



MONMOUTH COUNTY
WORKFORCE DEVELOPMENT BOARD
Local Area Plan

2019 Modifications
Effective July 1, 2018 – June 30, 2020

Submitted to the NJ State Employment and Training Commission
June 30, 2019

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Introduction

The Monmouth County Workforce Development Board has developed our 2019 Local Plan Modification by drawing upon the key elements articulated in the State Plan and the Central Jersey Partners Regional Plan, updated NJLWD Labor Market Information, and ever-evolving Monmouth County Workforce Development initiatives and processes. By integrating these elements into our updated Local Plan,, the Monmouth County Workforce Development Board is confident in its ability to comply with the Workforce Innovation and Opportunity Act, focus on the key industry sectors identified as drivers of the Monmouth County workforce system, build high quality industry partnerships, and effectively serve all constituencies who engage our services, including the hardest-to-serve populations. The three cornerstones of our Local Plan, discussed in more detail below and throughout the plan, are 1) Board Engagement, 2) Partnerships, and 3) Performance.

1. **Board Engagement:** The Monmouth County Workforce Development Board is a strong and engaged body, providing strategic guidance and responsible governance. Comprised of the required majority of business members, as well as fully compliant across all categories, the Board, through full membership meetings as well as invaluable committee participation, has proven itself an innovative and forward-thinking resource. It's support of initiatives including on-the-job training, incumbent worker training, and other work-based learning programs, reflects their understanding of the needs of today's business community.
2. **Partnerships:** Our 2019 Local Plan Modification reflects the recognition in both the State and Central Jersey Partners Regional Plans that partnerships are the "secret sauce" of workforce development. And that may require many iterations. Our Local Plan requires partnerships with our business community, partnerships with our local elected officials, community college and economic development counterparts, partnerships with our faith-based and community organizations, partnerships with vendors and service providers, and partnerships within the entire workforce system, including NJLWD, SETC, , and GSETA.
3. **Performance:** To underscore that performance is one of, if not the most important factor for Monmouth County, we have undertaken two recent initiatives to ensure future success:
 - a. "Think Green" Initiative: With the support of our Workforce Development Board, Monmouth County has launched our "Think Green" initiative with the goal of moving all WIOA Performance Indicators into the "green". To do so, we are establishing guidelines for our services, providing additional training and transparency for our staff, dedicating staff to follow-up on our customers, and adding the position of Information Systems Supervisor.
 - b. Information Systems Supervisor: A recently created position, the Information Systems Supervisor manages performance outcomes by interfacing with all data systems utilized by the agency (AOSOS and NJ Performs), applying internal and external information resources (NJLWD Labor Market Information), supervising our customer follow up process, providing timely reports to management and staff, and training staff as required.

Beyond the three cornerstones above, the following 2019 Local Plan Modification presents the case that three key industry sectors continue to be the focus of our local workforce development efforts in Monmouth County: Healthcare, Technology, and Retail, Hospitality and Tourism. These sectors, also identified in the State and Regional Plans, provide the strategic framework for our Board, our partners and our staff in Monmouth County.

Overview: Monmouth County, NJ

468.8 square miles

1,341.1 people per square mile

Census data: ACS 2015 1-year unless noted

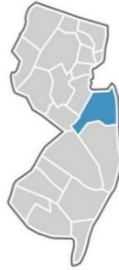


Figure 1: Map of New Jersey, highlighting Monmouth County.

(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 (vs. State of New Jersey), Monmouth County offers a superb quality of life. As the County tagline suggests, it’s “*The Place You Want To Be*”.

Economy Overview

625,888

Population (2018)

Population decreased by 3,082 over the last 5 years and is projected to decrease by 1,635 over the next 5 years.

287,737

Jobs (2018)

Jobs grew by 18,729 over the last 5 years and are projected to grow by 10,869 over the next 5 years.

\$91.8K

Median Household Income (2017)

Median household income is \$34.2K above the national median household income of \$57.7K.

Takeaways

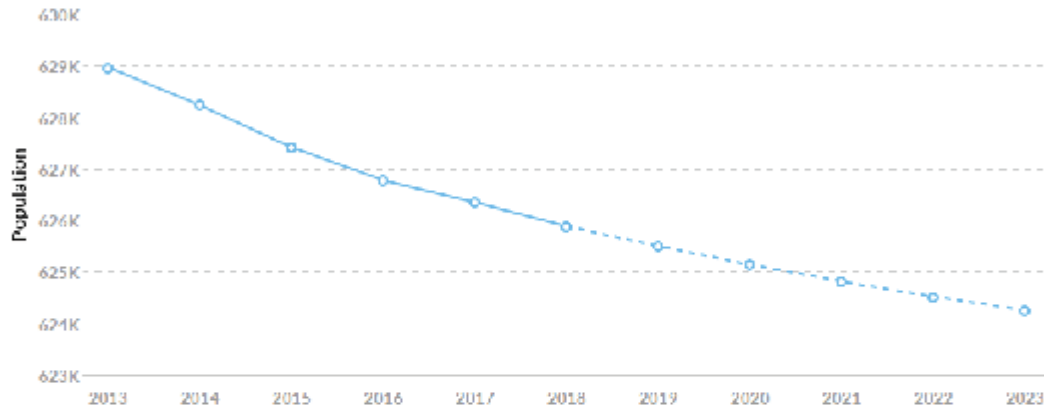
- As of 2018 the region's population declined by 0.5% since 2013, falling by 3,082. Population is expected to decrease by 0.3% between 2018 and 2023, losing 1,635.
- From 2013 to 2018, jobs increased by 7.0% in Monmouth County, NJ from 269,007 to 287,737. This change fell short of the national growth rate of 8.2% by 1.2%. As the number of jobs increased, the labor force participation rate decreased from 63.8% to 63.1% between 2013 and 2018.
- Concerning educational attainment, 25.5% of Monmouth County, NJ residents possess a Bachelor's Degree (6.9% above the national average), and 7.2% hold an Associate's Degree (0.8% below the national average).
- The top three industries in 2018 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals.

	Population (2018)	Labor Force (2018)	Jobs (2018)	Cost of Living	GRP	Imports	Exports
Region	625,888	327,356	287,737	124.6	\$40.94B	\$39.90B	\$26.77B
State	9,031,369	4,500,527	4,412,416	121.0	\$632.01B	\$497.35B	\$518.85B
Nation	328,038,851	162,488,483	162,744,861	100.0	\$20.15T	\$0	\$8.59T

Historic & Projected Trends

Population Trends

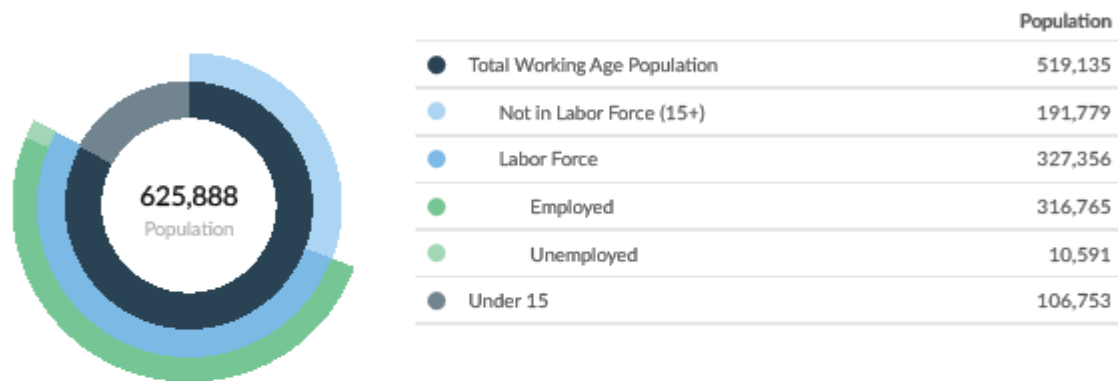
As of 2018 the region's population **declined by 0.5%** since 2013, falling by 3,082. Population is expected to **decrease by 0.3%** between 2018 and 2023, losing 1,635.



Timeframe	Population
2013	628,971
2014	628,239
2015	627,420
2016	626,781
2017	626,350
2018	625,888
2019	625,501
2020	625,144
2021	624,817
2022	624,522
2023	624,253

Economy Overview - Cont.

2018 Labor Force Breakdown



Educational Attainment

Concerning educational attainment, 25.5% of Monmouth County, NJ residents possess a Bachelor's Degree (6.9% above the national average), and 7.2% hold an Associate's Degree (0.8% below the national average).



Summary of Economic Overview Charts (pages 5,6,7)

Monmouth County has a population of 625,888 (2019 EMSI) which is projected to decrease modestly (0.3%) between 2018-2023, resulting in a decline of 1,635 residents.

Boasting a highly educated workforce, Monmouth County’s educational attainment of a Bachelor’s degree (25.5%) exceeds the national rate by about 7%. Since the quality of a workforce is a driving factor for business retention and attraction, Monmouth County is well positioned in this regard.

Our cost of living index, at 124.6 (vs the State at 121.0 and the national average of 100.0) suggests Monmouth County is an expensive place to live, requiring 51,860 residents to travel outside the county for work (see Selection Area Labor Market Size below).

Selection Area Labor Market Size (Primary Jobs)

	2015	
	Count	Share
Employed in the Selection Area	225,436	100.0%
Living in the Selection Area	277,296	123.0%
Net Job Inflow (+) or Outflow (-)	-51,860	-

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 2018 survey, in which the majority of the respondents are located in Monmouth County, showed:

- Local business owners continue to have confidence in the economic stability of the area
- 87% expect business conditions in the bi-county area to be the same or better in 2019 as compared with 2018.
- 83% of businesses saw an increase in profits in 2018 compared to 2017.
- Approximately 32% of those surveyed anticipate employment levels to increase at their respective company, while 64% of respondents expect employment levels to stay about the same.
- Overall, the survey continues to paint an extremely positive picture, however concerns remain over rising cost of health insurance, taxes, fees, and regulations.

Note: Regional Demand, Sales, and GRP are calculated using Emsi's complete class of worker dataset (including QCEW employees, non-QCEW employees, self-employed, and extended proprietors).

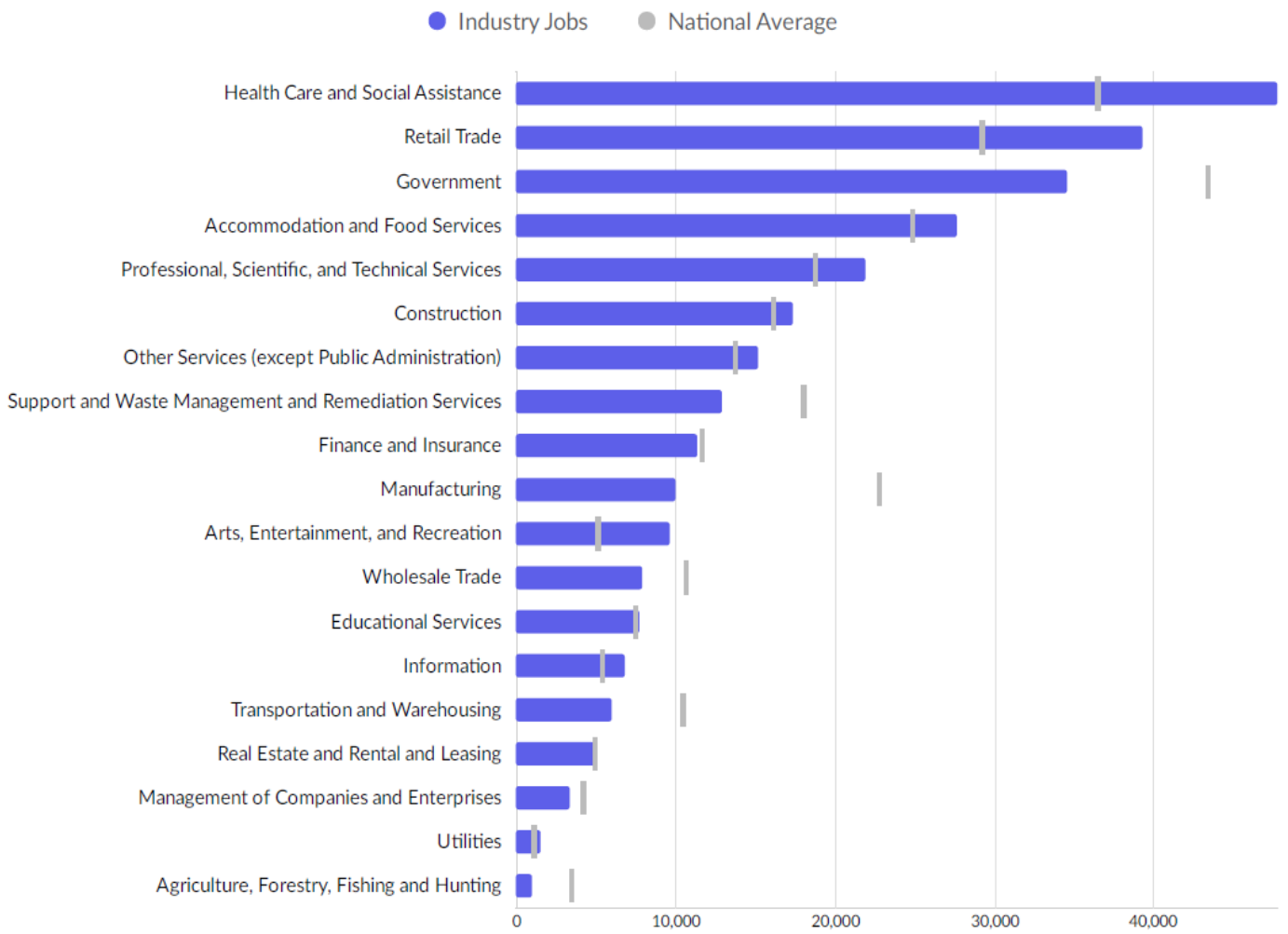
	New York-Newark-Jersey City, NY-NJ-PA	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	Middlesex County, NJ	Monmouth County, NJ
Regional Population (2016)				
Regional Overview				
Population (2016)	19,601,039	6,077,160	839,980	626,781
Population (2017)	19,643,421	6,096,130	842,793	626,350
Population Change %	+0%	+0%	+0%	0%
Total Industry Jobs (2016)	9,731,299	3,009,055	445,424	283,590
Total Industry Jobs (2017)	9,881,419	3,049,940	454,573	285,820
Total Industry Jobs Change %	+2%	+1%	+2%	+1%
Current Average Earnings	\$89,836	\$72,652	\$75,812	\$64,502
COL Index	138.4	116.5	121.3	124.6
Bachelor's Degree or Higher	5,188,488	1,478,168	244,574	187,423
GRP	\$1.78T	\$443.55B	\$66.09B	\$40.94B

Summary of Population Overview (page 9)

Monmouth County's population is declining and total jobs, though up 1%, lags the region.

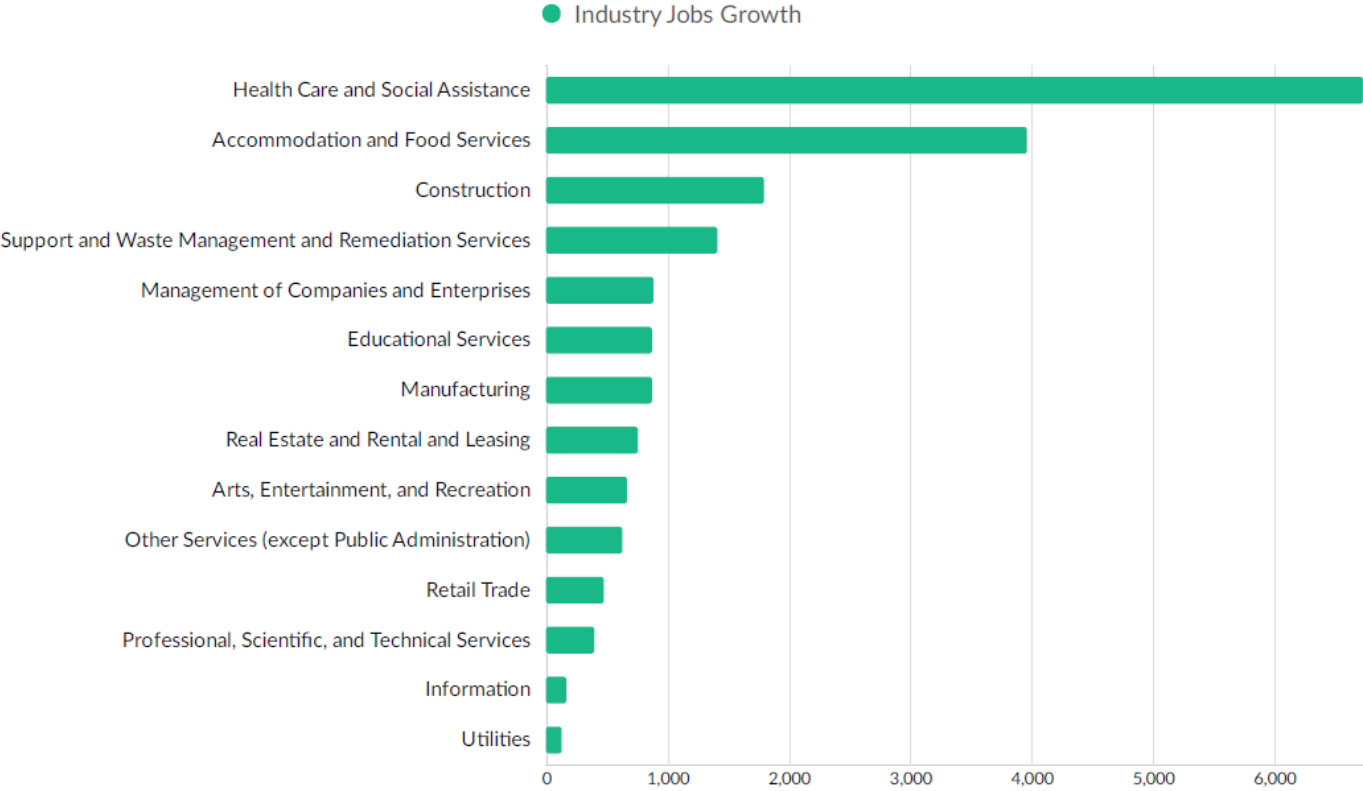
Average earnings of those employed in Monmouth County are lower than both the State and MSA averages, however residents of Monmouth County earn well above the State average, again supporting the outflow of workers, primarily to New York City and Northern New Jersey.

Largest Industries



Emsi Q2 2019 Data Set | www.economicmodeling.com

Top Growing Industries



Emsi Q2 2019 Data Set | www.economicmodeling.com

Industry Sector	Units	Average Annual Employment	Average Annual Wages	Total Wages	Percent of Private Employment	Percent of Private Total Wages
Retail	3,000	47,979	\$29,718	\$1,425,858,251	21.2%	12.0%
Health Care and Social Assistance	2,424	44,737	\$52,715	\$2,358,308,000	19.8%	19.8%
Manufacturing	813	16,870	\$66,499	\$1,121,836,401	7.5%	9.4%
Food Manufacturing	73	1,565	\$43,207	\$67,618,692	0.7%	0.6%
Transportation, Distribution & Logistics	1,287	12,281	\$66,073	\$811,439,424	5.4%	6.8%
Leisure & Hospitality	2,170	35,676	\$20,069	\$715,992,882	15.8%	6.0%
Finance & Insurance	1,357	11,407	\$93,977	\$1,071,999,216	5.0%	9.0%
Technology	926	13,499	\$121,881	\$1,645,276,505	6.0%	13.8%
Construction & Utilities	1,978	15,586	\$73,444	\$1,144,699,126	6.9%	9.6%
Life Sciences	ND	ND	ND	ND	ND	ND
All Cluster Industries	13,530	192,604	\$52,737	\$10,157,354,988	85.1%	85.4%
All Private Sector Industries, NJ	19,273	226,429	\$52,554	\$11,899,766,322	100.0%	100.0%

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

Source: Quarterly Census of Employment and Wages

Industry Characteristics - Cont.

Industry	2013 Jobs	2018 Jobs	Change in Jobs	% Change in Jobs	2018 LQ	2018 Earnings Per Worker	2018 GRP
Health Care and Social Assistance	41,065	47,792	6,727	+16%	1.31	\$65,976	\$3.97B
Retail Trade	38,814	39,287	473	+1%	1.35	\$37,360	\$2.86B
Government	35,581	34,562	-1,019	-3%	0.80	\$83,109	\$3.13B
Accommodation and Food Services	23,679	27,644	3,965	+17%	1.12	\$23,519	\$1.11B
Professional, Scientific, and Technical Services	21,520	21,912	392	+2%	1.17	\$94,035	\$3.39B
Construction	15,548	17,344	1,796	+12%	1.08	\$75,181	\$1.95B
Other Services (except Public Administration)	14,533	15,159	626	+4%	1.11	\$33,100	\$737.53M
Administrative and Support and Waste Management and Remediation Services	11,531	12,946	1,415	+12%	0.72	\$54,574	\$1.17B
Finance and Insurance	11,489	11,411	-78	-1%	0.99	\$114,742	\$3.90B
Manufacturing	9,124	9,993	869	+10%	0.44	\$79,035	\$1.68B
Arts, Entertainment, and Recreation	8,991	9,661	670	+7%	1.93	\$25,338	\$497.63M
Wholesale Trade	8,194	7,943	-251	-3%	0.75	\$92,430	\$2.13B
Educational Services	6,853	7,730	877	+13%	1.05	\$42,436	\$425.76M
Information	6,636	6,801	165	+2%	1.29	\$165,156	\$3.81B
Transportation and Warehousing	6,093	6,023	-70	-1%	0.58	\$55,300	\$575.37M
Real Estate and Rental and Leasing	4,157	4,908	751	+18%	1.01	\$61,873	\$3.19B
Management of Companies and Enterprises	2,522	3,408	886	+35%	0.83	\$109,952	\$443.77M
Utilities	1,407	1,536	129	+9%	1.55	\$144,167	\$826.46M
Agriculture, Forestry, Fishing and Hunting	1,000	970	-30	-3%	0.29	\$45,992	\$106.77M

Summary of Industry Characteristics (page 10, 11, 12, 13)

Setting aside the public sector (Government), 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
- Retail, Hospitality and Tourism
- Professional, Scientific and Technical Services, and Information

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.**

A review of the largest occupations in Monmouth County confirm the selection of the three “Targeted Sectors”:

- **Healthcare:** with the emergence of large healthcare networks, this industry crosses virtually all of the top 10 occupations
- **Technology:** includes both dedicated technology occupations, as well as the reality that most, if not all, occupations requires some level of technology skills
- **Retail, Hospitality and Tourism:** by far the largest sector in Monmouth County, with over 80,000 employed

Consistent with our original Local Area Plan, the data clearly supports Monmouth County’s focus on our three targeted sectors. In that regard, there are no changes recommended for this 2018-2020 Plan Modification.

Top Growing Occupations























Emsi Q2 2019 Data Set | www.economicmodeling.com

Summary of Top Growing Occupations (page 15)

Of the fastest growing occupations in Monmouth County, 9 of the top 10 (excluding Construction and Extraction) fall into one of our three Targeted Sectors.

42,924 Companies Employ Your Workers

Online profiles for your workers mention 42,924 companies as employers, with the top 10 appearing below. In the last 12 months, 6,343 companies in Monmouth County, NJ posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Meridian Health, Inc.	882 	CRST International, Inc.	2,814 
Monmouth Medical Center Inc.	644 	Oracle Corporation	2,628 
AT&T Inc.	608 	Shipt LLC	1,840 
Jersey Shore University Medical...	568 	Uber Technologies, Inc.	1,389 
Centrastate Healthcare System, ...	558 	Meridian Health, Inc.	1,271 
Monmouth University	354 	Robert Half International Inc.	1,107 
Rutgers University	352 	Teach For America, Inc.	990 
Verizon Communications Inc.	337 	Lyft, Inc.	950 
Riverview Medical Center	312 	Travelers Healthcare	855 
Brookdale Community College	300 	Barnabas Health, Inc.	700 

Emsi Q2 2019 Data Set | www.economicmodeling.com

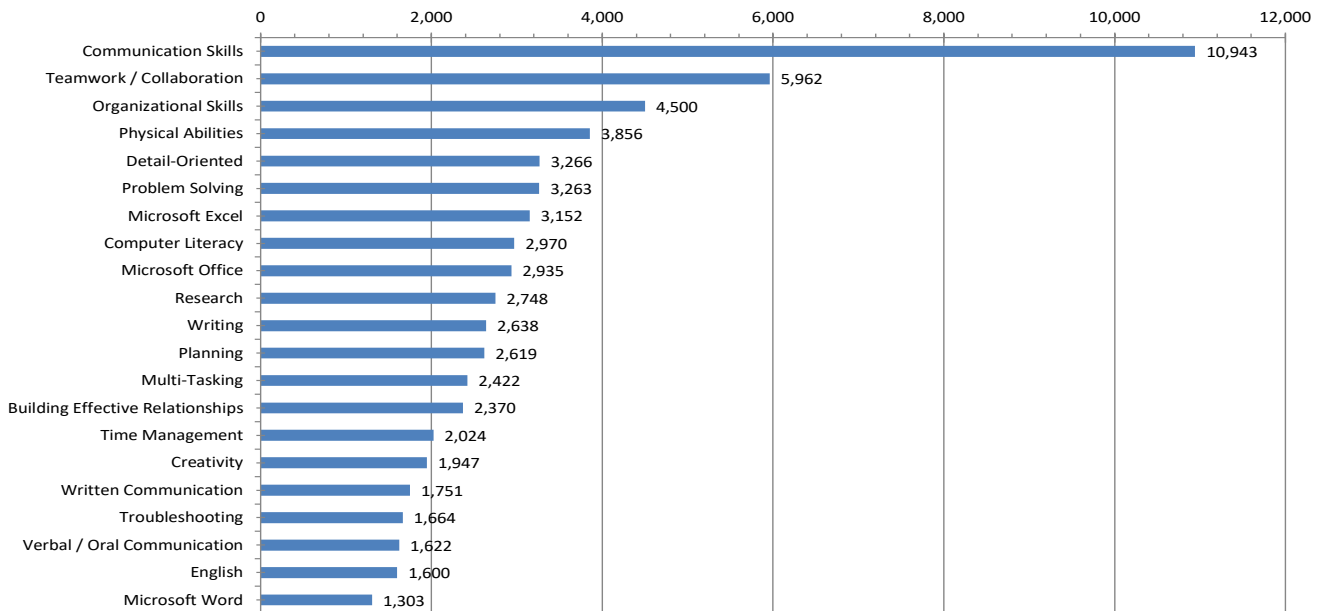
Summary of Business Characteristics (page 16)

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

b. Skills Analysis

Monmouth County Baseline Skills in Greatest Demand

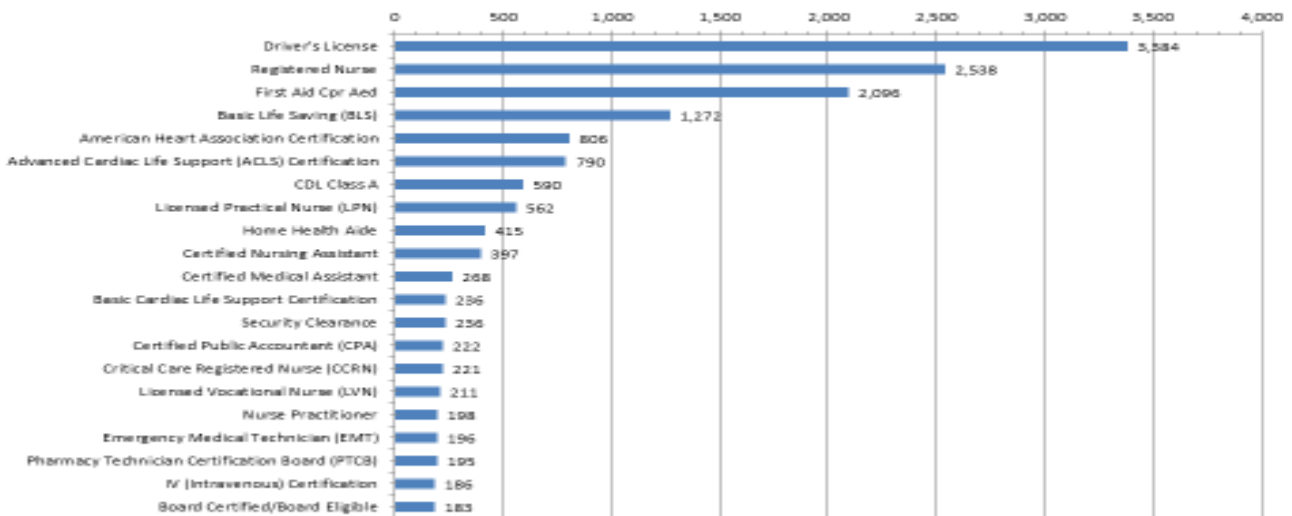
Jan. 01, 2018 - Dec. 31, 2018



Source: Burning Glass Technologies Inc., Labor Insight
 Prepared by New Jersey Department of Labor & Workforce Development – January, 2019

Monmouth County Certifications in Greatest Demand

Jan. 01, 2018 - Dec. 31, 2018



Source: Burning Glass Technologies Inc., Labor Insight
 Prepared by New Jersey Department of Labor & Workforce Development – January, 2019

Summary of Skills and Certifications in Greatest Demand (page 17)

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

- Communication
 1. Communication Skills
 2. Teamwork/Collaboration
 3. Writing
 4. Building Effective Relationships

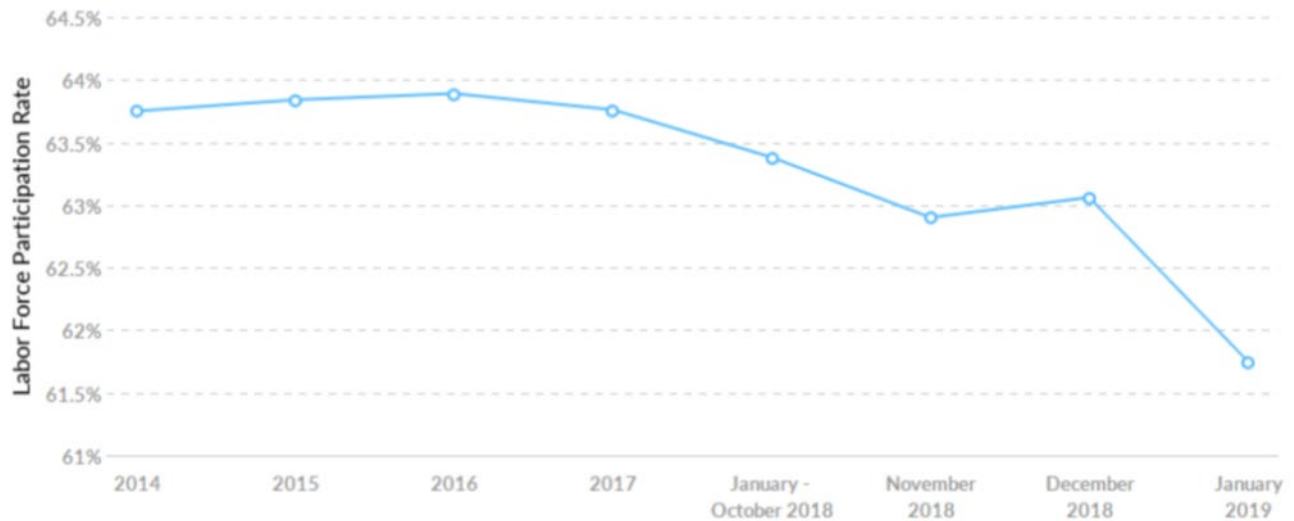
- Technology
 1. Computer Literacy
 2. Microsoft Office
 3. Research
 4. Troubleshooting

To provide alignment between the industry pipeline and the AJC System, Monmouth County Workforce Development, through collaboration with New Jersey Industry Partnerships, local businesses, chambers of commerce, and broad community and occupational outreach, will continue to monitor current in-demand occupations and future needs. We contract 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* 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

Labor Force Participation Rate Trends



Emsi Q2 2019 Data Set | www.economicmodeling.com

Summary of Labor Participation Rates (page 19)

Monmouth County's Labor Participation Rate has and is projected to decline. One factor is that the Central Region Labor Force is projected to skew older than the State over both the next 10 years and 20 years. This will continue to put pressure on local employers to recruit, train and retain skilled workers, and will require the Monmouth County workforce system to support these efforts.

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 2.6% (per LMI, January 2019).

d. Workforce Development Activities Analysis

Central Jersey Partners, a regional collaboration between Ocean, Monmouth, Middlesex and Mercer Counties Workforce Boards, oversees 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 American Job Centers, in Monmouth at locations in Eatontown and Neptune, in Ocean at Toms River and in co-located Centers in Middlesex in New Brunswick and Perth Amboy, and in Mercer in Trenton. In addition to the American Job 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 the Freeholder Board of Monmouth County 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 administrative entity, Monmouth County DWD delivers program activities across all funding titles. Monmouth County DWD is located at 17 Christopher Way, Eatontown, and is a comprehensive American Job Center with representatives from NJ LWD (, Veterans Services and Business Service Representatives) also 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 also provided in a satellite location at Freehold Mall in conjunction with the United Way Financial Success Center.

A robust referral process links AJC Partners located in the Neptune AJC (ES, DVR, UI) with the Eatontown facility. The Eatontown office relocated in 2018 to 17 Christopher Way, and space is available in both locations for AJC Partners. Increased collaboration between the locations has begun in earnest, with partners scheduling weekly office hours and quarterly planning meetings taking place throughout the calendar year.

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 the Workforce Innovation and Opportunity Act (WIOA) to extend Youth services to age 24 and shift the emphasis from In-School to Out-of-School young adults. In 2018, we instituted our Youth Assessment Program which requires participants to attend a one-week orientation and assessment in which our youth counselors build relationships with out-of-school youth and help develop a career readiness and employment plan.

Monmouth County procures most of its youth programs through a competitive process and awardees’ programs must deliver in support of the 14 required barriers. There is a Youth team consisting of dedicated staff members at DWD who support all youth programs 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 American Job 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 MCDWD. A representative serves on the WDB Services to People with Disabilities and AJC Operations Committees, and is active on the Job Fair Committee to ensure the perspective of the disabled is shared with employers.
- **Trade Adjustment Assistance (TAA) Program** – Through renewed cooperation with NJLWD, we are enhancing our efforts to identify customers eligible for the TAA. Those efforts include Rapid Response outreach, MIS/data reviews, announcements at our weekly services orientations, and aggressive counselor training. Once TAA eligible customers are identified, our employment counseling staff will provide information and enrollment in TAA programs.
- **Ex-Offender Programs**—As of 2018, the WDB partners with the NJ Reentry Corporation’s new location in Neptune, is a long-standing member of a reentry program in Asbury Park, and accesses the reentry resources at the American Job Center in Neptune. Through these partnerships, the agency has access to employment counselors, a probation officer, members of local houses of worship, elected officials and community members. Ex-offenders are mainstreamed into AJC activities with special attention to their unique re-entry needs. Another strength of these partnerships is that the Monmouth County AJC has several points of contact who can introduce customers to state programs and the federal bonding program.

(New) Monmouth County Workforce Development has recently been awarded by NJLWD a “Pathways to Recovery” grant focused on helping opioid involved individuals and families through employment. Many of the opioid involved population is also involved with the criminal justice system, therefore our outreach efforts will extend into ex-offender programs.
- **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. Since 2018, we have expanded our footprint to multiple locations within the County. This outreach has resulted in higher attendance and addressed the transportation issue, a major barrier for WFNJ participants in Monmouth County.
- **New Jersey Supplemental Workforce Fund for Basic Skills**—MCWDB funds a very successful Learning Link at the Eatontown location with these literacy funds and has, in 2019, restarted our Learning Link at the Neptune American Job Center. The funds have been used in the past to provide adult basic education, ESL, and computer basic skills at American Job Centers (AJC). There is significant demand for these 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 AJCs 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 (e.g. Ready2Work Grants), organizations supporting the re-entry population, such as NJ Reentry Corporation and GEO Reentry Services, and organizations supporting drug involved families, such as NJ Courts and Monmouth County Office of Mental Health and Addiction Services.

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, some of 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: Healthcare, Technology and Retail, Hospitality, and Tourism
- Offering a robust suite of services to business
- Recruitment (Email Recruitments, Open Houses, Job Fairs)
- Incentives (OJT, Paid Work Experience for Youth)
- Work-Based Learning (OJT, Incumbent Worker Training)
- Goal Driven
- Committed to meeting WIOA performance measures (“Think Green Initiative”)
- 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
- Committed to staff training

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”
 1. Healthcare
 2. Retail, Hospitality and Tourism
 3. Technology.
- Communicate our three strategic priorities and vision throughout the Workforce Systems, to Staff and to Partners
 1. Meeting WIOA Performance Measures via our “Think Green Initiative”
 2. Increasing Business Engagement
 3. Staff Support and Accountability
- Leverage Industry Partnerships to identify best practices in those sectors and to partner on projects for job seekers and incumbent workers in those sectors
- 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, including Monmouth County’s Economic Development Office
- Expand work-based learning opportunities through on-the-job training and incumbent worker training.

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 (AJC) 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 American Job 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 American Job 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 American Job Center system. WIOA core services are available to all customers and intensive training services are available, within funding limits, to customers who meet eligibility criteria. The AJCAJC 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 AJC 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 American Job Center 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, continuous front line staff training is required, including 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 and businesses. Under the guidance of the Workforce Development 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 Development 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 Development 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 coordinated 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 Sector Partners 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 member AJC 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 Sector Partners 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 or Statewide approach to staff development and training that includes WDBs and AJCs 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, the County of Monmouth 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 is aligned with the overall workforce strategies articulated by the Workforce Development 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, Retail/Hospitality/Tourism, 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 2018, Monmouth County DWD competitively procured for all Youth programming through an RFP process. The RFP's were for High School Equivalency (HSE) training and for Work Experience, with a focus on the Out-of-School youth population. Contracts reflect these priorities with 100% 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 American Job 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 the Board and on many 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 are available to attend workforce orientations at the AJC Center in Neptune to discuss WIOA career and training services available through the comprehensive AJC Center. The Veteran's Representative is stationed in the Resource room at the Eatontown AJC 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 on-site. This is a weakness of the Monmouth County AJC and a tentative plan has been put in place with LWD staff to create a comprehensive, co-located American Job Center in Monmouth County by 2022.

Title IV Vocational Rehabilitation

The local Vocational Rehabilitation program is very much a partner in the Monmouth County workforce system and delivers 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. Often, referrals are made by DWD staff to DVR staff. A representative of DVRS has long been an active member of several Workforce

Development Board Committees, including the Service to People with Disabilities Committee and the One-Stop Operations Committee. DVR representatives see customers on an appointment basis at the Neptune or Eatontown American Job Centers.

Trade Adjustment Assistance (TAA) Program

Our system-wide effort to identify and serve customers impacted by trade practices will include LWD staff, ES staff, and WIOA staff. Through renewed cooperation with NJLWD, we are enhancing our efforts to identify customers eligible for the TAA. Those efforts include Rapid Response outreach, MIS/data reviews, announcements at our weekly services orientations, and aggressive counselor training. Once TAA eligible customers are identified, our employment counseling staff will provide information and enrollment in TAA programs.

Ex-Offender Programs

Monmouth County ES staff in the Neptune AJC provides services to re-entry customers. . A relatively new group serving this population, NJ Reentry Corporation has begun in Neptune, and referrals are made by DWD staff. This is an area that the WDB should continue to develop in the next few years.

(New) As previously mentioned, our new “Pathways to Recovery” grant serving the opioid involved population will extend to our outreach and service delivery to ex-offenders and justice involved individuals and families. As details of that grant award are available, we will update this plan.

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. 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 NJ 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, one of the top in the State.

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 AJC. 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 (e.g. Ready2Work Grants), organizations supporting the re-entry population, such as NJ Reentry Corporation and GEO Reentry Services, and organizations supporting drug involved families, such as NJ Courts and Monmouth County Office of Mental Health and Addiction Services.

III. LOCAL BOARD

By Memorandum of Understanding (MOU) between the WDB and the Monmouth County Board of Chosen Freeholders, effective through June 30, 2023, the County of Monmouth 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, in consultation with the WDB Membership Committee, is designated to both make appointments to the Workforce Development Board and to remove members.

The Monmouth County Workforce Development Board (WDB) is a currently a board of 24 members. The majority of members are from the private sector; other members represent social services, organized labor, community-based organizations and education. The Board has been, and remains, in compliance with WIOA requirements. The WDB, through continuous oversight, 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 American Job Center system. The AJCAJC 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 AJCAJC 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 Division of Workforce Development, Industry Partnerships, Trade Adjustment Assistance (TAA) staff, 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 American Job Centers.

MCWDB is working with both employers and education partners to develop career pathways initially in the healthcare and technology sectors 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 industry-focused sector strategy. This list was originally approved by the State’s Credential Review Board and will be updated annually. Monmouth County, through our “Think Green Initiative” (see below), has adopted a policy that, in Fiscal Year 2018, 100% of occupational training investments in WIOA Title I will be focused on programs that result in an industry-valued credential.

Monmouth County Workforce Development has also amended our vendor contracts to include a work readiness component. The goal is to have all training and service providers include a curriculum of work readiness skills.

MCDWD has launched a “Think Green Initiative” across the Board and AJC levels, including our Board, Committees, front-line staff, and providers. We are focused on becoming familiar with 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. Elements of the “Think Green Initiative” will include a) 100% attainment of credentials, b) dedicated staff to “follow up” customers, c) staff training in AOSOS, d) monthly review of agency-wide and individual progress toward WIOA Performance Measures, and e) increased collaboration with sector partners.

d. Apprenticeship and Pre-Apprenticeship

Monmouth County has supported Apprenticeship and Pre-Apprenticeship initiatives in several ways: we have engaged businesses through presentations at local chamber of commerce seminars, sent information through database marketing, distributed public relations announcements, promoted to County leadership, and held one-on-one meetings with businesses.

We have also supported efforts by Monmouth County Vocational School District to expand their apprenticeship programming.

e. Migrant Seasonal Farm Workers:

Not applicable to Monmouth County.

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), 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 Industry Sector Partnerships, 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 Industry Sector Partnerships focus on building new employer-driven partnerships across the state, LWD 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 thousands 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 with partners within the County's targeted sectors, including 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 members of the Workforce Development Board, which allows the exchange of 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 AJC 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 AJC 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 local businesses, which are built through our Board, through

partnerships with LWD and through the agency’s Business Services Team. Monmouth County leverages these relationships to refer appropriate customers and to provide 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.

f. Business Engagement

Monmouth County has been aggressive and successful in business engagement. We have spearheaded a quarterly “Monmouth County Business Partners” meeting which convenes government and community-based organizations which are calling on area businesses. At these meetings we share information on our programs, commit to cross-sell partner programs, and coordinate our outreach to minimize overlap. Business Partners include: NJLWD Employment Services, Monmouth County Business Representatives, Industry Partnership representatives, State and County Veterans representatives, and representatives of community-based organizations.

At these meetings, at our bi-annual Job Fairs, at Chambers of Commerce meetings, and at individual meetings with area businesses, Monmouth County distributes information on our suite of business-friendly programs, including:

- Incumbent Worker Training
- On-the-Job Training
- Customized Training
- Job Fairs
- Recruitment “Open Houses”
- Job Seeker email blasts
- And more.

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, upskill/backfill, become more competitive, and be most able to grow and expand in the region and beyond.

The Director of Monmouth County Economic Development is a partner and WDB member. The MCWDB also has a close relationship with Monmouth-Ocean Development Council (MODC), its Director is 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. AJC 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 deploys 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 Contract 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, as mandated, employs a program monitor whose 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, or closer monitoring is appropriate). 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.

Monmouth County also pursues continuous improvement by following the One-Stop Certification process outlined by the SETC (Policy 2016-14). Our One-Stop Operator is competitively procured through an independent process spearheaded by the Monmouth County Purchasing Department. Per the checklist provided, Monmouth County submits required documentation and meets guidance benchmarks.

b. Access to Services

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

We provide services to all residents of Monmouth County, whether employed, unemployed or underemployed, for whom we strictly adhere to “priority of service” requirements per guidance from both Federal and State officials (see section XXIII). And we also provide services to all Monmouth County

businesses, community organizations and government agencies, regardless of size or sector.

Foreign language resources are provided by Voiance (new LWD Interpreter resource), bi-lingual staff (Spanish), and through collaboration with our AJC Partners (Creole, French, Russian). Should the need arise, the Monmouth County Office of Community Development has drafted a Language Assistance Plan (LAP) which is available to County staff.

c. Disability Services

The Monmouth County Workforce Development Board ensures that the American Job 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. Monmouth County will ensure that we are compliant with WIOA Section 188 regarding non-discrimination and applicable provisions of the Americans with Disabilities Act of 1990 (42 USC 12101 et seq) through training of the staff and appropriate service delivery. The resource room is equipped with wheelchair accessible furniture. In addition, Monmouth County's Safety Officer reviews accessibility each program year.

In addition, Monmouth County has extremely strong relationships with businesses, community organizations, and government agencies that serve people with disabilities. We support their work, participate on their committees, and contribute to their programs and initiatives. And vice versa. Our WDB's Services to People with Disabilities Committee is a rich resource to engage the community.

d. Service Delivery

All customers entering the AJC must attend a Career Orientation which is led by the Monmouth County AJC 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 immediate job matching services. Another option for the customers is to attend a series of workshop in the Career Connections series, which features outside speakers from our business community. 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, soon to be CASAS, as 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 between the ages of 16-24 may qualify for youth services and will be referred to the youth staff for services. For those customers who require services outside the scope of the American Job 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 are available at any time.

Customers are also referred to the AJC 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 customers come into the AJC 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 are referred for a Community Work Experience Program, which is run by Monmouth County AJC staff at the AJC office in Eatontown. A CWEP customer must volunteer at a non-profit or agency for a certain amount of hours per week.

e. **AJC 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 an AJC 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 AJCAJCs as described in Sec. 134 (d) 2 of the WIOA. The MOU includes a commitment by Monmouth County AJC Partners to jointly and mutually implement processes for referral of customers to American Job Centers (AJCAJC) services. AJCAJC referral methods primarily include: NJ LWD website, Career Connections, county level Human Services websites, Partner specific websites, and verbal referrals to/from AJC Partners.

All information provided through the Monmouth County AJCAJCs 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 AJCAJC 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 AJC or Partner location are greeted by professionally trained staff familiar with the AJC'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 AJC Partner.

AJC 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, drug involved, homeless, have limited English proficiency, and/or 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 American Job Centers (AJCs). All infrastructure costs are supported by the grantee or grant recipient.

VII. ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

The Monmouth County AJC provides job seeker and career development services that focus on in-demand employment opportunities and viable career paths. Monmouth County has 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, Technology, and Healthcare, all 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, a mandatory requirement 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 American Job Centers, however, access to training services is through the comprehensive AJC 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 AJC case managers and through career services workshops.

VIII. RAPID RESPONSE

For several years Monmouth County has been working seamlessly with the State of NJ 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

a. Description of Youth Activities

The Monmouth County Workforce Development Board and the Monmouth County AJC 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 out-of-school 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 exclusively for Out-of-School youth services. The Monmouth County Workforce Development Board has established priority service 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.

b. Funds

Though we serve both in- and out-of-school youth in our centers, youth contracts are awarded 100% for out-of-school programs. Work Experience is included in the programming and contracted at the required 20% of total funding. Wages are paid to the youth for meaningful work experience that aligns with additional occupational training. Currently, Work Experience expenditures are focused on out-of-school youth programs. In addition, Basic Remedial Education and assistance with GED obtainment is provided, while counseling youth in the areas of finance, self-sufficiency and a path to meaningful employment.

c. 14 Elements

Each youth contract is responsible for providing all 14 of the program elements into the design of the program. The 14 elements required to be offered to WIOA-eligible youth will be provided by a single provider or by multiple providers, either through staff of the Monmouth County AJC or the providers who contract for youth services. In some cases, these elements will be delivered directly by the provider, or as a referral to an appropriate agency. These elements may also be delivered through a work-based activity.

Mainstreaming youth in community college programs and recruiting is done also in partnership with Brookdale Community College. Guidance Counselors and area high schools in Monmouth County are also partners in conducting outreach to youth who will be graduating or who have become separated or have dropped out of high school. Our Youth Counselors work with community groups to create awareness about the services that we offer.

d. Non-Procured Programming

Monmouth county also offers comprehensive guidance and counseling to youth. Orientations are held weekly for enrollment into our two-week, Out of School Job Readiness program. Each youth participates in assessments, group activities, and meets one on one with a youth counselor who counsels the youth on their career plan and the necessary steps to achieve success. Barrier identified at this counseling will be addressed with the youth and their family when necessary.

Young adults who enter into an WIOA ITA program are required to meet a certain educational level. If the youth, does not meet the educational level required, they can be sent to the Learning Lit in an attempt to raise their basic skills.

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.

Orientation is held at various sites 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 AJC 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 AJC 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. The Monmouth County AJC 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 clients. Referrals are available to services beyond the AJC 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, Lunch Break, Fulfill (formerly the FoodBank of Monmouth County) and many nonprofits in our 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 AJC 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 NJLWD Employment Services to ensure that all customers' employers and workers receives efficient and effective services through the every partner in the AJC delivery system. The ability for all designated AJC partners to provide 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 AJC, several processes are already in place and will be continuously reviewed for opportunities to improve:

- WDB One-Stop Operations Committee: this committee addresses the AJC role in servicing businesses and job seekers
- WDB Partners Committee: reviews services provided by all partners and coordinates as appropriate
- Co-Location of services: Both AJC in Monmouth County share staff as appropriate, including Workforce Development counselors, WFNJ (both State and County staff), and Veterans Representative. A plan has been put in place to co-locate our agencies in 2022.
- 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 WDB’s Basic Skills committee believes that the ability to read and write is critical to personal freedom...and employment! Our partnership with Title II takes a deliberative and collaborative approach to share mutually beneficial opportunities, information and outcomes.

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 Brookdale Community College 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.

Coordination with our local public libraries provides additional meeting spaces for individuals who lack transportation and/or mobility. Through a strong partnership with Literacy Volunteers of Monmouth County, we work one on one with individuals in their own community. Leveraging resources such as this allows us to serve additional clients and in a variety of settings, that create a delivery of service that is user friendly and can deliver successful outcomes.

In 2018, the Monmouth County Workforce Development Board will be formally evaluating our Title II program.

b. Literacy Services

The Monmouth County WDB has a Workforce Learning Link (WLL) Program located in both the Neptune and Eatontown AJCs which are 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 2017, Learning Link served a total of 204 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 AJC 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 AJC staff.

AJC 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 AJC activities are integrated with other customers. Each AJC 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 AJC staff jointly develops accommodation and assistance plans that allow customers to return to integrated AJC 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 and Monmouth County Workforce Development Board (MCWDB), the County of Monmouth, through the Board of Chosen Freeholders and led by the chief elected official Freeholder Director Thomas A. Arnone, is designated as the fiscal agent and administrative entity for WIOA funds and all federal and state workforce funds received in Monmouth County. Further, the Finance Department of the County of Monmouth receives and disburses all funds, thereby establishing a firewall for the Division of Workforce Development.

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 staff fiscal supervisor 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 AJC 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 American Job 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 AJC 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 American Job 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 American Job Centers grandfathered under P.L. 2004, c. 39.

MCWDB identified the procurement options and what processes might best fit the needs of Monmouth County. Additionally, MCWDB identified the necessary firewalls to comply with both Federal and State law. The Monmouth County Division of Purchasing with oversight from the Monmouth County Workforce Development Board Executive Committee issued a Request for Proposal that clearly delineated 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” AJC Operator. The Monmouth County Division of Purchasing followed the procurement process outlined below:

- A Request for Proposal was issued twice, on March 20, 2017 and April 24, 2017 and posted to the County of Monmouth website at www.visitmonmouth.com
- A Public Notice was sent to the local newspaper for publication on March 20, 21, April 24 and 25th, 2017. Additionally, a mass email was sent out to a mailing listing of entities for notification.
- The proposal will be open for a minimum of 30 days.
- RFP’s were due April 19, 2017 and May 17, 2017 respectively.

Through both dates, a total of 19 potential vendors downloaded the RFP from the Purchasing Website, however there were no proposals were received on either occasion. As permitted by N.J.S.A 40A: 11-5(3) of the Local Public Contracts Law, and under approval from Monmouth County Legal Counsel’s office, Monmouth County negotiated informally with a vendor to become the One Stop Operator. Brookdale Community College has offered to provide the One Stop Operator Services through a contract effective January 1, 2017 through June 30, 2019.

As of this writing, sourcing of a One-Stop Operator for PY’19 is in process, following the same procedure as outlined above.

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% or more, of funds in each WIOA Title are spent on customers vs. salaries. 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.

As mentioned previously, Monmouth County takes performance seriously. We have, for the past two years, committed to our "Think Green Initiative" which focuses our staff, our Board, and our partners on meeting our WIOA performance measures.

PY 2016 and PY 2017 Targets:

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

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	72.3%	72.3%
Employment Rate 4 th Quarter After Exit	76.3%	76.3%
Credential Attainment 4 th Quarter After Exit	66.3%	67.3%
Median Earnings 2 nd Quarter After Exit	\$6,037	\$6,037
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	71.8%	71.8%
Employment Rate 4 th Quarter After Exit	74.0%	74.0%
Credential Attainment 4 th Quarter After Exit	65.9%	66.4%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	66.7%	66.7%
Credential Attainment 4 th Quarter After Exit	82.8%	83.5%
Employment Rate 4 th Quarter After Exit	45.0%	45.0%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	56.3%	56.3%
Employment Rate 4 th Quarter After Exit	56.9%	56.9%
Median Earnings 2 nd Quarter After Exit	\$4,795	\$4,795

PY 2018 and PY 2019 Targets:

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

Adults	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	72.3%	73.0%
Employment Rate 4 th Quarter After Exit	81.2%	82.0%
Credential Attainment 4 th Quarter After Exit	68.7%	69.0%
Median Earnings 2 nd Quarter After Exit	\$6,087	\$6,287
Dislocated Workers	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	71.8%	72.3%
Employment Rate 4 th Quarter After Exit	74.1%	75.0%
Credential Attainment 4 th Quarter After Exit	73.5%	74.0%
Median Earnings 2 nd Quarter After Exit	\$7,931	\$8,031
Youth	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	62.7%	63.7%
Employment Rate 4 th Quarter After Exit	45.0%	54.0%
Credential Attainment 4 th Quarter After Exit	74.0%	75.0%

Wagner-Peyser	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	57.5%	62.5%
Employment Rate 4 th Quarter After Exit	62.7%	63.7%
Median Earnings 2 nd Quarter After Exit	\$5,113	\$5,213

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.

Our current Board is comprised of 24 members. The Monmouth County WDB is in compliance with WIOA: 54% Business, 21% Organized Labor/CBO, and all mandated partners represented on the Board.

As of this writing, the WDB Membership Committee is exploring the addition of new members.

Monmouth County WDB					WDB Membership Chart					
Date Updated: 04/29/19										
		Last Name	First Name	Title	Business / Organization	Business	Organized Labor	CBOs	Education	Government Partners
Business Members: Must comprise 51% of membership										
Seat 1	Chair	Connolly	Robert	President	BC Compliance Group, LLC	1				
Seat 2	Vice-Chair	Isasi	Roseann	Sr. Sales Director	PepsiCo	1				
Seat 3	Trustee	Wallace	Brian	CPA Partner	WithumSmith&Brown PC	1				
Seat 4	Trustee	Carlesimo	Patricia	Executive Director	LADACIN Network	1				
Seat 5		Booth	John	Consultant	BoothJL & Associates, LLC	1				
Seat 6		Femiano	Christopher	Director of Operations	Madison Marquette Real Estate Services	1				
Seat 7		Gagliano	John	Sr. Vice-President, Chief Operating Officer & General Counsel	EPS Corporation	1				
Seat 8		Gioacchini	Peter	Vice President, Talent Selection, Solutions & Services	Hackensack Meridian Health	1				
Seat 9		Keane	Fran	Vice President, Human Resources	CentraState Healthcare System	1				
Seat 10		Kurowski	Renee	Director, Talent & Organizational Development	New Jersey Resources	1				
Seat 11		Peters	Violetta	CEO	AcuteCare Health System	1				
Seat 12		Waldron	Benjamin	Executive Director	Monmouth-Ocean Development Council	1				
Economic Development: 1 member required, counted as business member										
Seat 13	Required	Ciufo	John	Director	Monmouth County Office of Economic Development	1				
Organized Labor and Community-Based Organizations: Must comprise 20% of membership										
Seat 14		Earp	Wyatt	International Representative	International Brothers Electrical Workers		1			
Seat 15		Hornik	Stephen, Sr.	President Emeritus	AFL-CIO of Monmouth & Ocean Counties		1			
Seat 16		Shimko	Robert	Assistant Manager	IBEW Local 400		1			
Seat 17		Salcedo	William	Executive Director	Big Brothers Big Sisters of Monmouth County			1		
Seat 18		Van Waggenen	Judy	Director of Admin.	Affordable Housing Authority			1		
Education Representatives: 3 members required (additional members optional)										
Seat 19	Required	Dement	Paul	Director, Community & Government Relations	Monmouth University				1	
Seat 20	Required	Stout	David	President	Brookdale Community College				1	
Seat 21	Required	McCorkell	Timothy	Superintendent	Monmouth County Vocational School District				1	
Government Partners: 2 members required (additional members optional)										
Seat 22	Required	Brown	John	Manager	NJLWD - Employment Service					1
Seat 23	Required	Rakoci-Anderson	Susan	Manager	NJ Division of Vocational Rehabilitation					1
Seat 24		Schwartz	Jeffrey	Director	Monmouth County Dept. of Human Services					1
TOTAL					24	13	3	2	3	3
						54%	21%		13%	13%

a. Board Recruitment

The WDB Membership Committee, led by a private sector individual, reviews the board composition on a regular basis with the Board Chairperson and agency Director. The team is always cognizant of the board composition and routinely encourages contacts with potential individuals to become new board members. Board member recruitment is also done through community engagements such as addressing local civic groups and business organizations that serve Monmouth County to inform them of our services and value to the business community. Targeted outreach follows, with an eye toward ensuring representation of key industry sectors and all resident constituencies.

b. 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.

c. 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
- Statewide training:
 - GSETA Conference (annual, October)
 - GSETA Training Institute
 - 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 Meetings)
 - Monthly department staff meetings
 - Vendor presentations
 - Workforce Development Board Retreat
- Professional development:
 - Certified Public Manager (CPM) at Rutgers
 - Mini-MPA at Rutgers
 - WIOA and USDOL workshops, webinars and conferences

XX. TRAINING SERVICES

The Monmouth County AJC 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 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 AJC staff informs all customers of their ability to choose a training provider, thereby ensuring 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.

Monmouth County has placed an emphasis on education and training opportunities. ITAs are available for those interested pursuing training that lead to industry valued credentials. Career Counselors have prioritized trainings that offer a recognized credential. Through regular staff training and coaching, tools will be shared with counseling staff to strengthen their understanding and knowledge about the recognized credentials and

the importance. Monmouth County is exploring options for additional training options. For the past year, the plan has been for Monmouth County to only fund training programs that lead to an industry recognized credential. We utilize the Industry Valued Credential List in combination with the resources provided by the former Talent Networks to assist individuals in creating a career pathway that will result in an occupation that will meet the workforce needs of employers.

The Industry Valued Credential List is a critical tool that both the counselor and the customer can use to determine a career pathway. This list was created to help customers determine which credentials are highly valued by employers in New Jersey. The participant and the Counselor will determine how to best achieve these credentials, either through ITA's, the local Community College system, Apprenticeships or On the Job Training.

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 "Job Search Boot Camp" presentation to learn about research tools for decision making about potential occupations and training programs, resume writing, interviewing, social media, and more.
- 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 follow up and assist them in placement activities.
- 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, 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 identifies the certifications that are most desired by employers within New Jersey's 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.

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 American Job Center(s), County departments of Human Services and Planning and the County Welfare agency.

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 continuously reviews the various workforce initiatives between the Monmouth County AJC 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 AJC Career system and Brookdale Community College to determine means to minimize the duplication of services where appropriate and the opportunity to leverage resources.

As a result of this planning, MCDWD has launched a "Think Green Initiative" across the Board and AJC levels, including our Board Committees, front-line staff, and providers are focused on becoming familiar with the list of industry valued credentials and degrees recently developed by NJ LWD. Elements of the "Think Green Initiative" will include a) 100% attainment of credentials, b) dedicated staff to "follow up" customers, c) staff training in AOSOS, d) monthly review of agency-wide and individual progress toward WIOA Performance Measures, and e) increased collaboration within the Region.

The original plan was the result of extensive research, multiple committee meetings, including the WDB Executive Committee and General Membership as well as two planning sessions which included WDB members, representatives from literacy, education, County Planning, Economic Development, DVR, CBO, the ES staff and our regional partners. This document, our revised plan, has been reviewed by the Executive Committee of the Monmouth County Workforce Development Board and the Monmouth County Board of Chosen Freeholders. In addition, local stakeholders will review the key components of the plan as follows:

- Monmouth County Division of Social Services (April 29, 2019)
 - Lorraine Scheibener, Director
 - Chris Aumack
 - Joanne McWilliams
- Monmouth County Business Partners (April 30, 2019)
 - John Brown, NJLWD, Manager, Employment Services
 - Stan Sinicki, NJLWD, Veterans Representative
 - Stephen Warrenburg, Monmouth County Division on Aging, Disabilities and Veterans
 - Lisa Brodeth Carrick, JBJ Soul Kitchen
 - Jackeline Mejias-Fuertes, Regional Director, NJ Small Business Development Center

The Monmouth County Workforce Development Board Local Plan Draft will be forwarded for review to the Monmouth County Board of Chosen Freeholders and posted online for public comment for a 30- day period. The Full local MCWDB will receive the link to the draft version of the local plan in advance of its General Membership meeting on June 6, 2019.

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 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. More concerning, the data generated from AOSOS is often inaccurate.

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 American Job Center visitors with an interest in training are referred to counselors for an assessment. WIOA Training and Employment Guidance Letter (TEGL) 3-15 and New Jersey Workforce Innovation Notice (WINS) 11-16(A) provide guidance on applying these priorities, as follows:

Adult Priority Groups

- Veterans and eligible spouses (receive priority for all programs)
- Recipients of Public Assistance
- Other Low Income Individuals
- Basic Skills Deficient Individuals

WIOA Adult Program Priority

- First priority: veterans and eligible spouses who are public assistance recipients, other low-income individuals, or individuals who are basic skills deficient
- Second priority: individuals who are not veterans or eligible persons but who are public assistance recipients, other low-income individuals, or individuals who are basic skills deficient
- Third priority: to veterans and eligible spouses who are not in a WIOA priority group, but are in a locally-identified priority group
- Fourth priority: individuals who are not veterans or eligible persons and who are not in a WIOA priority group, but are in a locally-identified priority group
- Fifth priority: individuals who are not veterans or eligible persons and who are not in a WIOA priority group, and are also not in a locally-identified priority group

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 group 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 within the American Job Center to help veterans find suitable jobs and opportunities. Services include:

- 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 American Job 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 TEG, 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, who work one-on-one locally with veterans and eligible spouses, and LVER staff, who are deployed regionally to work with employers to identify job opportunities. Both serve as sources of information on priority of service, as well as specialized service providers for those veterans who qualify to receive their services. Further integrating the DVOP and LVER staff with local counselors and business services staff will enhance the value of services to veterans and their eligible spouses.
- 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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Monmouth County										
New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	Other Title I-Job Corps	Other Title I-YouthBuild	Title II	Wagner-Peyser-ES	DVRS	SCSEP	COMMENTS
Strength of Partnership (1-Weak to 5-Strong)	X	X	X	1	1	5	5	5	3	
CAREER SERVICES										
Eligibility Determination	yes	yes	yes	no	no	yes	yes	yes	yes	
Outreach, Intake and Orientation	yes	yes	yes	no	no	yes	yes	yes	yes	
Initial Assessment of skill levels	yes	yes	yes	no	no	yes	yes	yes	yes	
Job Search and Placement Assistance	yes	yes	yes	no	no	yes	yes	yes	yes	
Career Counseling	yes	yes	yes	no	no	yes	yes	yes	yes	
Provision of info on on-in demand sectors and occupations	yes	yes	yes	no	no	yes	yes	yes	yes	
Provision of info on non-traditional employment	yes	yes	yes	no	no	yes	yes	no	yes	
Appropriate recruitment and other business services	yes	yes	yes	no	no	yes	yes	yes	yes	
Provision of referrals and coordination of activities with other programs and services.	yes	yes	yes	no	no	yes	yes	yes	yes	
Provision of workforce and labor market statistics, including the provision of accurate information related to local, regional, and national labor market areas.	yes	yes	yes	no	no	yes	yes	no	yes	
Provision of performance information and cost on eligible providers	yes	yes	yes	no	no	yes	no	yes	yes	
Provision of information on how the local area is performing on local performance accountability measures and any additional measures.	yes	yes	yes	no	no	yes	yes	no	yes	
Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance.	yes	yes	yes	no	no	yes	yes	no	yes	
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided by WIOA.	yes	yes	yes	no	no	yes	no	no	yes	
Provisional of information and assistance regarding filling claims under UI programs.	yes	yes	yes	no	no	yes	yes	no	yes	referral to UI only
INDIVIDUALIZED CAREER SERVICES										
Comprehensive and Specialized Assessment for Adults and Dislocated Workers	yes	yes	yes	no	no	yes	yes	yes	yes	
Development of individual employment plans	yes	yes	yes	no	no	yes	yes	yes	yes	
Group and Individual Counseling and mentoring	yes	yes	yes	no	no	yes	yes	yes	yes	
Career Planning/Case Management	yes	yes	yes	no	no	yes	yes	yes	yes	
Short Term Pre-Vocational services	yes	yes	yes	no	no	yes	no	yes	yes	
Internships and Work Experiences	yes	yes	yes	no	no	yes	no	no	yes	
Workforce preparation Activities	yes	yes	yes	no	no	yes	yes	yes	yes	
Financial Literacy	no	no	yes	no	no	no	no	no	yes	
Out-of-Area Job Search Assistance	no	no	no	no	no	no	yes	no	yes	On-line only
English language acquisition and integrated education.	yes	yes	yes	no	no	yes	no	no	yes	Learning Link and Referrals
FOLLOW UP SERVICES										
Unsubsidized Employment for up to 12 months	yes	yes	yes	no	no	yes	no	no	yes	
Transitioning to Career Services	yes	yes	yes	no	no	yes	yes	yes	yes	
TRAINING SERVICES										
Occupational Skills Training	yes	yes	yes	no	no	yes	no	yes	yes	
On-The-Job Training	yes	yes	yes	no	no	yes	no	yes	yes	
Incumbent Worker Training	yes	yes	yes	no	no	yes	no	no	yes	
Programs that combine Workplace Training with Related Instruction	yes	yes	yes	no	no	yes	no	no	yes	
Training Programs operated by Private Sector	yes	yes	yes	no	no	yes	no	yes	yes	
Skill Upgrading and Retraining	yes	yes	yes	no	no	yes	no	yes	yes	
Entrepreneurial Training	yes	yes	yes	no	no	yes	no	no	yes	referral to SBD only
Transitional jobs	yes	yes	yes	no	no	yes	no	no	yes	
Job Readiness Training	yes	yes	yes	no	no	yes	no	no	yes	
Adult Education and Literacy Activities	yes	yes	yes	no	no	yes	no	no	yes	
Customized Training	yes	yes	yes	no	no	yes	no	no	yes	
Others: Explain										

MONMOUTH COUNTY											
New Jersey Local WIOA Planning Guidance: Partner Service Matrix	Perkins C&T	Trade Act	VETS	E&T CSBG	E&T HUD	State UI	Second Chance Act	WFNJ	WDP	Other Funding Streams	COMMENTS
Strength of Partnership (1-Weak to 5-Strong)	1	X	5	1	1	5	1	X	X	X	
CAREER SERVICES											
Eligibility Determination	no	yes	yes	no	no	no	no	yes	yes	yes	
Outreach, Intake and Orientation	no	yes	yes	no	no	no	no	yes	yes	yes	
Initial Assessment of skill levels	no	yes	yes	no	no	no	no	yes	yes	yes	
Job Search and Placement Assistance	no	yes	yes	no	no	no	no	yes	yes	yes	
Career Counseling	no	yes	yes	no	no	no	no	yes	yes	yes	
Provision of info on on-in demand sectors and occupations	no	yes	yes	no	no	no	no	yes	yes	yes	
Provision of info on non-traditional employment	no	yes	yes	no	no	no	no	yes	yes	yes	
Appropriate recruitment and other business services	no	yes	yes	no	no	no	no	yes	yes	yes	
Provision of referrals and coordination of activities with other programs and services.	no	yes	yes	no	no	no	no	yes	yes	yes	
Provision of workforce and labor market statistics, including the provision of accurate information related to local, regional, and national labor market areas.	no	yes	yes	no	no	no	no	yes	yes	yes	
Provision of performance information and cost on eligible providers	no	yes	yes	no	no	no	no	yes	yes	no	
Provision of information on how the local area is performing on local performance accountability measures and any additional measures.	no	yes	yes	no	no	no	no	yes	yes	yes	
Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance.	no	yes	yes	no	no	no	no	yes	yes	yes	
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided by WIOA.	no	yes	yes	no	no	no	no	yes	yes	no	
Provision of information and assistance regarding filling claims under UI programs.	no	yes	yes	no	no	yes	no	yes	yes	yes	referral to UI only
INDIVIDUALIZED CAREER SERVICES											
Comprehensive and Specialized Assessment for Adults and Dislocated Workers	no	yes	yes	no	no	no	no	yes	yes	yes	
Development of individual employment plans	no	yes	yes	no	no	no	no	yes	yes	yes	
Group and Individual Counseling and mentoring	no	yes	yes	no	no	no	no	yes	yes	yes	
Career Planning/Case Management	no	yes	yes	no	no	no	no	yes	yes	yes	
Short Term Pre-Vocational services	no	yes	yes	no	no	no	no	yes	yes	no	
Internships and Work Experiences	no	yes	yes	no	no	no	no	yes	yes	no	
Workforce preparation Activities	no	yes	yes	no	no	no	no	yes	yes	yes	
Financial Literacy	no	no	no	no	no	no	no	yes	no	no	
Out-of-Area Job Search Assistance	no	yes	yes	no	no	no	no	yes	yes	yes	On-line only
English language acquisition and integrated education.	no	yes	yes	no	no	no	no	yes	yes	yes	Learning Link and Referrals
FOLLOW UP SERVICES											
Unsubsidized Employment for up to 12 months	no	yes	yes	no	no	no	no	yes	yes	yes	
Transitioning to Career Services	no	yes	yes	no	no	no	no	yes	yes	yes	
TRAINING SERVICES											
Occupational Skills Training	no	yes	yes	no	no	no	no	yes	yes	yes	
On-The-Job Training	no	yes	yes	no	no	no	no	yes	yes	yes	
Incumbent Worker Training	no	yes	yes	no	no	no	no	yes	yes	yes	
Programs that combine Workplace Training with Related Instruction	no	yes	yes	no	no	no	no	yes	yes	yes	
Training Programs operated by Private Sector	no	yes	yes	no	no	no	no	yes	yes	yes	
Skill Upgrading and Retraining	no	yes	yes	no	no	no	no	yes	yes	yes	
Entrepreneurial Training	no	yes	yes	no	no	no	no	yes	yes	yes	referral to SBD only
Transitional jobs	no	yes	yes	no	no	no	no	yes	yes	yes	
Job Readiness Training	no	yes	yes	no	no	no	no	yes	yes	yes	
Adult Education and Literacy Activities	no	yes	yes	no	no	no	no	yes	yes	yes	
Customized Training	no	no	no	no	no	no	no	no	no	no	
Others: Explain											

Monmouth County Infrastructure Funding Worksheet

December 20, 2017

Overview: Monmouth County has two locations, one at 60 Taylor Avenue in Neptune, NJ and one at 17 Christopher Way in Eatontown, NJ. The Neptune location provides NJ Department of Labor and Workforce Development services including Wagner-Peyser, Vocational Rehabilitation, Unemployment Insurance, and others. The Eatontown location provides County services including WIOA, WorkFirst NJ, and others. As the offices are not co-located, there are de minimus provision of services across locations.

NEPTUNE

Program	Lease Cost	Addtl Cost	Square Footage	Technology	Total	Required	Comments
ES	\$22.25	\$7.95	7497.2	\$12,627	\$240,985.24	Yes	Includes SCSEP Sapce/addtl costs (\$1932) and tech (\$1403)
JVSG (DVOP/LVER)	\$22.25	\$7.95	76.8	\$2,806	\$5,125.36	Yes	
DVRS	\$22.25	\$7.95	4328	\$0	\$130,705.60	Yes	includes Dept of VA voc rehab cnslr
UI	\$22.25	\$7.95	5846	\$0	\$176,549.20	Yes	
SCSEP	\$22.25	\$7.95	64			Yes	In-Kind provision of services
TRA	\$22.25	\$7.95	1.6	\$1,403	\$1,451.32	Yes	
OJT	\$22.25	\$7.95	12.8	\$1,403	\$1,789.56	No	
Totals			17826.4	\$18,239	\$556,606.28		

EATONTOWN

Program	Lease Cost	Addtl Cost	Square Footage	Technology	Total	Required	Comments
ES	\$0.00	\$0.00	0	\$36,478	\$0.00	Yes	26 County Staff @ \$1,403 each
County DWD	\$15.75	\$2.78	13,902.4	\$0	\$257,611.47	Yes	
LWD Business Rep	\$15.75	\$2.78	72	\$1,403	\$1,334.16	Yes	Considered de minimus
WDB C&S	\$15.75	\$2.78	25.6	\$1,403	\$1,877.37	No	Considered de minimus
Totals			14,000	\$39,284	\$260,823.00		

Worksheet Back-up for Eatontown

Square Footage: 14,000

Lease: \$220,500 annually

Furniture: \$2,400 annually

Electric: \$24,500.04 annually

Janitorial: \$12,000 annually

**MEMORANDUM OF UNDERSTANDING
BETWEEN MONMOUTH COUNTY WORKFORCE DEVELOPMENT BOARD
AND ONE-STOP SYSTEM PARTNERS**

1. **PARTIES**

This Memorandum of Understanding (MOU) is entered into on this first day of December 1, 2017 between the Monmouth County Workforce Development Board (MCWDB) and the individual required One-Stop Workforce System Partners.

The purpose of this agreement is to establish the respective roles, responsibilities, financial and institutional commitment of each entity in the development and operation of a One-Stop workforce service delivery system pursuant to the provisions of Section 121 of Title I of the Workforce Innovation Opportunity Act of 2014 (WIOA). It is understood that the development, implementation and continuation of this system will require mutual trust and teamwork among the agencies, all working together as partners to accomplish the shared driven goals. As such, this agreement is entered into in a spirit of cooperation.

MCWDB will enhance the quality of life for the residents of Monmouth County by supporting the development and retention of a world class workforce.

2. **MCWDB RESPONSIBILITIES**

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

3. **MANAGEMENT**

In accordance with Section 121 (a) (1)(2)(3) of the Workforce Innovation Opportunity Act of 2014 (WIOA), and in consultation with the Chief Elected Official (CEO) MCWDB shall

- (1) develop and enter into a memorandum of understanding as described in Section 121 (c) with the One-Stop System Partners;
- (2) designate or certify the Monmouth County one-stop operator under Subsection (d); and
- (3) conduct oversight with respect to the One-Stop delivery system in Monmouth County.

The Monmouth County One-Stop Operator shall be responsible for coordinating workforce system activities resulting in effective community partnerships, which expand and enhance the workforce system.

4. **MANAGEMENT TEAM PARTNER RESPONSIBILITIES**

- I. All Partners will participate in the continuous development of the Monmouth County One Stop Career Center system policies, procedures, and operational agreement.
- II. The Partners agree to cooperate in a team approach to serving and achieving the performance standards and service goals of the Monmouth County One-Stops system.
- III. The MCWDB, Partners and One-Stop Operator/Fiscal Agent agree to acknowledge each other's organizational practices, management structure and regulatory requirements in the provision of the services under this agreement.

- IV. The Partners shall be responsible for marketing programs of the Monmouth County One-Stop Career Center system within the community.
- V. The Partners agree to provide reports and information, and to attend meeting upon request of the MCWDB and/or its standing and ad hoc committees.
- VI. The Partners shall meet regularly to review and improve workflow, policies, procedures, referrals and delivery of employment and training services.

5. **ROLE AND RESPONSIBILITIES OF MCWOB PARTNERS**

- I. All partners agree to endorse and abide by the Mission and Credo of the Monmouth County One-Stop system as follows:
 - a. Each partner will operate in accordance with the regulatory governmental laws (County, State or Federal), the respective regulations, statutes, eligibility policies, procedures and directives of its grantor agency (ies) and funding sources, including the Workforce Innovation Opportunity Act, (WIOA), Workforce Development Program (WOP), WorkFirst NJ (TANF/GA/FS), and any other federal and state discretionary grants. Each partner agrees to respect and comply with each agency's policies regarding confidentiality.
 - b. Monmouth County One-Stop System Partners will encourage representation of staff in the One-Stop Career Centers as may be feasible and negotiated.
 - c. In order to offer the best possible services, all partners will participate in a regular and on-going process of program review and continuous improvement and customer satisfaction seeking opportunities for further integration and expansion of services. Partners will agree to participate in an ongoing, thorough and comprehensive systems review and process mapping in order to alleviate duplication, unnecessary delay, overlap, and identify gaps in services.
 - d. Partners will provide or allow cross-informational training of appropriate staff to ensure staff awareness of each agency's mission, terminology, and eligibility criteria. This will ensure that customers have access to all Workforce programs for which they are eligible.
 - e. Partners agree to utilize information sharing referral forms and processes as well as and participant tracking systems, that shall be used by the One-Stop service delivery system subject to confidentiality constraints. AOSOS will be the participant tracking system for all Partners with access. The referral process will be reciprocal. Partners will retain the right to accept or reject referrals based upon agency eligibility criteria or financial limitations.
 - f. Partners will identify a liaison(s) to be contacted when key issues arise and to be the recipient of inter-agency referrals.
 - g. Partners will jointly share technology and information, including testing scores, assessments, and progress notes.
 - h. Each Partner agency will cooperate to ensure that the service plans, placements and terminations for mutually served customers are coordinated.
 - i. Each Partner agency will utilize the performance data indicators on the Eligible Training Provider List (ETPL) when seeking training services for clients.

- j. Appropriate Partners agree to regularly convene to address the needs of our employers and the business community.
- k. Partners will ensure agency business practices are followed in the provision of services under this agreement.

6. ROLES AND RESPONSIBILITIES OF THE ONE-STOP OPERATOR (OSO)

The (OSO) is responsible for leading the implementation of the MCWDB's vision for its One-Stop System. The One-Stop Operator is responsible for the following.

- Maintain regular office hours (20 hours minimum) in One-Stop location at 17 Christopher Way, Eatontown, New Jersey 07724 (schedule to be determined).
- Convene/attend monthly One-Stop System partner meetings. Increase effectiveness on how the One-Stop system partners address coordination of services that reduces duplication of services. The on-going review will include a focus on job seekers needs and businesses' organizational direction.
- Develop Standard Operating Procedures (SOP) manual for each area within the One-Stop Career Center (WIOA). An examination of the key aspects of process management, including customer-focused design of products and service delivery, as well as support and partnering processes involving all work units. Also to be reviewed are how key processes are designed, implemented, managed, and improved to achieve better performance. Additionally, provide technical assistance to One-Stop Manager as needed.
- Develop Memorandum of Understanding (MOU) with system partners and other MOU's as needed. The One-Stop partners MOU will provide at a minimum a description of the One-Stop services and delineate how those services will be provided. Ensure partner compliance with terms and conditions of Memoranda of Understanding, resource sharing agreements and infrastructure funding agreements.
- Physically monitor Monmouth County Workforce Development Board's (MCWDB) one-stops (full-service, satellite, and mobiles) to ensure compliance with state and federal legislation, guidance, and other requirements. This includes, but is not limited to:
 - a. resource room requirements, State and Federal required postings, operating hours, staff development requirements (certifications and CEU's), and activities provided by the Career Center;
 - b. ensure Americans with Disability Act (ADA) and Equal Employment Opportunity (EEO) compliance by inspecting the one-stops and activities;
 - c. ensure all MOU's involving the One-Stop are upheld and information on all required partners are prominently displayed.
- Ensure, through the recommendation of policies and procedures, data integrity and confidentiality throughout the One-Stop system including but not limited to managing technological resources for case management.
- Provide to the MCWDB on a monthly basis a calendar of coordinated service delivery activities of One-Stop partners including but not limited to job seekers workshops, business open houses, rapid response events and job fairs.
- Provide to the MCWDB a draft infrastructure funding agreement consistent with state and federal requirements that is acceptable to all One-Stop required partners.
- Provide to the MCWDB a budget template that is reflective of the infrastructure funding agreement.

- Develop (in coordination with WDB staff) and provide monthly, quarterly and yearly reports to the MCWDB including an analysis of the performance measurement system and how the One-Stop system analyzes performance data and information (Performance dashboard).
- Identify professional staff training for One-Stop staff and partners. Design and implement training methods that will promote continuous improvement of the One-Stop Career Center staff.
- Be knowledgeable of the mission and performance standards of all partners and when necessary, identify cross training needs among all staff.
- Report on training investments and employment outcomes with a focus on whether individuals gained employment in the field in which they received training.
- Develop and send customer service satisfaction survey regarding One-Stop and partner services and report results on a quarterly basis.
- Attend as directed technical assistance sessions and/or meetings as required by US Department of Labor, New Jersey Department of Labor & Workforce Development, State Employment Training Commission, and the local Workforce Development Board.

7. SERVICES

Partners will provide a multitude of services in the following areas, a) Career Services, b) Training Services and work activities (WorkFirst NJ), and c). Business Services, as identified in the attached matrix. All Partners agree to provide, to the extent feasible, career services at their respective sites. Ideally a customer should access orientation, intake, eligibility for services and other activities described in Sec. 134(d)2 of the Workforce Innovation Opportunity Act as appropriate.

8. CONFLICT/DISPUTE RESOLUTION

It is expected that the partnership will function by consensus. In instances where consensus cannot be reached, the parties shall first attempt to resolve disputes informally. When necessary the (050) and other parties as appropriate will mediate to resolve the dispute. If the matter cannot be resolved, then it shall be referred to the MCWDB Director and at the Director's discretion it may be taken to the MCWDB Executive Committee for resolution.

9. RESOURCE SHARING/COST ALLOCATION/SERVICES

It is expressly understood that this MOU constitutes commitment of specific resources/services that will enhance the offering of services to the customers of the Monmouth County One Stop Career Center. A matrix of services, per Partner, in the following areas, a) Career Services, b) Training Services and work activities (WorkFirst NJ), and c) Business Services, are to be provided by the respective Partner.

One-Stop Partner staff resources are shared, however all operating expenses associated with the comprehensive Monmouth County One-Stop Career Center are supported by the grant recipient, making a cost sharing agreement between the One-Stop Partners unnecessary. One-Stop Partner agencies are provided with furnished office space and equipment for staff at no cost; and all expenses associated with common areas and functioning of the Center are likewise supported through the grant recipient. Individual Partner agencies are only responsible to provide their own office supplies.

10. SYSTEM STANDARDS

Partners will work collaboratively with the (OSO) to ensure the following system standards are met.

- a. Performance Measures
- b. Monitoring Process
- c. Customer Satisfaction Measures
- d. Evaluation/Assessment
- e. Remedial/Corrective Action

11. ASSURANCES AND CERTIFICATIONS

- a. Each Partner will abide by its organization's assurances and certifications.
- b. In addition to the requirements at 29 CFR 95.42, and/or 20 CFR 97.36 (b) (3), as applicable, which address codes of conduct and conflict of interest issues related to employees, the conflict of interest provisions in section (6), VIII will be adhered to.
- c. Partners are respectively responsible for compliance with any and all County, Federal, State and Local Laws, statutes, rules or regulations, including but not limited to, wages, benefits, worker's compensation, disability, general liability, unemployment insurance, and social security.
- d. In addition, each Partner will be in compliance with the following:
 - Federal and State Laws prohibiting discrimination
 - 29 CFR Part 37 governing equal opportunity in the workplace
 - The Americans with Disabilities Act
 - This agreement shall be interpreted in accordance with the laws of New Jersey and/or Federal Law, as applicable.

12. INDEMNIFICATION/INSURANCE

Each Partner to this agreement will assume liability for its action and the actions of its Board of Directors, officials, employees, agents or volunteers under this Agreement. Partner shall hold harmless, defend and indemnify all other Partners to this agreement from any and all claims for damages, personal injury, and property damages, including costs and attorney fees resulting in whole or in part from the Partner, its Board of Directors, officials, employees, its agents or volunteers, acts, omissions or activities, whether negligent or not, under this agreement.

13. **TERMS OF AGREEMENT**

- a. **DURATION:** The MOU shall be effective upon execution of this document and automatically renew annually, unless otherwise amended or terminated, as provided for herein for a period of 4 years.
- b. **AMENDMENTS:** The MOU may be amended at any time by mutual agreement of the parties, or unilaterally by the OCWDB Chair in conjunction with the Chief Elected Official, due to any federal, state or local governmental/legislative, statutory or regulatory amendments or modification(s). The parties may enter into negotiations for amendments to this agreement with a thirty (30) day prior written notification to the Partner by the party seeking the change.
- c. **ASSIGNMENT:** This agreement may only be assigned upon the mutual written agreement of the parties herein.
- d. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the remainder of this MOU shall remain in full force and effect.
- e. **TERMINATION:** Any Partner that fails to meet its obligation under this agreement shall be referred to the MCWDB Executive Committee for review and possible partnership termination.

Authority and Signatures

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

MONMOUTH COUNTY WORKFORCE DEVELOPMENT SYSTEM PARTNERS

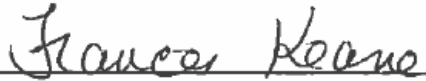


Monmouth County Division of Social Services
Lorraine M. Scheibener

3/13/18

Date

FOR THE WORKFORCE DEVELOPMENT SYSTEM:



Fran Keane,
MCWDB Chairperson

12-1-2017

Date

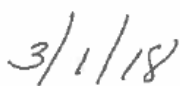
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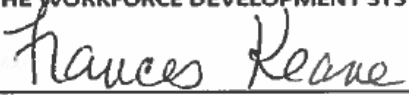


NJDLWD Representative
Unemployment Insurance Service

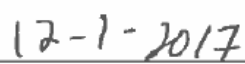


Date

FOR THE WORKFORCE DEVELOPMENT SYSTEM:



Fran Keane,
MCWDB Chairperson

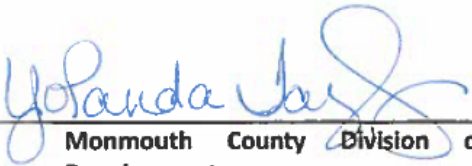


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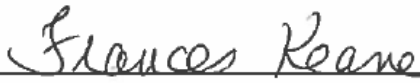
MONMOUTH COUNTY WORKFORCE DEVELOPMENT SYSTEM PARTNERS



Monmouth County Division of Workforce
Development
Yolanda Taylor, Deputy Director

Date 12/1/2017

FOR THE WORKFORCE DEVELOPMENT SYSTEM:




Fran Keane,
MCWDB Chairperson

Date 12-1-2017

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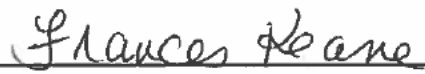
MONMOUTH COUNTY WORKFORCE DEVELOPMENT SYSTEM PARTNERS



Monmouth County Department of Human Services
Jeffrey Schwartz, Director

12/26/2017
Date

FOR THE WORKFORCE DEVELOPMENT SYSTEM:



Fran Keane,
MCWDB Chairperson

12-1-2017
Date

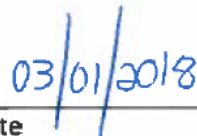
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MONMOUTH COUNTY WORKFORCE DEVELOPMENT SYSTEM PARTNERS

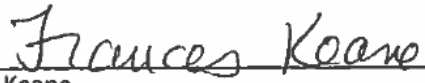


Division of Vocational Rehabilitation
Susan Rakoci-Anderson, Manager




Date

FOR THE WORKFORCE DEVELOPMENT SYSTEM:



Fran Keane,
MCWDB Chairperson

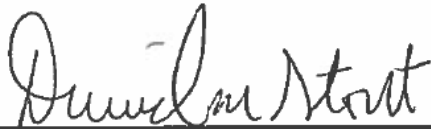


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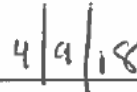
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MONMOUTH COUNTY WORKFORCE DEVELOPMENT SYSTEM PARTNERS

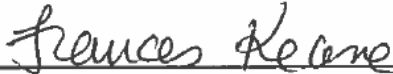


Brookdale Community College and Adult Basic
Skill Consortium
David Stout, President, Brookdale Community
College



Date

FOR THE WORKFORCE DEVELOPMENT SYSTEM:



Fran Keane,
MCWDB Chairperson



Date

Authority and Signatures

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MONMOUTH COUNTY WORKFORCE DEVELOPMENT SYSTEM PARTNERS

NJDLWD Representative

Wagner-Peyser (WIOA Title III)
Senior Community Service Employment Program (SCSEP)
Trade Adjustment Act (TAA)
Jobs for Veterans State Grants (JVSG/DVOP)
Employment Service/RRR/Food Stamp Employment &
Training, Trade Adjustment Act/

Date

FOR THE WORKFORCE DEVELOPMENT SYSTEM:

Fran Keane

Fran Keane,
MCWDB Chairperson

12-1-2017

Date

