

UNION COUNTY WORKFORCE DEVELOPMENT BOARD



LOCAL STRATEGIC PLAN
December 2016-2020

Union County Workforce Development Board Strategic Local Plan

- Comprehensive report issued by SETC as required by WIOA
- 30 day Public Comment period required
 - Due to State on December 15, 2016
- Must align with State and Regional Plan

Union County Workforce Development Board
Strategic Local Plan

**Goals of New Jersey's Talent Development
Foundation Goals:**

1. Building an Innovative, Skilled Workforce to Power Economic Growth
2. Building Economic Opportunity for all New Jersey Residents

Union County Workforce Development Board Strategic Local Plan

Five Strategic Themes:

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

Local Plan Required Elements:

- I. Strategy and Goals
- II. Describe current workforce development system
- III. How will the board expand access to programs and improve access to career pathways
- IV. Describe the strategies and services to engage employers and meet the needs of local businesses
- V. Describe how the local board will drive an effective partnership between workforce development activities and economic development activities in both local area and region.
- VI. Describe local One-Stop system
- VII. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area.
- VIII. Coordination with Rapid Response activities
- IX. Youth activities
- X. Coordination of education and workforce development activities in regards to relevant secondary and post secondary education.
- XI. Coordination of supportive services
- XII. Coordination of services provided by State employment service under Wagner-Peyser Act.
- XIII. Coordination of Title II programs
- XIV. Coordination with DRVS
- XV. Disbursal of grant funds
- XVI. Describe competitive process to competitively select One-Stop Operator under WIOA
- XVII. Performance Measures
- XVIII. Board Membership
- XIX. Staff and partner development and training
- XX. Describe the process to create the local plan
- XXI. Describe how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information programs carried out under this Acts and programs carried out by the one stop
- XXII. Priority of Service
- XXIII. Additional Local Elements

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Plan Vision

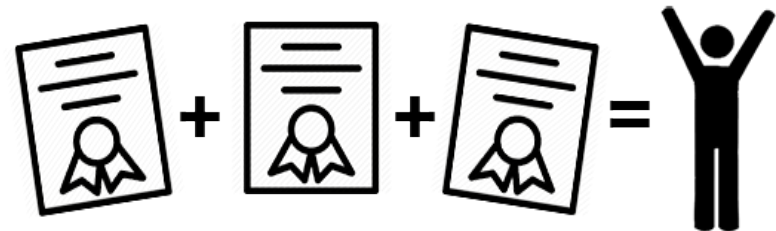
The System sees itself as both an effective catalyst for economic development and a major resource for employment and training. Toward greater economic development, it must help make critical business connections and serve as a bridge between for businesses, the County, and the State. Toward better training and employment, it must help residents overcome unemployment, underemployment, and economic struggles and guide them along a path of successful professional growth. Such a dual vision establishes the ultimate direction and tone for this Plan.



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Goal 1:

Increased Emphasis on Career Pathways and Industry- Credential Attainment



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**Goal 2:
Expanded One-Stop Integration of Service
Delivery**



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Goal 3:

Broadened Use of Technology in Operation & Customer-Facing Processes



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Goal 4: Expanded Access to Service Levels



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Goal 5

Enhanced Employer Engagement



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Goal 6

**Expanded Use of Evaluation Metrics Beyond
National Performance Standards/Systematic
Oversight**



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WDB STRATEGIC INITIATIVES

Strategic
Planning
Elements

Workforce
Development
Systems

Workforce &
Economic
Development

WDB & Core
Programs

Performance
Measures

Operational
Level
Oversight

Disbursal of
Grand Funds

Board
Membership

Staff and
Partner
Training

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SUB-STRATEGIES: STRATEGIC PLANNING ELEMENTS

- ***S-1 Further enhance existing partnerships with the business and education specifically addressing the educational and skill requirements for those defined in WIOA as hard to-serve populations. (Aligned with Goal 4-Expanded Access)***
- ***S-2 Continue to engage employers, industry leaders, and public officials broaden the training and service alignment with additional regional key Industries/Sectors. (Aligned with Goal 1- Career Pathways / Credential Attainment)***

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SUB-STRATEGIES: CURRENT WORKFORCE DEVELOPMENT SYSTEMS

- ***S-3 Consider the adoption of computer refresher courses for not only older workers but all customers below sufficient proficiency. (Aligned with Goal 1- Career Pathways / Credential Attainment) and (aligned with Goal 3- Broaden Use of Technology)***
- ***S-4 Consider more incentives like increased level of wages and/or stipends.(Aligned with Goal 4- Expanded Access)***
- ***S-5 Look into expanding Soft Skills Training into the Plainfield area. (Aligned with Goal 5-Employer Engagement)***
- ***S-6 Expand Staff Cross Training to increase full understanding of processes and services. Develop a strategy around community awareness opportunities. (Aligned with Goal 2-One Stop Integration)***
- ***S-7 Expand staff cross training to increase full understanding of processes and services. (Aligned with Goal 2-One Stop Integration)***
- ***S-8 Increase coordination of services with Veterans Service Centers.***
- ***S-9 Issue voucher program directly to the location.***
- ***S-10 Begin strategy to increase Soft Skill Training to this population.(Aligned with Goal 4- Expanded Access)***
- ***S-11 Increase outreach to community organizations to develop new sites.***
- ***S-12 Develop a Post Enrollment Follow-up system between Higher Ed and the One Stop. (Aligned with Goal 6-Evaluation / Oversight)***

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SUB-STRATEGIES: WDB AND CORE PROGRAMS

- ***S-13 – Planning Provide local planning and policy guidance, followed by staff training, to OS Career Coaches in order to comply with necessary system adaptations required to expanded services using WIOA provisions for core programs. (Aligned with Goal 2-One Stop Integration) and (aligned with Goal 4-Expanded Access)***
- ***S-14a Endeavor to strengthen the career pathways approach by further engaging industry, literacy, and experiential learning solutions to fill talent needs, and results-driven partnerships focused on high-quality, employer-centered collaborations. (Aligned with Goal 1- Career Pathways / Credential Attainment and with Goal 5- Employer Engagement)***
- ***S-14b Support and expand, more broadly, the State’s Talent Development Strategy by aligning resources through planning and service coordination, and development of community alliances and employment networks linking One Stop Centers, community partners, and job seekers. (Aligned with Goal 1- Career Pathways / Credential Attainment)***
- ***S-15 Invest in advanced training for career coaches at the One Stop Centers to be better equipped to help job seekers with information to select career training that provides industry-recognized credentials. (Aligned with Goal 2-One Stop Integration and with Goal 3- Broaden Use of Technology)***
- ***S-16 Prioritize the competitive procurement process for Class-sized Training and the use of ITA’s for industry-recognized credentials. (Aligned with Goal 1- Career Pathways / Credential Attainment and with Goal 5-Employer Engagement)***

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SUB-STRATEGIES: WORKFORCE & ECONOMIC DEVELOPMENT

- ***S-18 Continue to support the growth of the health care and TLD sectors and expand efforts in other target industries. (Aligned with Goal 1- Career Pathways / Credential Attainment)***
- ***S-19 Improve connections with New Jersey's Talent Networks. (Aligned with Goal 1- Career Pathways / Credential and with Goal 5-Employer Engagement)***
- ***S-20 Dedicate staff to support sector-focused efforts and targeted job seekers. (Aligned with Goal 1- Career Pathways / Credential and with Goal 5-Employer Engagement)***
- ***S-21 Ensure sector training provides contextualized basic skills and ESL training for workers who need these skills. (Aligned with Goal 1- Career Pathways / Credential Attainment and with Goal 4-Expanded Access)***
- ***S-22 Establish long-term goals for industry-focused economic and workforce development. (Aligned with Goal 1- Career Pathways / Credential and aligned with Goal 5-Employer Engagement)***

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SUB-STRATEGIES: PERFORMANCE MEASURES

- ***S-31a. Implement a model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program. (Aligned with Goal 6-Evaluation / Oversight)***
- ***S-31b Examine National Measures down to Vendor Level. (Aligned with Goal 6-Evaluation / Oversight)***
- ***S-31c. Measure credential attainment down to Vendor Level. (Aligned with Goal 6-Evaluation Oversight and with Goal 1- Career Pathways / Credential Attainment)***
- ***S-31d. Introduce Employer, Job Seeker Satisfaction Surveys. (Aligned with Goal 6-Evaluation / Oversight)***
- ***S-31e. In addition to vendor monitoring, conduct internal monitoring and oversight to ensure that center operator(s) meet certification standards. (Aligned with Goal 5 Employer Engagement and with Goal 6-Evaluation / Oversight)***

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ONE-STOP STRATEGIC INITIATIVES

Staff and
Partner
Training

System
Features

Rapid
Response

Employment
Services

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SUB-STRATEGIES: ONE-STOP CENTERS – SYSTEM FEATURES

- **S-23. Overarching Strategy: Union County will examine and expand its integration of programs to leverage available resources, e.g., integrating WIA Title II adult basic education into WorkFirst New Jersey approved activities. *(Aligned with Goal 2- One Stop Integration)***
- **S-24a.The One-Stop System will pursue a model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program. *(Aligned with Goal 6-Evaluation /Oversight)***
- ***S-24b.Relevant to the process of engaging training providers, the Board will work with the One-Stop to ensure full compliance with WIOA and better alignment between customer needs, selected training opportunities, and preferred career pathways. (Aligned with Goal 2-One Stop Integration) and (aligned with Goal 4-Expanded Access)***
- ***S-24c.In order to ensure full compliance and a higher level of review, the Workforce Development Board will provide necessary internal monitoring and oversight to ensure that center operator(s) meet certification standards (either at the time of certification or during monitoring). In reaction to findings, the Board will be empowered to require the operator to make improvements. (Aligned with Goal 6-Evaluation / Oversight)***

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ONE STOP SELECTION PROCESS

The timeline presented in the table below will serve as a working document and will be updated as necessary, keeping July 1, 2017, as the start date for the selected One-Stop Operator.

Projected Timeline	JANUARY 2017	FEBRUARY 2017	MARCH 2017	APRIL 2017	MAY 2017	JUNE 2017	JULY 1, 2017
Convene WDB Executive Committee to discuss RFP							
Reinforce proper firewalls concerning conflicts of interest as per Federal & State guidelines							
Research Best Practices							
Revisit Local Board Priorities							
Define Selection Criteria							
Finalize RFP Specifications							
Release RFP - establish 45 days due date							
Request for Proposals Due							
Host Applicant Presentations							
Review Proposals							
Complete Selection/Negotiation Process							
Award Contract							
Launch Newly Engaged Operation / Start Date							

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ONE STOP CERTIFICATION

The state has required that the following documents be submitted by each local Workforce Investment Area seeking One-Stop Certification. As such, these may be considered gateways to certification consideration:

- A completed cover document/letter of transmittal requesting State of New Jersey One-Stop certification
- Current/Full Workforce Development Board Certification
- Verification of meeting disability/accessibility standards
- Verification of meeting grievance/complaint/EO standards
- Local Memorandum of Understanding between the Workforce Board and its local one-stop partners
- A completed Quality Benchmarking Tool
- Completed Minimum Standard of Service Delivery Checklist.

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EMPLOYER STRATEGIC INITIATIVES

Employer
Engagement &
Agency Linkages

Business 2
Business

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SUB-STRATEGIES: EMPLOYER ENGAGEMENT & AGENCY LINKAGES

S-17. The Workforce System in the County will adopt a set of interconnected strategies that will build on a number of efforts already underway, namely:

- ***S-17a. The fortification of the Union County Workforce Innovation Business Center, a recent self-contained workforce training hub located in a large, popular outlet mall in Elizabeth. (Aligned with Goal 5-Employer Engagement)***
- ***S-17b. The improvement of quality of service and training at the American Job Centers in Elizabeth and Plainfield. (Aligned with Goal 2-One Stop Integration aligned with Goal 4-Expanded Access)***
- ***S-17c The expansion of a Business Services Representatives team to facilitate the connections between employers and the One Stop Career Center and the Workforce Innovation Business Center. (Aligned with Goal 2-One Stop Integration with Goal 5-Employer Engagement)***
- ***S17-d The planning and development of regional Business 2 Business networking events that will afford small and large employers the opportunity to connect with one another and to learn about the services available through the Workforce Development Board's clearinghouse of service providers and funding streams. (Aligned with Goal 5-Employer Engagement)***

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ADULT STRATEGIC INITIATIVES

Adult
Education/Literacy

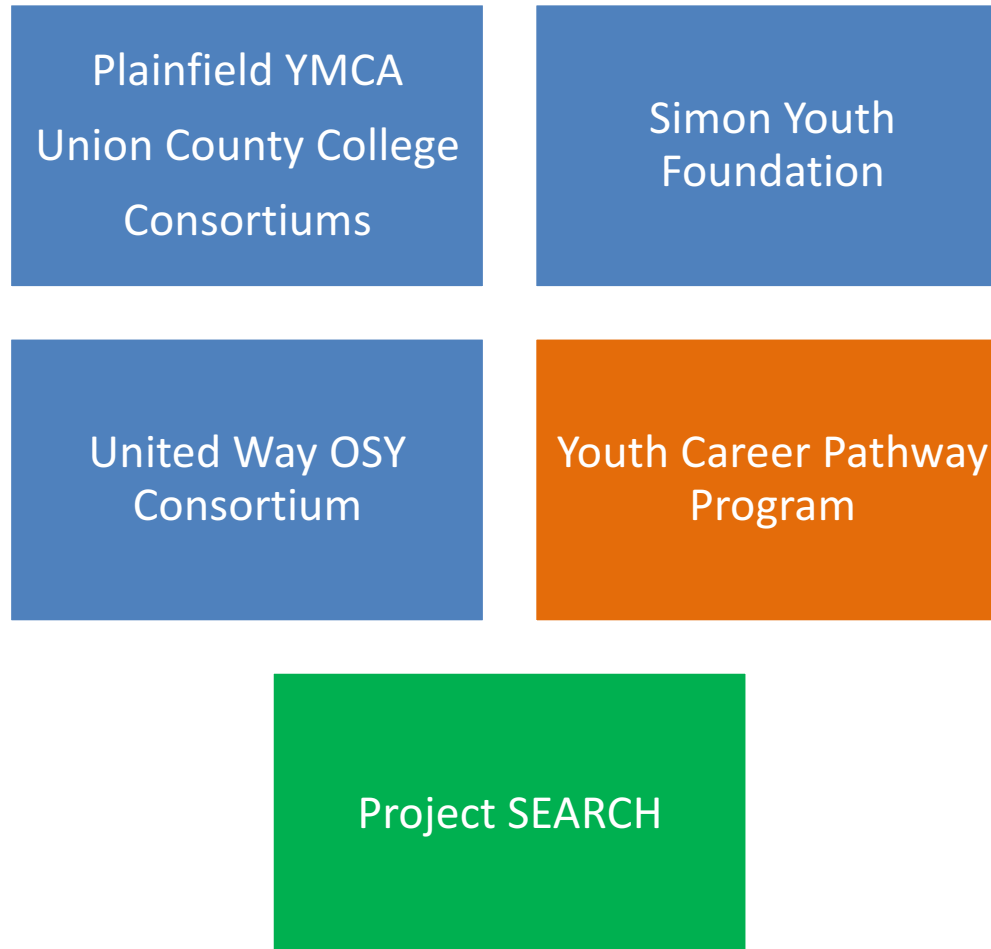
Workplace
Literacy Program

Supportive
Services

WIB Center/
Soft Skills

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Youth Initiative



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“The Academies give at-risk students the same education that they would receive in a traditional classroom but in a flexible environment.”

Located within the Workforce Innovation Business Center at the Mills at Jersey Gardens, students would earn a **High-School Diploma**.

Out-of-School Youth are provided both Academic & Student Support:

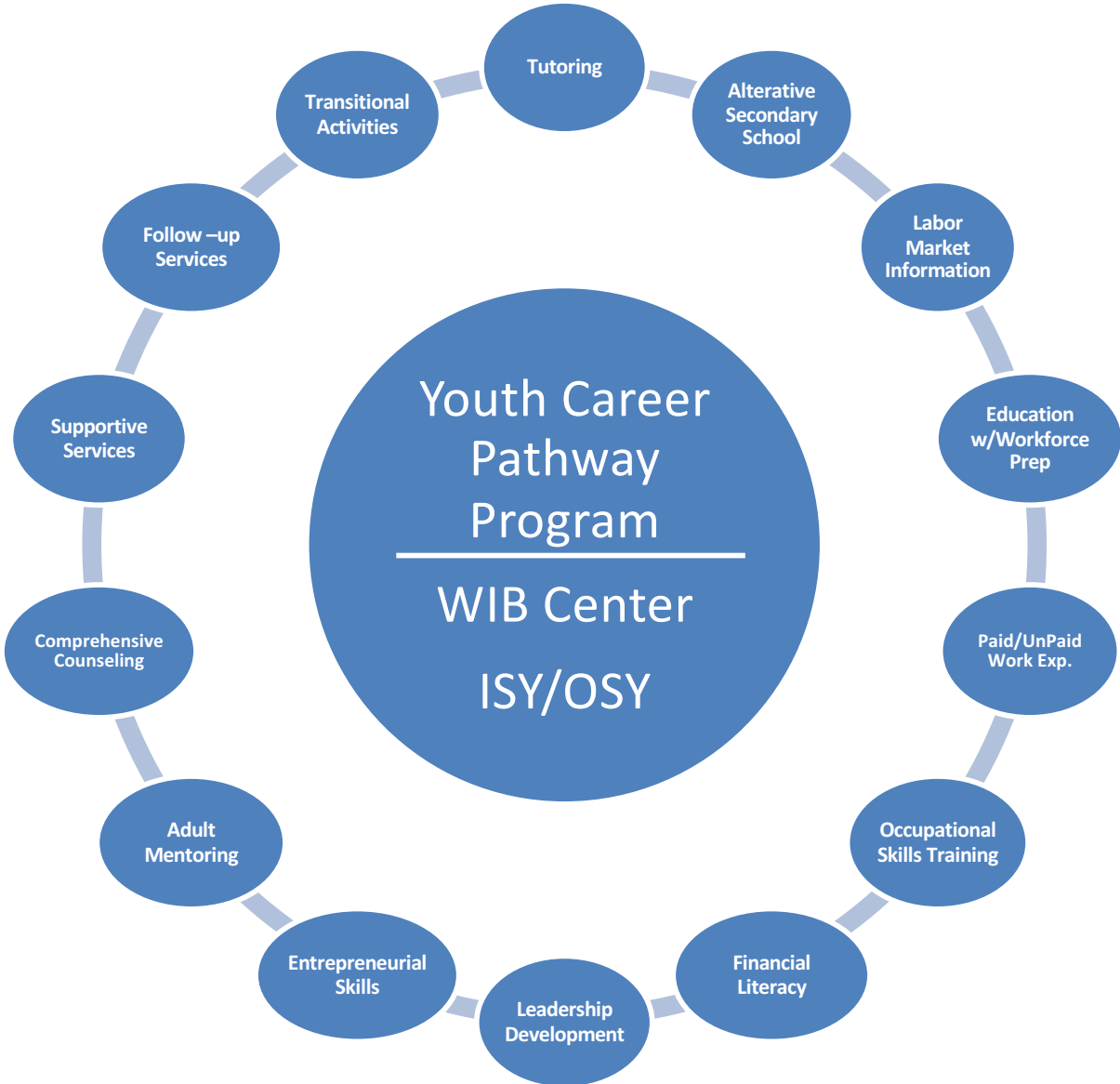
Supportive
Educators

Community
Advocacy
Councils

Annual
Conference

Scholarships

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Project SEARCH is a one-year program that provides students with a seamless combination of classroom, instruction, career exploration, and hands-on training.

Statewide the employment rate for individuals with disabilities is less than 40%, while Project SEARCH boasts a 73% employment rate for its graduates.

The Project SEARCH-Union County, NJ endeavor is a joint effort among Union County Educational Services Commission (UCESC), Overlook Medical Center, The Arc of New Jersey's Project Hire, the New Jersey Division of Vocational Rehabilitation Services, the County of Union, NJTIP at Rutgers and the New Jersey Division of Developmental Disabilities.

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Questions?



MOTION TO APPROVE