2011, the Cumberland-Salem WIB released an Early Intervention Strategy entitled the “WIN” or Workforce Investments Now Program. This model program received considerable attention statewide and continues to serve as a framework for Rapid Response.

The “WIN” Program provides a quick response protocol for the WDB.

The WIN Program has five main objectives:

- **To Bring a Proactive Approach to Averting Layoffs and Business Closings;**
- **To Retain Local Business and Industry;**
- **To Protect Jobs and Enhance Workforce Wellness;**
- **To Inform the Business Community about Workforce Wellness Assistance; and,**
- **To Link Workforce and Business Assistance Information into a Single Source Database.**

IX. Sustaining and Improving Service Delivery and Activities for Youth

Young job seekers in Cumberland, Salem and Cape May Counties have multiple challenges in work placement. They are more likely to lack a vehicle, making commuting difficult. Often, they have dropped out of high school due to longstanding basic skills deficiencies. These are also populations in need of life skills training, teen pregnancy counseling, basic skills programming, substance abuse counseling and, in many cases, transportation. Job training programs are difficult for this group to access. Partnerships that the Cumberland-Salem-Cape May WDB has established with schools and faith-based and community-based organizations with an established presence in these youths’ communities have proven helpful in reaching disengaged youth.

The WDB has considerable experience operating and managing summer youth programs. Going back to the late 1990s the Cumberland Salem WIB developed an innovative program with the Wawa, Inc. to hire youth from the region at its shore-based facilities where there is a chronic shortage of summer employees. This program was immensely successful and continues today. This initiative has proven to be a model youth employment program that has been cited as a “best practice” in other communities around the State. Similar initiatives are being developed. Cape May’s seasonal employment base also provides an excellent training ground for youth employment.



The Cumberland-Salem-Cape May Workforce Development Board prepared a WIOA Youth Transition Plan, which outlines the various governance and planning efforts; resource investment strategies, programs and services; and best practices that will define the efforts of the WDB. This plan will guide the use of the WIOA Title I youth funds and the implementation framework for youth, per 681.460. Cape May County is **now** fully integrated into the WDB, so the parameters of this plan will apply to that partner as well. See **Appendix B, Tab 3** of this Plan.

In addition the new emphasis on Apprenticeship Training will expand opportunities for collaborations among technical high schools, colleges, and area employers. Through the three county One-Stops, apprenticeship possibilities will be identified and eligible youth will be placed in full or part time apprenticeship programs.

Youth Councils will also help to facilitate outreach for career counseling, employment training and basic skills; coordination with technical schools and community colleges; and exploration of new social networking opportunities. Through the Cumberland County Department of Workforce Development, the lead agent for the implementation of this plan, each County One Stop Center will be monitored to ensure that at least 75% of local area youth funding is targeted at Out-of-School Youth (OSY).

Since the 2016 WDB Plan was adopted, Cape May County has been integrated formally into the three-county WDB Network. In the past two years, the Cumberland-Salem-Cape May WDB has coordinated workforce development services for youth to foster the full integration of Cape May County into the programs and services provided and to ensure continuity among the three counties involved. Currently, there is uniformity among the three counties in the following youth-oriented programs:

- Basic and Life Skills Training and Support
- Training for Out of School Youth Populations, including high school dropouts
- Tuition assistance services
- GED preparation and basic education, mentoring, assessment/testing, tutoring,
- Career counseling, occupational skills assessment/training,
- Labor market information, and on-the-job training programs
- Paid and unpaid internships

Working with WAWA, the WDB has developed a model summer youth program



- Job search and placement assistance and other supportive services offered through various partner public and non-profit agencies

In addition, the WDB intends to initiate the following youth related activities in the coming years of its planning horizon that address specifically the issues of low income and at-risk youth.

- There is an RFP out now to address out-of-school youth who are involved in some way with the criminal justice system
- Continued implementation of the Cumberland County THRIVE Program

The WDB intends to utilize 75% of its Out-of-School funds to focus on programs centered around the following areas of workforce development:

- Internships
- Programs to reach youth involved in the juvenile justice or adult justice systems
- Basic and life skills training programs
- On-the-job experiences such as Youth Build
- Career and job counseling programs through vocational training and partnerships with GED and other educational programs

The current work experience model used by the Cumberland-Salem-Cape May WDB and One-Stop Centers is attached to this plan as an Appendix.

The Cumberland-Salem-Cape May WDB includes language in all contracts for youth services to ensure that the service provider addresses all 14 tenets of the WIOA Title 1 Youth Program Guidelines. In addition, YouthBuild and Youth Corps Services will be provided as part of the WDB's outreach efforts to advance youth training.

- YouthBuild is a required partner of the WIOA. In Cumberland County, this service is provided by Aspira. Upon completing the components of the YouthBuild Program, Pathstone Corporation provides a "paid tuition opportunity" to obtain occupational skills training in the construction trades (electrical, welding or carpentry). The youth are also paid a stipend by YouthBuild while they participate in the training program. The WDB will continue to foster these partnerships and programs as part of its youth training efforts.

Even though the New Jersey Youth Corps is not a required WIOA partner. It is the intent of the WDB to partner with the organization to provide supportive services to youth who are enrolled in the OSY program. The OSY programs are very similar to our WIOA programs but they are funded by the Department of Education. The local WDB Program provides funds to buy uniforms, High School Equivalency Testing Fees, incentive payments when youth achieve goals, driver's education classes and other supportive services. These services will continue.

X. Coordinating Education and Workforce Development Activities

In the three-county WDB Region, the general population's basic skills and levels of education in reading and math are improving, but as was pointed out in Section 2 of this Plan, it lags behind State averages. Boosting educational attainment across the board is an ongoing and difficult task, particularly with the steady influx of new immigrants with low language skills. Occupational skills education must often take a backseat to basic skills acquisition, making job training protracted. In addition, the lack of centralized job locations and the large geographic area of the three counties require long commutes to work. This is compounded by weak public transit with poor scheduling for the commuting public. Workers without cars and those with disabilities face serious obstacles in terms of job access. Private-public partnerships have developed to meet some of the need but transportation and long commutes remain major impediments to economic success in this region of the State.

Given this environment, the focus of the Cumberland-Salem-Cape May Workforce Development Board is on a wide range of training and job placement projects. Over its history, the WDB has been successful in:

- **Identifying and analyzing the workforce readiness resources available to the local area;**
- **Assessing the workforce readiness needs of the communities and their residents;**
- **Assessing the needs of local businesses and the local labor market;**
- **Establishing systemic evaluation processes;**
- **Planning for the Implementation of programs at the local One- Stop Career Centers; and**
- **Supporting efforts to establish and build upon local youth initiatives.**



Future planning will build on the WDB’s established capabilities and programs while continuing to implement new strategies. This includes developing and expanding partnerships with educational institutions and other training and educational service providers. The new, full time Technical Education High School in Cumberland County provides an excellent opportunity for integrating Career Pathways from secondary school levels to post-secondary education at the college level or advanced career training institutions. Similar initiatives can be developed with the other County Technical Schools. An outstanding working relationship already exists between the WDB and area community colleges.

XI. Coordinating Transportation Services

Transportation services are one of the most difficult customer needs to meet, particularly in this relatively rural area of southern New Jersey. New Jersey Transit provides service to most of the region’s larger cities, but very few services with the exception of the NJT 553 Bus which provides commuter-level service between western Cumberland County and Atlantic City. There is no passenger rail service of any kind in the region. While opportunities exist to work with planning agencies such as “Cross County Connections” to develop carpooling programs and develop an improved network of information about transportation services, there remain limited opportunities for low income families to access regular and reliable transit services that provide connections locally and regionally to major employment centers.

The WDB has worked diligently over the years to coordinate various types of paratransit services that augment the NJT system. For example, the Cumberland County Department of Workforce Development funded service to various industrial parks and the Millville Airport that is coordinated with the NJT bus system. All counties have bus service that provides transportation for senior citizens and the disabled. New Jersey Transit also provides Access Link Service to all parts of the region.

The WDB will continue to explore funding sources, partnerships, and other resources to build on the limited transportation network in place to ensure maximum accessibility to workforce development services by its customers. This includes working closely with social service providers such as the local welfare boards to link transportation assets with child care locations, key public housing clusters, and other supportive services.

The WDB will continue to work with its partners to provide creative transit options.

XII. Maximizing and Coordinating Services with the Wagner-Peyser Act

The One-Stop centers provide access to services of the six (6) core programs and other required partners at each of the three physical county centers. The services offered by the one-stop partners below are detailed in the Programs and Services Matrix provided in **Appendix C, Tab 4** of this Plan.

CORE

- WIOA Title I Adult (NJ Department of Labor)
- WIOA Title I Dislocated Worker (NJ Department of Labor)
- WIOA Title I Youth (NJ Department of Labor)
- Title II Adult Education and Literacy (NJ Department of Education)
- Title III Wagner-Peyser Employment Services (NJ Department of Labor)
- Vocational Rehabilitation Services (NJ Department of Human Services)

REQUIRED PARTNERS

- Career and Technical Education (Perkins)
- Community Services Block Grant
- Indian and Native American Programs
- HUD Employment and Training Programs
- Job Corps
- Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- National Farmworker Jobs Program
- Senior Community Service Employment Program
- WorkFirst NJ (TANF) Employment and Training Programs
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs
- YouthBuild
- Ex-Offender Programs



XIII Trade Act Pathways and Services

While some New Jersey based Companies such as Ingersoll-Rand and Global Crossing have moved to incorporate their businesses overseas and in some cases have relocated their entire operations, in the Cumberland-Salem-Cape May region, there have been no such international relocations. However, the local WDB understands the pathway for engaging any employees that might be affected by such corporate relocation in the future and stands ready to engage with NJ DOLWD staff to secure benefits and retraining through the Trade Adjustment Assistance (TAA) Program.

As noted previously, Trade Adjustment Assistance Program services are delivered by NJ DOLWD staff. When and if the engagement of such services are needed, the local WDB has the ability to provide joint services by initially directing impacted consumers through existing dislocated worker program and then to State assisted case work and the services offered by the TAA Program.

Co-enrollment of any individuals eligible for TAA services is easily accommodated since local WDB offices are in close proximity with State DOLWD staff. In Cumberland County, applicable services are located in the “Center for Workforce Development” at the Cumberland County College. In Cape May and Salem Counties, these services are located in close proximity and coordination of various services are already occurring.

Of the key industry sectors that the NJ DOLWD has identified as “high growth industry clusters” in the State economy, the sectors most likely to provide apprenticeship opportunities in the local WDB region are: Advanced Manufacturing; Construction & Utilities; Food Industry; Health Care; Transportation, Logistics and Distribution; and Leisure, Hospitality and Retail Trade. There are specific developments in the southern New Jersey region that can augment further this potential.

In Cumberland County, the City of Bridgeton received a \$100,000 NJ EDA grant to develop a plan for promoting a Food Industry Innovation Cluster. This plan, being developed now, involves coordination with the Cumberland Center for Workforce and Economic Development and Rutgers University. In addition, the Cumberland County Improvement Authority is constructing a 30,000 s.f. Food Specialization Center in Bridgeton that along with the Rutgers Food Innovation Center will spur new interest in the region’s food industry sector. The local WDB is currently engaged with these organizations to ensure

The WDB stands ready to utilize all of the programs and services offered by the TAA.



that apprenticeship, intern, and full-time workforce training opportunities are being explored fully.

In Cape May County, the U.S. EDA granted \$3.0 million dollars to the County for construction of a new “Tech Innovation Center” that will focus on the aeronautic and drone industries. This is a growing industry sector in the region, given the expansion in aeronautic and aviation technology in neighboring Atlantic County. The County also received a \$100,000 grant from NJ EDA to plan the development of a Business Resource Center.

The WDB will continue its engagement with its area partners and the New Jersey and U.S. Offices of Apprenticeship to identify opportunities to create Registered Apprenticeship Programs as new job opportunities in these targeted industry clusters emerge. Information about program regulations, points of entry, and career pathways for prospective apprenticeship participants will be provided through the three planned regional workshops mentioned previously.

XIV. Enhancing Adult Education and Literacy

SETC Policy Resolution 2017-02 notes the importance of coordinating programs locally to promote adult literacy. Specifically, the Policy notes the purposes defined by changes in the Adult Education and Family Literacy Act (AEFLA), as follows:

1. Updates and revises regulations regarding the suitability of testing for use in the National Reporting System for Adult Education;
2. Describes the process and requirements to award contracts/grants including new requirements associated with WIOA and the required involvement of local Workforce Development Boards in the review of applications and the alignment of activities;
3. Describes how Title II funds may be used to support programs for corrections education and the education of other institutionalized individuals;
4. Clarifies the use of funds for new and expanded activities under the Integrated English Literacy and Civics Education program; and,
5. Removes sections no longer in effect

Consequently, the State Council for Adult Literacy Education Services (SCALES) recommends that Workforce Development Boards (WDBs) develop

Adult Literacy training is an important program goal in a region with a sizeable non-English speaking population

plans which seek to join together local literacy resources, including, but not limited to those included in this document into a more comprehensive and coordinated local literacy system.

To meet the goals of SCALEs and to comply with the SETC Policy Resolution 2017-02, the Cumberland-Salem-Cape May WDB proposes to:

- Host literacy meetings to coordinate service providers and maximize program access for WDB customers
- Create a think-tank comprised of leaders in the regional education, workforce training, and social service community to develop new concepts for increasing adult literacy
- Promote existing coordination and easy access between workforce development offices and Title II Agency providers
- Increase classroom learning opportunities for youth

The WDB will continue to focus service priorities on low-income adults and enhance outreach to underserved populations, particularly the ESL, ex-offenders and minority populations identified in Section 2 of this plan. Identifying agencies who specialize in priority populations is key to maximizing the reach of resources available at the One-Stop centers. Working with Kintock Group, for example, will provide a streamlined process for identifying ex-offenders at customer intake and referring them to the Offender Re-entry program.

In the three county region, the limited English proficiency population is primarily Hispanic. As was documented in Section 2 of this plan, the Hispanic population has increased considerably. The Hispanic population requires multiple strategies involving language training, basic skills, and cross-cultural understanding. The WDB has numerous programs in place through their affiliate One-Stop Career Centers to provide training in English as a Second Language (ESL). They also provide bi-lingual counselors and have developed partnerships with many Hispanic community organizations. Working with schools, area employers, Hispanic service organizations such as PRAC, faith based organizations and other institutions will be necessary to help reach this population.

In many ways, reaching the low literacy population will pose similar challenges. This is also a group that is marginalized by its low profile and low level of societal integration. The WDB will rely again on a more aggressive outreach to social service organizations, employers, faith-based institutions and others



to reach this population and engage these individuals in meaningful training and educational programs. In addition, the WDB will work with the SETC to ensure that the adopted *“College and Career Readiness Standards”* are being met and aligned to meet the needs of area employers.

The participating counties in the WDB are already demonstrating “best practice” concepts to ensure that One Stop customers are linked to Title II consortia. For example, in Cumberland County, Title II services are provided in the same location as other One Stop services. The One-Stop Staff will provide educational and other training referrals through that same location. The letters attached to this plan as **Appendix F** illustrate the linkages being established between the WDB and ABS and IELCE Program Services through the Atlantic Cape Community College and the Salem County Vocational Technical School.

Where the WDB needs to sign off on Title II applications, the following three step process will be followed:

- The Cumberland County Department of Workforce Development will be charged to receive copies of all Title II applications;
- The Title II applications will be reviewed for completeness and consistency with the goals of this plan;
- The WDB’s Adult Education and Literacy Committee will be charged to monitor the progress of these programs;

Quarterly reports will be provided to the full board outlining the actions taken on Title II applications.

Registered Apprenticeship and Pre-Apprenticeship Opportunities

The Cumberland-Salem-Cape May Workforce Development Board is currently engaged with the NJDLWD to promote the availability of two key grant programs that will serve as the catalysts for developing apprenticeship and pre-apprenticeship programs in the region. Both the GAINS and PACE grant programs have generated considerable interest among local employers. One of the challenges to implementing these programs is the requirement that apprentices be paid at \$15/hour, inclusive of their training period. This is difficult in the South Jersey region since many companies do not pay their full-time employees a \$15/hour minimum wage. Another challenge facing local businesses is the enactment of NJ Assembly Bill-3666 which is now public law. This law imposes new apprenticeship and training requirements on public works contractors– which in the opinion of many would be among the most

New apprenticeship programs will open doors for young people and other individuals seeking new career opportunities.

restrictive of its kind in the country. Nonetheless, local WDB leadership intends to sponsor three (3) workshops in coordination with the NJ Office of Apprenticeship over the coming two years - one workshop per county but open to employers throughout the region - to inform them of funding opportunities and the requirements of the Apprenticeship and Pre-Apprenticeship Programs. The local WDB has already begun to lay the foundation for such programs through its "Industry focused and Occupational Skills Training Program" aimed at out-of-school youth. This program provides "internship" learning for both school drop-outs and young people who have graduated high school but are interested in an industry-based career track. Similar programs are also being offered through collaboration with LWD staff and area colleges and vocational training programs. The New Jersey Department of Labor and Workforce Development has highlighted nine key "high growth" industry clusters for the state. They are: Advanced Manufacturing; Construction & Utilities; Food Industry; Health Care; Financial Services; Technology; Transportation, Logistics and Distribution; Biopharmaceutical and Life Science; and Leisure, Hospitality and Retail Trade. With the exception of Biopharmaceutical Services, the local WDB region can accommodate apprenticeships and pre-apprenticeship programs in each of these business sectors. The WDB membership believes that the Department of Labor & Workforce Development needs to create a Technical Assistance Team as soon as possible to assist local businesses, WDB staff, and workforce training institutions in both understanding and implementing the challenging requirements and protocols of this program. It is critically important as part of this planning effort for WDB staff to be able to access the technical support needed to explain the Apprenticeship and Pre-Apprenticeship Programs to interested businesses and also to assure them that should there be interest, that a suitable number of prospective apprentices can be found and recruited.

The Cumberland-Salem-Cape May Region is one of the major agricultural centers in New Jersey. As such, there are long-standing partnerships in place between LWD staff and organizations and employers that support the Migrant Seasonal Farm Workers (MSFW). These inter-agency connections are augmented by a well-established interaction with the *PathStone Corporation*, which is providing assistance to prospective MSFW consumers for language assistance, mobility impairment, visual or hearing impairments or other barriers that make accessing services difficult. In addition, each of the three county workforce development offices provides language assistance, outreach through internet providers, newsletter distribution to MSFW partners and service providers, and regular interaction with MSFW employers to ensure that farm workers are aware of the employment and training opportunities available to them.



XV. Cooperative Agreements and Specialized Training Opportunities

The WDB will monitor funding provided by the one-stop center and its partners for training services under chapter 3 of subtitle B for adults, dislocated worker or youth. The funding for career training services will be focused on in-demand industries and occupations. The one-stop center career service provision will be standardized across the WDB area to include funding determination of individuals, outreach, intake including customer profiles, one-stop center service orientation, skill level assessment, job search and placement assistance and career counseling. Each One-Stop center will use quarterly labor data to provide information on in-demand industry sectors and occupations from the NJDOLWD as well as common knowledge of local business job orders. Career counseling may also include nontraditional means of employment such as entrepreneurial training or “dual training” programs sponsored by an employer or group of employers. If individual training accounts cannot meet the demand for career services, contracts for training services will be executed with public, private for-profit, and private nonprofit service providers, approved by the local board. Contracts will only be issued to service providers who will be able to provide training that will lead to industry valued credentials. Customers will be provided information that is easily understood and utilized by the constituents of the one-stop centers regarding the training service providers.

The WDB will continue to provide oversight of the policy, program and planning functions for each of the three One-Stop Service Centers. The Committees of the WDB will be assigned various areas of oversight of the One-Stop centers in order to keep programming and services relevant and evaluate performance.

An overview of the five standing committees that are part of the 28 member WDB are as follows:

- **Business and Industry.** Ongoing business outreach and coordination with educational and training organizations. Addressing Goal 2 of this plan to coordinate with local and regional businesses, developing key industry sectors and [industry partnerships](#) to target industry internship and apprenticeship opportunities will increase hands-on skill development in in-demand occupations. A specific focus will be to identify business partners who will sponsor a “dual training” program where students will split their time between the classroom and on-site implementation. Those students are paid for both classroom and job

The WDB is in transition as it moves to fully integrate Cape May County.

training, funded by the employer, and the employer has a pipeline of trained employees who understand the culture and priorities of that specific business.

- **Adult Education and Literacy.** Continue to focus service priorities on low-income adults and enhance outreach to underserved populations, particularly the ESL, ex-offenders and minority populations identified in Section 2 of this plan. Ongoing coordination of WIOA Title II Adult Education and Workforce Learning Links service will also be a priority.
- **Disabilities.** Coordination and outreach to County Offices of Aging and Disabled and networking with priority employment sectors to define job opportunities. Expanding relationships with the NJ Division of Vocational Rehabilitation and those organizations that provide employment services, such as Easter Seals, to individuals with developmental disabilities will help the disabled clients receive the specific care they need to succeed in the workforce.
- **Youth Council.** Outreach, career counseling, employment training and basic skills; coordination with technical schools and community colleges; and exploration of new social networking opportunities.
- **Planning & Oversight.** Work with One-Stop Centers, staff and other partners to review and evaluate progress toward plan goals, review budgets and expenditures.

Focusing on Industry Clusters for New Training Opportunities

As was mentioned in Section 2 of this Plan, there are a number of industry clusters in the region that complement the growth industries identified by the New Jersey Department of Labor & Workforce Development. The Cumberland-Salem-Cape May WDB utilizes a partnership approach to open up opportunities to local citizens in the current and emerging industries of the regional South Jersey economy. This programming is especially vital to the Three-County Area as it suffers from some of the highest unemployment rates in the State as well as numerous social problems, ranging from high levels of teenage pregnancy to low high school graduation rates. Youth, the disabled, non-English speakers, and ex-offenders are particularly challenged by the issues facing the region and, along with veterans, merit special attention in the workforce development efforts that are part of the Workforce Innovation Plan.



Traded VS. Local The U.S. Cluster Mapping Project breaks clusters into two categories: traded and local. Traded clusters drive regional economies as they serve markets in other parts of the US and global economy. Local clusters are industry sectors that sell products and services primarily for the local market and are present in every region. The reason why traded clusters play a fundamental role in driving regional economic competitiveness is because of the ability to encourage higher rates of job growth, wage growth, new business formation, and innovation in the regions they are located.

Strong Traded Clusters

More than 25% of traded clusters (13 total) are present in the Three-County Region and identified as *Strong*—having high employment specialization for the region. Shown in Table 4.1, Strong Industry Clusters with the highest employees include Vulcanized Materials (1,915), followed by Electric Power (1,880), and Plastics (1,427). Vulcanized Materials industries include glass and rubber products. Electric Power industries include alternative, nuclear as well as fossil fuel energy production. Plastics includes plastic and resin products.

Table 4.1

| STRONG CLUSTERS | NUMBER EMPLOYED | STRONG CLUSTERS | NUMBER EMPLOYED |
|------------------------|------------------------|------------------------|------------------------|
| Vulcanized Materials | 1,915 | Water Transportation | 220 |
| Electric Power | 1,880 | Nonmetal Mining | 208 |
| Plastics | 1,427 | Biopharma | 185 |
| Upstream Chemicals | 810 | Recreational Goods | 100 |
| Fishing | 496 | Leather Products | 70 |
| Apparel | 365 | Aerospace & Defense | 10 |
| Paper & Packaging | 305 | | |

SOURCE: U.S. Cluster Mapping Project 2014



Aligning Industry Sectors with Industry Clusters

The ten industry sectors employing the highest totals of non-government and non-farm employment in the three counties fall within thirteen (13) industry clusters. Three of these clusters are local and ten are traded (Table 4.2)

Table 4.2

| TRADED CLUSTERS | LOCAL CLUSTERS |
|--------------------------------------|-----------------------|
| Business Services | Local Health Services |
| Construction | Local Utilities |
| Distribution and Electronic Commerce | Retail Trade |
| Electric Power Generation | |
| Financial Services | |
| Food Processing and Manufacturing | |
| Hospitality and Tourism | |
| Performing Arts | |
| Plastics | |
| Upstream Chemical Products | |

SOURCE: U.S. Cluster Mapping Project 2014

Industry clusters in the Three-County Region align well with the key targeted industry groups identified by the NJLWD

The top 3 Traded Industry Clusters from Table 4.2 are identified in Table 4.3 based on highest employment, greatest employment gains (between 1998 and 2014), and salary wages.



Table 4.3

| RANK | HIGHEST EMPLOYED | HIGHEST GAINS | HIGHEST SALARY | |
|------|--|--------------------------------------|--|-----------------------------------|
| | | | Regional | National |
| 1 | Distribution and Electronic Commerce | Distribution and Electronic Commerce | Business Services | Financial Services |
| 2 | Food Processing and Manufacturing | Upstream Chemical Products | Food Processing and Manufacturing | Electric Power Generation |
| 3 | Hospitality and Tourism | Plastics | Financial Services | Upstream Chemical Products |

Highlighted and in bold are Strong Traded Clusters

Source: U.S. Cluster Mapping Project 2014

Table 4.4 matches each industry sector with the strongest and most relevant industry clusters based on data analyzed from the U.S. Cluster Mapping Project. This table also identifies whether they are traded or local.

Table 4.4

| RANK | INDUSTRY SECTOR (CUMBERLAND) | CLUSTER | INDUSTRY SECTOR (SALEM) | CLUSTER | INDUSTRY SECTOR (CAPE MAY) | CLUSTER |
|------|--|--|--|--|--|---|
| 1 | Health Care & Social Services | Local Health Services (LOCAL) | Health Care & Social Services | Local Health Services (LOCAL) | Accommodations & Food Service | Hospitality and Tourism (TRADED) |
| 2 | Manufacturing | Food Processing and Manufacturing (TRADED) Upstream Chemical Products (TRADED) Plastics (TRADED) | Manufacturing | Food Processing and Manufacturing (TRADED) Upstream Chemical Products (TRADED) Plastics (TRADED) | Retail Trade | Retail Trade (LOCAL) |
| 3 | Retail Trade | Retail Trade (LOCAL) | Retail Trade | Retail Trade (LOCAL) | Health Care & Social Services | Local Health Services (LOCAL) |
| 4 | Accommodations & Food Service | Hospitality and Tourism (TRADED) | Utilities | Local Utilities (LOCAL) Electric Power Generation (TRADED) | Construction | Constructed (TRADED) |
| 5 | Wholesale & Trade | Distribution and Electronic Commerce (TRADED) | Accommodations & Food Service | Hospitality and Tourism (TRADED) | Other Services | Financial Services (TRADED) Business Services (TRADED) |
| 6 | Construction | Constructed (TRADED) | Construction | Constructed (TRADED) | Arts and Recreation | Performing Arts (TRADED) |

SOURCE: U.S. Cluster Mapping Project 2014



Of the four industry sectors shared among all three counties in the previous table, two are associated with traded clusters. They are Accommodations & Food Service under the Hospitality and Tourism Cluster and Construction Trade under the Construction Cluster. The Hospitality and Tourism cluster includes accommodation and related services, tourism related services, tourism attractions, amusement parks and arcades, cultural and educational sectors, as well as entertainment, gambling and spectator sports facilities. The Construction Cluster includes general construction, construction components, materials and products, as well as water, sewage and other systems construction.

These industry clusters represent key employment groups that can be targeted by the WDB to advance employment opportunities in the region. They should also be clusters that are marketed by local and regional economic development partners to build on the business foundation that exists, and attract new job opportunities to the area.

*The merger with
Cape May
County poses a
number of new
administrative
objectives.*



- Administrative Implementation -

The following elements of the Plan address Items XVI-XXIV of the WIOA Planning Guidance Framework

The local Cumberland-Salem-Cape May Workforce Development Board is in transition currently to accommodate the merger with Cape May County. However, the board has an excellent mix of industry leaders, education providers, service agencies, and public sector representatives that reflect the economic diversity of the region. Representation also reflects the key industry sectors as well as potential industry clusters that provide the core of job and employment growth opportunities in the region.

An inventory of current board members is found in **Appendix D, Tab 5** of this Plan. The Board is currently in transition due to the addition of Cape May County, and membership may change to address this new partnership. Nonetheless, as can be seen from the current membership, there is an excellent level of diversity both geographically and by industry sector.

XVI. Responsibility for Grant Funding Disbursement

It is very important, particularly given the new, three-county partnership in the Workforce Development Board that a Cooperative Agreement and a common set of procedures is in place regarding both sub-grants and contracts that the member counties might issue. The Cumberland-Salem-Cape May WDB will operate within the framework of a common administrative structure, as defined by the Partnership Document prepared and attached to this Plan, as **Appendix A, Tab 2**.

The County of Cumberland serves as the lead fiscal agent in the receipt and administration of the WDB funding and will share all pertinent information on fiscal issues and procurement with its partner counties. Each County will be a sub-grantee and have its own fiscal agent and service delivery provider. These agencies are as follows for each of the three participating Counties:

- Cape May County: The Division of Workforce Development, which is part of the County Planning Department
- Cumberland County: The Department of Workforce Development
- Salem County: The Salem County Board of Social Services

The WDB will continue to foster the integration of services in the three-county region.



Regarding contracting and purchasing, the WDB recognizes that each county government has its own set of purchasing guidelines and protocols. Where these guidelines need to be followed, the WDB will not infringe on those practices. But, where the WDB is directly involved and responsible for the issuance of a sub-grant, or the execution of a contract, the following protocol will be followed:

- The WDB will work through the Cumberland County Department of Workforce Development and the County Board of Freeholders to publicly advertise the need for the appropriate services or technical assistance, as required
- The WDB will review all proposals received, and award sub-grants or contracts as required by statute and County purchasing protocols

Metrics to gauge implementation will be used to measure the plan's success.

XVII. Competitive Selection of the One-Stop Operator

The Cumberland County Department of Workforce Development and the WDB took the appropriate steps to ensure the independence of the One-Stop Operator selection process; to ensure that there were no potential conflicts-of-interest; and that the appropriate fire walls are in place to support the work of the One-Stop Operator. For additional detail, please see **Appendix G** of this Plan.

Members of both the WDB and the Youth Council participate on Youth Program Proposal Review Committees and make recommendations to those agencies awarding youth contracts. These collaborations will continue to promote better identify needed youth services and integrating those needs with program providers.

XVIII. Proposed Performance Measures

The Cumberland-Salem-Cape May Plan focuses on enhancing opportunities for workforce development and economic growth that are unique to the region, but also that are aligned with both State and Regional Plan goals. Performance, therefore, will be evaluated based on the implementation of the Plan's vision and its ability of the WDB to address the key components of the State, Regional, and local planning objectives.



The New Jersey State Plan is centered around a Talent Development Strategy that focuses on five critical themes. These themes were referenced in the visioning and goals section of this plan, (Section 3), and are outlined here as follows:

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

The South Jersey Workforce Collaborative Regional Plan leaves considerable flexibility to local WDB's to develop their own performance measures and evaluation criteria. This Plan proposes to integrate the Talent Development Strategy of the State Plan with the Vision and Key Goals established in Section 3 to establish a comprehensive workforce development performance measurement system.

Tying Performance Measures to the State Industry Partnership and Plan Goals

The following pages identify the goals of this Plan, their relationship to the five themes of the State's Talent Development Strategy and the performance criteria that will be used to monitor plan implementation.

IMPLEMENTING GOAL 1:

To Foster the Ongoing Integration of the Three County Services into the WDB's Administrative Framework.

Clearly, this goal aligns with the State's strategy to "strengthen governance through effective workforce development boards and regional collaborations." The Cumberland-Salem-Cape May WDB prepared a formal approach to the full integration of the three county operations, entitled, *"Implementation Task Outline and Recommendations for Cape May County, May 2016."* This document provides the framework for the transitional effort that has been ongoing. The WDB is committed to strengthening the three county relationships and fostering enhanced integration of services.

Linking performance measures to the State Industry Partnership is key.



IMPLEMENTING GOAL 2:

To Foster New Opportunities to Coordinate with Local and Regional Businesses, Industries, and Economic Development Organizations

Both the first and second Talent Development Themes are addressed by this goal which includes:

- Building Career Pathways with a focus on Industry Valued Credentials; and
- Expanding High Quality Employer Driven Partnerships

The industry valued credentials are those that are:

- Recognized by employers in leading industry sectors within New Jersey and beyond;
- Portable and reflective of skills that are valued by employers in different locations, or across multiple industries;
- Stackable, meaning that they offer skills that increase career opportunities for employees and job seekers through advanced training and education; and
- Rewarding, and likely to lead to higher wages, career advancement, and/or increased job security.

In the three county Cumberland, Salem, Cape May Region, the key industry groups defined by the NJ Department of Labor and Workforce Development that show the most promise for growth and expansion include:

- Retail Trade
- Health Care
- Accommodations
- Manufacturing
- Construction

All of these industries align with the New Jersey Career Connections Industry Valued Credentials list from which a range of certifications can be developed. The WDB, through its three One-Stop Career Centers already provides access to these certifications and training programs. The following table outlines the industry alignments and the programs and certifications that will guide the Cumberland-Salem-Cape May WDB, along with suggested metrics, as it explores new opportunities for program development and job certifications.



| WDB PRIORITY INDUSTRIES | CAREER CONNECTIONS ALIGNMENT | PROSPECTIVE CERTIFICATION PROGRAMS | EVALUATION METRICS |
|-------------------------|-------------------------------|--|---|
| Retail Trade | Retail, Hospitality & Tourism | <ul style="list-style-type: none"> • AHLEI Convention Management Certification • Certified Food and Beverage Executive • Certified Food Service Management Professional • Certified Front Desk Representative • Certified Global Meeting Planners • Certified Hospitality Supervisor • Certified Hotel Administrator • Certified Personal Trainer • Manage First Certificate • National Professional Certification in Customer Service/Sales • ProStart Certification • Retail Management Operations Certification • ServSafe Alcohol Certificate • ServSafe Food Protection • Manager Certification | <ul style="list-style-type: none"> • The WDB will work with regional employers in the retail, hospitality and tourism industries to identify up to three (3) priority certification programs that the One-Stop Career Centers are either providing access to now or believe will be beneficial in advancing employment in this industry, either locally within the region or in other areas of southern New Jersey • The WDB will track, through its three One-Stop Career Centers, those individuals who enroll in any locally sponsored or otherwise related retail, hospitality or tourism certification programs. • The WDB will track graduates who complete retail, hospitality or tourism certifications and their placement in area businesses or industries. |
| Healthcare | Healthcare & Social Services | <ul style="list-style-type: none"> • Advanced Cardiac Life Support (ACLS) • Alzheimer’s and Dementia Certification • Behavior Management, Safe Crisis Management, Crisis Avoidance and Management • Blood Borne Pathogens Certification • Certificate in Social Worker Health Care (C-SWHC) • Certified Brain Injury • Specialist/Trainer • Certified Clinical Documentation Specialist (CCDS) • Certified Clinical Hemodialysis Technician • Certified Clinical Medical Assistant • Certified Coding Specialist • Certified Coding Specialist- Physician based • Certified Dental Assistant • Certified Dialysis Nurse • Certified Documentation Improvement Practitioner • Certified EKG Monitor Technician • Certified Electronic Health Records Specialist • Certified Employment Support Professional • Certified Health Data Analyst • Certified Healthcare Technology Specialist • Certified Home Health Aide • Certified in Healthcare Privacy and Security • Certified Intravenous (IV) Therapist • Certified Laboratory Consultant • Certified Medical Administrative Assistant • Certified Medical Assistant • Certified Medical Laboratory Technician • Certified Nursing Assistant • Certified Patient Care Technician • Certified Phlebotomy Technician • Certified Professional Biller • Certified Professional Coder • Certified Registered Central Service Technician • Certified Rehabilitation Counselors • CPR/BLS Certification • Emergency Medical Technician • Heart Saver CPR • IV Certification • Certified Medial Laboratory Assistant (CMLA) • Emergency Medical Technician | <ul style="list-style-type: none"> • The WDB will work with regional employers in the healthcare industry to identify up to three (3) priority certification programs that the One-Stop Career Centers are either providing access to now or believe will be beneficial in advancing employment in this industry, either locally within the region or in other areas of southern New Jersey • The WDB will work with the three area community colleges, several of which are currently offering healthcare degrees and certifications to avoid the duplication of services and training • The WDB will coordinate with area technical schools to ensure that career pathways are established to promote healthcare related professions • The WDB will track, through its three One-Stop Career Centers, those individuals who enroll in any locally sponsored or otherwise related healthcare certification programs. • The WDB will track graduates who complete healthcare certifications and their placement in area businesses or industries |



| WDB PRIORITY INDUSTRIES | CAREER CONNECTIONS ALIGNMENT | PROSPECTIVE CERTIFICATION PROGRAMS | EVALUATION METRICS |
|-------------------------|-------------------------------------|---|--|
| | | <ul style="list-style-type: none"> • Medical Laboratory Technician (MLT) • Medical Records Coder ICD 10 • Occupational Therapy Assistants • Medical Technologists (MT) • Mental Health First Aid • Personal Care Assistant • Registered Health Information Administrator (RHIA): For ICD-10 Coders Certification • Registered Health Information Technician (RHIT) • Sterile Processing Technician | |
| Accommodations | Retail, Hospitality & Tourism | See Certification Inventory listed for Retail | See Evaluation Metrics listed for Retail |
| Manufacturing | Advanced Manufacturing | <ul style="list-style-type: none"> • Certified Automation Professional (CAP) • Certified Hazard Analysis Critical Control Point Auditor • Certified Internal Auditor • Certified Production Technician • Certified Quality Inspector • Certified Welder • CNC Operator • Destination Innovation Management System • Geometric Dimensioning & Tolerancing Professional • Lean Bronze Certification • Lean Silver Certification • Lean Gold Certification • Machine Maintenance, Service & Repair Level II • Machining Level I • Mechatronics: Fluid Power • National Aerospace • Defense Contractors Accreditation Program Certification • OSHA Fork Life • OSHA Safety – 10 Hour • OSHA Safety – 30 Hour • PMMI Mechanics: Industrial Electricity 1 • PMMI Mechatronics: Mechanical Components 1 • PMMI Mechatronics: Programmable Logic Controls 1 • Sales and Marketing Plan • Siemens Certified Mechatronic Systems Level 1 Assistant • Siemens Mechatronics • Six Sigma Black Belt • Six Sigma Green Belt • Six Sigma Master Black Belt • Six Sigma Yellow Belt • Supply Chain Operations Reference Professional • Technical Sales – Basics • Technical Sales - Operations Level 1 • Technical Sales – Operations Level 2 | <ul style="list-style-type: none"> • The WDB and its member One-Stop Career Centers already offer access to a number of programs in Advanced Manufacturing and related fields. These programs will be strengthened through ongoing outreach with industry leaders and training professionals. • The WDB will work with regional employers in the manufacturing industry to identify up to three (3) priority certification programs that the One-Stop Career Centers are either providing access to now or believe will be beneficial in advancing employment in this industry, either locally within the region or in other areas of southern New Jersey • The WDB will work with the three area community colleges, which are currently offering various manufacturing related degrees and certifications to avoid the duplication of services and training • The WDB will coordinate with area technical schools to ensure that career pathways are established to promote advanced manufacturing and related professions • The WDB will track, through its three One- Stop Career Centers, those individuals who enroll in any locally sponsored or otherwise provided advanced manufacturing and related certification programs. • The WDB will track graduates who complete advanced manufacturing and related certifications and their placement in area businesses or industries |
| Construction | Architecture & Construction | <ul style="list-style-type: none"> • Air Conditioning and Heat Pump Professional Certification • Building Analyst Professional • EPA Lead-Safe Certification • EPA Section 608 Certification • Heating Professional • Indoor Air Quality Manager Certification • Instructor Autodesk Revit Architecture Certification | <ul style="list-style-type: none"> • The WDB will work with regional employers in the construction industry to identify up to three (3) priority certification programs that the One-Stop Career Centers are either providing access to now or believe will be beneficial in advancing employment in this industry, either locally within the region or in other areas of southern New Jersey |



| WDB PRIORITY INDUSTRIES | CAREER CONNECTIONS ALIGNMENT | PROSPECTIVE CERTIFICATION PROGRAMS | EVALUATION METRICS |
|---|------------------------------|---|--|
| | | <ul style="list-style-type: none"> • Personal Protective Equipment • Photovoltaic Installer Certification • Pipeline Certification • PV Technical Sales Certification • R410A Refrigerant Safety Certification • Residential Building Envelope Whole House Air Leakage Control Installer Professional | <ul style="list-style-type: none"> • The WDB will work with the three area technical schools, private training providers and others currently offering construction related degrees and certifications to avoid the duplication of services and training • The WDB will coordinate with area builders, developers, and technical schools to ensure that career pathways are established to promote construction related professions • The WDB will track, through its three One- Stop Career Centers, those individuals who enroll in any locally sponsored construction trades certification programs. • The WDB will track graduates who complete construction certifications and their placement in area businesses or industries |
| <p>Emerging Industries as identified by Cumberland, Salem, and Cape May Counties</p> | <p>None</p> | <ul style="list-style-type: none"> • Agriculture/Viticulture • Agriculture/Food Innovation • Agriculture/Aquaculture • Avionics and Drone Technology • Transportation and Logistics | <ul style="list-style-type: none"> • As noted in Section 1 of this Plan, there are a number of unique and emerging industries in the Three-County Region. • The WDB will work through each County One-Stop to advance training and education in these fields • The WDB will also coordinate with economic development offices to explore innovative training programs and provide training and support as new employers move into the area and need expertise in these areas of employment |

IMPLEMENTING GOAL 3:

To Strengthen the Alignment with and Build on Services to the Individuals that have historically been part of the Region’s Hard to Reach Priority Populations.

There are several targeted populations that are the focus of WDB actions. In many ways, these populations overlap each other as poverty and a lack of basic education skills are common factors. They include the priority populations that have been traditional targets of WDB outreach, but also some new ones in conformance with the WIOA. They include:

Dislocated Workers and the Long-Term Unemployed;

- Limited English Proficiency or Low Level Literacy Individuals;
- Ex-offenders;
- Homeless Individuals;
- Individuals Lacking a High School Diploma;
- Persons Previously or Currently in Foster Care;
- Veterans; and
- Youth.

There are a number of historically hard-to-reach populations in the Region.

Programs for dislocated workers, the long-term unemployed, and youth were covered in Sections VII and IX of this plan. The other target populations are discussed as follows.

Limited English Proficiency or Low Literacy Individuals

In the three county region, the limited English proficiency population is primarily Hispanic. As was documented in Section 1 of this plan, the Hispanic population has increased considerably. The Hispanic population requires multiple strategies involving language training, basic skills, and cross-cultural understanding. The WDB has numerous programs in place through their affiliate One-Stop Career Centers to provide training in English as a Second Language (ESL). They also provide bi-lingual counselors and have developed partnerships with many Hispanic community organizations.

This is a population, however, that has historically proven difficult to reach. Hispanic residents are suspicious of government and wary of becoming part of an officially administered program. Furthermore, as pointed out earlier, Spanish may not be the native language of many Mexican immigrants to the area, making outreach even more difficult. Even though immigration seems to have slowed in recent years, the large demand for Mexican and Hispanic labor in landscaping, nursery and agribusiness in the Three-County Region means that issues associated with language barriers and community outreach will remain particularly difficult challenges. Working with schools, area employers, Hispanic service organizations such as PRAC, faith based organizations and other institutions will be necessary to help reach this population.

In many ways, reaching the low literacy population will pose similar challenges. This is also a group that is marginalized by its low profile and low level of societal integration. The WDB will rely again on a more aggressive outreach to social service organizations, employers, faith-based institutions and others to reach this population and engage these individuals in meaningful training and educational programs. In addition, the WDB will work with the SETC to ensure that the adopted *“College and Career Readiness Standards”* are being met and aligned to meet the needs of area employers.

Ex - Offenders

Ex-offenders are a targeted population in the three county region, in large part, because of the presence of three state and federal prisons in Cumberland County. Coupled with individuals in county jails and juvenile detention facilities, this population numbers in the thousands of persons. This cohort is generally younger, male and poorly educated. It is widely believed but not officially documented that released prisoners often remain in the area as job

seekers, swelling the ranks of the disadvantaged unemployed in the three county area. The Cumberland-Salem-Cape May WDB has historically partnered with the Kintock Group Halfway House program to utilize local employers to help make a successful transition from prisoner to employee through Workforce Re-entry training. This partnership will be expanded to include other social service organizations working on Re-entry training to identify and place individuals in jobs such as the Gateway Community Action Partnership. The WDB has also incorporated the Title II Adult Education Programs into the Salem County and Cumberland County jails to make that service more accessible to this population.

Homeless Individuals

In Cumberland County there is a newly formed organization called the Cumberland County Housing First Collaborative. This is a unique consortium of social service organizations, faith-based institutions, and government officials committed to tackling the problem of chronic homelessness in Cumberland County. The guiding agency of this collaborative is the M25 Initiative, a nonprofit organization based in Bridgeton. The other partners of the collaborative include Gateway Community Action Partnership, PRAC of Southern New Jersey, Resources for Independent Living, CompleteCare, and Revive South Jersey. The collaborative is operating in partnership with the Cumberland County Jail, Inspira Health Network, Monarch Housing, and researchers from Rutgers University so the organization clearly has a regional reach.

The WDB will work with this organization and its affiliates to identify and place homeless individuals in job training programs. Ideally, the goal will be to reach individuals at risk of becoming homeless in order to get them the services and support they need to avoid that outcome. Engaging partners at the County Boards of Social Services, Faith based organizations, and groups such as the Housing First Collaborative will help identify persons who are homeless or at risk and place them in job-oriented training.

Individuals Lacking a High School Diploma

Similar to other hard-to-reach segments of the population, individuals who lack a high school education are often reluctant to identify themselves and seek additional education. Many times, they are averse to the school environment and unfamiliar with the workforce training options open to them. The WDB will increase its outreach to employers, social service organizations, schools and other institutions to identify high school drop outs, re-engage them in HSE and other educational programs, and work through the three county One-Stop Centers to provide them with job options or alternative career choices.



Persons in or Released from Foster Care

This population is easily identified. The New Jersey Department of Children and Families manages the Foster Care Program statewide. Each county’s foster care population is tracked and case managers are assigned to each foster care family and individual. The WDB will reach out to the State Offices assigned to foster care management in each of the three WDB counties to:

- Familiarize them with WDB and One-Stop Programs and Opportunities;
- Engage them when an individual reaching working age is either released from foster care or eligible for employment in order to present education and workforce options to them;
- Work with Foster Care case workers to ensure that persons released from care have the information needed to provide job and career options.

Veterans

Veterans in the three-county area have slightly higher percentages of unemployment in Cumberland and Salem Counties than the general population. This has changed in recent years.

| 2017 Unemployment Rates | | |
|-------------------------|----------------------|--------------------|
| County | Veteran Unemployment | Total Unemployment |
| Cape May County | 4.10% | 8.40% |
| Cumberland County | 4.20% | 8.90% |
| Salem County | 3.20% | 7.90% |

SOURCE: 2017 American Community Survey (Civilian Labor Force 18 to 64 years)

In the prior unified workforce development plan, (through 2010), veteran unemployment was lower than the county average for the general population. This change was likely due to the ongoing recessionary impacts that affected the region and the challenges associated with post-traumatic stress and other afflictions often impacting the veteran population. The Cumberland-Salem-Cape May WDB will monitor and continue to work closely with the Veterans Administration staff to ensure that information is being disseminated to the veteran population and that program integration is occurring regularly.

County Veteran Collaborations

Each of the three WDB counties has established a close collaboration between their employment offices and veteran’s affairs. In Salem County, the Veteran’s Services office is located within a few minutes’ walk from the Salem City office



of the One Stop Career Center. In Cumberland County, the Department of Veterans Affairs is co-located with the One Stop Center at the County College. In Cape May County, there is a Citizens & Veterans Advisory Committee, which is unique to the region. The CVAC organization comprises both military and general public stakeholders from various disciplines such as housing, transportation and medical service providers to provide supportive services to veterans including homelessness, transportation, medical services, food, clothing and any other assistance deemed urgent in nature. The CVAC assists veterans to prepare for the One Stop employment/career training and ultimately job placement. Currently represented on this Committee are:

1. Red Cross of Cape May
2. VIM = Volunteers In Medicine
3. Synergy Home Care
4. NJDOL DVOP
5. Elks Organization (both North Wildwood and North Cape May)
6. Cape Regional Hospital
7. Congressman Van Drew's Office
8. Catholic Charities

Cape May County is also opening a new building which when open will include the VA CBOC (Community Based Outpatient Clinic). At the present time the clinic is at the Coast Guard Base which is somewhat difficult to access. The clinic moving to a more central location in the county will be a welcome service to veterans in Cape May County.

IMPLEMENTING GOAL 4:

To Ensure System and Program Integrity through Metrics and Greater Transparency

The Cumberland-Salem-Cape May Workforce Development Board will move to integrate the intake, case management, reporting, and fiscal and management accountability systems of its three one-stop partners. All partners will be required to share in the funding of services and infrastructure costs of the one-stop delivery system.



The WDB through the One-stop operators will be responsible for improving access to and the effectiveness of One-Stop and program services. The WDB will negotiate and regularly review a Memorandum of Understanding (MOU) with each of the three One-stop partners to describe operations, services provided and coordinated, funding, and referrals. MOUs will be reviewed every three years and the WDB will certify One-Stops annually, using criteria written by the State Workforce Development Board that covers effectiveness, programmatic and physical accessibility, and continuous improvement.

Metrics to measure success, in addition to those previously, will include the following:

- The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;
- The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- The percentage of program participants who obtain a recognized post-secondary credential, or a secondary school diploma or its recognized equivalent (subject to clause (iii)), during participation in or within 1 year after exit from the program;
- The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
- The indicators of effectiveness in serving employers established pursuant to clause (iv).

The WIOA offers a number of metrics through which to evaluate the Plan's success.

IMPLEMENTING GOAL 5:

To Expand Regional Outreach and Enhance Transparency through Grater Program Awareness

The National Workforce Innovation and Opportunity Act calls for the Department of Labor to establish a common identifier, also known as a "brand", for the One-stop system to help job seekers and employers readily access services. The Cumberland-Salem-Cape May WDB will work with the NJ Department of Labor and Workforce Development to initiate use of the common branding and terms used to promote the WDB and One-Stop Programs and initiatives.

In addition, this plan has suggested a number of ways that the WDB can expand its outreach to the hard-to-reach and other populations through social media.

XIX. Description of the Local Workforce Development Board

The WDB has moved from a 40 member board to a much more workable 28 member organization, which has greatly facilitated decision making and more effectively integrated coordination among the three counties. Current membership can be found in **Appendix D, Tab 5** of this plan and breaks down as follows.

- Business Membership - 14 members
- Organized Labor/CBD - 6 members
- Education - 3 members
- Government Partners - 2 members
- Others - 1 member

High Performance Objectives

Historically, the Cumberland-Salem WIB was a high performing organization. The addition of Cape May County to the Workforce Development Board will allow the administrative and programmatic skills of the Board and staff to expand their reach and integrate Cape May County into the system. There are four recommendations for maintaining a high level of performance that the three-county WDB will implement as part of this plan.

1. Complete the Full Integration of Cape May County. As mentioned on several occasions, it is one of the key priorities of this Plan to integrate Cape May County as a full member of the WDB. This will ensure administrative and programmatic coordination among the three counties, their respective One-Stop Programs, and the broad-based collaboration with workforce partners that will be required to implement the goals of the Plan.
2. Expand Outreach and Create New Partnerships. New partnerships need to be established and existing ones strengthened to meet the objectives of the WIOA. Stronger relationships with economic development agencies and educational institutions in particular need to be fostered. In order to address the needs of several of the priority populations, social service organizations, faith-based institutions, Homeless-Help Organizations and other agencies need to be established. Examples locally include:
 - Cape May, Cumberland, and Salem County Economic Development Departments



- Regional Tourism Entities such as the Southern Shore Regional Tourism Organization
- Regional Economic Development Organizations such as the South Jersey Economic Development District, and the Southern New Jersey Development Council
- The M25 Homeless Support Organization
- Various Regional Ministries

In addition, it will be important because the Three-County Region has limited economic opportunity and is an importer of labor, that the WDB extends its outreach to large regional employers and WDBs in adjacent areas to enhance job opportunities for local residents. These include:

- The South Jersey Port Corporation, where the development of the Paulsboro Port will create 2,000 new skilled jobs and where port employment throughout the network is in demand of skilled labor;
- The Atlantic City Casino and Hospitality Industry, where despite recent downturns, there continues to be a large labor market;
- Transportation and logistics employment for trucking, rail freight, and related firms in the Gloucester and Camden County areas.

1. Ensure the Use of Quantifiable Metrics and Reporting Standards. As outlined in various sections of this Plan, success will be measured both quantitatively and qualitatively. The quantitative measures are based on the recommendations of the State and Regional Plans and the WIOA requirements. But, statistics do not always tell the full story. Qualitative measures developed from client feedback, consumer surveys, and feedback from partner organizations will also be important in assessing the success of the plan.
2. Develop Best Practices. The three-county WDB has always been a leader in establishing best practices. Examples include the regional ARRA Plan, the Workforce Investments Now (WIN) Strategy (which was duplicated in Burlington County), the summer youth employment partnership with Wawa and other programs.
3. Leverage Financing and Resources. The WDB recognizes that funding through the New Jersey Department of Labor and Workforce Development is not enough to meet the demands and needs of the region. The Board will reach out to other funding and grant programs to enhance the pool of resources and financing available to meet the needs of the region.

Identifying job opportunities throughout the Region will enhance the area's employment base.



XX. Staff and Partner Development Training

The Cumberland-Salem WIB Plan entitled "Toward Synergy" (2007) detailed a comprehensive model and numerous examples of ways that the WIB and its partners are promoting synergy. This document, which was recognized by the SETC as a best practice, will continue to provide guidance to the three-county WDB as it seeks to integrate its training programs and its board recruitment and training efforts.

As an overall approach to partner development and training, the WDB proposes a three step process:

- Local County Outreach. The Board will depend on the local One-Stop Centers to recommend training needs and partner development.
- Training Programs. Recommendations for training programs for staff will be reviewed by the full WDB and where approved, will be implemented by the central (Cumberland County) staff.
- Partner Development. Partner development and training will follow a similar protocol where local recommendations for new partnerships will be reviewed by the full board and implemented, where approved by the central WDB staff

XXI. Training Services Under Chapter 3 Subtitle B

This plan indicates that Cumberland County will act as the central coordinating entity for program administration and support. The WDB envisions that each One-Stop Center will have flexibility to customer needs in the selection of available training programs. However, guidance will be provided to the customer regarding the training programs that are most likely to result in near-term job placement. Training programs, either provided currently or anticipated in the five-year life of this plan will reflect the Industry valued credentials and Career Connections Alignments as outlined and defined in Section XVII.



XXII. Process for Creating the Local Plan

The Cumberland-Salem-Cape May Workforce Development Board initiated a three-step approach in the process of assembling the 2016 - 2020 Unified Workforce Innovation Plan. These steps involved the following:

1. Workgroup Meetings, Data Development, and Programmatic Background. A meeting with key staff and WDB officials from each of the three counties was held on November 3, 2016. The meeting covered a range of topics including the merger of Cape May County into the WDB; the types of data and background information needed to develop the plan; and the vision that county leaders saw for the future of the WDB, its programs and implementation. The meeting acknowledged the framework for the local plan provided by the State Employment & Training Commission and began the collection of background data within that context.

2. Stakeholder Outreach and Public Review. This process occurred in several ways. Currently, representatives from economic development offices sit as members of the WDB. Regional representation is also provided by the South Jersey Economic Development District and other regional service and industry groups. This document was released publicly at the same time it was sent to the SETC for review. At that time there was a simultaneous review by multiple entities.

Representatives from economic development offices who sit as members of the WDB reviewed the plan, as did regional representatives from the South Jersey Economic Development District, regional service providers, and industry leaders. The plan was posted for public review on the WDB website in December. Public notice was placed in three regional "Newspapers of Record" - the (Vineland) Daily Journal, in the Cape May Herald and South Jersey Times.

The plan was also reviewed by the full membership of the WDB and forwarded to the SETC.

Because all plans are "living documents" the WDB is committed to an ongoing process of public outreach and involvement. Where issues arise that require adjustments to the plan to ensure the best and most comprehensive service to all members of the public, those changes will be made in concert with the SETC.



3. Plan Amendment and Public Comment Adoption. Comments received during the open, 30 day public comment period were incorporated into the plan prior to its final acceptance by the SETC.

2019 Plan Modification Process

For the current update to the 2016-2020 Workforce Innovation Plan, the WDB employed a similar three-point process. The existing plan was discussed at the April 11, 2019 meeting of the Workforce Development Board. Proposed areas of change were reviewed with the Board.

Following the WDB review, three internal meetings were held with staff at the One Stop Career Centers to review and discuss proposed amendments to the plan. Following those meetings, three public meetings were held to solicit comments in each of the three counties. The first of these meetings was held in the morning of May 21, 2019 at the County Administration Building in Cape May Courthouse. The second meeting was held on the same day in the afternoon at the Luciano Center of the Cumberland County College. The third and final meeting was held on May 23, 2019 at the Salem County Vocational School.

Comments from both the internal One Stop and public meetings have been incorporated into this plan. A record of the public meetings can be found in [Appendix H, Tab 9](#) of this plan.

XXIII. Transitioning to an Integrated Technology and Intake System

Section 4: Strategic Action Agenda

Regional collaboration within the WDB area and beyond to the South Jersey Workforce Collaborative may be an appropriate strategy to meet the particular objectives of Goal 5. The WDB shall participate in quarterly regional Workforce Development Board (WDB) director's meetings and Annual Regional WDB Executive Committee meetings in order to maximize regional workforce programming opportunities. Where applicable, regional WDBs shall pool funding for administrative and programming costs of events and/or services benefiting the entire region. Job recruitment fairs, [Industry Partnership](#) partnerships and one-stop center staff training are a few examples where regional implementation may increase effectiveness and efficiency of resources. Sharing job orders over a certain size across a regional network may help to decrease the unemployment rates across the region.

The Plan has been updated through a multi-stepped public process.



XXIV. Priority of Service Metrics

The Cumberland-Salem-Cape May WDB subscribes to the Training and Employment Guidance Letter TEGL 10-09 which requires a priority of service given to eligible veterans in qualified job training programs. Veterans and eligible spouses, including widows and widowers as defined in the statute and regulations, are eligible for priority of service. For the purposes of implementing priority of service, the Final Rule requires that program operators use the broad definition of veteran found in 38 U.S.C. 101(2).

Under this definition, the term “veteran” means a person who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable, as specified in 38 U.S.C. 101(2). Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as “weekend” or “annual” training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (State mobilizations usually occur in response to events such as natural disasters).

“Eligible spouse” as defined at section 2(a) of the JVA (38 U.S.C. 4215[a]) means the spouse of any of the following:

- a. Any veteran who died of a service-connected disability;
- b. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - i. Missing in action;
 - ii. Captured in the line of duty by a hostile force; or
 - iii. Forcibly detained or interned in the line of duty by a foreign government or power;
- c. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- d. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the

***Service priorities
are established in
accordance with
U.S. Department of
Labor Guidelines.***

eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

The priority of service regulations refer to those veterans and spouses who are eligible for priority of service as “covered persons” and refer to those not eligible for priority of service as “non-covered persons.” In the interest of specificity, this guidance refers to those eligible as “veterans and eligible spouses.” However, in the interest of brevity, this guidance also adopts the regulatory terminology by referring to those who are not eligible as “non-covered persons.”

The Cumberland-Salem-Cape May WDB will also implement the directives of NJ WINS #11-16 which stipulates priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, One-Stop Center staff responsible for these funds must give priority to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services. Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds. WIOA also expanded the priority to include individuals who are basic skills deficient as defined in WIOA section 3(5).

As a particular note of coordination and support for priority service regulations, the Cumberland Veterans Affairs Department is located in the Center for Workforce Development. In addition, all three member counties of the WDB have committed to reviewing barriers to Veterans services with their respective partner agencies and to address those barriers in order to enhance service delivery.

The WDB recognizes that there are many priority populations to be served as part of this plan and the WIOA Planning Guidelines. The prioritization process will occur as follows and will be tracked using the metrics defined in this plan.

The New Jersey Workforce Innovation Notice (WIN) outlines the priority populations to be served through the Workforce Development Board’s programs and services. They include:

- Recipients of Public Assistance;



- Other Low Income Individuals;
- Basic Skills Deficient Individuals;
- Veterans; and
- Individuals with Barriers to Employment.

These populations will be served as defined by the details found in the WIN Guidelines attached to this plan as **Appendix E**. The Disabled Veterans Outreach Program (DVOP) serves veterans with significant barriers to employment. The LVER staff further functions to provide business services that promote veterans. These agency services will be coordinated with the work of the WDB and the One Stop Offices.

The WDB also recognizes that the service provided to the various priority populations will have to be promoted at all steps of the planning and program implementation process. These include:

1. Intake. Veterans and particularly veterans with barriers to employment will be identified and engaged as priority placements. Other priority populations as defined by the WIOA Planning Guidance Framework will follow sequentially.
2. Priority Populations of the Local WDB. These populations, as identified in the plan will also be prioritized accordingly and moved ahead of non-covered individuals for placement in job training programs and employment opportunities.
3. Tracking and Placement Metrics. In addition to the various strategies for tracking success and defining metrics outlined in this plan, the chart below further commits the WDB to an integrated and quantifiable implementation strategy.

Signage

Signage that appropriately directs veterans and other individuals to intake and job training representatives will be placed at all One-Stop Career Centers. Veteran priority information will be identified on the WDB website, with instructions on where and how to access information at the appropriate One-Stop Center.

Summary

This Plan represents the vision of the Cumberland-Salem-Cape May Workforce Development Board for the coming years, through 2020. It reflects both the administrative and programmatic goals needed to integrate Cape May County



into the WDB and ensure the ongoing coordination and delivery of exceptional service to the people, businesses and stakeholders of the region.

The full integration of Cape May County into the three-county WDB is anticipated to occur on or before July 1, 2017. Currently, there are a number of initiatives underway to advance this consolidation.

- The WDB membership is being examined to ensure a manageable and equitable distribution of board members to ensure a diverse representation geographically, demographically and by profession;
- Protocols for ensuring coordination with economic development departments, including full WDB integration are underway
- Steps are being taken to coordinate the competitive procurement of a One-Stop Operator for the three-county One-Stop Offices and their coordination with the single One Stop Operator Position (OSOP)

These initiatives will ensure a well-coordinated and comprehensive approach to workforce development in the three-county southern New Jersey Region and a strong collaboration with the goals of the New Jersey Department of Labor & Workforce Development.

A final signature page is attached as [Appendix I, Tab 10](#)



Metrics Outline and Industry Partnership Evaluation Matrix

INDUSTRY PARTNERSHIP THEMES

| WDB PLAN GOALS | Build Career Pathways | Expand Partnerships | Provide Career Navigation | Strengthen Governance | Ensure System Integrity |
|---|---|--|---|---|--|
| Incorporate Cape May County | <ul style="list-style-type: none"> Complete Board Transition Fully Integrate local and regional service providers Ensure local and regional linkages with education and training providers | <ul style="list-style-type: none"> Work with Cape May County to integrate local partners Expand ongoing regional relationships | <ul style="list-style-type: none"> Integrate Atlantic Cape Educational Opps Work with Cape May Technical School | <ul style="list-style-type: none"> Integrate WDB administrative and program protocols Establish line of communication with local officials | <ul style="list-style-type: none"> Work to strengthen three county communication Ensure ongoing continuity of services |
| Opportunities for Business Coordination | <ul style="list-style-type: none"> Continue to meet with employers on-site Integrate Regular meetings with Econ Dev Offices Work with Regional Agencies and Organizations | <ul style="list-style-type: none"> Continue to participate in business development networks Promote linkages with emerging industries | <ul style="list-style-type: none"> Link career opportunities with other South Jersey WDBs Ensure coordination with high school, tech school and post-secondary providers | <ul style="list-style-type: none"> Fully integrate dialogue with County Econ Dev Offices Work with SJEDD and other Regional Advocates Track emerging industries in the three county region | <ul style="list-style-type: none"> Ensure ongoing dialogue among three counties to highlight new business development possibilities Engage new business officials on the WDB |
| Strengthen Alignment with Hard to Reach Populations | <ul style="list-style-type: none"> Expand effort to meet job seekers where they live Work through schools to reach minority and other populations Ensure ESL access to all customers | <ul style="list-style-type: none"> Work with regional Hispanic organizations Strengthen Veteran Hiring Practices Expand relationships with social service providers | <ul style="list-style-type: none"> Work with WDB Partners to target priority industry sectors Explore social media outlets to offer career guidance to youths and other hard to reach populations | <ul style="list-style-type: none"> Advocate for additional funding for low income and other priority population Integrate WDB services with County social service providers | <ul style="list-style-type: none"> Integrate new social service providers on the WDB Hold WDB meetings in different areas of the region to enhance program awareness |
| Ensure Transparency | <ul style="list-style-type: none"> Provide updates on WDB Website Make metrics available to show progress Make Plan accessible to public | <ul style="list-style-type: none"> Engage County officials in outreach effort Market and promote new partnerships | <ul style="list-style-type: none"> Continue to expand information on WDB website Provide information to area schools and educational orgs | <ul style="list-style-type: none"> Expand outreach to existing and prospective partners Make meeting minutes available online | <ul style="list-style-type: none"> Meet regularly with SETC to ensure program integrity |
| Expand Regional Outreach | <ul style="list-style-type: none"> Ensure regular meetings with Econ Dev officials Expand outreach to social service orgs Work with other South Jersey WDBs to focus job opportunities | <ul style="list-style-type: none"> Continue to expand OJT and customized training efforts Work with representatives of new priority populations | <ul style="list-style-type: none"> Continue to link local programs with State Job Network Share best practices with regional partners | <ul style="list-style-type: none"> Expand WDB membership for regional econ dev organizations Share organizational concepts with other WDBs | <ul style="list-style-type: none"> Post new information on regional partnerships on website Ensure ongoing reporting to SETC |

TAB 2

APPENDIX A

MOU Inventory



WORKFORCE DEVELOPMENT BOARD AND CHIEF ELECTED OFFICIAL AGREEMENT

This Agreement is entered into on this 1st day of July, 2016 by the Chief Elected Official of the County of Cumberland, hereinafter referred to as "CUMBERLAND COUNTY", the Chief Elected Official of Salem County, hereinafter referred to as "SALEM COUNTY", the Chief Elected Official of Cape May County, hereinafter referred to as "CAPE MAY COUNTY" and the Cumberland Salem Cape May Workforce Development Board, hereinafter referred to as the "WDB".

WHEREAS, the Governor of the State of New Jersey has designated the County of Cumberland and the County of Salem as a single local workforce investment area under Workforce Innovation and Opportunity Act of 2014, hereinafter referred to as the "ACT"; and

WHEREAS, SETC Policy #2016-01 requires that the WDB, CUMBERLAND COUNTY, SALEM COUNTY and CAPE MAY COUNTY enter into an agreement that sets forth the respective roles and responsibilities of each party as partners in the administration of workforce development programs operated in the local workforce development area; and

WHEREAS, the WDB, CUMBERLAND COUNTY, SALEM COUNTY, and CAPE MAY COUNTY are willing to work in partnership to foster the implementation the ACT, its regulations and guidelines, as subsequently issued, thereto.

NOW THEREFORE, BE IT AGREED:

1. Roles and Responsibilities of CUMBERLAND COUNTY

CUMBERLAND COUNTY shall:

- Function as the Grant Recipient [as defined in Section 107 (12)(B)(i)(I) of the ACT] for the local workforce development area for all grant funds made available through the ACT and other workforce development grants serving a similar purpose, thereto. In performing this function CUMBERLAND COUNTY shall be responsible for the proper receipt, disbursement, accounting and auditing of funds, the management of procurement and contracting systems, and such other related activities necessary and inherent to the administration of grant funds.
- Appoint individuals to the WDB in consultation with the board leadership and with consideration for the needs of the local area.
- The process for appointing and removing board members will follow the State Employment and Training Commission's (SETC) Policy on Local Workforce Development Board Member guidelines. The membership appointments shall follow the requirements of the Workforce Innovation and Opportunity Act of 2014 and SETC Policy #2015-01. Cause for member removal shall follow the guidelines set out in the Cumberland Salem Cape May WDB by-laws. In case of member removal, the Local Elected Official must fill this vacancy in the same manner as the original process and within the same time frame defined in the policy.
- Provide input in the development of and have approval authority over all plans and grant applications, including modifications, thereto that are prepared by the WDB for submission to a State, Federal or private funding authority.
- Utilize funds made available to the local workforce development area through the ACT and other workforce development grant funds serving a similar purpose, thereto, to provide the WDB with

adequate financial support and in-kind resources necessary for the WDB to adequately perform its roles and responsibilities required under the ACT.

- In cooperation with the WDB, provide guidance to assist in the establishment and ongoing operation of Cumberland County's One-Stop Career Center System including, but not limited to, reaching agreement with the WDB on the designation of a One-Stop Operator, developing memoranda of understanding with one-stop partners, and conducting oversight of the one-stop system.
- Designate a member of the Board of Chosen Freeholders to act as a liaison to the WDB.

2. Roles and Responsibilities of SALEM COUNTY

SALEM COUNTY shall:

- Function as a subgrantee for that portion of grant funds made available to the local workforce development area through the ACT and other workforce development programs serving a similar purpose, thereto, that are designated by the funding source as being for Salem County. In performing this function SALEM COUNTY shall be solely responsible for the proper receipt, disbursement, accounting, and auditing of funds, solely liable for any misused funds, management of procurement and contracting systems, and such other related activities necessary and inherent to the administration of grant funds.
- Appoint individuals to the WDB in consultation with the board leadership and with consideration for the needs of the local area.
- The process for appointing and removing board members will follow the State Employment and Training Commission's (SETC) Policy on Local Workforce Development Board Member guidelines. The membership appointments shall follow the requirements of the Workforce Innovation and Opportunity Act of 2014 and SETC Policy #2015-01. Cause for member removal shall follow the guidelines set out in the Cumberland Salem Cape May WDB by-laws. In case of member removal, the Local Elected Official must fill this vacancy in the same manner as the original process and within the same time frame defined in the policy.
- Provide input in the development of and have approval authority over all plans and grant applications, including modifications, thereto that are prepared by the WDB for submission to a State, Federal or private funding authority.
- Utilize funds made available to the local workforce development area through the ACT and other workforce development grant funds serving a similar purpose, thereto, to provide the WDB with adequate financial support and in-kind resources necessary for the WDB to adequately perform its roles and responsibilities required under the ACT.
- In cooperation with the WDB, provide guidance to assist in the establishment and ongoing operation of Salem County's One-Stop Career Center System including, but not limited to, reaching agreement with the WDB on the designation of a One-Stop Operator, developing memoranda of understanding with one-stop partners, and conducting oversight of the one-stop system.
- Designate a member of the Board of Chosen Freeholders to act as a liaison to the WDB.

2. Roles and Responsibilities of CAPE MAY COUNTY

CAPE MAY COUNTY shall:

- Function as a subgrantee for that portion of grant funds made available to the local workforce development area through the ACT and other workforce development programs serving a similar

purpose, thereto, that are designated by the funding source as being for Cape May County. In performing this function CAPE MAY COUNTY shall be solely responsible for the proper receipt, disbursement, accounting, and auditing of funds, solely liable for any misused funds, management of procurement and contracting systems, and such other related activities necessary and inherent to the administration of grant funds.

- Appoint individuals to the WDB in consultation with the board leadership and with consideration for the needs of the local area.
- The process for appointing and removing board members will follow the State Employment and Training Commission's (SETC) Policy on Local Workforce Development Board Member guidelines. The membership appointments shall follow the requirements of the Workforce Innovation and Opportunity Act of 2014 and SETC Policy #2015-01. Cause for member removal shall follow the guidelines set out in the Cumberland Salem Cape May WDB by-laws. In case of member removal, the Local Elected Official must fill this vacancy in the same manner as the original process and within the same time frame defined in the policy.
- Provide input in the development of and have approval authority over all plans and grant applications, including modifications, thereto that are prepared by the WDB for submission to a State, Federal or private funding authority.
- Utilize funds made available to the local workforce development area through the ACT and other workforce development grant funds serving a similar purpose, thereto, to provide the WDB with adequate financial support and in-kind resources necessary for the WDB to adequately perform its roles and responsibilities required under the ACT.
- In cooperation with the WDB, provide guidance to assist in the establishment and ongoing operation of Salem County's One-Stop Career Center System including, but not limited to, reaching agreement with the WDB on the designation of a One-Stop Operator, developing memoranda of understanding with one-stop partners, and conducting oversight of the one-stop system.
- Designate a member of the Board of Chosen Freeholders to act as a liaison to the WDB.

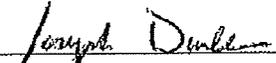
4. Roles and Responsibilities of the WDB

The WDB shall:

- Develop the strategic plan required under the ACT, including modifications thereto, for the local workforce investment area and submit it to the State of New Jersey.
- Perform duties specified in Section 107(d)(10) of the ACT in relation to the designation of one-stop operators and the identification of other providers of services in the local workforce development area.
- Perform oversight of programs operated under the ACT and other workforce development programs serving a similar purpose, thereto.
- Negotiate performance standards for the local workforce investment area with the State of New Jersey.
- Assist the State of New Jersey in the development of a statewide employer statistics system.
- Promote the coordination of activities operated under the ACT and other workforce development programs serving a similar purpose, thereto with local economic development initiatives.

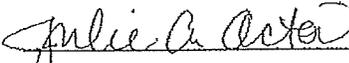
- Promote private sector employer participation in and use of programs operated under the ACT and other workforce development programs serving a similar purpose, thereto.
 - Share strategic planning and workforce development system priorities with other local and regional agencies that serve a similar purpose to that of the WDB.
 - Perform all activities in concert with CUMBERLAND COUNTY, SALEM COUNTY and CAPE MAY COUNTY.
 - Annually, prepare a budget for its staffing and operational needs that shall be subject to the approval of the Grant Recipient and shall be adequate for the WDB to carry out its roles and responsibilities as set forth, herein. Funds to support the WDB budget shall be drawn from grant resources made available to the local workforce development area through the ACT and other workforce development programs serving a similar purpose, thereto.
4. This agreement shall in no way limit or otherwise infringe upon CUMBERLAND COUNTY's, SALEM COUNTY's, CAPE MAY COUNTY'S or the WDB's ability to exercise options available under the ACT or the regulations thereto.
5. This Agreement shall become effective July 1, 2016 and shall remain in effect unless mutually modified or terminated by all parties, hereto.

FOR CUMBERLAND COUNTY


 Joseph Derella, Director
 Board of Chosen Freeholders

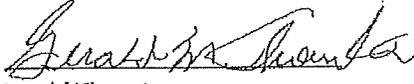
7/1/16
 Date

FOR SALEM COUNTY


 Julie Acton, Director
 Board of Chosen Freeholders

7/1/16
 Date

FOR CAPE MAY COUNTY


 Gerald Thornton
 Board of Chosen Freeholders

7/1/16
 Date

FOR THE WORKFORCE DEVELOPMENT BOARD


 Bert Lopez, Chair
 Cumberland Salem Cape May WDB

7/1/16
 Date

MEMORANDUM OF UNDERSTANDING

Between

The Cumberland Salem Cape May Workforce Development Board

And

One Stop Partners of Cape May County

Effective January 1, 2018

CAPE MAY COUNTY DEPARTMENT OF WORKFORCE DEVELOPMENT

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**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

1. PARTIES TO THE AGREEMENT

This Memorandum of Understanding (MOU) is entered on this 1st day of January , 2018 between the Cumberland/Salem/Cape May Workforce Development Board (CSCM WDB) and the individual required One-Stop Workforce System Partners of Cape May County.

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 and Opportunity Act of 2014 (WIOA). It is further 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. This agreement is entered in a spirit of cooperation.

CSCM WDB will enhance the quality of life for the residents of Cape May County by supporting the development and retention of a world class workforce.

To bring the above vision to fruition, the parties have agreed to establish joint processes and procedures and to coordinate and deliver resources and services. This effort will enable the One-Stop 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 businesses.

2. WDB RESPONSIBILITIES

The Board shall be responsible for overall policymaking, planning, oversight and program systems evaluation for the One-Stop service delivery area in Cape May County.

3. INFRASTRUCTURE FUNDING AGREEMENT

See Appendix C.

4. MANAGEMENT

- i. In accordance with Section 121 (a) (1) (2) (3) of the Workforce Innovation Opportunity Act of 2014, a partnership was formed between the NJ State Unemployment Insurance, the NJ State Employment Service, the NJ State Division of Vocational Rehabilitation Office and The Cape May County Division of Workforce Development to provide system services. The Cumberland County

Empowerment Zone Corporation has been competitively selected to be the Team Leader/One-Stop Operator for the Cape May County workforce system.

- ii. The One-Stop Operator shall be responsible for coordinating workforce system activities resulting in effective community partnerships, which expand and enhance the workforce system while achieving a high level of customer satisfaction and systems performance goals.

ONE-STOP SYSTEM PARTNER RESPONSIBILITIES

- I. All One-Stop Partners will participate in the continuous development of the One-Stop Career Center policies, procedures, and operational agreement.
- II. The One-Stop Partners agree to cooperate in a team approach to serving and achieving the performance standards and service goals.
- III. The CSCM WDB, One-Stop Partners, Operator and Service/Fiscal Agent agree to acknowledge each other's organizational practices, management structure and regulatory requirements in the provision of the services under this agreement.
- IV. The One-Stop Partners shall be responsible for marketing programs of the One-Stop Career Center within the community.
- V. The One-Stop Partners agree to provide reports and information, and to attend meetings upon request of the CSCM WDB and/or its standing and ad hoc committees.
- VI. The One-Stop Partners shall meet regularly to review and improve workflow, policies, procedures, referrals and delivery of employment and training services.

ROLE AND RESPONSIBILITIES OF WDB PARTNERS

- I. All partners agree to endorse and abide by the Mission of the One-Stop system as follows:
- II. Each partner will operate in accordance with the regulatory governmental laws (County, State or Federal), the respective regulations, statutes, eligibility policies, procedures and directives of its grantor agency (ies) and funding sources, including the Workforce Innovation and Opportunity Act (WIOA), Workforce Development Program (WDP), and Work First New Jersey Programs (TANF/GA/SNAP), and any other federal and state discretionary grants.
- III. Functions or separateness mandated by Federal or State law, rules and regulations will not be violated or abridged in the pursuit of co-location of One-Stop Partners.
- IV. One-Stop Partners shall be responsible for the overall One-Stop system operations and performance.

- V. Each partner agrees to respect and comply with each agency's policies regarding confidentiality.
- VI. One-Stop Partners will encourage co-location of staff in the One-Stop Career Centers as may be feasible and negotiated.
- VII. 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 to alleviate duplication, unnecessary delay, overlap, and identify gaps in services.
- VIII. One-Stop 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.
- IX. One-Stop Partners agree to utilize an information sharing intake, referral and participant tracking system when feasible that shall be used by the One-Stop service delivery system subject to confidentiality constraints. The referral process will be reciprocal. One-Stop Partners will retain the right to accept or reject referrals based upon agency eligibility criteria or financial limitations.
- X. One-Stop Partners will identify a liaison to be contacted when key issues arise and to be the recipient of inter-agency referrals.
- XI. One-Stop Partners will jointly share technology and information, including testing scores, assessments, and progress notes.
- XII. Each Partner agency will cooperate to ensure that the service plans, placements and terminations for mutually served are coordinated.
- XIII. Performance data indicators of Eligible Training Provider List (ETPL) workforce training vendors will be shared with One-Stop Partner agencies that seek training services for clients.
- XIV. One-Stop Partners agree to regularly convene to address the needs of our employers and the business community.
- XV. One-Stop Partners will ensure agency business practices are followed in the provision of services under this agreement.

PROCUREMENT OF THE ONE STOP OPERATOR

The competition for a one-stop operator must clearly articulate the role of the one-stop operator. At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local WDBs may establish additional roles of the one-stop operator, including, but not limited to: coordinating service providers across the one-stop delivery system, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites.

ROLES AND RESPONSIBILITIES OF THE ONE-STOP OPERATOR

The One-Stop Operator is responsible for leading the implementation of the CSCM WDB's vision for its One-Stop System. The One-Stop Operator is responsible for the following.

ONE-STOP PARTNER COORDINATION

- I. The One-Stop Operator will serve as the primary communication link between the One-Stop Partners and the WDB. Convene One-Stop Partners to discuss pertinent issues and for co-management of the One-Stop Career Center.

SUPPORTING WDB EFFORTS AND INITIATIVES

- II. The One-Stop Operator works with the One-Stop Partners to meet performance requirements and to implement the workforce development vision of the WDB.

EMPLOYER AND COMMUNITY OUTREACH

- III. The One-Stop Operator collaborates with the CSCM WDB and One-Stop Partners to identify workforce strategies that address the needs of our local employers and community.

IV. ONE-STOP PARTNER CONFLICT/DISPUTE RESOLUTION PROCESS

The One-Stop Operator will act as a facilitator to the One-Stop Partners to resolve program and process coordination issues, using best efforts to resolve these issues on an informal basis. In the event the One-Stop Partners are unable to reach a consensus, the One-Stop Operator will consult with the Director of the Workforce Development Board for resolution.

MOU ENFORCEMENT

- V. The One-Stop Operator will ensure that One-Stop Partners fulfill their commitments articulated in the MOU, Infrastructure Funding Agreement and other guiding documents.

ROLES AND RESPONSIBILITIES OF THE SERVICE DELIVERY AND FISCAL AGENT

PERFORMANCE MANAGEMENT

- I. The Service Delivery and Fiscal Agent manages the accurate and timely flow of data systems that track, project and evaluate One-Stop services; analyzes performance and prepares reports; provides the CSCM WDB with key information on the performance and with corrective action plans when necessary.

ONE-STOP OPERATIONAL PLANNING AND DEVELOPMENT

- II. The Service Delivery and Fiscal Agent works with One-Stop Partners to develop and implement a menu of appropriate, non-duplicative services.

CONTRACT ADMINISTRATION

- III. The Service Delivery and Fiscal Agent coordinates the procurement and purchasing process with the Workforce Development Board and the Grant Recipient's Fiscal Agent, drafts Requests for Proposals, ensures fiscal compliance and provides technical assistance to contractors to ensure their success.

ONE-STOP OPERATIONS MANAGEMENT AND OVERSIGHT

- IV. The Service Delivery and Fiscal Agent monitors services to ensure that they comply with WDB standards and related County, Federal and State regulations. The One-Stop Operator also provides guidance to One-Stop Partners and staff and coordinates day-to-day

STAFF DEVELOPMENT

- V. The Service Delivery and Fiscal Agent will identify and coordinate common staff development activities with input from the One-Stop Partners.

5. DESCRIPTION OF SERVICES TO BE PROVIDED THROUGH THE ONE-STOP DELIVERY SYSTEM

Partners will provide the following services: a) Career Services, b) Training Services and work activities (Work First NJ), and c) Business Services, as identified in the attached matrix, WIOA Funded One-Stop Partner Services (Appendix B). All Partners agree to provide, to the extent feasible, career services at their respective sites. A staff member from a different partner program will be present at the One Stop Career Center(OSCC) appropriately trained to provide information to customers about the programs, services, and activities available through all partner programs. Ideally a customer should access orientation, intake, eligibility for services and other activities described in Sec. 134 (d) 2 of the WIOA as appropriate.

6. METHODS FOR REFERRING INDIVIDUALS BETWEEN THE ONE-STOP OPERATORS AND PARTNERS FOR APPROPRIATE SERVICES AND ACTIVITIES

This section includes a commitment by Cape May One-Stop Partners to jointly and mutually implement processes for referral of customers to One-Stop Career Centers (OSCC) services.

One-Stop Career Center referral methods include:

- NJ LWD website, careerconnection.nj.gov
- County level Human Services websites
- Partner specific websites
- Verbal referrals to/from One-Stop Partners
- Written referrals to/from One-Stop Partners
- Marketing material distributed to Partners, employers, vendors, community and faith-based organizations
- Direct link access/referrals made via Partner orientations, including but not limited to, group training orientations, individualized training orientations, school orientations, Re-Employment Assessments (REAs) and Project Reemployment Opportunity System (PROS), Work First NJ orientations and job readiness programs, county-level Partner meetings and WDB committee meetings.
- Partner site visits where co-location is not feasible.

All information provided through the Cape May OSCCs and/or their Partners will be mutually accessible to all Partners to avoid duplication of services, to the extent permitted by regulations. General information regarding Partner and OSCC programs, services, activities and resources (e.g., labor market information, job leads, programmatic and participant information) will be accessible as allowable and appropriate.

All job-seekers and/or employers visiting or calling the Cape May OSCC or Partner locations will be greeted by professionally trained staff familiar with the OSCC's menu of services. Visitors will be briefly assessed to determine the most appropriate program, service, activity or resource needed, and subsequently referred to the appropriate OSCC Partner.

A system was developed that establishes criteria for the adult learners participating in adult education and literacy programs. Individuals who did not have a high school diploma or equivalency and whose assessment scores indicated a need for longer-term participation will be referred to the Title II program. Individuals who have a high school diploma or equivalency and/or whose assessment scores indicated a need for short-term participation will be referred to the Workforce Learning Link program. A single point of contact for these workforce-connected referrals will be selected to act as the "gate keeper" for the system to ensure the referral process was consistent.

7. METHODS TO ENSURE THAT THE NEEDS OF WORKERS, YOUTH AND INDIVIDUALS WITH BARRIERS TO EMPLOYMENT, INCLUDING INDIVIDUALS WITH DISABILITIES, ARE ADDRESSED IN PROVIDING ACCESS TO SERVICES, INCLUDING ACCESS TO TECHNOLOGY AND MATERIALS THAT ARE AVAILABLE THROUGH THE ONE-STOP DELIVERY

This section includes a commitment by One-Stop Partners to ensure access for individuals with barriers. For purposes of this MOU, the term "individuals with barriers" includes individuals who are: hard to serve (e.g., out-of-school youth), displaced homemakers, low-income, individuals with disabilities, older workers, ex-offenders, homeless, have low literacy levels and/or limited English proficiency, and are facing substantial cultural barriers.

Methods to ensure that the needs of workers, youth and individuals with barriers to employment will include the following:

- Upfront intake/customer service that provides easy access to One-Stop programs and services.
- Conduct youth outreach with Partners, community and faith-based organizations to develop and expand education, recruitment and access to One-Stop services.
- Conduct formal One-Stop monitoring to ensure practices, policies and procedures are being carried out.
- Conduct periodic examination of the physical accessibility and technology equipment (e.g., computers).
- Ensure and observe whether individuals with barriers are served with other customers of the One-Stop as appropriate.
- Ensure Partners consider a range of services, and not just those funded by Vocational Rehabilitation or services for people with disabilities.
- Meet periodically with the One-Stop Operator or other Partners or officials if there are concerns about the delivery of services for individuals with barriers.

8. DISPUTE RESOLUTION PROCEDURES

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 (OSO) and other parties as appropriate will mediate to resolve the dispute. The OSO will act as a facilitator to Partners to resolve program and process coordination issues, using best efforts to resolve these issues on an informal basis. If the matter cannot be resolved, then it shall be referred to the

CSCM WDB Director for resolution. The CSCM WDB Director will consult with the Department of Labor and Workforce Development for guidance.

9. PERFORMANCE AND OTHER REPORTING REQUIREMENTS

The Service Delivery and Fiscal Agent (SD/FA) manages 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, provides the CSCM WDB with key information on the performance, and initiates and tracks corrective action and responses as necessary.

Funding Partners are:

- Cape May County Division of Workforce Development
- The New Jersey Department of Labor and Workforce Development
- The New Jersey Division of Vocational Rehabilitation Services
- The Atlantic Cape Community College

The Cumberland Salem Cape May Workforce Development Board will track the performance of the Workforce Innovation and Opportunity Act (WIOA)-funded Partners through WIOA-prescribed performance metrics and measures reports. The other Partners may submit to the One-Stop Operator program performance reports specific to One-Stop Career Center programs and services.

10. RECORD RETENTION AND PERSONALLY IDENTIFIABLE INFORMATION POLICIES

- 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(ies) and funding sources, including the Workforce Innovation and Opportunity Act, (WIOA), Workforce Development Program (WDP), Work First NJ (TANF/GA/FS), and any other federal and state discretionary grants.
- B. Each partner will comply with the handling of personally identifiable information in accordance with the Training and Employment Guidance Letter (TEGL) 39-11 and in the proposed WIOA rules at 20 CFR 683.220.
- C. Each partner will maintain all records pertinent to grants, contracts and agreements including financial, statistical, property and participant records and supporting documentation for a period of seven (7) years from the date of the final expenditure or final program report, whichever is the latest. Records will be retained beyond the seven years if any litigation or audit is begun or, if a claim is instituted involving the grant or agreement covered by the records. This guidance is in accordance with General Provisions established under the Workforce Development Area Contract for Cumberland Salem Cape May Counties.

11. TERMS AND DURATION

- 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 for a period of 3 years.
- B. **AMENDMENTS:** The MOU may be amended at any time by agreement of the parties. The WDB Chair may initiate amendment of the MOU in response to federal, state or local governmental, statutory or regulatory amendments or modification.
- 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. **ASSURANCES:** The MOU shall be reviewed, and if substantial changes have occurred a new agreement will be developed and signed as appropriate.

12. AUTHORITY AND SIGNATURES

The partner signatories have the authority to commit the party they represent to the terms of this agreement by their signature.

**The following programs are not available in Cape May County:*

Job Corps

Second Chance Act

YouthBuild

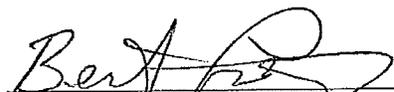
APPENDIX A
Authority and Signatures

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

Authority and Signatures

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

FOR THE WORKFORCE DEVELOPMENT BOARD:



Bert Lopez, WDB Chairperson

12-12-17
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

Authority and Signatures

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

Cape May County Division of Workforce Development
Title I WIOA Adult, Dislocated Worker, Youth Activities



Terri Bryan, Administrator

12/8/17

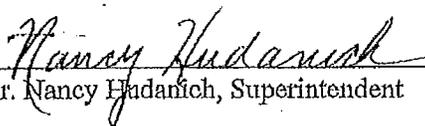
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BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
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THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY

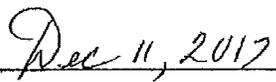
Authority and Signatures

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

Cape May County Technical School District
Carl D. Perkins Career and Technical Education Programs



Dr. Nancy Hudausch, Superintendent



Date

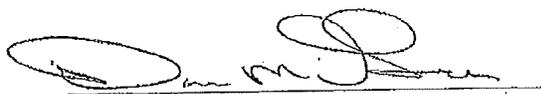
RES. NO. 31-18
1/9/18

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY

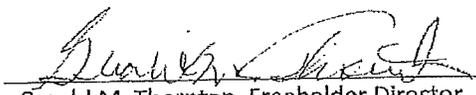
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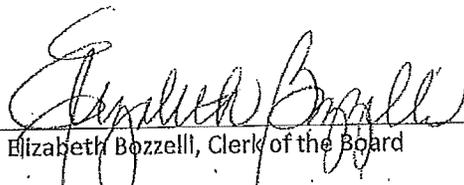
Cape May County Division of Social Services
Temporary Assistance to Needy Families (TANF)


Donna Groome, Department Head

12/12/17
Date

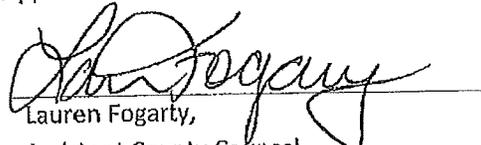

Gerald M. Thornton, Freeholder Director

1-10-18
Date


Elizabeth Bozzelli, Clerk of the Board

1/10/17
Date

Approved as to Form,


Lauren Fogarty,
Assistant County Counsel

1/3/17
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

Authority and Signatures

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

PathStone Corporation
WIOA Title I National Farm Worker Jobs Program
Senior Community Service and Employment Program


Patricia Constantino, Executive Director
Program Development Administration

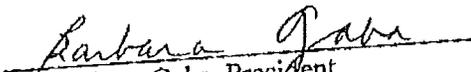
Date 12/11/17

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY

Authority and Signatures

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

Atlantic Cape Community College


Dr. Barbara Gaba, President

1-17-18
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

Authority and Signatures

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

New Jersey Department of Labor and Workforce Development

Wagner-Peyser Employment Services
State Senior Employment Services Coordination Plan
Trade Adjustment Assistance
Jobs for Veterans State Grants

Patricia Moran, Assistant Commissioner

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

Authority and Signatures

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

New Jersey Division of Vocational Rehabilitation
WIOA Title I Vocational Rehabilitation Services

Alice Hunnicutt, Director

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CAPE MAY COUNTY**

Authority and Signatures

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New Jersey Department of Labor and Workforce Development
New Jersey Unemployment Insurance

Gregory Castellani, Director

Date

APPENDIX B
Program & Services Grid

Cape May County Programs and Services Grid

Partner Service Matrix

| ACTIVITY | WIOA Title I Adult | WIOA Title I Dislocated Worker | WIOA Title I Youth | Title II | Wagner-Peyser - ES | DVRS | SCSEP | Perkins C&T | Trade Act | VETS | E&T CSBG | E&T HUD | State UI | WFNJ | WDP |
|--|--------------------|--------------------------------|--------------------|----------|--------------------|------|-------|-------------|-----------|------|----------|---------|----------|------|-----|
| CAREER SERVICES | | | | | | | | | | | | | | | |
| Eligibility Determination | x | x | x | | | | | | | | | | | | |
| Outreach, Intake and Orientation | x | x | x | | | | | | | | | | | | |
| Initial Assessment of skill levels | x | x | x | | | | | | | | | | | | |
| Job Search and Placement Assistance | | | | | | | | | | | | | | | |
| Career Counseling | x | x | x | | | | | | | | | | | | |
| Provision of in of on on-in demand sectors and occupations | x | x | x | | | | | | | | | | | | |
| Provision of info on non-traditional employment | x | x | x | | | | | | | | | | | | |
| Appropriate recruitment and other business services | x | x | x | | | | | | | | | | | | |
| Provision of referrals and coordination of activities with other programs and services. | x | x | x | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | |
| Provision of performance information and cost on eligible providers | 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 | | | | | | | | | | | | |
| Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance. | 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 | | | | | | | | | | | | |
| Provisional of information and assistance regarding filling claims under UI programs. | x | x | x | | | | | | | | | | | | |

Cape May County Programs and Services Grid

Partner Service Matrix

| ACTIVITY | WIOA Title I Adult | WIOA Title I Dislocated Worker | WIOA Title I Youth | Title II | Wagner-Peyser - ES | DVRS | SCSEP | Perkins C&T | Trade Act | VETS | E&T CSBG | E&T HUD | State UI | WFNJ | WDP |
|--|--------------------|--------------------------------|--------------------|----------|--------------------|------|-------|-------------|-----------|------|----------|---------|----------|------|-----|
| INDIVIDUALIZED CAREER SERVICES | | | | | | | | | | | | | | | |
| Comprehensive and Specialized Assessment for Adults and Dislocated | X | X | X | | | | | | | | | | | | |
| Development of individual employment plans | X | X | X | | | | | | | | | | | | |
| Group and Individual Counselling and mentoring | X | X | X | | | | | | | | | | | | |
| Career Planning/Case Management | X | X | X | | | | | | | | | | | | |
| Short Term Pre-Vocational services | X | X | X | | | | | | | | | | | | |
| Internships and Work Experiences | X | X | X | | | | | | | | | | | | |
| Workforce preparation Activities | X | X | X | | | | | | | | | | | | |
| Financial Literacy | | | | | | | | | | | | | | | |
| Out-of-Area Job Search Assistance | | | | | | | | | | | | | | | |
| English language acquisition and integrated education. | | | | | | | | | | | | | | | |
| FOLLOW UP SERVICES | | | | | | | | | | | | | | | |
| Unsubsidized Employment for up to 12 months | | | | | | | | | | | | | | | |
| Transitioning to Career Services | | | | | | | | | | | | | | | |
| TRAINING SERVICES | | | | | | | | | | | | | | | |
| Occupational Skills Training | X | | | | | | | | | | | | | | |
| On-The-Job Training | | X | | | | | | | | | | | | | |
| Incumbent Worker Training | X | X | | | | | | | | | | | | | |
| Programs that combine Workplace Training with Related Instruction | X | X | | | | | | | | | | | | | |
| Training Programs operated by Private Sector | | | | | | | | | | | | | | | |
| Skill Upgrading and Retraining | X | X | | | | | | | | | | | | | |
| Entrepreneurial Training | | | | | | | | | | | | | | | |
| Transitional jobs | X | X | | | | | | | | | | | | | |
| Job Readiness Training | X | X | X | | | | | | | | | | | | |
| Adult Education and Literacy Activities | X | X | X | | | | | | | | | | | | |
| Customized Training | X | X | X | | | | | | | | | | | | |

APPENDIX C
Infrastructure Funding Agreement

Cape May County Infrastructure Funding Agreement (IFA)

American Job Center infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center, including, but not limited to:

Rental of the facilities;

Utilities and maintenance;

Shared equipment, including assessment-related products and assistive technology for individuals with disabilities; and,

Shared technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

Partners

All Parties to this MOU and IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the American Job Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

Partners funding the costs of infrastructure according to this IFA are the partners as identified in the Partners section of the MOU that are co-located.

Infrastructure Funding Agreement (IFA)

The IFA contains the infrastructure costs budget that is an integral component of the overall one-stop operating budget. The other component of the one-stop operating budget consists of applicable career services, shared operating costs, and shared services, which are considered additional costs. IFAs are a mandatory component of the local MOU, described in WIOA sec. 121(c) and 20 CFR 678.500 and 678.755. Similar to MOUs, the Local WDB may negotiate an umbrella IFA or individual IFAs for one or more of its one-stop centers.

The Departments also consider it essential that the IFA include the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CEO, and Local WDB participating in the IFA.

Facilities Overview

The primary facility for the Cape May County One Stop Career Center (American Job Center) services is located at 3810 New Jersey Avenue, Wildwood, New Jersey. The primary partners operating these services in the facility are the Cape May County Division of Workforce Development (DWD) and the New Jersey Department of Labor and Workforce Development (NJLWD). Each partner provides services under multiple programs as outlined in the MOU. The distribution of costs between programs can be found in each agency's Cost Allocation Plan. For the purposes of this agreement, the shared costs will be identified for each contributing agency as indicated in Exhibit A.

One Stop Career Center Services are also offered in another facility in Cape May County. Temporary Assistance for Needy Families (TANF) and other related Work First New Jersey services are provided at the Cape May County Board of Social Services located at 4005 Route 9 South, Rio Grande, New Jersey. Cape May County leases space at that facility to provide WFNJ services to individuals that are receiving public assistance.

Facility Floor Plans

The State of New Jersey leases 9,260 square feet of space at the 3810 New Jersey Avenue in Wildwood. The County of Cape May has a sublease with the State.

- The State of New Jersey leases 6,207 square feet of space for the New Jersey Department of Labor and Workforce Development at a rate of \$15.00 per square foot for an annual expense of \$93,105.00
- The County of Cape May sub-leases 3,053 square feet of space at a rate of \$15.00 per square foot for an annual expense of \$45,795.00

The floor plans can be found in Exhibit B.

Shared Services

To the extent not inconsistent with Federal and/or other applicable laws, the Partners shall use a portion of funds made available to the Partner's program to create and maintain the One Stop delivery system and provide career planning services (as defined in the Workforce Innovation and Opportunity Act and Item 5 of the One Stop Memorandum of Understanding) to customers.

Direct Costs

Each partner will pay its own direct costs related to staff costs. All other direct costs (e.g. equipment costs, supply and materials) that are incurred by an individual partner are the responsibility of the individual partner agency.

Proportionate Share

Partners' contributions will be reviewed quarterly and reconciled against actual costs incurred.

Adjustments (if any) will occur annually to ensure that actual costs charged to any partner are based on proportionate use and relative benefit received by the partner and its respective program or activities.

The partners consider an adjustment of 10% or \$2,000 to be a de minimis cost.

Exhibit A

Cape May County One Stop Career Center
 3810 New Jersey Avenue, Wildwood

Facility Costs

| | | |
|-----------|----|----------------|
| Rent | \$ | 138,900 |
| Utilities | \$ | - |
| Security | \$ | - |
| Other | \$ | - |
| Total | \$ | <u>138,900</u> |

Total Sq Ft 9,260

Cost per Sq Ft \$ 15.00

Partner Contributions

| | <u>Total</u> | <u>CMWD</u> | <u>NJLWD</u> |
|--------------|--------------|-------------|--------------|
| | 100% | 32.97% | 67.03% |
| Total Sq Ft | 9260 | 3053 | 6207 |
| Direct Space | 5840 | 1989 | 3851 |
| Shared Space | <u>3420</u> | <u>1064</u> | <u>2356</u> |
| Total | <u>9260</u> | <u>3053</u> | <u>6207</u> |

Exhibit B

MEMORANDUM OF UNDERSTANDING

Between

**The Cumberland Salem Cape May
Workforce Development Board**

And

One Stop Partners of CUMBERLAND COUNTY

Effective January 1, 2018

CUMBERLAND COUNTY DEPARTMENT OF WORKFORCE DEVELOPMENT

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**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

1. PARTIES TO THE AGREEMENT

This Memorandum of Understanding (MOU) is entered on this 1st day of January, 2018 between the Cumberland/Salem/Cape May Workforce Development Board (CSCM WDB) and the individual required One-Stop Workforce System Partners of Cumberland County.

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 and Opportunity Act of 2014 (WIOA). It is further 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. This agreement is entered in a spirit of cooperation.

CSCM WDB will enhance the quality of life for the residents of Cumberland County by supporting the development and retention of a world class workforce.

To bring the above vision to fruition, the parties have agreed to establish joint processes and procedures and to coordinate and deliver resources and services. This effort will enable the One-Stop 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 businesses.

2. WDB RESPONSIBILITIES

The Board shall be responsible for overall policymaking, planning, oversight and program systems evaluation for the One-Stop service delivery area in Cumberland County.

3. INFRASTRUCTURE FUNDING AGREEMENT

See Appendix C.

4. MANAGEMENT

- i. In accordance with Section 121 (a) (1) (2) (3) of the Workforce Innovation Opportunity Act of 2014, a partnership was formed between the NJ State Unemployment Insurance, the NJ State Employment Service, the NJ State Division of Vocational Rehabilitation Office and The Cumberland County Department of Workforce Development to provide system services. The Cumberland County

Empowerment Zone Corporation has been competitively selected to be the Team Leader/One-Stop Operator for the Cumberland Salem Cape May workforce system.

- ii. The One-Stop Operator shall be responsible for coordinating workforce system activities resulting in effective community partnerships, which expand and enhance the workforce system while achieving a high level of customer satisfaction and systems performance goals.

ONE-STOP SYSTEM PARTNER RESPONSIBILITIES

- I. All One-Stop Partners will participate in the continuous development of the One-Stop Career Center policies, procedures, and operational agreement.
- II. The One-Stop Partners agree to cooperate in a team approach to serving and achieving the performance standards and service goals.
- III. The CSCM WDB, One-Stop Partners, Operator and Service/Fiscal Agent agree to acknowledge each other's organizational practices, management structure and regulatory requirements in the provision of the services under this agreement.
- IV. The One-Stop Partners shall be responsible for marketing programs of the One-Stop Career Center within the community.
- V. The One-Stop Partners agree to provide reports and information, and to attend meetings upon request of the CSCM WDB and/or its standing and ad hoc committees.
- VI. The One-Stop Partners shall meet regularly to review and improve workflow, policies, procedures, referrals and delivery of employment and training services.

ROLE AND RESPONSIBILITIES OF WDB PARTNERS

- I. All partners agree to endorse and abide by the Mission of the One-Stop system as follows:
- II. Each partner will operate in accordance with the regulatory governmental laws (County, State or Federal), the respective regulations, statutes, eligibility policies, procedures and directives of its grantor agency (ies) and funding sources, including the Workforce Innovation and Opportunity Act (WIOA), Workforce Development Program (WDP), and Work First New Jersey Programs (TANF/GA/SNAP), and any other federal and state discretionary grants.
- III. Functions or separateness mandated by Federal or State law, rules and regulations will not be violated or abridged in the pursuit of co-location of One-Stop Partners.
- IV. One-Stop Partners shall be responsible for the overall One-Stop system operations and performance.

- V. Each partner agrees to respect and comply with each agency's policies regarding confidentiality.
- VI. One-Stop Partners will encourage co-location of staff in the One-Stop Career Centers as may be feasible and negotiated.
- VII. 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 to alleviate duplication, unnecessary delay, overlap, and identify gaps in services.
- VIII. One-Stop 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.
- IX. One-Stop Partners agree to utilize an information sharing intake, referral and participant tracking system when feasible that shall be used by the One-Stop service delivery system subject to confidentiality constraints. The referral process will be reciprocal. One-Stop Partners will retain the right to accept or reject referrals based upon agency eligibility criteria or financial limitations.
- X. One-Stop Partners will identify a liaison to be contacted when key issues arise and to be the recipient of inter-agency referrals.
- XI. One-Stop Partners will jointly share technology and information, including testing scores, assessments, and progress notes.
- XII. Each Partner agency will cooperate to ensure that the service plans, placements and terminations for mutually served are coordinated.
- XIII. Performance data indicators of Eligible Training Provider List (ETPL) workforce training vendors will be shared with One-Stop Partner agencies that seek training services for clients.
- XIV. One-Stop Partners agree to regularly convene to address the needs of our employers and the business community.
- XV. One-Stop Partners will ensure agency business practices are followed in the provision of services under this agreement.

PROCUREMENT OF THE ONE STOP OPERATOR

The competition for a one-stop operator must clearly articulate the role of the one-stop operator. At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local WDBs may establish additional roles of the one-stop operator, including, but not limited to: coordinating service providers across the one-stop delivery system, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites.

ROLES AND RESPONSIBILITIES OF THE ONE-STOP OPERATOR

The One-Stop Operator is responsible for leading the implementation of the CSCM WDB's vision for its One-Stop System. The One-Stop Operator is responsible for the following.

ONE-STOP PARTNER COORDINATION

- I. The One-Stop Operator will serve as the primary communication link between the One-Stop Partners and the WDB. Convene One-Stop Partners to discuss pertinent issues and for co-management of the One-Stop Career Center.

SUPPORTING WDB EFFORTS AND INITIATIVES

- II. The One-Stop Operator works with the One-Stop Partners to meet performance requirements and to implement the workforce development vision of the WDB.

EMPLOYER AND COMMUNITY OUTREACH

- III. The One-Stop Operator collaborates with the CSCM WDB and One-Stop Partners to identify workforce strategies that address the needs of our local employers and community.

IV. ONE-STOP PARTNER CONFLICT/DISPUTE RESOLUTION PROCESS

The One-Stop Operator will act as a facilitator to the One-Stop Partners to resolve program and process coordination issues, using best efforts to resolve these issues on an informal basis. In the event the One-Stop Partners are unable to reach a consensus, the One-Stop Operator will consult with the Director of the Workforce Development Board for direction.

MOU ENFORCEMENT

- V. The One-Stop Operator will ensure that One-Stop Partners fulfill their commitments articulated in the MOU, Infrastructure Funding Agreement and other guiding documents.

ROLES AND RESPONSIBILITIES OF THE SERVICE DELIVERY AND FISCAL AGENT

PERFORMANCE MANAGEMENT

- I. The Service Delivery and Fiscal Agent manages the accurate and timely flow of data systems that track, project and evaluate One-Stop services; analyzes performance and prepares reports; provides the CSCM WDB with key information on the performance and with corrective action plans when necessary.

ONE-STOP OPERATIONAL PLANNING AND DEVELOPMENT

- II. The Service Delivery and Fiscal Agent works with One-Stop Partners to develop and implement a menu of appropriate, non-duplicative services.

CONTRACT ADMINISTRATION

- III. The Service Delivery and Fiscal Agent coordinates the procurement and purchasing process with the Workforce Development Board and the Grant Recipient's Fiscal Agent, drafts Requests for Proposals, ensures fiscal compliance and provides technical assistance to contractors to ensure their success.

ONE-STOP OPERATIONS MANAGEMENT AND OVERSIGHT

- IV. The Service Delivery and Fiscal Agent monitors services to ensure that they comply with WDB standards and related County, Federal and State regulations. The One-Stop Operator also provides guidance to One-Stop Partners and staff and coordinates day-to-day.

STAFF DEVELOPMENT

- V. The Service Delivery and Fiscal Agent will identify and coordinate common staff development activities with input from the One-Stop Partners.

5. DESCRIPTION OF SERVICES TO BE PROVIDED THROUGH THE ONE-STOP DELIVERY SYSTEM

Partners will provide the following services: a) Career Services, b) Training Services and work activities (Work First NJ), and c) Business Services, as identified in the attached matrix, WIOA Funded One-Stop Partner Services (Appendix B). All Partners agree to provide, to the extent feasible, career services at their respective sites. A staff member from a different partner program will be present at the One Stop Career Center(OSCC) appropriately trained to provide information to customers about the programs, services, and activities available through all partner programs. Ideally a customer should access orientation, intake, eligibility for services and other activities described in Sec. 134 (d) 2 of the WIOA as appropriate.

6. METHODS FOR REFERRING INDIVIDUALS BETWEEN THE ONE-STOP OPERATORS AND PARTNERS FOR APPROPRIATE SERVICES AND ACTIVITIES

This section includes a commitment by Cumberland One-Stop Partners to jointly and mutually implement processes for referral of customers to One-Stop Career Centers (OSCC) services.

One-Stop Career Center referral methods include:

- NJ LWD website, careerconnection.nj.gov
- County level Human Services websites
- Partner specific websites
- Verbal referrals to/from One-Stop Partners
- Written referrals to/from One-Stop Partners
- Marketing material distributed to Partners, employers, vendors, community and faith-based organizations
- Direct link access/referrals made via Partner orientations, including but not limited to, group training orientations, individualized training orientations, school orientations, Re-Employment Assessments (REAs) and Project Reemployment Opportunity System (PROS), Work First NJ orientations and job readiness programs, county-level Partner meetings and WDB committee meetings.
- Partner site visits where co-location is not feasible.

All information provided through the Cumberland OSCCs and/or their Partners will be mutually accessible to all Partners to avoid duplication of services, to the extent permitted by regulations. General information regarding Partner and OSCC programs, services, activities and resources (e.g., labor market information, job leads, programmatic and participant information) will be accessible as allowable and appropriate.

All job-seekers and/or employers visiting or calling the Cumberland OSCC or Partner locations will be greeted by professionally trained staff familiar with the OSCC's menu of services. Visitors will be briefly assessed to determine the most appropriate program, service, activity or resource needed, and subsequently referred to the appropriate OSCC Partner.

A system was developed that establishes criteria for the adult learners participating in adult education and literacy programs. Individuals who did not have a high school diploma or equivalency and whose assessment scores indicated a need for longer-term participation will be referred to the Title II program. Individuals who have a high school diploma or equivalency and/or whose assessment scores indicated a need for short-term participation will be referred to the Workforce Learning Link program. A single point of contact for these workforce-connected referrals will be selected to act as the "gate keeper" for the system to ensure the referral process was consistent.

7. METHODS TO ENSURE THAT THE NEEDS OF WORKERS, YOUTH AND INDIVIDUALS WITH BARRIERS TO EMPLOYMENT, INCLUDING INDIVIDUALS WITH DISABILITIES, ARE ADDRESSED IN PROVIDING ACCESS TO SERVICES, INCLUDING ACCESS TO TECHNOLOGY AND MATERIALS THAT ARE AVAILABLE THROUGH THE ONE-STOP DELIVERY

This section includes a commitment by One-Stop Partners to ensure access for individuals with barriers. For purposes of this MOU, the term "individuals with barriers" includes individuals who are: hard to serve (e.g., out-of-school youth), displaced homemakers, low-income, individuals with disabilities, older workers, ex-offenders, homeless, have low literacy levels and/or limited English proficiency, and are facing substantial cultural barriers.

Methods to ensure that the needs of workers, youth and individuals with barriers to employment will include the following:

- Upfront intake/customer service that provides easy access to One-Stop programs and services.
- Conduct youth outreach with Partners, community and faith-based organizations to develop and expand education, recruitment and access to One-Stop services.
- Conduct formal One-Stop monitoring to ensure practices, policies and procedures are being carried out.
- Conduct periodic examination of the physical accessibility and technology equipment (e.g., computers).
- Ensure and observe whether individuals with barriers are served with other customers of the One-Stop as appropriate.
- Ensure Partners consider a range of services, and not just those funded by Vocational Rehabilitation or services for people with disabilities.
- Meet periodically with the One-Stop Operator or other Partners or officials if there are concerns about the delivery of services for individuals with barriers.

8. DISPUTE RESOLUTION PROCEDURES

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 (OSO) and other parties as appropriate will mediate to resolve the dispute. The OSO will act as a facilitator to Partners to resolve program and process coordination issues, using best efforts to resolve these issues on an informal basis. If the matter cannot be resolved, then it shall be referred to the CSCM WDB Director for resolution. The CSCM WDB Director will consult with the Department of Labor and Workforce Development for guidance.

9. PERFORMANCE AND OTHER REPORTING REQUIREMENTS

The Service Delivery and Fiscal Agent (SD/FA) manages 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, provides the CSCM WDB with key information on the performance, and initiates and tracks corrective action and responses as necessary.

The Funding Partners are:

- Cumberland County Department of Workforce Development
- The New Jersey Department of Labor and Workforce Development
- The New Jersey Division of Vocational Rehabilitation Services
- The Salem County Vocational Technical School

The Cumberland Salem Cape May Workforce Development Board will track the performance of the Workforce Innovation and Opportunity Act (WIOA)-funded Partners through WIOA-prescribed performance metrics and measures reports. The other Partners may submit to the One-Stop Operator program performance reports specific to One-Stop Career Center programs and services.

10. RECORD RETENTION AND PERSONALLY IDENTIFIABLE INFORMATION POLICIES

- 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(ies) and funding sources, including the Workforce Innovation and Opportunity Act, (WIOA), Workforce Development Program (WDP), Work First NJ (TANF/GA/FS), and any other federal and state discretionary grants.
- B. Each partner will comply with the handling of personally identifiable information in accordance with the Training and Employment Guidance Letter (TEGL) 39-11 and in the proposed WIOA rules at 20 CFR 683.220.
- C. Each partner will maintain all records pertinent to grants, contracts and agreements including financial, statistical, property and participant records and supporting documentation for a period of seven (7) years from the date of the final expenditure or final program report, whichever is the latest. Records will be retained beyond the seven years if any litigation or audit is begun or, if a claim is instituted involving the grant or agreement covered by the records. This guidance is in accordance with General Provisions established under the Workforce Development Area Contract for Cumberland Salem Cape May Counties.

11. TERMS AND DURATION

- 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 for a period of 3 years.
- B. **AMENDMENTS:** The MOU may be amended at any time by agreement of the parties. The WDB Chair may initiate amendment of the MOU in response to federal, state or local governmental, statutory or regulatory amendments or modification.
- 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. **ASSURANCES:** The MOU shall be reviewed, and if substantial changes have occurred a new agreement will be developed and signed as appropriate.

12. AUTHORITY AND SIGNATURES

The partner signatories have the authority to commit the party they represent to the terms of this agreement by their signature.

**The following programs are not available in Cumberland County:*

Job Corps

YouthBuild

Second Chance Act.

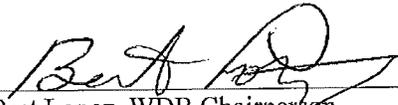
APPENDIX A
Authority and Signatures

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

FOR THE WORKFORCE DEVELOPMENT BOARD:



Bert Lopez, WDB Chairperson

12-12-17
Date

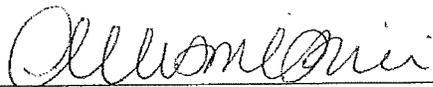
**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

Cumberland County Department of Workforce Development
WIOA Title I Adult, Dislocated Worker, Youth Activities
WFNJ Work Activities
Workforce Learning Link

FOR THE CUMBERLAND COUNTY DEPARTMENT OF WORKFORCE DEVELOPMENT



Allison Spinelli, Executive Director

12/8/17

Date

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY

Authority and Signatures

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

Salem County Vocational Technical School
Cumberland/Salem WIOA Title II Adult Education and Literacy Activities



Dr. Jennifer Bates, Assistant Superintendent

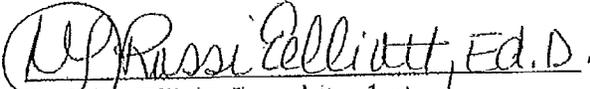
Date 12/12/17

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY

Authority and Signatures

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

Cumberland County Technical Education Center
Carl D. Perkins Career & Technical Education Program


Dr. Dina Elliott, Superintendent

12/8/2017
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

Gateway Community Action Partnership
Community Service Block Grant



Albert Kelly, CEO

12/20/17

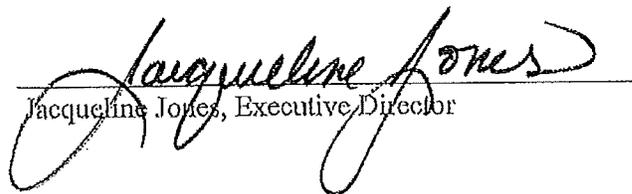
Date

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY

Authority and Signatures

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

Department of Housing and Urban Development -Employment & Training Activities
Vineland Housing Authority


Jacqueline Jones, Executive Director

12/13/17
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

Cumberland County Division of Social Services
Temporary Assistance to Needy Families (TANF)



Cheryl Golden, Director

12/11/17

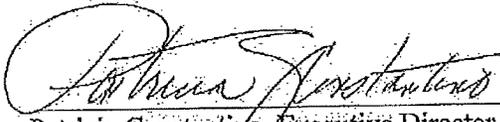
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

PathStone Corporation
WIOA Title I National Farm Worker Jobs Program
Senior Community Service and Employment Program



Patricia Constantino, Executive Director
Program Development Administration

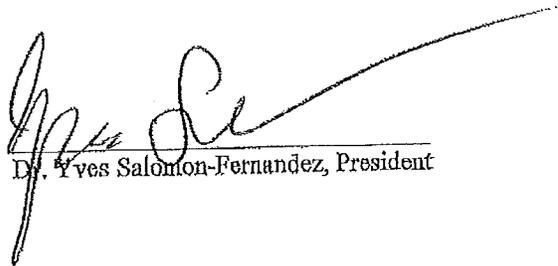
12/11/17
Date/

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY

Authority and Signatures

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

Cumberland County College



Dr. Yves Salomon-Fernandez, President

12/8/17
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

New Jersey Department of Labor and Workforce Development

Wagner-Peyser Employment Services
State Senior Employment Services Coordination Plan
Trade Adjustment Assistance
Jobs for Veterans State Grants

Patricia Moran, Assistant Commissioner

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

New Jersey Division of Vocational Rehabilitation
WIOA Title I Vocational Rehabilitation Services

Alice Hunnicutt, Director

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF CUMBERLAND COUNTY**

Authority and Signatures

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

New Jersey Department of Labor and Workforce Development
Unemployment Insurance

Gregory Castellani, Director

Date

APPENDIX B
Program and Services Grid

Cumberland County Programs and Services Grid

Partner Service Matrix

| ACTIVITY | WIOA Title I Adult | WIOA Title I Dislocated Worker | WIOA Title I Youth | Title II | Wagner-Peyser - ES | DVRS | SCSEP | Perkins C&T | Trade Act | VETS | E&T CSBG | E&T HUD | State UI | WFNJ | WDP |
|--|--------------------|--------------------------------|--------------------|----------|--------------------|------|-------|-------------|-----------|------|----------|---------|----------|------|-----|
| CAREER SERVICES | | | | | | | | | | | | | | | |
| Eligibility Determination | X | X | X | | | | | | | | | | | X | |
| Outreach, Intake and Orientation | X | X | | X | | | | | | | | X | | | |
| Initial Assessment of skill levels | X | X | X | X | | | | | | | | X | | | |
| Job Search and Placement Assistance | X | | | | | | | | | | | X | | | |
| Career Counseling | X | X | X | | | | | | | | | X | | | |
| Provision of in of on on-in demand sectors and occupations | X | X | X | | | | | | | | | | | | |
| Provision of info on non-traditional employment | X | X | X | | | | | | | | | | | | |
| Appropriate recruitment and other business services | X | X | X | | | | | | | | | | | | |
| Provision of referrals and coordination of activities with other programs and services. | X | X | X | X | | | | | | | | X | | X | |
| 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 | | | | | | | | | | | | |
| Provision of performance information and cost on eligible providers | 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 | | | | | | | | | | | | |
| Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance. | 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 | | | | | | | | | | | | |
| Provisional of information and assistance regarding filling claims under UI programs. | X | X | | | | | | | | | | | | | |

Cumberland County Programs and Services Grid

Partner Service Matrix

| ACTIVITY | WIOA Title I Adult | WIOA Title I Dislocated Worker | WIOA Title I Youth | Title II | Wagner-Peyser - ES | DVRS | SCSEP | Perkins C&T | Trade Act | VETS | E&T CSBG | E&T HUD | State UI | WFNJ | WDP |
|--|--------------------|--------------------------------|--------------------|----------|--------------------|------|-------|-------------|-----------|------|----------|---------|----------|------|-----|
| INDIVIDUALIZED CAREER SERVICES | | | | | | | | | | | | | | | |
| Comprehensive and Specialized Assessment for Adults and Dislocated | X | X | X | X | | | | | | | | | | | |
| Development of individual employment plans | X | X | X | | | | | | | | | X | | | |
| Group and Individual Counselling and mentoring | X | X | X | | | | | | | | | X | | | |
| Career Planning/Case Management | X | X | X | | | | | | | | | X | | | |
| Short Term Pre-Vocational services | X | X | X | X | | | | | | | | | | | |
| Internships and Work Experiences | X | X | X | X | | | | | | | | X | | | |
| Workforce preparation Activities | X | X | X | X | | | | | | | | | | | |
| Financial Literacy | | | | | | | | | | | | | | | |
| Out-of-Area Job Search Assistance | | | | | | | | | | | | | | | |
| English language acquisition and integrated education. | | | | X | | | | | | | | | | | |
| FOLLOW UP SERVICES | | | | | | | | | | | | | | | |
| Unsubsidized Employment for up to 12 months | | | | | | | | | | | | | | | |
| Transitioning to Career Services | | | | | | | | | | | | | | | |
| TRAINING SERVICES | | | | | | | | | | | | | | | |
| Occupational Skills Training | X | | | | | | | | | | | | | | |
| On-The-Job Training | | X | | | | | | | | | | | | | |
| Incumbent Worker Training | X | X | | | | | | | | | | | | | |
| Programs that combine Workplace Training with Related Instruction | X | X | | X | | | | | | | | | | | |
| Training Programs operated by Private Sector | | | | | | | | | | | | | | | |
| Skill Upgrading and Retraining | X | X | | | | | | | | | | | | | |
| Entrepreneurial Training | | | | | | | | | | | | | | | |
| Transitional Jobs | X | X | | | | | | | | | | | | | |
| Job Readiness Training | X | X | X | | | | | | | | | | | | |
| Adult Education and Literacy Activities | X | X | X | X | | | | | | | | | | | |
| Customized Training | X | X | X | | | | | | | | | | | | |

APPENDIX C
Infrastructure Funding Agreement

Cumberland County Infrastructure Funding Agreement (IFA)

American Job Center infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center, including, but not limited to:

Rental of the facilities;

Utilities and maintenance;

Shared equipment, including assessment-related products and assistive technology for individuals with disabilities; and,

Shared technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

Partners

All Parties to this MOU and IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the American Job Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

Partners funding the costs of infrastructure according to this IFA are the partners as identified in the Partners section of the MOU that are co-located.

Infrastructure Funding Agreement (IFA)

The IFA contains the infrastructure costs budget that is an integral component of the overall one-stop operating budget. The other component of the one-stop operating budget consists of applicable career services, shared operating costs, and shared services, which are considered additional costs. IFAs are a mandatory component of the local MOU, described in WIOA sec. 121(c) and 20 CFR 678.500 and 678.755. Similar to MOUs, the Local WDB may negotiate an umbrella IFA or individual IFAs for one or more of its one-stop centers.

The Departments also consider it essential that the IFA include the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CEO, and Local WDB participating in the IFA.

Facilities Overview

The primary facility for the Cumberland County One Stop Career Center (American Job Center) services is the Center for Workforce and Economic Development located at 3322 College Drive, Vineland, New Jersey. The primary partners operating these services in the facility are the Cumberland County Department of Workforce Development (DWD) and the New Jersey department of Labor and Workforce Development (NJLWD). Each partner provides services under multiple programs as outlined in the MOU. The distribution of costs between programs can be found in each agency's Cost Allocation Plan. For the purposes of this agreement, the shared costs will be identified for each contributing agency as indicated in Exhibit A.

One Stop Career Center Services are offer in two other facilities in Cumberland County. Temporary Assistance for Needy Families (TANF) and other related Work First New Jersey services are provided at the Cumberland County Professional Services Complex located at 275 N. Delsea Drive, Vineland, New Jersey. The Cumberland County Department of Workforce Development leases space at that facility to provide services to individuals that are receiving public assistance. Space is made available for NJLWD staff who provide service to that population on an exchange for service basis.

The New Jersey Department of Labor and Workforce Development Division of Vocational Rehabilitation (NJDVR) provides service in a facility located at 40 E. Broad Street, Bridgeton, New Jersey. Because their service area includes Cumberland and Salem Counties, their primary service location is in the Bridgeton facility. NJLWD covers the lease at this location as there is no co-location of partners in this facility.

Facility Floor Plans

The Cumberland County Improvement Authority leases space from a newly constructed office building on the Campus of the Cumberland County College at 3322 College Drive, Vineland, NJ. The facility is referred to as the Cumberland County Center for Workforce & Economic Development and has a total square footage of 30,600. All rent payments include heat, electric, janitorial service, water, sewer, building maintenance, pest control, fire alarm, and exterior grounds maintenance.

- The County of Cumberland leases 10,208 square feet of space for the Cumberland County Department of Workforce Development at a rate of \$23.00 per square foot for an annual expense of \$234,784.00
- The State of New Jersey leases 7,714 square feet of space for the New Jersey Department of Labor and Workforce Development at a rate of \$23.00 per square foot for an annual expense of \$177,422.00

The remaining space in the facility is leased by other agencies that are not partners of this agreement. The floor plans can be found in Exhibit B.

Shared Services

To the extent not inconsistent with Federal and/or other applicable laws, the Partners shall use a portion of funds made available to the Partner's program to create and maintain the One Stop delivery system and provide career planning services (as defined in the Workforce Innovation and Opportunity Act and Item 5 of the One Stop Memorandum of Understanding) to customers.

Partners share the facility space and responsibility of the delivery of the following integrated services:

- Reception/Triage: County and NJLWD staff share triage functions. Each partner has dedicated 1 full time equivalent (FTE) to the two customer service desks in the facility: one in the foyer and one in the public access area.
- Orientation: County and state staff work together to provide a unified orientation to the system and all partner services.
- Business Resource Center: County and state staff work together to coordinate and share information about services in the BRC.
- Employer Services: as defined in the One Stop Memorandum of Understanding.
- Workforce Learning Link: County and state staff work together to provide classroom space, instruction, and case management services.
- On-the-Job Training (OJT) services

Partners agree to share other space in the Cumberland County Center for Workforce & Economic Development as needed despite formal lease arrangements. For example, county leased space is made available to the NJLWD Business Services Representative. This space was made available to this staff to better coordinate business services as outline in the MOU.

Direct Costs

Each partner will pay its own direct costs related to staff costs. All other direct costs (e.g. equipment costs, supply and materials) that are incurred by an individual partner are the responsibility of the individual partner agency.

Proportionate Share

Partners' contributions will be reviewed quarterly and reconciled against actual costs incurred. Adjustments (if any) will occur annually to ensure that actual costs charged to any partner are based on proportionate use and relative benefit received by the partner and its respective program or activities. The partners consider an adjustment of 10% or \$2,000 to be a de minimis cost.

Exhibit A

Center for Workforce and Economic Development
 3322 College Drive, Vineland NJ

Facility Costs

| | | |
|--------------|-----------|----------------|
| Rent | \$ | 478,722 |
| Utilities | \$ | - |
| Security | \$ | - |
| Other | \$ | - |
| Total | \$ | 478,722 |

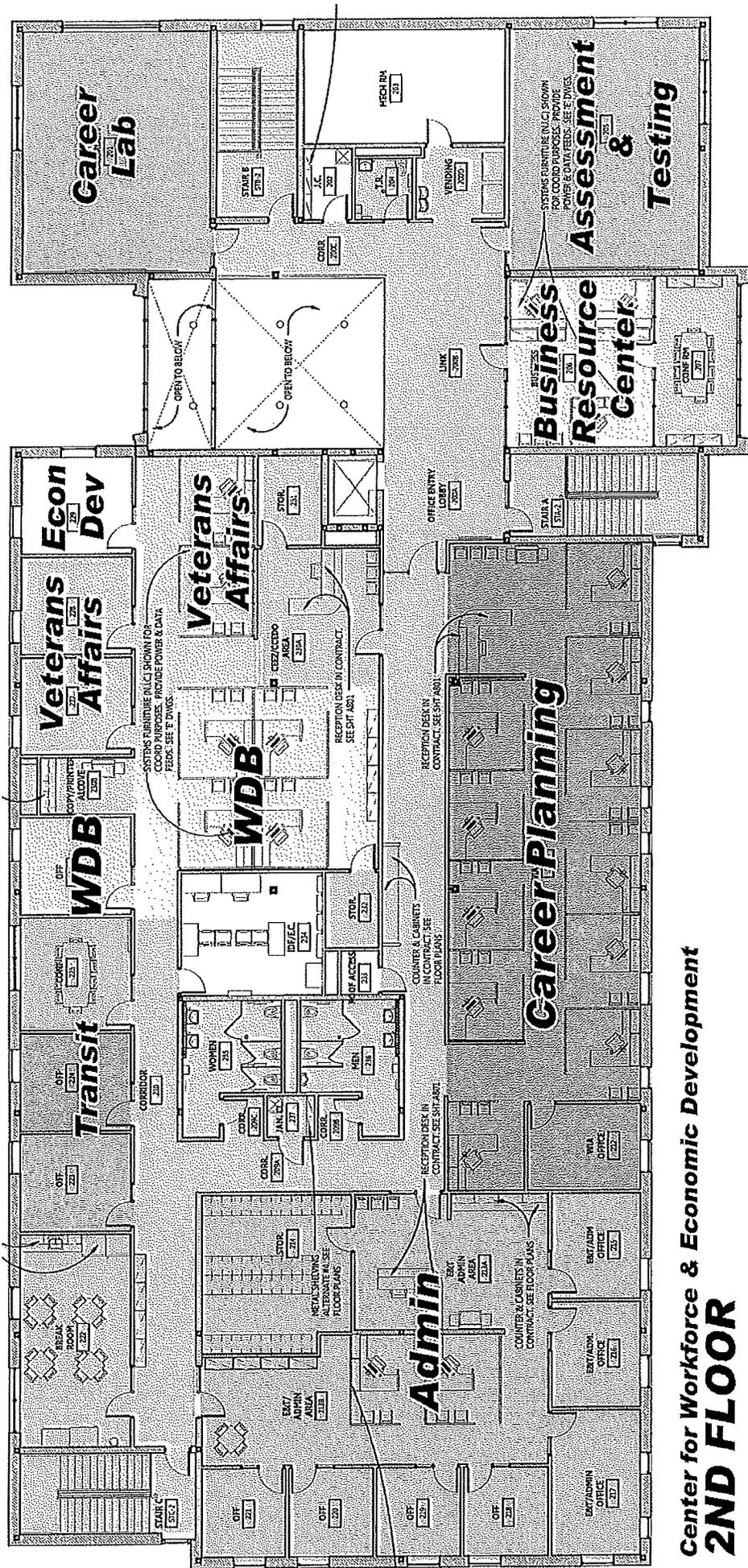
Total Sq Ft 20,814

Cost per Sq Ft \$ 23.00

Partner Contributions

| | <u>Total</u> | <u>CCDWD</u> | <u>NJLWD</u> |
|--------------|--------------|--------------|--------------|
| | 100% | 49.04% | 50.96% |
| Total Sq Ft | 20814 | 10208 | 10606 |
| Direct Space | 15470 | 7230 | 8240 |
| Shared Space | 5344 | 2978 | 2366 |
| Total | <u>20814</u> | <u>10208</u> | <u>10606</u> |

Exhibit B



Center for Workforce & Economic Development
2ND FLOOR

MEMORANDUM OF UNDERSTANDING

Between

**The Cumberland Salem Cape May
Workforce Development Board**

and

One Stop Partners of SALEM COUNTY

Effective January 1, 2018

CUMBERLAND COUNTY DEPARTMENT OF WORKFORCE DEVELOPMENT

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**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

1. PARTIES TO THE AGREEMENT

This Memorandum of Understanding (MOU) is entered on this 1st day of January, 2018 between the Cumberland Salem Cape May Workforce Development Board (CSCM WDB) and the individual required One-Stop Workforce System Partners of Salem County.

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 and Opportunity Act of 2014 (WIOA). It is further 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. This agreement is entered in a spirit of cooperation.

CSCM WDB will enhance the quality of life for the residents of Salem County by supporting the development and retention of a world class workforce.

To bring the above vision to fruition, the parties have agreed to establish joint processes and procedures and to coordinate and deliver resources and services. This effort will enable the One-Stop 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 businesses.

2. WDB RESPONSIBILITIES

The Board shall be responsible for overall policymaking, planning, oversight and program systems evaluation for the One-Stop service delivery area in Cumberland County.

3. INFRASTRUCTURE FUNDING AGREEMENT

See Appendix C.

4. MANAGEMENT

- i. In accordance with Section 121 (a) (1) (2) (3) of the Workforce Innovation Opportunity Act of 2014, a partnership was formed between the NJ State Unemployment Insurance, the NJ State Employment Service, the NJ State Division of Vocational Rehabilitation Office and The Salem County Board of Social Services to provide system services. The Cumberland County Empowerment Zone

- Corporation has been competitively selected to be the Team Leader/One-Stop Operator for the Cumberland Salem Cape May workforce system.
- ii. The One-Stop Operator shall be responsible for coordinating workforce system activities resulting in effective community partnerships, which expand and enhance the workforce system while achieving a high level of customer satisfaction and systems performance goals.

ONE-STOP SYSTEM PARTNER RESPONSIBILITIES

- I. All One-Stop Partners will participate in the continuous development of the One-Stop Career Center policies, procedures, and operational agreement.
- II. The One-Stop Partners agree to cooperate in a team approach to serving and achieving the performance standards and service goals.
- III. The CSCM WDB, One-Stop Partners, Operator and Service/Fiscal Agent agree to acknowledge each other's organizational practices, management structure and regulatory requirements in the provision of the services under this agreement.
- IV. The One-Stop Partners shall be responsible for marketing programs of the One-Stop Career Center within the community.
- V. The One-Stop Partners agree to provide reports and information, and to attend meetings upon request of the CSCM WDB and/or its standing and ad hoc committees.
- VI. The One-Stop Partners shall meet regularly to review and improve workflow, policies, procedures, referrals and delivery of employment and training services.

ROLE AND RESPONSIBILITIES OF WDB PARTNERS

- I. All partners agree to endorse and abide by the Mission of the One-Stop system as follows:
- II. Each partner will operate in accordance with the regulatory governmental laws (County, State or Federal), the respective regulations, statutes, eligibility policies, procedures and directives of its grantor agency (ies) and funding sources, including the Workforce Innovation and Opportunity Act (WIOA), Workforce Development Program (WDP), and Work First New Jersey Programs (TANF/GA/SNAP), and any other federal and state discretionary grants.
- III. Functions or separateness mandated by Federal or State law, rules and regulations will not be violated or abridged in the pursuit of co-location of One-Stop Partners.
- IV. One-Stop Partners shall be responsible for the overall One-Stop system operations and performance.

- V. Each partner agrees to respect and comply with each agency's policies regarding confidentiality.
- VI. One-Stop Partners will encourage co-location of staff in the One-Stop Career Centers as may be feasible and negotiated.
- VII. 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 to alleviate duplication, unnecessary delay, overlap, and identify gaps in services.
- VIII. One-Stop 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.
- IX. One-Stop Partners agree to utilize an information sharing intake, referral and participant tracking system when feasible that shall be used by the One-Stop service delivery system subject to confidentiality constraints. The referral process will be reciprocal. One-Stop Partners will retain the right to accept or reject referrals based upon agency eligibility criteria or financial limitations.
- X. One-Stop Partners will identify a liaison to be contacted when key issues arise and to be the recipient of inter-agency referrals.
- XI. One-Stop Partners will jointly share technology and information, including testing scores, assessments, and progress notes.
- XII. Each Partner agency will cooperate to ensure that the service plans, placements and terminations for mutually served are coordinated.
- XIII. Performance data indicators of Eligible Training Provider List (ETPL) workforce training vendors will be shared with One-Stop Partner agencies that seek training services for clients.
- XIV. One-Stop Partners agree to regularly convene to address the needs of our employers and the business community.
- XV. One-Stop Partners will ensure agency business practices are followed in the provision of services under this agreement.

PROCUREMENT OF THE ONE STOP OPERATOR

The competition for a one-stop operator must clearly articulate the role of the one-stop operator. At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local WDBs may establish additional roles of the one-stop operator, including, but not limited to: coordinating service providers across the one-stop delivery system, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites.

ROLES AND RESPONSIBILITIES OF THE ONE-STOP OPERATOR

The One-Stop Operator is responsible for leading the implementation of the CSCM WDB's vision for its One-Stop System. The One-Stop Operator is responsible for the following.

ONE-STOP PARTNER COORDINATION

- I. The One-Stop Operator will serve as the primary communication link between the One-Stop Partners and the WDB. Convene One-Stop Partners to discuss pertinent issues and for co-management of the One-Stop Career Center.

SUPPORTING WDB EFFORTS AND INITIATIVES

- II. The One-Stop Operator works with the One-Stop Partners to meet performance requirements and to implement the workforce development vision of the WDB.

EMPLOYER AND COMMUNITY OUTREACH

- III. The One-Stop Operator collaborates with the CSCM WDB and One-Stop Partners to identify workforce strategies that address the needs of our local employers and community.

IV. ONE-STOP PARTNER CONFLICT/DISPUTE RESOLUTION PROCESS

The One-Stop Operator will act as a facilitator to the One-Stop Partners to resolve program and process coordination issues, using best efforts to resolve these issues on an informal basis. In the event the One-Stop Partners are unable to reach a consensus, the One-Stop Operator will consult with the Director of Workforce Development Board for direction.

MOU ENFORCEMENT

- V. The One-Stop Operator will ensure that One-Stop Partners fulfill their commitments articulated in the MOU, Infrastructure Funding Agreement and other guiding documents.

ROLES AND RESPONSIBILITIES OF THE SERVICE DELIVERY AND FISCAL AGENT

PERFORMANCE MANAGEMENT

- I. The Service Delivery and Fiscal Agent manages the accurate and timely flow of data systems that track, project and evaluate One-Stop services; analyzes performance and prepares reports; provides the CSCM WDB with key information on the performance and with corrective action plans when necessary.

ONE-STOP OPERATIONAL PLANNING AND DEVELOPMENT

- II. The Service Delivery and Fiscal Agent works with One-Stop Partners to develop and implement a menu of appropriate, non-duplicative services.

CONTRACT ADMINISTRATION

- III. The Service Delivery and Fiscal Agent coordinates the procurement and purchasing process with the Workforce Development Board and the Grant Recipient's Fiscal Agent, drafts Requests for Proposals, ensures fiscal compliance and provides technical assistance to contractors to ensure their success.

ONE-STOP OPERATIONS MANAGEMENT AND OVERSIGHT

- IV. The Service Delivery and Fiscal Agent monitors services to ensure that they comply with WDB standards and related County, Federal and State regulations. The One-Stop Operator also provides guidance to One-Stop Partners and staff and coordinates day-to-day

STAFF DEVELOPMENT

- V. The Service Delivery and Fiscal Agent will identify and coordinate common staff development activities with input from the One-Stop Partners.

5. DESCRIPTION OF SERVICES TO BE PROVIDED THROUGH THE ONE-STOP DELIVERY SYSTEM

Partners will provide the following services: a) Career Services, b) Training Services and work activities (Work First NJ), and c) Business Services, as identified in the attached matrix, WIOA Funded One-Stop Partner Services (Appendix B). All Partners agree to provide, to the extent feasible, career services at their respective sites. A staff member from a different partner program will be present at the One Stop Career Center(OSCC) appropriately trained to provide information to customers about the programs, services, and activities available through all partner programs. Ideally a customer should access orientation, intake, eligibility for services and other activities described in Sec. 134 (d) 2 of the WIOA as appropriate.

6. METHODS FOR REFERRING INDIVIDUALS BETWEEN THE ONE-STOP OPERATORS AND PARTNERS FOR APPROPRIATE SERVICES AND ACTIVITIES

This section includes a commitment by Salem One-Stop Partners to jointly and mutually implement processes for referral of customers to One-Stop Career Centers (OSCC) services.

One-Stop Career Center referral methods include:

- NJ LWD website, careerconnection.nj.gov
- County level Human Services websites
- Partner specific websites
- Verbal referrals to/from One-Stop Partners
- Written referrals to/from One-Stop Partners
- Marketing material distributed to Partners, employers, vendors, community and faith-based organizations
- Direct link access/referrals made via Partner orientations, including but not limited to, group training orientations, individualized training orientations, school orientations, Re-Employment Assessments (REAs) and Project Reemployment Opportunity System (PROS), Work First NJ orientations and job readiness programs, county-level Partner meetings and WDB committee meetings.
- Partner site visits where co-location is not feasible.

All information provided through the Salem OSCCs and/or their Partners will be mutually accessible to all Partners to avoid duplication of services, to the extent permitted by regulations. General information regarding Partner and OSCC programs, services, activities and resources (e.g., labor market information, job leads, programmatic and participant information) will be accessible as allowable and appropriate.

All job-seekers and/or employers visiting or calling the Salem OSCC or Partner locations will be greeted by professionally trained staff familiar with the OSCC's menu of services. Visitors will be briefly assessed to determine the most appropriate program, service, activity or resource needed, and subsequently referred to the appropriate OSCC Partner.

A system was developed that establishes criteria for the adult learners participating in adult education and literacy programs. Individuals who did not have a high school diploma or equivalency and whose assessment scores indicated a need for longer-term participation will be referred to the Title II program. Individuals who have a high school diploma or equivalency and/or whose assessment scores indicated a need for short-term participation will be referred to the Workforce Learning Link program. A single point of contact for these workforce-connected referrals will be selected to act as the "gate keeper" for the system to ensure the referral process was consistent.

7. METHODS TO ENSURE THAT THE NEEDS OF WORKERS, YOUTH AND INDIVIDUALS WITH BARRIERS TO EMPLOYMENT, INCLUDING INDIVIDUALS WITH DISABILITIES, ARE ADDRESSED IN PROVIDING ACCESS TO SERVICES, INCLUDING ACCESS TO TECHNOLOGY AND MATERIALS THAT ARE AVAILABLE THROUGH THE ONE-STOP DELIVERY

This section includes a commitment by One-Stop Partners to ensure access for individuals with barriers. For purposes of this MOU, the term "individuals with barriers" includes individuals who are: hard to serve (e.g., out-of-school youth), displaced homemakers, low-income, individuals with disabilities, older, ex-offenders, homeless, have low literacy levels and/or limited English proficiency, and are facing substantial cultural barriers.

Methods to ensure that the needs of workers, youth and individuals with barriers to employment will include the following:

- Upfront intake/customer service that provides easy access to One-Stop programs and services.
- Conduct youth outreach with Partners, community and faith-based organizations to develop and expand education, recruitment and access to One-Stop services.
- Conduct formal One-Stop monitoring to ensure practices, policies and procedures are being carried out.
- Conduct periodic examination of the physical accessibility and technology equipment (e.g., computers).
- Ensure and observe whether individuals with barriers are served with other customers of the One-Stop as appropriate.
- Ensure Partners consider a range of services, and not just those funded by Vocational Rehabilitation or services for people with disabilities.
- Meet periodically with the One-Stop Operator or other Partners or officials if there are concerns about the delivery of services for individuals with barriers.

8. DISPUTE RESOLUTION PROCEDURES

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 (OSO) and other parties as appropriate will mediate to resolve the dispute. The OSO will act as a facilitator to Partners to resolve program and process coordination issues, using best efforts to resolve these issues on an informal basis. If the matter cannot be resolved, then it shall be referred to the CSCM WDB Director for resolution. The CSCM WDB Director will consult with the Department of Labor and Workforce Development for guidance.

9. PERFORMANCE AND OTHER REPORTING REQUIREMENTS

The Service Delivery and Fiscal Agent (SD/FA) manages 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, provides the CSCM WDB with key information on the performance, and initiates and tracks corrective action and responses as necessary.

Funding Partners are:

- Salem County Board of Social Services
- The New Jersey Department of Labor and Workforce Development
- The New Jersey Division of Vocational Rehabilitation Services
- The Salem County Vocational Technical School

The Cumberland Salem Cape May Workforce Development Board will track the performance of the Workforce Innovation and Opportunity Act (WIOA)-funded Partners through WIOA-prescribed performance metrics and measures reports. The other Partners may submit to the One-Stop Operator program performance reports specific to One-Stop Career Center programs and services.

10. RECORD RETENTION AND PERSONALLY IDENTIFIABLE INFORMATION POLICIES

- 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(ies) and funding sources, including the Workforce Innovation and Opportunity Act, (WIOA), Workforce Development Program (WDP), Work First NJ (TANF/GA/FS), and any other federal and state discretionary grants.
- B. Each partner will comply with the handling of personally identifiable information in accordance with the Training and Employment Guidance Letter (TEGL) 39-11 and in the proposed WIOA rules at 20 CFR 683.220.
- C. Each partner will maintain all records pertinent to grants, contracts and agreements including financial, statistical, property and participant records and supporting documentation for a period of seven (7) years from the date of the final expenditure or final program report, whichever is the latest. Records will be retained beyond the seven years if any litigation or audit is begun or, if a claim is instituted involving the grant or agreement covered by the records. This guidance is in accordance with General Provisions established under the Workforce Development Area Contract for Cumberland Salem Cape May Counties.

11. TERMS AND DURATION

- 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 for a period of 3 years.
- B. **AMENDMENTS:** The MOU may be amended at any time by agreement of the parties. The WDB Chair may initiate amendment of the MOU in response to federal, state or local governmental, statutory or regulatory amendments or modification.
- 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. **ASSURANCES:** The MOU shall be reviewed, and if substantial changes have occurred a new agreement will be developed and signed as appropriate.

12. AUTHORITY AND SIGNATURES

The partner signatories have the authority to commit the party they represent to the terms of this agreement by their signature.

**The following programs are not available in Salem County:*

Job Corps

YouthBuild

Second Chance Act.

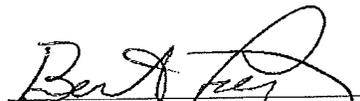
APPENDIX A
Authority and Signatures

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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

FOR THE WORKFORCE DEVELOPMENT BOARD:


Bert Lopez, WDB Chairperson

12-12-17
Date

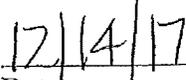
**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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Salem County Board of Social Services
Temporary Assistance to Needy Families (TANF)


Kathleen Lockbaum, Executive Director

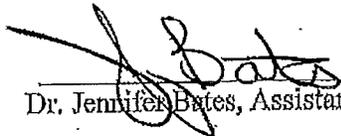

Date

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY

Authority and Signatures

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

Salem County Vocational Technical Schools
Cumberland/Salem WIOA Title II Adult Education & Literacy Activities



Dr. Jennifer Bates, Assistant Superintendent

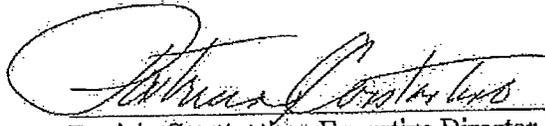
12-10-17
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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

PathStone Corporation
Title I WIOA National Farm Worker Jobs Program
Senior Community Service and Employment Program


Patricia Constantino, Executive Director
Program Development Administration

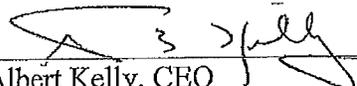
12/11/17
Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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

Gateway Community Action Partnership
Community Service Block Grant



Albert Kelly, CEO

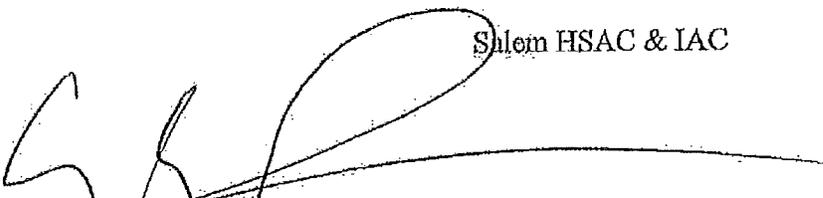
12/20/17

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures:

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Melanie Ernest, Executive Director

Salmon HSAC & IAC

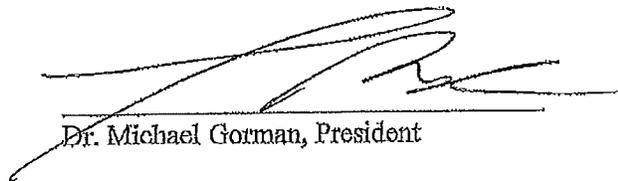
Date 12/8/17

MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY

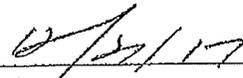
Authority and Signatures

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

Salem Community College



Dr. Michael Gorman, President


Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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

New Jersey Department of Labor and Workforce Development

State Senior Employment Services Coordination Plan
Trade Adjustment Assistance
Jobs for Veterans State Grants
Wagner Peyser-Employment Services

Patricia Moran, Assistant Commissioner

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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

New Jersey Division of Vocational Rehabilitation
WIOA Title I Vocational Rehabilitation Services

Alice Hunnicutt, Director

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
AND
THE ONE-STOP SYSTEM PARTNERS OF SALEM COUNTY**

Authority and Signatures

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

New Jersey Department of Labor Workforce Development
New Jersey Unemployment Insurance

Gregory Castellani, Director

Date

APPENDIX B
Program and Services Grid

Salem County Programs and Services Grid

Partner Service Matrix

| ACTIVITY | WIOA Title I Adult | WIOA Title I Dislocated Worker | WIOA Title I Youth | Title II | Wagner-Peyser - ES | DVRS | SCSEP | Perkins C&T | Trade Act | VETS | E&T CSBG | E&T HUD | State UI | WFNJ | WDP |
|--|--------------------|--------------------------------|--------------------|----------|--------------------|------|-------|-------------|-----------|------|----------|---------|----------|------|-----|
| CAREER SERVICES | | | | | | | | | | | | | | | |
| Eligibility Determination | x | x | x | | | | | | | | | | | | |
| Outreach, Intake and Orientation | x | x | x | x | | | | | | | | | | | |
| Initial Assessment of skill levels | x | x | x | x | | | | | | | | | | | |
| Job Search and Placement Assistance | x | x | x | | | | | | | | | | | | |
| Career Counseling | x | x | x | | | | | | | | | | | | |
| Provision of info on on-in demand sectors and occupations | x | x | x | | | | | | | | | | | | |
| Provision of info on non-traditional employment | x | x | x | | | | | | | | | | | | |
| Appropriate recruitment and other business services | x | x | x | | | | | | | | | | | | |
| Provision of referrals and coordination of activities with other programs and services. | x | x | x | x | | | | | | | | | | | |
| 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 | | | | | | | | | | | | |
| Provision of performance information and cost on eligible providers | 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 | | | | | | | | | | | | |
| Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance. | 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 | | | | | | | | | | | | |
| Provisional of information and assistance regarding filling claims under UI programs. | x | x | x | | | | | | | | | | | | |

Salem County Programs and Services Grid

Partner Service Matrix

| ACTIVITY | WIOA Title I Adult | WIOA Title I Dislocated Worker | WIOA Title I Youth | Title II | Wagner-Peyser - ES | DVRS | SCSEP | Perkins C&T | Trade Act | VETS | E&T CSBG | E&T HUD | State UI | WFNJ | WDP |
|--|--------------------|--------------------------------|--------------------|----------|--------------------|------|-------|-------------|-----------|------|----------|---------|----------|------|-----|
| INDIVIDUALIZED CAREER SERVICES | | | | | | | | | | | | | | | |
| Comprehensive and Specialized Assessment for Adults and Dislocated | X | X | X | X | | | | | | | | | | | |
| Development of individual employment plans | X | X | X | | | | | | | | | | | | |
| Group and Individual Counselling and mentoring | X | X | X | | | | | | | | | | | | |
| Career Planning/Case Management | X | X | X | | | | | | | | | | | | |
| Short Term Pre-Vocational services | X | X | X | X | | | | | | | | | | | |
| Internships and Work Experiences | X | X | X | | | | | | | | | | | | |
| Workforce preparation Activities | X | X | X | X | | | | | | | | | | | |
| Financial Literacy | | | | | | | | | | | | | | | |
| Out-of-Area Job Search Assistance | | | | | | | | | | | | | | | |
| English language acquisition and integrated education. | | | | X | | | | | | | | | | | |
| FOLLOW UP SERVICES | | | | | | | | | | | | | | | |
| Unsubsidized Employment for up to 12 months | X | X | X | | | | | | | | | | | | |
| Transitioning to Career Services | X | X | X | | | | | | | | | | | | |
| TRAINING SERVICES | | | | | | | | | | | | | | | |
| Occupational Skills Training | X | X | X | | | | | | | | | | | | |
| On-The-Job Training | | | | | | | | | | | | | | | |
| Incumbent Worker Training | | | | | | | | | | | | | | | |
| Programs that combine Workplace Training with Related Instruction | | | | X | | | | | | | | | | | |
| Training Programs operated by Private Sector | X | X | X | | | | | | | | | | | | |
| Skill Upgrading and Retraining | X | X | X | | | | | | | | | | | | |
| Entrepreneurial Training | | | | | | | | | | | | | | | |
| Transitional Jobs | | | | | | | | | | | | | | | |
| Job Readiness Training | X | X | X | | | | | | | | | | | | |
| Adult Education and Literacy Activities | X | X | X | X | | | | | | | | | | | |
| Customized Training | | | | | | | | | | | | | | | |

APPENDIX C
Infrastructure Funding Agreement

Salem County Infrastructure Funding Agreement (IFA)

American Job Center infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center, including, but not limited to:

Rental of the facilities;

Utilities and maintenance;

Shared equipment, including assessment-related products and assistive technology for individuals with disabilities; and,

Shared technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

Partners

All Parties to this MOU and IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the American Job Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

Partners funding the costs of infrastructure according to this IFA are the partners as identified in the Partners section of the MOU that are co-located.

Infrastructure Funding Agreement (IFA)

The IFA contains the infrastructure costs budget that is an integral component of the overall one-stop operating budget. The other component of the one-stop operating budget consists of applicable career services, shared operating costs, and shared services, which are considered additional costs. IFAs are a mandatory component of the local MOU, described in WIOA sec. 121(c) and 20 CFR 678.500 and 678.755. Similar to MOUs, the Local WDB may negotiate an umbrella IFA or individual IFAs for one or more of its one-stop centers.

The Departments also consider it essential that the IFA include the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CEO, and Local WDB participating in the IFA.

Facilities Overview

Salem County does not currently provide One Stop Career Center (American Job Center) services in a co-located facility. The identification of a co-located facility is a priority for calendar year 2018. This IFA will be updated at the time of formal co-location.

One Stop Career Center Services are provided by the Salem County Board of Social Services (SCBSS) in a facility along with the county's other Temporary Assistance for Needy Families (TANF) and other related Work First New Jersey services. The facility is located at 147 S Virginia Ave, Penns Grove, NJ. The New Jersey Department of Labor and Workforce Development (NJLWD) has dedicated a full-time staff member to provide Wagner-Peyser services located at that facility.

The local New Jersey Department of Labor and Workforce Development staff provide One Stop Career Center Services at the Salem County One Stop Career Center located at 174 E. Broadway, Salem NJ. SCBSS staff occupy space in a neighboring county facility on an as-needed basis (generally two days a week) to provide services to minimize the logistic challenges of the individuals receiving services in that location.

The New Jersey Department of Labor and Workforce Development Division of Vocational Rehabilitation (NJ DVR) provides service in a facility located at 40 E. Broad Street, Bridgeton, New Jersey. Because their service area includes Cumberland and Salem Counties, their primary service location is in the Bridgeton facility. NJLWD covers the lease at this location as there is no co-location of partners in this facility.

Facility Floor Plans

Salem County does not currently One Stop Career Center (American Job Center) services in a co-located facility. The identification of a co-located facility is a priority for calendar year 2018. This information will be added at the time of formal co-location.

Shared Services

To the extent not inconsistent with Federal and/or other applicable laws, the Partners shall use a portion of funds made available to the Partner's program to create and maintain the One Stop delivery system and provide career planning services (as defined in the Workforce Innovation and Opportunity Act and Item 5 of the One Stop Memorandum of Understanding) to customers.

Direct Costs

Each partner will pay its own direct costs related to staff costs. All other direct costs (e.g. equipment costs, supply and materials) that are incurred by an individual partner are the responsibility of the individual partner agency.

Proportionate Share

After co-location occurs and the IFA is updated, partners' contributions will be reviewed quarterly and reconciled against actual costs incurred. Adjustments (if any) will occur annually to ensure that actual costs charged to any partner are based on proportionate use and relative benefit received by the partner and its respective program or activities. The partners consider an adjustment of 10% or \$2,000 to be a de minimis cost.

TAB 3

APPENDIX B

Youth Transition Plan



WIOA YOUTH TRANSITION PLAN

CUMBERLAND-SALEM WORKFORCE DEVELOPMENT BOARD

INTRODUCTION AND SUMMARY OF LOCAL PLANNING

LOCAL DEMOGRAPHIC, GOVERNANCE AND PLANNING PROCESS

The Cumberland Salem Workforce Development Board was created to coordinate existing federal, state and local workforce readiness policies and programs into a single labor market driven system that can deliver needed services in the most cost effective manner.

The mission of the Cumberland Salem Workforce Development Board is to function as a resource to link agencies within the local workforce readiness system to the local employer community. The Board develops the information necessary to guide, plan, and/or design a workforce readiness system to prepare the emerging, transitioning and current workforce. This information will help the workforce to prepare for employment in the community by learning what responsibilities and skills are necessary to meet the needs of the employers in the region's labor market.

Our vision is that all youth programs are based on universal design principles so that youth, regardless of their individual challenges, including disability, are equipped to pursue a self-directed (with guidance) pathway to address their interests, aspirations, and goals across all transition domains including community engagement, education, employment, health, and independent living that will ultimately result in positive, everyday social inclusion.

Young job seekers in Cumberland and Salem Counties have multiple challenges in work placement. They are more likely to lack a vehicle, making commuting difficult. Often, they have dropped out of high school due to longstanding basic skills deficiencies. These are also populations in need of life skills training, teen pregnancy counseling, basic skills programming, substance abuse counseling and, in many cases, transportation. Partnerships that the Cumberland Salem Workforce Development Board and Youth Council have established with schools and faith based organizations with an established presence in these youths' communities have proven helpful in reaching disengaged youth.

One of the most important things young people can do to ensure employment success is to obtain their high school diploma. In Cumberland County there has been a steady increase in high school graduation rates with 39.7% of the "over 25" population having a high school diploma only and 84.3% of the population having a high school education or better. This is a better than 20% improvement since 1990 when only 63.3% of residents 25 years of age and older had a high school diploma or better.

The percentage of Salem County residents in the same age cohort having a high school diploma only fell very slightly from 38.9% in 1990 to 38.6% in 2010. This is probably due to the increase in percentage of Salem County residents in the 25 years and older age cohort having a high school education or better – a figure which has risen from 72.6% to 85.6% over the 20 plus years since 1990. Both counties are significantly above the statewide average for persons holding only a high school diploma, which is 29.9% of persons over 25. But this is probably due to the much larger percentage of individuals statewide who go onto post-secondary education. More than a quarter of New Jersey's population had at least a college degree and 86.7% had a high school education or better. Clearly, all counties should be working toward significantly higher graduation rates to improve workforce readiness.

The Cumberland Salem Youth Council Committee developed the WIOA Youth Transition Team which consists of volunteer members from the Youth Council and Workforce Development Board. Included on the team are private sector members, non-profit organizations, Apprenticeship Coordinator, Division of Vocational Rehabilitation, and Workforce Development Board Members. The goal of this WIOA Youth Transition Team is committed to develop a plan that will improve the provision of services through enhanced coordination among the multiple programs that support youth. The Youth Transition Team also identified five compatible outcome goals. These five goals operate across agency boundaries and will strengthen the overall interagency strategy moving forward.

To support positive outcomes for youth the Cumberland Salem Youth Council and the Cumberland Salem Workforce Development Board has committed to partnering with experts across multiple agencies and their respective programs, including both disability and mainstream programs, to ensure that they are universally designed and accessible. As a result, youth with disabilities and all youth will have an equal opportunity to:

- Access integrated work-based experiences in high school, to enhance their job-readiness skills and career planning, and to make a successful transition from school to work and greater independence;
- Develop self-determination and engage in self-directed, with guidance, individualized planning to prepare them for postsecondary education, vocational training, and/or employment;
- Be connected to programs, services, activities, information, and supports for which they are eligible that prepare them to pursue meaningful careers, become financially literate and capable, and make informed choices about their lives;
- Develop leadership and advocacy skills needed to exercise informed decision-making and personal and community leadership; and
- Have involvement from families and other caring adults with high expectations to support them in achieving their goals.

The Cumberland Salem WIOA Youth Transition Team has recommended to the Workforce Development Board to dedicate 25% of the Youth Funding to In-School youth in Cumberland County to support the Wawa Inc. Program. Beginning in 1999 the Cumberland Salem Workforce Development Board developed an innovative program with the Wawa Inc. to hire youth from the region at its shore-based facilities where there is a chronic shortage of summer employees. This program was immensely successful and continues today. This initiative program has proven to be a model youth employment program for in-school students that has been cited as a “best practice” in other communities around the state.

The Cumberland Salem WIOA Transition Team has also recommended that Salem County dedicate 100% of the youth funds to working with Out of School Youth. This decision was made due to the availability of the small allocation of In School Youth funds to truly make an impact on that population.

In order to make our system work, back in February 2007, collectively the Economic Development Board and the Workforce Development Board merged into a single Business and Industry Committee. Representation was solicited and equally drawn from the Economic Development Board and the Workforce Development Board. Membership includes representation from business, higher education, vocational education, workforce development and economic development (this includes both municipal and county levels). The committee’s broadly defined mission is to assist the economic development and workforce development systems in the attraction of new business and in the retention of existing business in the County. Specific roles that the committee has self-identified to date include:

- Researching labor trends;
- Identifying ways to better prepare the existing and future workforce to accept the challenges of the new and technologically changing work environments;
- Acting as ambassadors and an information resource for new businesses;
- Facilitating information access and use through updating and/or creating resource directories and guides for education, training, financing, etc. opportunities; and
- Progressing the in-place education, workforce development and economic development

By combining these two groups our local area will be able to gather intelligence and strategies to align key industries with our local employer needs, develop training programs, and curriculum.

RESOURCE INVESTMENT STRATEGIES, PROGRAMS AND SERVICES

In 2010, the Cumberland Salem Workforce Development Board began focusing on four of the seven industry sectors identified in the State Plan:

1. Health Care;
2. Manufacturing;
3. Transportation, Logistics and Distribution;
4. Hospitality and Tourism

These are the sectors of the Cumberland-Salem economy where much of the economic and job growth is occurring. Local economic development plans focus on the same industry sectors. That said, because the region's job growth has been significantly slower than other areas of the State, the WDB will also promote employment opportunities in the wider region. A thirty minute commuter shed for the Cumberland Salem WDB encompasses most of the six county region of Southern New Jersey (from Camden County south) and portions of Delaware. Within this region, job growth has been much faster and more diversified. So, the WDB does not intend to dismiss opportunities for job placement in the high tech, financial, pharmaceuticals, and other emerging industries of the larger region.

The Cumberland Salem Workforce Development Board intends to employ a wide range of outreach strategies and techniques to reach its clientele and address the workforce needs of the community. The following list is representative of those initiatives that are priorities for the WDB.

- Continue existing partnerships: The WDB has an outstanding track record collaborating with education, government, chambers of commerce, and other agencies in reaching its stakeholders and promoting job development and training. These partnerships will continue.
- Exploring Social Media: Young people are social media users. They can also be difficult to reach. In recognition of this reality, the WDB had been exploring a couple of options. The first would be a "Workforce Development App" that can be downloaded to provide information on education, training and other workforce development opportunities in the area. The second would be to work with NJ Department of Labor & Workforce Development to channel messages statewide using social media through a common portal. This will enable the WDB and other local WDB's to "tweet" new information to regional stakeholders and provide connections to young people in particular through various social media outlets.
- Regional WDB networks: As noted, there are jobs and opportunities that exist outside of the immediate Cumberland Salem Region. The WDB will collaborate with its sister agencies in southern New Jersey to promote an effective sharing of job training and

employment opportunities that maximize both local and regional workforce development connections and programs.

- Hiring Events: The WDB and Workforce Development partners have had an excellent track record of sponsoring hiring events and other employment events that bring together job seekers, local and regional companies, and training and educational institutions to provide services to the WDB constituencies.
- Employer and Job Seekers Site Visits: The WDB staff have visited employers on site; met with job seekers at locations outside of the Center for Workforce and Economic Development and One Stop Centers; and been willing to travel the region to ensure that jobs and job seekers connect. This extraordinary outreach effort is important in a rural region and will continue. The WDB has identified six organizations it will work with to sustain this effort. They include:
 - The Cumberland CEO Group
 - The Southern NJ Human Resource Association
 - Local Chambers of Commerce in Bridgeton, Millville, Vineland, and Salem County
 - Small Business Development Association
 - Employer Legislative Committee
 - Food Processors Association

In addition, Cumberland County will open a four-year technical high school in September 2016 that will significantly change the educational landscape of the region. This move toward greater coordination and integration will continue as new programs and partners become part of the WDB network.

The WDB will work with its local and regional partners to expand efforts toward greater coordination and integrated program delivery by focusing on areas that were identified at focus group and sub-committee meetings. Participants in the WDB focus group and steering committee meetings felt reaching the youth population had to be a high priority in program alignment. The WDB has created a Youth Transition Team to work with its partners and training providers to explore new ways to reach this population and get young people on a track toward jobs and careers in the targeted industries and other regional employment. The WDB App and the recommendations of the plan for more social media outreach will help in this regard.

Our local area will develop service strategies for each participant that are directly linked to one or more performance measure and include the identification of a career pathway that includes education and employment goals, appropriate achievement objectives, and appropriate services for the participant. It is a personalized plan for each WIOA youth participant. As such, the ISS will be completed with the youth participant and periodically reviewed with the participant.

Per section 129 (c)(2) of the WIOA, in order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness.

for participants, the local area youth program shall make each of the 14 required youth services available to youth participants (Exhibit A).

BEST PRACTICES

1.) The Salem County Vocational Technical School (SCVTS) Adult Education programs offer externships and clinical rotations as part of their medical program requirements. They have a partnership with LabCorp in which our students complete all pre-employee requirements at SCVTS prior to placement for their externships. The students complete a 19 module online training session and an orientation process while in class. This assists LabCorp in the hiring process of successful externs, following their completion of 180 hours of training at a LabCorp site. SCVTS and local LabCorp sites have received information and recognition for their model performance and relationships from their corporate offices in Raritan.

2.) The SCVTS Adult Education programs are also partnered with Inspira Hospital and local Cooper Cardiology offices. Students who are currently enrolled in the Medical Assistant/Multi-Skilled Technician program who have an interest in the EKG technician part of the course receive a week of training in Inspira's Cardiology Department during a 6:00 am to 11:00 am shift prior to placement at local Cooper Cardiology offices. As a result of the collaboration of pre-training skills offered at Inspira Hospital and the extern placement opportunities offered at Cooper Cardiology, students who specialize in the area of EKG technician during their course receive almost 100% employment opportunities when they graduate and are well-trained.

3.) Exemplary Community and Business Partnerships: The Cumberland Salem WDB has a philosophy of meeting businesses where they are. This holistic approach to business services has resulted in a very strong working relationship with the Business Community. This relationship has developed over time through the WDB staff networking with economic development and business organizations throughout the region; participating on business recruitment teams; meeting on-site with businesses seeking specialized or other workforce training; and developing innovative workforce partnerships such as the very visible youth program with Wawa Corporation. These efforts have resulted in the WDB staff and Board Leadership being included in all aspects of County and Regional Economic Development and Workforce Training Initiatives including the workforce planning of the County Colleges; the development of Technical School Curricula; and Economic Development Strategic Planning.

CHALLENGES

1.) Ongoing Barriers to Employment: Particularly in this most rural area of New Jersey, a variety of barriers to employment continue to pose significant challenges. For example, transportation remains a key challenge for both employers and employees. While Cumberland County has been able to find funding for fixed route service that connects downtowns to centers of employment such as industrial parks, funding for this type of para-transit is declining. While

opportunities exist to work with planning agencies such as "Cross County Connections" to develop carpooling programs and develop an improved network of information about transportation services, there remain limited opportunities for people to access regular and reliable transit services that provide connections locally and regionally to major employment centers or the NJ Transit System. For people living in remote corners of the region, the rural nature of the area alone imposes barriers to information and easy access to all sorts of services that can enhance workforce and human development.

2.) Insufficient Resources for Adult Education: In this era of transition and significant changes in the national and local economies, there are insufficient resources to meet the challenges faced by the local workforce. In the Cumberland Salem Region, this is particularly true in the area of Adult Education and Training. The Cumberland Salem WDB is committed to working with its partners to pool resources and integrate programs in an attempt to meeting this challenge, but additional program funding from the State would be welcomed. For our workforce system to flourish, the state needs to truly address the current core value of "Equipping the Workforce for Employment" by dedicating resources and rationally funding the basic skills, literacy, technology workforce readiness skills that are critical elements to long-term career success. This would include the continuation as well as requiring access to Adult Educational programs in our Vocational Technical Schools.

(EXHIBIT A) WIOA Youth Program Elements

In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the WIOA Youth shall provide elements consisting of the following. Please denote whether the required WIOA Program Element will be WIOA funded by the Local Area, provided by referral, or both.

| | Program Elements | How will this service be provided | By Whom (be specific) |
|----|--|-----------------------------------|-----------------------|
| 1 | Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential. | | |
| 2 | Alternative secondary school services, or dropout recovery services, as appropriate. | | |
| 3 | Paid and unpaid work experiences that have as a component academic and occupational education, which may include: (i) Summer employment opportunities and other employment opportunities available throughout school year. (ii) Pre-apprenticeship programs. (iii) Internships and job shadowing. (iv) On-the-job training opportunities | | |
| 4 | Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials aligned with in demand industry sectors or occupations in the local area involved. | | |
| 5 | Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. | | |
| 6 | Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate. | | |
| 7 | Supportive services. | | |
| 8 | Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months. | | |
| 9 | Follow-up services for not less than 12 months after the completion of participation, as appropriate. | | |
| 10 | Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate. | | |
| 11 | Financial literacy education. | | |
| 12 | Entrepreneurial skills training. | | |
| 13 | Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services. | | |
| 14 | Activities that help youth prepare for and transition to postsecondary education and training. | | |

TAB 4

APPENDIX C

Programs & Service Matrix



TAB 5

APPENDIX D

Current WDB Members



TAB 6

APPENDIX E

WIN Guidelines



New Jersey

Workforce Innovation Notice 11-16(A)

TO: Workforce Development Board Directors
One-Stop Operators
Employment Service Managers

FROM: John Bicica, Chief,
Office of WIOA Technical Assistance and Capacity Building

SUBJECT: Priority of Service under Workforce Innovation and Opportunity Act Title I programs.

DATE: October 25, 2016

Purpose

To provide the priority of service requirements of customers funded under Workforce Innovation and Opportunity Act (WIOA) programs.

Background

WIOA Sec. 134 (c)(3)(E) establishes a priority of service requirement for customers served under the WIOA Title I adult program. Training and Employment Guidance Letter (TEGL) 3-15 provides guidance on applying those priorities as well as the priority of service for veterans and eligible military spouses. This guidance provides the sections of TEGL 3-15 that address priority of service and related definitions and policies.

Priority for Adult Funds

Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, One-Stop Center staff responsible for these funds must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of **individualized** career services and **training** services. Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds. WIOA also expanded the priority to include individuals who are **basic skills deficient** as defined in WIOA section 3(5). (TEGL 3-15)

WIOA Adult Program Priority

Veterans and eligible spouses (these are defined on page 5) continue to receive priority of service for **all** job training programs funded by the United States Department of Labor, which include WIOA programs. The WIOA Title I **Adult** program has a statutory priority for individuals who are receiving public assistance, other low-income individual and basic-skills deficient individuals. Local areas may also identify local priority groups from among individuals with barriers to employment (see page 4). 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 public assistance recipients, 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 statutory priority for WIOA **Adult** formula funds. (public assistance recipients, other low-income individuals and individual who are basic skills deficient)
3. Third, to veterans and eligible spouses who are **not** included in WIOA's priority groups, but who **are** included in the locally-identified priority group.
4. Fourth, to non-covered individuals who are not included in WIOA's priority groups, but are included in the locally-identified priority group.
5. Fifth, to non-covered persons (not veterans or eligible spouses) who do not meet the statutory priority outside the groups given priority under WIOA (public assistance recipients, other low-income individuals and individual who are basic skills deficient) and the local area priority group.

Individuals may meet multiple categories; in these cases the highest priority level that a person is eligible for applies to them. For example, a local area identifies ex-offenders as a local priority group. If a person is an ex-offender *and* low income they would receive first or second priority, depending on their veteran status.

When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits **must be disregarded** for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. **Military earnings are not to be included** when calculating income for veterans or transitioning service members for this priority in accordance with 38 U.S.C. 4213.

TEGL 3-15 requires local area to develop policies and procedures for providing priority of service for the populations described above for participants served in the WIOA Title I Adult program. The State is required to monitor local areas to ensure that these procedures have been

Note that for programs that do not have mandatory priority populations (such as the WIOA Dislocated Worker program), veterans always receive first priority followed by all other participants. One-Stop Centers must prominently display, in all public areas, signage that informs individuals of the priority of service for veterans and eligible spouses. The New Jersey Department of Labor and Workforce Development (LWD) has a poster (see *Attachment*) that is available for printing in the **Veterans Services** section of the **Workforce** page of *Inform*.

Definitions

Veteran-The term “veteran” means a person who served at least one day in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable. **Note:** This definition applies specifically to eligibility for priority of service. Eligibility for other veteran services may have different definitions.

Eligible Spouse - means the spouse of any of the following:

- a. Any veteran who died of a service-connected disability;
- b. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - i. Missing in action;
 - ii. Captured in the line of duty by a hostile force; or
 - iii. Forcibly detained or interned in the line of duty by a foreign government or power;
- c. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- d. Any veteran who died while a disability was in existence.

A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member. **(TEGL 10-09)**

Long-Term Unemployed-An individual with an employment history of a duration sufficient to demonstrate attachment to the workforce to the One-Stop Operator, who has been unemployed for 27 or more weeks in the previous 12 months.

Applying Priority of Service

Priority of Service - This means that an eligible individual receives access to a service earlier in time than an individual not in a priority group, or, if the resource is limited, the person in the priority group receives access to the service instead of a person outside any priority group.

Priority of service applies to the selection procedure for services such as classroom training in the following manner: if there is a waiting list for the formation of a training class, priority of service is intended to require that a person in a priority group goes to the top of that list. Priority of service applies up to the point at which an individual is both approved for funding and



ATTENTION

YOU MAY BE ELIGIBLE FOR PRIORITY SERVICE IF -

You served in the United States military; or were activated as a member of a National Guard or Reserve unit

OR

ARE THE SPOUSE OF -

- (1) A veteran who died of a service connected disability;
- (2) A member of the Armed Forces who is:
 - (i) Missing in action;
 - (ii) Captured in line of duty; or
 - (iii) Forcibly detained by a foreign government or power;
- (3) A veteran who has a Department of Veterans Affairs total disability rating
- (4) A veteran who died while a Department of Veterans Affairs total disability rating existed

Let the receptionist know upon check-in.



Workforce Innovation Plan
2016-2020

TAB 7

APPENDIX F

**Letters Linking the WDB & ABS & IELCE
Program Services**





**WORKFORCE
DEVELOPMENT BOARD**

CUMBERLAND · SALEM · CAPE MAY

April 13, 2017

To Whom it May Concern:

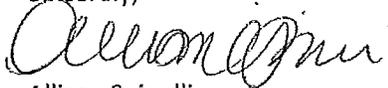
The Cumberland Salem Cape May Workforce Development Board is pleased to provide support of Atlantic Cape Community College's application for Consolidated ABS and IELCE Grant Program for Fiscal Year 2018 to provide services in Cape May County.

As indicated in our local Workforce Innovation Plan, the basic skills and levels of education in reading and math of the three-county region's general population are improving but lags behind the State averages. Boosting educational attainment across the board is an ongoing and difficult task, particularly with the steady influx of new immigrants with low language skills. These ABS and IELCE programs are essential to meeting the educational skill needs of our local area.

On March 13, 2017, Workforce Board and local staff met with Atlantic Cape Community College to discuss the ongoing needs in Cape May County and identify any gaps in service. We identified extended hours and increased offerings for English language learners as potential needs. We also discussed creating a referral process that allows the One Stop to be the primary source of referrals for the ABS and IELCE programs. Lastly, we began the discussion for the provision of integrated education and training offerings for ESL students that will lead to improved employment opportunities for that population.

We believe that we have created a plan that will lead us to a coordinated service delivery system for adult education. Should you have any questions or need additional information, please contact me by phone at 856-696-5660 x3004 or by email at aspinelli@ccoel.org.

Sincerely,



Allison Spinelli
Executive Director

Mailing Address: PO Box 1500 Vineland, NJ 08362-1500 **Telephone:** (856) 696-5660
Center for Workforce & Economic Development
Cumberland County College Campus 3322 College Drive Vineland, NJ 08360



**WORKFORCE
DEVELOPMENT BOARD**
CUMBERLAND · SALEM · CAPE MAY

April 13, 2017

To Whom it May Concern:

The Cumberland Salem Cape May Workforce Development Board is pleased to provide support of Salem County Vocational Technical School's application for Consolidated ABS and IELCE Grant Program for Fiscal Year 2018 to provide services in Cumberland and Salem Counties.

As indicated in our local Workforce Innovation Plan, the basic skills and levels of education in reading and math of the three-county region's general population are improving but lags behind the State averages. Boosting educational attainment across the board is an ongoing and difficult task, particularly with the steady influx of new immigrants with low language skills. These ABS and IELCE programs are essential to meeting the educational skill needs of our local area.

On March 13, 2017, Workforce Board and local staff met with Salem County Vocational Technical School to discuss the ongoing needs in Cumberland and Salem Counties and identify any gaps in service. We identified extended hours and increased offerings for English language learners, particularly in the Vineland/Millville area in Cumberland County as potential needs. We also discussed our current referral process in Cumberland County that allows the One Stop to be the primary source of referrals for the ABS and IELCE programs and the potential for duplicating this process in Salem County. Lastly, we began the discussion for the provision of integrated education and training offerings for ESL students that will lead to improved employment opportunities for that population.

We believe that we have created a plan that will lead us to a coordinated service delivery system for adult education. Should you have any questions or need additional information, please contact me by phone at 856-696-5660 x3004 or by email at aspinelli@ccoel.org.

Sincerely,



Allison Spinelli
Executive Director

Mailing Address: PO Box 1500 Vineland, NJ 08362-1500 Telephone: (856) 696-5660
Center for Workforce & Economic Development
Cumberland County College Campus 3322 College Drive Vineland, NJ 08360

IMPROVING ADULT EDUCATION AND LITERACY SERVICES CO-LOCATION OF WORKFORCE LEARNING LINK AND TITLE II PROGRAMS

In September 2015, The Cumberland County Department of Workforce Development brought its One Stop Career Center operations to a new facility on the campus of Cumberland County College. This co-location provided an opportunity to more closely coordinate the referrals to various adult education and literacy services.

To begin this process, the Workforce Development Board created a comprehensive list of all adult education and literacy services available in the local area. This inventory is widely shared and regularly reviewed and updated at the WDB Adult Education and Literacy Committee meetings. As a result of that process, we identified similar programs that were being provided by the Title II Consortium and Workforce Development and began a discussion about how to coordinate referrals to those programs to minimize duplication.

A system was developed that established criteria for the adult learners participating in those programs. Individuals who did not have a high school diploma or equivalency and whose assessment scores indicated a need for longer-term participation were referred to the Title II program. Individuals who have a high school diploma or equivalency and/or whose assessment scores indicated a need for short-term participation were referred to the Workforce Learning Link program. A single point of contact for these workforce-connected referrals was selected to act as the "gate keeper" for the system to ensure the referral process was consistent.

The co-location of these programs into a single facility further streamlined the process. Cumberland County College moved its Title II funded adult education program into the new Center for Workforce and Economic Development. The programs currently share both financial and staff resources and offers comprehensive service delivery regardless of eligibility requirements. This created not only a single point of contact for this referral system but a single point of entry and participation.

TAB 8

APPENDIX G

One-Stop Operator Procurement



APPENDIX G

Supplement to Plan Section XVI: One-Stop Operator Procurement

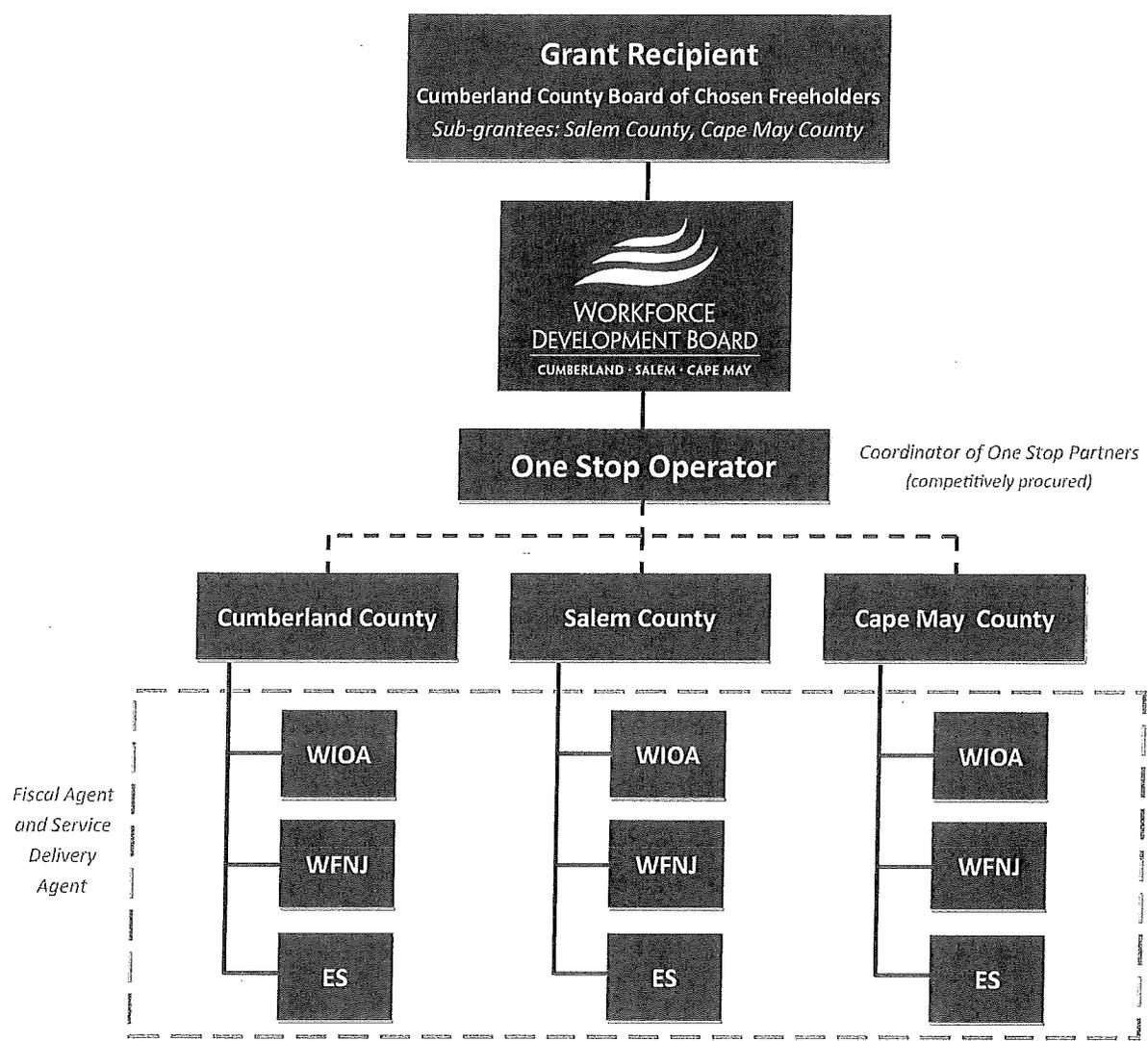
The SETC Guidance directs that the local plan must provide a detailed discussion of the competitive procurement scope and the process used to competitively procure the One-Stop Operator (OSOP), including the determination of need and roles of the OSOP, the WDB review and approval of this competitive selection, the avoidance of conflict of interest, and the use of firewalls. The description of the process should include which entity is responsible for issuing the solicitation, and the role of the local government procurement official in the process. WIOA requires that the competitively-selected OSOP must be in place by July 1, 2017; this requirement is further described in the WIOA final regulations and USDOL directives. The following narrative describes this process.

The Cumberland-Salem-Cape May Workforce Development Board followed a very prescriptive process in addressing the procurement of the One-Stop Operator. The following timeline outlines the process used and the various entities involved in order to ensure the firewalls and independence required by the SETC.

| STEPS IN THE PROCESS | DATE | ACTION TAKEN |
|---|---------------|--|
| Procurement Task Force established by WDB to draft the Scope of Work for the One-Stop Operator RFP. There were four private-sector and one public sector members of the Task Force. | April 3, 2017 | The Procurement Task Force prepares the Scope of Work and forwards it to the full Workforce Development Board for its approval |
| The Workforce Development Board meets to review the draft Scope of Work prepared by the Procurement Task Force. | April 6, 2017 | The Workforce Development Board approves the Scope of Work and forwards it to the Cumberland County Purchasing Department for inclusion in a County-prepared RFP |
| The Cumberland County Purchasing Department Drafts the RFP as #17-21, using the standard County Template. | May 12, 2017 | The Purchasing Department incorporates the Scope of Work prepared by the Procurement Task Force into the RFP and releases it for public distribution. |
| The Purchasing Department hosts a Pre-Proposal Meeting for questions related to the RFP. | May 22, 2017 | Pre-Proposal meeting addresses questions and comments related to the RFP |
| The Purchasing Department receives written questions from prospective vendors regarding the RFP. | May 24, 2017 | Questions at the Pre-Proposal meeting and written questions received from prospective vendors are compiled and addressed |

| STEPS IN THE PROCESS | DATE | ACTION TAKEN |
|--|---------------|--|
| Addendum #1 to RFP 17-21 is prepared by the County Purchasing Department. | May 30, 2017 | Questions are answered by the Purchasing Department in Addendum 1. |
| Proposals received from prospective vendors | June 8, 2017 | Purchasing Department and Procurement Task Force reviews proposals with recommendation to the Cumberland County Board of Chosen Freeholders. |
| Freeholder Board receives recommendation from the County Purchasing Department | June 20, 2017 | Freeholder Board awards contract for One-Stop Operator |
| One Stop Operator Chosen | July 1, 2017 | Contract signed with County for One-Stop Operator |

The following pages provide a flow chart outlining how the One-Stop Operator will be assured independence and an avoidance of conflicts-of-interest. Subsequent pages also include pertinent pages of the County's RFP that illustrate the anticipated role of the One-Stop Operator, the purpose, and the mission of the RFP.



**COUNTY OF CUMBERLAND
BRIDGETON, NEW JERSEY**

RFP # 17-21

**COMPETITIVE CONTRACTING REQUEST FOR PROPOSAL
TO SELECT A ONE-STOP OPERATOR TO COORDINATE THE NEW
JERSEY ONE-STOP CAREER CENTERS IN THE CUMBERLAND SALEM
CAPE MAY WORKFORCE DEVELOPMENT AREA.**

**RFP OPENING: THURSDAY, JUNE 8, 2017
PREVAILING TIME: 2:00 PM**

**PURCHASING DEPARTMENT
CUMBERLAND COUNTY ADMINISTRATION BUILDING
164 WEST BROAD STREET
BRIDGETON, NEW JERSEY 08302**

**(856) 453-2132 Phone
(856) 451-0967 Facsimile**

**NOTICE OF COMPETITIVE CONTRACTING
REQUEST FOR PROPOSAL**

RFP # 17-21

**COMPETITIVE CONTRACTING REQUEST FOR PROPOSAL
TO SELECT A ONE-STOP OPERATOR TO COORDINATE THE NEW JERSEY
ONE-STOP CAREER CENTERS IN THE CUMBERLAND SALEM CAPE MAY
WORKFORCE DEVELOPMENT AREA**

The County of Cumberland is soliciting proposals through a fair and open process in accordance with N.J.S.A. 19:44A-20.4 et seq.

Sealed RFP responses will be received by Purchasing, on Thursday, June 8, 2017 at 2:00 P.M. prevailing time in the Cumberland County Purchasing Department, Cumberland County Administration Building, 164 West Broad Street, Bridgeton, New Jersey, 08302, at which time and place responses will be opened for Competitive Contracting Request for Proposal for the above stated services.

RFP Documents may be downloaded at <http://cumberlandprocure.org>.

Bid Portal Commodity Code(s):

1. **Consulting Services**
2. **Professional Service**

Respondents are required to comply with the requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27 Affirmative Action and P.L. 1977, C. 33, as amended by P.L. 2016, C. 43, N.J.S.A. 52:25-24.2 Corporate Disclosure.

A Non-Mandatory Pre-Proposal Submission Conference will be held at the Cumberland County Administration Building, 164 West Broad Street, Bridgeton, New Jersey, 08302 at 10:00 A.M. (Prevailing Time) on Monday, May 22, 2017. Respondents are strongly encouraged to attend this meeting.

By order of the Board of Chosen Freeholders of the County of Cumberland.

David C. DeWoody
Purchasing Agent

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**COMPETITIVE CONTRACTING REQUEST FOR PROPOSAL
TO SELECT A ONE-STOP OPERATOR TO COORDINATE THE NEW JERSEY
ONE-STOP CAREER CENTERS IN THE CUMBERLAND SALEM CAPE MAY
WORKFORCE DEVELOPMENT AREA**

1. INTRODUCTION

This contract is to provide a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland Salem Cape May Workforce Development Area.

2. ADMINISTRATIVE CONDITIONS AND REQUIREMENTS

The following items express the administrative conditions and requirements of this RFP. Together with the other RFP sections, they will apply to the RFP process, the subsequent contract, and project production. Any proposed change, modification, or exception to these conditions and requirements may be the basis for the County of Cumberland, hereinafter referred to as owners, to determine the proposal as non-responsive to the RFP and will be a factor in the determination of an award of a contract. The contents of the proposal of the successful respondent, as accepted by the owner, will become part of any contract awarded as a result of this RFP.

The terms; Request for Proposal, RFP, Proposal, Bid, Bidder are all interchangeable within this document and are to be construed as the information for a respondent to prepare themselves to provide a response to the County.

3. SCHEDULE

The dates established for the procurement are:

| | |
|-----------------------|--------------------------|
| Release of RFP | May 12, 2017 |
| Pre-Proposal Meeting | May 22, 2017; 10:00 A.M. |
| Questions Due Date | May 24, 2017 |
| Proposal Due Date | June 8, 2017; 2:00 P.M. |
| Governing Body Action | June 20, 2017 |
| Contract Commencement | July 1, 2017 |

4. PROPOSAL SUBMISSION INFORMATION

a. Submission Date and Time:

Thursday, June 8, 2017, 2016; 2:00 P.M.
One (1) Original and Six (6) Copies must be submitted.

b. Submission Office:

Cumberland County Purchasing Office
Cumberland County Administration Building
164 West Broad Street
Bridgeton, New Jersey 08302

- c. Respondents shall clearly mark their submittal package with the title of this RFP and the name of the responding firm, addressed to the Purchasing Department.
- d. The original proposal shall be marked to distinguish it from the Six (6) Copies.
- e. Respondents shall use 12 point font with double spacing.

Only those RFP responses received prior to or on the submission date and time will be considered.

f. Responses

Responses delivered before the submission date and time specified above may be withdrawn upon written application of the respondent who shall be required to produce evidence showing that the individual is or represents the principal or principals involved in the proposal. After the submission date and time specified above, responses must remain firm for a period of sixty (60) days.

g. Interviews

At the County's sole option, after proposals are received, but prior to the completion of the evaluation of proposals, vendors may be invited to provide clarification regarding their submission. The presentation, if any, shall address only those matters specified by the County. The presentation, if any, shall not be used for negotiation of the contract.

h. The User Department for these services is:

Cumberland County Department of Workforce Development
PO Box 1500, 3322 College Drive
Vineland, NJ 08360
Attention: Allison Spinelli

i. County Representative for this Solicitation

Please direct all questions in writing to:

Cumberland County Purchasing Department
County Administration Building
164 West Broad Street
Bridgeton, New Jersey 08302
Attention: Purchasing
Voice: (856) 453-2132
Fax: (856) 451-0967

j. Interpretations and Addenda

Respondents are expected to examine the RFP with care and observe all its requirements. All questions about the meaning or intent of this RFP, all interpretations and clarifications considered necessary by the owner's representative in response to such comments and questions will be issued by Addenda mailed or delivered to all parties recorded as having received the RFP package. Only comments and questions

responded to by formal written Addenda will be binding. Oral interpretations, statements or clarifications are without legal effect.

5. **COMMENCEMENT OF WORK/TERM OF CONTRACT**

This contract shall commence July 1, 2017, and terminate June 30, 2018, subject to budgetary appropriations by the Cumberland County Board of Chosen Freeholders as required by law. The County shall have the sole option of extending this agreement for three (3) additional one (1) year periods to run from July 1 to June 30.

6. **GENERAL INFORMATION/SCOPE OF WORK/ DESCRIPTION OF SERVICES**

The County of Cumberland is hereby soliciting proposals from qualified vendors to select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland Salem Cape May Workforce Development Area necessary for the provision of the services as described and proposed herein.

7. **EVALUATION, REVIEW AND SELECTION PROCESS:**

7.1 **PROPOSALS TO REMAIN SUBJECT TO ACCEPTANCE**

RFP responses shall remain open for a period of sixty (60) calendar days from the stated submittal date. The owner will either award the Contract within the applicable time period or reject all proposals.

The owner may extend the decision to award or reject all proposals beyond the sixty (60) calendar days when the proposals of any respondents who consent thereto may, at the request of the owner, be held for consideration for such longer period as may be agreed.

7.2 **REJECTION OF PROPOSALS**

The owner reserves the right to reject any or all proposals, or to reject any proposals if the evidence submitted by, or investigation of such respondent fails to satisfy the owner that such respondent is properly qualified to carry out the obligations of the RFP and to complete the work contemplated therein. The owner reserves the right to waive any minor informality in the RFP.

7.3 **EVALUATION PROCESS**

An evaluation team will review all proposals to determine if they satisfy the Proposal Requirements, determine if a proposal should be rejected and evaluate the proposals based upon the Evaluation Criteria. The highest-ranking respondent for each program will then be recommended to the governing body for award of contract for that program. The County reserves the right to award a single contract or to award multiple contracts for the provision of these services, whichever method of award is in the best interest of the County, in order to insure that the requirements of the program are satisfied.

7.4 **EVALUATION CRITERIA**

Respondents may see the criteria and maximum point awards on the Proposal Evaluation Tool contained

herein; this criteria shall be considered in the evaluation of each proposal. The arrangement of the criteria is not meant to imply order of importance in the selection process. All criteria will be used to select the successful respondent.

8. SCOPE OF WORK

8.1 PURPOSE

The purpose of this solicitation is to select a One-Stop (OS) Operator to coordinate the New Jersey One-Stop Career Centers (NJCCs) and other service access points for federally-funded NJCC partners, as required by WIOA and other community partners serving employers and customers seeking jobs, career counseling, training, and career advancement in the Cumberland Salem Cape May Workforce Development Area.

The purposes of WIOA are the following:

- (1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.
- (2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.
- (3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America's employers with the skilled workers needed to succeed in a global economy.
- (4) To promote improvement in the structure and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.
- (5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States.
- (6) For purposes of Subtitles A and B of Title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

This solicitation is seeking management services that coordinate the diverse services of our One-Stop system partners. Under this vision the successful responder will provide:

- Leadership*
- Strategic Planning
- Market Focused Customer Services
- Information and Analysis**
- Human Resources Focus
- Process Management
- Business Results

* The expectation is that the OSO will develop a plan on how to run the One-Stop Centers in alignment with the LWDB's 4-year plan.

** The expectation is that the OSO is monitoring common performance measures and other state and local metrics that have been established and using that information for continuous improvement efforts in the One-Stop Center as well as apprising the LWDB and partners of performance against those measures.

Many system partners provide their services through publicly-funded and federally-legislated programs. Their service provision is structured by law and regulations. The challenge of the successful responder will be to negotiate and orchestrate a One-Stop system design that balances these imperatives with service excellence.

8.2 AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) is available at www.doleta.gov/wioa. The Final Rules and related resources are available at https://doleta.gov/wioa/Final_Rules_Resources.cfm. Federal & State grants flow from the New Jersey Department of Labor & Workforce Development (LWD) to the County of Cumberland (grant recipient for the local area) in form of Notices of Obligation. This Request for Proposal (RFP) solicits a One-Stop Operator for the Cumberland Salem Cape May Workforce Development Board.

8.3 GENERAL INFORMATION

The Cumberland Salem Cape May Workforce Development Board is soliciting proposals for One-Stop Operator Management Services to be funded through federal allocations received by the County of Cumberland as authorized through federal and state legislation. The successful bidder will provide innovative approaches to One Stop operations under the provisions of the Workforce Innovation and Opportunity Act for the period July 1, 2017 – June 30, 2018, with a possible annual option of renewal for up to three (3) additional one (1) year terms, effective July 1 through June 30th, contingent upon the successful delivery of services and funding availability.

The One Stop career center offers job seeker services by providing career pathway employment plans. For many job seekers, this may simply mean access to job listings, while others may require skill and aptitude evaluation, job search assistance, adult education, job training, postsecondary education or registered apprenticeship. Some may require temporary financial assistance, needs based payments or supportive services.

The Workforce Innovation and Opportunity Act (WIOA, Public Law 113-128) provides the framework for a national Workforce preparation system that is flexible, responsive, customer-focused and locally managed. The Cumberland Salem Cape May Workforce Development Board welcomes and encourages

the bidder to submit management service designs which are innovative, non-traditional and "hands-on" in approach.

This RFP is seeking management services that coordinate the diverse services of our One-Stop system partners. Under this vision the successful responder will provide:

- Leadership
- Strategic Planning*
- Market Focused Customer Services
- Information and Analysis**
- Human Resources Focus
- Process Management
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* The expectation is that the OSO will develop a plan on how to run the One-Stop Centers in alignment with the LWDB's 4-year plan.

** The expectation is that the OSO is monitoring common performance measures and other state and local metrics that have been established and using that information for continuous improvement efforts in the One-Stop Center as well as apprising the LWDB and partners of performance against those measures.

Many system partners provide their services through publicly funded and federally legislated programs. Their service provision is structured by law and regulations. The challenge of the successful responder will be to negotiate and orchestrate a one-stop system design that balances these imperatives with service excellence.

The Workforce Innovation and Opportunity Act (WIOA) places a clear separation between the one-stop operator responsibilities and those of the workforce board. The Cumberland Salem Cape May Workforce Development Board is seeking a one-stop operator to coordinate the service delivery of required one-stop partners and service providers. Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs. The law envisions a collaborative process that leads to the creation of a seamless customer-focused One-Stop delivery system. At its best, the resulting system integrates service delivery across all programs and enhances access to the programs' services.

WIOA requires local boards to establish a One-Stop delivery system and conduct oversight of that system. The Cumberland Salem Cape May Workforce Development Board is responsible for executing a memorandum of understanding with the required One-Stop partners that outlines each partner's responsibilities. Each One-Stop partner that carries out a required program or activity in a local area "shall provide access through the One-Stop delivery system to such program or activities carried out by the entity, including making the career services that are applicable to the program or activities available at the One-Stop centers (in addition to any other appropriate locations)." WIOA establishes a number of required partners in the One-Stop delivery system. These partners include:

- Title I programs (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Native American, and Migrant Seasonal Farmworker)
- Title II Adult Education and Family Literacy activities
- Wagner-Peyser Act employment services programs
- The Vocational Rehabilitation program under Title I of the Rehabilitation Act
- The Senior Community Service Employment Program authorized under Title V of the Older Americans Act
- Postsecondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act
- Trade Adjustment Assistance authorized under the Trade Act
- Jobs for Veterans State Grants programs authorized under chapter 41 of Title 38, U.S.C.
- Employment and training activities under the Community Services Block Grant
- Employment and training activities of the Department of Housing and Urban Development
- State unemployment compensation program
- Ex-offender programs authorized under section 212 of the Second Chance Act
- Temporary Assistance to Needy Families (TANF) authorized under the Social Security Act, unless exempted by the Governor

8.4 INTENT OF THIS SOLICITATION

The One-Stop Operator will lead the design and coordination of service delivery of the One-Stop partners and providers throughout the One-Stop system. Under WIOA the roles and responsibilities of our partners are found at WIOA§121(b)(1)(A); these activities include but are not limited to:

- Entering into a MOU with The Cumberland Salem Cape May Workforce Development Board relating to the operation of the One-Stop system consistent with the requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements;
- Providing access to its programs or activities through the One-Stop delivery system, in addition to any other appropriate locations;
- Beginning July 1, 2017, jointly funding the One-Stop system through infrastructure contributions that are based upon:

- a. A reasonable cost allocation methodology by which cash or in-kind infrastructure costs are contributed by each partner in proportion to the relative benefits of their participation;
- b. Federal cost principles; and
- c. Any local administrative cost requirements in the Federal law authorizing the partner's program.

The Cumberland Salem Cape May Workforce Development Board is seeking a vendor with the expertise and an established track record of providing services required of a one-stop operator. For purposes of this RFP, The Cumberland Salem Cape May Workforce Development Board defines One-Stop Operator services as the coordination of the service delivery of required one-stop partners and service providers within the local area One-Stop delivery system. The One-Stop Operator is the honest gatekeeper who ensures all partners have an equal voice in formulating the policy that drives the delivery of services throughout the system and the 3-county local area. The successful bidder shall, at a minimum:

- Provide leadership that examines how the one-stop system partners address values and performance expectations. The on-going review will include a focus on customers and other stakeholders, empowerment, innovation, learning, and organizational direction. The analysis will describe how the one-stop system addresses its responsibilities to the public and supports its key communities.
- Maintain regular office hours at each of the One Stop facilities in the 3-county local area to fulfill the One Stop Operator responsibilities.
- Assist with the negotiation and execution of a One Stop Partners Memorandum of Understanding (MOU) between the WDB and the required One Stop Partners in each county. A separate MOU must be created and managed for each county (Cumberland, Salem and Cape May).
- Convene regular monthly meetings of all One Stop Partners and providers (as applicable) for the purposes of coordinating the service delivery of the partners as defined in the One Stop Partner MOU. Separate meetings must be held for each county (Cumberland, Salem and Cape May).
- Convene regular monthly meetings of all WorkFirst New Jersey (WFNJ) Partners and providers (as applicable) for the purposes of coordinating the service delivery of the partners. Separate meetings must be held for each county (Cumberland, Salem and Cape May).
- Assist with the completion of the One Stop Certification Checklist for each of the One Stop Career Centers.
- Provide an examination of how the one-stop system determines customer/market requirements, expectations, preferences and how it builds relationships with customers and determines their satisfaction.
- Provide an analysis of the performance measurement system and how the one-stop system analyzes performance data and information.

- Provide a review of how the people who work in the one-stop system will develop and utilize their full potential in alignment with the organization's objectives. Also an exploration of the organization's efforts to build and maintain a work environment and an employee support climate conducive to performance excellence, full participation, and personal and organizational growth.
- Provide an examination of the key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all work units. Also to be reviewed are how key processes are designed, implemented, managed, and improved to achieve better performance. Identify areas of similarity and difference for the local area to promote the stream lining of service delivery for the 3-county local area as describes in the local plan.
- Provide a Business Results examination of the one-stop's performance and improvement in key business areas - customer satisfaction, financial and marketplace performance, product and service performance, human resource results, supplier and partner results, and operational performance. Also benchmarking performance levels relative to competitors, and other organizations within the system providing similar services.
- Assist with the preparation of content for the WDB Newsletters and/or other publications as required.
- Attend all WDB meetings and present a report that provides information regarding services, activities, expenses and performance outcomes. Attend other meetings as requested by the WDB.

In the future, additional roles may be established for the one-stop operator, including, but not limited to coordinating service delivery in a regional area, which may include affiliated sites in other counties in the South Jersey Region.

8.5 NARRATIVE RESPONSE FORMAT

When responding to this RFP please provide detail to the following questions. Complete on 8 1/2" x 11" paper, double spaced. Maximum 25 pages (one side only).

NARRATIVE RESPONSE TO THE INTRODUCTION

Please state the intended results of the proposed program, to include a timeline of the resulting deliverables. First, please concisely state the service you propose to provide. Then provide a synopsis of your overall concept and approach. At the conclusion of the overview please state specifically, "The service I propose will improve system outcomes by _____%".

1. What is the service you are offering? – 30 points

Tell us about the specifics of what you are offering as a service. Based on the synopsis of the program you offer, explain:

- (a) What and how you will provide the tasks described in 8.4 above;
- (b) How and why the service will achieve the results stated; and

(c) Any special strength or features which make your service different from similar offerings available.

2. **Please describe your experience working with Federal Programs? -10 points**

Please describe your experience working with Federal Programs. Specifically, in what capacity did you work and what results did you obtain.

3. **Please describe your experience working with the Private Sector? – 10 points**

Please describe your experience working with the Private Sector. Specifically, in what capacity were you employed and what successes did you realize.

4. **Who is going to do it? – 30 points**

Tell us about who is actually going to provide the service and will be responsible for achieving results. What evidence (especially from past behavior) suggests that this person has the enthusiasm, capability, and commitment to succeed in achieving the results stated above?

If applicable, tell us about other members of the service delivery team, i.e. business partners, other educational partners from institutions of advanced learning, etc. How and why will these capabilities help achieve the results you are committed to achieving?

What evidence suggests that your organization has the capability and commitment to achieve the results stated above? Also, briefly describe your organization's history and background, and include a discussion of any one-stop/federal program management your agency has operated.

5. **How much money will you need and how will you spend it? – 20 points**

Initially, the One Stop Operator will be funded from the federal Workforce Innovation and Opportunity Act (WIOA) formula funds allocated to the Cumberland Salem Cape May Workforce Development Board. The WDB has budgeted \$100,000 of WIOA program funds for Program Year 2017. Future funding will be budgeted related to the formula funding allocated to the local area. Include the hourly rate of bidder's staff that will be assigned to this project.

Include services to be provided by staff in the proposal.

Indicate all costs required to provide these services and an explanation as to how the costs were derived.

FIRM QUALIFICATIONS

Should your firm be interested in providing these services, please include the following information in your response:

A. Cover letter that includes:

1. Legal name of firm
2. Address
3. Name and title of firm owner, principal or managing partner

4. Federal Employer Identification Number (FEIN)
5. Dun & Bradstreet (D&B) number
6. Organization type (Private for profit, private non-profit or governmental corporation, sole proprietorship, community based organization, etc.)
7. Phone/FAX number and email address/website of the firm
8. Name of primary contact for this RFP
9. Phone/FAX number and email address of the primary contact

B. References

Please provide a listing of clients we may contact. Clients listed should be of similar scale to our organization and be serviced by the same staff proposed for this engagement. Please include specific contact name and telephone number.

C. Other Information

Please include any additional information not already requested that you consider essential to your response. If there is no additional information to include, please state, "There is no additional information we wish to present."

If a bidder is, or should be, aware of any potential conflict of interest, disclosure must be a part of the Certifications attached to this proposal. A conflict of interest would occur if members of the proposing organization whether as an employee, officer or director receives compensation or business for services rendered to the organization or have direct or consulting agreement, including those through family or business ties.

A team will review and rate each proposal utilizing a Proposal Evaluation Form, which is included as an attachment to this document. Upon conclusion of this rating process and Freeholder Board approval, Cumberland Salem Cape May WDB may begin negotiations with successful bidders. It is the bidder's responsibility to present accurate, concise, adequate, and qualitative documentation in each area to be rated in the RFP, so that the raters can make effective appraisals.

The proposal represents only one factor in the selection process of service providers, and may not be the sole basis for selection of a proposal for funding. Other factors, such as the capability of administering and operating these services within the constraints and limitations specified may also be considered in the selection process.

MAY 30, 2017

RE: ADDENDUM # 1;

COMPETITIVE CONTRACTING REQUEST FOR PROPOSAL TO SELECT A ONE-STOP OPERATOR TO COORDINATE THE NEW JERSEY ONE-STOP CAREER CENTERS IN THE CUMBERLAND SALEM CAPE MAY WORKFORCE DEVELOPMENT AREA; RFP # 17-21

To Whom It May Concern,

This is Addendum # 1 to the RFP for Competitive Contracting Request for Proposal to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland Salem Cape May Workforce Development Area; RFP # 17-21.

This addendum shall be made part of the contract documents. This addendum serves to clarify, revise and supersede information contained in the bid specifications.

The date/time originally established for receipt of proposals for this project remains unchanged; proposals shall be opened at 2:00 p.m. Thursday, June 8, 2017.

An authorized representative of your company shall acknowledge receipt of this information on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package (see Exhibit I).

Failure to acknowledge and return with your BID Submission the receipt of any issued addenda for this BID on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package shall be cause for your BID to be rejected pursuant to N.J.S.A. 40A:11-23.2.e.

You are hereby notified of the below listed changes/clarifications:

Question #1: Will all interested parties which either received the RFP or submitted questions receive copies of answers to those questions and any subsequent Addenda to the RFP?

Response: All addendums and clarifications are posted to the Web Portal from which registered vendors receive notification of the addendums and clarifications postings.

Question #2: Does documentation of Insurance coverage outlined In Exhibit M of the RFP need to be submitted with the Proposal or upon award of a contract?

Response: Insurance documents naming the County are due upon award of a contract.

Question #3: Where a Non-Profit Corporation submits a proposal, can the Official Incorporation Certificate be substituted for the Requirement for a New Jersey Business Registration Certificate?

Response: All not for profit organizations/vendors need to provide proof of their 501(c)(3) status.

Question #4: Does the Workforce Development Board (WDB) in coordination with the Cumberland County Purchasing Department and Board of Chosen Freeholders have sole discretion as to

the One-Stop Operator selection process or does the selected One-Stop Operator have to be approved by the State Employment and Training Commission (SETC) or some other State agency or organization?

Response: A task force of the WDB will review the proposals and make a recommendation to the Cumberland Freeholder Board to award a contract on behalf of the WDB. The award does not require another level of approval.

Question #5: When can we expect answers to these and other questions raised regarding the RFP?

Response: Response to questions will be available May 30, 2017.

Respondents are again reminded:

1. An authorized representative of your company shall acknowledge receipt of this information on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package (see Exhibit I).
2. Failure to acknowledge and return with your BID Submission the receipt of any issued addenda for this BID on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package shall be cause for your BID to be rejected pursuant to N.J.S.A. 40A:11-23.2.e.

The date/time originally established for receipt of proposals for this project remain unchanged; proposals shall be opened at 2:00 p.m. Thursday, June 8, 2017

Total number of pages included in this addendum: two (2) total; if you have not received two (2) pages immediately contact the Purchasing Department at (856)453-2132.

David C. DeWoody
Purchasing Agent



Workforce Innovation Plan
2016-2020



TAB 9

APPENDIX H

Public Meeting Documents





CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
PLAN UPDATE
CAPE MAY COUNTY PUBLIC MEETING
May 21, 2019

INTRODUCTIONS

PURPOSE OF THE PLAN AND AGENDA OVERVIEW

AREAS OF SIGNIFICANT CHANGES

A. Data and Background Update – Changes throughout the Document

1. The WDB Board has been streamlined from 40 to 28 members, representing the three counties.
2. The Region has lost population since 2010 (7)
3. The Retail, Healthcare, Hospitality, Manufacturing, and Construction Industries represent over half of all regional employment (8)
4. There is growth anticipated in the strongest industrial sectors over the next 5+ years (12)
5. There are new opportunities for growth, with emphasis on Aeronuatic and Drone technologies – Cape May County’s new Technology Park – and Food Service Technology – Cumberland County’s Food Specialization Center (16)
6. The region’s commuting patterns imply ongoing long trips to and from work (24)

B. Vision for the Action Agenda – Remains Constant (28)

C. Key Goals and Objectives

1. To incorporate Cape May County fully into the WDB’s administrative framework
2. To foster new opportunities to coordinate with local and regional business, industries and economic development organizations
3. To strengthen the alignment with and build on services to the individuals that have historically been part of the region’s hard-to-reach priority populations
4. To ensure system and program integrity through metrics and greater transparency
5. To expand regional outreach and enhance transparency through greater program awareness

D. Key Areas of Programmatic Changes and Adjustments

1. More emphasis on breaking down language barriers and other barriers to service using new tools supplied by SETC (45)
2. Expanding youth outreach and strengthening programs for young people (50)
3. Recognizing the opportunities provided by the Trade Act Pathways (55)
4. Providing greater attention to adult literacy (56)
5. Working with the business community to foster more apprenticeship programs for young people and adults (58)
6. Engaging the State's Industry Partnership Program to advance employment training and placements (68)
7. Prioritizing client services to meet the needs of the most disenfranchised populations (82)

QUESTIONS/DISCUSSION

NEXT STEPS

- Website Posting for 30 Days
- Submission to the State Employment & Training Commission (SETC)
- Final Edits and Acceptance by Cumberland-Salem-Cape May WDB
- Anticipated Adoption – On or Before September 2019

ADJOURN

MEETING NOTES

May 21, 2019

Allison Spinelli, Executive Director of the Cumberland-Salem-Cape May Workforce Investment Board opened the meeting at 10 am., which was held at the Cape May County Administration Building. She indicated that the meeting had been duly advertised in the paper of record and notice had been posted on the website. There were three people in attendance.

Ms. Spinelli walked through the agenda and highlighted the various areas that major changes have been made to the original plan.

Discussion centered around Cape May's ongoing integration into the three county WDB. Cape May One Stop now has its own website and considerable information about workforce development and training is being posted there. There was a discussion about the color in which the edits to the plan are highlighted and how best to ensure there is no confusion around the various shades of blue. Ms. Spinelli indicated she would relay an explanation to the SETC so there is an understanding at the time the draft document is submitted.

There was also discussion about preparing the One Stop Certification Checklist and where best to include some revised narrative. A decision will be made in the coming week, prior to posting the draft plan on the website for additional public review.

There being no further discussion, the meeting was adjourned.



CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
PLAN UPDATE
CUMBERLAND COUNTY PUBLIC MEETING
May 21, 2019

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QUESTIONS/DISCUSSION

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ADJOURN

MEETING NOTES

May 21, 2019

Allison Spinelli, Executive Director of the Cumberland-Salem-Cape May Workforce Investment Board opened the meeting at 2 pm., which was held at the Luciano Center of the Cumberland County College. She indicated that the meeting had been duly advertised in the paper of record and notice had been posted on the website. There were three people in attendance.

Ms. Spinelli walked through the agenda and highlighted the various areas that major changes have been made to the original plan.

A comment was made in support of the new focus on Apprenticeship and Pre-Apprenticeship Programs. Ms. Spinelli explained some of the challenges facing the WDB in implementing these programs, given that many South Jersey employers do not pay a wage at or greater than what is required to pay the apprentices. This discourages employers from utilizing the program, which may have to be modified in order to encourage employer participation.

There was also support expressed for the Adult Literacy Programs offered in the County and through the WDB. Cumberland County falls below the State average in adult literacy and educational attainment. Programs to support greater educational opportunity and advances in literacy were very much encouraged.

There being no further discussion, the meeting was adjourned.



CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT BOARD
PLAN UPDATE
SALEM COUNTY PUBLIC MEETING
May 23, 2019

INTRODUCTIONS

PURPOSE OF THE PLAN AND AGENDA OVERVIEW

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A. Data and Background Update – Changes throughout the Document

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2. The Region has lost population since 2010 (7)
3. The Retail, Healthcare, Hospitality, Manufacturing, and Construction Industries represent over half of all regional employment (8)
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- Anticipated Adoption – On or Before September 2019

ADJOURN

MEETING NOTES

May 23, 2019

Allison Spinelli, Executive Director of the Cumberland-Salem-Cape May Workforce Investment Board opened the meeting at 10 am., which was held at the Salem County Vocational Technical School. She indicated that the meeting had been duly advertised in the paper of record and notice had been posted on the website. There were three people in attendance.

Ms. Spinelli walked through the agenda and highlighted the various areas that major changes have been made to the original plan.

There was discussion about PSEG and the status of the Salem and Hope Creek Nuclear facilities. There has been rumor for some time that the plants would be closing. These facilities employ well over 1,000 people and account for a large percentage of the high technology jobs in Salem County and the three-county WDB Region. A closing or significant downsizing of these facilities would have a significant impact on the workforce in Salem County and throughout the region.

The discussion at the meeting centered around an agreement that has been reached between the State of New Jersey and the power company regarding State funding of clean energy providers. The bottom line is that there does not appear to be an imminent closing. However, the issue of the nuclear plants' employment base is one that should be included in the WDB Plan.

There being no additional discussion, the meeting was adjourned.



Workforce Innovation Plan
2016-2020

TAB 10

APPENDIX I

Signature Page



**RATIFYING AND AFFIRMING THE
CUMBERLAND-SALEM-CAPE MAY WORKFORCE INNOVATION PLAN**

WHEREAS, the Cumberland-Salem-Cape May Workforce Innovation Plan has been drafted and reviewed by the State Employment & Training Commission; and

WHEREAS, the Plan has been presented publicly at a round of public meetings throughout the three county region; and

WHEREAS, any comments received from the State Employment & Training Commission or the general public have been included as an Appendix to this Plan; and

WHEREAS, the final Workforce Innovation Plan was presented to the Workforce Development Board and approved, and

WHEREAS, Cumberland County is the grant recipient for the three-county Workforce Development Board.

NOW, THEREFORE BE IT RESOLVED AS FOLLOWS.

1. That I, Bert Lopez, as duly elected chairman of the Cumberland-Salem-Cape May Workforce Development Board hereby affix my signature to ratify and approve the plan; and
2. That I, Joseph Derella, Freeholder Director of Cumberland County Board of Chosen Freeholders hereby affirms the same.

Signed: _____
Bert Lopez, WDB Chairman

Date: _____

Signed: _____
Joseph Derella, Freeholder Director

Date: _____



Thinking Regionally ...
... Investing Locally

Submitted by the
**Cumberland-Salem-Cape May
Workforce Development Board**

May 30, 2019

