

“Thinking Regionally Investing Locally”

An Update to the 2019 – 2023 CUMBERLAND-SALEM-CAPE MAY WORKFORCE DEVELOPMENT PLAN



Submitted by the
**CUMBERLAND-SALEM-CAPE MAY
WORKFORCE
DEVELOPMENT BOARD**

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Presented by

— CELEBRATING OVER —
TRIAD
ASSOCIATES
— \$1 BILLION —
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SECTION 01 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. This local plan is required to support the vision, goals, and strategy described in the State Plan and otherwise be consistent with it and the Regional WDB Plan. The local plan will be effective through June of 2027.

The Cumberland-Salem-Cape May Workforce Development Board provides support to individuals in one of the most rural and economically distressed areas of New Jersey. The Board offers coordinated programming, planning and oversight services to the Southern New Jersey Region through the One-Stop Career Centers located in the three counties and the State employment service offices in Cumberland and Cape May Counties. This 2023-2027 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 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. 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, such as the "Workforce Investments Now" or WIN Program provided models for other Workforce Development Boards regionally and nationally.

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 has suffered 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.

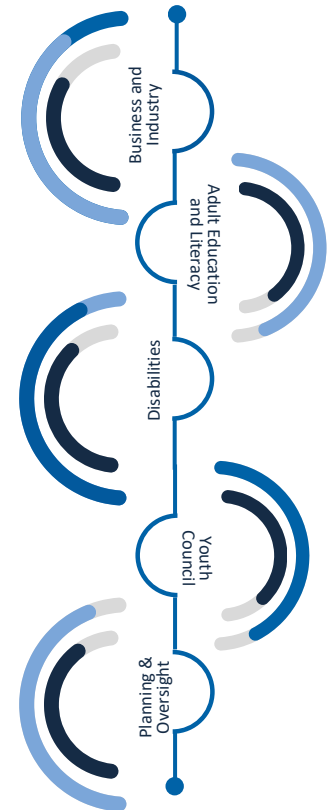
In addition, and particularly relevant given the recent COVID pandemic, many areas of the three-county region do not have adequate broadband access. This makes obtaining virtual training and programming opportunities very difficult for the most seriously disadvantaged and isolated members of the region's population. These are among the very constituencies that most typically need the services of the One-Stop Center and the Workforce Development Board.

GEOGRAPHIC JUNCTION

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. The map shown here 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 New Jersey's urban economy, although recent years have seen a significant increase in new industrial development. 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 regularly scheduled 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 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:

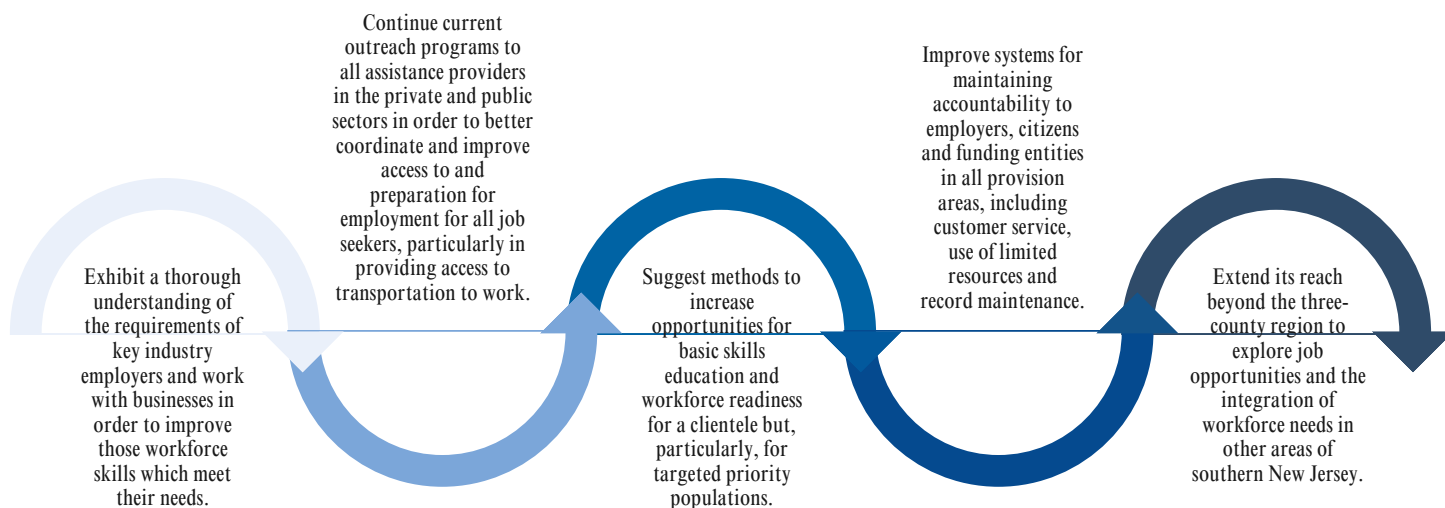


The challenges engendered by this isolation, the rural nature of the region, and its historic industrial and business base include, but are not limited to:

- Small job centers away from major, interstate road connections;
- Seasonally based employment;
- Lower than average basic educational skills;
- Import of skilled labor;
- A lack of broadband and high-speed internet access;
- 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 over 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. Year-round, the combined counties’ 2022 population estimated at 312,000 is spread over 1,482 square miles. This relatively small population, lack of large urban centers, and seasonally fluctuating economy present challenges for businesses and industries requiring large numbers of readily available workers.

The 2023-27 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:



In keeping with the Guidelines of the State Employment and Training Commission and its requirements for updating the document, this 2023-2027 Plan Update is broken into thirteen 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 provide an overview of the regional market, labor force, employment trends, demographics, the plan’s vision and goals, operational and administrative aspects of the WDB and One-Stop Centers, key partnerships, monitoring protocols, and a summary of key initiatives.

STATE AND REGIONAL PLAN COMPABILITY

The Cumberland-Salem-Cape May Workforce Development Plan not only reflects a unique collaboration among multiple counties, it also demonstrates an alignment with the goals of the Regional WDB Plan as well as the New Jersey State Plan. The State Plan seeks to ensure all career-seeking New Jersey-ans have the education and training necessary to access high-quality employment and that businesses and employers that are offering high-quality employment in New Jersey can quickly and efficiently fill their talent needs.

The Cumberland-Salem-Cape May WDB was a full participant in the process of updating the South Jersey Workforce Collaborative's Regional Plan and reflects its principal mission and goals. These tenets of the plan are outlined more fully in Section III of this plan.

Building new partnerships in workforce training, engaging with economic development leadership and industries, and finding new ways to facilitate equal access to employment services will continue to guide the work of the WDB. This plan provides a detailed roadmap for the future and a guide for advancing workforce needs in the region.

SECTION 02

ANALYSIS OF LABOR MARKET INFORMATION

ANALYSIS OF WDB AREA DATA AND INFORMATION

The three-county area of the WDB is located in South Jersey. Salem County is known for its agricultural production of vegetables, fruit, and livestock; Cumberland County is celebrated for its rich history and natural attractions; and Cape May County serves as a major tourist driver to the region, known for its beautiful beaches, and outdoor activities. It is no surprise then, that the labor trends in the area are the richest in agriculture, tourism, and hospitality.

As of 2022, the WDB region of Cumberland-Salem-Cape May Counties are home to approximately 312,107 people; with 48.5% of the population located in Cumberland County (151,356), 30.6% in Cape May County (95,634), and 20.9% in Salem County (65,117). From 2020 to 2022, the population in the program service area declined by approximately 0.68% (2,141). Both Salem and Cape May Counties saw a total population increase of 283 and 368 people, respectively. Meanwhile, Cumberland County saw a population decline of 2,792 people.

POPULATION TOTALS AND GROWTH TRENDS

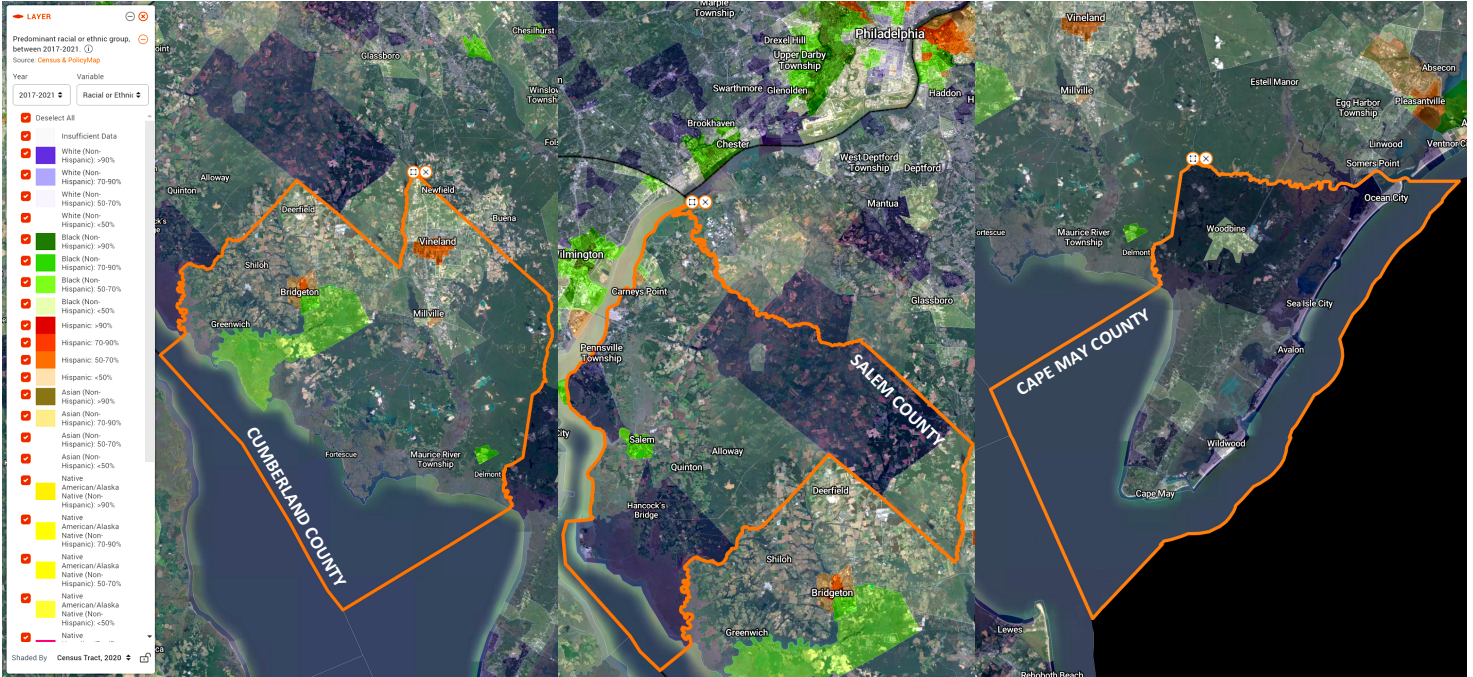
Local Areas	County	2019	2024	2029	2034
Atlantic-Cape May Counties	Cape May	94,100	94,400	93,300	93,400
Cumberland-Salem Counties	Cumberland	158,600	159,700	162,000	164,400
Cumberland-Salem Counties	Salem	63,000	62,600	61,000	59,800
Total		317,719	318,724	318,329	319,634
New Jersey		9,132,700	9,338,000	9,530,900	9,733,400

County	Change: 2019-2024		Change: 2024-2029		Change: 2029-2034	
Cape May	300	0.32%	-1,100	-1.17%	100	0.11%
Cumberland	1,100	0.69%	2,300	1.44%	2,400	1.48%
Salem	-400	-0.63%	-1,600	-2.56%	-1,200	-1.97%
Total	1,005	0.32%	-395	-0.12%	1,305	0.41%
New Jersey	205,300	2.25%	192,900	2.07%	202,500	2.12%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

According to the Population and Labor Force Predictions 2019-2034 from the NJ Dept. of Labor and Workforce Development, the population of this region will grow by approximately 2.41% (7,527) by 2034.

The largest racial group across all three counties in the region is white, followed by Black or African American. It is predicted that the region will undergo major changes in racial composition throughout the next decade. The percentage of white people in the region is predicted to decrease slightly while the overall increase in population is predicted to fall under the "Asian" or "other" category. Most notably, the non-Hispanic population is predicted to be on a steady decline, offset by the steady incline of the Multiracial and Hispanic populations.



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.

POPULATION GROWTH RATE BY RACE

Race	2010 Population	% Change 2010-2014		% Change 2014-2019		% Change 2019-2024		% Change 2024-2029		% Change 2029-2034	
White	129,500	-6,900	-5.3%	-8,500	-6.9%	-1,000	-0.9%	-400	-0.4%	-200	-0.2%
Black	19,200	-300	-1.6%	-500	-2.6%	900	4.9%	1,100	5.7%	1,000	4.9%
Asian	1,700	0	0.0%	-100	-5.9%	200	12.5%	200	11.1%	600	30.0%
Other	1,400	200	14.3%	0	0.0%	0	0.0%	200	12.5%	200	11.1%
Multiracial	2,000	400	20.0%	300	12.5%	600	22.2%	700	21.2%	700	17.5%
Hispanic	23,400	100	0.4%	400	1.7%	3,200	13.4%	3,500	12.9%	3,000	9.8%
Non-Hispanic	109,000	-6,000	-5.5%	-8,700	-8.4%	-3,500	-3.7%	51,700	56.9%	-57,000	-40.0%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

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. The state average for high school educational achievement or equivalent is 90.5%; thus, only 9.5% of the population aged 25 or older has not achieved this level of education. The state average for a bachelor's degree or higher is 41.5%.

Cape May County leads the region for bachelor's and advanced degrees; in Cape May, 35% of those ages 25 and up have a bachelor's degree or higher. In Salem County, that number drops to 23.3%, and 17% in Cumberland County. Unfortunately, Cumberland County has the greatest educational achievement gap in the Three-County Region. In Cumberland County, a staggering 19.2% of the population (25 years or older) has not obtained a high school diploma or equivalent. In Cape May County that value is only 6%, and 9.5% in Salem County.

EDUCATIONAL ATTAINMENT

Level of Education	Regional Information		New Jersey	
	No. of Individuals	% of Pop. Age 25 and Over	Total	% of Pop. Age 25 and Over
Less than 9th grade	11,557	5.17%	291,610	4.50%
9th to 12th grade, no diploma	15,491	6.93%	292,323	4.52%
High school graduate (includes equivalency)	78,734	35.24%	1,649,422	25.48%
Some college, no degree	37,830	16.93%	996,422	15.39%
Associate's degree	18,865	8.44%	454,004	7.01%
Bachelor's degree	38,738	17.34%	1,664,353	25.71%
Graduate or professional degree	22,223	9.95%	1,126,293	17.40%
Population 25 years and over	223,438		6,474,427	

Source: U.S. Census Bureau, 2021 American Community Survey

According to the 2021 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 of 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's 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.

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.

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 healthcare workforce. 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 healthcare facilities will not only offer opportunities to degreed and certified employees but also low-skill support staff.

EMPLOYMENT & SKILL/OCCUPATIONAL NEEDS OF EMPLOYERS

The number of employees and firms by industry provides a snapshot of current industry trends in the region. According to the 2021 ACS 5-Year Estimates Subject Tables, there are approximately 134,022 jobs in the three-county region, wherefore there is only a handful of dominating industry sectors. Thus, a single-industry economy can pose an increased risk to a local economy if it is impacted by weather, consumer spending patterns, and tourism trends. 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, making up 16.1% (21,512) of the total employment in the region (134,022). The regional share of jobs in this sector (21,512) is the heaviest in Cumberland County (50.8%; 10,934). The rest is split almost evenly between Cape May County (26.8%; 5,755) and Salem County (22.4%; 4,826). Professional scientific and tech services, and transportation and warehousing, make up approximately 8.32% (11,153), and 6.3% (8,401) of all jobs in the region, respectively.

The following sectors have the greatest number of employees by industry in the three-county area:

1. Healthcare and Social Assistance
2. Educational Services
3. Retail Trade
4. Manufacturing
5. Accommodation & Food Services
6. Construction

These sectors make up more than half of all employment in the Three-County Region (61.1%).



RESIDENT EMPLOYMENT BY INDUSTRY

Industry	Resident Employment
Agriculture, forestry, fishing and hunting, and mining:	2,716
Agriculture, forestry, fishing and hunting	2,319
Mining, quarrying, and oil and gas extraction	397
Construction	10,727
Manufacturing	12,191
Wholesale trade	4,847
Retail trade	14,426
Transportation and warehousing, and utilities:	8,401
Transportation and warehousing	6,417
Utilities	1,984
Information	1,781
Finance and insurance, and real estate and rental and leasing:	6,032
Finance and insurance	4,124
Real estate and rental and leasing	1,908
Professional, scientific, and management, and administrative and waste management services:	11,153
Professional, scientific, and technical services	5,495
Management of companies and enterprises	65
Administrative and support and waste management services	5,593
Educational services, and health care and social assistance:	35,812
Educational services	14,300
Health care and social assistance	21,512
Arts, entertainment, and recreation, and accommodation and food services:	11,802
Arts, entertainment, and recreation	3,095
Accommodation and food services	8,707
Other services, except public administration	4,786
Public administration	9,348
Civilian employed population 16 years and over	134,022

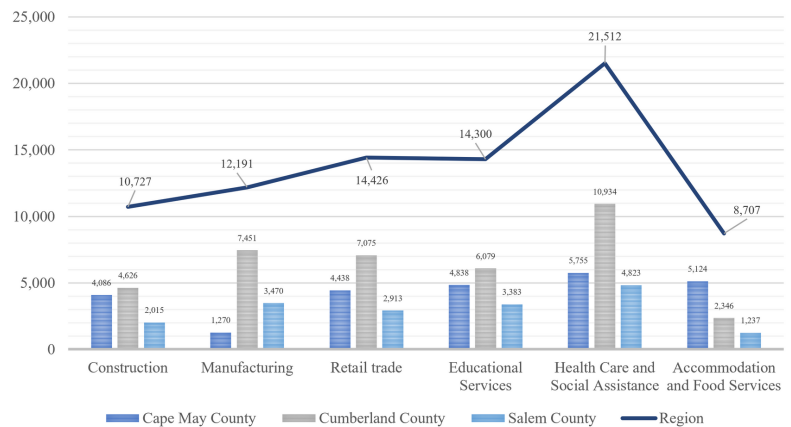
Source: U.S. Census Bureau, 2021 American Community Survey

The manufacturing sector is concentrated in Cumberland County with 61.1% (7,451) of the manufacturing jobs in the region (12,191). Cumberland County leads the employment sector in 5 of the 6 sectors highlighted in this section. Additionally, in Cumberland County, the retail trade employees account for 49.0% (7,075) share of the employees in this industry (14,426) in the region.

As a result of the tourism industry in Cape May County, it captures approximately 58.8% (5,124) of accommodation and food service businesses in the Three-County Region (8,707).

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. Construction is among the top five sectors in terms of businesses and employees comprising approximately 8% of all regional employment, double the percentage of employment in the previous version of this plan (4%).

REGIONAL EMPLOYMENT BY INDUSTRY



Cumberland County has the greatest share of employees in the construction industry (43.1%; 4,626), followed closely by Cape May County (38.1%; 4,086). Cape May County has a large seasonal population. Developing programs that foster construction and trade skills in this industry is an area of potential growth.

REGIONAL EMPLOYMENT BY INDUSTRY

	Cape May County		Cumberland County		Salem County		Region	
Construction	4,086	16.0%	4,626	12.0%	2,015	11.3%	10,727	13.1%
Manufacturing	1,270	5.0%	7,451	19.3%	3,470	19.4%	12,191	14.9%
Retail trade	4,438	17.4%	7,075	18.4%	2,913	16.3%	14,426	17.6%
Educational Services	4,838	19.0%	6,079	15.8%	3,383	19.0%	14,300	17.5%
Health Care and Social Assistance	5,755	22.6%	10,934	28.4%	4,823	27.0%	21,512	26.3%
Accommodation and Food Services	5,124	20.1%	2,346	6.1%	1,237	6.9%	8,707	10.6%
	25,511		38,511		17,841		81,863	

Source: 2021 ACS 5-Year Estimates Subject Tables

LABOR FORCE INFORMATION & TRENDS INCLUDING EMPLOYMENT AND UNEMPLOYMENT

The labor force participation rate, which is the percentage of the civilian population aged 16 and over who are either employed or actively seeking employment, is lower in Salem County, Cumberland County, and Cape May County compared to the state average. Specifically, in Salem County, 60.7% of the civilian population is part of the labor force. This means that around 39.3% of the population aged 16 and over in Salem County is not currently participating in the labor force. In both Cumberland County and Cape May County, the participation rate is even lower (56.0%). This means that 44.0% of the population aged 16 and over in both counties are not currently participating in the labor force. rate, which is the percentage of the civilian population aged 16 and over who are either employed or actively seeking employment, is lower in Salem County, Cumberland County, and Cape May County compared to the state average. Specifically, in Salem County, 60.7% of the civilian population is part of the labor force. This means that around 39.3% of the population aged 16 and over in Salem County is not currently participating in the labor force. In both Cumberland County and Cape May County, the participation rate is even lower (56.0%). This means that 44.0% of the population aged 16 and over in both counties are not currently participating in the labor force.

PROJECTIONS OF CIVILIAN LABOR FORCE BY COUNTY

Local Workforce Development Areas	County	% Change 2019-2024		% Change 2024-2029		% Change 2029-2034	
Atlantic-Cape May Counties	Cape May	-100	-0.23%	0	0.00%	700	1.60%
Cumberland-Salem Counties	Cumberland	1,100	1.71%	2,400	3.68%	1,600	2.36%
Cumberland-Salem Counties	Salem	-300	-0.99%	-500	-1.67%	-200	-0.68%
Region		700	0.51%	1,900	1.37%	2,100	1.49%
New Jersey		114,600	2.48%	154,600	3.26%	119,400	2.44%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

It is predicted that from 2024 to 2034 there will be a net decrease in the labor force of Salem County, as well as a projected net increase in both Cape May and Cumberland Counties. According to the Department of Labor, Population and Labor Force Projections, the region has a total labor force of 145,075, which means that there are 145,075 people aged 16 and over who are either employed or actively seeking employment in the area. However, the region has a significantly higher level of unemployment (16.13%) compared to the state as a whole; that's, 4.44 times higher than the state of New Jersey's unemployment rate of 3.63%.



LABOR MARKET CHANGE

	Estimate 2022	2021	2020	2019	Average 2010-2018	Estimated Change from 2021-2022	Net Change from 2020-2021	Net Change from 2019-2020
NEW JERSEY	Labor Force	4,676,875	4,661,100	4,642,900	4,686,700	3,812,800	15,775	-18,200
	Employment	4,507,725	4,365,400	4,203,300	4,528,200	3,567,256	-142,325	-162,100
	Unemployment	169,158	295,700	439,700	158,500	245,556	126,542	144,000
	Unemployment Rate (%)	3.63%	6.30%	9.50%	3.40%	6.86%	2.68%	3.20%
REGION	Labor Force	145,075	146,700	144,900	146,000	191,411	-1,625	-1,800
	Employment	137,400	135,100	128,700	137,700	164,444	-2,300	-6,400
	Unemployment	7,767	11,700	16,100	8,200	19,092	3,933	4,400
	Unemployment Rate (%)	16.13%	23.90%	33.30%	16.70%	30.05%	7.77%	9.40%

Source: Dept. of Labor and Workforce Dev. - Unemployment Rates and Labor Force Estimates

High unemployment rates can have a negative impact on the economy, as it means that fewer people are working and contributing to economic growth. It can also lead to social and economic problems such as poverty and increased reliance on government welfare programs. Addressing high unemployment rates is extremely important.

LABOR FORCE NEARING RETIREMENT AGE

Age	2019 Projections	2024 Projections	2029 Projections	2034 Projections
16-24	100,900	102,100	105,000	107,900
55+	37,500	37,000	36,000	35,200
% Labor Force 55+	27.10%	26.60%	25.53%	24.60%
	138,400	139,100	141,000	143,100

Age	Change: 2019-2024		Change: 2024-2029		Change: 2029-2034	
16-24	1,200	2.84%	2,900	2.76%	2,900	2.76%
55+	-500	-2.70%	-1,000	-2.22%	-800	-2.22%
	700	1.37%	1,900	1.49%	2,100	1.49%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

Retirement age can have a significant impact on the labor force. When individuals reach retirement age, they may choose to exit the labor force, either voluntarily or involuntarily. This can lead to a decrease in the number of available workers, which can cause labor shortages and impact the overall productivity of a community. Additionally, retirement age can impact the workforce in terms of the skills and experience available. In the region, the percentage of individuals nearing retirement age is projected to be around 26.6% in 2024 and 24.6% in 2034.

ALIGNMENT BETWEEN KEY INDUSTRY PIPELINES

According to 2022 data from ESRI, the following sectors employ the highest totals of non-government and non-farm employment in the three counties. They include:

- Manufacturing
- Construction
- Retail Trade and
- Services

Combined, these sectors account for almost 75% of all non-government and non-farm employment in the three counties. Of particular importance to the region are the following subsectors.

- Advanced Manufacturing
- Food Processing, including plant-based food products
- Healthcare
- Hospitality services, including accommodations and food services

Each of these 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.

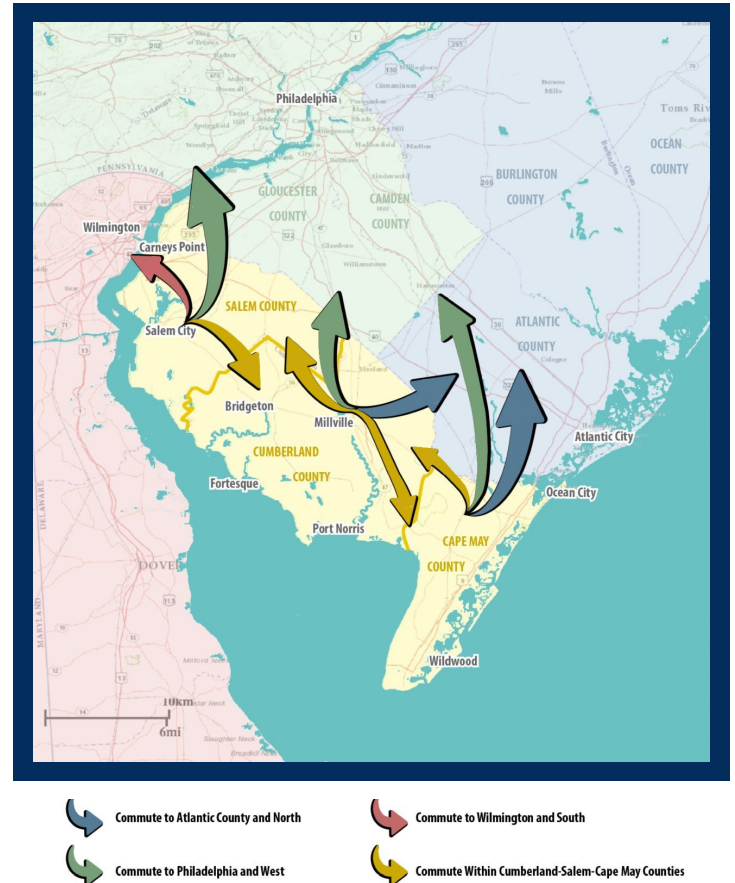
They enhance productivity and spur innovation by bringing together technology, information, specialized talent, competing companies, academic institution, and other organizations. Data from the U.S. Cluster Mapping Project helped identify what clusters these key sectors are associated with. This compiled data is managed by the Institute for Strategy and Competitiveness at Harvard University. Cumberland and Salem Counties have the majority of manufacturing jobs. Cape May County provides the lion's share of hospitality jobs. There are also emerging employment sectors such as clean energy, data processing, aeronautics, and specialized agriculture that will be described in more detail in a subsequent section of this plan.

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 the number of commuters traveling from home to work within this study area and beyond. Examining this information with the other findings in this report enables the Workforce Development Board to identify new employment opportunities for each county.

The rural nature of the region and the disbursement of employment centers means long commutes for many regional workers. According to the most recent 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. In addition, the largest percent of commuters originate in Cumberland County with over 61,000 or 46.34% of the total region.



A further analysis 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.

The over 33,000 commuters who travel from the Cumberland-Salem-Cape May County Region are referred to in this report as “Out County Commuting”. This segment has several subcomponents. The first category groups the 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 of each county. Almost 71% of Out 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. In addition, the COVID pandemic had an impact on commutation. While most commuting patterns in manufacturing and similar industries were not affected since employees had to report to work on site, employment in the hospitality and retail sectors was severely impacted with many businesses shut down for a long period of time.

EXISTING AND EMERGING INDUSTRY SECTORS AND OCCUPATIONS

AVIATION AND AERONAUTICS

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, and the new Jet East facility has provided new employment opportunities and opened the door for additional growth in the aviation industry. 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.

FOOD PRODUCTION AND SERVICES

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. During the COVID pandemic, several of the region's prominent food processors had to innovate their production lines to survive. This type of innovation and an increasingly flexible approach to traditional manufacturing will help industries across multiple sectors repurpose their production lines. This can be an important role for the WDB in assisting with labor force training as such innovations are advanced.

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, (2017), 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. The three-county region accounts for approximately 23.5% of the State's total land in agriculture and 29.59% of statewide agricultural sales. There were 172,626 acres in farming in the region, producing \$324,829,000 in sales. Of the total acreage, 68,145 acres were permanently preserved.

Cumberland County produced more than half of all farm sales, but Salem County had the largest number of acres in farming. Salem also had the lion's share of preserved farm acreage. As a specialized component of agriculture, cannabis is emerging statewide as an important crop. Plant-based food production is also becoming a more prominent subsector of the agricultural industry, which remains a large contributor to the farm economy statewide. to the farm economy statewide.

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.

TOURISM

Statistics compiled in 2021 by Tourism Economics, "The Economic Impact of Tourism in New Jersey" indicate that tourism sales in the South Jersey Region increased by approximately 25% from the 2020 pandemic levels. While still below pre-pandemic numbers, the industry is continuing to rebound. Cape May County accounts for 90% of visitation in the three-county region. Region-wide tourism represents a \$7.5 billion dollar industry.

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. The 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.

Recent 2023 news in Cumberland County has the potential to add significantly to its tourism industry and contribute to the region's tourist economy. Reports indicate that Tiger Woods and Mike Trout of golfing and baseball fame respectively, intend to develop a world-class golf course in Vineland. Such a project would dramatically increase visitation and spur additional development of hospitality-related businesses in the area.

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.

According to the NJ DOL&WD, the construction industry is projected to grow by some of the largest percentages in Cape May and Cumberland Counties which support the trends presented here, particularly in healthcare, hospitality, retailers, and tourist destinations. 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.

CLEAN ENERGY

The development of the Wind Energy Port in Salem County promises the creation of thousands of new jobs, many of them in the high technology sector. Not only will the wind port provide on-site construction and assembly jobs, but there are literally hundreds of supply chain businesses that will be created.

The solar industry is also one that has growth potential with more businesses and residents choosing to install solar panels, thereby heightening the demand for new manufacturing facilities in the region. These two clean energy industries place additional demand on the WDB for workforce training in these sectors and complement the work the WDB is already doing to promote advanced manufacturing skills.

MANUFACTURING

Manufacturing is another traditionally strong industry sector and will remain one of the WDB's key industries. This sector provides over 10,000 jobs regionally, with an increased focus on advanced manufacturing and high technology. Cumberland and Salem Counties provide the great majority of manufacturing jobs. Glass and glass product manufacturing is a vital industry in New Jersey unique mainly to its southern counties; this NJ sector accounts for approximately 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 impacts of growth in the aeronautics industry and the clean energy sectors will also contribute to the importance of manufacturing throughout the region.

The development of the Food Specialization Center in Cumberland County will also act to spur new companies and graduates in commercial-scale operations as well as offer business support and supply chain activities. This partnership may also offer opportunities for agricultural businesses in Salem County. Aside from the Wind Port, Salem County is also home to the largest power-generating facilities in the region, and its high-tech employment base.

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.

LOGISTICS AND DISTRIBUTION

Related to the growth in manufacturing is the need for new distribution facilities. Southern New Jersey is seeing a tremendous increase in large-scale distribution centers for companies such as Amazon, Target, Walmart, and others. While not a trend that has reached the Cumberland-Salem-Cape May Region in a significant way, it is clearly on the horizon and heightens the need for CDL licensing and warehouse operations including jobs such as forklift operators.

WORKFORCE DEVELOPMENT ACTIVITIES/STRENGTHS AND CHALLENGES

According to the New Jersey Department of Labor & Workforce Development, seven of the most important industries in the State are prominent components of the Cumberland-Salem-Cape May Regional economy.

This points to the alignment of the local economy with that of the State and the greater South Jersey Region. This fact contributes to the ability of the Local WDB to share in and collaborate with the NJ DOLWD and the South Jersey Workforce Collaborative in the development and implementation of job training opportunities across multiple industries.

According to pre-pandemic statistics from 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 to manufacturing through 2026.

The most important industries in the state include the following industry sectors.

- Transportation, Distribution and Logistics
- Retail Trade
- Manufacturing
- Healthcare and Health Services
- Technology
- Construction, and
- Leisure and Hospitality

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 2026. 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.

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

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

Advances in the importance of the other industry sectors have been documented previously. These opportunities provide the promise of new jobs and also challenges associated with the need for job training that keeps pace with the development of existing and new industry sectors. This will be particularly important in emerging sectors such as clean energy and aeronautics. Fostering cooperation in new job training programs locally and regionally will be one of the key challenges of the Local WDB in the coming four-year planning period.

AQUACULTURE

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 which 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.

RETAIL TRADE

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

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 is 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 that has significant opportunities for expanding the tourism industry.

COVID IMPACTS ON THE LABOR MARKET

The impacts of the COVID Pandemic were felt in all sectors of the Cumberland-Salem-Cape May economies. The leisure and hospitality industries were particularly hard hit. Seasonal employment dropped considerably. Small businesses were devastated in many subsectors with many restaurants closing their doors. All industry groups were adversely affected. This is apparent in the Gross Domestic Product table shown below. As can be seen from this table, there were large-scale drops in GDP in all three counties in the WDB region with commensurate drops in employment.

COVID IMPACTS ON GROSS DOMESTIC PRODUCT IN THE THREE-COUNTY REGION

		2018	2019	% Change	2020	% Change	2021	% Change
Cape May	\$	4,932,455.00	\$ 4,993,336.00	1.20%	\$ 4,681,281.00	-6.20%	\$ 5,021,018.00	7.30%
Cumberland	\$	5,929,351.00	\$ 5,877,225.00	-0.90%	\$ 5,691,671.00	-3.20%	\$ 5,947,878.00	4.50%
Salem	\$	4,641,912.00	\$ 4,683,214.00	0.90%	\$ 5,107,834.00	9.10%	\$ 5,231,759.00	2.40%
New Jersey	\$	550,064,519.00	\$ 561,842,799.00	2.10%	\$ 535,794,851.00	-4.60%	\$ 566,893,216.00	5.80%

According to the South Jersey Economic Development District's Comprehensive Economic Development Strategy (CEDS), the region is making a strong comeback. As pointed out previously, the tourism industry is rebounding, and unemployment rates have fallen to pre-pandemic levels.

There were, however, other impacts stemming from the COVID crisis that will likely be felt for many years to come. These impacts pose challenges and opportunities for the WDB Region. On the one hand, the emergence of "work from home" opportunities has broadened the labor force pool for many businesses and industries that may not rely solely on "on-site" employment. Job training and placement programs have had to adapt to virtual learning or a hybrid of virtual and on-site training. COVID also increased the demand for home shopping which has impacted the bricks and mortar retail sector but spurred the development of the warehousing and logistics sectors. These changes will continue to pose challenges for WDB training and job placement in the years ahead.

INTEGRATION WITH THE REGIONAL PLAN


The LOCAL WDB was a participant in the development of the south jersey regional WDB plan. The local WDB participates in ongoing regional and annual meetings with the other six counties in the region. Both the local and regional plans share many of the same goals and collaboration in workforce development programs is a goal that is prominent in both plans. This is particularly important in fostering cooperation with local economic development agencies and addressing the emerging industries that are on the horizon in the local region and across South Jersey.

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.

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



SECTION 03 STRATEGIC VISION, GOALS AND PRIORITIES OF THE WDB PLAN

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. Finally, it must be inclusive of the needs that are integral to each of the three counties in the service region.

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 8 goals and 35 objectives or strategic measures which are expanded upon in this section of the plan. Each of the goals address a general intent defined by the State or Regional Workforce Development Plans, or a specific needs unique to the three-county Southern New Jersey Region.

GOAL NO. 1

EXPAND ACCESS TO EMPLOYMENT, TRAINING, EDUCATION AND SUPPORTIVE SERVICES

One of the primary goals of the State Plan is to expand access to employment and related services. This includes outreach to underserved populations and communities. This goal encompasses a number of objectives and aligns well with the South Jersey Regional Workforce Development Plan. They include:

OBJECTIVE A

Work with the WDB's member counties and economic development agencies to expand broadband and high-speed internet access to all parts of the three-county region. This will increase opportunities for providing training and employment services and information.

OBJECTIVE B

Target hard-to-reach populations by collaborating with county and regional social services and other organizations. In particular, minority groups, veterans, youth, the disabled, re-entry populations, and non-English speaking individuals represent high priorities.

OBJECTIVE C

Collaborate with the region's colleges and technical schools to develop programs and certified degree programs for the new and emerging industries in the region.

GOAL NO. 2

FACILITATE THE DEVELOPMENT OF CAREER PATHWAYS

In cooperation with the South Jersey Workforce Collaborative, the Cumberland-Salem-Cape May WDB has identified a number of priority career pathways. Some are currently in place and some need additional development. The following narrative outlines the protocols currently in place and some ideas about enhancing the development of existing and new career opportunities within key targeted industry clusters.

OBJECTIVE A

Continue the work of the WDB with career outreach to youth. A number of related strategies are in place to coordinate and collaborate with public schools, and to reach out to Youth customers, both In-School and the priority Out-of-School Youth population. The WDB will adapt their recruiting and enrollment efforts for Youth to fit with school calendars so that a focused effort at the end of summer when regular schools are going back into session, can capture this population more effectively.

OBJECTIVE B

Outreach to junior high schools, high schools, and technical schools will continue, particularly to focus on careers in the trades. The region is short of trained trades workers and this is often an overlooked career track for many students that can provide family-wage salaries and life-long careers.

OBJECTIVE C

We will continue to work with businesses to advance externships and internships that can provide young people and adults with valuable career skills and training. In addition, more funding for OJT programs will also help to advance career pathways.

OBJECTIVE D

Many of the small businesses in the WDB region are lacking extensive HR divisions, often not having an HR staff at all businesses. They also face challenges negotiating the administrative requirements of some publicly funded programs, such as completing OJT agreements and other administrative tasks. We will seek to promote clerical and bookkeeping positions that can help small businesses thrive.

OBJECTIVE E

New industries are located in the region. Wind energy employers, aeronautic companies, and firms seeking employees skilled in advanced manufacturing are all priorities that provide new career opportunities and will be the focus of the WDB and its workforce partners.

GOAL NO. 3

INCREASE ACCESS TO PARTNERS AND ENGAGE NEW PARTNERS

Goals 3 and 4 of this 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 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 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 with other regional partners to address the historic seasonal employment patterns of the workforce.

This will involve the 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.

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



GOAL NO. 4

INCREASE WORK-BASED LEARNING

Work-based learning requires partnerships among industry, small businesses, and workforce development agencies. The South Jersey Regional WDB Plan encourages this collaboration with community partners by building stronger partnerships with organizations such as chambers of commerce, economic development agencies, educational institutions, local businesses and industries, and civic organizations.

OBJECTIVE A

There need to be uniform industry-valued credentials established for jobs in all industries. These credentials need to be developed by industry, educational, and workforce partners, then shared among training providers throughout the region.

OBJECTIVE B

Work with regional partners and the SETC to establish new apprenticeship programs for students, targeted populations, and other individuals seeking new employment opportunities or the chance to begin new careers. Particular attention will be focused on those key industry sectors that are prominent or newly emerging in the region.

OBJECTIVE C

Secure additional State funding for On-the-Job Training Programs. The OJT Program is one of the most valuable tools that the WDB has to encourage work-based learning and to encourage the start-up or location of new businesses and industries in the region. The WDB will work with the South Jersey Workforce Collaborative to promote new funding possibilities.

OBJECTIVE D

Develop ways to promote remote learning opportunities by working with partners to expand broadband service or creating hot spots at schools, colleges, and civic organizations that allow individuals, particularly in the most remote areas of the region to have access to job training and hybrid work-based learning programs.

GOAL NO. 5

SUPPORT MULTIPLE PATHWAYS FOR INDIVIDUALS THAT HAVE HISTORICALLY BEEN PART OF THE REGION'S HARD TO REACH PRIORITY POPULATIONS AT ONE-STOP CAREER CENTERS

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.

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

- Dislocated workers, and the long-term unemployed, including persons with disabilities
- Limited English or low-level literacy individuals
- Ex-offenders
- Homeless Individuals
- Individuals lacking a high school diploma
- Persons previously or currently in the foster care system
- Veterans
- Youths

INDIVIDUALS WITH A DISABILITY POPULATION

Category	Regional Information			New Jersey		
	Total	With Disability	Percentage	Total	With Disability	Percentage
Under 5 years	15,717	477	3.03%	516,200	2,790	0.54%
5 to 17 years	51,808	3,932	7.59%	1,500,779	64,796	4.32%
18 to 34 years	55,992	4,195	7.49%	1,930,460	111,501	5.78%
35 to 64 years	114,500	18,182	15.88%	3,688,990	328,542	8.91%
65 to 74 years	37,399	7,162	19.15%	912,181	180,695	19.81%
75 years and over	23,589	10,877	46.11%	615,030	269,870	43.88%
Total Civilian Noninstitutionalized Population	299,005	44,825	14.99%	9,163,640	958,194	10.46%

Source: U.S. Census Bureau, 2021 American Community Survey

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.

In addition, the objective of the plan stresses the importance of industry-valued credentials, particularly for persons with disabilities.

GOAL NO. 6

ENHANCE MIGRANT AND SEASONAL FARMWORKER OUTREACH

As noted in this plan, the three-county region is one of the most successful agricultural areas of the State. As such, there is a considerable influx of farm workers on both a full-time and seasonal basis. This suggests a need for both language, agricultural, and other skills training. Such opportunities should not be limited only to the agricultural industry but also to opportunities in other industry sectors that promote upward mobility and increased incomes.

OBJECTIVE A

Enhance direct interaction with farm operations by hosting job training seminars and focus groups to let agricultural employers know about the job training programs available to them both locally and regionally.

OBJECTIVE B

Explore ways to engage churches and community organizations in outreach to the farm worker community. Provide job training materials that can be distributed or posted at such sites and provide individuals fluent in the Spanish language to offer training and technical support. The counties' Agricultural Extension offices and the NJ Department of Agriculture can also provide new opportunities for collaboration.

OBJECTIVE C

Expand Spanish language materials and online services as part of the WDB and One-Stop websites. Link the websites to other sites frequented by farm workers and non-English speaking residents.

OBJECTIVE D

Work to secure funding for targeted social media outreach. A social media consultant can identify outlets where there is a dominance of non-English speaking engagement. This might include television stations, Spanish radio, shopping destinations and other sites where messages and information about job training and other agricultural programs can be offered.

GOAL NO. 7

ENSURE SYSTEM AND PROGRAM INTEGRITY THROUGH METRICS AND GREATER TRANSPARENCY

Another goal of this plan is to ensure system integrity. The WDB has developed a strong reputation for outstanding and innovative programs and service delivery to the residents of its region. A good example of this is the creation of the Workforce Investment Now or WIN Program. This program has been modeled in other WDBs in the State and provides a framework for a rapid response to employers seeking immediate workforce training or other needs. 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:

- *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 are placed in jobs;*
- *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.*

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

GOAL NO. 8

EXPAND REGIONAL OUTREACH & ENHANCE TRANSPARENCY THROUGH GREATER PROGRAM AWARENESS

The world of communication and outreach is changing rapidly. Electronic communication in various forms is replacing 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 continue its work to promote 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 Newsletters 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 a 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.*


SECTION 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.

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 that focus on the roles of the One-Stop Career Centers by providing a roadmap for innovation and the implementation and ongoing sustainability of the region’s workforce development programs.



SECTION 04 ONE STOP CAREER CENTER OPERATIONS

SERVICE DELIVERY AND FLOW OF THE ONE-STOP CAREER CENTERS

The partners, programs, and services required by WIOA play a critical role in the successful operations of the local One-Stop Career Centers in the service area. The matrix included in Appendix 2 outlines the cultivation and maintenance of these partnerships and the integration of support into service delivery flow.

UTILIZATION OF STATE AND LOCAL STAFF

All One-Stop Career Centers are operated in partnership with the state. There are clear lines separating services provided by the local centers and the state. In-person services are provided by local staff who meet with clients, direct them to current employment listings and provide assistance with applications. The State provides services virtually via training videos that local staff are able to connect clients with on-site and through its laptop program, but a return to in-person training by State employees is desirable.

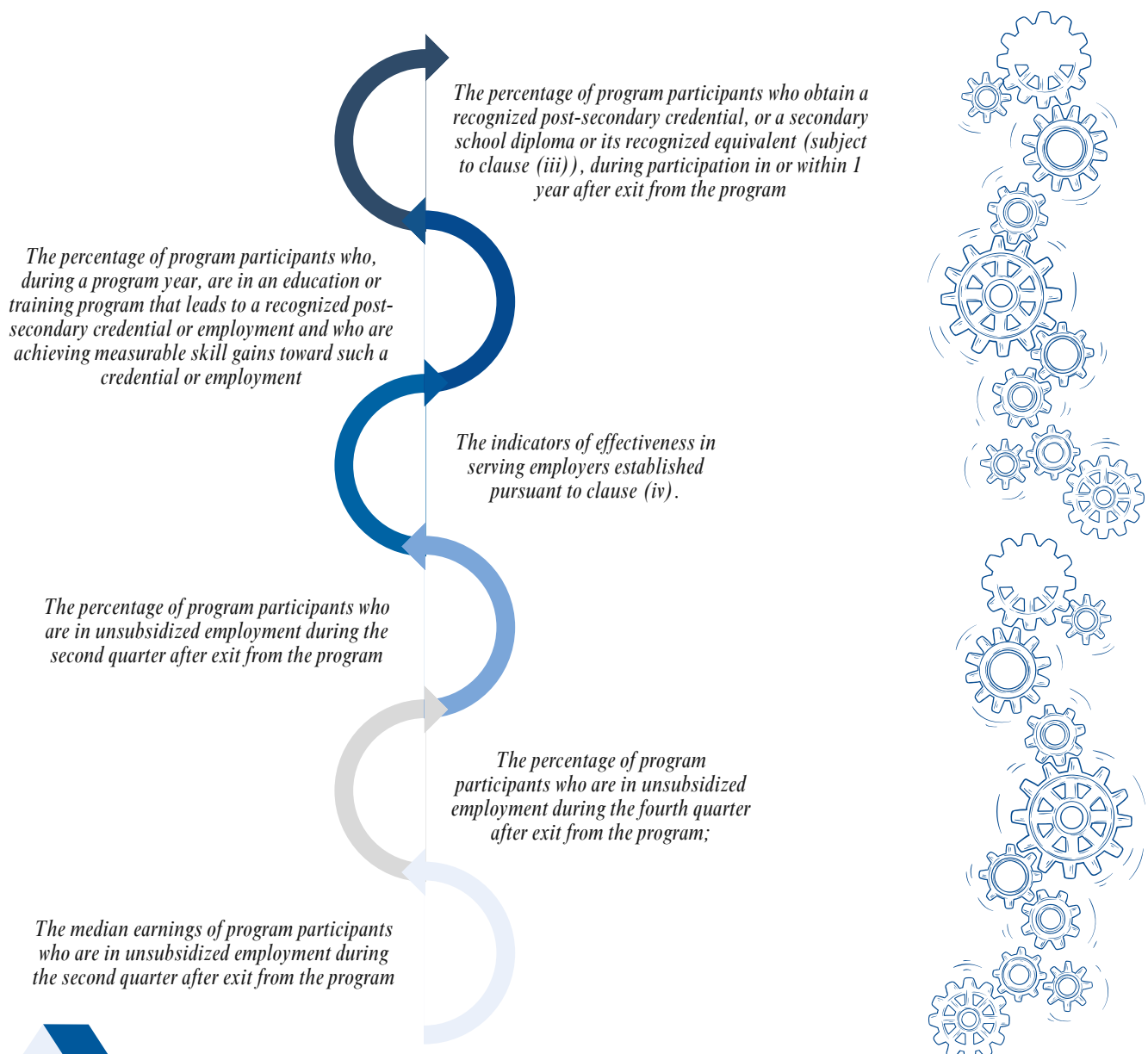
DEVELOPMENT AND INTEGRATION OF SERVICES

The Workforce Development Board provides an opportunity to examine and improve the One-Stop Delivery System and to integrate and coordinate efforts across the Three-County Region. The WDB Planning & Oversight Committee determines 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 the 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.

Through the One-stop operators, the WDB 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 cover effectiveness, programmatic and physical accessibility, and continuous improvement.

The One-Stop Operator (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 OSO will prepare a report for the WDB for its review and approval. Metrics to measure success, in addition to those previously, will include the following:



LOCAL PARTNERS AND PROGRAMS - ENSURING OPERATIONAL INTEGRITY

The WDB works with a number of partners throughout the three-county service area to ensure that clients are able to have access to a complete slate of relevant One-Stop services at each local center. Local providers are critical for their on-the-ground knowledge of the population served and prevalent local industries including their particular workforce needs.

The process for procurement for all three service counties is centralized through the WDB. Local service providers are appointed through requests for proposals (RFPs) which are written, reviewed, and contracted by the board. This procurement process is required for WIOA Career Services, Youth Services and Programs, and the One Stop Operator.

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 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 4 of this Plan.

SERVICE DELIVERY ACROSS THE THREE-COUNTY SERVICE AREA

Utilizing a common model for successful operation and service provision across the service area, the Planning & Oversight Committee has developed 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 is responsible for maintaining a current directory of the providers of these required services and any additional unique partnerships. The directory is available on-site, digitally, at the municipal building, at the local library, and at 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. To ensure best practices, customer intake, and case management are standardized across the WDB area and training counselors are trained to process individuals according to their respective needs.

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.

SERVICE DELIVERY ACROSS THE THREE-COUNTY SERVICE AREA

In an effort to ensure that all programming is pertinent and continuously evolves to meet the needs of the target population in the three-county service area, the WDB leverages the knowledge of its members via standing committees. 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

This committee provides ongoing business outreach and coordination with educational and training organizations. Members coordinate with local and regional businesses, developing key industry sectors and industry partnerships to target industry internship and apprenticeship opportunities to increase hands-on skill development in in-demand occupations. A specific focus is 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 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

This committee focuses on service priorities that assist low-income adults and enhance outreach to underserved populations, particularly the ESL, ex-offenders and minority populations. Ongoing coordination of WIOA Title II Adult Education and Workforce Learning Links service will also be a priority.

DISABILITIES

This committee oversees coordination and outreach to County Offices of Aging and Disabled and networking with priority employment sectors to define job opportunities. They are focused on 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 and will help the disabled clients receive the specific care they need to succeed in the workforce.

PLANNING AND OVERSIGHT

This committee is charged with working with One-Stop Centers, staff, and other partners to review and evaluate progress toward plan goals, and review budgets and expenditures.

YOUTH COUNCIL

This committee provides outreach, career counseling, employment training, and basic skills; coordination with technical schools and community colleges; and exploration of new social networking opportunities.

The intake data collected by Training Counselors at the Cumberland, Salem, and Cape May County One-Stop Centers will include feedback on the customer’s experience including the information and guidance needed by each individual. Using the databases available to the WDB a periodic survey of customers, partners, and businesses will be conducted to ensure ongoing alignment of programs, policies, and the needs of targeted populations. 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.

The ongoing use of the AOSOS Statewide database provides streamlined records of intake and processing and allows regional access to job seekers and job openings. While the New Jersey Department of Labor is working to update and improve the database to the NextGen system which will improve access, the WDB is expanding its laptop loaner program to improve access and ensure that more workers are able to partake in training offerings.

Surveys are conducted at the client and community level to gather data related to experience, services, and knowledge of the One-Stop Centers. Additional surveys are conducted among partner organizations to ensure that One-Stop Centers are meeting their client’s needs and engaging them in One-Stop Career Center processes and programs. The information gathered is used to develop qualitative measures that can be tracked over time to identify trends and adjust services when needed. All information is compiled into a report and reviewed regularly by the WDB to ensure that services and delivery methods are providing clients with exceptional experiences and achieving intended outcomes.

The goal of the WDB through the One-Stop Careers Centers has always been to meet clients where they are to get them to the next step toward their career goals. This has become both a figurative and literal approach as service providers adjusted practices during the COVID-19 pandemic. As centers shut down due to COVID, counselors quickly found that navigating online resources would not be an effective option for many clients. As an immediate reaction to this need, counselors regularly began making house calls to work with clients.



SECTION 05 OPERATIONAL PRIORITIES

OVERVIEW

The workforce development the system integrates core WIOA partners to achieve its strategic vision and goals. Activities are aligned by ensuring the development of key priority areas identified and set by the three-county WDB, which include target populations and the integration of best practices. While the WDB sets strategy and oversees progress towards goals, as the main points of entry for clients, One Stop Operators and One-Stop Career Services Providers play critical roles in implementing and informing operational priorities. The roles of each are further defined as follows:

WDB

Ensures that all operational requirements are being met. Creates partnerships and integrates services as needed. Understands the needs of the workforce in each of the three counties represented and established the programs and policies necessary to meet those needs. Additionally, establishes and regularly reviews metrics to ensure program efficacy.

ONE-STOP OPERATORS

Oversee operations to ensure access to all available services. Ensuring that programs are meeting client needs by gathering and reporting on metrics.

ONE-STOP CAREER SERVICES PROVIDERS

One-Stop Career Services Providers Seek to understand and meet client needs on a person-to-person level. Integrating customer choice into plans and assisting clients by maintaining knowledge of available resources. Gathering data points as required to measure success.

The WDB also seeks to integrate best practices by working with regional WDBs and other local WDBs to identify relevant opportunities which will strengthen operations and service delivery.

ANALYSIS OF ADULT AND DISLOCATED WORKER POPULATIONS

The WDB takes a varied approach to provide assistance to adult and dislocated workers to ensure those out of work are quickly connected to opportunities. Those with the skills to fill in-demand jobs are given additional support needed, such as resume writing and interview assistance to increase the likelihood of hire. Programs are also available to assist low-skill workers with the training that they need to join available industries in the three-county area.

Understanding the needs of the adult population that is served is critical to providing relevant and effective programs that meet the needs of workers and the local industry. Low Income, out-of-work, and adults in the Cumberland-Salem-Cape May Region comprise a number of ethnic, racial, and other minority populations. The Hispanic population 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 the government and wary of becoming part of an officially administered program. Furthermore, as pointed out earlier, Spanish may not be the native dialect of many Mexican immigrants to the area, making outreach even more difficult. Even though immigration has slowed in recent years due to COVID, 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 the average population in the Three-County Region, in large part, because of the presence of three state and federal 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 the 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 the 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 disabled clients receive the specific care they need to succeed in the workforce.

The WDB works with partners to ensure that training activities reflect a diversity of service pathways. Career Navigation Assistance/counseling is available at all One-Stop Career Centers in the three-county service area which allows clients to express interests and share current skills before being directed to existing programs, services, and/or available job openings. While the WDB represents a dynamic and growing compendium of partners, each client in search of assistance is seen as an individual, with unique needs and abilities. Therefore, customer choice is always supported.

The Cumberland-Salem-Cape May Region continues to struggle economically. After limited recovery from the “Great Recession”, the region was hit again with COVID. Though programs helped to assist dislocated workers during the most difficult periods of COVID, as industries began to reemerge, many workers found that they did not have a job to return to, or that they were no longer able to continue working in previous fields due to significant health concerns. This population, which is often comprised of mature workers, requires placement strategies that take into account their specific skills and experience, which also considers limitations.

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
- 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 Navigation Assistance/Counseling
- Pre-Employment/Assessments & Pre-Screening
- Workforce Readiness Training
- Individual Training Accounts, (ITA's)
- On-the-Job Training (OJT)
- Customized Training
- Pathway Initiatives
- Incumbent Worker Training
- Jersey Job Club workshops
- ESL classes
- HSE preparation
- Re-employment orientation
- Interviewing assistance
- Resume assistance
- Tuition waiver
- Learning Link

Successful outreach and placement of these individuals in jobs, both within and outside of the region will be measured using the metrics outlined in this plan. 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.

USE OF INDUSTRY-VALUED CREDENTIALS

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, and 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 Trades

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 and partners, as it explores new opportunities for program development and job certifications.

WDB PRIORITY INDUSTRIES		PROSPECTIVE CERTIFICATION PROGRAMS	EVALUATION METRICS
WDB PRIORITY INDUSTRIES	Retail Trade	<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.
	CAREER CONNECTIONS ALIGNMENT Retail, Hospitality & Tourism		

PROSPECTIVE CERTIFICATION PROGRAMS

- 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 Medical Laboratory Assistant (CMLA)
- Emergency Medical Technician
- 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

EVALUATION METRICS

- 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

Manufacturing

CAREER CONNECTIONS ALIGNMENT

Advanced Manufacturing

Accommodations

Retail, Hospitality & Tourism

Emerging Industries as identified by Cumberland, Salem, and Cape May Counties

None

PROSPECTIVE CERTIFICATION PROGRAMS

- See Certification Inventory listed for Retail

- 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

- Agriculture/Viticulture
- Agriculture/Food Innovation
- Agriculture/Aquaculture
- Avionics and Drone Technology
- Transportation and Logistics

EVALUATION METRICS

- See Evaluation Metrics listed for Retail

- 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



- 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

PROSPECTIVE CERTIFICATION PROGRAMS

- 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
- 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

EVALUATION METRICS

- 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
- 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

The WDB regularly assesses training provider performance via client feedback and metrics including the number of clients who enroll in and successfully complete training and the number of clients who are able to utilize their certification to gain employment or move into a middle-skills level position. Relevancy is also an important metric when adjudicating credentialing programs. Programs must not only appeal to clients but must also fill a need in the local workforce.

ENSURING PRIORITY OF SERVICE FOR ADULTS AND UNDERSERVED POPULATIONS

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 developed by the WDB. 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 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.

POLICIES AND PRACTICES FOR VETERAN SERVICES

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:

- Any veteran who died of a service-connected disability;
- 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:
 - Missing in action;
 - Captured in the line of duty by a hostile force; or
 - Forcibly detained or interned in the line of duty by a foreign government or power;
- Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- 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.

The priority of service regulations refers 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 requirements 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 Veteran services with their respective partner agencies and to address those barriers in order to enhance service delivery.

YOUTH WORKFORCE SERVICES

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 also has considerable experience operating and managing summer youth programs. Going back to the late 1990s the Cumberland Salem WIB developed an innovative program with 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.

In addition, the emphasis on Apprenticeship Training has expanded opportunities for collaborations among technical high schools, colleges, and area employers. Through the three county One-Stops, apprenticeship possibilities have been identified and eligible youth are placed in the full or part-time apprenticeship programs of their choice.

Youth Councils 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).

In recent years, the Cumberland-Salem-Cape May WDB has coordinated workforce development services for youth to foster the full integration of 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*
- *Job search and placement assistance and other supportive services are 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 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.

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

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.

INTEGRATION OF TECHNOLOGY TO SUPPORT SERVICE INTEGRATION

The WDB utilizes technology to ensure that the full breadth of services is available and accessible to a target population that is increasingly more connected online. Often a client's first point of entry is via the web portal which allows users to share basic information and reasons for contact.


LESSONS FROM THE COVID-19 PANDEMIC

During the COVID pandemic, the WDB learned more about the level of need among the target population as well as its ability to quickly innovate.

As many government offices switched to remote work, it became clear to the WDB how many clients in the service area require in-person services. In the early stages of the pandemic, as workers were being laid-off at high rates, the WDB experienced lines of workers coming in person for assistance. While the pivot to virtual work provided convenience for some, because many of the low-income clients in the service area either did not have experience with technology or access to wi-fi or a computer of their own, these alternative routes failed.

The WDB quickly assessed its abilities and assets available to meet clients' needs. Empty cubicles were made available to those who needed to access technology for services. Additional time was spent assisting clients as they attempted to navigate online services.

Seeing this need for technical assistance, the WDB will continue to offer access to technology via the laptop loaner program. While efforts to scale up in-person training will continue, the WDB will also seek to incorporate more technical skills training programs into its offerings.



SECTION 06 SERVICE EXPANSION AND ACCESSIBILITY AT ONE-STOP

ENSURING EQUITY AND EQUAL ACCESS INCLUDING PHYSICAL AND PROGRAMMATIC EXPANSION

The three-county service area is home to an increasingly diverse population. Meeting the individual needs of clients require the One-Stops to consider barriers to access that they may face and the programs and systems that are required to ensure the best possible outcomes.

The WDB Planning & Oversight Committee determines an effective protocol for each One-Stop center to follow for a streamlined program coordination, client intake, case management, reporting, and fiscal management accountability. This is done to ensure equity and equal access across the three-county service area.

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 needed. Individuals with multiple needs will be able to directly, or through external partners, access the services they require to make the 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 the provision of one of at least four ways each partner program may provide access:

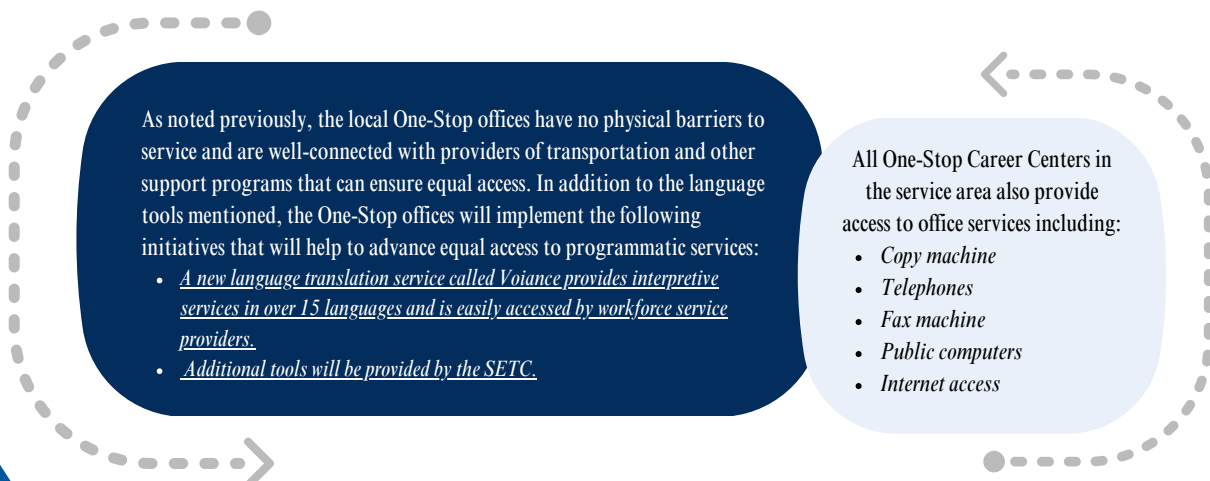
1. Having a program staff member physically present at the one-stop center;
2. Having a staff member from a different partner program physically present at the one-stop center appropriately trained to provide information to customers about the programs, services, and activities available through partner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

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.

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 the 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.

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. There are no physical barriers to service. 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 offices have systems in place to assist with language barriers. In most cases, there is in-person Spanish language assistance available. 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, offices employ Google Translate to initiate communication. When it is apparent that additional assistance may be needed, the services of Language Line and the PathStone Corporation are available to assist with language as well as other barriers to communication and services. As documented in this plan, the WDB has an outstanding array of partners in social service agencies, faith-based institutions, government offices, and other organizations that are engaged 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. Physical space has also been made accessible to clients and partners to facilitate employment including a career resource room and space where employers can interview jobseekers.



TECHNICAL SOLUTIONS TO SERVICE DELIVERY

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.

One of the goals of this Plan is to enhance outreach through a more aggressive approach to social media and electronic information. With the world of communication and outreach changing rapidly, electronic communication in various forms is replacing flyers, program booklets, and traditional methods of advertising new training and workforce development programs. A goal of the WDB is to work with the State Employment & Training Commission and the New Jersey Department of Labor & Workforce Development to complement the dissemination of its programs through new and innovative methods, including but not limited to a WDB Newsletter, website improvements, regional roundtables, social media, and other means to enhance outreach."

INTEGRATION OF REGION-LED STRATEGIES

The WDB integrates regional strategies into programming to ensure that clients have access by ensuring that all staff at the client level are knowledgeable of existing programs and services and how customers may access them. Online searches of local One-Stop Career Centers lead to a hub website that highlights regional and state programs available for clients.

Access to regional and state programs is also available on-site. In compliance with 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 government, 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.

The WDB also integrates vocational rehabilitation services offered by the NJDLWD to ensure that those with a physical, mental, cognitive, or another form of disability who has a substantial impediment to employment may be connected to work that is consistent with their strengths, priorities, needs, abilities, and capabilities.

IDENTIFYING AND ELIMINATING BARRIERS

Assessment services are provided to ensure the connection to best-fit services. All jobseekers are first connected with a career counselor who is able to assess skills, and barriers and connect individuals to available programs and services to meet their needs. Additionally, this one-on-one style of service ensures that clients are given the best opportunity to succeed, by building on their strengths and connecting them to programs and jobs that are a good fit for them, and not just an automatic referral.

To help clients overcome barriers, there must first be an understanding of those that most clients in the area face. Transportation service is one of the most difficult 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. However, even in the larger rural cities of the three-County services area, public transportation takes long periods of time to cover relatively short distances. Additionally, 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.

Compounding this issue is a lack of affordable housing. While post-pandemic interest rates have caused housing prices across the service area to increase, the issue is particularly acute in Cape May County where there is limited housing stock (a large portion of which are second homes), and environmental considerations which make building development difficult and expensive. Over time, this has caused decreases in the amount of local, worker housing which has increased the need for a commuter workforce.

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 childcare locations, key public housing clusters, and other supportive services.

The importance of digital equity, as mentioned throughout this document, has become of even greater significance since the COVID pandemic. While much of the conversation in recent years around the digital divide has focused on school-aged children, workers without digital experience or access are at an increasing disadvantage when it comes to navigating the employment process. Additionally, while the state offers numerous, free online courses, without access to Wi-Fi, or a computer and without experience navigating these types of training, these efforts do not have the impact that they could.

While extraordinary efforts were made during the pandemic to ensure continued access to services via digital channels, ongoing efforts are being made to bridge knowledge and access gaps. These include providing increased access to technology both on-site at the One-Stop centers and via laptop loaner programs and providing hands-on training to assist with the navigation of online tools.



SECTION 07 DETAILED PARTNERSHIPS AND SERVICE INTEGRATION

The WDB would be unable to achieve its intended purpose and meet the needs of clients without utilizing integrated services the model that allows for access to extensive services and programs.

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 WDB has developed effective partnerships among various organizations to deliver excellent services across all disciplines. The following narrative focuses on the partnership strategies as well as the service delivery currently underway or planned which address specific goals pertaining to:

Strengthening integrated service models for cross-training of staff;

Technical assistance;

Use and sharing of information;

Coordination efforts utilized to support service integration across One-Stop partners.

The Partner-Service matrix included as Appendix 2 shows the linkages between partners.

CURRENT MOU AND SERVICE INTEGRATION AMONG COUNTIES

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, 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:

- *The 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*

Through this consortium of partners, the WDB is able to share information, better understand the needs of stakeholders and coordinate efforts to support service integration. Additionally, these stakeholders each possess expertise that is often accessed as technical assistance for a given program or service in development or being offered. These partnerships also serve to enhance rather than duplicate services being offered throughout the three-county service area.

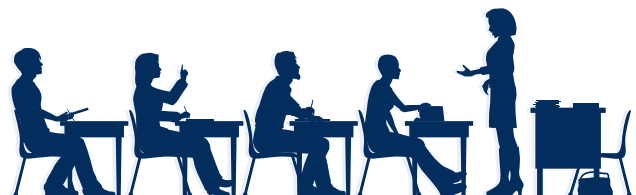
EDUCATIONAL PARTNERSHIPS AND COORDINATION OF SERVICES

In the three-county WDB Region, the general population's basic skills and levels of education in reading and math are improving, but still lag 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.

Addressing the educational needs of the workforce is dependent upon the development of partnerships with area schools to ensure that the future workforce is being trained for the jobs of tomorrow. The WDB has experience working with area technical schools and community colleges to ensure secondary and postsecondary education programs and activities are relevant to the needs of the area industry. Additionally, by aligning these local schools and their programming with the One-Stop Career Centers, we have been able to strengthen services and ensure that individual client and area workforce needs are being met.

Future planning will build on the WDB's established capabilities and programs while continuing to implement new strategies. This includes continuing to develop and expand partnerships with educational institutions and other training and educational service providers. The new, full-time Technical Education High Schools in Cumberland, Salem, and Cape May Counties have provided an excellent opportunity for integrating Career Pathways from secondary school levels to post-secondary education at the college level or advanced career training institutions.

An outstanding working relationship already exists between the WDB and area community colleges. The WDB offices are located on the grounds of Rowan College of South Jersey's (formerly Cumberland Community College) Cumberland Campus. There is representation from Atlantic Cape Community College and both technical schools on the board.



SUPPORTIVE SERVICE PARTNERS

As mentioned previously, One-Stop Career Centers address supportive services such as transportation, childcare, dependent care, housing, and needs-related payments, in an effort to facilitate access. Critical to these partnerships is ensuring that those providing these services are sharing information with the WDB and One-Stop Career Centers so that they may in turn connect clients as necessary. There are over 50 service partners in the three-county areas. The top four service areas include: Transportation, Childcare, Housing Assistance, and Mental Health.

THE WAGNER ACT AND TITLE SERVICES

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 2 of this Plan.

The participating counties in the WDB are already demonstrating “best practice” concepts to ensure that One Stop customers are linked to Title II consortia as well as employment services under the Wagner-Peyser Act. This facilitates the improvement of services rather than duplication. 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 in the Appendix illustrate the established linkages between the WDB and ABS and IELCE Program Services through the Atlantic Cape Community College and the Salem County Vocational Technical School.

- The 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)

CORE 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

REQUIRED PARTNERS

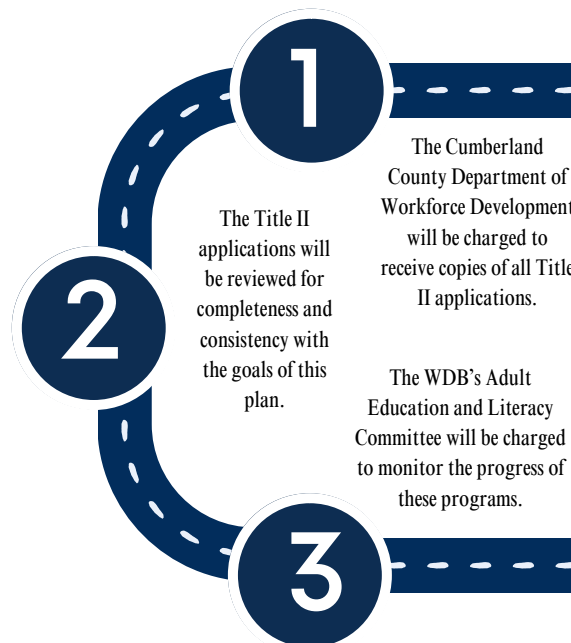
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In compliance WIOA which eliminates stand-alone Wagner Peyser Employment Services Offices, and to strengthen linkages between the one-stop delivery system and unemployment insurance programs, all of the One-Stop Centers in the Three-County Region offer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

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

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

Literacy services are provided via the Workforce Learning Link, WFNJ, and are available in all three counties in various locations including, local library branches, non-profit partner organizations and/or at the One-Stop.



RAPID RESPONSE / THE WIN PROGRAM

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 integrates strategies that strengthen integrated service models and coordinates efforts to support service integration across One-Stop partners.

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.

The WIN framework was implemented during the COVID pandemic as the WDB worked to support businesses as well as the workforce during a time that was challenging for all stakeholders.

SERVICES FOR THE DISABLED, VETERANS, AND THOSE WITH MENTAL/EMOTIONAL HEALTH CHALLENGES

The ultimate goal of WDB services is to ensure that all clients are able to play a vital role in the local economy. To achieve this, it is important to be able to provide access to assistance in overcoming both physical and mental barriers. The WDB partners with local service providers to integrate their services into those provided by the One-Stop Career Centers. Additionally, the WDB works with these partners to ensure that staff are knowledgeable of available resources and cross-trained to identify those in need of additional support.

DEMONSTRATING COMPATIBILITY BETWEEN LOCAL AND REGIONAL PRIORITY GOALS

The following outline demonstrates the compatibility between local and regional WDB Plan goals that strengthen the relationships among programs, training opportunities and the work of workforce professionals regionwide.

PRIORITY 1

STRENGTHENING INTEGRATED SERVICE MODELS FOR THE CROSS TRAINING OF STAFF

Regional WDB Plan Goal: Strengthen governance through enhancing regional collaborations and promoting effective Workforce Development Goals.

Regional WDB Plan Goal: Develop uniform credential for employer-driven work-based learning, which includes additional opportunities for apprenticeship programs, On-the-Job training and other partnerships that advance existing and emerging skills in businesses and industries throughout the region.

Local WDB Plan Goal: Facilitate the development of career pathways.

Local WDB Plan Goal: Ensure system and program integrity.

PRIORITY 2

TECHNICAL ASSISTANCE

Regional WDB Plan Goal: Respond to changes in the region's economy and demographics that enhance service delivery and program access.

Local WDB Plan Goal: Enhance migrant and seasonal farmworker outreach.

Local WDB Plan Goal: Increase work-based learning opportunities.

Local WDB Plan Goal: Support multiple pathways for hard-to-reach populations.

PRIORITY 3

USE AND SHARING OF INFORMATION

Regional WDB Plan Goal: Ensure system integrity through metrics and greater transparency while continuing the collaboration with local WDBs, the South Jersey Region, the Governor's office and other State agencies to negotiate challenges, measure performance, and continue successful service delivery.

Regional WDB Plan Goal: Promote ongoing coordination among local WDBs to ensure excellent integration for services, partnerships, and staff.

Local WDB Plan Goal: Expand Regional Outreach and enhance transparency.

PRIORITY 4

COORDINATION EFFORTS USED TO SUPPORT SERVICE INTEGRATION ACROSS ONE-STOP PARTNERS

Regional WDB Plan Goal: Continue to foster the coordination of transportation and supportive services through career pathways with a focus on industry-valued credentials, career navigation assistance, and linkages with American Job Centers and other high-quality employer driven partnerships.

Regional WDB Plan Goal: Address barriers in service delivery to ensure the hard-to-reach populations and isolated areas of the region have equal access to workforce development programs and support.

Local WDB Plan Goal: Expand access to employment, training, education and supportive services.

Local WDB Plan Goal: Increase access to partners and engage new partners.



SECTION 08

EMPLOYER INTEGRATION

OVERVIEW OF THE WDB EMPLOYER ENGAGEMENT STRATEGY

Each county in the WDB has unique needs and is home to specific industries. The success of the WDB lies in its ability to understand and partner with employers. The integration of partnerships among Cape May County, Salem, and Cumberland County has continued to progress in the time since the 2020 Plan. This approach has been critical to creating a system that meets the needs of employers and strengthens the local workforce. By leveraging state, regional, and local programs, the WDB has been able to take a systemic and strategic approach rooted in the workforce demands of both large and small businesses in the three-county service area.

Currently, the Workforce Development Board facilitates the 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 include the following:

- 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*

COORDINATION OF REGIONAL ENGAGEMENT EFFORTS

It continues to be the goal of the WDB 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 is also 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 continue to play important roles in advancing training and workforce development opportunities. These partnerships create a system of services, supports, and solutions that benefit employers, job seekers, and workers.

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 programs that facilitate viable career pathways that connect with local workforce needs.

The cross-coordination and joint planning among job training, developing career pathways, and coordination among education institutions and economic development organizations is evident in both County economic development plans and the expansion of programs at the local community colleges.

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 state's 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 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.

Since Cape May County was incorporated into the WDB, collaboration with local and state agencies is ongoing 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.

BUILDING EMPLOYER ENGAGEMENT CAPACITY

In addition to the previously reviewed partnerships among key stakeholders, the WDB will be actively engaged in a stakeholder outreach and engagement strategy that includes the following action items:

In an effort to expand regional outreach and enhance transparency through greater program awareness, the WDB will work with the State Employment & Training Commission and the New Jersey Department of Labor & Workforce Development to complement the dissemination of its programs through new and innovative methods.

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- ```
graph LR; A[Continue Existing Partnerships
WDB Newsletter/Social Media Strategy
Greater Coordination of Partners and Agencies
Flyers and Traditional Communication
Regional WDB Networks
Hiring Events] --> B[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];
```
- 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

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.

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 has been an ongoing goal of the WDB. The WDB recognizes the need to expand the apprenticeship program, especially among the key industries identified at both the state and local levels and in collaboration with Industry Partnerships. Developing key partnerships with employers that have significant skilled staffing needs will be developed in the coming years.

The WDB has historically capitalized on opportunities to leverage funding to meet the current and future needs of employers. Cumberland County was one of eight counties to receive Career Pathways grants awarded by the State of New Jersey. Additionally, Cumberland Regional High School District received the award of \$100,000 to implement a career readiness program that focused on Biopharmaceutical Life Sciences and Technology. Graduates of this program earned industry-valued credentials or college credits. CTE programs such as this are ways in which the WDB, in partnership with schools and as informed by the needs of local businesses, can provide career pathways for students that lead to local industries.


Additionally, the Cumberland, Salem, and Cape May County One-Stop Centers offer an on-the-job training program for employers that helps to train employees while supporting half of their pay over a six-month time period. This program incentivizes employers to hire and up-skill employees who may otherwise have been passed over for employment. This program is another example of the win/win approach that the WDB takes in developing strategies and services.

## **ROLE OF THE ONE-STOP CENTERS IN EMPLOYER ENGAGEMENT**

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.

While the WDB works to develop partnerships and foster broad connections and integration of state, regional, and local services. The One-Stop Career Centers are the on-the-ground connection between individual clients and employers. As such, the role of the One-Stop Career Centers is to ensure that staff has working knowledge of in-demand industry sectors so that they may appropriately counsel job-seekers. Additionally, the One-Stop Centers work directly with employers to discuss current workforce needs, connect employers with available training programs, and communicate job openings directly with those seeking employment.





## SECTION 09 LOCAL WDB STRUCTURE AND FUNCTIONS

The Cumberland-Salem-Cape May Workforce Development Board coordinates One-Stop services among the three counties. It has a 28 member board comprised of representatives of business, industry, local government, and service organizations and five standing committees that address the workforce challenges in the following areas:

*Business and Industry*

*Adult Education and Literacy*

*Disabilities*

*Youth Council; and*

*Planning and Oversight*

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*

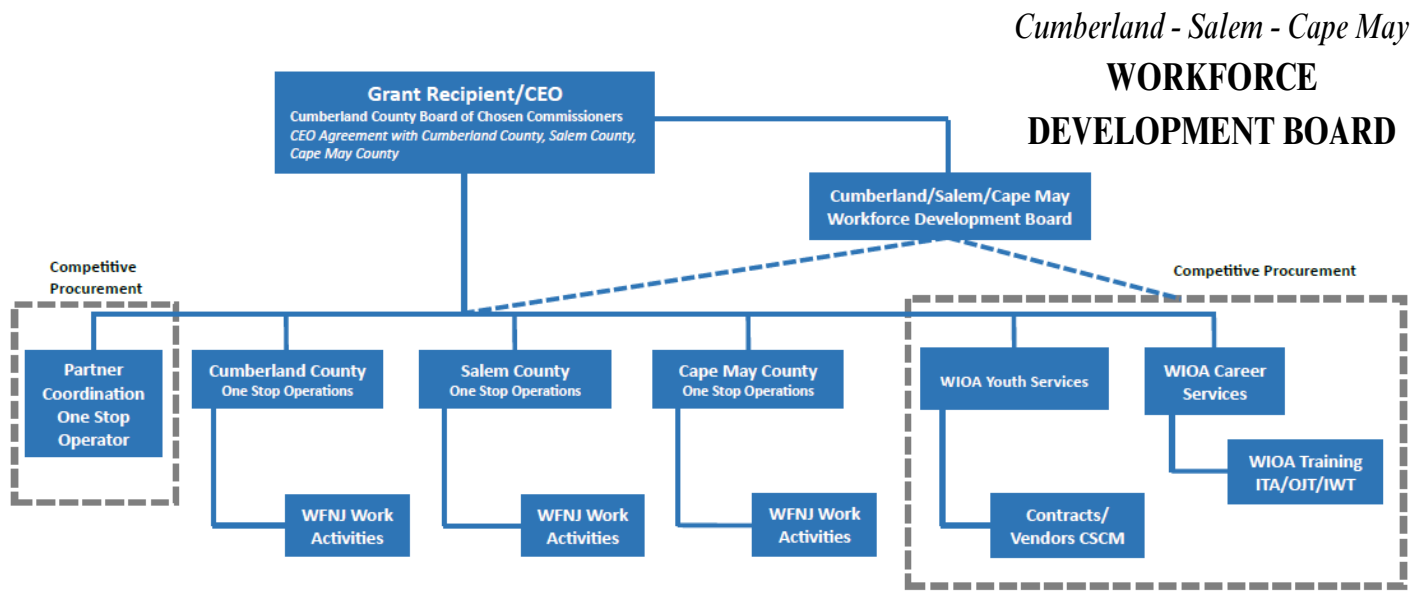
*Cumberland County: The Department of Workforce Development*

*Salem County: The Salem County Board of Social Services*

Ms. Christy DiLeonardo is the Director of Workforce Development and she coordinates with the One-Stop Center Directors and County CEOs.



Her role as it relates to the coordination of staff at the WDB is illustrated in the following organizational chart.



Because the WDB is a unique partnership among three counties, it is critical that communication protocols are established that advance a regular dialogue among One-Stop staff and County officials. This is very important given the 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 2. In addition, and in order to ensure this continuity of service providers, all services contracted by the One-Stop Centers must be coordinated through the Workforce Development Board.



## SECTION 10 OPERATOR AND SERVICE PROCUREMENT

### **FIREWALLS AND THE COMPETITIVE SELECTION OF THE ONE-STOP OPERATOR**

The Cumberland County Department of Economic and 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 firewalls are in place to support the work of the One-Stop Operator. For additional detail, please see Appendix 5 of this Plan.

### **INTEGRATING REGIONAL GOALS AND SUPPORT FOR CAPACITY ENHANCEMENT**

The Director of the Cumberland-Salem-Cape May WDB participates in monthly and annual meetings of the South Jersey Workforce Collaborative. This collaborative represents the five (5) South Jersey WDBs and the seven (7) counties of Southern New Jersey: Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem.

The Workforce Collaborative shares information about regional programs, cooperation in workforce training, and labor force challenges. Members of both the WDB and the Youth Council participate in 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 integrate those needs with program providers.





## SECTION 11

### OVERSIGHT AND MONITORING

#### **AMERICAN JOB CENTER CERTIFICATIONS AND SETC POLICY COORDINATION**

The Cumberland-Salem-Cape May Workforce Development Board and the three counties One-Stop Centers work closely with the SETC and the American Job Center to collaborate on the accessibility of job certifications and their content. In addition, a new job certifications are coordinated with both the SETC, the South Jersey Regional Collaborative and the American Job Center site to ensure uniform standards and equal access for all prospective job seekers.

#### **ENSURING ACCOUNTABILITY AMONG SERVICE PROVIDERS**

The Regional collaboration within the WDB area and beyond to South Jersey Workforce Collaborative is an appropriate strategy to ensure accountability among service providers. The WDB will 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. The WDB will share examples of "best practices" among the partners in the South Jersey Workforce Collaborative and will seek other examples from the SETC and WDBs around the State.

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 the effectiveness and efficiency of resources. Sharing job orders over a certain size across a regional network may help to decrease unemployment rates across the region.

Through the administration of the WDB, regular reporting from each of the One Stop Centers will help to monitor and track program performance.

Where problems or issues are raised, WDB staff will reach out to the subject provider to remedy the problem or to take any punitive steps necessary to ensure program accountability.

## **MONITORING OF SERVICES AND ACCOUNTABILITY**

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:

- Any veteran who died of a service-connected disability;
- 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:
  - Missing in action;
  - Captured in the line of duty by a hostile force; or
  - Forcibly detained or interned in the line of duty by a foreign government or power;
- Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- 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.

The priority of service regulations refers 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 requirements 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 veteran 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.



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).


These populations will be served as defined by the details found in the WIN Guidelines attached to this plan as Appendix 7. 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 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.*

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.*



## SECTION 12

### PERFORMANCE MEASURES AND ACCOUNTABILITY

#### WORKFORCE DEVELOPMENT BOARD PERFORMANCE GOALS FOR THE NEXT FOUR YEARS

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:

*Building Career Pathways with a focus on Industry-Valued Credentials*  
*Expanding High-Quality Employer Driven Partnerships*  
*Providing Career Navigation Assistance through One-Stop Career Centers and Broad Partnerships*  
*Strengthening Governance through Effective Workforce Development Boards and Regional Collaborations*  
*Ensuring System Integrity through Metrics and Greater Transparency*  
*Addressing Emerging Industry Needs and Securing Eligible Job Applicants*

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.

## **TRAINING PRIORITIES**

The training priorities of the WDB will focus on the priority needs of the local industry base and the three-county region's workforce. These include the following areas of workforce development and specialization.

### **ADVANCED MANUFACTURING**

*This has long been a staple of our Workforce Development Board's training priorities. Whether it is the food, glass, light manufacturing or other industries in our region, this remains a critical industry need and training priority.*

### **AVIATION AND AERONAUTICS**

*With increased interest in the South Jersey Region in aviation, aeronautics, and drone technology, Millville Airport is an outstanding site for the location of related manufacturing and testing. We will coordinate our efforts with the South Jersey Workforce Collaborative, our economic development partners, and the NJ EDA to ensure we can provide certifications and other training opportunities in this emerging sector of the economy.*

### **FOOD PROCESSING & PLANT-BASED MANUFACTURING**

*The Cumberland County Improvement Authority (The Authority) recently opened a new Food Specialization Center. This center has spurred interest in new food technology and processing, particularly as they relate to plant-based foods. The WDB is working closely with this industry and The Authority to meet the needs of this new food sector.*

### **OJT AND APPRENTICESHIP PROGRAMS**

*On-the-Job Training is one of the most valuable services we can provide to new business and industry. Apprenticeships also offer outstanding on-site training for young people seeking careers and entering the workforce. The WDB will work with the NJ Department of Labor & Workforce Development with a goal to increase funding and programming for OJT and on-site learning.*

### **CLEAN ENERGY PRODUCTION AND ASSEMBLY**

*With the advent of the wind farm off the Atlantic County coast and the new Wind Port being developed in Salem County, clean energy jobs will constitute major programming needs in the coming years. This will be true not only in wind energy, but also the solar industry.*

### **LOGISTICS AND DISTRIBUTION**

*An increasingly visible and expanding aspect of the South Jersey economy is the logistics and distribution industry. CDL licensing, fork lift operators and other jobs associated with warehousing and freight movement are growing training needs. The revitalization of the Salem Port and other port facilities in the greater region also hold many new opportunities for family wage, career jobs.*

## **INTEGRATING REGIONAL TRAINING EFFORTS**

### **COORDINATION WITH THE REGION**

The Cumberland-Salem-Cape May Workforce Development Board participates regularly as a member of the South Jersey Workforce Collaborative. This seven-county organization meets monthly to discuss programmatic issues, share best practices, and address common problems and concerns.

In addition, the SJWC hosts an annual meeting and typically invites partners and stakeholders in the workforce development arena to participate and share their issues and stories. Over the years there has been excellent cooperation among the seven counties which has led to the development of uniform job credentials, and the implementation of new ideas – both programmatically and administratively.

#### COLLABORATION WITH ECONOMIC DEVELOPMENT

The Cumberland County Economic Development Department is housed under the auspices of the County Improvement Authority (The Authority) The WDB Director meets regularly with the Authority Director and the Economic Development Director as new companies are located in the County or as existing companies and small businesses reach out for training and workforce services. The WDB Director also sits as a Board member with the South Jersey Economic Development District, which comprises Atlantic, Cape May, Cumberland, and Salem Counties.

All three counties represented on the WDB have excellent community colleges and technical education centers. These partners are also engaged regularly in helping to meet workforce training issues in the region. All told, there is excellent coordination between the workforce, economic development, and educational institutions throughout the region.

#### BROADBAND AND EQUAL PROGRAM ACCESS

One of the major changes resulting from the COVID Crisis is the enhanced use of remote training and communication. “Zoom,” “Teams,” and other platforms have made remote training possible in many instances. At the very least, remote training has been married to on-site experience which considerably lessens commute time for the trainee and the trainer.

Unfortunately, in extreme southern New Jersey, high-speed internet is not always accessible. In some cases, the infrastructure is not in place. In other cases, low- and moderate-income households simply cannot afford the computer hardware, software, and other connections needed to access the internet. It is a priority of all southern New Jersey counties to expand broadband and internet access to help level the training and educational fields for regional residents. New investments in this area will also expand opportunities for remote training and job access that does not exist currently.

#### ONE STOP ACCESSIBILITY

Another challenge caused by the COVID pandemic was the in-person closing of the One-Stop Centers. Presently, even after most companies and large organizations have gone back to on-site work, State employees at many One-Stop Centers are still working remotely or on a hybrid schedule. It should be a Priority One Goal of both the local WDB and the SETC to ensure that State employees are present at all One-Stop Centers for the entire work week. If it is the intent of the State to ensure equal access to employment and workforce training, it is inexcusable that State employees are not present, full-time, to ensure maximum access to programs, training, and other workforce information.

#### WIN PROGRAM

The Workforce Investment Now Program, or WIN, was created and implemented by the Cumberland County Department of Economic and Workforce Development. This program, which provides a rapid response team to address business and workforce emergencies was recently updated. Its ongoing implementation is a priority of the WDB.





## SECTION 13 SUMMARY AND NEXT STEPS

The Cumberland-Salem-Cape May Workforce Development Plan provides a comprehensive and challenging roadmap for job training and employment over the coming four-year planning period. There are a number of economic and demographic changes in the region that will impact the future and the policies prescribed in this plan. Some areas of the region are losing population. The region's workforce is becoming increasingly diverse.

With the influx of non-English speaking residents, English as a Second Language needs to be a high priority in the region. This will involve ongoing collaborations with high schools, adult education programs, and workforce training facilities to advance English language proficiency.

The WDB will work with churches, community action agencies, agricultural operations, and local school districts to reach the immigrant community and provide information on the job training, workforce services, and language assistance. Basic skills training has always been a priority of the region and will continue to be a training priority over the coming planning period.

Regarding the economy, new industries are moving into the region. new opportunities for jobs and the need for new skill sets are emerging. In addition, the region is emerging from the COVID-19 Pandemic has impacted job training and service delivery in a number of different ways, which pose both challenges and opportunities for the WDB.

The following is a summary of the WDB Planning priorities and the next steps associated with the review and formal adoption of the plan

## **PRIORITIES**

While this plan has outlined a variety of existing programs and goals, there are a number of issues that deserve the priority attention of the WDB. These will be among the most important initiatives of the WDB and its partners over the coming four years. In addition, the WDB is working to ensure ongoing compliance with all WIOA and Department of Labor requirements, including the necessary separation of services and authorization of service procurements.

### **CONTINUE TO EXPAND OUTREACH**

*Ongoing Collaborations with County Economic Development offices will continue to enhance communication tools and the integration of workforce training information. Vocational and Technical Schools will be engaged to promote training in the trades' professions. The region needs employees in the trades to meet many of the construction and industry demands emerging within its jurisdiction.*

### **WORK TO ENHANCE BROADBAND SERVICE**

*The WDB will work with County officials, funding agencies, and communications providers to explore ways to enhance broadband and high-speed internet access for the region's populations. Success in this effort will enable many individuals who are currently isolated from information and remote training opportunities to be integrated more effectively into job opportunities and the workforce and training programs available.*

### **PROMOTE FULL-TIME, FIVE DAY A WEEK SERVICE DELIVERY AT THE COUNTY ONE-STOP CENTERS**

*It is not acceptable that State employees are not present and cannot provide five-day-a-week support to the region's three One-Stop Centers. Given the State's mission to ensure equity and provide equal access to workforce training and job opportunity, the staffing of the One-Stop Centers must be enhanced and the current staggered employment schedules for State employees must be eliminated.*

### **INTEGRATE NEW INDUSTRY INTO THE WORKFORCE DEVELOPMENT PROGRAMS**

*With the introduction of the Wind Port in Salem County, the expansion of Advanced Manufacturing and Food Processing in Cumberland County, and the Aeronautic investments being made in Cape May County, the need to familiarize these industries with workforce programs is critical. In some cases, this will mean working with the SETC and neighboring counties, educational institutions, and other partners to customize new training programs to meet the needs of the emerging industry sectors.*

### **CONTINUE THE COLLABORATION WITH REGIONAL PARTNERS**

*The Cumberland-Salem-Cape May WDB has been an ongoing member of the South Jersey Workforce Collaborative, which also includes Atlantic, Burlington, Camden, and Gloucester Counties. This partnership allows for the sharing of information, the integration of new programs, and the introduction of new initiatives and workforce partners. This collaboration is critical to ensuring equity in the job certifications and integrated program delivery among all of the local WDBs.*

### **ENSURE EQUITY IN SERVICE DELIVERY AND CONTINUE TO BREAK BARRIERS.**

*Reaching our target populations, including veterans, youth, minorities, re-entry populations, isolated individuals, and others will remain a top priority for the WDB. We will work with our community groups, our economic development and county agencies, social service organizations, and others to advance equal opportunity for all our region's residents.*

## **ENSURING PUBLIC REVIEW AND COMMENT**

This plan was submitted for public comment in each of the three WDB counties on or about April 26, 2023. In addition, each chief administrator in the three counties will also have received a copy of the Regional Plan for review and comment.

The public comment period will remain in place for 30 days, following which the Cumberland-Salem-Cape May WDB Plan will be submitted to the State Employment and Training Commission, (SETC). Copies of the public notices provided by each county in the local newspaper(s) of record and proof of transmittal are found in the Appendix of this Plan.

A similar advertisement for the newspapers in each county was utilized as a part of the public outreach process. Documentation of this outreach is found in the Appendix of this Plan. Additional documentation of outreach is available upon request.

## **SUBMISSION OF THE PLAN TO THE NJ SETC**

The submission of the Regional Plan to the State Employment and Training Commission occurred following the 30-day public comment period. This includes reference to copies of “Proof of Publication” and documentation to the chief administrative officer in each of the three WDB counties.

## **INCORPORATING PUBLIC RECOMMENDATIONS**

Upon submission of the Plan to the SETC, each of the three WDB counties that received a public comment as a result of its newspaper posting(s) and review by the chief administrative officer of each county has documented those comments with the SJWC.

The WDB met to review comments and will forward a summary of those comments under separate cover to the SETC for its consideration.

## **PLAN REVISIONS AND ONGOING IMPLEMENTATION**

Given the extent to which public comments are received and transmitted to the SETC, the WDB will meet with SETC officials and the South Jersey Workforce Collaborative to suggest the incorporation of public comments and recommendations into the State Plan and will discuss a possible addendum to the WDB Plan.

Plan implementation is an ongoing process. The 2023-2027 Cumberland-Salem-Cape May WDB Plan is a fluid document, meaning that it will have life over the course of four years until the next update is scheduled or the next Plan is developed. New suggestions and enhancements to the Plan are welcome and will be coordinated through the Workforce Development Board over the course of that time period.

We welcome comments from our partners, the public, and One Stop Centers. We thank you for your commitment to outstanding workforce training and programming in Southern New Jersey.



A close-up photograph of a microscope's objective lenses, showing their metallic barrels and glass lenses. The image is overlaid with a large, diagonal, semi-transparent blue and white geometric shape that cuts across the frame from the top left to the bottom right. The text is positioned on the white background of this shape.

# **SECTION 14 APPENDIX 1**

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**PUBLIC NOTICE  
DOCUMENTATION**





## **PUBLIC NOTICE 2023**

The following is the schedule for all Cumberland Salem Cape May Workforce Development Board (WDB) and Sub-Committee Meetings that will be held in 2023

### **Adult Education and Literacy Committee**

Tuesday, January 24, 2023 at 9:00 a.m. – Teams Meeting  
Tuesday, April 25, 2023 at 9:00 a.m. – Teams Meeting  
Tuesday, July 25, 2023 at 9:00 a.m. – Teams Meeting  
Tuesday, October 24, 2023 at 9:00 a.m. – Teams Meeting

### **Youth Council Committee**

Tuesday, January 24, 2023 at 10:00 a.m. – Teams Meeting  
Tuesday, April 25, 2023 at 10:00 a.m. – Teams Meeting  
Tuesday, July 25, 2023 at 10:00 a.m. – Teams Meeting  
Tuesday, October 24, 2023 at 10:00 a.m. – Teams Meeting

### **Disabilities Service Committee**

Tuesday, January 24, 2023 at 11:00 a.m. – Teams Meeting  
Tuesday, April 25, 2023 at 11:00 a.m. – Teams Meeting  
Tuesday, July 25, 2023 at 11:00 a.m. – Teams Meeting  
Tuesday, October 24, 2023 at 11:00 a.m. – Teams Meeting

### **Workforce Development Board Meeting**

Thursday, February 16, 2023 at 12:00 p.m. - The Authority, 745 Lebanon Road, Millville, NJ 08332 – Training Center  
Thursday, May 18, 2023 at 12:00 p.m. - The Authority, 745 Lebanon Road, Millville, NJ 08332 – Training Center  
Thursday, August 17, 2023 at 12:00 p.m. - The Authority, 745 Lebanon Road, Millville, NJ 08332 – Training Center  
Thursday, November 16, 2023 at 12:00 p.m. - The Authority, 745 Lebanon Road, Millville, NJ 08332 – Training Center

**Members of the public that want to attend the MS Teams meetings can contact the WDB office to register and receive the information to join the meeting.**

**Email:** [cdileonardo@ccoel.org](mailto:cdileonardo@ccoel.org)

**Phone:** 856.696.5660 x3013

**POSTED IN THE DAILY JOURNAL**

**April 25, 2023**

Please be advised that the County of Cumberland has posted a draft of the **2023 Update to the Cumberland-Salem-Cape May Workforce Development Local Plan** on the Workforce Development Board website <https://www.cumberlandcountynj.gov/content/22602/23188/24016/25192.aspx>. A hard copy of the plan is also available for public review at the office of the Center for Workforce and Economic Development – RCSJ Cumberland Campus 3322 College Drive, Vineland, NJ 08360 between 8:30 AM – 4:30 PM. Public comment will be accepted through May 25, 2023. Should anyone have questions or would like to offer comments or suggestions, please contact Christy DiLeonardo at 856-238-6772 or email [cdileonardo@ccoel.org](mailto:cdileonardo@ccoel.org).

# Affidavit of Publication

STATE OF NEW JERSEY } SS  
COUNTY OF CAPE MAY }

Molly Richard, being first duly sworn, says:

That she is the Clerk of the Cape May County Herald Times, a weekly newspaper of general circulation, printed and published in Rio Grande, Cape May County, New Jersey; that the publication, a copy of which is attached hereto,

April 26, 2023

That said newspaper was regularly issued and circulated on those dates.

SIGNED:



Clerk

Subscribed to and sworn to me this 26<sup>th</sup> day of April 2023.



Patrice J Bechta, Notary Public, Cape May County New Jersey - ID# 50204541 My commission expires: 11/15/2027

**PATRICE J BECHTA**  
**NOTARY PUBLIC**  
**STATE OF NEW JERSEY**  
**ID # 50204541**  
**MY COMMISSION EXPIRES NOV. 15, 2027**  
Ginger Supernavage  
Cumberland County Workforce Development  
PO BOX 1500  
VINELAND, NJ 08362-1500

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1x Fee=\$9.83  
4/26/23

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1x Fee=\$9.83  
4/26/23



AD#: 0010631490

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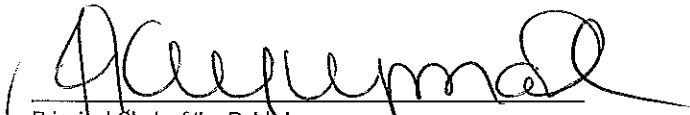
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State of New Jersey,) ss


County of Gloucester)

Jeanette Kryzmalski being duly sworn, deposes that he/she is principal clerk of NJ Advance Media; that South Jersey Times is a public newspaper, with general circulation in Camden, Cumberland, Gloucester, and Salem Counties, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

South Jersey Times 04/25/2023

  
Principal Clerk of the Publisher

Sworn to and subscribed before me this 27th day of April 2023

  
Notary Public

## PUBLIC NOTICE

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Cost \$18.93

4/25/23 1T (10631490)



# THE DAILY JOURNAL

**Agency:**

Ginger Supernavage  
Cumberland County Department of Workforce Development  
CENTER FOR WORKFORCE & ECONOMIC DEVELOPM  
VINELAND NJ 08360  
ATTN:

**Client:** CUMBERLAND COUNTY WORKFORCE AN  
3322 COLLEGE DR,  
VINELAND, NJ 08360

Acct No: VIN-125290

**Acct:** VIN-125290

| Order #    | Advertisement/Description                                                     | # Col x # Lines                 | Rate Per Line | Cost    |
|------------|-------------------------------------------------------------------------------|---------------------------------|---------------|---------|
| 0005675780 | PUBLICNOTICEPLEASEBEADVISEDTHATTHECOU<br>NTYOFCLUMBERLANDHASPOSTEDADRAFTOFTHE | 1 col x 1 lines                 | \$0.44        | \$10.14 |
|            |                                                                               | Affidavit of Publication Charge | 1             | \$21.00 |
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**Run Dates:** 04/25/23

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I, HAVING KNOWLEDGE OF THE FACTS, CERTIFY AND DECLARE THAT THE GOODS HAVE BEEN RECEIVED OR THE SERVICES RENDERED AND ARE IN COMPLIANCE WITH THE SPECIFICATIONS OR OTHER REQUIREMENTS, AND SAID CERTIFICATION IS BASED ON SIGNED DELIVERY SLIPS OR OTHER REASONABLE PROCEDURES OR VERIFIABLE INFORMATION.

SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

**CERTIFICATION BY APPROVAL OFFICIAL**

I CERTIFY AND DECLARE THAT THIS BILL OR INVOICE IS CORRECT, AND THAT SUFFICIENT FUNDS ARE AVAILABLE TO SATISFY THIS CLAIM. THE PAYMENT SHALL BE CHARGEABLE TO:

APPROPRIATION ACCOUNT(S) AND AMOUNTS CHARGED: P.O. #

SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

**CLAIMANT'S CERTIFICATION AND DECLARATION:**

I DO SOLEMNLY DECLARE AND CERTIFY UNDER THE PENALTIES OF THE LAW THAT THIS BILL OR INVOICE IS CORRECT IN ALL ITS PARTICULARS; THAT THE GOODS HAVE BEEN FURNISHED OR SERVICES HAVE BEEN RENDERED AS STATED HEREIN; THAT NO BONUS HAS BEEN GIVEN OR RECEIVED BY ANY PERSON OR PERSONS WITHIN THE KNOWLEDGE OF THIS CLAIMANT IN CONNECTION WITH THE ABOVE CLAIM; THAT THE AMOUNT HEREIN STATED IS JUSTLY DUE AND OWING; AND THAT THE AMOUNT CHARGED IS A REASONABLE ONE.

Date: 04/25/2023

Signature: \_\_\_\_\_

Federal ID #: 061032273

Official Position: Clerk

Kindly return a copy of this bill with your payment so that we can assure you proper credit.

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New Jersey Press Media Solutions  
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# AFFIDAVIT OF PUBLICATION

Publisher's Fee \$10.14 Affidavit \$21.00

**State of NEW JERSEY**

**Cumberland County**

Personally appeared \_\_\_\_\_

Of the **Daily Journal**, a newspaper printed in Freehold, New Jersey and published in Vineland, in said County and State, and of general circulation in said county, who being duly sworn, depose and saith that the advertisement of which the annexed is a true copy, has been published in the said newspaper 1 times, once in each issue as follows:

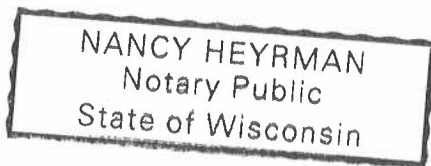
04/25/23 **A.D 2023**

Notary Public State of Wisconsin County of Brown

5.15.27

My commission expires

**Ad Number: 0005675780**



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0005675780-01



# SECTION 14 APPENDIX 2

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WDB PARTNERSHIP &  
SERVICE MATRIX



| New Jersey<br>Local WIOA Planning Guidance:<br>Partner Service Matrix                                                                                                     | WIOA Title I<br>Adult | WIOA Title I Dislocated<br>Worker | WIOA Title I<br>Youth | Other Title I-Job<br>Corps | Other Title I-<br>YouthBuild | Title II | Wagner-<br>Peyser -<br>ES | DVR5 | SCSEP | COMMENTS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------|-----------------------|----------------------------|------------------------------|----------|---------------------------|------|-------|----------|
| Strength of Partnership                                                                                                                                                   | 5                     | 5                                 | 5                     | 4                          | 1                            | 5        | 5                         | 5    | 4     |          |
| <b>CAREER SERVICES</b>                                                                                                                                                    |                       |                                   |                       |                            |                              |          |                           |      |       |          |
| Eligibility Determination                                                                                                                                                 | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Outreach, Intake and Orientation                                                                                                                                          | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Initial Assessment of skill levels                                                                                                                                        | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Job Search and Placement Assistance                                                                                                                                       | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Career Counseling                                                                                                                                                         | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of info on on-in demand sectors and<br>occupations                                                                                                              | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of info on non-traditional employment                                                                                                                           | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Appropriate recruitment and other business<br>services                                                                                                                    | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of referrals and coordination of activities<br>with other programs and services.                                                                                | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of workforce and labor market statistics,<br>including the provision of accurate information<br>related to local, regional, and national labor<br>market areas. | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of performance information and cost on<br>eligible providers                                                                                                    | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of information on how the local area is<br>performing on local performance accountability<br>measures and any additional measures.                              | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of information relating the availability of<br>support services or assistance and the appropriate<br>referral to those services and assistance.                 | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Assistance in establishing eligibility for programs<br>of financial aid assistance for training and<br>education programs not provided by WIOA.                           | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Provision of information and assistance<br>regarding filing claims under UI programs.                                                                                     | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| <b>INDIVIDUALIZED CAREER SERVICES</b>                                                                                                                                     |                       |                                   |                       |                            |                              |          |                           |      |       |          |
| Comprehensive and Specialized Assessment for<br>Adults and Dislocated Workers                                                                                             | X                     | X                                 |                       |                            |                              |          |                           |      |       |          |
| Development of individual employment plans                                                                                                                                | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    |       |          |
| Group and Individual Counseling and mentoring                                                                                                                             | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Career Planning/Case Management                                                                                                                                           | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Short Term Pre-Vocational services                                                                                                                                        | X                     | X                                 | X                     | X                          | X                            | X        |                           | X    |       |          |
| Internships and Work Experiences                                                                                                                                          | X                     | X                                 | X                     | X                          | X                            |          |                           | X    | X     |          |
| Workforce preparation Activities                                                                                                                                          | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Financial Literacy                                                                                                                                                        | X                     | X                                 | X                     |                            |                              |          |                           |      |       |          |
| Out-of-Area Job Search Assistance                                                                                                                                         | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| English language acquisition and integrated<br>education.                                                                                                                 |                       |                                   |                       |                            |                              | X        |                           |      |       |          |
| <b>FOLLOW UP SERVICES</b>                                                                                                                                                 |                       |                                   |                       |                            |                              |          |                           |      |       |          |
| Unsubsidized Employment for up to 12 months                                                                                                                               | X                     | X                                 | X                     |                            |                              |          |                           |      |       |          |
| Transitioning to Career Services                                                                                                                                          | X                     | X                                 | X                     |                            |                              |          |                           |      |       |          |
| <b>TRAINING SERVICES</b>                                                                                                                                                  |                       |                                   |                       |                            |                              |          |                           |      |       |          |
| Occupational Skills Training                                                                                                                                              | X                     | X                                 | X                     | X                          | X                            |          |                           | X    |       |          |
| On-The-Job Training                                                                                                                                                       | X                     | X                                 | X                     |                            |                              |          |                           |      |       |          |
| Incumbent Worker Training                                                                                                                                                 | X                     | X                                 |                       |                            |                              |          |                           |      |       |          |
| Programs that combine Workplace Training with<br>Related Instruction                                                                                                      | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Training Programs operated by Private Sector                                                                                                                              |                       |                                   |                       |                            |                              |          |                           |      |       |          |
| Skill Upgrading and Retraining                                                                                                                                            | X                     | X                                 |                       |                            |                              |          |                           |      |       |          |
| Entrepreneurial Training                                                                                                                                                  | X                     | X                                 | X                     |                            |                              |          |                           |      |       |          |
| Transitional Jobs                                                                                                                                                         |                       |                                   |                       |                            |                              |          |                           |      |       |          |
| Job Readiness Training                                                                                                                                                    | X                     | X                                 | X                     | X                          | X                            | X        | X                         | X    | X     |          |
| Adult Education and Literacy Activities                                                                                                                                   | X                     | X                                 | X                     | X                          | X                            | X        |                           | X    |       |          |
| Customized Training                                                                                                                                                       | X                     | X                                 |                       |                            |                              |          |                           |      |       |          |
| <b>Others: Explain</b>                                                                                                                                                    |                       |                                   |                       |                            |                              |          |                           |      |       |          |
|                                                                                                                                                                           |                       |                                   |                       |                            |                              |          |                           |      |       |          |
|                                                                                                                                                                           |                       |                                   |                       |                            |                              |          |                           |      |       |          |
|                                                                                                                                                                           |                       |                                   |                       |                            |                              |          |                           |      |       |          |

[illegible]



# SECTION 14 APPENDIX 3

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COUNTY MOU

# MEMORANDUM OF UNDERSTANDING

One-Stop Career Center Partners

Cape May County  
CSCM Workforce  
Development  
Board



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## Memorandum of Understanding

### Section 1: One-Stop Partnership

#### Purpose

This Memorandum of Understanding (MOU) is executed between the Workforce Development Board (WDB), the One-Stop Career Center (American Job Center Network) Partners (Partners), and the Chief Elected Official (CEO). They are collectively referred to as the “Parties” to this MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the One-Stop Career Center(s) (American Job Center(s)) in the Workforce Development Board Area (WDB area). The WDB provides oversight of workforce programming for the WDB Area.

The parties to this Memorandum of Understanding (MOU) agree that all required Partners and co-located additional Partners have a joint responsibility to support and maintain an effective local integrated service delivery system. In addition, all parties to this MOU recognize that shared and infrastructure costs are applicable to all the required Partners. This MOU outlines the local vision for program alignment, Partner roles and responsibilities, and accountability for a coordinated service delivery system.

The establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop Career Center(s). The Parties to this MOU agree joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the WDB area’s high-standard One-Stop Career Center System.

This MOU defines the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the WDB Area create a seamless, customer-focused System that aligns service delivery across the board and enhances access to program services. By realizing One-Stop opportunities together, Partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These Partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

### Effective Period

#### Section Guidance:

Complete the blanks with the beginning and end dates of the agreement. A One-Stop Partner MOU effective period may not exceed three years, but a WDB may set a shorter effective period.

This MOU is effective as of **August 31, 2020** which corresponds to the date of signing by the final signatory below and must terminate on **August 31, 2023**, unless any of the reasons in the Termination section apply.

### One-Stop Delivery System

The One-Stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-Stop Partners administer separately funded programs as a set of integrated streamlined services to customers. [20 CFR 678.300(a); 34 CFR 361.300(a); and 34 CFR 463.300(a)].

### One-Stop Career Centers

List all the One-Stop Career Centers in the local area.

#### Section Guidance:

Provide the following: for every One-Stop in the local workforce area:

- \* Mailing Address,
- \* Operating Hours (i.e. 8:30am-4:30pm)
- \* Telephone Number
- \* One-Stop Career Center URL
- \* Also indicate if the site is Comprehensive (all required Partner services are provided) or Affiliate (some, but not all Partner services are provided)

#### **Cape May One Stop Career Center**

3810 New Jersey Ave., Wildwood, NJ. 08260

609-729-2234

Hours of operation: 8:30AM - 4:30 PM

<https://capemaycountynj.gov/1138/One-Stop-Career-Center>



### Common Identifier

#### Section Guidance:

Complete blanks as appropriate. A WDB Area must identify itself as either an American Job Center, or use another identifier, in conjunction with "A Proud Partner of the American Job Center Network." The MOU must indicate which common identifier the WDB has chosen.

The Partner agrees to identify as Cape May County One-Stop Career Center or, as Cape May County Division of Workforce Development in conjunction with "A Proud Partner of the American Job Center Network."

### One-Stop Operator

#### Section Guidance:

Complete the blanks with the name of the WDB Area, the One-Stop Operator and the URL where the procurement information about the selection of the One-Stop Operator may be found.

WDB Area: Cumberland Salem Cape May County Operator

Operator Name: Cynthia Angelo

Name of Operator Contact Person: Allison Spinelli

The WDB selected the One-Stop Operator, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations. All documentation for the competitive One-Stop Operator procurement and selection process is published and may be viewed on the WDB website at: [www.ccoel.org](http://www.ccoel.org).

The State Workforce Development Board requires that the One-Stop Operator is re-competed every two years. Local areas may offer no more than two one-year extensions to successful One-Stop Operator contracts. Functional details are outlined in the Roles and Responsibilities of Partners section, under One-Stop Operator.

### Fiscal Agent

#### Section Guidance:

Complete the blanks with the Fiscal Agent Entity and Fiscal Agent Contact Person information.

**Fiscal Agent:** Cape May County

**Name of Fiscal Agent Contact Person:** Brittany Smith

**Fiscal Agent Mailing Address:** 4 Moore Rd., Cape May Court House, NJ 08210

**Fiscal Agent Phone Number:** 609-465-1170



## WIOA Career Services

### Section Guidance:

This section describes the basic and individualized career services, follow-up and training services being provided by the local Partners. The expectation is that this section of the MOU will be several paragraphs in length and consistent with the definitions for services found in the annex to this MOU. Attach the Service Matrix included in the local strategic plan to the end of this MOU as Attachment 1.

- Provide training grants to adults and dislocated workers.
- Provide On-The-Job Training grants to businesses to hire unemployed residents.
- Provide funding for in-school and out-of-school youth for employment, life/work skills and high school equivalency tutoring to obtain diploma.
- Provide support services for special public grants to recruit and train residents for specific industries.
- Provide resources/referrals to customer who require extended services
- Provide CASAS testing, Let Me Learn testing, and CareerScope testing to gauge customer education level, career interest, and aptitudes.
- Refer customers to state employment services, vocational rehabilitation services, and in-house tutoring to achieve high school diploma or to increase grade-level scores to qualify for specific training requirements.

## Partners

### Section Guidance:

Provide the following information for each Partner agency which is present in the local workforce development area and is party to the MOU:

- \* Name of the Partner agency
- \* The name and title of the signatory for each Partner
- \* The service provided: Enter "B" for Basic; "I" for Individualized; "T" for Training; "Y" for Youth; "BS" for Business. A program may provide more than one type of service. Each category is described in the Section 2: Definitions.
- \* Mailing Address, Telephone Number and E-Mail of the signatory

| Partner Program                             | Service Provided Category | Signatory Name and Title                                                          | Mailing Address                                                           | Telephone Number    | Email Address                                                                                                                                             | On-Site at One-Stop (Yes or No) |
|---------------------------------------------|---------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Federal Program<br><br>Edison NJ- Job Corps | Y,T                       | Lonnie Hall<br>Center Director                                                    | Edison Job Corps Center<br>500 Plain Field Ave.<br>Edison NJ 08817        | 732<br>985-4800     | <a href="mailto:Hall.Lonnie@jobcorps.org">Hall.Lonnie@jobcorps.org</a>                                                                                    | yes                             |
| Atlantic Cape Community College             | Y,I,T                     | Dr. Barbara Gaba, President                                                       | 5100 Black Horse Pike<br>Mays Landing, NJ 08330                           | (609)<br>343-4828   | Donna Vassallo, Dean of Professional Studies, High School Initiatives and Internships<br><a href="mailto:dvassall@atlantic.edu">dvassall@atlantic.edu</a> | No                              |
| Pathstone                                   | T,I                       | Patricia J Constantino,<br>Executive Director, Program Development Administration | 76 W. Landis Ave, Ste C<br><br>Vineland, NJ 08360                         | 856-696-1000<br>X27 | <a href="mailto:pconstantino@pathstone.org">pconstantino@pathstone.org</a>                                                                                | Yes                             |
| Vineland Housing Authority                  | B                         | Wendy M. Hughes<br>Assistant Executive Director                                   | Vineland Housing Authority<br>191 W. Chestnut Avenue<br>Vineland NJ 08360 | 856-691-4099        | <a href="mailto:Whughes@VHA.org">Whughes@VHA.org</a>                                                                                                      | Yes                             |

**Atlantic Cape Community College** acts as the lead agency for the Atlantic/Cape May Consortium for the WIOA Title 2 grant funds. The Cape May County Technical School District is the partner agency which serves Cape May County under this contract. Cape May Technical School District operates adult literacy services, funded through WIOA Title 2, within the One Stop Career Center, located at 3810 New Jersey Ave., Wildwood, New Jersey 08260.

Cape May Technical School District operates Adult Education reading and math classes (Training Services) for students whose Educational Functioning Levels (EFL) are under 6<sup>th</sup> grade and High School Equivalency Preparation classes (Training Services) 12 months a year. Classes are held five days a week, September through June and three days per week, during July and August. The Technical School also offers English as a Second Language classes during the summer (Individualized Career Services).

The Technical School offers two Integrated Education and Training Programs (IET) for Bilingual ServeSafe Manager and Bilingual Certified Guest Service Professional. These IETs provide students with Individualized Career and Training Services which result in an industry recognized credential.

The Carl D. Perkins Vocational and Technical Education Act is a federal program that provides grant funds to Atlantic Cape Community College to assist in increasing career and technical



academic programs for its students. Additionally, these funds help to strengthen career pathways between secondary and postsecondary education. Lastly, there is an expectation that these funds will further improve alignments between local and state stakeholders.

**Atlantic Cape Community College** supports 37 Perkins-approved career programs through degrees and certifications. These programs are developed and facilitated by academically prepared faculty and staff with subject matter expertise in related disciplines. Presently, there are 31 full-time faculty and 70 adjunct faculty who support Atlantic Cape's Perkins-funded programs.

**Job Corps** provides training and education opportunities to youth/young adults.

- Tuition-free to income-eligible 16- through 24-year-olds.
- Hands-on training programs that take between 8 and 15 months to complete.
- Educational advancement opportunities, such as high school diploma and equivalent programs, Advanced Training to earn additional certifications, and community college partnerships that allow Job Corps students to take college-level classes.
- Professional skill-building in areas such as effective communication, resume writing, networking, community service, and teamwork.
- 126 residential and nonresidential locations nationwide.

**Job Corps graduates receive nationally recognized credentials upon completing training programs in high-growth industries:**

- Advanced Manufacturing
- Automotive and Machine Repair
- Construction
- Finance and Business
- Health Care
- Homeland Security
- Hospitality
- Information Technology
- Renewable Resources and Energy
- Retail Sales and Services
- Transportation

**Job Corps provides access to housing, basic medical care, and transportation, allowing the students to focus on their studies.**

**PathStone** will provide the full range of Career Services offered under WIOA both at PathStone field offices.

**Basic Career Services** that will be available to farmworkers who visit our field offices include: Intake, Eligibility Determination, Initial Needs Assessment, Counseling, Support Services Referrals, Labor Market Information, and Financial Aid Eligibility information

**Individual Career services** available include: a comprehensive objective assessment that is inclusive of the development of an IEP/IFDP, Career Planning, short-term pre-vocational services, Job Readiness Services and when warranted ESL and Life Skills directly related to employment, Financial Literacy, Adult Basic Education/HSE Preparation and Placement.

PathStone-NJ will provide participants with direct

**Training services** or will contract with ETPL-approved providers, to build the skills needed by employers in in-demand industries in our service areas. Training services include OST, OJT, WE, Agricultural upgrades, and Entrepreneurship development. Post-secondary education and advance training preparation and Apprenticeship opportunities are provided for Youth

**Youth Services** include all adult services plus Specialized Youth Leadership development, educational, pre-apprenticeship, internships education concurrent with specific career training.

These services are available in all three county service areas for both NFJP and SCSEP participants.

The **Vineland Housing Authority** (VHA) manages the Ocean City Housing Authority (OCHA) located in Cape May County through a shared services agreement. OCHA has contracted with Acenda, Inc, Glassboro NJ to provide residents with Resident Wellness Services. Acenda will provide services for behavioral health issues and seminars on various health/nutrition related topics. AtlantiCare Life Connection has also presented a seminar to resident offering healthcare services to residents 55 and over.

### **Partner On-Site Representation**

#### **Section Guidance:**

Provide the number of One-Stop Partner staff members who are co-located in the One-Stop and the total hours worked per week. Also indicate if "Yes" for required Partners, and "No" for additional Partners.

Local workforce areas that utilize full-time equivalents (FTEs) may enter the total number of FTEs represented by the staff and the percentage of FTEs contributed by each program to the total FTEs. Additional rows may be added as necessary.



| Partner Program                       | Number of Staff | Weekly Staff Hours                      | Number of FTEs | % of FTEs | Required Partner (Yes or No) |
|---------------------------------------|-----------------|-----------------------------------------|----------------|-----------|------------------------------|
| Cape May County Workforce Development | 8               | 280                                     | 8              |           | Yes                          |
| Cape May Technical School District    | 2               | 30 hours Sept-June<br>15 hours July-Aug | 0              | 0         | Yes                          |

### Responsibilities of the Chief Local Elected Official

#### Section Guidance:

This section describes the minimum responsibilities of the Chief Elected Official (CEO) under WIOA.

The CEO will, at a minimum:

1. In Partnership with the WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all WDBs and their Partners, and that incorporates plans for each of the local areas in the planning region.
2. Approve the WDB budget and One-Stop Operating Budget and Infrastructure Funding Agreement.
3. Approve the selection of the One-Stop Operator following the competitive procurement process.
4. Coordinate with the WDB to oversee the operations of the One-Stop Career Center Network.

### Responsibilities of the Workforce Development Board

#### Section Guidance:

This section describes the roles and responsibilities of the local Workforce Development Board (20 CFR 679.370).

The WDB ensures the workforce-related needs of employers, workers, and job seekers in the WDB Area and/or the region are met, to the maximum extent possible with available resources. The WDB will, at a minimum:

#### Local Plan

(1) Develop and submit a four-year local plan for the local area, in Partnership with the chief elected official and consistent with WIOA sec. 108.

#### Regional Plan (where applicable)

(2) If the Local Area is part of a planning region that includes other local areas, develop and submit a regional plan in collaboration with other local areas. If the Local Area is part of a planning region, the local plan must be submitted as a part of the regional plan.

#### Labor Market Information

(3) Conduct workforce research and regional labor market analysis to include:

- (a) Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers in the region;
- (b) Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region specifically in collection, analysis, and utilization of workforce and labor market information for the region; and
- (c) Other research, data collection, and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.

#### Convening, Brokering, Leveraging

(4) Convene local workforce development system stakeholders to assist in the development of the local plan under 20 CFR 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the WDB.

#### Employer Engagement

(5) Lead efforts to engage with a diverse range of employers and other entities in the region in order to:

- (a) Promote business representation (particularly representatives with optimum policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the WDB,
- (b) Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities,
- (c) Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and



collaboration among employers, economic development entities, and service providers; and

(d) Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector Partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

#### Career Pathways

(6) With representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.

#### Dissemination of Promising Practices

(7) Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.

#### Technology

(8) Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and job seekers, by:

(a) Facilitating connections among the intake and case management information systems of the One-Stop Partner programs to support a comprehensive workforce development system in the local area,

(b) Facilitating access to services provided through the One-Stop delivery system including access in remote areas,

(c) Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the One-Stop delivery system such as improving digital literacy skills, and

(d) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

#### Oversight

(9) In Partnership with the chief elected official for the local area:



(a) Conduct oversight of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire One-Stop delivery system in the local area,

(b) Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and One-Stop delivery system in the local area, and

(c) Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA sec. 116.

#### Negotiate Performance Measures

(10) Negotiate and reach agreement on local performance indicators with the chief elected official and the Governor.

#### Negotiate Infrastructure Costs

(11) Negotiate with CEO and required Partners on the methods for funding the infrastructure costs of One-Stop Centers in the local area in accordance with 20 CFR 678.715 of this chapter or notify the Governor if they fail to reach agreement at the local level and will use a State infrastructure funding mechanism.

#### Selection of Providers

(12) Select the following providers in the local area, and where appropriate, terminate such providers in accordance with 2 CFR part 200:

(a) Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the WDB determines there is an insufficient number of eligible training providers in a local area, the WDB may award contracts on a sole-source basis as per the provisions at WIOA sec. 123(b),

(b) Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA sec. 122,

(c) Providers of career services through the award of contracts, if the One-Stop Operator does not provide such services, and

(d) One-Stop Operators in accordance with 20 CFR 678.600 through 678.635.

#### Consumer Choice

(13) In accordance with WIOA sec. 107(d)(10)(E), work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

### Coordination with Education Providers

(14) Coordinate activities with education and training providers in the local area, including:

- (a) Reviewing applications to provide adult education and literacy activities under WIOA title II for the local area to determine whether such applications are consistent with the local plan,
- (b) Making recommendations to the eligible agency to promote alignment with such plan, and
- (c) Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

### Budget Administration

(15) Develop a budget for the activities of the WDB, with approval of the chief elected official and consistent with the local plan and the duties of the WDB.

### Accessibility

(16) Assess, on an annual basis, the physical and programmatic accessibility of all One-Stop Centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

### One-Stop Certification

(17) Certify One-Stop Career Centers in accordance with 20 CFR 678.800.

### One-Stop Operator Functions

#### Section Guidance:

Describe the roles and responsibilities of the competitively procured One-Stop Operator as detailed in the contract between the WDB and the operator.

The OS Facilitator will be responsible for alignment and communication among partners within the Cumberland, Salem and Cape May Counties One Stop Career Centers.

- Maintain One Stop Partner Memorandum of Understanding (MOU) for each county;
- Schedule and facilitate monthly meetings with partners/stakeholders in each of the 3 counties;
- Coordinate communication between all partnering agencies;
- Based on partner interest, provide opportunities for presentations by outside resources;



- Report to the Workforce Development Board (WDB) regarding monthly meeting discussions related to services, concerns and successes of partners;
- Support Workforce Development systems in each county as defined by the WDB and the Local Area Operations Director;
- Ensure timely submission of reports, and dissemination of information to WDB and public.

### Partner Responsibilities

#### Section Guidance:

This section describes the general commitments of One-Stop Partners to the One-Stop Career Center Network.

Each required partner must:

- (a) Provide access to its programs or activities through the one-stop delivery system, in addition to any other appropriate locations.
- (b) Use a portion of funds made available to the partner's program, to the extent consistent with the Federal law authorizing the partner's program and with Federal cost principles in 2 CFR parts 200 and 2900 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable), to:
  - (1) Provide applicable career services; and
  - (2) Work collaboratively with the State and Local WDBs to establish and maintain the one-stop delivery system. This includes jointly funding the one-stop infrastructure through partner contributions that are based upon:
    - (i) A reasonable cost allocation methodology by which infrastructure costs are charged to each partner based on proportionate use and relative benefit received.
    - (ii) Federal cost principles; and
    - (iii) Any local administrative cost requirements in the Federal law authorizing the partner's program. (This is further described in § 678.700.)
- (c) Enter into an MOU with the Local WDB relating to the operation of the one-stop delivery system that meets the requirements of § 678.500(b);
- (d) Participate in the operation of the one-stop delivery system consistent with the terms of the MOU, requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements; and
- (e) Provide representation on the State and Local WDBs as required and participate in Board committees as needed.



Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. Partners will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop Operator.
2. Joint planning, policy development, and system design processes.
3. Commitment to the joint mission, vision, goals, strategies, and performance measures.
4. The design and use of common intake, assessment, referral, and case management processes.
5. The use of common and/or linked data management systems and data sharing methods, as appropriate.
6. Sharing of assessments and employment plans developed by Partners for co-enrolled customers to streamline services and eliminate duplication of services.
7. Leveraging of resources, including other public agency and non-profit organization services.
8. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction.
9. Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

#### Co-Enrollment and Integrated Case Management

Partners are to co-enroll all customers eligible for multiple One-Stop Partner programs based on the customer's need for those services. Co-enrolled customers must be served through an integrated case management system in one, or combination of, the following methods:

1. Partner staff are cross trained to the extent that any staff person, regardless of the program to which they are attached, can provide case management for co-enrolled customers.
2. Staff from different programs will communicate on a regular basis regarding the status and needs of co-enrolled customers.

#### **Section Guidance:**

Describe the methodology partners agree to use to achieve co-enrollment and integrated case management.

#### **Cape May County One Stop:**

- In-house group and individual training and mentoring sessions.
- NJ Dept. of Labor meetings, workshops, training sessions, web seminars
- Staff meetings to address specific new policy/guidance requirements.
- Shared access to Adult and Youth guidelines and regulations

- Counselor file reviews to ensure guidelines/requirements are met.
- Cross-train staff in all aspects of customer service and workforce training grant opportunities for Adults and Youth.

**Atlantic Cape:** All potential clients first participate in the One Stop's System Orientation. One Stop case managers meet with the clients to determine what services are important for the client in order to achieve their goals and appropriate referrals are made to the partner agencies. For literacy related services, regular feedback is provided to the case manager by the instructors either informally or in case management update meetings. This collaboration may include the number of attendance hours or lack of hours each month, post testing results, or other issues that may be impacting the student's success in the program.

Staff from Cape May Technical School District and Atlantic Cape are active members of the Cape May County One Stop Career Center & Work First NJ Partner Board. The board brings together all the agencies that provide services to One Stop customers to discuss new programs, challenges, emerging trends, funding opportunities, collaboration opportunities and general partner updates.

**Edison Job Corps** agrees to co-enroll participants in multiple partner programs whenever appropriate and as eligibility and other program regulations allow. The objective of such co-enrollment is to broaden the service options for participants and to respond to unmet training, supportive service, and placement support needs. Furthermore, co-enrollment allows the partners to share credit for outcomes.

**PathStone** staff continue to facilitate the co-enrollment of all NFJP participants who are receiving career or training services and make referrals, when appropriate, to each of the other AJC partners, (i.e. Veterans, Dislocated Workers, and Welfare to Work.) In addition, PathStone and NJDLWD Employment Service staff has worked together on joint outreach initiatives. PathStone outreach staff distributes NJDLWD materials to farmworkers when visiting camps and delivering outreach presentation.

### Data Sharing

#### Section Guidance:

This section describes the responsibility of each Partner related to the sharing of customer information.

1. Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.



2. Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

3. All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- a. Customer PII will be properly secured in accordance with the WDB's policies and procedures regarding the safeguarding of PII.
- b. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- c. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- d. Customer data may be shared with other programs, for those programs' purposes, within the One-Stop Career Center Network only after the informed written consent of the individual has been obtained, where required.
- e. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.

4. All data exchange activity will be conducted, as practicable, in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

5. All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs.

### Referrals

#### Section Guidance:

This section describes the general principles of the process of making referrals between Partners. A narrative section describing the partner referral system and feedback loop should be inserted.

**Cape May One Stop Career Center:** The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- 1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the WDB Area One-Stop Career Center Network,



2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
4. Provide substantive referrals – in accordance with the WDB Area Referral Policy to customers who are eligible for supplemental and complementary services and benefits under Partner programs,
5. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
6. Commit to robust and ongoing communication required for an effective referral process, and
7. Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

**Atlantic Cape:** Partners within the One Stop use the Universal Literacy Referral form to make referrals. The form is specifically designed to produce a referral history loop showing the date of the initial referral, the number of hours the student has participated in class, and their pre and post test scores. If a student has successfully met their literacy goals, the same form is used to refer the student back to their case manager to begin the training eligibility process. The Universal Literacy Referral form is also used to refer students back to the case manager if they have dropped out of class, been unsuccessful on a posttest or if they are having personal issues that are impacting their success in the program.

**Edison Job Corps NJ** agrees is to establish the respective roles, responsibilities and institutional commitment of each entity to collaboratively provide: registration referrals between partners and to provide the Edison Job Corps graduates, and former enrollees with education, human services, job training, placement assistance and other workforce development resources pursuant to the provisions of Section 121 of Title I of the Workforce Innovation Opportunity Act of 2014. It is understood that the development, Implementation and continuation of this system will require mutual trust and teamwork among each partner, all working together to accomplish the shared driven goals. As such, this agreement is entered into in a spirit of cooperation.

Edison Job Corps agree to support each other in their respective provision of services and to facilitate joint provision of services consistent with the needs of their respective customers, the program goals of the partner organizations, and laws and regulations governing the programs they operate.

#### **Outreach, Admissions and Intake**

- All partners agree whenever possible and appropriate to provide information to prospective candidates about registration and or enrollment.

In addition, individually the partners agree to the following:

**Job Corps Center agrees to:**

- Promoting, and marketing all of One Stop Center of NJ programs.
- Whenever possible assist with Orientation and intake to Job Corps.
- Notify One Stop Center of NJ of local employers with current job openings.
- Refer candidates to current available trainings.

**The One Stop Center of NJ agrees to:**

- Display Job Corps Enrollment information.
- Refer qualified candidates and provide Admission counselor contact information.
- Provide Information about job openings, positive employer recruitment and skill requirements.
- Send individual referrals to education/ skills training/ and supportive services.

**Assessment**

All partners agree—for the benefit and with the informed consent of the affected program participants—to share assessment information of participants referred from one partner to another or co-enrolled by two or more partners. Sharing assessment information includes but is not limited to information contained in the Individual Service Strategy (ISS), Employability Development Plan (EDP), Objective Assessment and other assessment tools used by partners.

**Training**

- All partners agree-whenever possible and appropriate-to supplement each other's training offerings by co-enrolling participants in two or more partner programs as described in Section V of this agreement.

**Partners also agree to:**

Provide each other with updated listings of training offerings on a regular basis.  
Periodically jointly review training offerings and conduct a gap analysis to determine the need for additional training offerings.

**Job Search and Placement**

In addition, individually the partners agree to the following:

- Connect all referrals to local employers with current job openings.
- Refer candidates to internships/trial work experiences when available.

**Methods of Referral**

The partners agree to provide **value-added** referrals for services with our agency when those customers are deemed in need of such services.



## Programmatic Accessibility

### Section Guidance:

This section affirms that the policies and procedures of the One-Stop ensure accessibility for all customers to One-Stop services. The WDB may add additional information at their discretion.

1. All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under State or Federal law.

2. Partners must assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law.

Partners further assure that they are currently in compliance with all applicable State and Federal laws and regulations regarding these issues.

3. All Partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all American Job Center programs, services, technology, and materials are physically and programmatically accessible and available to all.

Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level.

4. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier.

5. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices must be available to ensure physical and programmatic accessibility within the One-Stop Career Center Network.

## Priority of Service

### Section Guidance:

This section affirms that parties to the MOU will apply the priority of services for veterans and eligible spouses and the WIOA Title I Adult priority of service.

1. All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 (public assistance recipients, other low-income individuals and basic skills deficient individuals) and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance.



2. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

### Outreach

The WDB and its Partners agree to develop and implement an outreach plan that includes, at a minimum:

- Specific steps to be taken by each Partner,
- An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at risk or most in need,
- An outreach and recruitment plan for out-of-school youth,
- Sector strategies and career pathways,
- Connections to registered apprenticeship,
- An outreach tool kit for Partners,
- Clear objectives and expected outcomes, and
- Leveraging of any statewide outreach materials relevant to the region.

### State Administered Required and Additional Partners

Because local managers representing State Administered Required and Additional Partner programs lack the authority to negotiate an infrastructure amount, the Commissioner for the New Jersey Department of Labor and Workforce Development will be responsible for establishing and implementing a methodology for ensuring required State Administered Required and Additional Partners (WIOA Title 2, Title 3, Title 4, SCSEP, Trade Adjustment Assistance, Jobs for Veterans State Grant, and Unemployment Insurance Compensation) are paying their proportionate share of One-Stop infrastructure and additional costs based on use and relative benefits received, and the Commissioner will be signatory to this MOU for those State Administered programs.

### Steps to Reach Consensus (MOU)

#### Section Guidance:

This section describes the general steps to be taken to negotiate and execute the MOU. WDBs will specify the timeframes for each step.

### 1. Notification of Partners

The WDB Chair (or designee) must notify all Parties in writing that it is necessary to renew and execute the MOU and provide all applicable policies and preceding MOU documents, as applicable.

### 2. Initial Meeting

The WDB Chair (or designee) is responsible for convening all required and optional AJC/One-Stop Career Center Partners to formally begin negotiations, and to ensure that, at a minimum, all One-Stop Career Center Partners from all counties within the WDB Area are appropriately represented.

### 3. Negotiations

Partners must submit all relevant documents to the WDB Chair (or designee) to begin the drafting of the MOU. During a timeframe established by the WDB, additional formal or informal meetings (informational and negotiation sessions) may take place, so long as they are conducted in an open and transparent manner, with pertinent information provided to all Parties.

### 4. Draft MOU

The WDB Chair (or designee) must email a complete draft of the MOU to all Parties.

### 5. Review and Comment upon Conclusion of the Negotiations

Within a timeframe determined by the WDB, of receipt of the draft MOU, all Parties must review and return feedback to the WDB Chair (or designee). It is advised that each Party also use this time to allow their respective Legal Departments to review the MOU for legal sufficiency. It is the responsibility of the WDB Chair (or designee) to ensure all AJC/One-Stop Career Center Partners to the MOU are aware of the comments and revisions that are needed

## Cost Allocation Methodology

On-site Partners will be allocated costs based on square footage occupied and the ratio of square footage occupied. Off-site Partners will be allocated costs based on proportionate use and relative benefits received at the physical One-Stop by comparing shared customers to total customers served.

## **Section 2: General Provisions and Assurances**

### Legal Authority

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official (CEO), to develop and enter into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the One-Stop delivery system in a local area. This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability,



and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance. Additionally, the sharing and allocation of infrastructure costs among One-Stop Partners is governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

### Assurances

#### Section Guidance:

This section provides the assurances required of any One-Stop Partner. WDBs may add additional information at their discretion.

All Parties to this agreement shall comply with:

1. Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
2. Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
3. Section 504 of the Rehabilitation Act of 1973, as amended,
4. The Americans with Disabilities Act of 1990 (Public Law 101-336),
5. The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
6. Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
7. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
8. Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
9. The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603), all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts.
10. The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.
11. Additionally, all Parties shall:



- Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section of the MOU,
- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
- Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination.

### Data Confidentiality

#### Section Guidance:

This section affirms that the One-Stop Partners will abide by Federal, State and local laws regarding the protection of confidential information.

1. All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.
2. Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.
3. Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.
4. To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

5. With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

6. With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

### Accessibility

#### Section Guidance:

This section affirms that the One-Stop Center is physically accessible to individuals with disabilities.

29 CFR 38.13 requires that:

(a) No qualified individual with a disability may be excluded from participation in, or be denied the benefits of a recipient's service, program, or activity or be subjected to discrimination by any recipient because a recipient's facilities are inaccessible or unusable by individuals with disabilities.

(b) All WIOA Title I-financially assisted programs and activities must be programmatically accessible, which includes providing reasonable accommodations for individuals with disabilities, making reasonable modifications to policies, practices, and procedures, administering programs in the most integrated setting appropriate, communication with persons with disabilities as effectively as with others, and providing appropriate auxiliary aids or services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

Accessibility to the services provided by the American Job Centers and all Partner agencies is essential to meeting the requirements and goals of the One-Stop Career Center Network. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

One-Stop Centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities).



Indoor space will be designed in an “equal and meaningful” manner providing access for individuals with disabilities.

### Modification Process (MOU)

1. Notification - When a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s).

2. Discussion/Negotiation - Upon notification, the WDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the WDB Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the WDB, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the WDB Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed. If determined that a Partner is unwilling to agree to the MOU modification, the WDB Chair (or designee) must ensure that the process in the Dispute Resolution section is followed.

3. Signatures - The WDB Chair (or designee) must immediately circulate the MOU modification and secure Partner signatures within a designated timeframe such as two weeks from receipt. The modified MOU will be considered fully executed once all signatories have reviewed and signed. The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the WDB Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other Parties. During the rollout of an MOU, a WDB should make all Partners aware of the requirements concerning modification and renewal of the MOU (as outlined in TEGL 16-16, RSA TAC 17-02, and OCTAE Program Memo 17-4). Renewal of an MOU requires all parties to review and agree to all elements of the MOU and re-sign the MOU. Amendment or modification of the MOU only requires the parties to review and agree to the elements of the MOU that changed.

Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU. Substantial changes, such as changes in One-Stop Partners, or a change due to the election of a new CEO, will require renewal of the MOU.

### Dispute Resolution (MOU)

The following section details the dispute resolution process designed for use by the Partners when unable to successfully reach an agreement necessary to execute the MOU. A



disagreement is considered to have reached the level of dispute resolution when through thorough and productive discussion, a consensus cannot be reached. It is the responsibility of the CEO to coordinate the MOU dispute resolution to ensure that issues are being resolved appropriately. Any party to the MOU may seek resolution under this process.

1. All Parties are advised to actively participate in Local negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally.
2. Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the CEO and all Parties to the MOU regarding the conflict within 10 business days.
3. The CEO shall determine the merit of the dispute and propose a resolution. In the event that the dispute is about contributions to the Infrastructure Funding Agreement, the CEO will indicate that failure to accept the proposed resolution will trigger the State Funding Mechanism.
4. The decision of the CEO shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.
5. The right of appeal no longer exists when a decision is final. Additionally, final decisions will not be precedent-setting or binding on future conflict resolutions unless they are officially stated in this procedure.
6. The CEO must provide a written response and dated summary of the proposed resolution to all Parties to the MOU.
7. The CEO will contact the petitioner and the appropriate Parties to verify that all are in agreement with the proposed resolution.

### Monitoring

#### Section Guidance:

This section affirms the right of representatives of cognizant Federal, State and local agencies to conduct monitoring of programs funded through federal awards.

The WDB, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

1. Federal awards are used for authorized purposes in compliance with law, regulations, and State policies;
2. Those laws, regulations, and policies are enforced properly;
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;

4. Outcomes are assessed and analyzed periodically to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
6. All MOU terms and conditions are fulfilled.

### **Non-Discrimination and Equal Opportunity**

#### **Section Guidance:**

This section affirms that One-Stop Partners will comply with Sec. 188 of WIOA and other non-discrimination provisions.

1. All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.
2. All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.
3. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

### **Indemnification**

1. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the WDB and the One-Stop Operator have no responsibility and/or liability for any actions of the One-Stop Center employees, agents, and/or assignees.
2. Likewise, the Parties have no responsibility and/or liability for any actions of the WDB or the One-Stop Operator.



### Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

### Drug and Alcohol-Free Workplace

1. All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace.
2. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute.
3. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

### Certification Regarding Lobbying

1. All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 CFR Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450.
2. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

### Debarment and Suspension

All Parties shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

### Buy American Provision

Each Party that receives funds made available under Title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the "Buy American Act.") and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

### Salary Compensation and Bonus Limitation

Each Party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGL 17-15, restricting the use of federal grant funds for compensation and bonuses of an



individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

### Non-Assignment

Except as otherwise indicated herein, no Party may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other Parties.

### Governing Law

This MOU will be construed, interpreted, and enforced according to the laws of the State of New Jersey. All Parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

### Termination

#### Section Guidance:

This section describes the conditions under which the MOU could be terminated.

This MOU will remain in effect until the end date specified in the Effective Period section, unless:

1. All Parties mutually agree to terminate this MOU prior to the end date.
2. Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period.
3. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
4. WIOA is repealed or superseded by subsequent federal law.
5. Local area designation is changed under WIOA.
6. A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the WDB Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
7. In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

8. Any party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above.
9. All Parties agree that this MOU shall be reviewed and renewed not less than once every 3-year period to ensure appropriate funding and delivery of services.

## Annex: Definitions

Required Partner: WIOA requires the following programs to be One-Stop Partners – WIOA Title 1 Adult, Dislocated Worker, and Youth; Job Corps; YouthBuild; National Farmworker Jobs Program; WIOA Title 2; Wagner-Peyser; Senior Community Service Employment Program; Trade Adjustment Assistance; Unemployment Insurance Compensation; Reentry Employment Opportunities; Perkins IV; Vocational Rehabilitation; HUD Employment and Training programs; Community Services Block Grant Employment and Training Programs; and TANF.

Additional Partner: With the approval of the WDB and CEO, additional Partners could include Ticket to Work and Self-Sufficiency programs; Small Business Administration Employment and Training programs; Supplemental Nutrition and Assistance Program (SNAP) Employment and Training programs; Client Assistance Program; National and Community Service Act programs; and other appropriate federal, state, and local employment, education, or training programs such as those operated by libraries or in the private sector. Such programs may also include programs providing transportation assistance, and services for those with substance abuse or mental health issues.

Co-located Partner (on-site): Partners that maintain a full-time or part-time staff presence in the One-Stop, or in the case of Unemployment Insurance Compensation, access via dedicated telephone to program staff are considered co-located Partners.

Non-co-located Partner: Partners that do not provide full-time or part-time staff to serve customers at the One-Stop Career Center are considered non-co-located Partners.

Shared Customer: Partners agree that youth, jobseekers, and businesses receiving services from more than one required Partner are considered shared customers. Shared customers benefit from services and resources delivered across multiple One-Stop Partners.

## Basic Career Services

### Section Guidance:

This section lists Basic Career Services under WIOA as described in 20 CFR 678.430(a).



- (1) Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- (2) Outreach, intake (including worker profiling), and orientation to information and other services available through the one-stop delivery system. For the TANF program, States must provide individuals with the opportunity to initiate an application for TANF assistance and non-assistance benefits and services, which could be implemented through the provision of paper application forms or links to the application Web site;
- (3) Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service's needs;
- (4) Labor exchange services, including -
  - (i) Job search and placement assistance, and, when needed by an individual, career counseling, including -
    - (A) Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and
    - (B) Provision of information on nontraditional employment; and
  - (ii) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the one-stop delivery system;
- (5) Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, when appropriate, other workforce development programs;
- (6) Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including -
  - (i) Job vacancy listings in labor market areas;
  - (ii) Information on job skills necessary to obtain the vacant jobs listed; and
  - (iii) Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- (7) Provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of providers;
- (8) Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- (9) Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those



services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for TANF, and other supportive services and transportation provided through that program;

(10) Provision of information and meaningful assistance to individuals seeking assistance in filing a claim for Unemployment Insurance Compensation.

(i) "Meaningful assistance" means:

(A) Providing assistance on-site using staff who are well-trained in Unemployment Insurance Compensation claims' filing and the rights and responsibilities of claimants; or

(B) Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

(ii) The costs associated in providing this assistance may be paid for by the State's unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof.

(11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

### Individualized Career Services

#### Section Guidance:

This section lists Individualized Career Services under WIOA as described in 20 CFR 678.430(b).

(1) Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include -

(i) Diagnostic testing and use of other assessment tools, and

(ii) In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

(2) Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers (as described in § 680.180 of this chapter).

(3) Group counseling.

(4) Individual counseling.

(5) Career planning.

(6) Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training.

(7) Internships and work experiences that are linked to careers (as described in § 680.170 of this chapter).

(8) Workforce preparation activities.

(9) Financial literacy services as described in sec. 129(b)(2)(D) of WIOA and § 681.500 of this chapter.

(10) Out-of-area job search assistance and relocation assistance.

(11) English language acquisition and integrated education and training programs.

### Follow-Up Services

#### Section Guidance:

This section lists Follow-up Services under WIOA as described in 20 CFR 678.430(c).

Follow-up services must be provided, as appropriate, including: Counseling regarding the workplace, for participants in adult or dislocated worker who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

### Training Services

#### Section Guidance:

This section lists Training Services under WIOA as described in 20 CFR 680.200.

1. Occupational skills training through Individualized Training Accounts (ITAs)
2. Adult education and literacy activities, including English Language Acquisition (ELA), provided in combination with the training services described above.
3. On the Job Training (OJT)
4. Incumbent Worker Training
5. Programs that combine workplace training with related instruction which may include cooperative education.
6. Skill upgrading and retraining
7. Entrepreneurial training
8. Registered Apprenticeship (combining ITA and OJT –TEGL 13-16)



9. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training.
10. Other training services as determined by the WDB.
11. Post-employment one-year follow-up activities includes, but not limited to, outreach, career re-assessment, additional education opportunities, and etc.

### Youth Services

This section lists the 14 youth program elements described in WIOA. Every Workforce Development Board must ensure that all 14 of these elements are made available in their local area.

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:  
  
Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are 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.

### Business Services

#### Section Guidance:

This section lists the business services provided by the One-Stop that are described in WIOA.

- Serve as a single point of contact for businesses, responding to all requests in a timely manner
- Provide information and services related to Unemployment Insurance Compensation taxes and claims
- Assist with disability and communication accommodations including job coaches
- Conduct outreach regarding local workforce systems' services and products
- Conduct on-site Rapid Response activities regarding closures and downsizings
- Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
- Provide access to labor market information
- Provide customized recruitment and job applicant screening, assessment and referral services
- Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
- Assist with the interpretation of labor market information
- Conduct job fairs
- Develop customized training opportunities to meet specific employer and/or industry cluster needs
- Use of One-Stop Center facilities for recruiting and interviewing job applicants
- Consult on human resources issues

- Coordinate with employers to develop and implement layoff aversion strategies
- Post job vacancies in the State labor exchange system and take and fill job orders
- Provide information regarding disability awareness issues
- Provide incumbent worker upgrade training through various modalities
- Provide information regarding workforce development initiatives and programs
- Provide information regarding assistive technology and communication accommodations
- Develop, convene, or implement industry or sector Partnerships

### Section 3: One-Stop Operating Budget and Infrastructure Funding Agreement

#### One-Stop Operating Budget-Description and Purpose

##### Section Guidance:

This section describes the One-Stop operating budget and direction for completing the One-Stop Operating Budget as Attachment 2 to this MOU.

The Parties to this MOU and One-Stop Operating Budget agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
4. Ensures that costs are appropriately shared by One-Stop Career Center Partners by determining contributions based on the proportionate use of the One-Stop Centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The One-Stop Operating Budget is the financial plan that the One-Stop Partners, the CEO, and the WDB have agreed to in the MOU that will be used to achieve their goals of delivering services in a local area. The MOU must contain, among other things, provisions describing how the costs of shared services provided by the One-Stop system and the operating costs of such system will be funded, including the infrastructure costs for the One-Stop system (WIOA sec. 121(c)(2)(A) and 20 CFR 678.500(b)).



The One-Stop operating budget may be considered the master budget that contains a set of individual budgets or components that consist of costs that are specifically identified in the statute: infrastructure costs, defined in WIOA sec. 121(h)(4); and additional costs which must include applicable career services and may include shared operating costs and shared services that are related to the operation of the One-Stop delivery system and do not constitute infrastructure costs. These additional costs are described in WIOA sec. 121(i). The One-Stop Operating Budget must be periodically reconciled against actual costs incurred and adjusted accordingly. This reconciliation helps to ensure that the budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each Partner in proportion to the Partner's use of the One-Stop Center and relative benefit received. The One-Stop Operating Budget may be further refined by the One-Stop Partners, as needed, to assist in tracking their contributions. It may be necessary at times to separate the budget of a comprehensive One-Stop Center from a specialized One-Stop Center or an affiliate One-Stop Center.

One-Stop operating costs include infrastructure costs and additional costs, which are made up of applicable career service, shared operating costs and shared services:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA)),
- Career services, and Shared services and operating costs. All costs must be included in the MOU, allocated according to Partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The One-Stop operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

### Effective Period (One-Stop Operating Budget)

#### Section Guidance:

Complete the blanks with the beginning and end dates of the IFA. A One-Stop Partner IFA effective period may not exceed three years, but a WDB may set a shorter effective period. Costs should be evaluated on annual basis to ensure that they are accurately reflected in the IFA.

This IFA is entered into on **August 31, 2020** This IFA will become effective as of the date of signing by the final signatory below and must terminate on **August 31, 2023**, unless any of the reasons in the Termination section above apply.



### Cost Reconciliation and Allocation Base Update

All Parties agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

1. Partners will provide the WDB with the following information no later than fifteen (15) days after the end of each quarter, as applicable:
  - a. Quarterly cost information and documentation of the actual costs,
  - b. Updated staffing information (per the 1st day of the 1st month of each quarter), and
  - c. Actual customer participation numbers (per the last day of the last month of each quarter).
2. Upon receipt of the above information, the WDB will:
  - a. Compare budgeted costs to actual costs,
  - b. Update the allocation bases, and
  - c. Apply the updated allocation bases, using a cost allocation methodology agreed to by all Partners, to determine the actual costs allocable to each Partner.
3. The WDB will prepare an updated budget document showing cost adjustments and will alert each Partner to the actual costs allocable to each Partner for the quarter.
4. The WDB will submit the updated budget to all Parties no later than forty-five (45) days after the end of each quarter. The Partners understand that the timeliness of the WDB's preparation and submission of adjusted budgets is contingent upon the timeliness of each Partner in providing the necessary cost information. For Partners that advance funds to the WDB area, the WDB will only send a copy of the updated budget.
5. The New Jersey Department of Labor and Workforce Development (LWD) will be responsible for allocating and reimbursing costs among State Administered Required and Additional Partners. Where the State is the leaseholder or where ES paid for space in the One-Stop is being used by a Required or Additional Partner, LWD will be responsible for invoicing those Partners based on the adjusted WDB developed budget.
6. Upon receipt of the adjusted budget, each Partner will review both documents and will reconcile any necessary budgeted offsets to the satisfaction of WDB no later than fifteen (15) days following receipt.
7. Partners will communicate any disputes with the adjusted budget to the WDB in writing. The WDB will review the disputed cost items and respond accordingly to the Partner within ten (10) days of receipt of notice of the disputed costs. When necessary, the WDB will revise the adjusted budget upon resolution of the dispute.

### Infrastructure Funding Agreement (IFA) Description

#### Section Guidance:

This section describes the costs that are calculated in determining the infrastructure funding agreement. The actual infrastructure funding agreement must be provided as an attachment.

1. One-Stop 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:
  - a. Rental of the facilities;
  - b. Utilities and maintenance;
  - c. Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
  - d. Technology to facilitate access to the American Job Center, including technology used for the Center's planning and outreach activities.
2. 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.
3. Partners funding the costs of infrastructure according to this IFA are the same as identified in the Partners section of the MOU.
4. All Parties agree that the cost allocation methodology for this IFA will be the same as described in the Cost Allocation Methodology section of the MOU.

### Steps to Reach Consensus (IFA)

Partners will make a concerted effort to negotiate the IFA along with the remainder of the MOU, including the overall operating budget, for the WDB Area AJC/One-Stop Career Center Network. In the event that the WDB cannot reach consensus with a required partner, the State Funding Mechanism is triggered. The State Funding Mechanism cannot be triggered by additional One-Stop Partners not reaching consensus. IFAs must include information on the steps the WDB, CEO, and One-Stop Partners took to reach consensus or the assurance that the local area followed the State Funding Mechanism and a description of the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.



## Required One-Stop Partners

### Section Guidance:

This section lists the required One-Stop Partners as provided in the Final Rules at 20 CFR 361.400. All required Partners that are present in a WDB Area must be party to the MOU.

### U.S. Department of Labor

1. WIOA title I programs: Adult, Dislocated Worker, and Youth formula programs;
2. Job Corps;
3. YouthBuild;
4. Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
5. Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
6. Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
7. Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
8. Unemployment Insurance Compensation (UC) programs, including the Reemployment and Eligibility Assessment Program;
9. Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
10. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

### U.S. Department of Education

11. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
12. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);
13. The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

### U.S. Department of Housing and Urban Development

14. Employment and training programs;



### U.S. Department of Health and Human Services

15. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and

16. Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

### Additional One-Stop Partners

#### Section Guidance:

This section describes what entities may be additional Partners.

1. Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the One-Stop Career Center Network if the WDB and chief elected official(s) approve the entity's participation.

2. Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (p. 7)]

### Additional Costs

Must include the costs of the provision of career services in Sec. 134(c)(2) applicable to each program consistent with Partner program's applicable Federal statutes and allocable based on cost principles of the Uniform Guidance at 2 CFR Part 200 and may include shared operating costs and shared services. [WIOA Sec. 121(i)(1); 20 CFR 678.760(a); 34 CFR 361.760(a); 34 CFR 463.760(a); and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 4-5, Attachment II)]

### Shared Operating Costs and Shared Services

Shared operating costs and shared services costs may include costs of shared services that are authorized for and may be commonly provided through the One-Stop Partner programs, including initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services, referrals to other One-Stop Partners, and business services. [WIOA sec. 121(i)(2); 20 CFR 678.760(b); 34CFR 361.760(b); 34 CFR 463.760(b); and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 4-5, Attachment II)]

### Funding Types

Non-Cash - Expenditures incurred by One-Stop Partners on behalf of the One-Stop Center and non-cash contributions of goods or services contributed by a Partner program and used by the One-Stop Center.

Third-party In-kind - Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with One-Stop operations, by a non-One-Stop Partner to:

- Support the One-Stop Center in general; or
- Support the proportionate share of One-Stop infrastructure costs of a specific Partner.

[20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760]

### Allocation

Allocation means the process of assigning a cost, or a group of costs, to one or more cost objective(s), in reasonable proportion to the benefit provided or other equitable relationship. The process may entail assigning a cost(s) directly to a final cost objective or through one or more intermediate cost objectives. [2 CFR 200.4]

### Cost Objective

Cost objective means a program, function, activity, award, organizational subdivision, contract, or work unit for which cost data are desired and for which provision is made to accumulate and measure the cost of processes, products, jobs, capital projects, etc. A cost objective may be a major function of the non-Federal entity, a particular service or project, a Federal award, or an indirect (Facilities & Administrative (F&A)) cost activity, as described in Subpart E—Cost Principles of this Part. See also § 200.44 Final cost objective and 200.60 Intermediate cost objective.



### Infrastructure Funding Agreement Component

#### Section Guidance:

Attachment 2 must include the One-Stop Operating Budget including the IFA budget component. The IFA must include, at a minimum, the following information for every required Partner for every One-Stop Career Center in the WDB Area:

1. Square Footage Occupied
2. Total Square Footage Cost
3. Utilities Costs
4. Additional Costs (Security, maintenance)

5 All Parties agree that the steps to reach consensus for the IFA will be the same as described in the Steps to Reach Consensus section of the MOU. . Technology Costs (Software licenses, other related shared costs)

6. WIFI costs, if applicable
7. Resource Room Computer Costs
8. Assessment Related Product Costs
9. Outreach Materials Costs
10. Assistive Technology Costs

A WDB may reasonably adjust contributions based on factors such as customers served.

1. 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. While each of these components covers different cost categories, an operating budget would be incomplete if any of these cost categories were omitted, as all components are necessary to maintain a fully functioning and successful local One-Stop delivery system. Therefore, the Departments strongly recommend that the WDBs, One-Stop Partners, and CEOs negotiate the IFA, along with additional costs when developing the operating budget for the local One-Stop system. The overall One-Stop Operating Budget must be included in the MOU. 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 WDB may negotiate an umbrella IFA or individual IFAs for one or more of its One-Stop Centers.

2. It is 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 WDB participating in the IFA. Changes in the One-Stop Partners or an appeal by a One-Stop Partner's infrastructure cost contributions will require a renewal of the MOU. [TEGL 17-16, RSA TAC 17-03, and OCTAE



Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 17-18 and Attachment II)]

Table 1. Standard Template to complete as Attachment 2

[illegible]

(One-Stop Operating Budget Template.xls)

### Modification Process (IFA)

All Parties agree that the steps to modify this IFA will be the same as described in the Modification Process section of the MOU.

## Dispute and Impasse Resolution (IFA)

Section Guidance:

This section describes the general requirements related to resolving disputes pertaining to the IFA.

1. All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally.
2. If Partners in a Local area have employed the dispute resolution process and have failed to reach consensus on an issue pertaining to the IFA, then an impasse is declared and the State Funding Mechanism (SFM) is triggered.

The CEO shall determine the merit of the dispute and propose a resolution. The CEO will indicate that failure to accept the proposed resolution will trigger the State Funding Mechanism.

### Notice of Failure to Reach Consensus

#### Section Guidance:

This section describes the process that will be employed if the WDB fails to reach a consensus regarding the IFA with any required Partner.

#### 1. Notice of Failure to Reach Consensus Given to the Governor

If the Parties cannot reach consensus on methods of sufficiently funding a One-Stop Center's infrastructure costs and the amounts to be contributed by each Local Partner program, the WDB is required to notify the Governor.

#### 2. Negotiation Materials Provided to Governor

The WDB Chair (or designee) must provide the appropriate and relevant materials and documents used in the negotiations to the Governor, preferably at the time of the notification of failure to reach consensus, but no later than five (5) business days thereafter. At a minimum, the WDB Chair (or designee) must provide to the Governor:

- The Local WIOA plan,
- The cost allocation methodology or methodologies proposed by the Partners to be used in determining the proportionate share,
- The proposed amounts or budget to fund infrastructure costs,
- The amount of Partner funds included,
- The type of funds (cash, non-cash, and third-party in-kind contributions) available (including all documentation on how Partners valued non-cash and third-party in-kind contributions consistent with 2 CFR 200.306),
- Any proposed or agreed on American Job Center budgets (for individual Centers or a network of Centers), and
- Any partially agreed upon, proposed, or draft IFAs.

The WDB may also provide the Governor with additional materials that they or the Governor find to be appropriate.

### 3. Governor Determinations and Calculations

The Governor will:

- a. Determine One-Stop Center infrastructure budget(s),
- b. Establish cost allocation methodology(s),
- c. Determine Partners' proportionate shares,
- d. Calculate statewide caps,
- e. Assess the aggregate total of infrastructure contributions as it relates to the statewide cap, and adjust allocations

Once all determinations and calculations are completed, the Governor will notify the WDB Chair (or designee) of the final decision and provide a revised IFA for execution by the Parties.

### 4. IFA Execution

The IFA becomes effective as of the date of signing by the final signatory.

Programs may appeal the Governor's determinations of their infrastructure cost contributions in accordance with the process established under 20 CFR 678.750, 34 CFR 361.750, and 34 CFR 463.750.

### Attachments Instructions

Section Guidance:

As indicated in various sections, please attach any supporting documents when submitting this completed MOU.

Attachment 1

One-Stop Partner Service Matrix

Attachment 2

One-Stop Operating Budget and Infrastructure Funding Agreement



Authority and Signature

## Section Guidance:

Each Partner agency signatory should sign and date their own signature page for incorporation into the fully-executed MOU/IFA.

By signing my name below, I, Bert Lopez, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with (check all that apply):



The MOU



The Operating Budget and Infrastructure Funding Agreement

By signing this document, I also certify that I have the legal authority to bind my agency to the terms of (check all that apply):



The MOU



The Operating Budget and Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either in three years or upon amendment, modification, or termination.

Signature:



Date:

8/26/2020

Name and Title:

Bert Lopez, WDB Chair

Agency Name:

Cumberland, Salem, Cape May Counties Workforce Development Board

Partner Programs  
Represented:

---

Agency Contact  
Information:

[bert.lopez@atlanticcityelectric.com](mailto:bert.lopez@atlanticcityelectric.com)

**Authority and Signature**

**Section Guidance:**

Each Partner agency signatory should sign and date their own signature page for incorporation into the fully-executed MOU/IFA.

By signing my name below, I, **Thomas Halligan**, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with (check all that apply):

- ☒ The MOU
- ☒ The Operating Budget and Infrastructure Funding Agreement

By signing this document, I also certify that I have the legal authority to bind my agency to the terms of (check all that apply):

- ☒ The MOU
- ☒ The Operating Budget and Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either in three years or upon amendment, modification, or termination.

Signature:

Thomas Halligan

Date:

8-27-2020

Name and Title: Thomas Halligan, Director

Agency Name: Cape May Division of Workforce Development

Partner Programs

Represented: WIOA Title 1

Agency Contact Information: Thomas.Halligan@co.cape-may.nj.us /609-435-5182

Authority and Signature

Section Guidance:

Each Partner agency signatory should sign and date their own signature page for incorporation into the fully-executed MOU/IFA.

By signing my name below, I, **Lonnie Hall** certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with (check all that apply):

☒

The MOU

☐

The Operating Budget and Infrastructure Funding Agreement

By signing this document, I also certify that I have the legal authority to bind my agency to the terms of (check all that apply):

☒

The MOU

☐

The Operating Budget and Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either in three years or upon amendment, modification, or termination.

Signature:

Lonnie Hall

Date:

8/24/2020

Name and Title:

Lonnie Hall- Center Director

Agency Name:

Edison Job Corps

Partner Programs

Represented:

Job Corps

Agency Contact Information: Hall.Lonnie@jobcorps.org



Authority and Signature

## Section Guidance:

Each Partner agency signatory should sign and date their own signature page for incorporation into the fully-executed MOU/IFA.

By signing my name below, I, Patricia J Constantino\_\_certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with (check all that apply):



The MOU



The Operating Budget and Infrastructure Funding Agreement

By signing this document, I also certify that I have the legal authority to bind my agency to the terms of (check all that apply):



The MOU



The Operating Budget and Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either in three years or upon amendment, modification, or termination.

Signature:



Date:

8/25/2020

Name and Title:

Patricia J Constantino, ED, Program Development Administration

Agency Name:

PathStone Corporation- NJ Operations

Partner Programs  
Represented:National Farmworker Jobs Program (NFJP)  
Senior Community Service and Employment Program (SCSEP)Agency Contact  
Information:

Patricia Constantino, ED, 76 W Landis Ave, Vineland NJ 08360, 856-696-1000 ext. 27, pconstantino@pathstone.org

## Authority and Signature

### Section Guidance:

Each Partner agency signatory should sign and date their own signature page for incorporation into the fully-executed MOU/IFA.

By signing my name below, I, Hugh Bailey certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with (check all that apply):

- ☒ The MOU  
☒ The Operating Budget and Infrastructure Funding Agreement

By signing this document, I also certify that I have the legal authority to bind my agency to the terms of (check all that apply):

- ☒ The MOU  
☒ The Operating Budget and Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either in three years or upon amendment, modification, or termination.

Signature: \_\_\_\_\_

Date: June 29, 2020

Name and Title Hugh Bailey, Assistant Commissioner

Agency Name: New Jersey Department of Labor and Workforce Development

Partner Programs Represented: Employment Services, Adult Education and Literacy Activities, Vocational Rehabilitation Services, Senior Community Service Employment Program, Trade Adjustment Assistance, Jobs for Veterans State Grants, Second Chance Act programs

Agency Contact Information: 1 John Fitch Plaza, Trenton, NJ 08625-0055

## Cape May County

[illegible]



## CAPE MAY

| New Jersey<br>Local WIOA Planning Guidance:<br>Partner Service Matrix                                                                                            | Perkins<br>C&T | DOL-<br>Trade<br>Act | DOL-<br>VETS | E&T<br>CSBG | E&T HUD | State UI | Second<br>Chance<br>Act<br>N/A | COMMENTS |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------|--------------|-------------|---------|----------|--------------------------------|----------|
| <b>Strength of Partnership</b>                                                                                                                                   | 2              | 4                    | 4            | 1           | N/A     | 1        | N/A                            |          |
| <b>CAREER SERVICES</b>                                                                                                                                           |                |                      |              |             |         |          |                                |          |
| Eligibility Determination                                                                                                                                        |                |                      |              |             |         |          |                                |          |
| Outreach, Intake and Orientation                                                                                                                                 |                |                      |              |             |         |          |                                |          |
| Initial Assessment of skill levels                                                                                                                               |                |                      |              |             |         |          |                                |          |
| Job Search and Placement Assistance                                                                                                                              |                |                      |              |             |         |          |                                |          |
| Career Counseling                                                                                                                                                | X              |                      |              |             |         |          |                                |          |
| Provision of info on on-in demand sectors and occupations                                                                                                        | X              |                      |              |             |         |          |                                |          |
| Provision of info on non-traditional employment                                                                                                                  | X              |                      |              |             |         |          |                                |          |
| Appropriate recruitment and other business services                                                                                                              | X              |                      |              |             |         |          |                                |          |
| Provision of referrals and coordination of activities with other programs and services.                                                                          | X              |                      |              |             |         |          |                                |          |
| Provision of workforce and labor market statistics, including the provision of accurate information related to local, regional, and national labor market areas. | X              |                      |              |             |         |          |                                |          |
| Provision of performance information and cost on eligible providers                                                                                              |                |                      |              |             |         |          |                                |          |
| Provision of information on how the local area is performing on local performance accountability measures and any additional measures.                           |                |                      |              |             |         |          |                                |          |
| Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance.              |                |                      |              |             |         |          |                                |          |
| Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided by WIOA.                        |                |                      |              |             |         |          |                                |          |
| Provisional of information and assistance regarding filling claims under UI programs.                                                                            |                |                      |              |             |         |          |                                |          |
| <b>INDIVIDUALIZED CAREER SERVICES</b>                                                                                                                            |                |                      |              |             |         |          |                                |          |
| Comprehensive and Specialized Assessment for Adults and Dislocated Workers                                                                                       |                |                      |              |             |         |          |                                |          |
| Development of individual employment plans                                                                                                                       |                |                      |              |             |         |          |                                |          |
| Group and Individual Counseling and mentoring                                                                                                                    |                |                      |              |             |         |          |                                |          |
| Career Planning/Case Management                                                                                                                                  |                |                      |              |             |         |          |                                |          |
| Short Term Pre-Vocational services                                                                                                                               |                |                      |              |             |         |          |                                |          |
| Internships and Work Experiences                                                                                                                                 | X              |                      |              |             |         |          |                                |          |
| Workforce preparation Activities                                                                                                                                 | X              |                      |              |             |         |          |                                |          |
| Financial Literacy                                                                                                                                               |                |                      |              |             |         |          |                                |          |
| Out-of-Area Job Search Assistance                                                                                                                                |                |                      |              |             |         |          |                                |          |
| English language acquisition and integrated education.                                                                                                           |                |                      |              |             |         |          |                                |          |
| <b>FOLLOW UP SERVICES</b>                                                                                                                                        |                |                      |              |             |         |          |                                |          |
| Unsubsidized Employment for up to 12 months                                                                                                                      |                |                      |              |             |         |          |                                |          |
| Transitioning to Career Services                                                                                                                                 | X              |                      |              |             |         |          |                                |          |
| <b>TRAINING SERVICES</b>                                                                                                                                         |                |                      |              |             |         |          |                                |          |
| Occupational Skills Training                                                                                                                                     |                |                      |              |             |         |          |                                |          |
| On-The-Job Training                                                                                                                                              |                |                      |              |             |         |          |                                |          |
| Incumbent Worker Training                                                                                                                                        |                |                      |              |             |         |          |                                |          |
| Programs that combine Workplace Training with Related Instruction                                                                                                |                |                      |              |             |         |          |                                |          |
| Training Programs operated by Private Sector                                                                                                                     |                |                      |              |             |         |          |                                |          |
| Skill Upgrading and Retraining                                                                                                                                   | X              |                      |              |             |         |          |                                |          |
| Entrepreneurial Training                                                                                                                                         | X              |                      |              |             |         |          |                                |          |
| Transitional jobs                                                                                                                                                |                |                      |              |             |         |          |                                |          |
| Job Readiness Training                                                                                                                                           | X              |                      |              |             |         |          |                                |          |
| Adult Education and Literacy Activities                                                                                                                          |                |                      |              |             |         |          |                                |          |
| Customized Training                                                                                                                                              |                |                      |              |             |         |          |                                |          |
| <b>Others: Explain</b>                                                                                                                                           |                |                      |              |             |         |          |                                |          |
|                                                                                                                                                                  |                |                      |              |             |         |          |                                |          |
|                                                                                                                                                                  |                |                      |              |             |         |          |                                |          |
|                                                                                                                                                                  |                |                      |              |             |         |          |                                |          |
|                                                                                                                                                                  |                |                      |              |             |         |          |                                |          |









### Infrastructure Funding Agreement - Based on Square Footage Occupied

| Column 1                 | Column 2                                                | Column 3                                      | Column 4                                       | Column 5                               | Column 6                                                                   | Column 7                           |
|--------------------------|---------------------------------------------------------|-----------------------------------------------|------------------------------------------------|----------------------------------------|----------------------------------------------------------------------------|------------------------------------|
| Partner Program          | Total Infrastructure Contributions from One-Stop Budget | Square Footage Charged including Common Space | Square Footage Occupied including Common Space | Cost Allocation Methodology Percentage | Total Infrastructure Owed Based on Proportionate Use and Benefits Received | Amount to be Reimbursed to Partner |
| ES                       | \$141,823                                               | 5257                                          | 5,257                                          | 56.77%                                 | \$141,823                                                                  |                                    |
|                          |                                                         |                                               |                                                |                                        |                                                                            |                                    |
|                          |                                                         |                                               |                                                |                                        |                                                                            |                                    |
| Title 1                  | \$82,363                                                | 3,053                                         | 3,053                                          | 32.97%                                 | \$82,363                                                                   |                                    |
|                          |                                                         |                                               |                                                |                                        |                                                                            |                                    |
|                          |                                                         |                                               |                                                |                                        |                                                                            |                                    |
| DVRS                     | \$25,629                                                | 950                                           | 950                                            | 10.26%                                 | \$25,629                                                                   |                                    |
|                          |                                                         |                                               |                                                |                                        |                                                                            |                                    |
|                          |                                                         |                                               |                                                |                                        |                                                                            |                                    |
| Total Rent/Related Costs | \$249,815                                               | 9,260                                         | 9,260                                          | 100.00%                                | \$249,815                                                                  |                                    |





# SECTION 14 APPENDIX 4

---

WDB MEMBERS AND  
COMMITTEES



## Workforce Development Board

| Member            | Business / Organization                        |
|-------------------|------------------------------------------------|
| Anna Villanueva   | Lassand Pappas                                 |
| Bert Lopez        | Atlantic City Electric                         |
| Cheryl Golden     | Cumberland County Social Services              |
| Cristina Chillem  | Salem County Inter Agency                      |
| David Yhlen       | Salem Medical Center                           |
| Dawn Hunter       | Vineland Chamber of Commerce                   |
| Denise Beckson    | Morey's Piers, Beachfront Waterparks & Resorts |
| Dr. Dina Rossi    | Cumberland County Technical Center             |
| Donna Groome      | Cape May County Department of Human Services   |
| Dr. Barbara Gabba | Atlantic Cape Community College                |
| Dr. Kim Ayres     | The Authority                                  |
| Dr. Mike Gorman   | Salem Community College                        |
| Edward Geletka    | Ocean First Bank                               |
| Emily Paul        | Cape May County Chamber of Commerce            |
| Elizabeth Reed    | ES / Wagner-Peyser Representative              |
| Hugh McCaffery    | Southern New Jersey Steel                      |
| Jamie Moscony     | Vocational Technical Superintendent            |
| Jody Classen      | DVRS Representative                            |
| Kathleen Lockbaum | Salem County Board of Social Services          |
| Leslie Gimeno     | Cape May County Department of Planning         |
| Louis Joyce       | South Jersey Economic Development District     |
| Melissa Niles     | HSAC                                           |
| Sheri Stephens    | Groupe SEB USA                                 |
| Steve DiMatteo    | Organized Labor/Electrical                     |
| Tabatha Spears    | Ardagh Glass                                   |
| Thomas Wysocki    | Wysocki Electric                               |
| Tom Smith         | Mannington Mills                               |

### Business and Industry

| Member             | Business / Organization                           |
|--------------------|---------------------------------------------------|
| John Ruga          | Northeast Precast                                 |
| Adalberto Lopez    | Atlantic City Electric                            |
| Anthony Stanzione  | Bridgeton Area Chamber of Commerce                |
| Bruce Riley        | Ultra Clean Tech                                  |
| Carol Musso        | Century Savings Bank/County of Cumberland         |
| Christy DiLeonardo | Cumberland County Workforce Development Center    |
| Dina Rossi         | CCTEC                                             |
| Donna Perez        | Wells Fargo                                       |
| Heather Santoro    | The Authority                                     |
| Howard Henderson   | Triad Associates                                  |
| Jerry Velazquez    | The Authority                                     |
| John H Knoop       | Akziom                                            |
| Naimah Marshall    | New Jersey Economic Development Authority (NJEDA) |
| Paul Ritter        | Cumberland Mutual                                 |
| Wade Sjögren       | Whibco                                            |

### Adult Education and Literacy Committee

| Member                | Email                                             |
|-----------------------|---------------------------------------------------|
| Amy Ronketty          | Salem County Board Of Social Services             |
| Barbara Kozek         | Atlantic Cape Community College                   |
| Betsy Reed            | New Jersey Department of Labor                    |
| Cheryl Golden         | Cumberland County Social Services                 |
| Cindy Angelo          | CEZ Corp                                          |
| Courtenay Re          | Millville Public Library                          |
| D Bryant              | Rowan College of South Jersey                     |
| Elizabeth Satterfield | Cape May County Technical School                  |
| Jennifer Bates        | Salem County Vocational Technical School District |
| Jody Classen          | DVRS Representative                               |
| Jonathan Cummings     | Revive Souht Jersey                               |
| Justin Clark          | NJ Department of Labor                            |
| Kathy Lockbaum        | Salem County Board of Social Services             |
| Lisa Berry            | Cumberland County                                 |
| Maria Alleva          | Salem County Vocational Technical Schools         |
| Michael Goonan        | Rowan College of South Jersey                     |
| Minnett L. Santiago   | Pathstone                                         |
| Pam Comerford         | Salem County Board of Social Services             |
| Patricia Constantino  | Pathstone                                         |
| Patti Gilmore         | Cumberland County                                 |
| Raul Ludizaca         | NJ Department of Labor                            |
| Ron Burkhardt         | Salem Community College                           |
| Rosemma Ward          | Salem Community College                           |
| Sherwood Taylor       | Atlantic Cape Community College                   |
| Sonya Saul            | Millville Public Library                          |
| Thomas Halligan       | Cape May County                                   |
| Tom Brown             | Mid-Atlantic States Career & Education Center     |
| Joceyln Mcnear        | Cape May County                                   |
| Veronica Dixon        | Salem Community College                           |

### Disabilities Service Committee

| Member                | Email                                          |
|-----------------------|------------------------------------------------|
| Amy Ronketty          | Salem County Board Of Social Services          |
| Anne Garrison         | Jersey Cape                                    |
| Barbara Kozek         | Atlantic Cape Community College                |
| Barbara Nedohon       | Cumberland County                              |
| Betsy Reed            | New Jersey Department of Labor                 |
| Candace Titanski      | New Jersey Department of Labor                 |
| Chrissy Wingate       | Jersey Cape                                    |
| Cindy Angelo          | CEZ Corp                                       |
| Donna Groome          | Cape May County Department of Human Services   |
| Elizabeth Satterfield | Cape May County Technical School               |
| Leslie Gimeno         | Cape May County Department of Planning         |
| Guy Davidson          | Rowan College of South Jersey                  |
| Jaime Gomez           | Cumberland County Workforce Development Center |
| Jenna Hogate          | Salem County                                   |
| Jennifer Wilson       | Rowan College of South Jersey                  |
| Jody Classen          | DVRS Representative                            |
| Joe Sittineri         | Cape Workshop                                  |
| Katie Czajkowski      | New Jersey Department of Labor                 |
| Lani Allen-Davis      | Mid-Atlantic States Career & Education Center  |
| Leslie Long           | Arc of Cape May                                |
| Lisa Berry            | Cumberland County                              |
| Mary Dozier           | Cape May County                                |
| Mike Pavesi           | Salem County Special Services School District  |
| Norma Cordeiro        | New Jersey Department of Labor                 |
| Pam Comerford         | Salem County Board Of Social Services          |
| Ramon Casanova        | Rowan College of South Jersey                  |
| Raul Ludizaca         | New Jersey Department of Labor                 |
| Rebecca Gower Fergu   | Salem County                                   |
| Thomas Halligan       | Cape May County                                |
| Tiffany Gonzalez      | Arc of Cape May                                |
| Tom Brown             | Mid-Atlantic States Career & Education Center  |
| Victoria Maurizio     | Salem County                                   |

## Youth Council Committee

| Member                | Email                                                  |
|-----------------------|--------------------------------------------------------|
| Amy Ronketty          | Salem County Board Of Social Services                  |
| Angela Bostic         | New Jersey Department of Labor                         |
| Anna Villanueva       | Lassand Pappas                                         |
| Anne Garrison         | Jersey Cape                                            |
| Betsey Reed           | New Jersey Department of Labor                         |
| Bill Waterman         | Bridgeton Public Schools                               |
| Bridget Borlak        | Millville Public Schools                               |
| Chrissy Wingate       | Jersey Cape                                            |
| Christine Colon       | Pathstone                                              |
| Cindy Angelo          | CEZ Corp                                               |
| Colleen Kennedy       | Cumberland Regional High School                        |
| Darryl Thomas         | Pathstone                                              |
| Deana Ridolfo         | Vineland Public Schools                                |
| Diana Strelczyk       | Stockton University                                    |
| Elizabeth Satterfield | Cape May Tech                                          |
| Gregg Zoccola         | Chemours                                               |
| Gwen Jackson          | Jersey Cape                                            |
| Heather Santoro       | Holly City Development                                 |
| Jaime Gomez           | Cumberland County Workforce Development Center         |
| Jenn Bates            | Salem County Vocational Technical Schools              |
| Jenna Harvey          | Life Worth Living                                      |
| Jennifer Thomas       | Rowan of South Jersey                                  |
| Joanne Sbrana         | Bridgeton Housing Authority                            |
| Jocelyn McNear        | New Jersey Department of Labor                         |
| Jody Classen          | DVRS Representative                                    |
| Joe Sittineri         | Cape Workshop                                          |
| John Fuqua            | Life Worth Living                                      |
| Kathy Lockbaum        | Salem County Board of Social Services                  |
| Katie Czajkowski      | New Jersey Department of Labor                         |
| Krysta Hickman        | Cape May County                                        |
| Leslie Gimeno         | Cape May County Department of Planning                 |
| Lisa Berry            | Cumberland County                                      |
| Maria Alleva          | Salem County Vocational Technical Schools              |
| Marion Pasiglao       | New Jersey Department of Military and Veterans Affairs |
| Mike Pavesi           | Salem County Special Services School District          |
| Minenett Santiago     | Pathstone                                              |
| Nancy Hudanich        | Cape May Tech                                          |
| Norma Cordeiro        | New Jersey Department of Labor                         |
| Oscar Gomez           | Job Corps                                              |
| Pam Comerford         | Salem County Board of Social Services                  |
| Pat Constantino       | Pathstone                                              |
| Pat Devaney           | Cape May County                                        |
| Pat Harrison          | Vineland Housing Authority                             |
| Peter Belasco         | Cape May County                                        |
| Ralph Padilla         | P.R.A.C. of Southern NJ                                |
| Raring, Kristen       | Cape May County                                        |
| Raul Ludizaca         | New Jersey Department of Labor                         |
| Sherwood Taylor       | Atlantic Cape Community College                        |
| Steve Medio           | Vineland Public Schools                                |
| Steven Adam           | Juvenile Justice Commission                            |
| Terri Bryan           | Cape May County                                        |
| Theresa Booth         | CCA YMCA                                               |
| Thomas Halligan       | Cape May County                                        |



A background image showing hands holding white puzzle pieces, symbolizing teamwork or problem-solving. The image is partially obscured by diagonal blue and white geometric shapes.

# **SECTION 14**

# **APPENDIX 5**

---

ONE STOP OPERATOR  
AGREEMENT

# **AGREEMENT BETWEEN**

**THE COUNTY OF CUMBERLAND**

**AND**

**THE CUMBERLAND EMPOWERMENT ZONE CORP**

**THIS AGREEMENT** made this 22nd day of June, 2021, **BY AND BETWEEN:**

**COUNTY OF CUMBERLAND**, a municipal corporation, 164 West Broad Street, Bridgeton, New Jersey, 08302 (hereinafter referred to in this Agreement as "County");

**AND:**

**THE CUMBERLAND EMPOWERMENT ZONE CORP.**, P.O. Box 847 Millville, New Jersey (hereinafter referred to in this Agreement as "Contractor").

**WITNESSETH THAT:**

**WHEREAS**, the County is in need of Providing Competitive Contracting Services to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland - Salem - Cape May Workforce Development Area; and

**WHEREAS**, the Contractor represents to the County that its personnel are qualified by training and experience to perform the services described in Article 1 of this Agreement and is licensed by the State of New Jersey to the extent required for the performance of these services; and

**WHEREAS**, the County, in reliance upon the Contractor's representation, desires to engage the Contractor to perform Competitive Contracting Services for the County; and

**WHEREAS**, the County has prepared a document entitled RFP # 21-11 Providing Competitive Contracting Services to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland - Salem - Cape May Workforce Development Area, a description of services to be rendered, and the Contractor has prepared a proposal and letter dated June 3, 2021, entitled "Providing Competitive Contracting Services to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland - Salem - Cape May Workforce Development Area", hereinafter referred to as the "Proposal" which is made a part hereof and incorporated herein by reference; and

**WHEREAS**, the Board of County Commissioners has passed Resolution No. 2021-432 at the June 22, 2021 Board of County Commissioners Board Meeting authorizing the award of this contract to the Contractor; and

**WHEREAS**, the Contractor has certified that it is not on any State or Federal debarred or disqualified list of vendors.

**NOW, THEREFORE, THE COUNTY AND THE CONTRACTOR DO HEREBY AGREE AS FOLLOWS:**

**ARTICLE 1**  
**SCOPE OF SERVICES**

- 1.1 The services to be rendered by the Contractor are set forth in Contractor's Proposal together with RFP # 21-11 Providing Competitive Contracting Services to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland – Salem - Cape May Workforce Development Area, as well as a description of services to be rendered prepared by the County.
- 1.2 Contractor shall provide all necessary services to meet the scope of work set forth in the proposal, RFP # 21-11 Providing Competitive Contracting Services to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland – Salem - Cape May Workforce Development Area.

**ARTICLE 2**  
**RESPONSIBILITIES OF THE PARTIES**

The County will:

- 2.1 Provide all criteria and full information as to the County's requirements for the services.
- 2.2 Examine the documents and information supplied and request such additional information as may be needed.
- 2.3 Designate in writing a person to act as the County's representative with respect to the services to be rendered under this Agreement. Such person shall have complete authority to transmit instructions, receive information, interpret and define the County's policies and decisions with respect to the services to be rendered by the Contractor.



The Contractor will:

- 2.4 Perform all services described in the proposal for this Agreement in a timely fashion.
- 2.5 Supply the County with plans, specifications, reports, maps, surveys and calculations or any other such data and information necessary to complete the scope of work upon request.

### **ARTICLE 3** **COMPENSATION**

- 3.1 The fee to be paid to the Contractor by the County for performing the services pursuant to this Agreement shall be in accordance with the fee and/or fee schedule submitted to the County in response to a solicitation by the County for quotations/proposals for the provision of services pursuant to this contract, i.e., \$100,000.00.
- 3.2 No payment shall be made except for work authorized by this Agreement and actually completed by the Contractor.
- 3.3 Payment shall be made by the County to the Contractor only after submission by the Contractor of a duly executed voucher or other billing form as required by the County, setting forth completion of the work and after approval of the voucher by the Board of County Commissioners of the County of Cumberland in accordance with requirements of law and the standard procedures of the County. Vouchers may be submitted by the Contractor to the County on a monthly basis and shall be accompanied by the submission of a report of the work performed for which payment is requested. The County will process all vouchers for payment at its first regular meeting of the Board of County Commissioners occurring at least seven (7) days after receipt by the County of said voucher.

### **ARTICLE 4** **INDEMNIFICATION AND LIABILITY INSURANCE**

- 4.1 If it becomes necessary for the contractor, either as principal or by agent or employee, to enter upon the premises or property of the owner in order to construct, erect, inspect, make delivery or remove property hereunder, the contractor hereby covenants and agrees to take, use, provide and make all proper, necessary and sufficient precautions, safeguards, and protection against the occurrence of happenings of any accident, injuries, damages, or

hurt to person or property during the course of the work herein covered as his/her sole responsibility.

4.2 The contractor further covenants and agrees to indemnify and save harmless the owner from the payment of all sums of money or any other consideration(s) by reason of any, or all, such accidents, injuries, damages, or hurt that may happen or occur upon or about such work and all fines, penalties and loss incurred for or by reason of the violation of any owner regulation, ordinance or the laws of the State, or the United States while said work is in progress.

4.3 The contractor shall purchase and maintain during the entire period of this contract the following insurance coverages:

Worker Compensation Insurance including Employer's Indemnification and Liability Insurance for its employees with Statutory minimum limits.

Comprehensive General Liability Insurance with a minimum single combined limit of \$1,000,000.00 per occurrence, \$2,000,000.00 General Aggregate, \$1,000,000.00 Personal & Adv. Injury limits, \$2,000,000.00 Products-Completed Operations Aggregate and Employers Liability of \$1,000,000.00/\$1,000,000.00/\$1,000,000.00 shall be provided to the County prior to contract award.

Comprehensive Automobile Liability Insurance including operation of owned, non-owned, and hired automobiles, covering bodily injury, endorsed to include pollution coverage with minimum limits of \$1,000,000.00 per person and \$1,000,000.00 per accident; and property damage with limits of \$1,000,000.00 per accident.

Certificates of Insurance in the minimum amounts specified above shall be provided to the County prior to contract award.

## ARTICLE 5 USE OF SUBCONTRACTORS

5.1 The Contractor shall not, without the County's written consent, sell, transfer, assign, or subcontract in any way this Agreement or any interest therein to any other party or person, provided, however, that this clause shall not be construed to prevent the Contractor from using subcontractors for such laboratory and similar support services as is usual and customary. No work shall

be subcontracted by the Contractor unless the Contractor first obtains approval of the County as to the scope of work to be subcontracted by the Contractor. All such subcontractors shall be submitted to the County for approval. However, the County's authorization to the Contractor shall not relieve the Contractor of its responsibilities in this matter and the Contractor shall remain fully responsible to the County for the entire project including the work performed by the subcontractors. The subcontractors shall not be considered in any way an agent, servant, employee, consultant, or contractor of the County. If any subcontractor's work is negligent, incomplete, or in any way whatsoever defective, the Contractor shall remain fully responsible to the County for the work performed by that subcontractor.

- 5.2 The Contractor shall not incorporate into its billings to the County charges for any work performed by a subcontractor except pursuant to the terms of this Agreement.
- 5.3 The Contractor will pay all subcontractors in accordance with the Prompt Payment Act, N.J.S.A. 2A:30A-1, et seq. and the Prevailing Wage Act, N.J.S.A. 34:11-56.25, et seq., if applicable.

#### **ARTICLE 6** **STAFF ASSIGNMENTS**

- 6.1 The Contractor represents to the County that it has adequate staff and equipment to perform the project services and agrees to assign staff as necessary to complete the work in a timely and professional manner.

#### **ARTICLE 7** **TIME OF COMPLETION**

- 7.1 All services to be performed by the Contractor shall be performed in a prompt and timely fashion in accordance with the provisions set forth in the Proposal/RFP# 21-11 Providing Competitive Contracting Services to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland -- Salem - Cape May Workforce Development Area.

#### **ARTICLE 8** **GENERAL CONSIDERATIONS**

- 8.1 The Contractor shall prepare all documents in accordance with general practices of professional services.



- 8.2 The Contractor shall not disclose, or permit disclosure, of any information except to its employees and those who need such information in order to properly execute the services of this Agreement.
- 8.3 The Contractor is not and shall not be considered in any respect an agent of or for the County in the performance of this Agreement. It is agreed between the County and Contractor that the work being performed by the Contractor is being performed as an independent contractor and that the County is not controlling the method, manner, and means of performing the work hereunder.
- 8.4 The Contractor shall make payment of all proper charges for labor and materials incurred in the aforementioned work, and shall indemnify and save harmless the County and its officers and officials against and from any suits and costs of every type or description, and from any damages to which any of them may be subjected by reason of the failure of the Contractor to make payment of any proper charges for labor or materials incurred by the Contractor in the aforementioned work.
- 8.5 The Contractor shall abide by and comply with all appropriate provisions of law applicable to this Agreement and the work agreed to be performed and the material to be supplied.
- 8.6 In the event that the County, for any reason whatsoever, shall decide, in its sole discretion, to abandon the project, then, upon written notification to the Contractor of the abandonment, this Agreement shall become null and void and the Contractor's services shall terminate and compensation to the Contractor shall be based upon work actually performed and all documents, data, or other material pertaining to the project shall become the property of the County.
- 8.7 If the law requires that any of the services to be performed by the Contractor must be performed by a person licensed by the State of New Jersey to perform those services, then the Contractor warrants that all such services will be in the responsible charge of an employee duly licensed by the State of New Jersey to perform those services.
- 8.8 The Contractor warrants that it has not employed or retained any person, other than a bona fide employee working solely for the Contractor, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than bona fide employees working solely for the Contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration

contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, the County shall have the right to annul this Agreement without liability.

- 8.9 Documents, data, drawings and materials of every nature prepared pursuant to the terms of this Agreement shall be delivered to and become the property of the County and basic notes and sketches and other pertinent data shall be made available to the County without restriction as to their further use. However, any re-use of such documents except for the specific purposes intended will be at the County's sole risk and without liability or legal exposure to the Contractor or to the Contractor's independent professional associates, subcontractors, subconsultants, or consultants.
- 8.10 The Contractor agrees that it will comply with all provisions of law pertaining to public contracts which are hereby incorporated by reference and made part hereof. The Contractor further agrees that it will comply with all laws and regulations of the State of New Jersey and the United States pertaining to non-discrimination in employment on public contracts.
- 8.11 Acceptance of final payment by the Contractor for the services to be rendered pursuant to this Agreement shall be considered as a release in full of any and all claims against the County or any agency thereof by reason of the services performed or the furnishing and supplying of any labor and material or any other claims whatsoever arising out of or in any way pertaining to this Agreement.
- 8.12 Anything contained in Contractor's Proposal or any other schedule or document related hereto which is contrary to or in conflict with any provision of this Agreement shall be null and void and of no force or effect and instead the pertinent provisions contained in this Agreement shall prevail.
- 8.13 Mandatory New Jersey Election Law Enforcement Commission Filings: The Contractor is hereby advised of the responsibility to file an annual disclosure statement on political contributions with the New Jersey Election Law Enforcement Commission pursuant to N.J.S.A. 19:44A-20.13 if the Contractor receives contracts in excess of \$50,000.00 from public entities in a calendar year. It is the Contractor's responsibility to determine if filing is necessary. Additional information on this requirement is available from ELEC at (888) 313-3532 or at [www.elec.state.nj.us](http://www.elec.state.nj.us).

- 8.14 Contractor and any subcontractors shall provide a copy of a current Business Registration Certificate.

**ARTICLE 9**  
**TERMINATION OF AGREEMENT**

- 9.1 This Agreement may be terminated by the County on thirty (30) days written notice to the Contractor without cause; by mutual written agreement of the parties; or by either party on ten (10) days written notice to the other in the event of substantial failure to perform in accordance with the terms hereof by the other party through no fault of the terminating party. If this Agreement is terminated, the Contractor shall be paid to the extent of services performed by it to the effective date of termination.

**ARTICLE 10**  
**EQUAL EMPLOYMENT OPPORTUNITY**

- 10.1 The Contractor shall be required to comply with the Affirmative Action requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27, as described in Schedule A attached hereto and made part hereof.

**ARTICLE 11**  
**RESOLUTION OF DISPUTES**

11.1 Mediation

- 11.1.1 Any claim, dispute or other matter in question arising out of or related to this Agreement shall be subject to mediation as a condition precedent to arbitration or the institution of legal or equitable proceeding by either party.
- 11.1.2 The parties shall endeavor to resolve claims, disputes and other matters in question by mediation. Request for mediation shall be filed in writing with the other party to this Agreement and with the American Arbitration Association. The request may be made concurrently with the filing of a demand for arbitration but, in such event, mediation shall proceed in advance of arbitration or legal or equitable proceedings, which shall be stayed pending mediation for a period of sixty (60) days from the date of filing, unless stayed for a longer period by agreement of the parties or by court order.



- 11.1.3 The parties shall share the mediator's fee and any filing fees equally. The mediation shall be held in the Conference Room at the Cumberland County Administration Building, 164 West Broad Street, Bridgeton, New Jersey, unless another location is mutually agreed upon. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction.

**ARTICLE 12**  
**DELEGATION OF DUTIES**

- 12.1 Neither the County nor the Contractor shall delegate its duties in this Agreement without the written consent of the other party.

**ARTICLE 13**  
**EXTENT OF AGREEMENT**

- 13.1 This Agreement represents the entire agreement between the County and the Contractor and supersedes all prior negotiations, representations, or agreements, either written or oral for this project.

**ARTICLE 14**  
**GOVERNING LAW**

- 14.1 The terms of this Agreement shall be construed and interpreted under, and all respective rights and duties of the parties shall be governed by, the laws of the State of New Jersey.

**ARTICLE 15**  
**BINDING EFFECT**

- 15.1 The terms of this Agreement shall inure to the benefit of and shall be binding upon the County and the Contractor and their respective successors and assigns.

**ARTICLE 16**  
**SEVERABILITY**

- 16.1 In the event any provision of this Agreement shall be held illegal, invalid or unenforceable by any competent jurisdiction, such holding shall not invalidate, render unenforceable, or otherwise affect any other provision hereof.

**ARTICLE 17**

**AMENDMENTS, SUPPLEMENTS AND MODIFICATIONS**

- 17.1 This Agreement may not be amended, supplemented, or modified without the prior written consent of the County and the Contractor.

**ARTICLE 18**  
**CAPTIONS**

- 18.1 The captions or headings in this Agreement are for convenience only and shall not in any way define, limit, or describe the scope or intent of any provisions or sections of this Agreement.

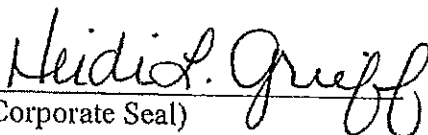
**ARTICLE 19**  
**EFFECTIVE DATE**

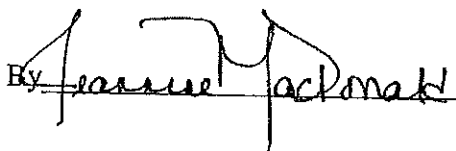
- 19.1 This Agreement shall be in effect from July 1, 2021 through June 30, 2022 with option to renew this contract for an additional three (3) one-year terms; contract shall be contingent upon appropriation of sufficient funds by the Board of County Commissioners in the 2021 and 2022 temporary and/or permanent budgets.

IN WITNESS WHEREOF the parties hereto have made and executed this Agreement as of the day and year first written above.

ATTEST:

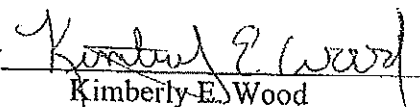
THE CUMBERLAND  
EMPOWERMENT ZONE CORP

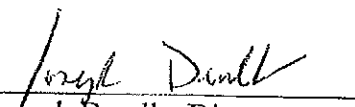
  
(Corporate Seal)

By 

ATTEST:

COUNTY OF CUMBERLAND

By   
Kimberly E. Wood  
Clerk to the Board

By   
Joseph Derella, Director  
Board of County Commissioners

ATTACHMENT A

**LINE ITEM BUDGET**

|      |                                         |
|------|-----------------------------------------|
| Date | Cumberland Empowerment Zone Corporation |
|------|-----------------------------------------|

| Line Item                    | Quantity         | Unit Cost   | Total Program Cost |
|------------------------------|------------------|-------------|--------------------|
| Staff Salary                 | \$81,565         | \$39.12/hr  | \$80,000           |
| Staff Fringe                 | \$30,000         | \$2,500/mth | \$18,000           |
| Travel                       | \$ 1,200         | \$100/mth   | \$ 1,200           |
| Office Supplies /Incidentals | \$ 800           | \$66.67/mth | \$ 800             |
| Other:                       |                  |             |                    |
| Other:                       |                  |             |                    |
| Other:                       |                  |             |                    |
|                              |                  |             |                    |
|                              |                  |             |                    |
|                              |                  |             |                    |
|                              |                  |             |                    |
|                              |                  |             |                    |
|                              |                  |             |                    |
| <b>TOTAL</b>                 | <b>\$113,565</b> |             | <b>\$100,000</b>   |

**Administrative Costs**

Contracts that are for "administrative functions" are not anticipated as a result of this RFP, therefore there will not be any administrative costs in contracts that result from the RFP process. All costs must be program costs.

**Program Costs**

All costs incurred for the provision of contract functions and activities are classified as program costs.

\*\*\*\*\*

*Note: Include Budget Narrative that provides the detail of each line item.*

*de*





EXECUTED  
COPY

CONTRACT RENEWAL

This is the 1<sup>st</sup> of three (3) one (1) year options to renew the Contract for Providing a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland-Salem-Cape May Workforce Development Area, RFP 21-11; entered into by and between The Cumberland Empowerment Zone Corp., 745 Lebanon Road, Millville, New Jersey 08332 and the County of Cumberland, 164 West Broad Street, Bridgeton, New Jersey, 08302.

This contract is hereby extended through June 30, 2023. Specifications included an option to renew for three (3) additional one (1) year terms and as such the County wishes to exercise its 1st renewal option term.

All other terms and conditions of the original contract shall remain unchanged.

IN WITNESSETH WHEREOF, the parties delivered this Contract Renewal or caused it to be executed by its proper corporation officers and its corporate seal to be hereunto affixed the day and year first written above.

Signed in the Presence of:

x Cynthia Angelo x Allomini  
The Cumberland Empowerment Zone Corp.

The Cumberland Empowerment Zone Corp.

745 Lebanon Road

Millville, New Jersey 08332

ATTEST:

COUNTY OF CUMBERLAND

Jeffrey T. Ridgway Jr.  
Jeffrey T. Ridgway Jr.  
Clerk to the Board

By: Darlene Barber  
Darlene Barber, Director  
Board of County Commissioners

The background of the page features a close-up photograph of two hands shaking in a firm grip. One hand is from a person with a darker skin tone, wearing a light blue striped shirt. The other hand is from a person with a lighter skin tone, wearing a grey suit jacket. The image is partially obscured by large, diagonal, semi-transparent geometric shapes in shades of blue and grey. Two thin white lines run diagonally across the upper right portion of the page.

# **SECTION 14**

# **APPENDIX 6**

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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)**

**Adult Priority Groups**

The following are the groups identified for priority of service for the WIOA Adult Program:

**Recipients of Public Assistance**

These are individuals who receive, or, in the past six months received, or are a member of a family that is receiving or in the past six months has received, assistance through one or more of the following:

- a. Supplemental Nutrition Assistance Program
- b. Temporary Assistance for Needy Families
- c. Supplemental Security Income
- d. State or local income-based public assistance

**Other Low Income Individuals**

Other low-income individuals include those who are any one of the following:

- (1) In a family with total family income that does not exceed the higher of—
  - (a) the poverty line; or
  - (b) 70 percent of the lower living standard income level;
- (2) A homeless individual as defined in the Violence Against Women Act of 1994, or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act
- (3) An individual who receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act;
- (4) A foster child on behalf of whom State or local government payments are made; or
- (5) An individual with a disability whose own income meets the income requirement of clause (1), but who is a member of a family whose income does not meet this requirement.

**TEGL 3-15** states that individuals who are underemployed (see Adult and Dislocated Worker Program and Training Eligibility Guidelines) and meet the definition of a low-income individual may receive career and training services under WIOA on a priority basis.

**Basic Skills Deficient Individuals**

A basic-skills deficient individual, for the purposes of the WIOA Adult and Dislocated Worker programs, is an adult that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society is an individual who meets any one of the following criteria:

- Has English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (at or below 8.9 grade level) on a generally accepted standardized test or a comparable score on a criterion-referenced test
- Lacks a high school diploma or high school equivalency and is not enrolled in secondary education
- Is currently enrolled in an adult literacy program

**Policies and Procedures**

The following provides guidance regarding the application of priority of service under the WIOA Adult program and the development of local policies:

### **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



developed and implemented. When developing policies related to applying priority of service, a One-Stop Operator may consider the following criteria:

- The availability of other funds for providing employment and training programs
- The needs of any locally-identified priority groups in a local area. These groups must be one of the categories of individuals with barriers to employment as defined in WIOA.

**Individuals with Barriers to Employment:**

- (1) Displaced homemakers
- (2) Low-income individuals
- (3) Indians, Alaska Natives, and Native Hawaiians
- (4) Individuals with disabilities including youth who are individuals with disabilities
- (5) Older individuals (55 and older)
- (6) Ex-offenders
- (7) Homeless individuals (as defined in the Violence Against Women Act), or homeless children and youths (as defined in the McKinney-Vento Homeless Assistance Act)
- (8) Youth who are in, or have aged out of, the foster care system.
- (9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- (10) Eligible migrant and seasonal farmworkers
- (11) Individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (TANF)
- (12) Single parents (including single pregnant women)
- (13) Long-term unemployed individuals
- (14) Such other groups as the Governor involved determines to have barriers to employment

**[WIOA Sec. 3(24)]**

**Determining Eligibility for Priority of Service for Veterans and Eligible Spouses**

The following are used to determine eligibility for priority of service over non-veterans for receipt of services (covered person). This priority is only used if the person is already eligible under one of the WIOA programs.

1. Veteran
2. Spouse of any of the following:
  - a. Any veteran who died of a service connected disability.
  - b. Any member of the Armed Forces on active duty, who at the time of application for assistance under this section, is listed in one of the following categories for at least 90 days: missing in action; captured in the line of duty by hostile force; forcibly detained or interned in line of duty by a foreign government or power.
  - c. Any veteran who has a total disability resulting from a service-connected disability.
  - d. Any veteran who died while a disability so evaluated was in existence.

Any amounts received as military pay or allowance by any person who served on active duty and certain other specified benefits must be disregarded for veterans and other individuals for whom the amounts would normally be applied in making an eligibility determination. (TEGL 3-15)

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

accepted or enrolled in a training class. Once a person outside any priority group has been approved for funding and accepted/enrolled in a training class, priority of service is **not** intended to allow a person in a priority group who is identified subsequently to “bump” the other person from that training class.

### **Verifying Status**

At the point of entry into the One-Stop system, it is not necessary to require verification of veteran/eligible spouse status; at this point self-attestation is acceptable. Veteran/eligible spouse status must be verified when a customer is to receive **individualized career or training services**. If an individual is already recorded in America’s One-Stop Operating System as a veteran when seeking WIOA individualized career or training services, but there is no hard documentation of their veteran status in their file, (such as a DD-214) it must be obtained and kept on file. The WIOA Adult and Dislocated Worker Eligibility Guidelines provide the documentation requirements.

### **Action Required**

Local areas must establish written policies and procedures to ensure priority for the populations described above for participants served in the WIOA Adult program. LWD will verify implementation of these policies as part of its annual monitoring. Also, Employment Service Managers and One-Stop Operators must ensure that the attached veteran priority of service poster is prominently displayed in all public areas of One-Stop Career Centers.

### **Rescissions**

None

### **References and Links:**

**WIOA Sec. 134**

**TEGL 10-09** <http://wdr.doleta.gov/directives/attach/TEGL/TEGL10-09.pdf>

**Training Employment Notice (TEN) 15-10**

<http://wdr.doleta.gov/directives/attach/TEN/ten2010/ten15-10.pdf>

**TEGL 3-15** [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_03-15\\_Acc.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf)

### **Authority**

|                                                          |          |
|----------------------------------------------------------|----------|
| New Jersey Department of Labor and Workforce Development | <b>X</b> |
| State Employment And Training Commission                 |          |

### **Questions**

For general questions regarding this guidance, contact John Bicica, Chief, Office of WIOA Technical Assistance and Capacity Building, at [john.bicica@dol.nj.gov](mailto:john.bicica@dol.nj.gov)





**WORKFORCE  
DEVELOPMENT BOARD**

CUMBERLAND · SALEM · CAPE MAY

“Thinking Regionally ...  
... Investing Locally”

An Update to the 2019 – 2023

Cumberland - Salem - Cape May  
Workforce Development Plan

*Submitted by the*  
**CUMBERLAND-SALEM-CAPE MAY  
WORKFORCE DEVELOPMENT BOARD**

*April 26, 2023 Draft*

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