



MONMOUTH COUNTY
WORKFORCE DEVELOPMENT BOARD
Local Area Plan

July 1, 2016 to June 30, 2020

Submitted to the NJ State Employment and Training Commission
December 15, 2016

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Overview: Monmouth County, NJ

468.8 square miles

1,341.1 people per square mile

Census data: ACS 2015 1-year unless noted



Figure 1: Map of New Jersey, highlighting Monmouth County.

(Source: Monmouth County, NJ. Comprehensive Economic Development Strategy. Final Report. 2014)



Figure 2 Map of Monmouth County Municipalities (Source: Monmouth County Profile 2016)

Monmouth County, New Jersey’s 6th largest county, is comprised of 53 Municipalities. It is centrally located between New York City and Philadelphia, and is bordered on the east by the Atlantic Ocean and to the north by the Raritan Bay.

With a nationally recognized County Parks System, the iconic Jersey Shore, excellent schools (4 nationally ranked high schools), easy access to New York City, and low unemployment (4.7%), Monmouth County offers a superb quality of life. It’s “*The Place You Want To Be*”.

Projections of Total Population by County: New Jersey, 2014 to 2034									
Workforce Planning Region	Local Workforce Development Areas	County	2014	2024	2034	Change: 2014-2024		Change: 2024-2034	
						Number	Percent	Number	Percent
Central	Monmouth County	Monmouth	629,300	649,500	665,200	20,200	3.2%	15,700	2.4%
State	New Jersey		8,938,200	9,338,000	9,733,400	399,800	4.5%	395,400	4.2%

Source: NJLWD, 2014 - 2034 Population Estimates

Table 1: Total Population of Monmouth County (Source: NJLWD, 2014 - 2034 Population Estimates)

The County has a population of 629,279 (2014 US Census) which is projected to grow modestly over the next 10 years (3.2%) and 20 years (2.4%) relative to the overall growth rate of the State.

Educational Attainment
93.1% High school grad or higher
· a little higher than the rate in New Jersey: 89.1%
· about 10 percent higher than the rate in United States: 87.1%
44% Bachelor's degree or higher
· about 20 percent higher than the rate in New Jersey: 37.6%
· about 1.4 times the rate in United States: 30.6%

Table 2: Educational Attainment in Monmouth County (U.S. Census. <http://censusreporter.org/profiles/05000US34025-monmouth-county-nj/>):

Boasting a highly educated workforce, Monmouth County’s educational attainment of a Bachelor’s degree or higher exceeds the State rate by about 20% and the US rate by about 1.4 times. Since the quality of a workforce is a driving factor for business retention and attraction, Monmouth County is well positioned in this regard.

Income
\$44,885 Per Capita Income
· about 20 percent higher than in New Jersey: \$37,245
· about 1.5 times the amount in United States: \$29,979
\$87,092 Median Household Income
· about 20 percent higher than in New Jersey: \$72,222
· about 1.5 times the amount in United States: \$55,775

Table 3: Income in Monmouth County (U.S. Census. <http://censusreporter.org/profiles/05000US34025-monmouth-county-nj/>)

This highly educated workforce translates to higher Per Capita Income and higher Median Household Income, both about 20% higher than the State and about 1.5 times the amount in the US.

I. STRATEGIC PLAN

a. Economic Conditions

The Monmouth-Ocean Development Council (MODC) serves as an organization dedicated to advancing economic growth and enhancing the business climate of Monmouth and Ocean Counties. Their annual Business Outlook Survey identifies specific issues affecting local businesses and evaluates how the business

climate within the bi-county region compares to other regions in New Jersey. The 2015 survey, in which 63% of the respondents are small business owners, who employ 1 to 25 people, showed:

- Local business owners continue to have confidence in the economic stability of the area
- 98% expect business conditions in the bi-county area to be the same or better in 2016 as compared with 2015.
- 62% of businesses saw an increase in profits in 2015 compared to 2014.
- Approximately 36% of executives surveyed anticipate employment levels to increase at their respective company, while 60% of respondents expect employment levels to stay about the same.
- The survey concludes by saying this survey was one of the most positive in recent years, however concerns remain over rising cost of health insurance, taxes, fees, and regulations.

Demographic & Economic Overview of Benchmark Geographies (2012)				
	Monmouth County	New Jersey	NY-NJ-PA MSA	USA
Population	633,600	8,878,300	19,092,200	315,300,000
Population Growth (07-12)	1.1%	2.3%	2.8%	4.7%
Jobs	271,200	4,160,000	9,111,800	148,100,000
Average Earnings	\$58,000	\$66,300	\$77,200	\$55,800
Total Unemployment (4/12)	31,600	470,600	921,500	13,400,000

Table 4: Demographic & Economic Overview of Benchmark Geographies (2012) (Source: EMSI)

Note: The earnings in the table above are of those employed in Monmouth County, not of those who live in the County.

Monmouth County's population is growing at 1.1%, less than half the State or MSA rate and significantly less than the national average.

Average earnings of those employed in Monmouth County are lower than both the State and MSA averages, but residents of Monmouth County earn 20% higher than the State average. This suggests much of Monmouth County's workforce must flow in from surrounding areas.

Largest 2-digit Industries: Monmouth County				
NAICS Code	Description	2012 Jobs	% of Total Workforce	2012 Avg. Wage
90	Government	40,762	15.0%	\$73,364
62	Health Care and Social Assistance	40,725	15.0%	\$58,688
44	Retail Trade	36,920	13.6%	\$34,169
72	Accommodation and Food Services	22,931	8.5%	\$19,837
54	Professional, Scientific, and Technical Services	21,500	7.9%	\$92,971
81	Other Services (except Public Administration)	14,883	5.5%	\$29,397
23	Construction	13,882	5.1%	\$66,948
56	Administrative and Support and Waste Management and Remediation Services	12,904	4.8%	\$45,671
52	Finance and Insurance	11,526	4.3%	\$93,627
31	Manufacturing	8,894	3.3%	\$74,622
42	Wholesale Trade	8,522	3.1%	\$82,826
71	Arts, Entertainment, and Recreation	8,445	3.1%	\$24,603
61	Educational Services (Private)	7,107	2.6%	\$39,079

51	Information	6,443	2.4%	\$117,508
48	Transportation and Warehousing	6,210	2.3%	\$45,409
53	Real Estate and Rental and Leasing	4,823	1.8%	\$51,717
55	Management of Companies and Enterprises	1,992	0.7%	\$90,232
22	Utilities	1,499	0.6%	\$147,902
11	Agriculture, Forestry, Fishing and Hunting	1,159	0.4%	\$34,981
21	Mining, Quarrying, and Oil and Gas Extraction	23	0.0%	\$63,212
99	Unclassified Industry	18	0.0%	\$23,183
	Total	271,168	100.0%	\$62,378

Table 5: Largest 2-digit Industries: Monmouth County (CEDs Report, Source EMSI)

Setting aside the public sector, a broad range of private sector industries drives the Monmouth County job market. Overlaying the targeted sectors defined by the State Plan, the corresponding private sector industries that lead Monmouth County employment include:

- Health Care (NAICS Code 62)
- Retail, Hospitality and Tourism (NAICS Codes 44 and 72)
- Professional, Scientific and Technical Services, and Information (NAICS Codes 54 and 51)

Fastest Growing 2-digit Industries (2012-22): Monmouth County					
NAICS Code	Description	2012 Jobs	2022 Jobs	Change	% Change
62	Health Care and Social Assistance	40,725	47,187	6,462	15.9%
81	Other Services (except Public Administration)	14,883	16,941	2,058	13.8%
72	Accommodation and Food Services	22,931	24,070	1,139	5.0%
61	Educational Services (Private)	7,107	8,156	1,049	14.8%
71	Arts, Entertainment, and Recreation	8,445	9,269	824	9.8%
23	Construction	13,882	14,534	652	4.7%
52	Finance and Insurance	11,526	12,153	627	5.4%
44	Retail Trade	36,920	37,518	598	1.6%
53	Real Estate and Rental and Leasing	4,823	5,195	372	7.7%
90	Government	40,762	41,090	328	0.8%
54	Professional, Scientific, and Technical Services	21,500	21,821	321	1.5%
42	Wholesale Trade	8,522	8,736	214	2.5%
55	Management of Companies and Enterprises	1,992	2,098	106	5.3%
48	Transportation and Warehousing	6,210	6,239	29	0.5%
22	Utilities	1,499	1,498	(1)	-0.1%
21	Mining, Quarrying, and Oil and Gas Extraction	23	20	(3)	-13.0%
99	Unclassified Industry	18	0	(18)	-100.0%
11	Agriculture, Forestry, Fishing and Hunting	1,159	1,092	(67)	-5.8%
56	Administrative and Support and Waste Management and Remediation Services	12,904	12,543	(361)	-2.8%
51	Information	6,443	5,623	(820)	-12.7%
31	Manufacturing	8,894	7,357	(1,537)	-17.3%
	Total	271,168	283,140	11,972	4.4%

Table 6: Fastest Growing 2-digit Industries (2012-22): Monmouth County (CEDs Report, Source EMSI)

These sectors are also projected to account for much of the job growth over the next five years:

- Health Care (NAICS Code 62)
- Retail, Hospitality and Tourism (NAICS Codes 44 and 72)
- Professional, Scientific and Technical Services, and Information (NAICS Code 54)

Industry Sector	Units	Average Annual Employment	Average Annual Wages	Total Wages	Percent of Private Employment	Percent of Private Total Wages	Percent of Private Employment (NJ)	Percent of Private Total Wages (NJ)
Advanced Manufacturing	204	5,168	\$67,344	\$348,031,894	2.4%	3.2%	3.8%	5.8%
Construction & Utilities	1,928	14,699	\$69,789	\$1,025,833,912	6.7%	9.3%	4.9%	5.6%
Finance	1,024	9,938	\$96,447	\$958,494,862	4.5%	8.7%	5.3%	10.3%
Healthcare	2,312	41,306	\$50,733	\$2,095,595,107	18.9%	19.0%	16.3%	13.5%
Leisure, Hospitality & Retail	4,597	71,674	\$25,147	\$1,802,390,490	32.8%	16.4%	24.6%	11.5%
Life Sciences	171	5,925	\$99,247	\$588,036,435	2.7%	5.3%	3.5%	8.2%
Technology	1,871	20,865	\$102,929	\$2,147,603,658	9.5%	19.5%	10.9%	20.9%
Transportation, Logistics & Distribution	1,324	12,357	\$61,134	\$755,435,790	5.6%	6.9%	11.2%	13.2%
Total Key Industry Sectors	12,984	171,034	\$50,967	\$8,717,102,171	78.2%	79.2%	73.0%	73.3%
Total Private Sector	19,103	218,744	\$50,304	\$11,003,611,232	100.0%	100.0%	100.0%	100.0%

* The sums of the total key industry sectors are less than the sums of all industries due to some industries being classified into more than one industry sector

** ND denotes data is non-disclosable due to confidentiality protocol

Source: Quarterly Census of Employment and Wages

Prepared by: NJLWD, Office of Research and Information, August, 2016

Table 7: Estimates of Employment and Wages by Key Industry Sector (Source: Quarterly Census of Employment and Wages, NJLWD, August 2016)

Based on the consistency in both current job data and the projections of future job growth, Monmouth County has identified the following three sectors as “targeted sectors” for workforce development planning:

- Healthcare: one of the largest and, by far, the fastest growing employment sector
- Technology: transcends jobs across virtually all sectors, plus it is an industry unto itself
- Retail, Hospitality and Tourism: together, Accommodation and Food Services plus Retail Trade form the largest job category in Monmouth County.

25 Largest Occupations: Monmouth County (4-digit SOC)						
SOC Code	Description	2012 Jobs	% County	% NJ	% MSA	% USA
41-2031	Retail Salespersons	9,122	3.4%	2.9%	3.0%	3.0%
41-2011	Cashiers	8,081	3.0%	2.6%	2.1%	2.3%
35-3031	Waiters and Waitresses	5,584	2.1%	1.4%	1.4%	1.6%
43-9061	Office Clerks, General	5,472	2.0%	2.2%	2.5%	2.2%
29-1111	Registered Nurses	5,168	1.9%	1.9%	1.9%	1.9%
43-5081	Stock Clerks and Order Fillers	4,595	1.7%	1.6%	1.3%	1.2%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,485	1.7%	1.9%	2.1%	1.7%
43-4171	Receptionists and Information Clerks	4,279	1.6%	1.2%	1.1%	0.7%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	4,276	1.6%	1.5%	1.4%	2.0%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	4,262	1.6%	1.6%	2.0%	1.6%
31-1012	Nursing Aides, Orderlies, and Attendants	3,655	1.3%	1.3%	1.1%	1.0%
43-4051	Customer Service Representatives	3,457	1.3%	1.4%	1.4%	1.5%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3,455	1.3%	1.8%	1.2%	1.5%

25-9041	Teacher Assistants	3,271	1.2%	1.2%	1.2%	0.9%
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	3,261	1.2%	0.9%	0.7%	0.7%
37-3011	Landscaping and Groundskeeping Workers	3,020	1.1%	0.8%	0.6%	0.8%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,014	1.1%	1.3%	1.3%	1.3%
25-2021	Elementary School Teachers, Except Special Education	2,937	1.1%	1.1%	0.9%	0.9%
41-1011	First-Line Supervisors of Retail Sales Workers	2,809	1.0%	0.9%	0.8%	1.0%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,774	1.0%	1.1%	1.2%	1.0%
11-1021	General and Operations Managers	2,725	1.0%	1.0%	1.2%	1.3%
13-1199	Business Operations Specialists, All Other	2,588	1.0%	1.2%	0.6%	0.7%
39-9011	Childcare Workers	2,494	0.9%	0.9%	1.3%	1.0%
13-2011	Accountants and Auditors	2,346	0.9%	1.0%	1.2%	0.9%
25-3999	Teachers and Instructors, All Other	2,298	0.8%	0.7%	0.6%	0.6%
	Total	99,428	37%	35%	34%	33%

Table 8: 25 Largest Occupations: Monmouth County (4-digit SOC) (CEDS Report. Source: EMSI)

A review of the Top 25 Occupations in Monmouth County confirm the selection of the three “Targeted Sectors”:

- Healthcare: includes 8 of the Top 25 Occupations
- Technology: includes 11 of the Top 25 Occupations require technology (9 occupations are tech-enabled and 2 are tech-centric)
- Retail, Hospitality and Tourism: includes 4 of the Top 25 Occupations

Fastest Growing Occupations (2012-22): Monmouth County							
SOC Code	Description	2012 Jobs	2022 Jobs	Change	% Change	Median Wage	Education Level
31-1011	Home Health Aides	1,437	2,135	698	48.6%	\$24,482	Short-term on-the-job training
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2,129	2,773	644	30.2%	\$28,850	Postsecondary non-degree award
41-2031	Retail Salespersons	9,122	9,763	641	7.0%	\$20,405	Short-term on-the-job training
39-9021	Personal Care Aides	1,082	1,657	575	53.1%	\$23,483	Short-term on-the-job training
29-1111	Registered Nurses	5,168	5,726	558	10.8%	\$77,771	Associate's degree
43-4171	Receptionists and Information Clerks	4,279	4,816	537	12.5%	\$26,312	Short-term on-the-job training
35-3031	Waiters and Waitresses	5,584	6,053	469	8.4%	\$19,531	Short-term on-the-job training
39-9031	Fitness Trainers and Aerobics Instructors	1,621	2,043	422	26.0%	\$37,835	Postsecondary non-degree award
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	900	1,287	387	43.0%	\$51,626	Postsecondary non-degree award
43-9061	Office Clerks, General	5,472	5,828	356	6.5%	\$28,018	Short-term on-the-job training
25-2021	Elementary School Teachers, Except Special Education	2,937	3,284	347	11.8%	\$60,320	Bachelor's degree
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	4,276	4,616	340	8.0%	\$18,387	Short-term on-the-job training
31-1012	Nursing Aides, Orderlies, and Attendants	3,655	3,991	336	9.2%	\$26,645	Postsecondary non-degree award
37-3011	Landscaping and Groundskeeping Workers	3,020	3,322	302	10.0%	\$23,109	Short-term on-the-job training
25-9041	Teacher Assistants	3,271	3,548	277	8.5%	\$24,211	Short-term on-the-job training
43-6013	Medical Secretaries	977	1,253	276	28.2%	\$37,336	Moderate-term on-the-job training
47-2152	Plumbers, Pipefitters, and Steamfitters	848	1,117	269	31.7%	\$58,989	Long-term on-the-job training
35-2014	Cooks, Restaurant	1,681	1,919	238	14.2%	\$22,298	Moderate-term on-the-job training
25-2022	Middle School Teachers, Except Special and Career/Technical Education	2,126	2,353	227	10.7%	\$59,966	Bachelor's degree
39-2021	Nonfarm Animal Caretakers	748	963	215	28.7%	\$21,466	Short-term on-the-job training
31-9092	Medical Assistants	1,126	1,322	196	17.4%	\$32,074	Moderate-term on-the-job training
29-2041	Emergency Medical Technicians and Paramedics	541	726	185	34.2%	\$37,211	Postsecondary non-degree award
39-9011	Childcare Workers	2,494	2,665	171	6.9%	\$18,637	Short-term on-the-job training
13-1161	Market Research Analysts and Marketing Specialists	681	852	171	25.1%	\$64,168	Bachelor's degree
25-3021	Self-Enrichment Education Teachers	1,081	1,247	166	15.4%	\$39,894	Work experience in a related occupation
	Total	66,256	75,259	9,003	13.6%		

Table 9: Fastest Growing Occupations (2012-22): Monmouth County (CEDS Report. Source: EMSI)

Of the fastest growing occupations in Monmouth County, 8 of the top 10 (80%) fall into one of our three Targeted Sectors, as do 16 of the top 25 (64%).

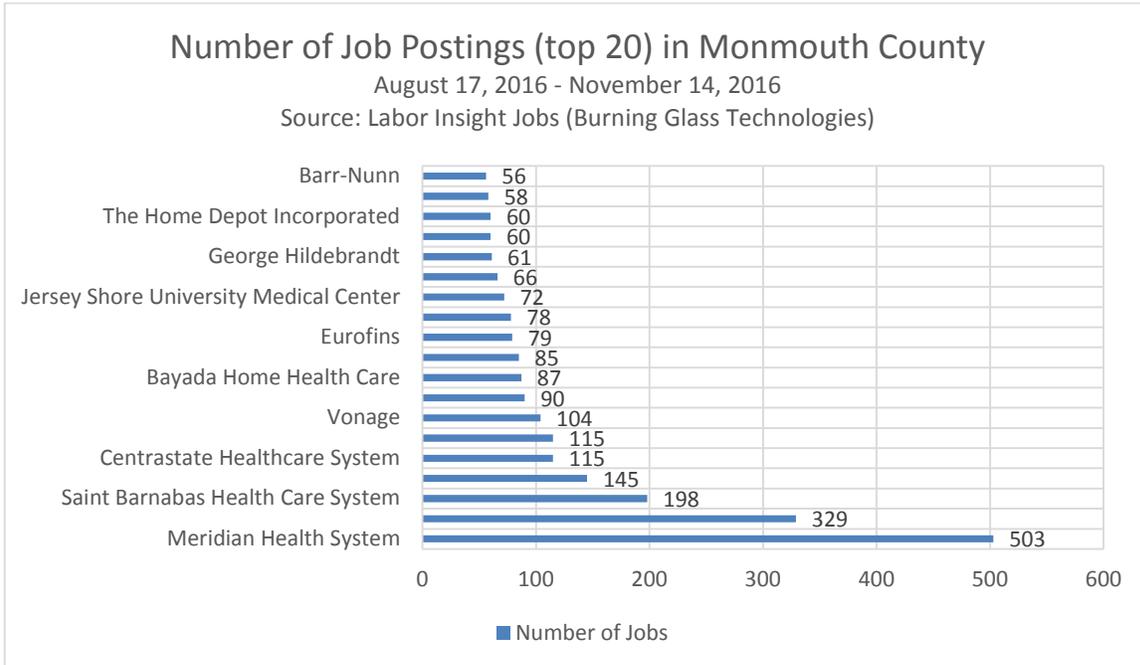


Table 10: Monmouth County Employers with the Most Job Postings (Source: Burning Glass Technologies, Inc, Labor Insights)

The Monmouth County employers with the most job postings also confirm the identified Targeted Sectors of Healthcare, Technology, and Retail, Hospitality and Tourism. These sectors are where the jobs are in Monmouth County.

b. Skills Analysis

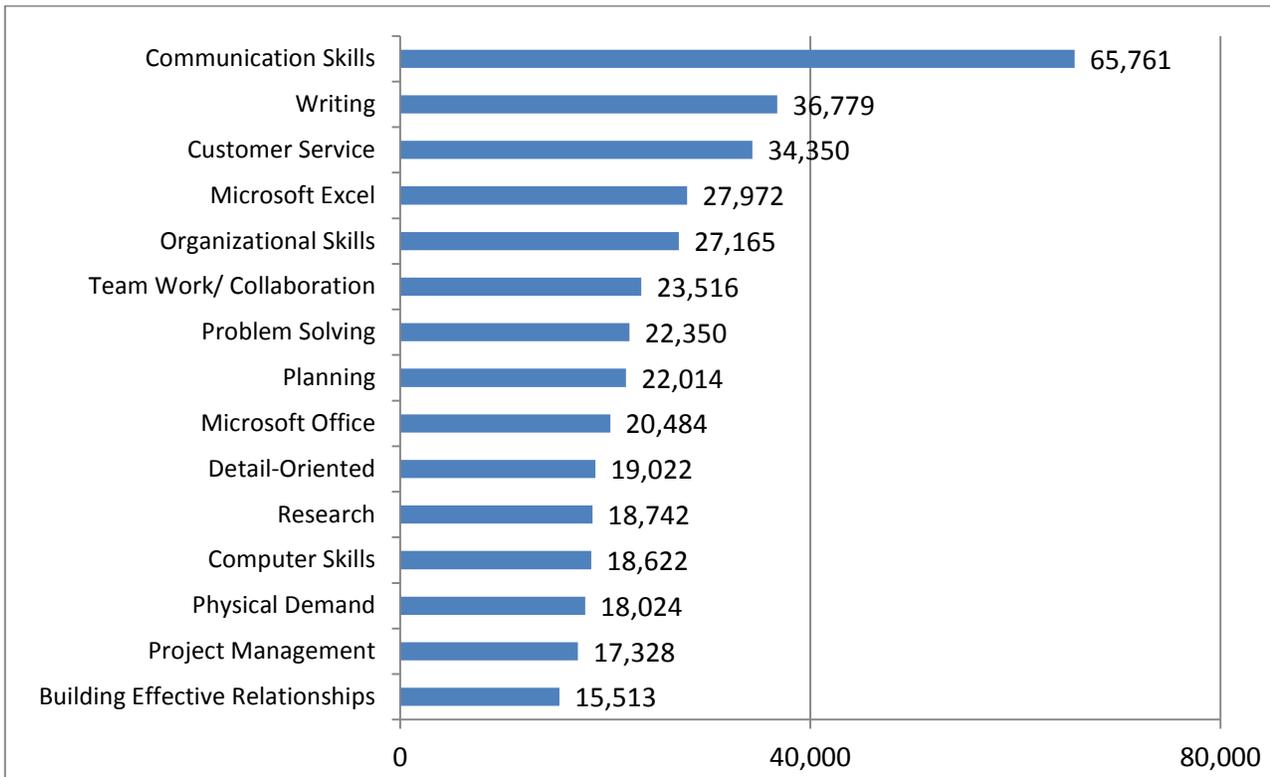


Table 11: Skills in Greatest Demand (Source: Burning Glass Technologies Inc., Labor Insight)

The skills in greatest demand by employers fall into two broad categories:

- Communication
- Communication Skills
- Writing
- Customer Service
- Effective Relationship Building
- Technology
- Computer Skills
- Microsoft Office
- Research
- Project Management

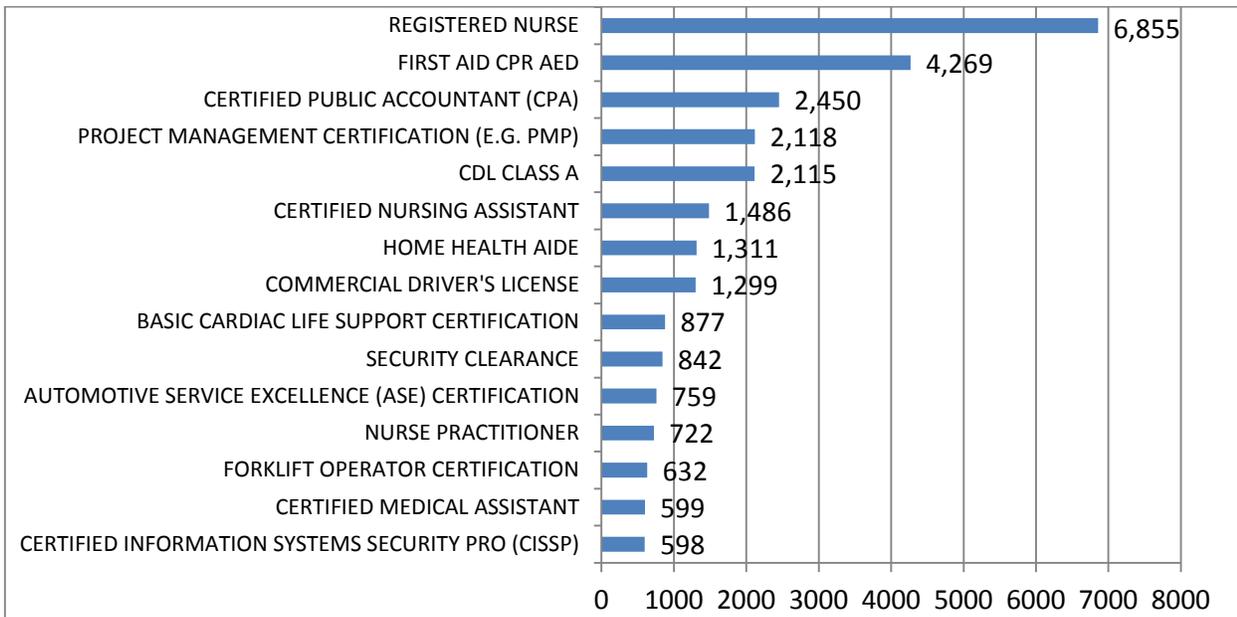


Table 12: Certifications in Greatest Demand (Source: Burning Glass Technologies Inc., Labor Insight)

To provide alignment between the industry pipeline and the One-Stop System, Monmouth County Workforce Development contracts with an extensive list of training providers offering a broad range of training programs. The agency prioritizes training that leads to industry-valued credentials, per the *New Jersey Industry-Valued Credential List, October 2016* which was distributed by LWD/ORI.

These contracts further require, where appropriate, that training providers' curricula include the in-demand soft skills identified by employers.

c. Workforce Analysis

Projections of Civilian Labor Force by County: New Jersey, 2014 to 2034

Region	Local Workforce Development Areas	County	2014	2024	2034	Change: 2014-2024		Change: 2024-2034	
						Number	Percent	Number	Percent
Central	Monmouth	Monmouth	328,700	334,100	344,800	5,400	1.6%	10,700	3.2%
State	New Jersey	-	4,518,600	4,744,700	5,018,700	226,100	5.0%	274,000	5.8%

Table 13: Total Labor Force (Source: NJLWD, 2014 - 2034 Labor Force Projections) Prepared by: New Jersey Department of Labor and Workforce Development, Office of Research and Information

Projections of Older Workers (55+ years) by County: New Jersey, 2014 to 2034

Workforce Planning Region	Local Workforce Development Areas	County	2014	2024	2034	% of Elderly Population		
						2014	2024	2034
Central	Monmouth	Monmouth	87,300	97,100	90,500	26.6%	29.1%	26.2%
State	New Jersey	-	1,041,200	1,217,000	1,227,900	23.0%	25.6%	24.5%

Table 14: Labor Force by Age (Source: NJLWD, 2014 - 2034 Labor Force Projections) Prepared by: New Jersey Department of Labor and Workforce Development, Office of Research and Information

The Central Region of NJ, including Monmouth County is projected to grow significantly slower than the State over the next 10 years and 20 years. One implication of that modest growth is that the Central Region Labor Force is projected to skew older than the State over both the next 10 years and 20 years.

That noted, the unemployment rate in Monmouth County is currently lower than the State, as well as one of the lowest in the Region, at 4.3% (per LMI, October 2016).

d. Workforce Development Activities Analysis

Central Jersey Partners, a regional collaboration between Ocean, Monmouth, Middlesex and Mercer counties Workforce Boards oversee a system of collaborations that provide the full range of workforce services to the over two million residents of the four counties. Workforce services are provided through the One-Stop Career Centers, in Monmouth and Ocean Counties at Centers in Eatontown and Neptune and Toms River respectively and in collocated Centers in Middlesex and Mercer counties in New Brunswick and Perth Amboy and Trenton respectively. In addition to the One-Stop Career Centers, workforce services are also provided through a network of Community Colleges and Vocational schools and Community Partners such as the libraries and community and faith-based organizations. Regionally, and in each area, the workforce boards are the hub for these services providing guidance through its connections to the business communities and through its Committee structure where issues are discussed and solutions developed to meet the needs of the workforce and employers. Below is a description of workforce services in Monmouth County.

- WIOA Adult and WIOA Dislocated Worker**—Monmouth County WDB has designated with the LEO Monmouth County Division of Workforce Development (DWD) as the fiscal agent and administrative entity for all federal and state training funds in Monmouth County. MCWDB provides guidance and oversight to Monmouth County DWD in the administration of program alternatives and options. As the designated fiscal agent and administrative entity Monmouth County DWD does not differentiate program activities based on funding titles. Monmouth County DWD is located at 145 Wyckoff Road, Eatontown, and is a comprehensive One-Stop Career Center with representatives from the Core and Community partners located in the Center. Therefore, a full range of services are available to both WIOA Adult and Dislocated Worker customers based on each individual customer’s needs. These services include career services such as assessment, labor market information and training orientations, basic literacy and numeracy assessment as well as referral to training services and case management services throughout customer’s participation in training services. Monmouth County DWD offers targeted job readiness workshops to customers participating in training programs including, resume development, interviewing skills, and using social media. Services are provided in a satellite location at Freehold Mall in conjunction with the United Way.

Monmouth County has a sufficient number of organizations that can meet Workforce Innovation and Opportunity Act (WIOA) requirements for Adult and Dislocated Worker programs. The county has a community college, public vocational and technical school, and numerous public and private academic

institutions and proprietary schools. The workforce staff regularly speak with these organizations to discuss workforce and educational trends. DWD is committed to entering into training agreements with those organizations offering in-demand industry-valued credentials for customers. Those training providers are encouraged to list in-demand industry-valued credentials on the NJ Eligible Training Provider List. Individual Training Accounts (ITA) are awarded based on the expected earnings and industry relevance of training. These training partners assist the WDB in consistently exceeding WIOA Adult and Dislocated Worker metrics.

- **WIOA Title I Youth**—In 2014 Monmouth County WDB developed its Youth Transition Plan outlining the path that youth programs and services would take under WIOA. The Workforce Innovation and Opportunity Act (WIOA) extends Youth services to age 24 and shifts the emphasis from In-School to Out-of-School young adults. The Monmouth County Workforce Development Board (WDB) procures most of its youth programs through a competitive process who must deliver the 14 required elements through their programs. There is a Youth team consisting of three staff members at DWD who assist in requirement for all youth programs, provide orientations to the youth services and assist with referrals for any additional needs.

Previously DWD experienced difficulty in documenting eligibility of disadvantaged out-of-school youth. The WDB estimates that it only serves a fraction of the area's out-of-school youth. Common characteristics of disadvantaged youth (single or no parent families, multiple residence changes, low literacy, low awareness of and/or low regard for basic documents and limited capacity for obtaining them) often prevent youth from providing eligibility documentation. Legislative relief from youth eligibility requirements, similar to waiving income requirements for WIOA Adult customers, appears to be the most comprehensive and effective strategy for addressing this challenge.

- **Title II Adult Education/Literacy**—Brookdale Community College is the lead agency in the consortium that provides the Title II literacy services within the County. Partners in the consortium with Brookdale include, LADACIN, Literacy Volunteers of Monmouth County, Community Affairs Resource Center and Monmouth County Vocational School District. The consortium provides literacy and numeracy instruction as well as English as a Second language in several locations throughout the County, both during the day and in the evening. Title II literacy and numeracy learners also have the opportunity to develop short-term vocational skills in entry-level healthcare, food service and basic office skill occupations as well. MCWDB supplements literacy and numeracy services of the consortium with the infusion of Workforce Learning Link funds.
- **Title III Wagner-Peyser Employment Service Program**—Employment Services staff are located in the Neptune One-Stop Career Center, 60 Taylor Avenue where a full range of labor exchange workforce services are available to the workforce and employers. This includes workforce orientations, career services workshops and access to computers for the purposes of job search. Employment Services staff also provide Veteran's services and also manage the Senior Community Service Employment Service Program. Veteran's services are provided in collaboration with the County's Veteran's Service Office located in Freehold and with assistance from a myriad of veteran's organizations throughout the County. The Senior Community Service Employment Service Program works cooperatively with the National Council on Aging (NCOA) to provide workforce and training services to seniors eligible to participate in the programs.
- **Title IV Vocational Rehabilitation**—the local Vocational Rehabilitation is located in the Taylor Avenue location and is quite active with the MCWDB. A representative serves on the WDB Service to People with Disabilities and is active on the Job Fair Committee to ensure the perspective of the disabled is shared with employers.
- **Ex-Offender Programs**—The WDB is a member of a reentry program in Asbury Park. This group consist of a probation officer, members of local houses of worship, elected officials and community members. The group is just establishing its mission and meets monthly in a church in Asbury Park. Ex-offenders are mainstreamed

into One-Stop activities with special attention to their unique re-entry needs. The strength of the program is that the Monmouth County One-Stop has a point of contact who introduces the customer to state programs and the federal bonding program.

- **Carl T. Perkins Career and Technical Education Act Programs**—MCWDB and the local workforce system are closely involved in the development and recommendations for Perkin’s programs. The Perkin’s funded programs are vetted through MCWDB’s Basic Skills and Literacy Committee to ensure that the proposed programs are aligned with local workforce needs and policy.
- **WorkFirst New Jersey (TANF and SNAP) Employment and Training Program**—MCWDB oversees the “To Work” activities of the WorkFirst NJ program and Monmouth County DWD administers the program. There is a strong partnership between MCWDB, Monmouth County DWD and the Monmouth County Board of Social Services that has existed over the past thirty years. The focus of the programs is to assist public assistance recipients in gaining skills that will enable them to be successful in the workforce.
- **New Jersey Supplemental Workforce Fund for Basic Skills**—MCWDB funds a very successful Learning Link at the Eatontown location with these literacy funds. SWFBS funding has significantly declined and now only funds one Learning Link location in the local area. The funds have been used in the past to provide adult basic education, ESL, computer basic skills at One-Stop Career Centers (OSCC). There is significant demand, which exceeds the capacity to provide services. The local weakness is that funding allows only computer skills training, not the full range of literacy services. WIOA funds have been used to provide some basic language skills in the OSCCs not served by SWFBS. Customers are referred to local Title II services, which have limited hours and do not meet the local area demand for basic skills.
- **Additional Program Collaboration**—MCWDB collaborates with several local educational and training initiatives designed to meet the needs of employers and the workforce. These include Brookdale Community College’s TAAACT grant programs that focused on the development and implementation of health-care related certificate programs; the Health Partners Opportunity Grant (HPOG) and is collaborating with BCC and other NJ community colleges in the recent America’s Promise grant application that will sustain and expand these certificate programs.

Workforce Development Activities (modified SWOT)

Strengths

- Experienced, knowledgeable and committed Workforce Development Board
- Highly professional workforce staff: counselors, administrative, business services, youth, learning link, fiscal, contracts & planning
- Strong regional working relationships (Central Jersey Partners)
- Excellent relationships with business community: cornerstone is our Job Fairs, the largest and most successful in the State
- Strong partnerships with education (Monmouth County Vocational Schools, Brookdale Community College), and major chambers of commerce (Monmouth-Ocean Development Council).
- Highly valued industry association, the Garden State Employment and Training Association (GSETA), provides information and resources through the GSETA Conference, GSETA Training Institute, and GSETA Committees.
- Tourism is a \$2.4 billion industry in Monmouth County alone
- Proven track record meeting performance measures
- Progressive, forward thinking approach to workforce development and WIOA

Weaknesses

- Reliant on Federal and State funding, no private funding
- Low awareness of our services in both job seeker and business communities
- There could be greater alignment with education, business and economic development
- Economy is offering many entry level and low wage jobs, often part-time with no benefits
- Tourism is a seasonal industry, posing employment challenges for both employers and employees
- Capacity
- Cross-training staff, both agency and partners, would provide greater synergy to both job seekers and businesses
- Uniform programming across the State and/or Region would provide greater consistency for job seekers and businesses
- An analysis of outsourcing programs (e.g. WFNJ, Youth) may lead to expanding in-house capacity

Education and Training (modified SWOT)

Strengths

- Proven track record delivering against performance measures
- Nationally recognized K-12 education system (including 4 of the top high schools in the nation)
- Top major colleges in the Central Region: Princeton, Rutgers, Monmouth University
- Brookdale Community College: #1 in Associates Degrees for Community Colleges in New Jersey
- Vibrant community of private training providers
- Monmouth County is one of the statewide leaders in WFNJ placement

Weaknesses

- Sometimes duplication of services across State, college and Workforce programs
- Classroom training alone is often not sufficient to produce “job ready” candidates
- Short-term training sometimes best serves entry-level jobs, posing a challenge relative to economic self-sufficiency
- Capacity
- Ability to raise private funding would increase programming
- Education system is sometimes unable to quickly respond to employer demand (especially in healthcare careers)
- Top ranked skills demanded by employers, especially communication skills and customer service, are not considered “in demand” for funding purposes

e. Workforce Development Board’s Vision and Goals

MONMOUTH COUNTY WORKFORCE DEVELOPMENT BOARD’S VISION:

To develop a nationally competitive workforce that retains, grows and attracts businesses to Monmouth County and Central New Jersey.

MONMOUTH COUNTY WORKFORCE DEVELOPMENT BOARD’S MISSION:

To strengthen and expand targeted industry sectors in Monmouth County and Central New Jersey by aligning business, education, economic development, and the workforce system.

Monmouth County is committed to supporting the Central Jersey Partners Regional Plan. Though there may be some differences in Targeted Sectors, several sectors are priorities across the entire Region as well.

On a local level, Monmouth County will be:

- Business Driven

- Focused on three Targeted Sectors
- Offering a robust suite of services to business
- Recruitment (Email Recruitments, Open Houses, Job Fairs)
- Incentives (OJT, Paid Internships for Youth)
- Work-Based Learning (OJT, Incumbent Worker Training)
- Goal Driven
- Committed to meeting WIOA performance measures
- Rigorous in establishing minimum requirements for training
- Offer remedial programs as a bridge
- Region Driven
- Consistent programs and processes will drive greater awareness and engagement in available services by both customers and businesses
- Share best practices to drive continuous improvement
- Integrating local priorities with regional priorities is the future of the workforce system

To achieve both the mission and vision, Monmouth County has aligned with the Central Jersey Partners in adopting the following Strategic Priorities:

- Use data to identify regional strengths, weaknesses, and opportunities
- Identify and focus workforce efforts on high-potential local and regional sectors.
- For Monmouth County, the three “Targeted Sectors” are:
 - Healthcare
 - Technology
 - Retail, Hospitality and Tourism
- Develop both local and regional initiatives that meet the needs of each sector and constituency including:
 - Customers (both job-seekers and businesses)
 - Partners
 - Providers
 - Staff
 - Workforce Development Boards
 - Local Elected Officials
- Monmouth County has aligned with the Central Jersey Partners to integrate and align strategies and services through the establishment of a Regional Planning Process which will include:
 - Monthly Regional Planning Meetings of local WDB staff
 - Quarterly Regional Committee Meetings
 - Customer Services (both job-seekers and businesses)
 - Data Management
 - Marketing Services
 - Staff Development
 - Semi-Annual Central Jersey Partners Summit
 - Partners
 - Staff
 - Workforce Development Boards
 - Local Elected Officials

To integrate these strategies and services, Monmouth County, in conjunction with Central Jersey Partners, will establish a continuous process of planning, execution, and evaluation. The benefits of this on-going process will be to:

- Generate more effective programming for customers

- An increase in program effectiveness may be indicated by factors such as an increase in industry-recognized credentials, the quality of job placement activities, etc.
- Realize cost-efficiencies and enact initiatives to utilize such efficiencies
- Share resources, data, and best practices across the region
- Promote greater awareness of regional services among customers
- Improve service delivery to priority populations, including: persons with disabilities, veterans, low-income individuals

f. Local Area Strategy

Monmouth County's strategies to align resources and achieve the local area's strategic vision and goals are:

- Focus and align around three "Targeted Sectors"
- Communicate the strategic priorities and vision throughout the Workforce Systems, to Staff and to Partners
- Leverage the Talent Networks
- Strengthen partnerships with education providers on all levels: K-12, Vocational High School, Community College and 4-Year Colleges.
- Engage with area organizations, both private and public, that are driving economic development
- Expand work-based learning opportunities

II. WORKFORCE DEVELOPMENT SYSTEM

The New Jersey Department of Labor and Workforce Development (LWD) is the state agency responsible for delivery of the majority of WIOA core programs, and provides funding to local WDBs. State and local government staff, and staff at the One-Stop Career Centers (OSCC) deliver services with oversight of the local WDB.

According to the NJ Workforce Investment and Opportunity Act Combined State Plan, New Jersey is committed to locally-driven and managed One-Stop Career Centers that assist individuals who are unemployed or under-employed to obtain new skills and employment. New Jersey maintains and will continue to build a strong workforce development network of One-Stop Career Centers, community colleges, libraries, community and faith-based organizations, labor unions and educational institutions to ensure that jobseekers and students, at all levels, have access to high quality career guidance and job search information and assistance.

The Monmouth County WDB provides for "universal access" to all individuals seeking services through the One-Stop Career Center system. WIOA core and intensive services are available to all customers and training services are available to all customers who meet eligibility criteria. The One-Stop has intake and registration systems (orientations), both group and individual, that assess the needs of each visitor. Orientations introduce customers to a full array of services available through various OSCC partners. Partners include DVRS, Wagner-Peyser, Adult Education and Literacy, post-secondary vocational training providers, veterans services, TANF and SCSEP. In addition, referrals to local social services agencies are also available to assist with specific individual needs. Many customers do not have workplace readiness skills so this weakness is addressed locally through the use of customer assessment tools and soft skills curriculum.

The Monmouth County One-Stop has adopted the State "triage model," which emphasizes identification of customer characteristics that result in referral to appropriate staff and services. The goal is for staff to identify and recognize customers from various target groups so they can effectively develop service strategies and interventions most appropriate for each customer. To effectively implement this model, the following front line staff training is required: functional and cross-functional training; customer service and communication skills training. Counselor and customer monitoring is necessary to identify and resolve

training barriers.

Monmouth County's workforce development system at its foundation is an integrated collaboration of community partners and agencies that provide career, education and training services to the County's citizens. Under the guidance of the Workforce Board, the system partners strive to provide a seamless continuum of services that are appropriate to meet the needs of the workforce and employers. Each partner organization gathers workforce intelligence in a coordinated fashion and that intelligence is shared formally through the Workforce Board committees and informally through continual interactions among all the partners to ensure that there are no gaps.

While the Central Region (Monmouth, Ocean, Middlesex and Mercer Counties) has worked collaboratively for years, over the past year the Workforce Boards that comprise the Central Jersey Partners (CJP) have been meeting and discussing expansion of service delivery throughout the region. This work has focused on operational processes and outreach to additional partners in regional planning including community college, vocational schools, community-based and faith-based organizations, and businesses from key industry sectors in the Region.

Looking forward, the group is committed to a formal strategy of coordination and collaboration at all levels of the region's respective workforce services and organizations. CJP will focus on a number of service delivery strategies that are in place and will be expanded and enhanced during the period of this plan.

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

- **Replicate a region-wide process for working with and overseeing vendors, and in particular schools on the Eligible Training Provider List (ETPL).**
 - As a region, the individual WDBs use many of the same vendors across borders and boundaries.
 - Middlesex County has developed a master agreement for vendors which other counties plan to adopt, in order to coordinate work and simplify the process for vendors to become training providers and work as vendors across the four WDBs in the Region. This Master Agreement can be generated in common as one main document, and include sub-agreements where needed for requirements unique to the individual counties/WDBs. The "Middlesex Individual Training Account Master Agreement for WIA, WDP and WFNJ Contracts":
 - outlines roles and responsibilities for the County and each provider,
 - details curriculum requirements,
 - addresses funding sources including guidance on how Pell Grants are to be utilized,
 - details payment conditions and documentation requirements,
 - provides guidance on monitoring and program/fiscal auditing requirements, and
 - includes a copy of each trainer's curriculum and other required training program materials as evidence of the commitment to provide the training.

- **Consolidating monitoring of providers on the ETPL list.** The CJWDBs share a large number of training providers in common, and currently each monitors them through their own internal processes. By building a monitoring team, similar to the Regional business service team, the CJP will develop a shared monitoring calendar and list of those trainers held in common across multiple WDBs. One monitoring visit can be conducted during a monitoring period with these entities, and the information and monitoring report shared across the Region. CJP proposes in the future to coordinate all monitoring staff activities to create a unified reporting system and better focus on expanding monitoring efforts and visits. This will save significant staff time and effort.
- **Credentials:** Building on the NJ list of Industry Recognized Credentials, the region will work with employers and Talent Networks to identify a sub-list of trainings and credentials that are of highest demand and priority within the region and work to guide customers toward those trainings.
 - Build stronger partnerships with economic development entities in the region. The Region's WDBs have varying levels of interaction with their County and other economic development entities, so will work together to enhance these. See Section VII for more on Economic Development partnerships
 - In collaboration with employers, Community Colleges, and vocational schools, develop a menu of career pathways common within and across the Region.
- **Professional development for Workforce Staff.** Create a Regional approach to staff development and training that includes WDBs and One-Stops as well as staff working in similar roles of case management, career guidance, and business services at regional education partners, Employment Services, community colleges and other WIOA system partners and collaborating institutions. As with BSR and monitoring collaboration, CJP will engage all staff in common functions together for best practice development and shared learning. The CJP will bring the various common role/function groups together regularly through annual conferences and/or training workshops to share insights and learn together.

These initial areas a regional business services team, regional processes for working with training providers, regionally defined credentials and a regional professional development initiative for all workforce development staff; is where the Central Jersey Partners will focus efforts to develop and enhance existing regional service delivery.

As previously noted, Monmouth County DWD is the designated administrative entity and fiscal agent for all federal and state training funds in Monmouth County. Below is a description of the WIOA Core and Partner programs within the workforce development system in Monmouth County.

WIOA Title I Adult and Dislocated Worker

MCWDB has the responsibility for oversight and policy guidance for all WIOA programs, with Monmouth County DWD having daily responsibility for the management and delivery of programs funded through WIOA Adult and Dislocated Worker programs. The MCWDB and Monmouth County DWD work collaboratively in the development and implementation of workforce policy primarily through the MCWDB Committees. Over ninety percent of WIOA Adult and Dislocated Worker funds are program related expenses, with the majority of these expenditures directed to training services.

Eligibility for consideration of participation in a WIOA funded program for Adults and Dislocated Workers is rigorous and specific. Eligibility for Adult participation is grounded in income eligibility, the ability to benefit from programming whereas Dislocated Worker eligibility is grounded in classification as a dislocated worker that focuses on eligibility to be a UI recipient or a UI exhaustee and the ability to benefit from program participation. The use of WIOA Adult and Dislocated Worker funds are aligned with the overall workforce strategies articulated by the workforce board to focus on funding training that supports the needs of the

local and regional economy and will enable recipients of grant funds to earn industry valued credentials and climb ladders of a career pathway in healthcare, RHT, advanced manufacturing or Technology. The board is intimately involved in the shaping of training initiatives by providing critical intelligence on the workforce needs of businesses locally and within the region. This is critically important since over 50% of Monmouth County's workforce commute within an hour radius outside of the County. Because of the critical shortage in the healthcare professions in the County and Region, especially in entry level and mid-level occupations such as certified home health aide, certified nurse assistant, patient care technician and certified medical assistant MCWDB has encouraged and is supportive of the Monmouth County's workforce system developing blended programs with stackable credentials and providing funding for individuals at various points along their career path. The Monmouth County workforce system works cooperatively with our regional WIOA partners to ensure easy and seamless access for WIOA customers to training services within the region and has done so for over two decades. A weakness exists however, in the provision of business services which remains mostly territorial on the part of the Business Service Representatives and it is hoped that a regional approach to business service delivery will rectify that weakness.

WIOA Title I Youth

In compliance with the changes to Youth services stipulated in WIOA, MCWDB through its Youth Investment Committee guided Monmouth County DWD in the transition from WIA to WIOA Youth programming. In PY 2016, Monmouth County DWD competitively procured for all Youth programming through an RFP process last spring. The RFP encouraged experiential learning and a focus on the Out-of-School youth population. Contracts were awarded to reflect these priorities with 75% of the funding to address the Out-of-School population.

The MC WDB will work with Ocean County on a regional approach to address they youth as Ocean County has developed a new youth initiative that appears to be successful in addressing the concerns both Counties have about their youth population, including:

- improve the long-term employability of youth
- enhance educational, occupational and citizenship skills
- encourage school completion
- increase employment and earnings
- reduce welfare dependency
- assist youth in addressing problems which may impair the ability to make successful transitions from school to work, apprenticeships, the military or post-secondary education and/or training
- deliver comprehensive services including the following: Recruitment, Intake, Comprehensive Assessment, Career Exploration, Work Readiness, HS Equivalency, Basic Skills Remediation, Post-Secondary &/or Individual Training Program Pre-Apprenticeship, Apprenticeships, Industry Valued Credential, Work Experience On the Job Training Job Placement and Post Program Follow-up.

Title II Adult Education/Literacy

MCWDB through its Basic Skills and Literacy Committee provides guidance, oversight and feedback to Monmouth County's Adult Basic Skills Consortium currently managed by Brookdale Community College. The Consortium provides all levels of literacy, numeracy (ABE) and English as a Second Language (ESL) instruction at several sites throughout the County including Asbury Park, Long Branch, Hazlet and Freehold. This instruction is provided with daytime and evening hours and is delivered in the traditional classroom setting. A weakness in relying on literacy services through the Title II program existed particularly for WIOA and WFNJ customers and MCWDB has supplemented the Title II program funding with funds through the Supplemental Fund for Basic Skills for fifteen years to expand ABE and ESL instruction to these groups. Another weakness of the Title II literacy services is the limited use of digital format for instruction.

Thus, MCWDB has made greater access of all literacy customers to digital instruction a priority to expand access to more customers and so that waiting lists can be alleviated. Therefore, any Title II application would need to address this priority to be aligned with Monmouth County's Strategic Plan.

Title III Wagner-Peyser Employment Service Program

As previously described, Employment Services staff are located in the Neptune One-Stop Career Center at 60 Taylor Avenue where a full range of labor exchange workforce services are available to the workforce and employers. This includes workforce orientations, career services workshops and access to computers for the purposes of job search. Employment Services staff provide Veteran's services and manage the Senior Community Service Employment Service Program. Veteran's services are provided in collaboration with the County's Veteran's Service Office located in Freehold. The Senior Community Service Employment Service Program works cooperatively with the National Council on Aging (NCOA) to provide workforce and training services to seniors eligible to participate in the programs

ES staff are represented on all the MCWDB Committees and are engaged in the effort to ensure quality customer service. A good operational partnership exists between the ES and WIOA staff and has for many years. WIOA staff attend each workforce orientation at the One-Stop Center in Neptune to discuss WIOA career and training services available through the comprehensive One-Stop Center. The Veteran's Representative is stationed in the Resource room at the Eatontown One-Stop one afternoon a week.

WIOA staff is available to assist customers in the Resource room as their time and responsibilities allow in the Eatontown office as there are no ES staff are on-site. This is a weakness of the Monmouth County One-Stop and discussion has been initiated with LWD staff to create co-located One-Stop with an integrated One-Stop Career Center in Monmouth County soon.

Title IV Vocational Rehabilitation

The local Vocational Rehabilitation program is very much partner in the Monmouth County workforce system and its delivery of services to individuals with disabilities who need DVR's services. Whenever possible individuals with disabilities are provided career and training services through ES and WIOA staff in alignment with MCWDB's mandate to provide seamless services. A representative of DVRS has long been an active member of several Committees including the Service to People with Disabilities Committee and the Job Seeker Committee. DVR representatives see customers on an appointment basis at the Neptune One-Stop Career Center.

Ex-Offender Programs

Monmouth County ES staff in Neptune One-Stop provides services to re-entry customers and is currently meeting with customers several times a month in the Eatontown office, which is a new initiative. A relatively new group serving this population has begun in Asbury Park, which the Executive Director of the MCWDB participates. This is an area that the WDB should develop in the next few years.

Carl T. Perkins Career and Technical Education Act Programs

MCWDB sets the tone and tenure for Perkins program priorities through the Basic Skill and Literacy Committee. The WDB will implement an improved system to monitor the Perkin's Funds to include: Perkin's program applicants to develop annual Abstracts detailing how the programs to be funded align with MCWDB strategies and present their proposed programs at a Basic Skills and Literacy (BSL) meeting. Program operators will provide quarterly reports to the BSL prior to presentation to the full Board for discussion and approval. This will ensure that the proposed programs are aligned with local workforce needs and policy and MCWDB stays abreast of the career pathways that our local education entities are developing and implementing. Further MCWDB Committees can focus on next steps in pathways.

WorkFirst New Jersey (TANF and SNAP) Employment and Training Program

MCWDB oversees the “To Work” activities of the WorkFirst NJ program and Monmouth County DWD has administered this and its predecessor work related programs for several decades and a strong partnership exists between MCWDB, Monmouth County DWD and the Monmouth County Board of Social Services. The TANF component of the Monmouth County WorkFirst program previously struggled with the work participation rate. The DWD and Board of Social Services made this a priority and have been successful in raising the participation rate consistently to the low 40%, high 30% range.

Staff in the DWD have been trained in improved case management and staff from the Board of Social Services have been embedded with the DWD staff to address the WFNJ client in a holistic manner. The goal is to systemically address the barriers and obstacles to success as early as possible and connect the recipients to the appropriate supports and resources

New Jersey Supplemental Workforce Fund for Basic Skills

The MCWDB Basic Skills and Literacy Committee oversees this funding and recommended to the full Board that the funding be used to support the Workforce Learning Link in the Eatontown One-Stop. This program has been very successful but is underfunded and could serve more adult learners in the County if additional funds were secured.

Additional Program Collaboration

MCWDB collaborates with several local educational and training initiatives designed to meet the needs of employers and the workforce. These include Brookdale Community College’s TAACT grant programs that have focused on the development and implementation of health-care related certificate programs and is collaborating with OCC and other NJ community colleges in the recent America’s Promise grant application that will sustain and expand these certificate programs.

III. LOCAL BOARD

By Memorandum of Understanding (MOU) between the WDB and the Board of Chosen Freeholders, Monmouth County is designated as the administrative entity to receive and administer Workforce Innovation and Opportunity Act funds and other funds for employment and training. The Monmouth County Freeholder Director makes appointments to the Workforce Development Board in consultation with the WDB Membership Committee.

The Monmouth County Workforce Development Board (WDB) is a board of approximately 29 members. The majority of members are from the private sector; other members represent social services, organized labor, community-based organizations and education. The WDB, through the Director’s oversight of the One-Stop Operator, ensures that local programs and services are integrated to serve traditional Workforce Innovation and Opportunity Act (WIOA) customers and other priority populations.

a. Access to Employment, Training and Services

In New Jersey’s WIOA system, the One-Stop Operator serves to tie the partners together, manage activity, ensure collaboration and coordination of services, and work to build a smooth system of services that maximizes the impact and value of each program and funding stream. The One-Stop Operator provides for the integration of state, local government, and vendor agency staff, providing WorkFirst NJ (TANF and GA), SNAP, and WIOA-funded employability assessment, service identification and sequencing, individual employment plan (IEP) development, and case management services for mandatory work activity participants. The WDB oversight holds the One-Stop Operator accountable to provide access to all individuals seeking services through the OSCC system. The OSCC has intake and registration systems (orientations), both group and individual, that assess the needs of each visitor. Orientations introduce customers to a full array of services available through various OSCC partners. Partners include DVRS, Wagner-Peyser, Adult Education and Literacy, post-secondary vocational training providers, Veterans services, TANF and SCSEP. In addition, referrals to local social services agencies are also available to assist

with specific individual needs.

b. Career Pathways

New Jersey has adopted a common definition of Career Pathways in New Jersey's Blueprint for Talent Development. The WDB will work to ensure that all workforce programs incorporate this Career Pathways definition into their efforts.

Career Pathways are defined as a series of education and training experiences resulting in industry-valued credentials leading to employment, promotion and/or advanced education. Career Pathways are industry focused, have diverse entry and exit points, and include integration of adult basic skills, digital literacy, employability skills and work-based learning, including registered apprenticeships. In collaboration with the One-Stop Operator, Talent Networks and other workforce development partners, the WDB will facilitate the implementation of Career Pathways. The WDB will support co-enrollment in core programs through Monmouth County Division of Workforce Development counselor outreach to Wagner-Peyser Reemployment Services and Eligibility Assessment (RESEA) customers and oversight of the integration of services offered in the One-Stop Career Centers.

MCWDB is working with both employers and education partners to develop career pathways initially in the healthcare sector and advanced manufacturing and will replicate the process in the RHT sectors in the future. Further MCWDB has entrusted Monmouth County DWD to ensure that all workforce programs incorporate this career pathways definition into their efforts.

c. Industry Valued Credentials

New Jersey has developed a list of industry-valued credentials and degrees that will be the focus of the occupational training investments of the state's workforce programs. This list was developed based on an analysis of a variety of labor market information sources, along with extensive input from employers and the state's seven industry-focused Talent Networks. This list was approved by the State's Credential Review Board in May of this year and will be updated annually. New Jersey has adopted a policy that, in Fiscal Year 2017, a minimum of 50% of occupational training investments in WIOA Title I will be focused on programs that result in an industry-valued credential. In subsequent years, this percentage will increase until Fiscal Year 2021, when 80% of occupational training investments in WIOA Title I will be focused on programs that result in an industry-valued credential

Monmouth County WDB is exploring the development or vendor contract to provide online and instructor-led assessment of each customer's workforce readiness, and provide individualized training leading to a Certificate in Workplace Readiness. The goal is to have all contracts with training and service providers will require the recipient to offer experiential learning or other methods of providing adult and youth funding recipients with work experience. In addition, the WDB is facilitating meetings with local apprenticeship representatives, training providers and employers.

MCWDB and its Committees are in the process of becoming familiar and reviewing the list of industry valued credentials and degrees recently developed by NJ LWD. Knowing that this list will be the focus of the occupational training investments of the State's workforce programs this list is being shared widely throughout Monmouth County's workforce system and Provider community.

IV. EMPLOYER ENGAGEMENT, COORDINATION AND LINKAGES

a. Employer Engagement

For several years, Monmouth County has proudly worked to establish an integrated Business Services Team which includes representatives from the County, NJ LWD, NJ Veterans Services, NJ WFNJ, and Brookdale Community College.

This team coordinates outreach based on a targeted sector strategy, and also shares resources, contacts and best practices to provide services to business both large and small.

According to The Combined State Plan for the Workforce Innovation and Opportunity Act (WIOA) 2014, the most important way to strengthen New Jersey's workforce is to build high quality partnerships with a wide range of employers, state departments, local governments, educational institutions and community-based organizations that play critical roles in the labor market. Employers, libraries, community groups, county colleges, vocational/technical institutions, K-12 education systems, training providers, industry associations, organized labor, four-year universities and other important players statewide all have an enormous stake in creating a successful education and training system that responds to the rapidly changing needs of the state's key industries. MCWDB relies on workforce partners, including the state's seven industry- focused Talent Networks, to provide connections to employers, communication with regional educational institutions and key intelligence on the workforce needs of the state's key industries. With the Talent Networks focus on building new employer-driven partnerships across the state, Targeted Industry Partnerships (TIPs) will assist MCWDB in meeting the skill needs of employers and building new pathways to economic opportunity.

b. Address Local Business Needs

The Business Services Team has engaged with hundreds of Monmouth County businesses to provide three categories of services:

1. Recruitment of Candidates
2. Hiring Incentives
3. Incumbent Worker Training

The Business Services Team works closely with the Talent Networks within the County's targeted sectors, as well as the local Chambers of Commerce, Brookdale Community College, DVR and Monmouth Ocean Development Council (MODC) to identify the needs of local businesses.

c. Coordination of workforce and economic development programs

Both Monmouth County Workforce Development and Monmouth County Economic Development report to the Monmouth County Planning Department, thereby ensuring coordination when appropriate. Both the Monmouth County Economic Development and Monmouth Ocean Development Council are member of the Workforce Development Board, which allows the exchange information on key issues and initiatives.

Since 80% of job growth comes from existing businesses, and because employer research consistently shows "quality employees" is a driver for business retention and relocation, Monmouth County WDB believes that "workforce development *is* economic development". Therefore the WDB's goal is to provide workforce-based solutions, such as On-the-Job Training (OJT), Apprenticeships, and Incumbent Worker Training, that will help local and regional businesses compete and grow, thereby creating more job opportunities.

d. Linkage with Unemployment Insurance

Monmouth County WDB recognizes the value of a close working relationship with Unemployment Insurance. By strengthening that linkage, we can, together, identify and engage Monmouth County residents who might benefit from early intervention services, are struggling to find employment, or encountering other barriers. Currently, Monmouth County One-Stop counselors work with Unemployment to process customers eligible for Additional Benefits while in Training (ABT) and also help customers who are having challenges with the UI system. The agency is also exploring opportunities to have a representative from UI in the Eatontown One-Stop each week as a service to customers.

e. Connecting Business and Job Seekers

Monmouth County creates linkage between program delivery and employers in a variety of ways:

- The cornerstone of linking programs and employers is the strong relationships the agency has with businesses, which are built through our Board, through partnerships

with the NJ Talent Networks, and through the agency's Business Services Team. Monmouth County leverages these relationships to provide a suite of work-based training options, including on-the-job training.

- Through partnerships with education, specifically Brookdale Community College and the Monmouth County Vocational School District, a goal is to expand incumbent worker training and apprenticeships programs.
- Finally, the agency's follow-up process for ITA customers has been designed as an internal collaboration between Employment Counselors and Business Services. As customers are completing their ITA's, they are engaged by a Business Services Counselor to help them find employment.

V. LOCAL AND REGIONAL WORKFORCE AND ECONOMIC DEVELOPMENT

Workforce Development at the local level plays a key role in economic development when the region provides workers/individuals with training that prepares them for in-demand occupations and industries and when we conduct and facilitate incumbent worker training and work-based learning, in that we help those companies upgrade, update, become more competitive, and be most able to grow and expand in the region and beyond. In Monmouth County, the MCWDB has a close relationship with Monmouth-Ocean Development Council (MODC) with its Director on the WDB. The Executive Director for Monmouth County's Workforce Development Board frequently attends various local Chamber of Commerce meetings as well as county-wide networking events conducted by both public and private local business entities. This allows the MCWDB the opportunity to identify and plan around the diverse needs of our business community – while at the same time establishes the overall training needs of our local workforce.

VI. ONE-STOP DELIVERY SYSTEM

a. Continuous Improvement

There are important and critical factors that must exist to ensure continuous improvement and to meet the employment needs of local employers, workers and job seekers. Business Services uses many tools to help job seekers build careers. This includes credentialed training programs, On-the-Job work placements, vocational rehabilitation programs, community college or any viable source of assistance that leads to positive outcomes for customers. In addition, relationships must be built and maintained with business customers to understand their needs with an appreciation for regional market conditions that affect employer demand. The Monmouth County Business team services a diverse group of public and private resources to deliver effective services to both employers and job seekers.

In selecting providers to deliver services, Monmouth County follows a rigorous Request for Proposal process in accordance with the New Jersey Local Public contracts Law and the County of Monmouth Purchasing Department rules and regulations.

For the Eligible Training Provider List, the vendor and the course must be listed and must be in good standing with the State of New Jersey in order for Monmouth County to provide an initial contract. A description of the program as well as cost information must be reflected on the Section J regarding the training offered. This year, Monmouth County also began to look for the industry recognized credential that is provided by the training offered. The credential obtained must also be clearly identified on the Section J as well.

There is continuous oversight and monitoring of vendors to ensure the proper delivery and administration of all workforce programs. The Workforce Development Board and partners work collaboratively to ensure that policy is clear and enforced and that resources are properly allocated and that problems are resolved in a timely fashion. Monmouth County has employed a Full time program monitor whose sole responsibility is to monitor vendors for programmatic and fiscal compliance. Site visits are scheduled at least once per contract year (Additional visits are scheduled where corrective action or challenges exist). A monthly monitoring schedule is created and reviewed. Monitoring visits are conducted onsite by appointment or by

unannounced visits. Visit is conducted via a monitoring tool (See Attached). A copy of the contract, most recent copy of the Level of Service Report, the Eligible Training Provider printout and the fiscal report is all reviewed as a portion of the monitoring. An entrance interview is conducted with the subcontractor to review objectives and expectations. A review of records and files as well as an interview with the provider of services. Interviewing program participants is an important part of the monitoring process. Once monitoring is complete, a final monthly report is submitted to the provider within 14 days of the visit. If a corrective action is warranted, a report is sent to the vendor with a response due back to the office to address the infractions identified at the monitoring visit. The Monitoring process is overseen by the Oversight, Compliance and Quality Assurance committee, which is a committee of the Workforce Development Board.

b. Access to Services

The Workforce Development Board facilitates access to services through a variety of means. Workforce development services are available at the Financial Success Center located at the Freehold Raceway Mall. This location is convenient to clients in the Western section of Monmouth County.

Utilization of Metrix license for clients who need an enhancement of skills is a tool used when appropriate. Monmouth County One-Stop offers distance learning and online type programs as an option for Individual Training Programs. Online learning is offered as a courtesy to well vetted customers.

c. Disability Services

The Monmouth County Workforce Development Board ensures that the One-Stop Career Centers are fully compliant and accessible to job seekers who are in need of disability services. In an effort to better serve job seekers with disabilities, the Monmouth County Career Center will review all printed materials for accessibility and ease. The resource room is equipped with wheelchair accessible furniture. In addition, Monmouth County will institute a One-Stop Physical Accessibility Checklist to be completed every 3 to 4 years.

d. Service Delivery

All customers entering the One-Stop Center must attend a Career orientation which is led by the Monmouth County One-Stop Staff. After the career orientation, each customer will meet with a career counselor through a triage procedure. At each customer meeting, the career counselor begins the conversation with the client about the expectations and the next career step for the client. Prior to the next appointment, each customer must complete an assessment and based on the results, customers meet with either a Career Counselor or Business Services Representative. A Career counselor would guide the customer on the path of training through the use of an Individual Training Account. A Business Services Representative would guide the customer with an immediate job placement. Another option for the customers is to attend a series of workshop in the Career Connections series. Customer can be referred to workshops while meeting with counselors as well as meeting with Business Services.

A career counselor completes the intake and eligibility determination process which includes the TABE test if necessary. The career counselor along with the customer creates an individual employment plan which identifies the steps customers need to take in order to obtain employment. Some customers may be referred to the Workforce Learning Link to increase their education skill in order to better prepare for training or employment. Other clients are referred directly to a training provider to begin training in a pre-planned and chosen In-demand career pathway. Some customers may qualify for youth services that will be referred to the youth staff for services. For those customers who require services outside the scope of the One-Stop Career Center, a referral for services will be available; this include services with the Division of Vocational Rehabilitation. In addition, referrals for other supportive services such as housing, transportation, clothing and food can and will be available at any time.

Customers are also referred to the One-Stop through a referral from the Board of Social Services. The

customers are usually WorkFirst New Jersey (WFNJ). WFNJ customers are receiving some type of public assistance. These customer come into the One-Stop and attend an orientation process as previously discussed, however there are additional requirements and time limits that must be met by a WFNJ customer. These requirements and time limits must be met in order for the customer to be considered compliant. There are some customers that are referred to outside agencies for WFNJ activities. These activities are funded by the Monmouth County Division of Workforce Development under a contract for services. Customers referred for a Community Work Experience Program, which is run by Monmouth County One-Stop staff at the One-Stop office in Eatontown. A CWEP customer must volunteer at a non-profit or agency for a certain amount of hours per week.

e. One-Stop Partners

The purpose of the WDB Memorandum of Understanding (MOU) is to establish the respective roles, responsibilities, financial and institutional commitment of each entity in the development and operation of a One-Stop workforce service delivery system pursuant to the provisions of Section 121 of Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014 (see attached).

Partners provide the following services: career services, training services, work activities (WorkFirst NJ), and business services, as identified in the attached MOU. All Partners agree to provide, to the extent feasible, career services at their respective sites (see attached matrix, "New Jersey Local Area Programs and Services Grid"). Ideally a customer will access orientation, intake, eligibility for services and other activities offered at the OSCCs as described in Sec. 134 (d) 2 of the WIOA. The MOU includes a commitment by Monmouth County One-Stop Partners to jointly and mutually implement processes for referral of customers to One-Stop Career Centers (OSCC) services. OSCC referral methods primarily include: NJ LWD website, Career Connections, county level Human Services websites, Partner specific websites, and verbal referrals to/from One-Stop Partners.

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

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

One-Stop Partners ensure access for individuals with barriers. The term "individuals with barriers" includes individuals who are: hard to serve (e.g., out-of-school youth), displaced homemakers, low-income, individuals with disabilities, older, ex- offenders, homeless, have limited English proficiency, and are facing substantial cultural barriers.

It is expressly understood that the MOU constitutes commitment of specific resources/services that will enhance the offering of services to the customers of the Monmouth County One-Stop Career Centers (OSCCs). All infrastructure costs are supported by the grantee or grant recipient. USDOL has stated that the WIOA requirements of Sec. 121(h) for local agreements related to shared and infrastructure costs do not have to be satisfied in Program Year 2016. An agreement will be developed as guidance becomes available from the NJ LWD.

VII. ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

The Monmouth County One-Stop provides job seeker and career development services that focus on in-demand employment opportunities and viable career paths. Monmouth County have over 60 Individual Training Account Vendors providing specialized training. Monmouth County offers opportunities for On the Job Training as well as specialized occupational training in Hospitality and Healthcare, both of which are in

high demand in Monmouth County. All programs offer a soft skill component often coupled with individual counseling and job placement assistance.

For WorkFirst New Jersey and Youth, a mandatory requirement of at least 30 hours of Work Readiness training is required for each customer a requirement that has increased from previous years.

WIOA adult and dislocated worker customers have access the full range of employment and training activities as previously described within the Monmouth County workforce system. Customers can access most of these activities through either of the One-Stop Career Centers, however, access to training services is through the comprehensive One-Stop Center in Eatontown.

The focus of all funded education and occupational training programs prepare customers for positions within the healthcare, RHT, or Technology sectors to include industry valued credentials, are listed on the ETPL and include employability skills content that is reinforced through the interaction of customers with One-Stop case managers and through career services workshops. Additionally, adult and dislocated worker customers can access education, training and soft skills development on-line through Metrix.

VIII. RAPID RESPONSE

For several years Monmouth County has been working seamlessly with the State on Rapid Response efforts. Our agencies have partnered scores of times to present a complete, complementary range of services to identified employees. The process is as follows:

- The State notifies Monmouth County Business Services team of an upcoming Rapid Response
- The Business Services team will attend the Rapid Response meeting and present our services to impacted workers
- State and Local agencies will co-enroll all Rapid Response customers
- Local Business Services team will meet 1-on-1 with each impacted individual to triage needs

IX. YOUTH ACTIVITIES

Delivery of Youth Activities

The Monmouth County Workforce Development Board and the Monmouth County One-Stop are committed to providing high quality services for Youth which includes career exploration and guidance as well as career pathways and skill training for in demand occupations and other work experiences. Emphasis will be placed on identifying at-risk youth through relationships with local providers of youth services and school administrators with a strong focus on drop-outs. Monmouth County has two full-time youth counselors who work with vendors and the community on recruitment, counseling and retention of WIOA eligible youth.

Monmouth County contracts In-School and Out of School youth services to local vendors. The Monmouth County Workforce Development Board has established priority service areas with target areas including: Asbury Park, Red Bank, Neptune, Long Branch, Freehold and the Bayshore Area. Potential subcontractors wishing to serve youth outside of these target locations must demonstrate demographic support explaining the needs of economic and disadvantaged youth in that area. Governance of the Workforce Area starts with the Youth Investment Council (YIC) who set the policy, procedures and initiatives for the program year. YIC makes recommendations to the Workforce Development Board for their discussion and approval. These policies and procedures are then implemented by the Contracts and Planning Department of the Monmouth County DWD through the development of the RFP for programs. The planning process for the RFP begins with a brainstorming meeting with Youth Investment Council. An Environmental scan is performed to identify gaps in service and possibilities and challenges that may exist as well as any trending patterns. The bulk of the Request for Proposal is developed after meetings and scans are completed. Monmouth County Counsel and the Purchasing Department play a large role in the proposal process to ensure all of the rules of Public contracting Law are followed.

Youth Contracts are awarded with priority to Out-of-School programs; the WDB ensures that 75% of youth contracts address this population as is required in WIOA. Each of the youth contracts are responsible for the providing all 14 of the program elements into the design of the program.

Recruitment and Retention:

Once programs are selected, the DWD Youth Counselor is responsible for recruitment, technical assistance, certification and program management of youth programs. Recruitment for Monmouth County will consist of a number of efforts.

A youth group orientation is held at least twice a month prior to an Out of School youth enrolling into a program. Orientation is held at a site in the community to promote greater participation and enrollment; the rationale is to bring the program to youth rather than bringing youth to the program. The Youth Orientation is advertised by all of the contracted vendors as well as by community agencies and libraries in the County. All inquiries to the One-Stop for an orientation are fielded for youth criteria and those youth are added to the next available Youth Orientation. The orientation introduces youth to the workforce development program and explain all of the services that are offered. Once orientation has been completed, youth staff meet with the client to develop an individual service strategy. Youth are then referred to an appropriate youth vendor, enrolled into the Workforce Learning Link or continue with DWD for services.

Youth Counselor on the ground in the community – Monmouth County has reassigned staff who are the face of the youth program in the community. The youth counselor job is to meet youth where they are. Recruitment will begin with youth and young adults but will also focus on the parents and families of youth. Monmouth County will focus on organizations such as schools, recreational facilities, faith based organizations, juvenile justice systems, social service agencies to name a few. Recruitment will focus on the value of the program and how the program can enhance a young person life that youth will receive by enrolling in the program, explaining why this program will help youth succeed. He will provide technical assistance to contracted Vendors on issues like recruitment and retention.

Word of mouth from the youth - One of the most reliable recruitment tools is word of mouth from youth which can be the best referral source. When a youth is enrolled in a program and is seeing positive results, they are more likely to recommend the program to friends and relatives. Therefore it is imperative that the programs are designed to yield results. Monmouth County recently instituted the Young Ambassador program where youth serve as the advisory council for the youth programs. This program serves as another recruitment source for youth and allows the youth to have a true voice in the programming that is provided.

Referrals from partners – Collaboration with community partners is vital to recruitment and to that end there is a coordinated effort to outreach to many community agencies who work with a similar client base and create gateway for the referrals to flow in both directions. The youth counselor attends events throughout the community to promote awareness for the programs as well as recruitment youth.

X. EDUCATIONAL ENTITIES

The Monmouth County One-Stop coordinates secondary and post-secondary education and workforce development activities through our partnership with the Monmouth County Vocational School, Adult Basic Skill Consortium and Brookdale Community College. In 2014 and 2015 there was a successful manufacturing program through Brookdale Community College. The Monmouth County One-Stop assists with recruitment and certification of individuals while Brookdale provided the classroom training and the business community provided the employment at the end of the program.

The Workforce Development Board staff meets with partners from the Monmouth County Vocational and Brookdale on a bimonthly basis to share resources and discuss new opportunities for partnership and ways to partner to avoid duplication of services and to enhance existing services. Secondary and Post-secondary

educational programs are represented on committees as well as on the Workforce Development Board. In addition, a MOU is obtained from key secondary and post-secondary partners including Monmouth County Vocational School, Basic Skills Consortium and Brookdale Community College.

XI. SUPPORT SERVICES

Employment counselors are fully trained on the supportive and community services available to client. Referrals are available to services beyond the One-Stop scope of services. Transportation in Monmouth County has long been a barrier to gainful employment, training and education. Through a grant from the State of New Jersey Division of Family Development, the Division of Workforce Development provides transportation services to eligible TANF clients as referred by the Monmouth County Division of Social Services (MCDSS) and/or Monmouth County Division of Workforce Development. Transportation provided consist of reasonable advance reservation for a multiple destination service which may include transportation to and from a place of business, childcare provider or school to the client work activity location. The Monmouth County Division of Social Service also partners to encourage the use of bus and train passes as a supportive service. DWD has a working partnership with Childcare Resources, the Affordable Housing Alliance and many nonprofits in the communities who work to address the challenges and barriers clients face on a daily basis. Connecting customers to the resources required is a vital component to the success desired. A Service provider meeting is held on a monthly basis for any community agency providing services or have an interest in services provided to customers. This monthly meeting is set to ensure that all partners have input on the solutions and challenges that the customers face. The Monmouth County One-Stop ensures resource and service coordination throughout the County.

XII. WAGNER-PEYSER ACT SERVICES

MCWDB provides oversight to the coordination of services between the Monmouth County's local system and the Employment Services to ensure that all customers' employers and workers receives efficient and effective services through the every partner in the One-Stop delivery system. The ability for all designated One-Stop Career Center partners to provide access programs and activities to job-seekers in a unified manner is critical. This includes, but is not limited to, access to all labor market information, job search, placement, recruitment and labor exchange services as authorized.

To maximize coordination of services provided by Employment Services and the One-Stop, several processes are already in place and will be continuously reviewed for opportunities to improve:

- WDB Partners Committee: reviews services provided by all partners and coordinates as appropriate
- Co-Location of services: Both One-Stops in Monmouth County share staff as appropriate, including Workforce Development counselors, WFNJ (both State and County staff), and Veterans Representative
- Co-Enrollment: Customers will be co-enrolled as follows:
 - Those identified by the State for "co-enrollment"
 - All participants receiving Rapid Response services

XIII. ADULT EDUCATION AND LITERACY

a. Title II Referral Process

The Monmouth County Basic Skills committee believes that the ability to read and write is critical to personal freedom. A requirement of WIOA is the development of strong partnership with Title II providers to ensure alignment with the WIOA local plan. Brookdale Community College has served as the lead agency for the Monmouth County Adult Basic Skills Consortium for over 15 years. Partners of the Basic Skills Consortium include:

- Community Affairs and Resource Center

- LADACIN Network
- Literacy Volunteers of Monmouth County
- Monmouth County Vocational School District

In addition to serving as the lead agency, Brookdale also provides direct services to individuals in Adult Basic Education (ABE), English as a second language (ESL), and the High School Equivalence (HSE). Basic Skills classes are offered at several locations throughout Monmouth County including Asbury Park, Long Branch, Hazlet and Freehold. Core services provided by the consortium include helping customers attain the HSE as well as increasing basic levels of reading and math.

b. Literacy Services

The Monmouth County WDB has a Workforce Learning Link (WLL) Program located in the Eatontown One-Stop which is staffed by a certified teacher and an assistant. The primary goal is to raise the Basic skills level of customers in order to be eligible for a specific training or a specific career path. The Monmouth County Learning Link accepts clients based on referrals from career counselors and/or workforce system partners. WIOA and WFNJ customers have access to services at the Learning Link. . For program year 2015, Learning Link served a total of 187 clients.

c. Literacy Referral Process

Once customers have shown significant progress, the Workforce Learning Link Staff will meet with the referring counselor to discuss the progress. After meeting, a referral is sent to the referring counselor recommending training and/or the next step as defined on the Individual Employment Plan.

XIV. COORDINATION WITH DIVISION OF VOCATIONAL REHABILITATION

In April 2012, New Jersey became the 14th “Employment First” state in the United States. “Employment First” is a framework for systems change that is centered on the premise that all citizens with disabilities, including individuals with the most significant disabilities, are capable of full participation in integrated employment and community life. Individuals with disabilities are a multi-skilled workforce resource for employers.

The Workforce Innovation and Opportunity Act (WIOA) requires states and their Local MCWDBs to invest prescribed resources to promote the creation and implementation of workforce development and training programs and services designed specifically for individuals with significant disabilities. The local area integrates One-Stop services for customers with disabilities. However, the greatest obstacle to full integration of these customers is undeclared or undetected disabilities which are not evident to One-Stop staff.

One-Stop triage staff is trained to be alert and aware that they may be serving customers with hidden disabilities. Staff cannot ask customers about disabilities, but they can, based on observation, offer assistance and accommodations. Persons whose disabilities allow them to fully participate in One-Stop activities are integrated with other customers. Each One-Stop Public Access area is equipped with the most current accessibility hardware (e.g., large screen monitor, track mouse, sound board) and software (e.g., ZoomText, Text Aloud and JAWS) to assist customers with disabilities in their job search.

Customers whose disabilities do not allow full participation are referred to the NJ Division of Vocational Rehabilitation Services (DVRS). In some cases, DVRS and One-Stop staff jointly develops accommodation and assistance plans that allow customers to return to integrated One-Stop activities. Customers whose disabilities prevent integrated services are served principally by DVRS.

XV. FISCAL AGENTS

Through a Memorandum of Understanding between the County of Monmouth (CEO) and Monmouth County Workforce Development Board (MCWDB) Monmouth County DWD is designated as the fiscal agent

and administrative entity for WIOA funds and all federal and state workforce funds received in Monmouth County.

The Monmouth County Board of Chosen Freeholders makes official appointments to the WDB. The WIOA funds are held by the County of Monmouth and managed by the WDB. Fiscal oversight of Employment and Training Services is provided by the WDB through a fiscal liaison reporting to the WDB Director.

XVI. ONE-STOP OPERATOR COMPETITIVE SELECTION

As documented in the Combined State Plan for the Workforce Innovation and Opportunity Act (WIOA), the WIOA requires local workforce areas to competitively select the One-Stop Operator based on eligibility requirements and criteria outlined in Section 121(d)(2). WIOA requires each State to provide their local workforce areas with policy guidance and technical assistance that will assist in the competitive selection of the One-Stop Operator. WIOA defines the minimum role of the One-Stop Operator as a convener, coordinator and manager of the one-stop delivery system in a local workforce area. Local boards can develop a more expanded definition of the role of the One-Stop Operator as long as that role is consistent with state law.

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

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

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

MCWDB has begun the process of identifying the procurement options and what process will best fit the needs of Monmouth County. Additionally MCWDB will identify the necessary firewalls to comply with both the federal and State law. Under discussion is the best path forward, a Request for Proposal that clearly delineates the role of the prospective One-Stop Operator to deliver services “at a minimum” level versus a Request for Proposal that solicits is more “comprehensive” One-Stop Operator. MCWDB has identified the alternate procurement requirements, selection process, roles/responsibilities, and the standards and outcomes required of the One-Stop Operator under each scenario. MCWDB anticipates having the procurement completed, the One-Stop Operator selected and in place for the PY 2017 (July 1, 2017) as specified in WIOA.

XVII. PERFORMANCE TARGETS

In order to assess the quality, effectiveness, and improvement of programs, New Jersey will utilize the performance measurement system outlined in section 116 of the Workforce Innovation and Opportunity Act (WIOA) as well as additional metrics that have been adopted by the State Employment and Training Commission (SETC) for federal and state workforce programs. Performance Goals for Core Programs can be found in Appendix 1 of the Combined State Plan for the WIOA.

The WDB evaluates program performance by monthly review of NJ Performs Data for:

- Adult and Dislocated Worker Entered Employment
- Adult and Dislocated Worker Retention
- Adult and Dislocated Worker Average Earnings
- Youth Placement
- Youth Attained Degree
- Youth Literacy/Numeracy

The WDB evaluates WIOA budget compliance by monthly review of the NJ Department of Labor and Workforce Development Fiscal Report in comparison to the budget and the previous month’s Fiscal Report. The WDB evaluated all significant training providers through third party monitoring, including:

- On-site visits
- Customer interviews
- Performance data review using NJ Performs and the NJ Eligible Consumer Report Card
- Review of provider costs and holdback billing

The WDB seeks to ensure that at least 50%, and ideally 60%, of funds in each WIOA Title are spent on direct training. The WDB tracks this metric as part of monthly fiscal reviews.

The WDB also tracks and reviews the length of customer program participation to ensure that customers are exited on a timely basis. The SETC Performance Committee has also identified length of program participation as a key program metrics. The WDB has not received local performance metrics for Program Year 2016 at this time.

XVIII. LOCAL BOARD MEMBERSHIP

Effective Workforce Development Boards (WDB) are critical to the success of New Jersey’s workforce system. Led by the private sector and inclusive of key partners, local WDBs engage in an active governance role to ensure investments are made in effective programs and that local residents can access the services they need for career success. The local WDB is responsible for strategic direction, operation and oversight of programs and services in the local area.

a. Board Membership:

<i>Chair</i>	Frances Keane	CentraState Health System	Business
<i>Vice -Chair</i>	Robert Connolly	BC Compliance Group, LLC	Business
<i>Trustee</i>	Patricia Carlesimo	LADACIN Network	CBO
<i>Trustee</i>	Brian Wallace	WithumSmith&Brown PC	Business
	Debra Agresti	Affordable Housing Alliance	CBO
	John Booth	BoothJL & Associates, LLC	Business
	John Brown	NJDLWD	Government
	John Ciufu	Monmouth County Office of Econ. Dev.	Eco Dev
	Drew deGanahl	deTech Group, LLC	Business
	Wyatt Earp	IBEW	Organized Labor
	Karen Escobedo	New Jersey Natural Gas Co.	Business
	John Gagliano	EPS	Business
	Stephen Hornik	AFL/CIO of Mon. & Ocean Co.	Organized Labor
	Roseann Isasi	PepsiCo	Business
	Timothy McCorkell	Mon. Co. Vocational Sch. Dist.	Education
	Maureen Murphy	Brookdale Community College	Education
	Paul Dement	Monmouth University	Education
	Violeta Peters	AcuteCare Health Systems	Business
	William Phillips	VALIC	Business

	Susan Rakoci-Anderson	Div. of Vocational Rehabilitation	Government
	Linda Roma		Other
	Chris Ruisi	The Coaches Zone	Business
	Jeff Schwartz	Mon. Co. Department of Human Svcs.	Government
	Barry Semple	NJALL	Education
	John Szeliga	Verizon	Business
	Benjamin Waldron	Mon-Ocean Development Council	Eco Dev
	Kathleen Weir	Monmouth County Bd of Social Services	Government

b. Board Recruitment

The WDB Membership Committee, led by a private sector individual, reviews the board composition on a regular basis with the Director. The Director is always cognizant of the board composition and routinely encourages contacts with potential individuals to become new board members.

c. Member Development

The Director provides new members with an orientation to the Workforce Development Board and the workforce system. Additional training is available, see list below XIX.

d. Board Performance

The local WDB closely monitors performance of the One-Stop Operator and the workforce system. The WDB meets its oversight responsibility with strategies including monthly review of program and fiscal reports for WIOA, Workforce New Jersey, and other Monmouth County WDB programs from the WDB Director, One-Stop Operator and Fiscal Supervisor of Monmouth DWD. Workforce Development Boards in the state play an important role in New Jersey’s efforts to expand high-quality employer-driven partnerships. The local WDB members represent the board at regional meetings and business events, serve on committees and develop relationships with area partners to identify opportunities and create high quality employer-driven partnerships.

XIX. STAFF AND PARTNER DEVELOPMENT AND TRAINING ACTIVITIES

Staff training and development is an on-going priority for Monmouth County; it is provided for the Board, system partners and staff through:

- National Association of Workforce Boards (NAWB) Annual Conference (March 2017)
- Statewide training:
- GSETA Conference (annual, October 2017)
- GSETA Training Institute (quarterly)
- GSETA Committees (monthly)
- GSETA Retreat (annual)
- State Labor and Workforce Development training (as offered)
- Regional training by the Central Jersey Partners (tbd)
- Local training:
- Weekly full staff meetings (Monday Morning Meetings)
- Monthly department staff meetings
- Vendor presentations
- Workforce Development Board Retreat (Summer 2016)
- Professional development:
- Certified Public Manager (CPM) at Rutgers
- Mini-MPA at Rutgers
- WIOA and USDOL workshops, webinars and conferences

XX. TRAINING SERVICES

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

The Monmouth County One-Stop recognized the importance of having access to Industry Valued credential training programs that lead to employment and career pathways that pay a living wage. Ensuring access to industry valued credentials is paramount to the success of economic success of Monmouth County programs. The Workforce Development Board intends to achieve success through a combination of resources including staff development, building capacity with all partners, stressing the importance of credentials while targeting training in high demand industries, and use of the industry valued credential list published by the New Jersey Department of Labor. The ETPL is a critical tool, combined with effective career counseling. Monmouth County One-Stop staff informs all customers of their ability to choose a training provider, Customer choice. Customers are also given all of the options, tools and knowledge necessary to make the best informed choice available. It is stressed to every customer the benefits of a training program that offers an industry valued credential would be the most appropriate and would be the best option to a productive career pathway.

All WIOA Adult and Dislocated Workers access training programs through individual training accounts and all these job seeker customers follow the same path with regards to choosing training programs:

- Job seeker customers can access training services by making application directly with Monmouth County DWD or through a referral from NJ Division of Unemployment Insurance
- Eligibility for training services is determined and a comprehensive assessment takes place at which time the discussion about potential occupations and training programs begins.
- Customers attend a LMI presentation learn about research tools for decision making about potential occupations and training programs
- Customers literacy and numeracy skills are assessed and through another session with an assessment counselor an ISS is begun and customers are sent to research labor market information and to visit at least three training providers
- Customers provide feedback to counselors on their research and training provider visitation and the counselor approves training; and finalize the ISS.
- Customer begins training and is assigned a case manager who will assist them throughout the training program.
- As training completion approaches customer is linked to the business focused employment counselor who, along with the training provider, will assist them in placement activities. in
- Customer reports employment information to counselor

MCWDB and Monmouth County DWD use intelligence gathered from MCWDB members, community college, chambers of commerce, county economic development entities, business associations, the Talent Advisory Councils, Business Representatives, NJDLWD labor market information, individual employers and training providers to determine training areas and curriculum development.

The community college and private training providers often have their own advisory bodies which guide curricula and instruction. This guidance is often shared with MCWDB. The Combined State Plan for the Workforce Innovation and Opportunity Act 2014 identifies the certifications that are most desired by employers within New Jersey's seven key industry clusters. Placement in training programs is by customer

choice but counselors provide employment data to help individuals select training in key industry clusters that will lead to employment in an in-demand occupation and provides an industry valued credential. HVAC

XXI. LOCAL AREA PLANNING

Local Plan Development

The Monmouth County Workforce Development Board (MCWDB) embarked on this planning cycle by charging the WDB Committees to discuss the needs at their committee meetings. These committees are chaired by a WDB Business member and include representatives from business, the education community i.e. community college, vocational-technical school, county school system and adult education consortium, the One-Stop Career Center(s), County departments of Human Services and Planning and the County Welfare agency.

Over the past several months, the planning team has convened a series of sessions to review and discuss pertinent labor market data to ensure that current and projected workforce development initiatives are meeting the needs of the local and regional business community. Additionally, the team reviewed the various workforce initiatives between the Monmouth County One-Stop system, and the County's educational community to ensure that they are aligned with both demand and growth industries and meeting the needs of the growth industry sectors in our business community. Concurrently, the team examined points of intersection between the One-Stop Career system and Brookdale Community College to determine means to minimize the duplication of services where appropriate and the opportunity to leverage resources.

This plan is the result of extensive research, multiple committee meetings, including the WDB Executive Committee and General Membership as well as two planning sessions on September 25 and October 17th which included WDB members, representatives from literacy, education, County Planning, Economic Development, DVR, CBO, the ES staff and our regional partners.

The Monmouth County Workforce Development Board Local Plan Draft was posted for public comment online and a formal notification was submitted to the Asbury Park Press on December 1, 2016. The Full local MCWDB received the link to the draft version of the local plan at its General Membership meeting on December 1 for review. The plan is currently scheduled for approval (pending draft changes) by an electronic vote as the board does not meet again until March, 2017. The plan is scheduled to be reviewed by the Board of Chosen Freeholders at their January 21, 2017 meeting. The draft version of Monmouth County's local WDB plan will be submitted to the NJ Department of Labor and Workforce Development on December 15th, 2016 for their review with the final signatures and any revisions from the public comment period submitted by January 31, 2017.

XXII. TECHNOLOGY

Monmouth County Workforce Development utilizes America's One-Stop Operating System (AOSOS), as does the entire New Jersey workforce system.

The AOSOS technology platform supports integrated intake and case management throughout the entire One-Stop System and provides the ability to collect and use customer data.

It is MCWDB's understanding that NJ LWD intends to improve upon the current system to provide even greater interoperability and data integration. While AOSOS provides workforce partners with the basic functionality needed, NJ LWD will explore new and different technology solutions that could help to integrate services and facilitate information sharing to a greater extent. The current system is not user friendly and it is difficult for State and County staff to communicate, share documents and reports using AOSOS, especially through the interagency partners.

Monmouth County DWD has, through the County IT Department, created a separate local database to help track the status of the clients and to track payments to contracted vendors.

XXIII. PRIORITY OF SERVICE:

Title I provides for a “Priority of Service” for Out-of-School Youth, low-income adults and veterans. This provision grants priority access to higher-intensity career services and training to public assistance recipients, other low-income individuals, veterans and individuals who are basic skills deficient. All Monmouth County One-Stop Career Center visitors with an interest in training are referred to counselors for an assessment. The local Workforce Development Board reserves 20% of the Adult funds to address priority of service.

a. Service to Low-Income and Basic Skills Population

Public assistance recipients, low-income and individuals who are basic skills deficient are each thoroughly assessed by Monmouth County DWD staff to ensure the most appropriate activity necessary to improve work readiness skills and employment preparedness. Such activity could include assignment to remedial training (ABE, ESL), a four-week monitored job search, Community Work Experience worksite, or occupational and vocational training.

b. Veterans Services:

Veterans and eligible spouses receive first priority referral to all job and training opportunities for which they qualify. Staff specialists are assigned to within the One-Stop Career Center to help veterans find suitable jobs and opportunities. Services include:

- Free job search workshops,
- Resume development assistance,
- Career training consultations, and
- Assistance with the many benefits available through the Veterans Administration and state and local government agencies.

While the Priority of Service Regulations and joint guidance issued by ETA and VETS provide definitions and requirements, both the MCWDB and One-Stop Career Center play a strong role in applying them to their programs by creating and implementing policies, procedures and ensuring that priority of service is implemented uniformly and appropriately across its local systems

To meet the requirements in the regulations and the TEGL, and to ensure that veterans and eligible spouses receive the priority of service offered to them by law, The Monmouth County Workforce Development Board will ensure that comprehensive state and federal policies, plans, procedures and processes are adhered to which address:

- Implementation of priority of service by the State Workforce Agency, local MCWDB, and One-Stop Career Centers for all employment and training services delivered through the state’s workforce system;
- Guidance for local WDB on strategic planning and required areas for policy and service delivery changes;
- Necessary adjustments to Web sites and other portals by which job seekers remotely access resources, including self-service resources, to notify users of priority of service to ensure veterans and eligible spouses receive this benefit;
- Integration of DVOP specialists and LVER staff members, both as sources of information on priority of service, as well as specialized service providers for those veterans who qualify to receive their services;
- Disabled Veterans Outreach Program (DVOP) specialists provide intensive services to meet the employment needs of disabled veterans and other eligible veterans, with the

maximum emphasis directed toward serving those who are economically or educationally disadvantaged, including homeless veterans, and veterans with barriers to employment.
<https://www.benefits.gov/benefits/benefit-details/106>

- Language in contracts, sub-contracts, solicitations for grant awards, sub-grants, memoranda of understanding (MOUs), and other service provision agreements to ensure compliance with priority of service by sub-recipients;
- Data collection procedures and tools to track services to veterans and eligible spouses; and
- Monitoring of sub-recipients to ensure compliance with priority of service requirements.

The Monmouth County Workforce Development Board will ensure that the One-Stop operator include veteran’s priority of service in their strategic planning. The planning should consider:

1. Recently separated veterans who are in need of support to enter the civilian workforce for the first time, including veterans who need assistance in transferring their skills, experience, and credentials to the civilian job market;
2. Veterans who have been back in the civilian workforce for some time and may be experiencing unemployment as a result of the economic downturn; and
3. Veterans who have had long periods of unemployment and may require additional support due to homelessness, disabilities or other barriers to employment.

XXIV. ADDITIONAL LOCAL ELEMENTS

N/A

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