



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

Workforce Innovation **PLAN** 2016-2020



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

Prepared By:



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

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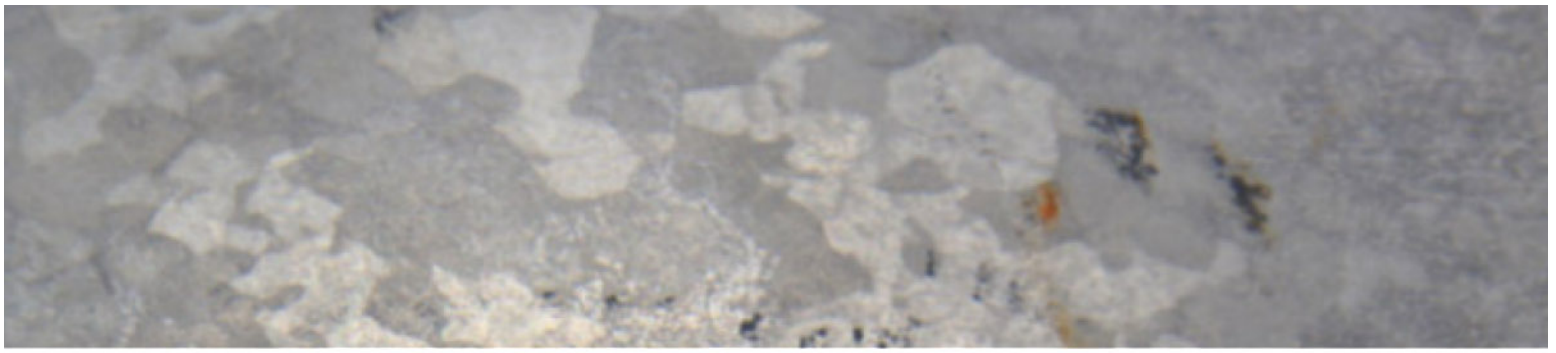
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TAB 1

Plan Narrative

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





SECTION 1

INTRODUCTION





SECTION 1: INTRODUCTION

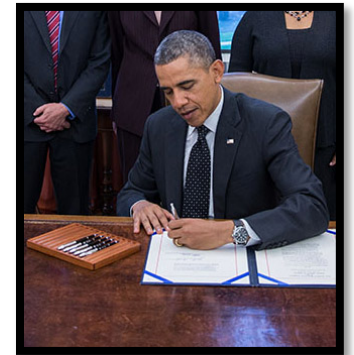
- Background of the Workforce Innovation and Opportunity Act -

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

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

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

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



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



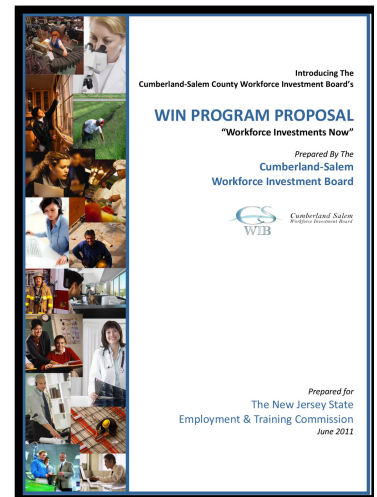
- The One-Stop Delivery System -

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

The Cumberland-Salem-Cape May WDB is a 46 member board. It has five (5) standing committees that deal with a wide range of workforce challenges. In addition, there are operational and ad-hoc working groups that are called upon to focus on specific issues and challenges. The standing committees include the following:

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

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



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



- Geographic Jurisdiction -

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

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

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

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

The few urban centers in the region are relatively small with Vineland's population of just under 61,000 making it the largest city in the three county region. Salem County has only one municipality, Pennsville, which surpasses 10,000 people and Cape May County has only four such municipalities: Upper, Middle and Lower Townships and Ocean City. However, the summertime vacation season swells the population of small seaside communities in Cape May County such as Wildwood, Cape May City, Sea Isle and others to tens of thousands of people. Year-round, the combined

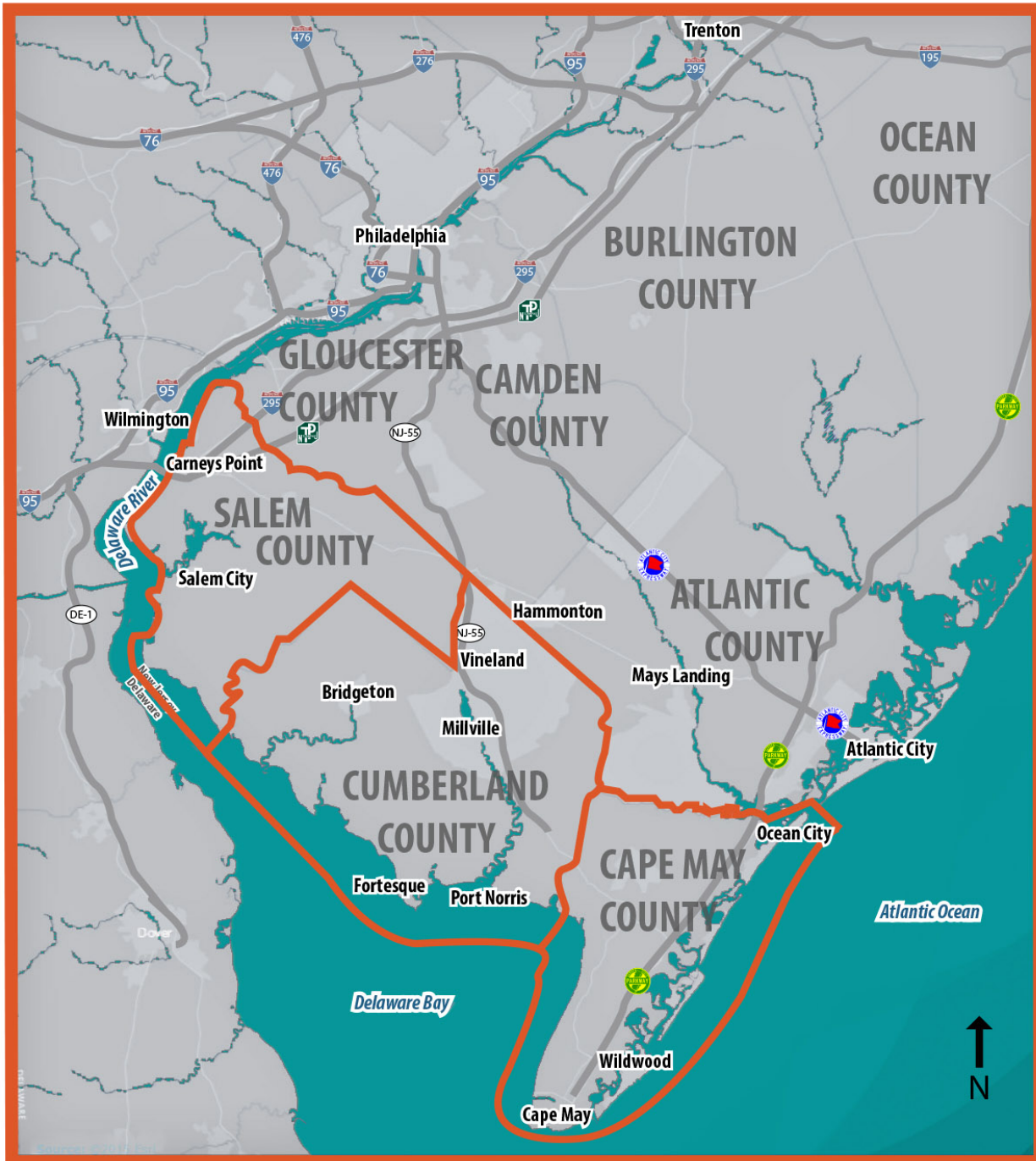


Employment and population in the region swell during the peak tourist season.



counties' 2016 population estimated at 321,750 is spread over 1,482 square miles. This relatively small population, lack of large urban centers, and seasonally fluctuating economy present challenges for business and industry requiring large numbers of readily available workers.

Map 1.1





- Plan Outline -

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

The Plan will:

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

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

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



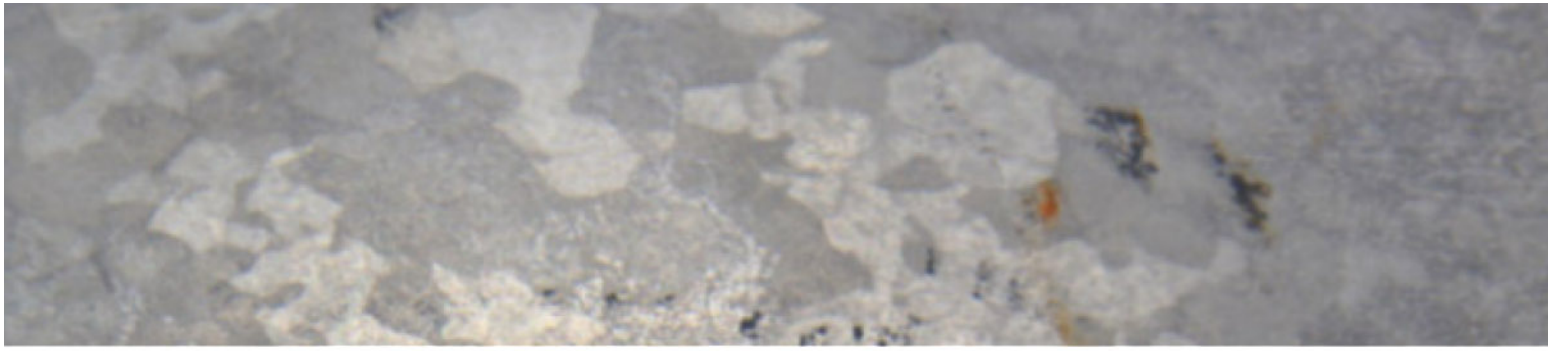
Because Cape May County is a new addition to the WDB, the One-Stop System must also develop common protocols for coordinating programs, sharing information, promoting job training, and integrating opportunities for workforce development locally and throughout southern New Jersey.

The process of program integration requires:

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

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

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



SECTION 2

ECONOMIC CHARACTERISTICS AND TRENDS





SECTION 2: ECONOMIC CHARACTERISTICS AND TRENDS

- Regional Economic Conditions and Workforce Characteristics -

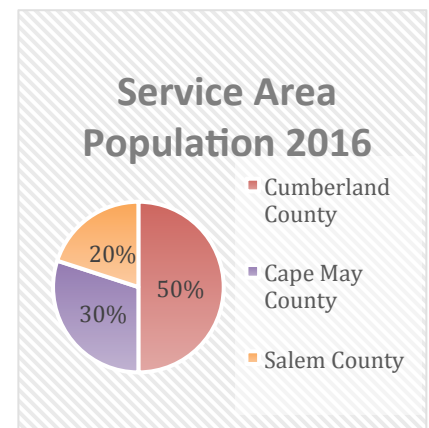
This element of the Plan addresses Items I- III of the WIOA Planning Guidance Framework

Overview of Service Area

The population in the three-county area grew between 2000 and 2010, however since 2010 the population has remained relatively flat with a nominal decline anticipated over the next five years. According to the 2015 Census the population for the three-county area is 314,761 with half of the population in Cumberland County, and 30% in Cape May County and the remaining 20% in Salem County.

The population in the program service area declined since 2010 by approximately 1.7% with the greatest percent decline in Salem County of 2.9% (1,903) followed by Cape May County with a total loss of 2.6% (2,538). Cumberland County lost the least amount of people with a 0.7% decline of approximately 1,044 people. According to ESRI the population in the Three-County Region is expected to remain flat with a slight decline of less than one percent projected through 2021.

The Hispanic and Latino population has been increasing in the region and increases are expected over the next five years. The Hispanic community increased by 9.6% in the Three-County Region between 2010 and 2015, with the greatest percent increases in Cape May and Salem Counties of 15.3% and 14.1% respectively. The influx of the Hispanic and Latino population in the Three-County Region will continue to have an impact on employment, training and education going forward in the region. Implementing programs such as language and literacy skills for Spanish speaking and English as a second language cohorts is important in program implementation.



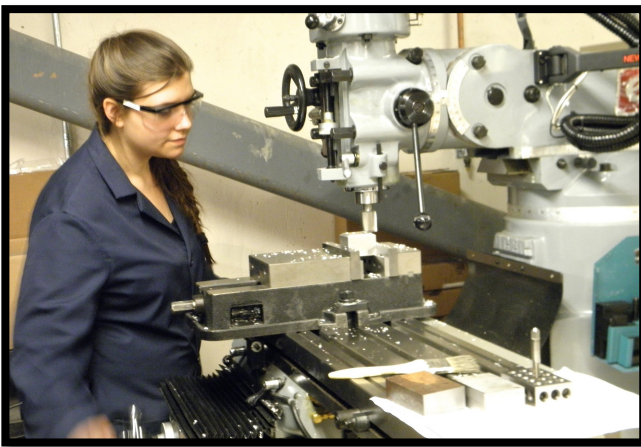


Employment and Firms by Sector

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

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

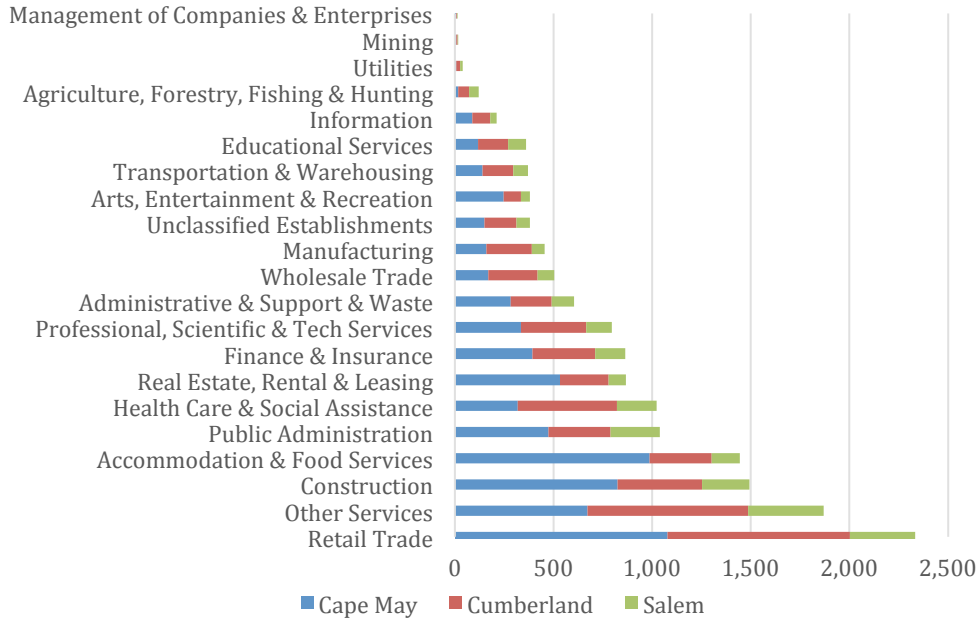
The aforementioned sectors make up approximately half of all employment in the Three-County Region (50.8%). The manufacturing sector is concentrated in Cumberland County with 69% of the jobs and 51% of the firms in the region. As a result of the tourism industry in Cape May County, it captures approximately 46% of the regional retail trade businesses and 68% of accommodation and food service businesses in the Three-County Region. Additionally, in Cumberland County the retail trade employees account for 39% share of the employees in this industry in the Three-County Region. Likewise, in Cape May County, the accommodation and food service employees make up 70% of the industry employees in the Three-County Region. The single industry economy can pose an increased risk to a local economy if it is impacted by weather, consumer spending patterns, and tourism trends.



69% of the region's manufacturing jobs are located in Cumberland County.



Businesses By Industry Sector



Source: ESRI, 2016

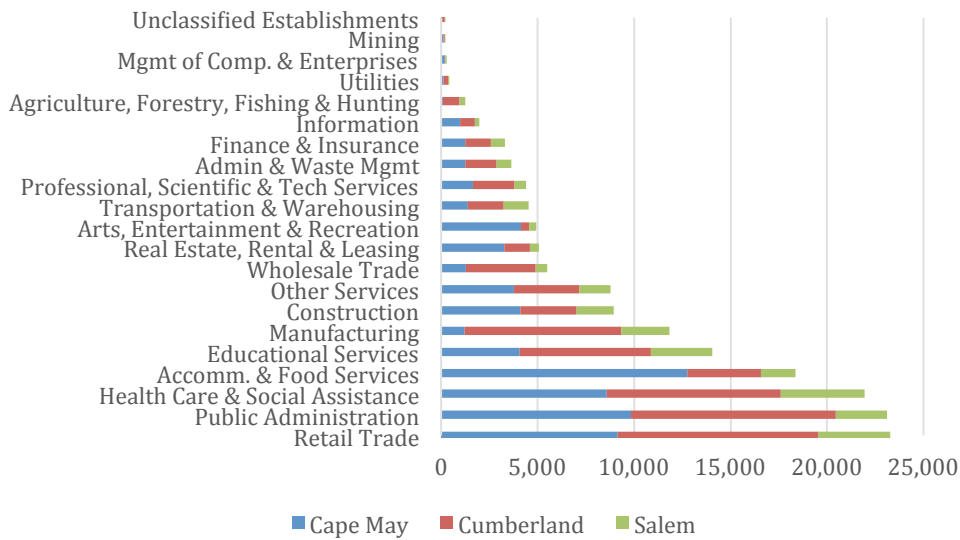
Health Care and Social Assistance is a stable and strong industry among all three-counties. According to ESRI there are approximately 21,951 jobs making up 11% of the total employment in the Three-County Region. The regional share of jobs in this sector is split evenly among Cape May and Cumberland County with a 40% share each. Salem County has the remaining 20% of jobs in Health Care.

Construction is among the top five sectors in terms of businesses and employees comprising approximately 9.8% of all businesses and 5.4% of all employees. Cape May County has the greatest share of both firms and employees among the construction industry despite the fact that it has the second highest population among the Three-County Region. Cape May County has almost twice as many housing units as Cumberland County a result of second homes and a largely seasonal population. Developing programs that foster construction and trade skills among this industry is an area of potential growth.



The professional scientific and tech services, and transportation and warehousing, make up approximately 4,410 (2.7%), and 4,545 (2.7%) of all jobs respectively in the Three-County Region. These industries reflect a proportionate distribution among the three counties based on population concentration and further determination of specific skill sets in each of these industries should be explored.

Employees by Industry



Source: ESRI, 2016



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

Educational Attainment

The educational attainment levels figure in the Three-County Region is below the state averages among all college degree and advanced degree cohorts. Cape May County leads the region for bachelors and advanced degrees. Cumberland County has the greatest educational achievement gap in the Three-County Region with a staggering 10% of the population without a high school diploma or equivalent among the population aged 25 and older. The population without a high school diploma in Cumberland County is 5 percentage points higher compared to the state, Salem County, and Cape May County according to the 2010-2014 American Community Survey.

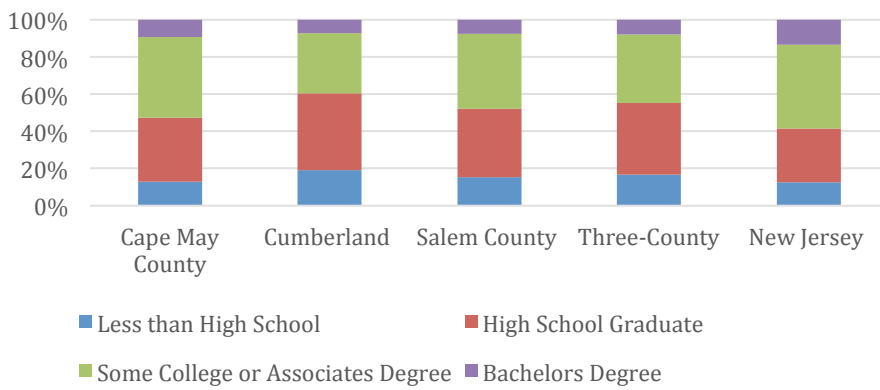
According to the 2009-2014 American Community Survey the education achievement gap is even greater among the age cohorts 18 and 24 in the Three-County Region. The population without a high school degree is four points higher in the Three-County Region compared to the state rate 12.6%,



while the population with only a high school diploma or equivalent is almost 10 points higher at 38%. Among the Three-County Region the percentage of bachelor degree earners is 8% which is well below the state average of 13.5%. Across all age cohorts the greatest gap in educational attainment is in Cumberland County, followed by Salem and Cape May County.

Education levels in the Region fall well short of State averages.

2014 - Educational Attainment 18-25 Years Old

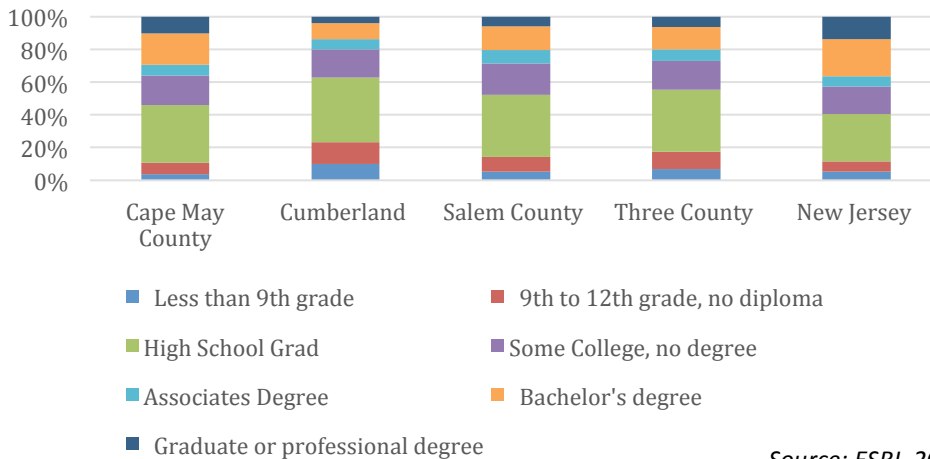


Source: ESRI, 2016

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

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

2014 Educational Attainment Age 25 and Over



Source: ESRI, 2016



- Trends, Challenges, and Opportunities -

Labor Force Projections

According to the New Jersey Department of Labor & Workforce Development the industries projected to have the greatest percent growth and real growth in jobs through 2014 is consistent with the largest industries in the Three-County Region. The following highlights the established industries with the greatest anticipated growth in terms of real jobs numbers.

- **Trade Transportation and Utilities – 2,750 jobs**
- **Health Care - 1,700 jobs**
- **Construction - 1,000 jobs**
- **Retail trade - 1,650 jobs**
- **Accommodations & Food Services – 550 jobs**

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

- **Arts Entertainment and Recreation - 350 jobs**
- **Professional, Scientific and Business Services – 750 jobs**

According to the New Jersey Department of Labor & Workforce Development, the manufacturing industry is expected to lose 850 jobs through 2024 in the Three-County Region. However, despite this fact, Cumberland County has a focus on advanced manufacturing.

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 24% and 21% respectively through 2024. In Salem County and Cumberland Counties the transportation and warehousing industry is expected to have some greatest growth among all sectors with a 23% (350 jobs), and 21% (400 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 2024, averaging 9.6% growth in the three-county area where the State growth projection is 17%. The Health Care industry is anticipated to be the top

*The New Jersey
Department of Labor
and Workforce
Development has
identified key growth
factors in the regional
economy.*



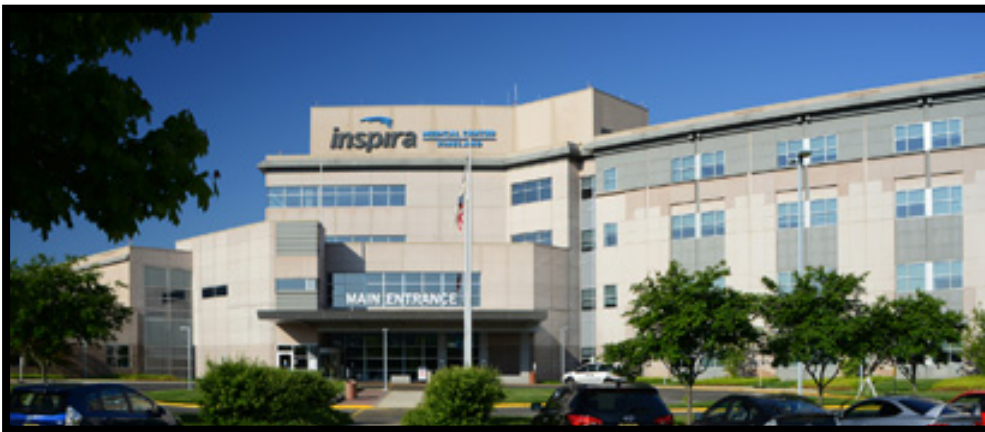
employer by 2024 in Cumberland and Salem Counties. This may be attributed to the expanding Inspira Health Network within the WDB area and across a five-county southern New Jersey region.

Table 2.1

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

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

The Health Care industry offers employment at varying skill levels, from low skill, certified training graduates, and degree holders. The three county WDB population has a smaller percentage of adults with a bachelor degree or higher, with Cumberland County having only one-third the state average at 13.9%.



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



Table 2.2

DEGREE HOLDERS								
Educational Attainment	Cape May County	%	Cumberland County	%	Salem County	%	New Jersey	%
Bachelor's degree	13,352	18.8%	10,381	9.85%	6,571	14.57%	1,362,013	22.5%
Graduate or professional degree	7,324	10.4%	4,139	3.93%	2,646	5.87%	838,125	13.9%
Population 25 years and over	70,767	29.2%	105,379	13.8%	45,104	20.4%	6,052,621	36.4%

*Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates
Prepared by: New Jersey Department of Labor and Workforce Development, Office of Research and Information*

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

As is known, South Jersey has prime accessibility to three major east coast economic hubs: Philadelphia, New York and Washington, DC, and in turn, the northeastern corridor, national and international markets. Trade, Transportation and Utilities (TTU) is a top employment sector in the WDB area, second only to Leisure and Hospitality in Cape May County and Education and Health Care in Salem. Salem County is particularly well positioned to take advantage of the New York to DC corridor traffic with both the NJ Turnpike and Route 295 traversing the County. TTU for the NJLWD defined South Jersey Regional Focus Area experienced the largest job growth of 7,200, 4.8%, in 2016 in comparison to the State, which also experienced its highest increase in TTU of 22,100, or 2.7%. Just recently, the WDB authored a plan for job training in the Transportation and Logistics Industry that will help to guide employment growth. Trucking and cold warehousing is a significant demand for the strong agricultural industry in



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



Cumberland County and Salem County. With 2015 Cumberland agricultural employment at 6.9% and 4.2% in Salem, these South Jersey counties are heavily impacted by agricultural logistics compared to 2015 agricultural employment of 0.4% in New Jersey.

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

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 2024 to grow by 7.2%, 12.7% and 10.4% in Cape May, Cumberland and Salem, respectively. While not the highest growth sectors within the WDB area, but greater than the State projection of 5.8%, 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



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



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 are rooted in rich military history, memorialized through on-site museums, exhibits and events, which lay the groundwork for targeting a tourism market at the facility and spillover effects on the neighboring community. The Cape May Brewing Company at the Cape May Airport and the Glasstown Brewing Company at the Millville Airport are established local microbreweries whose wholesale distribution has expanded and continued to grow across New Jersey and Pennsylvania. Sales aside, the breweries have become destinations for tourists and locals alike. Developing retail outlets as well as leisure and hospitality businesses at these airports will help to increase the tourism trips, length of time and tourism dollars spent. The Cape May Lewis Ferry is another key DRBA facility which has significant opportunities for expanding the tourism industry.

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



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



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.

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 10% of the job growth across the Three-County Region in 2020 per the NJLWD. The demand for these services will continue to grow as the push to expand tourism opportunities in the region continues as a regional strategy for economic development.

Farming and Agriculture

As an employment sector, agriculture does not account for a large number of workers in the three county region. According to the most recent U.S. Census of Agriculture, the three counties have 4,199 workers employed directly on the region’s farms. However, agriculture remains a significant presence. This area of southern New Jersey is one of the largest and most productive agricultural regions of the State. As the table below indicates, the three county region accounts for approximately 25% of the State’s total land in agriculture and 29% of statewide agricultural sales.

Table 2.3

Characteristic	Cape May		Cumberland		Salem		New Jersey	
	Acres	% State	Acres	% State	Acres	% State	Acres	% State
Land in Farms	7,352	1.0	64,526	9.0	101,847	14.2	715,057	100
Value of Farm Products Sold	\$8,027,000		\$170,362,000		\$111,993,000		\$1,006,936,000	

Source: 2012 U.S. Census of Agriculture

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



Table 2.4

ANTICIPATED GROWTH BY ECONOMIC SECTOR 2010-2022						
ECONOMIC SECTOR	Anticipated Growth in Jobs			Percentage Growth in Jobs		
	Cape	Cumb	Salem	Cape	Cumb	Salem
Accommodation/Food Services	200	300	100	2.4	9.5	18.1
Healthcare/Social Services	550	950	400	11.3	11.2	13.8
Retail Trade	300	850	100	4.5	11.1	5.3
Construction	250	700	50	15.0	31.4	6.5
Professional/Technical Services	200	200	100	18.6	20.7	16.8
Admin/Waste Management	250	250	250	28.1	13.6	28.0
Other Services	100	250	100	4.5	12.8	18.1
Transpo./Warehousing	50	250	200	13.3	10.3	14.6
Finance and Insurance	100	50	0	8.3	2.9	4.3
Real Estate/Related Services	200	100	50	17.4	19.1	19.1
Arts, Entertainment, Recreation	150	50	0	8.1	18.2	0.0
Manufacturing	-50	250	50	-7.7	3.1	1.9
Wholesale Trade	50	200	50	9.4	7.0	13.9
Educational Services	0	50	50	10.7	10.9	23.4
Utilities	0	0	100	6.0	7.1	6.1
Management of Companies	0	50	0	7.9	7.9	0.0
Natural Resources/Mining	50	50	0	60.8	23.3	0.0
Information	-50	-50	-50	-22.8	-7.1	-24.6
Government	-350	-350	50	-3.5	-2.5	1.6
TOTAL NON-FARM EMPLOY.	2,000	4,100	1,700	4.7	7.0	8.0

Source: NJ Department of Labor & Workforce Development, 2012

Statistics compiled in 2015 by Tourism Economics, "The Economic Impact of Tourism in New Jersey" indicate that tourism sales in the South Jersey Region increased by 3.38%, or \$281 million, to \$8.6 billion dollars with Cape May leading the region with \$6 billion in direct sales.

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



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

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

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

The construction industry ranks in the top 6 employment sectors across the three counties. This industry is projected to grow by some of the largest percentages in Cape May and Cumberland Counties which supports the trends presented here of increased healthcare facilities, retailers and tourist destinations. Salem County is projected to decline by .9% which may stem from the reliance on agriculture-type business. Most notably, construction represents the highest percent of change in Cape May County industry employment at 24.3% growth by 2024 compared to the State growth projection of 15%. 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.

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





Manufacturing is another traditionally strong industry sector and will remain one of the WDB's key industries over time in Cumberland and Salem County, both with the largest shares of advanced manufacturing of total employment in the State with 14.1% and 10.8%, respectively, as of 2015. Glass and glass product manufacturing is a vital industry in New Jersey unique mainly to its southern counties; this NJ sector accounts for 8.5% of glass container employment for the nation. Cumberland County, in particular, has positioned itself to market development in the food processing industry, currently at 9.1% employment in food manufacturing for the State. The CCIA has facilitated the development of the Food Commercialization Center to be located adjacent to the Rutgers Food Innovation Center. The FCC will act as an incubator facility for new companies and graduates of the RFIC to facilitate commercial-scale operations as well as offer business support from the RFIC. This partnership may also offer opportunities for agricultural businesses in Salem County.

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.

*Some of the region's
historic manufacturing
base remains an
integral part of the
local economy.*





Top Employment Industries and Industry Clusters

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

Table 2.5

RANK	CUMBERLAND	SALEM	CAPE MAY
1	Health Care & Social Services	Health Care & Social Services	Accommodations & Food Service
2	Manufacturing	Manufacturing	Retail Trade
3	Retail Trade	Retail Trade	Health Care & Social Services
4	Accommodations & Food Service	Utilities	Construction
5	Wholesale and Trade	Accommodations & Food Service	Other Services
6	Construction	Construction	Arts and Recreation

2009-2013 5-Year American Community Survey

Of these sectors, four of them are shared among all three counties. Combined, they account for over half (56%) of all non-government and non-farm employment in the three counties. These sectors include:

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

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

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



Commuting Patterns

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

According to the 2009-2013 5-Year American Community Survey Commuting Flows, the three counties are comprised of approximately 130,400 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 nearly 60,000 or 45% of the total region.

Table 2.6

COMMUTER FLOW WITHIN THE 3 COUNTIES		
Total Cape May County Commuters	42,700	32.75%
Total Cumberland County Commuters	59,600	45.71%
Total Salem County Commuters	28,100	21.55%
TOTAL	130,400	100.00%
Total Inter-County Commuting	97,455	74.74%
Total Outer-County Commuting	32,945	25.26%
Total Commuters	130,400	100.00%

2009-2013 5-Year American Community Survey Commuting Flows

Table 2.7 further breaks down the 75% segment of commuters who travel from and within the Cumberland-Salem-Cape May County region. Referred to as “Inter-County Commuting”, the combined total is comprised of 97,455 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%+), over 17% of Salem County employees do travel to Cumberland County for employment.



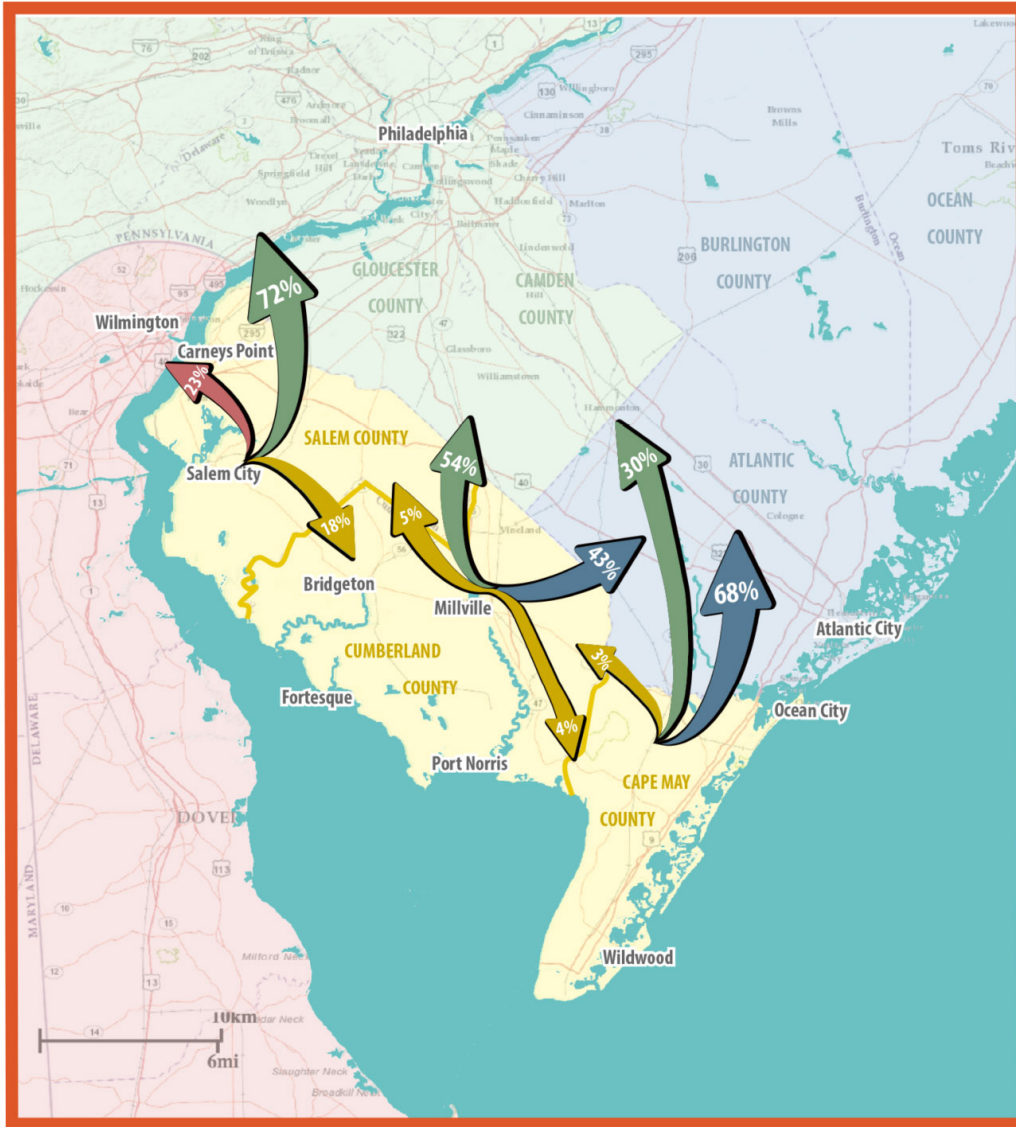
Table 2.7

COMMUTING PATTERNS INSIDE THE THREE COUNTIES (INTER COUNTY)	Workers	Percent Per County	Percent of All Inter-County Commuters
Cape May County Workers Commuting			
Commute in Cape May County	32,130	96.89%	32.97%
Commute to Cumberland County	970	2.93%	1.00%
Commute to Salem County	60	0.18%	0.06%
TOTAL	33,160	100.00%	25.43%
Cumberland County Workers Commuting			
Commute in Cumberland County	43,790	91.42%	44.93%
Commute to Cape May County	1,898	3.96%	1.95%
Commute to Salem County	2,214	4.62%	2.27%
TOTAL	47,902	100.00%	36.73%
Salem County Workers Commuting			
Commute in Salem County	13,443	82.00%	13.79%
Commute to Cape May County	40	0.24%	0.04%
Commute to Cumberland County	2,910	17.75%	2.98%
TOTAL	16,393	100.00%	12.57%
Total Inter-County Commuting	97,455		74.74%
Total Outer-County Commuting	32,945		25.26%
Total Commuters	130,400		100.00%

2009-2013 5-Year American Community Survey Commuting Flows



Map 2.1



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

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



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

Geographic location plays a large role in the commuting patterns for each county. Over 68% of Outer County commuting migrates northerly from Cape May County. Nearly 72% 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 close to 23% of its employed.

Table 2.8

COMMUTING PATTERNS OUTSIDE THE THREE COUNTIES (OUTER COUNTY)	Workers	Percent of County Commuting	Percent of All Commuters
Cape May County			
Commute to Atlantic County & North	6,482	68.12%	19.67%
Commute to Philadelphia & West	2,863	30.09%	8.69%
Commute to Wilmington & South	170	1.79%	0.53%
TOTAL	9,515	100.00%	7.30%
Cumberland County			
Commute to Atlantic County & North	5,009	42.75%	15.20%
Commute to Philadelphia & West	6,312	53.88%	19.16%
Commute to Wilmington & South	395	3.37%	1.20%
TOTAL	11,716	100.00%	8.98%
Salem County			
Commute to Atlantic County & North	638	5.45%	1.94%
Commute to Philadelphia & West	8,416	71.85%	25.54%
Commute to Wilmington & South	2,660	22.71%	8.08%
TOTAL	11,714	100.00%	8.98%
Total Inter-County Commuting	97,455		74.74%
Total Outer-County Commuting	32,945		25.26%
Total Commuters	130,400		100.00%

2009-2013 5-Year American Community Survey Commuting Flows



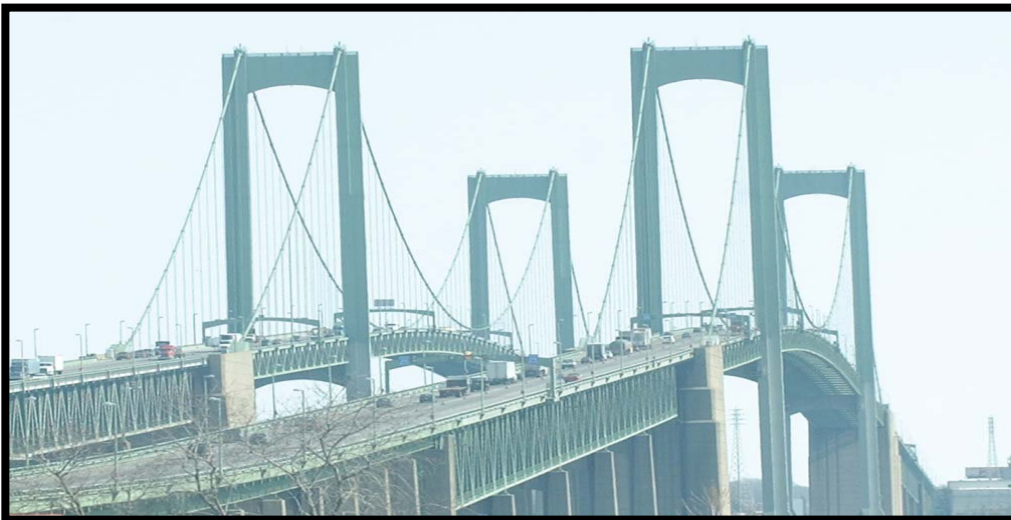
Summary

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

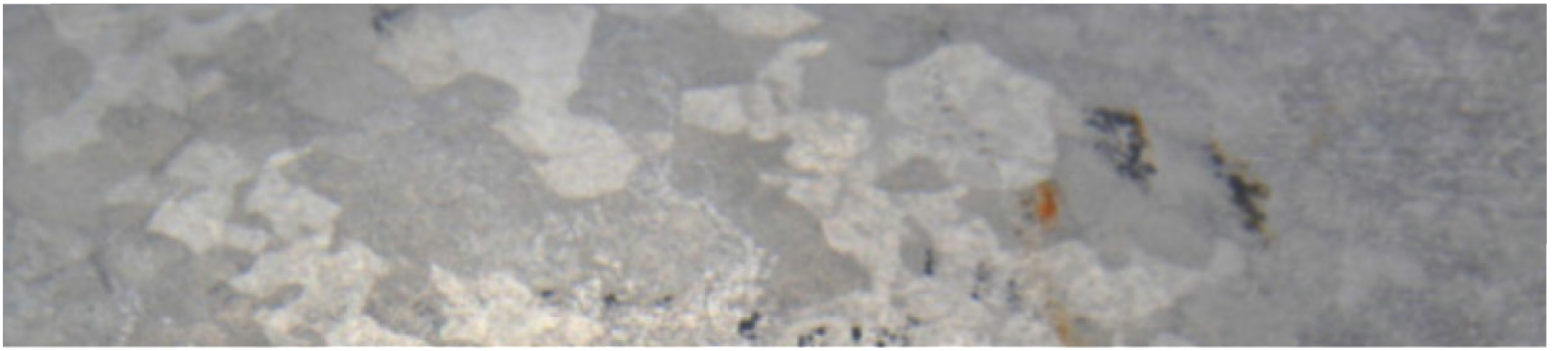
Beyond the region, there are also opportunities for partnerships and collaborations with other WDBs, County Economic Development offices, and industries to train and place area workers. Commuter patterns show a significant number of commuters out of the Three-County Region.

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

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



Delaware Memorial Bridge



SECTION 3

VISION & GOALS





SECTION 3: VISION & GOALS

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

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 Section 1 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; integrates Cape May County into the Board's operations; coordinates with area Economic Development Departments and other partners; and provides outstanding workforce education and training programs and support to all area residents.

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



- Key Goals & Objectives -

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

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

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

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

This goal and both of its objectives seek to implement Theme 4 of the Regional WDB Plan, which aims to strengthen governance through effective Workforce Development Boards and Regional Collaborations.

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

Themes 2 and 3 of the Regional WDB Plan highlight the importance of partnerships and developing new collaborations with employers, the American Job Centers, the State's Talent Networks, 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 talent networks* identified in Section 1 of this Plan. These are the industry sectors that have the greatest growth



potential in the region and those that have a unique niche in one of the three counties in the service area.

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

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

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

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



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

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

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

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

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

Theme 5 of the Regional WDB Plan stresses the need for system integrity. The (former) Cumberland-Salem WIB had a reputation for outstanding and innovative programs and service delivery to the residents of its region. With the addition of Cape May County, to the three county Workforce Development Board, this reputation will be strengthened and its reach broadened. There are a number of metrics that can be used to ensure an



open and successful implementation of this Plan. These metrics and the strategies for implementing them are outlined further in the next section of the Plan, but will include the following:

- Administrative and Program Integration Metrics that will define Cape May County's complete integration into the three-county WDB;
- Accounting for Participation in WDB Programs by Priority Populations outlined in Goal 3 (above);
- A Quarterly accounting for Program Participants in unsubsidized employment;
- Numbers of residents served, trained, and referred to career pathways and employment opportunities;
- Program participants placed in jobs;
- Program participants who successfully completed a job training, educational credential, or other workforce development milestone;
- An accounting of new partnerships and collaborations initiated and the results and outcomes achieved;
- A Calendar of Events, Outreach, and other Initiatives that promote the programs of the WDB and their successful implementation; and,
- A WDB Newsletter that will be widely circulated among partners, One-Stop Centers and other interested agencies and organizations.

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

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

- A WDB Newsletter that highlights education, job training and employment prospect throughout the Three-County Region.
- Dissemination of Newsletter and flyers in hard copy and electronic formats to area partners and customers.
- A Regional Roundtable with WDB from other areas of South Jersey where job opportunities, new industry development, and various



training and education programs can be shared. This will eliminate duplication region-wide and enhance the efficiency of service delivery.

- An Increase in the Use of Electronic and Social Media. Facebook, Twitter, and other social media are frequently the preferred means of communication among young people and other hard to reach segments of the population. These tools must become fully integrated into the WDB system, both locally, regionally and statewide
- The Ongoing Use of Press Notices and Press Releases. While an “old fashioned” technique, traditional print media will continue to play an important role in the distribution of information and the dissemination of important events.
- Industry-based hiring and training events. This has been an historic strength of the local WDB. The expansion of partnerships with economic development, educational, and other workforce development organizations will enhance the ability to host these forums which provide a real, hands-on opportunity for job seekers to meet with potential employers.



Summary

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

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

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

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



SECTION 4

STRATEGIC ACTION AGENDA





SECTION 4: STRATEGIC ACTION AGENDA

- Implementing the WDB Plan -

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

IV. Maintaining and Building Partnerships

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

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

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

***Building New
Partnerships will be
one of the key
initiatives of this Plan.***



FACILITATING EMPLOYER ENGAGEMENT:

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

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

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



SUPPORTING A LOCAL WORKFORCE DEVELOPMENT SYSTEM:

Coordinating Workforce Development and Economic Development.

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

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

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

The cross coordination and joint planning among job training, developing career pathways, and coordination among education institutions and economic development organizations is evident. For example, the Cumberland County Economic Development Plan: 2020 and Beyond focuses on many of the same issues and priorities. The Cumberland County College Plan “Engage, Transform, Inspire” speaks in detail about the College’s strategies for reaching the non-English speaking population, providing

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



training in key industry sectors, and solidifying partnership with economic and community development organizations.

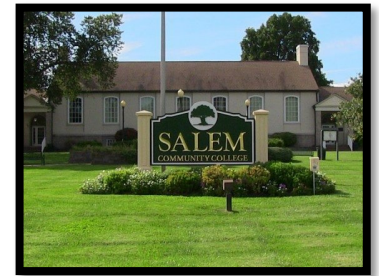
Additionally, the Cumberland, Salem and Cape May County One-Stop Centers offer an on the job training OJT for employers that helps to train employees and pay half of their pay over a six-month time period while the new employee gets trained and acclimated to the new job.

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

Since Cape May County is currently being incorporated into the WDB, collaboration with local and state agencies is currently underway to strategize the best course of action for partnerships. Initial collaboration among Cape May County and Salem and Cumberland County identifies key opportunities for partnerships among the hotel accommodation and retail industries.

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

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



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



The WDB creates linkages during program delivery between individual customers and employers through its One-Stop Career Centers as well as the working relationships with key partners in the region. The Cumberland-Salem-Cape May WDB has established excellent working relationships with its governmental, education, and industry partners, and there is significant coordination among agency plans and programs which are roles designated by the WIOA. These critical collaborations both inform partner agencies of the linkages between One-Stop services and inform the One-Stop Centers of the status of unemployment insurance claims sought by customers seeking employment services.

CREATING LINKAGES BETWEEN PROGRAM DELIVERY, CUSTOMERS, AND EMPLOYERS

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

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

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



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

-David C. Hespe, Career Pathways Commissioner of Education

V. Driving Effective Partnerships Between Workforce and Economic Development Activities

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

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

There are many area partners that work closely with the WDB

- **N.J Department of Labor and Workforce Development**
- **Employment and Training Offices**
- **Regional Healthcare Systems**
- **County Boards of Social Services**
- **Non-Profit Service Providers**
- **Youth and Family Service Providers**
- **Secondary and College Educational Institutions**
- **Vocational Rehabilitation Services**
- **County Colleges**
- **Cumberland Development Corporation**
- **County and Local Planning Departments**
- **Gateway Community Action Partnerships**
- **South Jersey Economic Development District**



- **Enterprise Zone Development Corporation**
- **Choose New Jersey**
- **Cooperative Business Assistance Corporation**
- **NJ Association of Women Business Owners**
- **NJ Economic Development Authority**
- **Small Business Development Center**
- **Small Businesses and Chambers of Commerce**
- **Local Municipalities**
- **Rutgers Food Innovation Center**
- **The Cumberland CEO Group**

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

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

As mentioned in the Vision Section, Goal 5 of the WDB is: "To expand regional outreach and enhance transparency through greater program awareness". As such the WDB will work with the State Employment & Training Commission and the New Jersey Department of Labor & Workforce Development to compliment the dissemination of its program through new and innovative methods. These methods include: preparing a WDB newsletter; hosting regional roundtables where information can be shared



among service providers so that duplication is eliminated; utilizing electronic and social - media communication, press notices and press releases; and facilitating job training events and hiring events.

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

- Program Implementation -

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

The remaining pages of this Plan focus on its implementation in two parts. The first focuses on program delivery and proposed improvements. The second part focuses on administrative issues and implementation. Each of these principal sections follows the sequence of items outlined in the Local WIOA Planning Guidance Framework.

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

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

The WDB Planning & Oversight Committee will determine an effective protocol for each One-Stop center to follow for streamlined program coordination, client intake, case management, reporting, and fiscal management accountability. Each local One-Stop will co-locate multiple services to provide exactly that, a one-stop customer service experience. As referenced throughout the plan, the local area will place special emphasis on

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



and provide the resources to any consumer for whom English is not a native language. Translation services and assistance for English language education will be offered as required. Individuals with multiple needs will be able to directly, or through external partners, access the services they require to make best use of the customer's job and career options. Providing one-stop center participants with access to program activities and services is the keystone of the one-stop delivery system. "Access" is defined by ensuring provision of one of at least three ways each partner program may provide access:

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

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

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

The process to appoint these service providers will be a request for proposal (RFP) issued by Cumberland County and reviewed and recommended by applicable representatives and recommended to the WDB. These service partners will share in the financial burden of services and infrastructure, which



obligations will be detailed in a Memoranda of Understanding (MOU) with the Workforce Development Board. The MOUs shall include the roles and responsibilities of each party and a description of one-stop delivery services to be provided by each partner and will be updated annually by the WDB and member counties. Per SETC guidelines, these agreements have been included in **Appendix A, Tab 2** of this Plan.

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

Access to Services in Remote Areas

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

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

Compliance with Non-Discrimination and ADA

All One-Stop Career Center facilities are ADA accessible as are local workforce development offices. As each of the One-Stop Career Centers and workforce development offices are sponsored by County government, they all meet and enforce required policies at the local, State, and Federal levels



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



to ensure equal access, equal opportunity employment (EOE) and other measures to avoid discriminatory hiring or customer service practices.

Flow of Service Provisions

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

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

Roles and Resources of the One-Stop Partners

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

Cumberland County will continue to:

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



- Act as the employing entity for staff as necessary to carry-out designated functions and roles.

Salem County will continue to:

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

Cape May County will be:

- A Sub-Grantee within the partnership
- Responsible for all program operations within Cape May County
- Responsible for limited administrative functions for Cape May County programs.
- The employing entity for staff as necessary to carry-out designated functions and roles.

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

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



***Adult workers are
a key WDB
constituency.***



VII. Client Service Delivery and Coordination to Key Constituent Groups

Key Adult Worker Populations

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

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

In addition, coordination and outreach to County Offices of Aging and Disabled and networking with priority employment sectors to define job opportunities will also be needed. Expanding relationships with the NJ Division of Vocational Rehabilitation and those organizations that provide

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



employment services, such as Easter Seals, to individuals with developmental disabilities will help the disabled clients receive the specific care they need to succeed in the workforce.

Dislocated Workers

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

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

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

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



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

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

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

VIII. The WDB Rapid Response Protocol

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

The WIN Program 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"
Program provides a
quick response
protocol for the
WDB.***



IX. Sustaining and Improving Service Delivery and Activities for Youth

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

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

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

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



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



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

X. Coordinating Education and Workforce Development Activities

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

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

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



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

XI. Coordinating Transportation Services

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

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

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



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



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

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

CORE

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

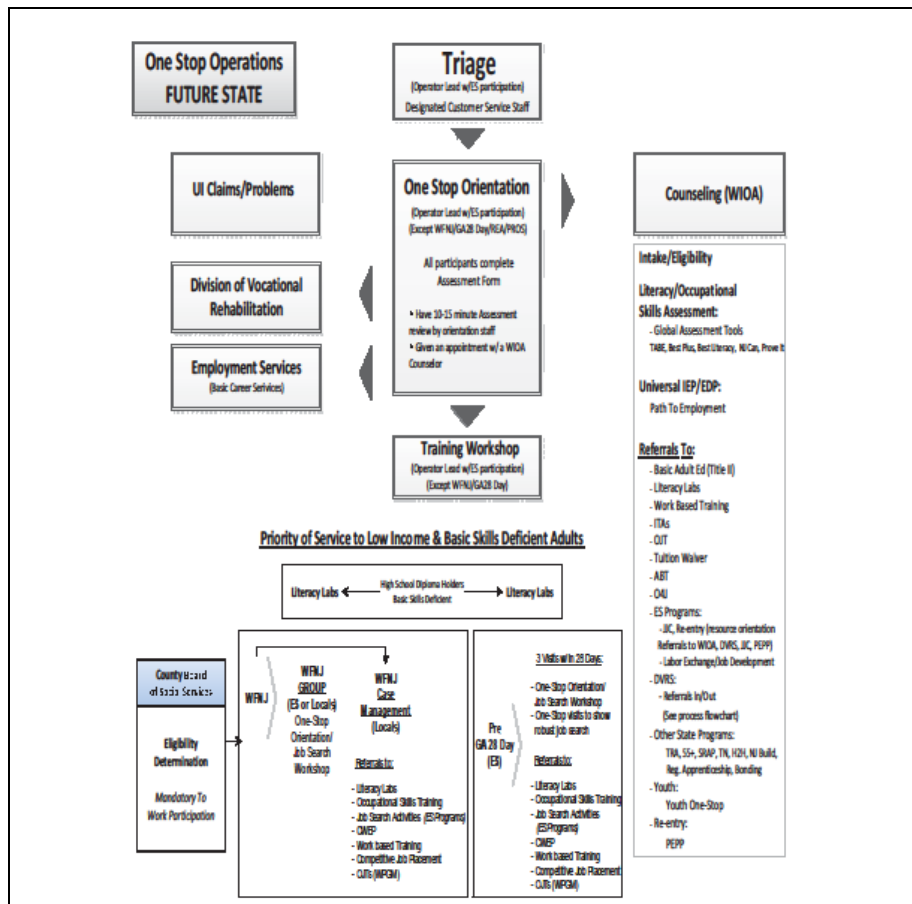
REQUIRED PARTNERS

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



A flow chart of service provision that reflects the requirements of the WIOA follows.

Proposed Flow of Services



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

XIII. Enhancing Adult Education and Literacy

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



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

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

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

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

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



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

XIV. Cooperative Agreements and Specialized Training Opportunities

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

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

The Cumberland-Salem-Cape May WDB is a 46 member board (in transition). It has five (5) standing committees that deal with a wide range of workforce challenges. In addition, there are operational and ad-hoc working groups that are called upon to focus on specific issues and challenges. The standing committees include the following:

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



- **Business and Industry.** Ongoing business outreach and coordination with educational and training organizations. Addressing Goal 2 of this plan to coordinate with local and regional businesses, developing key industry sectors and talent networks to target industry internship and apprenticeship opportunities will increase hands-on skill development in in-demand occupations. A specific focus will be to identify business partners who will sponsor a “dual training” program where students will split their time between the classroom and on-site implementation. Those students are paid for both classroom and job training, funded by the employer, and the employer has a pipeline of trained employees who understand the culture and priorities of that specific business.
- **Adult Education and Literacy.** Continue to focus service priorities on low-income adults and enhance outreach to underserved populations, particularly the ESL, ex-offenders and minority populations identified in Section 2 of this plan. Ongoing coordination of WIOA Title II Adult Education and Workforce Learning Links service will also be a priority.
- **Disabilities.** Coordination and outreach to County Offices of Aging and Disabled and networking with priority employment sectors to define job opportunities. Expanding relationships with the NJ Division of Vocational Rehabilitation and those organizations that provide employment services, such as Easter Seals, to individuals with developmental disabilities will help the disabled clients receive the specific care they need to succeed in the workforce.
- **Youth Council.** Outreach, career counseling, employment training and basic skills; coordination with technical schools and community colleges; and exploration of new social networking opportunities.
- **Planning & Oversight.** Work with One-Stop Centers, staff and other partners to review and evaluate progress toward plan goals, review budgets and expenditures.



Focusing on Industry Clusters for New Training Opportunities

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

Industry clusters can serve as the focus for new job growth and economic development.

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

Strong Traded Clusters

More than 25% of traded clusters (13 total) are present in the Three-County Region and identified as *Strong*—having high employment specialization for

the region. Shown in Table 4.1, Strong Industry Clusters with the highest employees include Vulcanized Materials (1,915), followed by Electric Power (1,880), and Plastics (1,427). Vulcanized Materials industries include glass and rubber products. Electric Power industries include alternative, nuclear as well as fossil fuel energy production. Plastics includes plastic and resin products.



Table 4.1

Strong Clusters	Number Employed	Strong Clusters	Number Employed
Vulcanized Materials	1,915	Water Transportation	220
Electric Power	1,880	Nonmetal Mining	208
Plastics	1,427	Biopharma	185
Upstream Chemicals	810	Recreational Goods	100
Fishing	496	Leather Products	70
Apparel	365	Aerospace & Defense	10
Paper & Packaging	305		

Source: U.S. Cluster Mapping Project 2014

Aligning Industry Sectors With Industry Clusters

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

Table 4.2

Traded Clusters	Local Clusters
Business Services	Local Health Services
Construction	Local Utilities
Distribution and Electronic Commerce	Retail Trade
Electric Power Generation	
Financial Services	
Food Processing and Manufacturing	
Hospitality and Tourism	
Performing Arts	
Plastics	
Upstream Chemical Products	

Source: U.S. Cluster Mapping Project 2014

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

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



Table 4.3

Rank	Highest Employed	Highest Gains	Highest Salary	
			Regional	National
1	Distribution and Electronic Commerce	Distribution and Electronic Commerce	Business Services	Financial Services
2	Food Processing and Manufacturing	Upstream Chemical Products	Food Processing and Manufacturing	Electric Power Generation
3	Hospitality and Tourism	Plastics	Financial Services	Upstream Chemical Products

Highlighted and in bold are Strong Traded Clusters

Source: U.S. Cluster Mapping Project 2014

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

Table 4.4

RANK	INDUSTRY SECTOR (CUMBERLAND)	CLUSTER	INDUSTRY SECTOR (SALEM)	CLUSTER	INDUSTRY SECTOR (CAPE MAY)	CLUSTER
1	Health Care & Social Services	Local Health Services (LOCAL)	Health Care & Social Services	Local Health Services (LOCAL)	Accommodations & Food Service	Hospitality and Tourism (TRADED)
2	Manufacturing	Food Processing and Manufacturing (TRADED) Upstream Chemical Products (TRADED) Plastics (TRADED)	Manufacturing	Food Processing and Manufacturing (TRADED) Upstream Chemical Products (TRADED) Plastics (TRADED)	Retail Trade	Retail Trade (LOCAL)
3	Retail Trade	Retail Trade (LOCAL)	Retail Trade	Retail Trade (LOCAL)	Health Care & Social Services	Local Health Services (LOCAL)
4	Accommodations & Food Service	Hospitality and Tourism (TRADED)	Utilities	Local Utilities (LOCAL) Electric Power Generation (TRADED)	Construction	Construction (TRADED)



5	Wholesale and Trade	Distribution and Electronic Commerce (TRADED)	Accommodations & Food Service	Hospitality and Tourism (TRADED)	Other Services	Financial Services (TRADED) Business Services (TRADED)
6	Construction	Construction (TRADED)	Construction	Construction (TRADED)	Arts and Recreation	Performing Arts (TRADED)

Source: U.S. Cluster Mapping Project 2014

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

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

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



- Administrative Implementation -

The following elements of the Plan address Items XV-XXIII of the WIOA Planning Guidance Framework

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

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

XV. Responsibility for Grant Funding Disbursement

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

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

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



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

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

XVI. Competitive Selection of the One-Stop Operator

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

XVII. Proposed Performance Measures

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

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

- 1. Building Career Pathways with a focus on Industry Valued Credentials**
- 2. Expanding High Quality Employer Driven Partnerships**

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

Linking performance measures to the State Talent Network is key.



3. Providing Career Navigation Assistance through One-Stop Career Centers and Broad Partnerships
4. Strengthening Governance through Effective Workforce Development Boards and Regional Collaborations
5. Ensuring System Integrity through Metrics and Greater Transparency

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

Tying Performance Measures to the State Talent Network and Plan Goals

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

IMPLEMENTING GOAL 1:

To Incorporate Cape May fully into the WDB's Administrative Framework.

Clearly, this goal aligns with the State's strategy to "strengthen governance through effective workforce development boards and regional collaborations." The Cumberland-Salem-Cape May WDB prepared a formal approach to the full integration of the three county operations, entitled, "Implementation Task Outline and Recommendations for Cape May County, May 2016." This document provides the framework for the transitional effort currently underway and one that is anticipated to be complete by the start of the new 2017 calendar year.

IMPLEMENTING GOAL 2:

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

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



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

The industry valued credentials are those that are:

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

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

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

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



WDB Industries	Priority	Career Connections Alignment	Prospective Certification Programs	Evaluation Metrics
Retail Trade		Retail, Hospitality & Tourism	<ul style="list-style-type: none"> • AHLEI Convention Management Certification • Certified Food and Beverage Executive • Certified Food Service Management Professional • Certified Front Desk Representative • Certified Global Meeting Planners • Certified Hospitality Supervisor • Certified Hotel Administrator • Certified Personal Trainer • Manage First Certificate • National Professional Certification in Customer Service/Sales • ProStart Certification • Retail Management Operations Certification • ServSafe Alcohol Certificate • ServSafe Food Protection Manager Certification 	<ul style="list-style-type: none"> • The WDB will work with regional employers in the retail, hospitality and tourism industries to identify up to three (3) priority certification programs that the One-Stop Career Centers are either providing access to now or believe will be beneficial in advancing employment in this industry, either locally within the region or in other areas of southern New Jersey • The WDB will track, through its three One-Stop Career Centers, those individuals who enroll in any locally sponsored or otherwise related retail, hospitality or tourism certification programs. • The WDB will track graduates who complete retail, hospitality or tourism certifications and their placement in area businesses or industries.
Healthcare		Healthcare & Social Services	<ul style="list-style-type: none"> • Advanced Cardiac Life Support (ACLS) • Alzheimer’s and Dementia Certification • Behavior Management, Safe Crisis Management, Crisis Avoidance and Management • Blood Borne Pathogens Certification • Certificate in Social Worker Health Care (C-SWHC) • Certified Brain Injury Specialist/Trainer • Certified Clinical Documentation Specialist (CCDS) • Certified Clinical Hemodialysis Technician 	<ul style="list-style-type: none"> • The WDB will work with regional employers in the healthcare industry to identify up to three (3) priority certification programs that the One-Stop Career Centers are either providing access to now or believe will be beneficial in advancing employment in this industry, either locally within the region or in other areas of southern New Jersey • The WDB will work with the three area community colleges, several of which are currently offering healthcare degrees and certifications to avoid the duplication of services and training • The WDB will coordinate with area technical schools to ensure that career pathways are established to promote healthcare related professions



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



		<ul style="list-style-type: none"> • R410A Refrigerant Safety Certification • Residential Building Envelope Whole House Air Leakage Control Installer Professional 	<p>trades certification programs.</p> <ul style="list-style-type: none"> • The WDB will track graduates who complete construction certifications and their placement in area businesses or industries
<p>Emerging Industries as identified by Cumberland, Salem, and Cape May Counties</p>	<p>None</p>	<ul style="list-style-type: none"> • Agriculture/Viticulture • Agriculture/Food Innovation • Agriculture/Aquaculture • Avionics and Drone Technology • Transportation and Logistics 	<ul style="list-style-type: none"> • As noted in Section 1 of this Plan, there are a number of unique and emerging industries in the Three-County Region. • The WDB will work through each County One-Stop to advance training and education in these fields • The WDB will also coordinate with economic development offices to explore innovative training programs and provide training and support as new employers move into the area and need expertise in these areas of employment

IMPLEMENTING GOAL 3:

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

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

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

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

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



Limited English Proficiency or Low Literacy Individuals

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

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

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

Ex-Offenders

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



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

Homeless Individuals

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

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

Individuals Lacking a High School Diploma

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



county One-Stop Centers to provide them with job options or alternative career choices.

Persons in or Released from Foster Care

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

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

Veterans

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

COUNTY	2014 UNEMPLOYMENT RATES	
	VETERAN UNEMPLOYMENT	GENERAL UNEMPLOYMENT
Cape May County	9.9%	12.3%
Cumberland County	12.9%	9.9%
Salem County	12.2%	8.5%

Source: American Fact Finder and NJ Department of Labor, 2014 estimates

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



IMPLEMENTING GOAL 4:

To Ensure System and Program Integrity through Metrics and Greater Transparency

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

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

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

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

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



IMPLEMENTING GOAL 5:

To Expand Regional Outreach and Enhance Transparency through Greater Program Awareness

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

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

XVIII. Description of the Local Workforce Development Board

The Cumberland-Salem-Cape May Workforce Development Board is currently in transition. Board membership is being adjusted to accommodate Cape May County’s integration into the Board. Current membership can be found in **Appendix D, Tab 5** of this plan and breaks down as follows.

- Business Membership – 22 members
- Economic Development Offices – 3 members
- Organized Labor – 14 members
- Education – 4 members
- Government Partners – 2 members
- Others – 1 member

When the integration of Cape May County into the WDB is complete, the Board will align well with the New Jersey key industries inventory and the local priorities of the region.

High Performance Objectives

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



1. Complete the Full Integration of Cape May County. As mentioned on several occasions, it is one of the key priorities of this Plan to integrate Cape May County as a full member of the WDB. This will ensure administrative and programmatic coordination among the three counties, their respective One-Stop Programs, and the broad-based collaboration with workforce partners that will be required to implement the goals of the Plan.
2. Expand Outreach and Create New Partnerships. New partnerships need to be established and existing ones strengthened to meet the objectives of the WIOA. Stronger relationships with economic development agencies and educational institutions in particular need to be fostered. In order to address the needs of several of the priority populations, social service organizations, faith-based institutions, Homeless-Help Organizations and other agencies need to be established. Examples locally include:
 - Cape May, Cumberland, and Salem County Economic Development Departments
 - Regional Tourism Entities such as the Southern Shore Regional Tourism Organization
 - Regional Economic Development Organizations such as the South Jersey Economic Development District, and the Southern New Jersey Development Council
 - The M25 Homeless Support Organization
 - Various Regional Ministries

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

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



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



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

XIX. Staff and Partner Development Training

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

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

- Local County Outreach. The Board will depend on the local One-Stop Centers to recommend training needs and partner development.



- Training Programs. Recommendations for training programs for staff will be reviewed by the full WDB and where approved, will be implemented by the central (Cumberland County) staff.
- Partner Development. Partner development and training will follow a similar protocol where local recommendations for new partnerships will be reviewed by the full board and implemented, where approved by the central WDB staff

XX. Training Services Under Chapter 3 Subtitle B

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

XXI. Process for Creating the Local Plan

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

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

2. Stakeholder Outreach and Public Review. This process occurred in several ways. Currently, representatives from economic development offices sit as members of the WDB. Regional representation is also provided by the South Jersey Economic Development District and other regional service and



industry groups. This document was released publicly at the same time it was sent to the SETC for review. At that time there was a simultaneous review by multiple entities.

Representatives from economic development offices who sit as members of the WDB reviewed the plan, as did regional representatives from the South Jersey Economic Development District, regional service providers, and industry leaders. The plan was posted for public review on the WDB website in December. Public notice was placed in three regional “Newspapers of Record” – the (Vineland) Daily Journal on December 26, 2016 and in the Cape May Herald and South Jersey Times on December 28, 2016.

The plan was also reviewed by the full membership of the WDB and forwarded to the SETC. Following the WDB review, four public meetings were held to solicit community input and comments from local County officials. The first of these meetings was held on January 10, 2017 in Cape May Courthouse as part of the public meeting of the Board of Chosen Freeholders. The second meeting was held as part of the regularly advertised meeting of the WDB where public comment was invited on January 12, 2017. The third meeting was held in Bridgeton on January 17, 2017 in conjunction with the public meeting of the Cumberland County Board of Chosen Freeholders; and the fourth meeting was held in a similar venue in Salem with that County’s Board of Chosen Freeholders on January 18, 2017.

An additional presentation of the plan was made before a meeting of the Coalition of Civic Associations of Cape May County, a non-partisan coalition of civic groups and organizations including interested Cape May County taxpayer associations on January 5, 2017. Members of the public were present at all of the meetings held. The presentations made garnered no public comment.

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

3. Plan Amendment and Public Comment Adoption. There were no public comments offered during the public comment period.



XXII. Transitioning to An Integrated Technology and Intake

Section 4: Strategic Action Agenda *System*

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

XXIII. Priority of Service Metrics

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

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

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

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



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

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

Signage

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

Summary

This Plan represents the vision of the Cumberland-Salem-Cape May Workforce Development Board for the coming years, through 2020. It reflects both the administrative and programmatic goals needed to integrate Cape May County into the WDB and ensure the ongoing coordination and delivery of exceptional service to the people, businesses and stakeholders of the region.

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

- The WDB membership is being examined to ensure a manageable and equitable distribution of board members to ensure a diverse representation geographically, demographically and by profession;



- Protocols for ensuring coordination with economic development departments, including full WDB integration are underway
- Steps are being taken to coordinate the competitive procurement of a One-Stop Operator for the three-county One-Stop Offices and their coordination with the single One Stop Operator Position (OSOP)

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

Metrics Outline and Talent Network Evaluation Matrix

WDB GOALS	PLAN	TALENT NETWORK THEMES				
		Build Career Pathways	Expand Partnerships	Provide Career Navigation	Strengthen Governance	Ensure System Integrity
Incorporate Cape May County		<ul style="list-style-type: none"> • Complete Board Transition • Fully Integrate local and regional service providers • Ensure local and regional linkages with education and training providers 	<ul style="list-style-type: none"> • Work with Cape May County to integrate local partners • Expand ongoing regional relationships 	<ul style="list-style-type: none"> • Integrate Atlantic Cape Educational Opps • Work with Cape May Technical School 	<ul style="list-style-type: none"> • Integrate WDB administrative and program protocols • Establish line of communication with local officials 	<ul style="list-style-type: none"> • Work to strengthen three county communication • Ensure ongoing continuity of services
Section 4: Strategic Action Agenda New Opportunities for Business Coordination		<ul style="list-style-type: none"> • Continue to meet with employers on-site • Integrate Regular meetings with Econ Dev Offices • Work with Regional Agencies and Organizations 	<ul style="list-style-type: none"> • Continue to participate in business development networks • Promote linkages with emerging industries 	<ul style="list-style-type: none"> • Link career opportunities with other South Jersey WDBs • Ensure coordination with high school, tech school and post-secondary providers 	<ul style="list-style-type: none"> • Fully integrate dialogue with County Econ Dev Offices • Work with SJEDD and other Regional Advocates • Track emerging industries in the three county region 	<ul style="list-style-type: none"> • Ensure ongoing dialogue among three counties to highlight new business development possibilities • Engage new business officials on the WDB
Strengthen Alignment with Hard to Reach Populations		<ul style="list-style-type: none"> • Expand efforts to meet job seekers where they live • Work through schools to reach minority and other populations • Ensure ESL access to all customers 	<ul style="list-style-type: none"> • Work with regional Hispanic organizations • Strengthen Veteran Hiring Practices • Expand relationships with social service providers 	<ul style="list-style-type: none"> • Work with WDB Partners to target priority industry sectors • Explore social media outlets to offer career guidance to youths and other hard to reach populations 	<ul style="list-style-type: none"> • Advocate for additional funding for low income and other priority population • Integrate WDB services with County social service providers 	<ul style="list-style-type: none"> • Integrate new social service providers on the WDB • Hold WDB meetings in different areas of the region to enhance program awareness



<p>Ensure Transparency</p>	<ul style="list-style-type: none"> • Provide updates on WDB Website • Make metrics available to show progress • Make Plan accessible to public 	<ul style="list-style-type: none"> • Engage County officials in outreach effort • Market and promote new partnerships 	<ul style="list-style-type: none"> • Continue to expand information on WDB website • Provide information to area schools and educational orgs 	<ul style="list-style-type: none"> • Expand outreach to existing and prospective partners • Make meeting minutes available online 	<ul style="list-style-type: none"> • Provide regular communication with county officials • Meet regularly with SETC to ensure program integrity
<p>Expand Regional Outreach</p>	<ul style="list-style-type: none"> • Ensure regular meetings with Econ Dev officials • Expand outreach to social service orgs • Work with other South Jersey WDBs to focus job opportunities 	<ul style="list-style-type: none"> • Continue to expand OJT and customized training efforts • Work with representatives of new priority populations 	<ul style="list-style-type: none"> • Continue to link local programs with State Job Network • Share best practices with regional partners 	<ul style="list-style-type: none"> • Expand WDB membership for regional econ dev organizations • Share organizational concepts with other WDBs 	<ul style="list-style-type: none"> • Post new information on regional partnerships on website • Ensure ongoing reporting to SETC

TAB 2

APPENDIX A

MOU Example



Cumberland County One-Stop Partners Service Delivery Narrative for Matrix

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

Only three partners are specifically funded and required to provide career, training and employer services as defined in the WIOA legislation.

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

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

- All WIOA Adult, Youth, Dislocated Worker and Workforce Development Program (WDP) services are provided by the Cumberland County Department of Workforce Development.
- Temporary Assistance to Needy Families (TANF) and General Assistance (GA)/Supplemental Nutrition Assistance Program (SNAP) services are provided jointly by Cumberland County Social Services, the Cumberland County Department of Workforce Development and the NJLWD Cumberland local office.

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

The NJLWD local Cumberland staff provides Wagner-Peyser/Employment Services, Jersey Job Club and Reemployment Eligibility Assessment (REA) and Veterans services. Older Worker service staffs are present in the NJLWD office.

Cumberland County College, Cumberland County Technical Education Center, Vineland Housing Authority (HUD Employment & Training entity), PathStone Corporation, and Gateway CAP are not located at the One-Stop Career Center but provide valuable workforce services and are included as One-Stop Partners.

Salem County Vocational and Technical School is the lead agency for the Cumberland/Salem Adult Basic Skills Consortium.

	WIOA Adult/DW /Youth	WDP	Wagner Peyser/ES	UI	TAA
Career Services					
Registration and Information	◆	◆	◆	◆	◆
Orientation for Job Seekers	◆	◆	◆	◆	◆
Initial Assessment	◆	◆	◆		◆
Career Assessment for Job Seekers	◆	◆	◆		◆
Career Counseling	◆	◆	◆		◆
Jersey Job Club			◆		◆
Job Matching Services	◆	◆	◆		◆
Provision of Provider Information	◆	◆	◆		◆
Provision of Local Performance Information	◆	◆	◆	◆	◆
Provision of Supportive Service Information	◆	◆	◆	◆	◆
Provision of Unemployment Information	◆	◆	◆	◆	◆
Eligibility Assistance and Determination	◆	◆	◆		◆
Referral to Intensive Services	◆	◆	◆		◆
Retention Services	◆	◆		◆	
Follow-up Services	◆	◆	◆		◆
Training Services					
Comprehensive and Specialized Assessments	◆	◆			◆
Development of Individual Employment Plan	◆	◆	◆		◆
Group Counseling	◆	◆	◆		◆
Individual Counseling/Career Planning	◆	◆	◆		◆
Case Management	◆	◆	◆		◆
Short Term Pre-Vocational Services	◆				
Other					
Occupational Skills Training	◆	◆			◆
On-the-Job Training	◆	◆			◆
Skill Upgrading and Retraining	◆	◆			◆
Entrepreneurial Training			◆		
Job Readiness Training (Career Beacon)	◆	◆	◆		◆
Adult Education/Literacy Activities	◆	◆			◆
Customized Training			◆		◆
Retention Services	◆	◆			◆
Follow-up Services	◆	◆	◆		◆
Business Services					
Employer Outreach	◆	◆	◆		◆
Access to WNJPIN Information	◆	◆	◆		◆
Employer Job Listing Services	◆	◆	◆	◆	◆
Employer Job Matching Services	◆	◆	◆		◆
Retention Services	◆	◆	◆		◆
Follow-up Services	◆	◆	◆		◆

	Senior Comm. Service Prog.	DVR	Veterans	PROS
Career Services				
Registration and Information	◆	◆	◆	◆
Orientation for Job Seekers	◆	◆	◆	◆
Initial Assessment	◆	◆	◆	◆
Career Assessment for Job Seekers	◆	◆	◆	◆
Career Counseling	◆	◆	◆	
Jersey Job Club				
Job Matching Services	◆	◆	◆	◆
Provision of Provider Information	◆	◆		
Provision of Local Performance Information	◆			
Provision of Supportive Service Information	◆	◆	◆	◆
Provision of Unemployment Information	◆			◆
Eligibility Assistance and Determination	◆	◆	◆	
Referral to Intensive Services	◆	◆	◆	
Retention Services	◆	◆		
Follow-up Services	◆	◆	◆	◆
Training Services				
Comprehensive and Specialized Assessments	◆	◆	◆	◆
Development of Individual Employment Plan	◆	◆	◆	◆
Group Counseling	◆			◆
Individual Counseling/Career Planning	◆	◆	◆	◆
Case Management	◆	◆	◆	◆
Short Term Pre-Vocational Services	◆	◆		
Other				
Occupational Skills Training	◆	◆		
On-the-Job Training	◆	◆		
Workplace Training	◆	◆		
Skill Upgrading and Retraining	◆	◆		
Entrepreneurial Training				
Job Readiness Training (Career Beacon)	◆	◆		
Adult Education/Literacy Activities	◆	◆		
Customized Training				
Retention Services	◆	◆		
Follow-up Services	◆			
Business Services				
Employer Outreach	◆	◆	◆	
Access to WNPIN Information	◆	◆	◆	
Employer Job Listing Services	◆	◆	◆	
Employer Job Matching Services	◆	◆	◆	
Retention Services	◆	◆	◆	
Follow-up Services	◆	◆	◆	

	TANF	GA/SNAP	CC Social Services	CCC	CCTEC
Career Services					
Registration and Information	◆	◆	◆	◆	
Orientation for Job Seekers	◆	◆	◆		
Initial Assessment	◆	◆	◆	◆	◆
Career Assessment for Job Seekers	◆	◆	◆	◆	◆
Career Counseling	◆	◆	◆	◆	◆
Jersey Job Club					
Job Matching Services	◆	◆	◆	◆	◆
Provision of Provider Information	◆	◆	◆	◆	◆
Provision of Local Performance Information	◆	◆			
Provision of Supportive Service Information	◆	◆	◆	◆	◆
Provision of Unemployment Information	◆	◆			
Eligibility Assistance and Determination	◆	◆	◆		
Referral to Intensive Services	◆	◆	◆	◆	◆
Retention Services	◆	◆	◆		
Follow-up Services	◆	◆	◆		◆
Training Services					
Comprehensive and Specialized Assessments	◆	◆	◆	◆	◆
Development of Individual Employment Plan	◆	◆	◆	◆	◆
Group Counseling	◆	◆			
Individual Counseling/Career Planning	◆	◆	◆	◆	◆
Case Management	◆	◆	◆	◆	◆
Short Term Pre-Vocational Services	◆	◆		◆	◆
Other					
Occupational Skills Training	◆	◆	◆	◆	◆
On-the-Job Training	◆	◆			
Workplace Training	◆	◆	◆	◆	◆
Skill Upgrading and Retraining	◆	◆		◆	◆
Entrepreneurial Training					
Job Readiness Training	◆	◆	◆	◆	◆
Adult Education/Literacy Activities	◆	◆	◆	◆	◆
Customized Training				◆	◆
Retention Services	◆		◆		
Follow-up Services	◆	◆	◆	◆	◆
Business Services					
Employer Outreach	◆	◆		◆	◆
Access to WNJPIN Information	◆	◆	◆	◆	◆
Employer Job Listing Services	◆			◆	◆
Employer Job Matching Services	◆			◆	◆
Retention Services	◆				
Follow-up Services	◆				

	Adult Educ Consortium	VHA	PathStone Corporation	Gateway CAP	
Career Services					
Registration and Information	◆		◆		
Orientation for Job Seekers			◆		
Initial Assessment	◆	◆	◆		
Career Assessment for Job Seekers	◆	◆	◆		
Career Counseling			◆		
Jersey Job Club					
Job Matching Services					
Provision of Provider Information	◆	◆	◆		
Provision of Local Performance Information					
Provision of Supportive Service Information	◆	◆	◆		
Provision of Unemployment Information					
Eligibility Assistance and Determination			◆		
Referral to Intensive Services		◆	◆		
Retention Services			◆		
Follow-up Services	◆	◆	◆		
Training Services					
Comprehensive and Specialized Assessments	◆		◆		
Development of Individual Employment Plan			◆		
Group Counseling			◆		
Individual Counseling/Career Planning			◆		
Case Management		◆	◆	◆	
Short Term Pre-Vocational Services			◆		
Other					
Occupational Skills Training		◆	◆	◆	
On-the-Job Training			◆	◆	
Workplace Training			◆	◆	
Skill Upgrading and Retraining			◆	◆	
Entrepreneurial Training		◆		◆	
Job Readiness Training	◆		◆	◆	
Adult Education/Literacy Activities	◆		◆	◆	
Customized Training					
Retention Services					
Follow-up Services	◆	◆	◆		
Business Services					
Employer Outreach			◆	◆	
Access to WNJPIN Information		◆	◆		
Employer Job Listing Services			◆		
Employer Job Matching Services			◆		
Retention Services					
Follow-up Services			◆		

WORKFORCE DEVELOPMENT BOARD AND CHIEF ELECTED OFFICIAL AGREEMENT

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

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

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

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

NOW THEREFORE, BE IT AGREED:

1. Roles and Responsibilities of CUMBERLAND COUNTY

CUMBERLAND COUNTY shall:

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

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

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

2. Roles and Responsibilities of SALEM COUNTY

SALEM COUNTY shall:

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

2. Roles and Responsibilities of CAPE MAY COUNTY

CAPE MAY COUNTY shall:

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

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

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


4. Roles and Responsibilities of the WDB

The WDB shall:

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

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

FOR CUMBERLAND COUNTY




 Joseph Derella, Director
 Board of Chosen Freeholders

7/1/16

 Date

FOR SALEM COUNTY

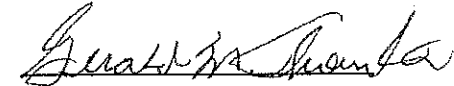


 Julie Acton, Director
 Board of Chosen Freeholders

7/1/16

 Date

FOR CAPE MAY COUNTY




 Gerald Thornton
 Board of Chosen Freeholders

7/1/16

 Date

FOR THE WORKFORCE DEVELOPMENT BOARD



 Bert Lopez, Chair
 Cumberland Salem Cape May WDB

7/1/16

 Date

TAB 3

APPENDIX B

Youth Transition Plan



WIOA YOUTH TRANSITION PLAN

CUMBERLAND-SALEM WORKFORCE DEVELOPMENT BOARD

INTRODUCTION AND SUMMARY OF LOCAL PLANNING

LOCAL DEMOGRAPHIC, GOVERNANCE AND PLANNING PROCESS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RESOURCE INVESTMENT STRATEGIES, PROGRAMS AND SERVICES

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

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

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

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

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

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

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

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

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

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

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

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

BEST PRACTICES

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

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

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

CHALLENGES

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

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

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

(EXHIBIT A) WIOA Youth Program Elements

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

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

TAB 4

APPENDIX C

Programs & Service Matrix



**New Jersey Local WIOA Planning Guidance
Partner Service Matrix**

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

TAB 5

APPENDIX D

Current WDB Members



Workforce Development Board

Date Updated: Nov. 16

							1, 2, or 3 years						
Officers (indicate Chair, Vice Chair, Secretary, other)	Last Name	First Name	Title	Business / Organization	Business	Organized Labor	CBOs	Education	Government Partners	Other	Appointment Date	Expiration Term of Service	
Business Members: Must comprise 51% of membership													
Salem	Chair	Lopez	Bert	Government Relations	Atlantic City Electric	1						12/13/16	12/31/19
Cumb	Vice Chair	Stephens	Sheri	Corp. HR	Groupe SEB USA	1						1/28/14	2/28/17
Cumb	Private	Florentine	Erich	Sr. Vice President	Inspira Health Network	1						1/28/14	2/28/17
Cumb	Private	DeNovellis	Anna	Talent Acquisition Specialist	Wawa Inc.	1						3/22/16	2/28/17
Cumb	Private	McCaffery	Hugh	President/CEO	Southern New Jersey Steel	1						3/22/16	2/28/17
Cumb	Private	Hunter	Dawn	Executive Director	Vineland Chamber of Commerce	1						3/22/16	2/28/19
Cumb	Private	Mesiano	Eleanor	Director of HR	Omni Baking Company	1						3/22/16	2/28/18
Cumb	Private	Ojeda	Stephanie	VP Human Resources	ARC International/Durand Glass	1						3/22/16	2/28/19
Cumb	Private	Hirata	Jody	Senior Loan Officer	Cooperative Business Assistance Corporation	1						3/22/16	2/28/17
Cumb	Private	Digman	Valerie	Training Manager	General Mills	1						3/22/16	2/28/17
Cumb	Private	Catalana	Rachel	Operations Manager	Cumberland Dairy/Innovation Foods	1						3/22/16	2/28/19
Cumb	Private	Murad	Richard	President/CEO	Courier Systems	1						1/28/15	2/28/18
Salem	Private	Ashworth, P.E.	Michael	Manager	Chemours	1						3/16/16	12/31/18
Salem	Private	Green	Gary	President/CEO	Green Technology Services	1						3/16/16	12/31/19
Salem	Private	Cruz	Kimberly	VP Branch Administration	Franklin Bank	1						12/31/13	12/31/16
Salem	Private	Fogg	Kay	Nurse Manager	Inspira Health Network, Elmer	1						12/31/13	12/31/16
Salem	Private	Jones	Brian	President/CEO	First National Bank	1						3/16/16	12/31/16
Salem	Private	Brooks	Michael	Manager/Owner Operator	Dusty Lane Farms	1						3/16/16	12/31/19
Salem	Private	Krise	Eric	Owner	Eric M. Krise Electrical Contractor, LLC	1						3/16/16	12/31/18
CapeMay	Private	Beckson	Denise	Director	Morey's Piers, Beachfront Waterparks & Resorts	1						7/1/16	7/1/18
CapeMay	Private	Clark	Vicki	President/CEO	Cape May County Chamber of Commerce	1						7/1/16	7/1/18
Economic Development: 1 member required, counted as business member													
Cumb	Private	Watson	James	Director	Cumberland County Improvement Authority	1						3/22/16	2/28/19
Salem	Economic Dev.	Mills	Kathleen	Director	Salem County Economic Development	1						3/16/16	12/31/17
CapeMay	Economic Dev.	Gimeno	Leslie	Director	Cape May County Department of Planning	1						7/14/16	12/31/19
Organized Labor and Community-Based Organizations: Must comprise 20% of membership													
Cumb	CBO	Gittone	Marie	Program Supervisor	Family Success Center			1				3/22/16	2/28/19
Cumb	CBO	Constantino	Patricia	Executive Director	Pathstone Corporation			1				3/22/16	2/28/18
Cumb	CBO	Kelly	Albert	CEO	Gateway CAP			1				3/22/16	2/28/19
Cumb	CBO	Nazzario	Juanita	Executive Director	HSAC			1				3/22/16	2/28/18
Cumb	CBO	Harrison	Patricia	Director	Vineland Housing Authority			1				3/22/16	2/28/19
Cumb	CBO	Golden	Cheryl	Executive Director	Cumberland County Board of Social Services			1				3/22/16	2/28/18
Salem	CBO	Donelson	Glen	Executive Director	Mid Atlantic States Career & Education Center			1				12/31/13	12/31/16
Salem	CBO	Irwin	Patricia	Director	The ARC of Salem			1				3/16/16	12/31/17
Salem	CBO	Lockbaum	Kathleen	Executive Director	Salem County Board of Social Services			1				12/31/14	12/31/17
Salem	CBO	Bolden	Raymond	Executive Director	Salem HSAC & IAC			1				12/31/14	12/31/17
Salem	Organized Labor	Hassler	Charles	Union Member	IBEW Local 94		1					3/16/16	12/31/19
Cumb	Organized Labor	Berger	Jeff	Union Member	Local 322 Plumbers/Pipefitters		1					3/22/16	2/28/19
CapeMay	CBO	Devaney	Patricia	Director	Cape May County Department of Human Services			1				6/14/16	12/31/19
CapeMay	CBO	Maloney	Sara	Director	Cape May County Department of Social Services			1				6/14/16	12/31/19
Education Representatives: 3 members required (additional members optional)													
Salem	Required	Swain	Jack	SCVTS Superintendent	Title II Adult Education and Literacy Provider				1			12/31/13	12/31/16
Salem	Required	Gorman	Dr. Michael	SCC President	Higher Ed Entity (incl. Comm College) that provides workforce training.				1			3/16/16	12/31/16
Cumb	Required	Elliott	Dina	CCVTS Superintendent	County Vo-Tech School in the local area				1			1/28/14	2/28/17
Cumb	Required	Salomon-Fernandez	Dr. Yves	CCC President	Higher Ed Entity (incl. Comm College) that provides workforce training.				1			3/22/16	2/28/19
					Optional - K-12 System Superintendent								
					Optional - Local Education Agency or CBO training/education provider, for those with barriers to employment								
Government Partners: 2 members required (additional members optional)													
Cumb	Required	Chiesa	Anthony	NIDOLWD	ES / Wagner-Peyser Representative				1			3/22/16	2/28/18
C/S	Required	Zimmerman	Kean	Manager DVR	DVRS Representative				1			3/22/16	2/28/17
					Optional - HUD or Housing Authority Rep								
					Optional - Community Services Block Grant Rep								
					Optional - Carl Perkins Program Rep								
					Optional - County Bd of Social Services Rep								
Other: Additional members may be appointed as appropriate													
C/S	Regional ED	Joyce	Louis	Executive Director	South Jersey Economic Development District					1		3/16/16	12/31/18
					45	24	2	12	4	2	1		
					53%		31%		9%	4%	2%		

TAB 6

APPENDIX E

WIN Guidelines



New Jersey

Workforce Innovation Notice 11-16(A)

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

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

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

DATE: October 25, 2016

Purpose

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

Background

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

Priority for Adult Funds

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

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 8th 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

Authority

New Jersey Department of Labor and Workforce Development	X
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

Attachment

Attachment



ATTENTION

**YOU MAY BE ELIGIBLE FOR
PRIORITY SERVICE IF –**

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

OR

ARE THE SPOUSE OF –

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

Let the receptionist know upon check-in.

TAB 7

APPENDIX F

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





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

April 13, 2017

To Whom it May Concern:

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

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

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

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

Sincerely,



Allison Spinelli
Executive Director



**WORKFORCE
DEVELOPMENT BOARD**

CUMBERLAND · SALEM · CAPE MAY

April 13, 2017

To Whom it May Concern:


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

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

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

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

Sincerely,



Allison Spinelli
Executive Director

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

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

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

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

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

TAB 8

APPENDIX G

One-Stop Operator Procurement



APPENDIX G

Supplement to Plan Section XVI: One-Stop Operator Procurement

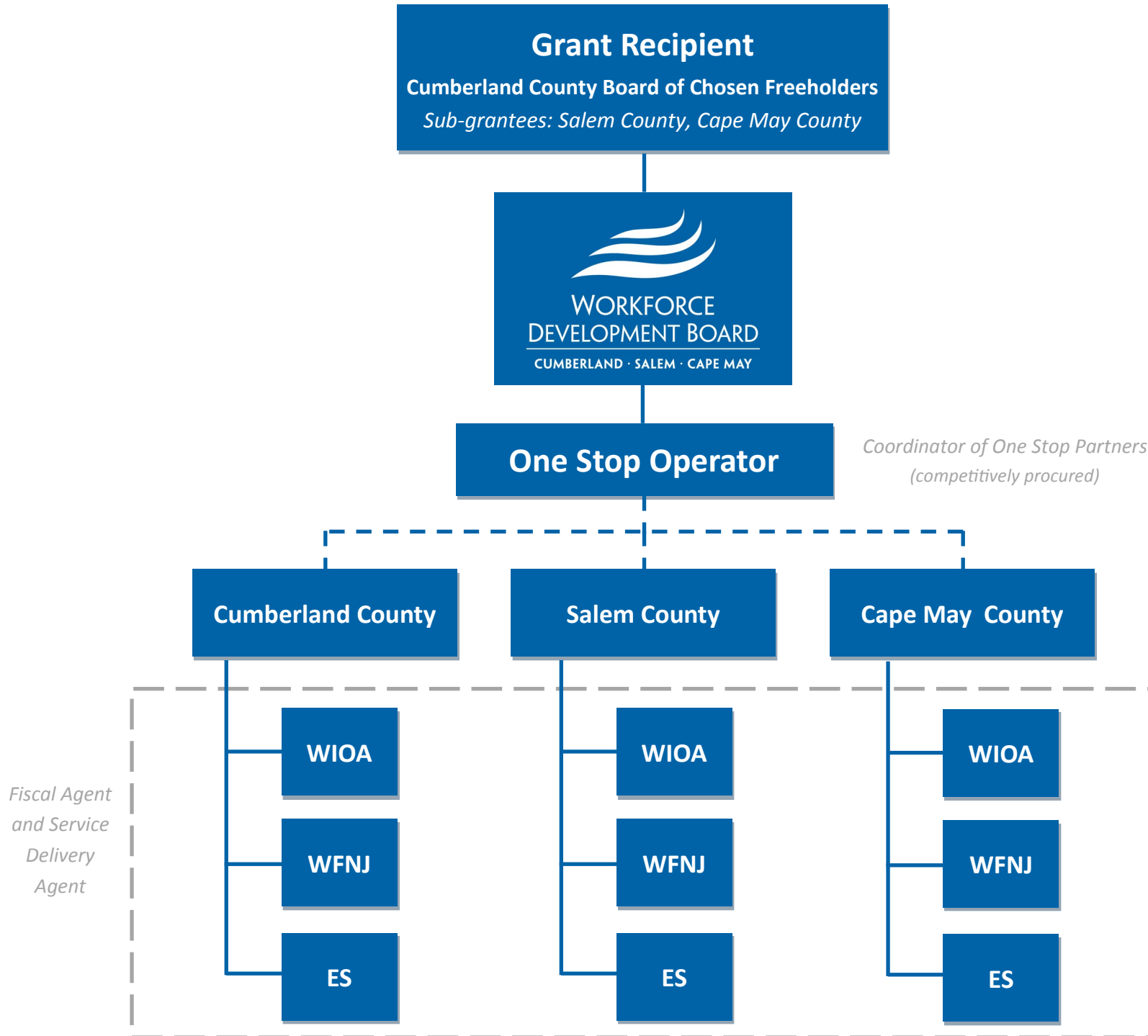
The SETC Guidance directs that the local plan must provide a detailed discussion of the competitive procurement scope and the process used to competitively procure the One-Stop Operator (OSOP), including the determination of need and roles of the OSOP, the WDB review and approval of this competitive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

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

STEPS IN THE PROCESS	DATE	ACTION TAKEN
Procurement Task Force established by WDB to draft the Scope of Work for the One-Stop Operator RFP. There were four private-sector and one public sector members of the Task Force.	April 3, 2017	The Procurement Task Force prepares the Scope of Work and forwards it to the full Workforce Development Board for its approval
The Workforce Development Board meets to review the draft Scope of Work prepared by the Procurement Task Force. The Task Force is subsequently empowered by the WDB to be the entity recommending selection of the One Stop Operator.	April 6, 2017	The Workforce Development Board approves the Scope of Work and authorizes the Task Force to make the recommendation for selection of the One Stop Operator. The Scope of Work was forwarded to the Cumberland County Purchasing Department for inclusion in a County-prepared RFP
The Cumberland County Purchasing Department Drafts the RFP as #17-21, using the standard County Template.	May 12, 2017	The Purchasing Department incorporates the Scope of Work prepared by the Procurement Task Force into the RFP and releases it for public distribution.
The Purchasing Department hosts a Pre-Proposal Meeting for questions related to the RFP.	May 22, 2017	Pre-Proposal meeting addresses questions and comments related to the RFP

STEPS IN THE PROCESS	DATE	ACTION TAKEN
The Purchasing Department receives written questions from prospective vendors regarding the RFP.	May 24, 2017	Questions at the Pre-Proposal meeting and written questions received from prospective vendors are compiled and addressed
Addendum #1 to RFP 17-21 is prepared by the County Purchasing Department.	May 30, 2017	Questions are answered by the Purchasing Department in Addendum 1.
Proposals received from prospective vendors	June 8, 2017	Purchasing Department and Procurement Task Force reviews proposals with recommendation to the Cumberland County Board of Chosen Freeholders.
Freeholder Board receives recommendation from the County Purchasing Department	June 27, 2017	Freeholder Board awards contract for One-Stop Operator based on recommendation by the Procurement Task Force and the County Purchasing Department
One Stop Operator Chosen	July 1, 2017	Contract signed with County for One-Stop Operator

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



**COUNTY OF CUMBERLAND
BRIDGETON, NEW JERSEY**

RFP # 17-21

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

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

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

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

**NOTICE OF COMPETITIVE CONTRACTING
REQUEST FOR PROPOSAL**

RFP # 17-21

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

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

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

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

Bid Portal Commodity Code(s):

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

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

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

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

David C. DeWoody
Purchasing Agent

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

1. INTRODUCTION

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

2. ADMINISTRATIVE CONDITIONS AND REQUIREMENTS

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

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

3. SCHEDULE

The dates established for the procurement are:

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

4. PROPOSAL SUBMISSION INFORMATION

a. Submission Date and Time:

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

b. Submission Office:

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

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

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

f. **Responses**

Responses delivered before the submission date and time specified above may be withdrawn upon written application of the respondent who shall be required to produce evidence showing that the individual is or represents the principal or principals involved in the proposal. After the submission date and time specified above, responses must remain firm for a period of sixty (60) days.

g. **Interviews**

At the County's sole option, after proposals are received, but prior to the completion of the evaluation of proposals, vendors may be invited to provide clarification regarding their submission. The presentation, if any, shall address only those matters specified by the County. The presentation, if any, shall not be used for negotiation of the contract.

h. **The User Department for these services is:**

Cumberland County Department of Workforce Development
PO Box 1500, 3322 College Drive
Vineland, NJ 08360
Attention: Allison Spinelli

i. **County Representative for this Solicitation**

Please direct all questions in writing to:

Cumberland County Purchasing Department
County Administration Building
164 West Broad Street
Bridgeton, New Jersey 08302
Attention: Purchasing
Voice: (856) 453-2132
Fax: (856) 451-0967

j. **Interpretations and Addenda**

Respondents are expected to examine the RFP with care and observe all its requirements. All questions about the meaning or intent of this RFP, all interpretations and clarifications considered necessary by the owner's representative in response to such comments and questions will be issued by Addenda mailed or delivered to all parties recorded as having received the RFP package. Only comments and questions

responded to by formal written Addenda will be binding. Oral interpretations, statements or clarifications are without legal effect.

5. COMMENCEMENT OF WORK/TERM OF CONTRACT

This contract shall commence July 1, 2017, and terminate June 30, 2018, subject to budgetary appropriations by the Cumberland County Board of Chosen Freeholders as required by law. The County shall have the sole option of extending this agreement for three (3) additional one (1) year periods to run from July 1 to June 30.

6. GENERAL INFORMATION/SCOPE OF WORK/ DESCRIPTION OF SERVICES

The County of Cumberland is hereby soliciting proposals from qualified vendors to select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland Salem Cape May Workforce Development Area necessary for the provision of the services as described and proposed herein.

7. EVALUATION, REVIEW AND SELECTION PROCESS:

7.1 PROPOSALS TO REMAIN SUBJECT TO ACCEPTANCE

RFP responses shall remain open for a period of sixty (60) calendar days from the stated submittal date. The owner will either award the Contract within the applicable time period or reject all proposals.

The owner may extend the decision to award or reject all proposals beyond the sixty (60) calendar days when the proposals of any respondents who consent thereto may, at the request of the owner, be held for consideration for such longer period as may be agreed.

7.2 REJECTION OF PROPOSALS

The owner reserves the right to reject any or all proposals, or to reject any proposals if the evidence submitted by, or investigation of such respondent fails to satisfy the owner that such respondent is properly qualified to carry out the obligations of the RFP and to complete the work contemplated therein. The owner reserves the right to waive any minor informality in the RFP.

7.3 EVALUATION PROCESS

An evaluation team will review all proposals to determine if they satisfy the Proposal Requirements, determine if a proposal should be rejected and evaluate the proposals based upon the Evaluation Criteria. The highest-ranking respondent for each program will then be recommended to the governing body for award of contract for that program. The County reserves the right to award a single contract or to award multiple contracts for the provision of these services, whichever method of award is in the best interest of the County, in order to insure that the requirements of the program are satisfied.

7.4 EVALUATION CRITERIA

Respondents may see the criteria and maximum point awards on the Proposal Evaluation Tool contained

herein; this criteria shall be considered in the evaluation of each proposal. The arrangement of the criteria is not meant to imply order of importance in the selection process. All criteria will be used to select the successful respondent.

8. SCOPE OF WORK

8.1 PURPOSE

The purpose of this solicitation is to select a One-Stop (OS) Operator to coordinate the New Jersey One-Stop Career Centers (NJCCs) and other service access points for federally-funded NJCC partners, as required by WIOA and other community partners serving employers and customers seeking jobs, career counseling, training, and career advancement in the Cumberland Salem Cape May Workforce Development Area.

The purposes of WIOA are the following:

- (1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.
- (2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.
- (3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America's employers with the skilled workers needed to succeed in a global economy.
- (4) To promote improvement in the structure and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.
- (5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States.
- (6) For purposes of Subtitles A and B of Title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

This solicitation is seeking management services that coordinate the diverse services of our One-Stop system partners. Under this vision the successful responder will provide:

- Leadership*
- Strategic Planning
- Market Focused Customer Services
- Information and Analysis**
- Human Resources Focus
- Process Management
- Business Results

* The expectation is that the OSO will develop a plan on how to run the One-Stop Centers in alignment with the LWDB's 4-year plan.

** The expectation is that the OSO is monitoring common performance measures and other state and local metrics that have been established and using that information for continuous improvement efforts in the One-Stop Center as well as apprising the LWDB and partners of performance against those measures.

Many system partners provide their services through publicly-funded and federally-legislated programs. Their service provision is structured by law and regulations. The challenge of the successful responder will be to negotiate and orchestrate a One-Stop system design that balances these imperatives with service excellence.

8.2 AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) is available at www.doleta.gov/wioa. The Final Rules and related resources are available at https://doleta.gov/wioa/Final_Rules_Resources.cfm. Federal & State grants flow from the New Jersey Department of Labor & Workforce Development (LWD) to the County of Cumberland (grant recipient for the local area) in form of Notices of Obligation. This Request for Proposal (RFP) solicits a One-Stop Operator for the Cumberland Salem Cape May Workforce Development Board.

8.3 GENERAL INFORMATION

The Cumberland Salem Cape May Workforce Development Board is soliciting proposals for One-Stop Operator Management Services to be funded through federal allocations received by the County of Cumberland as authorized through federal and state legislation. The successful bidder will provide innovative approaches to One Stop operations under the provisions of the Workforce Innovation and Opportunity Act for the period July 1, 2017 – June 30, 2018, with a possible annual option of renewal for up to three (3) additional one (1) year terms, effective July 1 through June 30th, contingent upon the successful delivery of services and funding availability.

The One Stop career center offers job seeker services by providing career pathway employment plans. For many job seekers, this may simply mean access to job listings, while others may require skill and aptitude evaluation, job search assistance, adult education, job training, postsecondary education or registered apprenticeship. Some may require temporary financial assistance, needs based payments or supportive services.

The Workforce Innovation and Opportunity Act (WIOA, Public Law 113-128) provides the framework for a national Workforce preparation system that is flexible, responsive, customer-focused and locally managed. The Cumberland Salem Cape May Workforce Development Board welcomes and encourages

the bidder to submit management service designs which are innovative, non-traditional and "hands-on" in approach.

This RFP is seeking management services that coordinate the diverse services of our One-Stop system partners. Under this vision the successful responder will provide:

- Leadership
- Strategic Planning*
- Market Focused Customer Services
- Information and Analysis**
- Human Resources Focus
- Process Management
- Business Results

* The expectation is that the OSO will develop a plan on how to run the One-Stop Centers in alignment with the LWDB's 4-year plan.

** The expectation is that the OSO is monitoring common performance measures and other state and local metrics that have been established and using that information for continuous improvement efforts in the One-Stop Center as well as apprising the LWDB and partners of performance against those measures.

Many system partners provide their services through publicly funded and federally legislated programs. Their service provision is structured by law and regulations. The challenge of the successful responder will be to negotiate and orchestrate a one-stop system design that balances these imperatives with service excellence.

The Workforce Innovation and Opportunity Act (WIOA) places a clear separation between the one-stop operator responsibilities and those of the workforce board. The Cumberland Salem Cape May Workforce Development Board is seeking a one-stop operator to coordinate the service delivery of required one-stop partners and service providers. Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs. The law envisions a collaborative process that leads to the creation of a seamless customer-focused One-Stop delivery system. At its best, the resulting system integrates service delivery across all programs and enhances access to the programs' services.

WIOA requires local boards to establish a One-Stop delivery system and conduct oversight of that system. The Cumberland Salem Cape May Workforce Development Board is responsible for executing a memorandum of understanding with the required One-Stop partners that outlines each partner's responsibilities. Each One-Stop partner that carries out a required program or activity in a local area "shall provide access through the One-Stop delivery system to such program or activities carried out by the entity, including making the career services that are applicable to the program or activities available at the One-Stop centers (in addition to any other appropriate locations)." WIOA establishes a number of required partners in the One-Stop delivery system. These partners include:

- Title I programs (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Native American, and Migrant Seasonal Farmworker)
- Title II Adult Education and Family Literacy activities
- Wagner-Peyser Act employment services programs
- The Vocational Rehabilitation program under Title I of the Rehabilitation Act
- The Senior Community Service Employment Program authorized under Title V of the Older Americans Act
- Postsecondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act
- Trade Adjustment Assistance authorized under the Trade Act
- Jobs for Veterans State Grants programs authorized under chapter 41 of Title 38, U.S.C.
- Employment and training activities under the Community Services Block Grant
- Employment and training activities of the Department of Housing and Urban Development
- State unemployment compensation program
- Ex-offender programs authorized under section 212 of the Second Chance Act
- Temporary Assistance to Needy Families (TANF) authorized under the Social Security Act, unless exempted by the Governor

8.4 INTENT OF THIS SOLICITATION

The One-Stop Operator will lead the design and coordination of service delivery of the One-Stop partners and providers throughout the One-Stop system. Under WIOA the roles and responsibilities of our partners are found at WIOA§121(b)(1)(A); these activities include but are not limited to:

- Entering into a MOU with The Cumberland Salem Cape May Workforce Development Board relating to the operation of the One-Stop system consistent with the requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements;
- Providing access to its programs or activities through the One-Stop delivery system, in addition to any other appropriate locations;
- Beginning July 1, 2017, jointly funding the One-Stop system through infrastructure contributions that are based upon:

- a. A reasonable cost allocation methodology by which cash or in-kind infrastructure costs are contributed by each partner in proportion to the relative benefits of their participation;
- b. Federal cost principles; and
- c. Any local administrative cost requirements in the Federal law authorizing the partner's program.

The Cumberland Salem Cape May Workforce Development Board is seeking a vendor with the expertise and an established track record of providing services required of a one-stop operator. For purposes of this RFP, The Cumberland Salem Cape May Workforce Development Board defines One-Stop Operator services as the coordination of the service delivery of required one-stop partners and service providers within the local area One-Stop delivery system. The One-Stop Operator is the honest gatekeeper who ensures all partners have an equal voice in formulating the policy that drives the delivery of services throughout the system and the 3-county local area. The successful bidder shall, at a minimum:

- Provide leadership that examines how the one-stop system partners address values and performance expectations. The on-going review will include a focus on customers and other stakeholders, empowerment, innovation, learning, and organizational direction. The analysis will describe how the one-stop system addresses its responsibilities to the public and supports its key communities.
- Maintain regular office hours at each of the One Stop facilities in the 3-county local area to fulfill the One Stop Operator responsibilities.
- Assist with the negotiation and execution of a One Stop Partners Memorandum of Understanding (MOU) between the WDB and the required One Stop Partners in each county. A separate MOU must be created and managed for each county (Cumberland, Salem and Cape May).
- Convene regular monthly meetings of all One Stop Partners and providers (as applicable) for the purposes of coordinating the service delivery of the partners as defined in the One Stop Partner MOU. Separate meetings must be held for each county (Cumberland, Salem and Cape May).
- Convene regular monthly meetings of all WorkFirst New Jersey (WFNJ) Partners and providers (as applicable) for the purposes of coordinating the service delivery of the partners. Separate meetings must be held for each county (Cumberland, Salem and Cape May).
- Assist with the completion of the One Stop Certification Checklist for each of the One Stop Career Centers.
- Provide an examination of how the one-stop system determines customer/market requirements, expectations, preferences and how it builds relationships with customers and determines their satisfaction.
- Provide an analysis of the performance measurement system and how the one-stop system analyzes performance data and information.

- Provide a review of how the people who work in the one-stop system will develop and utilize their full potential in alignment with the organization's objectives. Also an exploration of the organization's efforts to build and maintain a work environment and an employee support climate conducive to performance excellence, full participation, and personal and organizational growth.
- Provide an examination of the key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all work units. Also to be reviewed are how key processes are designed, implemented, managed, and improved to achieve better performance. Identify areas of similarity and difference for the local area to promote the stream lining of service delivery for the 3-county local area as describes in the local plan.
- Provide a Business Results examination of the one-stop's performance and improvement in key business areas - customer satisfaction, financial and marketplace performance, product and service performance, human resource results, supplier and partner results, and operational performance. Also benchmarking performance levels relative to competitors, and other organizations within the system providing similar services.
- Assist with the preparation of content for the WDB Newsletters and/or other publications as required.
- Attend all WDB meetings and present a report that provides information regarding services, activities, expenses and performance outcomes. Attend other meetings as requested by the WDB.

In the future, additional roles may be established for the one-stop operator, including, but not limited to coordinating service delivery in a regional area, which may include affiliated sites in other counties in the South Jersey Region.

8.5 NARRATIVE RESPONSE FORMAT

When responding to this RFP please provide detail to the following questions. Complete on 8 1/2" x 11" paper, double spaced. Maximum 25 pages (one side only).

NARRATIVE RESPONSE TO THE INTRODUCTION

Please state the intended results of the proposed program, to include a timeline of the resulting deliverables. First, please concisely state the service you propose to provide. Then provide a synopsis of your overall concept and approach. At the conclusion of the overview please state specifically, "The service I propose will improve system outcomes by _____%".

1. What is the service you are offering? – 30 points

Tell us about the specifics of what you are offering as a service. Based on the synopsis of the program you offer, explain:

- (a) What and how you will provide the tasks described in 8.4 above;
- (b) How and why the service will achieve the results stated; and

(c) Any special strength or features which make your service different from similar offerings available.

2. Please describe your experience working with Federal Programs? -10 points

Please describe your experience working with Federal Programs. Specifically, in what capacity did you work and what results did you obtain.

3. Please describe your experience working with the Private Sector? – 10 points

Please describe your experience working with the Private Sector. Specifically, in what capacity were you employed and what successes did you realize.

4. Who is going to do it? – 30 points

Tell us about who is actually going to provide the service and will be responsible for achieving results. What evidence (especially from past behavior) suggests that this person has the enthusiasm, capability, and commitment to succeed in achieving the results stated above?

If applicable, tell us about other members of the service delivery team, i.e. business partners, other educational partners from institutions of advanced learning, etc. How and why will these capabilities help achieve the results you are committed to achieving?

What evidence suggests that your organization has the capability and commitment to achieve the results stated above? Also, briefly describe your organization's history and background, and include a discussion of any one-stop/federal program management your agency has operated.

5. How much money will you need and how will you spend it? – 20 points

Initially, the One Stop Operator will be funded from the federal Workforce Innovation and Opportunity Act (WIOA) formula funds allocated to the Cumberland Salem Cape May Workforce Development Board. The WDB has budgeted \$100,000 of WIOA program funds for Program Year 2017. Future funding will be budgeted related to the formula funding allocated to the local area. Include the hourly rate of bidder's staff that will be assigned to this project.

Include services to be provided by staff in the proposal.

Indicate all costs required to provide these services and an explanation as to how the costs were derived.

FIRM QUALIFICATIONS

Should your firm be interested in providing these services, please include the following information in your response:

A. Cover letter that includes:

1. Legal name of firm
2. Address
3. Name and title of firm owner, principal or managing partner

4. Federal Employer Identification Number (FEIN)
5. Dun & Bradstreet (D&B) number
6. Organization type (Private for profit, private non-profit or governmental corporation, sole proprietorship, community based organization, etc.)
7. Phone/FAX number and email address/website of the firm
8. Name of primary contact for this RFP
9. Phone/FAX number and email address of the primary contact

B. References

Please provide a listing of clients we may contact. Clients listed should be of similar scale to our organization and be serviced by the same staff proposed for this engagement. Please include specific contact name and telephone number.

C. Other Information

Please include any additional information not already requested that you consider essential to your response. If there is no additional information to include, please state, "There is no additional information we wish to present."

If a bidder is, or should be, aware of any potential conflict of interest, disclosure must be a part of the Certifications attached to this proposal. A conflict of interest would occur if members of the proposing organization whether as an employee, officer or director receives compensation or business for services rendered to the organization or have direct or consulting agreement, including those through family or business ties.

A team will review and rate each proposal utilizing a Proposal Evaluation Form, which is included as an attachment to this document. Upon conclusion of this rating process and Freeholder Board approval, Cumberland Salem Cape May WDB may begin negotiations with successful bidders. It is the bidder's responsibility to present accurate, concise, adequate, and qualitative documentation in each area to be rated in the RFP, so that the raters can make effective appraisals.

The proposal represents only one factor in the selection process of service providers, and may not be the sole basis for selection of a proposal for funding. Other factors, such as the capability of administering and operating these services within the constraints and limitations specified may also be considered in the selection process.

MAY 30, 2017

RE: ADDENDUM # 1;

COMPETITIVE CONTRACTING REQUEST FOR PROPOSAL TO SELECT A ONE-STOP OPERATOR TO COORDINATE THE NEW JERSEY ONE-STOP CAREER CENTERS IN THE CUMBERLAND SALEM CAPE MAY WORKFORCE DEVELOPMENT AREA; RFP # 17-21

To Whom It May Concern,

This is Addendum # 1 to the RFP for Competitive Contracting Request for Proposal to Select a One-Stop Operator to Coordinate the New Jersey One-Stop Career Centers in the Cumberland Salem Cape May Workforce Development Area; RFP # 17-21.

This addendum shall be made part of the contract documents. This addendum serves to clarify, revise and supersede information contained in the bid specifications.

The date/time originally established for receipt of proposals for this project remains unchanged; proposals shall be opened at 2:00 p.m. Thursday, June 8, 2017.

An authorized representative of your company shall acknowledge receipt of this information on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package (see Exhibit I).

Failure to acknowledge and return with your BID Submission the receipt of any issued addenda for this BID on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package shall be cause for your BID to be rejected pursuant to N.J.S.A. 40A:11-23.2.e.

You are hereby notified of the below listed changes/clarifications:

Question #1: Will all interested parties which either received the RFP or submitted questions receive copies of answers to those questions and any subsequent Addenda to the RFP?

Response: All addendums and clarifications are posted to the Web Portal from which registered vendors receive notification of the addendums and clarifications postings.

Question #2: Does documentation of Insurance coverage outlined In Exhibit M of the RFP need to be submitted with the Proposal or upon award of a contract?

Response: Insurance documents naming the County are due upon award of a contract.

Question #3: Where a Non-Profit Corporation submits a proposal, can the Official Incorporation Certificate be substituted for the Requirement for a New Jersey Business Registration Certificate?

Response: All not for profit organizations/vendors need to provide proof of their 501(c)(3) status.

Question #4: Does the Workforce Development Board (WDB) in coordination with the Cumberland County Purchasing Department and Board of Chosen Freeholders have sole discretion as to

the One-Stop Operator selection process or does the selected One-Stop Operator have to be approved by the State Employment and Training Commission (SETC) or some other State agency or organization?

Response: A task force of the WDB will review the proposals and make a recommendation to the Cumberland Freeholder Board to award a contract on behalf of the WDB. The award does not require another level of approval.

Question #5: When can we expect answers to these and other questions raised regarding the RFP?

Response: Response to questions will be available May 30, 2017.

Respondents are again reminded:

1. An authorized representative of your company shall acknowledge receipt of this information on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package (see Exhibit I).
2. Failure to acknowledge and return with your BID Submission the receipt of any issued addenda for this BID on the "Acknowledgment of Receipt of Addenda" form provided in the BID Package shall be cause for your BID to be rejected pursuant to N.J.S.A. 40A:11-23.2.e.

The date/time originally established for receipt of proposals for this project remain unchanged; proposals shall be opened at 2:00 p.m. Thursday, June 8, 2017

Total number of pages included in this addendum: two (2) total; if you have not received two (2) pages immediately contact the Purchasing Department at (856)453-2132.

David C. DeWoody
Purchasing Agent

TAB 9

APPENDIX H

Signature Page





**RATIFYING AND AFFIRMING THE
CUMBERLAND-SALEM-CAPE MAY WORKFORCE INNOVATION PLAN**

WHEREAS, the Cumberland-Salem-Workforce Innovation Plan has been drafted and reviewed by the State Employment & Training Commission; and

WHEREAS, the Plan has been presented publicly at a round of public meetings throughout the three county region; and

WHEREAS, any comments received from the State Employment & Training Commission or the general public have been included as an Appendix to this Plan; and

WHEREAS, Cumberland County is the grant recipient for the three-county Workforce Development Board.

NOW, THEREFORE BE IT RESOLVED AS FOLLOWS.

1. That I, Bert Lopez, as duly elected chairman of the Cumberland-Salem-Cape May Workforce Development Board hereby affix my signature to ratify and approve the plan; and
2. That I, Joseph Derella, Freeholder Director of Cumberland County Board of Chosen Freeholders hereby affirms the same.

Signed: 
Bert Lopez, WDB Chairman

Date: 9-25-17

Signed: 
Joseph Derella, Freeholder Director

Date: 8/28/17



Workforce Innovation

PLAN

2016-2020



Submitted to:



WORKFORCE
DEVELOPMENT BOARD

CUMBERLAND · SALEM · CAPE MAY

CUMBERLAND
COUNTY
CENTER FOR
WORKFORCE &
ECONOMIC
DEVELOPMENT

Submitted by:

TRIAD
ASSOCIATES

Helping Communities Thrive

www.triadincorporated.com

New Jersey: 1301 W. Forest Grove Road, Vineland, NJ 08360
Pennsylvania: 309 W. Glenside Avenue, Glenside, PA 19038

P 856.690.9590 F 856.690.5622
P 215.576.1950 F 215.576.1940