

Public Meeting of the Union County Workforce Development Board of Directors

Meeting Handouts

Friday, September 18, 2015



UNION COUNTY WORKFORCE **DEVELOPMENT** BOARD OF DIRECTORS
UNION COUNTY COLLEGE - EXECUTIVE EDUCATION CENTER
1033 SPRINGFIELD AVE, CRANFORD, NEW JERSEY 07016
9:00A.M. FRIDAY, SEPTEMBER 18, 2015

PUBLIC MEETING AGENDA

- | | | |
|-------|--|--|
| I. | CALL TO ORDER | GLENN NACION |
| II. | OPEN PUBLIC MEETINGS ACT | ELIZABETH PASKEWICH |
| III. | ROLL CALL | ELIZABETH PASKEWICH |
| IV. | DEPARTMENT OF HUMAN SERVICES | DIRECTOR FRANK GUZZO |
| V. | ACTION REQUIRED
<i>APPROVAL OF THE JUNE 18TH MEETING MINUTES</i> | GLENN NACION |
| VI. | WDB DIRECTOR'S REPORT
A. WORKFORCE INNOVATION BUSINESS CENTER OUTCOMES YTD
B. QUANTITATIVE REPORT – PROGRAM YEAR
ACTION REQUIRED
C. WORKFORCE AREA DEVELOPMENT CONTRACT 2015-2016 | ANTONIO RIVERA
ISAIAS RIVERA
PHIL KANDL

THOMAS MCCABE |
| VII. | COMMITTEE REPORTS
EXECUTIVE COMMITTEE
<i>APPROVED WFNJ FUNDING RESOLUTION NO. 01-2015</i> | ELIZABETH PASKEWICH |
| VIII. | ACTION REQUIRED
RESOLUTION NO. 02-2015
<i>FUNDING FOR GROWTH SECTOR TRAINING</i> | ANTONIO RIVERA |
| IX. | ACTION REQUIRED
RESOLUTION NO. 03-2015
<i>QUALITATIVE & QUANTITATIVE TRACKING & REPORTING</i> | PHIL KANDL |
| X. | ACTION REQUIRED
RESOLUTION NO. 04-2015
<i>TIME ALLOCATION & SALARY CERTIFICATION FORM & CAP</i> | ANTONIO RIVERA |
| XI. | ACTION REQUIRED
<i>MOU LINCS SUPPLY CHAIN MANAGEMENT PROGRAM</i> | DR. STEPHEN D. NACCO |
| XII. | AMERICAN JOB CENTERS - DIRECTOR'S REPORT | JEAN KOSZULINSKI |
| XIII. | OLD BUSINESS | |
| XIV. | NEW BUSINESS | |
| XV. | NEXT WIB MEETING | 9:00AM, FRIDAY, NOVEMBER 13, 2015
UNION COUNTY COLLEGE – EXECUTIVE EDUCATION CENTER
1033 SPRINGFIELD AVE, CRANFORD, NJ |
| XVI. | ADJOURNMENT | |

Union County Workforce Innovation Business Center

Quarterly Report July 2015-September 2015



Summary of Previous Report

- ▶ Partnerships
- ▶ Airserv Initiative
- ▶ OTG Opportunity
- ▶ Overall YTD Results

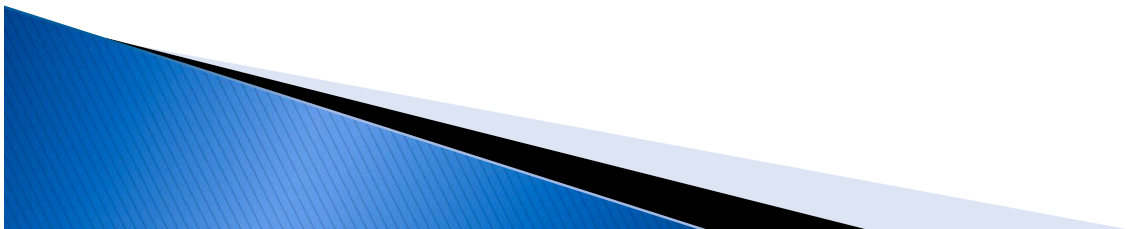
WIBC Partnerships Employers 20+



WIBC Partnerships



GLOBAL INSURANCE AGENCY, LLC

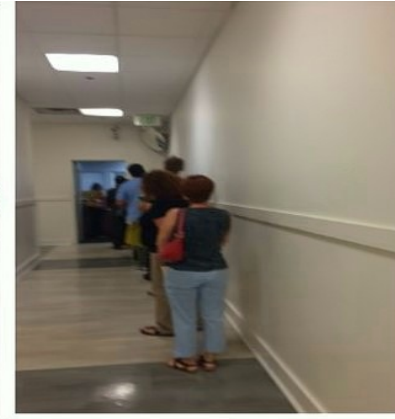


Wholefoods Project

**200 POSITIONS
WILL BE AVAILABLE AT
Whole Foods Market**



- ▶ **FINAL OVERVIEW**
- ▶ **TOTAL EXTERNAL APPLICANTS: 1658**
- ▶ **GROUP INTERVIEWS: 682**
- ▶ **1-ON-1 INTERVIEWS: 359**



Wholefoods Project

200 POSITIONS
WILL BE AVAILABLE AT
Whole Foods Market



▶ FINAL OVERVIEW

▶ Total Hires: 137



Retail & Hospitality Jobs

- ▶ Brahmin hired 5
- ▶ Credit Pros hired 1
- ▶ Nike hired 19
- ▶ Galloping Hill, 6 potential Candidates
- ▶ Ugg hired 8



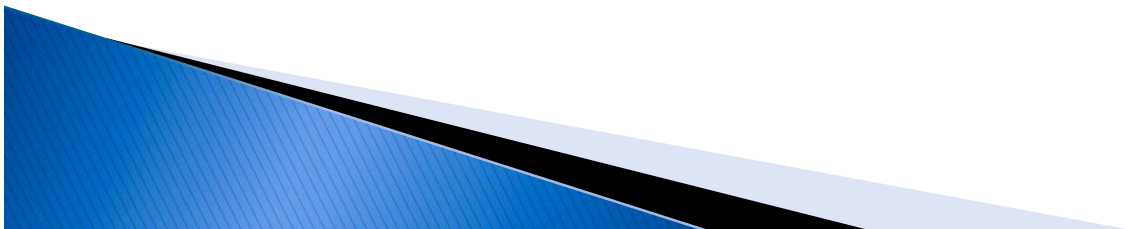
Office Jobs

- ▶ Global Insurance Agency, Hired 1 out of 5 candidates
- ▶ Huggins, 1 Potential Candidate
- ▶ Arco, 3 Candidates being Interviewed

GLOBAL INSURANCE AGENCY, LLC



arco CONSTRUCTION
GROUP



Current Major Projects

- ▶ 80 Positions at Marshalls & 20 positions at Clean Venture

Here at The TJX Companies, Inc.
opportunity is in store for you!

COME JOIN US!

Marshalls®

Please call to register for our hiring event for our Union, NJ store.

Date: 9/14 – 9/16/2015

Location: Union County Workforce Innovations Business Center *
Jersey Gardens Mall
Lower Level – Entrance 9
651 Kapkowski Rd
Elizabeth, NJ 07201

*A program of the Union County Board of Chosen Freeholders, the Union County Workforce Investment Board and Union County College

Hours: 10:00am and 2:00pm

Phone: (908)355-4444

Visit: www.tjx.com for more information

The TJX Companies, Inc. is an equal opportunity employer committed to workplace diversity. Visit www.tjx.com for more information.

**20 POSITIONS
WILL BE AVAILABLE AT
Clean Ventures**



Clean Venture, an environmental contracting company, is looking to hire 10 Drivers who have a CDL Class A or B License with a HAZMAT & TANKER endorsement and 10 Chemical Technicians who have a valid driver's license. Interested? Come Learn More!



Thursday September 17, 2015 at 10:00 am.

Where?
Workforce Innovation Business Center
Mills at Jersey Gardens, 651 Kapkowski Road in Elizabeth, NJ

You must register for this event

Go to: <http://ucnj.org/cv-registration/>
Open to Union County Residents Only. Please bring the required documentation.

For more information please call us at (908) 355-4444
or e-mail Isaias.rivera@ucc.edu (Se habla Español)

**UNION COUNTY
WORKFORCE INNOVATION
BUSINESS CENTER**

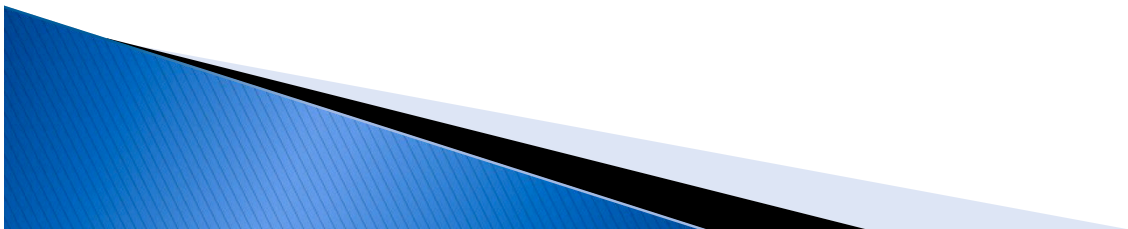
  

A program of the Union County Board of Chosen Freeholders, the Union County Workforce Development Board and Union County College

A Service of the Union County Board of Chosen Freeholders **UNION COUNTY**
We're Connected to You!

Total Quarterly Report

- ▶ **151 Total Jobs Orders Obtained**
- ▶ **151 Job Orders Filled**
- ▶ # of students taking Soft Skills Training pending interview results from Clean Venture.



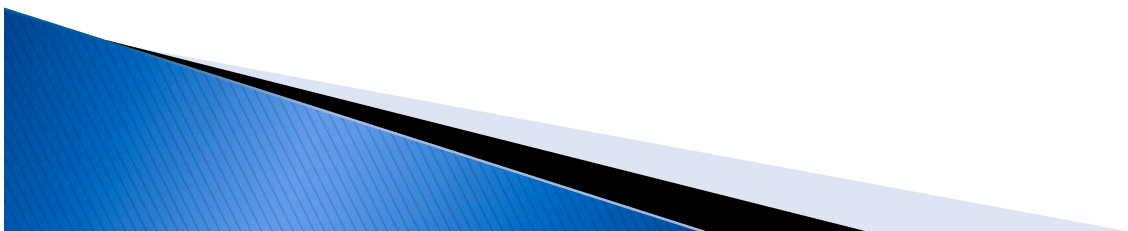
Year to Date Report

July 2014 - Present, the WIB Center has accomplished the following:

- ▶ **951 Job Orders obtained**
- ▶ **309 Job Orders Filled**
- ▶ **232 other updated job reports**

- ▶ **Total of 541 Jobs Year to Date.**

Many more jobs to come...



**Thank you for your Commitment
to Support
Union County's Workforce!**



Common Measures

PY 2014 - County of Union One-Stop *(Data as of 8/17/15)*

	Actual	LWIA Plan	% LWIA Achieved
Numerator Adult Entered Employment	108		
Denominator Adult Entered Employment	114		
Adult Entered Employment	94.7%	89.8%	105.5%
Numerator Adult Retention	54		
Denominator Adult Retention	56		
Adult Retention	96.4%	89.2%	108.1%
Numerator Adult Average Earnings	615,343		
Denominator Adult Average Earnings	51		
Adult Average Earnings	\$12,066	\$14,306	84.3%
Numerator DW Entered Employment	117		
Denominator DW Entered Employment	128		
DW Entered Employment	91.4%	91.1%	100.3%
Numerator DW Retention	73		
Denominator DW Retention	79		
DW Retention	92.4%	91.6%	100.9%
Numerator DW Average Earnings	1,163,796		
Denominator DW Average Earnings	73		
DW Average Earnings	\$15,942	\$16,536	96.4%
Numerator Youth Placement Employment / Education	46		
Denominator Youth Placement Employment / Education	55		
Youth Placement Employment / Education	83.6%	82.6%	101.3%
Numerator Youth Degree / Certificate	25		
Denominator Youth Degree / Certificate	35		
Youth Attainment of Degree / Certificate	71.4%	78.8%	90.6%
Numerator Literacy / Numeracy Gains	15		
Denominator Literacy / Numeracy Gains	23		
Literacy / Numeracy Gains	65.2%	83.2%	78.4%

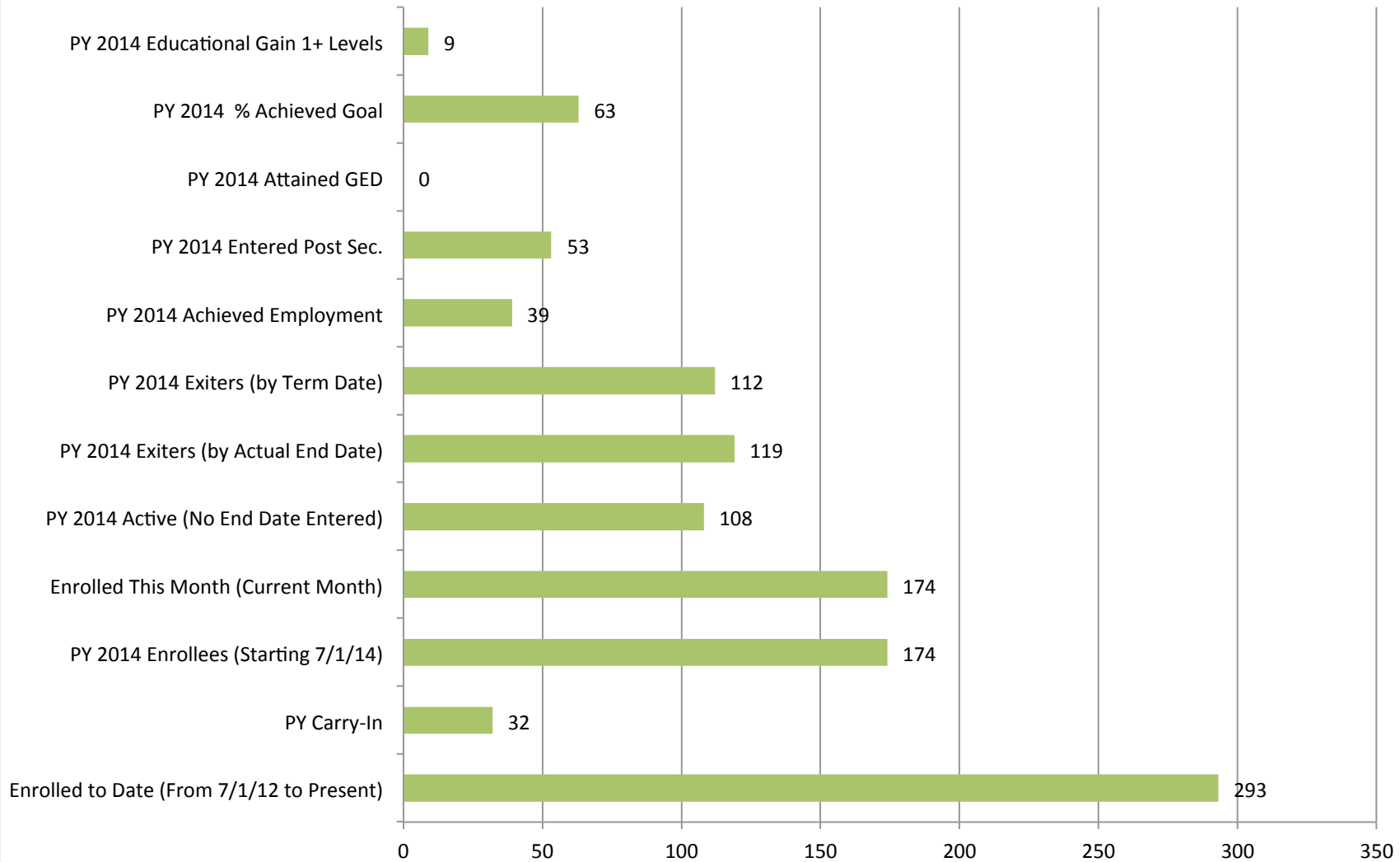
Data From America's One-Stop Operating System Accessed Through FutureWork Systems

PY 2014 WORKFIRST NEW JERSEY PROGRAM
WORK ACTIVITIES BY VENDOR
 July 1, 2014 – June 30, 2015

SUB GRANTEES	UNION COUNTY COLLEGE		WORKFORCE ADVANTAGE		B&M CONSULTANTS INC.	
TYPE OF AGENCY	Public Institution		For-Profit		For-Profit	
LOCATION OF PROGRAM	COUNTYWIDE		ELIZABETH		ELIZABETH	
<u>EMPLOYMENT DIRECTED ACTIVITIES</u>	Enrollments	Placements	Enrollments	Placements	Enrollments	Placements
<u>TANF</u>						
Job Search	76	3	43	3	28	0
Community Work Experience Program	245	14	125	21	74	6
CWEP Transitional	102	1	89	4	70	4
CWEP/WE + Education Directly Related to Employment	238	9	31	6	N/A	N/A
<u>GA/SNAP</u>						
Job Readiness/Life Skills	97	2	20	2	24	0
Community Work Experience Program	131	2	81	6	49	2
CWEP Transitional	162	3	117	2	112	3
Alternative Work Experience Program	71	0	26	3	N/A	N/A

Data from Union County One-Stop

County of Union - One-Stop Career Centers PY 2014 Workforce Learning Link Program



Line Item Budget - July 1, 2015 through June 30, 2016

	WIA Adult	WIA Youth	WIA Dislocated Worker	Workforce Learning Link	WFNJ TANF	TANF Work Verification	CAVP	TANF Needs Based Work Support	WFNJ GA/SNAP	GA/SNAP Needs Based Work Support	SmartSTEPS	Other LWD Grants	Non-LWD Grants	Total
Administration														
Wages	\$28,136	\$30,057	\$74,253		\$127,901				\$73,243				\$74,264	\$407,854
Health Benefits														\$0
Fringe (SS/Medicare)	\$14,690	\$15,692	\$38,767		\$66,776				\$38,239				\$38,773	\$212,937
Case Management														\$0
Work Activities														\$0
Needs Based Work Support														\$0
Travel														\$0
Conference & Training														\$0
Supplies	\$2,453													\$2,453
Telephone														\$0
Postage														\$0
Computer Software														\$0
Security Guards														\$0
Consultants														\$0
Staff Training	\$1,619		\$1,276											\$2,895
OIT														\$0
Maint., Buildings & Grounds														\$0
Maint., Central Motor Pool														\$0
Maint., Office Equip.														\$0
Rent, Buildings & Grounds														\$0
Rent, Central Motor Pool														\$0
Rent, Office Equip.														\$0
Purchase, Buildings & Grounds														\$0
Purchase, Central Motor Pool														\$0
Purchase, Office Equip.														\$0
Other (Business Outreach)	\$16,409		\$8,033											\$24,442
Other (Audit Costs)	\$7,070	\$5,167	\$5,166											\$17,403
Other (OE)	\$3,094	\$2,979	\$3,728		\$6,500				\$3,500					\$19,801
Total Administration	\$73,471	\$53,895	\$131,223	\$0	\$201,177	\$0	\$0	\$0	\$114,982	\$0	\$0	\$0	\$113,037	\$687,785
Program														
Wages	\$283,990	\$288,750	\$428,335	\$86,704	\$338,535				\$165,911				\$249,210	\$1,841,435
Health Benefits														\$0
Fringe (SS/Medicare)	\$121,029	\$120,633	\$190,516	\$35,035	\$154,927				\$74,396				\$103,323	\$799,859
Case Management														\$0
Work Activities					\$907,300				\$435,700					\$1,343,000
Needs Based Work Support								\$40,000		\$10,750				\$50,750
Occupational Costs														\$0
Operational Expenses														\$0
Travel			\$125											\$125
Conference & Training			\$3,953											\$3,953
Supplies	\$499		\$497											\$996
Telephone	\$3,608		\$2,924											\$6,532
Postage	\$515													\$515
Computer Software														\$0
Security Guards														\$0
Consultants														\$0
Staff Training														\$0
OIT														\$0
Maint., Buildings & Grounds														\$0
Maint., Central Motor Pool														\$0
Maint., Office Equip.														\$0
Rent, Buildings & Grounds	\$30,719	\$50,431	\$38,891		\$97,913				\$49,519					\$267,473
Rent, Central Motor Pool														\$0
Rent, Office Equip.														\$0
Purchase, Buildings & Grounds														\$0
Purchase, Central Motor Pool														\$0
Purchase, Office Equip.														\$0
Participant, Direct Training	\$600,000	\$643,755	\$603,000											\$1,846,755
Participant Supportive Services	\$52,949		\$170,633											\$223,582
Participant, Other (Please Specify)														\$0
Other (OE)	\$4,783	\$28,747	\$7,331		\$5,000				\$4,500					\$50,361
Other (TABE Test Supplies)				\$2,437										\$2,437
Other (Please Specify)														\$0
Total Program	\$1,098,091	\$1,132,316	\$1,446,205	\$124,176	\$1,503,675	\$0	\$0	\$40,000	\$730,026	\$10,750	\$0	\$0	\$352,533	\$6,437,773
Total Projected Expenditures	\$1,171,562	\$1,186,211	\$1,577,428	\$124,176	\$1,704,851	\$0	\$0	\$40,000	\$845,009	\$10,750	\$0	\$0	\$465,570	\$7,125,558
Current Allocation Carryover	\$1,209,164	\$1,192,138	\$1,432,654	\$138,000	\$1,783,279	\$49,000	\$49,000	\$40,000	\$908,418	\$10,750			\$465,570	\$7,277,973
	\$457,129	\$419,438	\$559,345											\$1,435,912
Total Available	\$1,666,293	\$1,611,576	\$1,991,999	\$138,000	\$1,783,279	\$49,000	\$49,000	\$40,000	\$908,418	\$10,750	\$0	\$0	\$465,570	\$8,713,885
Balance	\$494,731	\$425,365	\$414,571	\$13,824	\$78,428	\$49,000	\$49,000	\$0	\$63,409	\$0	\$0	\$0	\$0	\$1,588,327

Staff Roster - July 1, 2015 through June 30, 2016

Staff				Grants Funding Staff Positions (in Dollars)													
First Name	Last Name	Position	Direct Customer Contact (Client/Employer/None)	WIA Adult (Admin)	WIA Adult (Program)	WIA Youth (Admin)	WIA Youth (Program)	WIA Dislocated Worker (Admin)	WIA Dislocated Worker (Program)	Workforce Learning Link (Admin)	Workforce Learning Link (Program)	WFNJ TANF (Admin)	WFNJ TANF (Program)	WFNJ GA/SNAP (Admin)	WFNJ GA/SNAP (Program)	Non-LWD Grants	Total Salary
1	Perle	Almeida	Assistant Director, American Job Centers	Client	\$27,727		\$18,734		\$28,476								\$74,937
2	Maitreyee	Bagchi	Employment Counselor	Client	\$4,542		\$4,542		\$6,056				\$14,761		\$7,948		\$37,850
3	Gisela	Bernal-Castro	Senior Community Service Aide	Client									\$49,221		\$13,883		\$63,103
4	Sharon	Best	Community Service Aide	Client	\$7,272		\$8,000		\$10,181				\$9,454		\$1,454		\$36,362
5	Lisa	Bonanno	Employment Service Aide	Client/Employer	\$24,694		\$19,049		\$26,810								\$70,554
6	Pamela	Burns-Wyatt	Confidential Special Projects Coordinator	Client	\$9,012		\$9,012		\$12,016				\$27,037		\$18,024		\$75,102
7	Edwina	Chestnut	Job Coach	Client	\$2,432		\$973		\$2,432		\$42,805						\$48,642
8	Virginie	Cinnatus	Employment Counselor	Client	\$4,542		\$4,542		\$6,056				\$14,761		\$7,948		\$37,850
9	Karen	Dinsmore	Assistant Director, Human Services	None	\$12,244		\$16,325		\$19,046				\$16,325		\$9,523	\$62,581	\$136,045
10	Donna	Farrell	Supervisor, Sr. Citizens Outreach & Referral	None	\$16,140				\$15,519							\$30,417	\$62,075
11	Karen	Ferrigno-Cox	Administrative Aide	None	\$22,055		\$14,902		\$22,651								\$59,607
12	Albert	Gardner	Senior Driver	None	\$9,167		\$10,614		\$13,509				\$9,649		\$5,307		\$48,246
13	Renee	Goldstein	Supervisor of Contracts	None	\$10,198		\$10,878		\$13,598								\$67,990
14	Eric	Graham	Keyboarding Clerk 1	Client								\$21,078	\$17,884	\$17,246	\$7,665	\$33,315	\$63,872
15	Carl	Harris	Job Coach	Client	\$2,494		\$998		\$2,494		\$43,899						\$49,885
16	April	Hayes	Administrative Aide	None	\$6,281		\$6,281		\$8,375				\$20,414		\$10,992		\$52,343
17	Jeffrey	Jackson	Youth Coordinator	Client			\$17,174		\$11,449				\$27,908		\$15,027		\$71,558
18	Rossi	Jackson	Contract Coordinator	Client	\$26,303		\$17,772		\$27,013								\$71,088
19	Phillip	Kandl	Contract Admin. 1	None												\$74,264	\$74,264
20	Donna	Karlik	Executive Assistant	None	\$8,573		\$8,573		\$11,145				\$10,288		\$5,144	\$42,008	\$85,731
21	Jean	Koszulinski	Director - American Job Centers	Client	\$41,446		\$28,004		\$42,566								\$112,016
22	Lamar	Mackson	Keyboarding Clerk 1	None			\$33,330									\$22,220	\$55,550
23	Thomas	McCabe	Confidential Assistant	None	\$12,120	\$3,030		\$4,848				\$22,422		\$18,180			\$60,600
24	Elizabeth	Montes	Community Service Worker	None					\$32,825							\$32,825	\$65,650
25	Julie	Morris	Seasonal Assistant	None			\$15,756										\$15,756
26	Elizabeth	Paskewich	Employment Service Aide	Client/Employer								\$55,611					\$55,611
27	Lillian	Perez (Roman)	MIS Specialist	Client	\$6,602		\$6,602		\$8,802				\$21,455		\$11,553		\$55,013
28	Carla	Prada	Employment Counselor	Client	\$4,542		\$4,542		\$6,056				\$14,761		\$7,948		\$37,850
29	Robert	Rachlin	Public Information Assistant	None					\$52,177								\$52,177
30	Pamela	Razo	Keyboarding Clerk 1	Client								\$12,774	\$19,162	\$25,549	\$6,387		\$63,872
31	Antonio	Rivera	WIB Director	Employer	\$16,016	\$27,027		\$30,030				\$16,016		\$12,269			\$101,358
32	Sonya	Serrano	Pr. Account Clerk	None	\$7,912		\$8,439		\$10,549							\$25,844	\$52,743
33	Diane	Steele	Program Specialist	Client	\$6,351		\$6,351		\$8,467				\$20,639		\$11,114		\$52,922
34	Carmen	Street	Case Manager 1	Client	\$6,579		\$6,579		\$8,772				\$21,382		\$11,513		\$54,825
35	Janice	Swinson	Keyboarding Clerk 2	Client	\$9,308		\$10,778		\$13,717				\$9,798		\$5,389		\$48,991
36	Gina	Tuesta	Keyboarding Clerk 1	None				\$39,375									\$39,375
37	Daniel	Varady	Keyboarding Clerk 1	None	\$7,575				\$7,575				\$13,636		\$9,091		\$37,877
Total:				\$28,136	\$283,990	\$30,057	\$288,750	\$74,253	\$428,335	\$0	\$86,704	\$127,901	\$338,535	\$73,243	\$165,911	\$323,475	\$2,249,289

Total

RESOLUTION NO.: 01 – 2015

DATE: September 9, 2015

**Resolution of the Union County Workforce Development Board
Executive Committee**

WHEREAS, WorkFirst New Jersey (WFNJ) services assist public assistance recipients with activities that provide opportunities to acquire the general skills, training, knowledge and work habits necessary to obtain employment; and

WHEREAS, the Workforce Development Board did not receive the Program Year (PY) 2015 WorkFirst New Jersey Notice of Obligation until June 11, 2015; and the delay did not allow sufficient time to issue a Request for Proposal (RFP) for WorkFirst New Jersey services to begin on July 1, 2015; and

WHEREAS, state funded contracts awarded to Union County College do not require a competitive public bidding process (RFP); and

WHEREAS, Union County College was awarded \$500,000 by the Union County Board of Chosen Freeholders: to have PY 2015 WorkFirst New Jersey employment directed services available countywide as of July 1, 2015, the start of the new grant period; and

WHEREAS, the Office of the Workforce Development Board released a PY 2015 WFNJ RFP on July 23, 2015 and received proposals of same on August 12, 2015; and

WHEREAS, the One-Stop Career Center and Workforce Development Board staff have reviewed the WFNJ proposals and based on their reviews have recommended subgrantee funding awards; and

WHEREAS, the Workforce Development Board Executive Committee is comprised of private sector members and the Workforce Development Board Bylaws provide for the Executive Committee to resolve and ratify agreements between Workforce Development Board meetings.

NOW, THEREFORE BE IT RESOLVED, that the Union County Workforce Development Board hereby accepts the recommendations of One-Stop Career Center and Workforce Development Board staff for funding Program Year 2015 WFNJ subgrantees. These awards are contingent on the consent & approval of the Union County Board of Chosen Freeholders. These funds are to be utilized by subgrantees to provide individuals with job-placement, transitional employment, education and other employment related training and support services they need to make the successful progression into long-term unsubsidized employment. The awards are for WFNJ services for Program Year 2015, beginning September 1, 2015. Participants enrolled prior to contract end date can continue to be served until end of program activity.

Glenn Nacion, Chairman
Union County WDB

_____ Date: _____

Erich Peter, Secretary
Union County WDB

_____ Date: _____

Recommended Awards
WorkFirst New Jersey Program
Program Year 2015
Contract Period September 1, 2015 to June 30, 2016 (Ten Months)

Agency	TANF	GA	SNAP	GA / SNAP	TOTAL	Agency Type	Contact Person
	G-02-15-365-388-734	G-02-15-365-387-434	G-02-15-365-382-434	G-02-15-365-381-434			
B&M Consultants, Inc.	\$183,000	\$7,400	\$7,000	\$57,600	\$255,000	For Profit	Teresa Banks (908) 355-9315
Urban League of Union County, Inc.	\$61,000	\$3,800	\$3,000	\$26,200	\$94,000	Non-Profit	Ella Teal (908) 351-7200
Venture & Venture Human Skills Training Center	\$61,000	\$3,800	\$3,000	\$26,200	\$94,000	For Profit	John Downs (908) 561-9600
Workforce Advantage	\$275,000	\$13,000	\$12,000	\$100,000	\$400,000	For Profit	Julio Sabater (908) 355-2299
TOTAL RECOMMENDED AWARDS:	\$580,000	\$28,000	\$25,000	\$210,000	\$843,000		

Union County Board of Chosen Freeholders Awarded \$500,000 WorkFirst New Jersey Funding to Union County College

Union County College	\$327,300.00	\$17,350.00	\$17,350.00	\$138,000.00	\$500,000.00	Public Institution	
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TOTAL AWARDS: \$907,300.00 \$45,350.00 \$42,350.00 \$348,000.00 \$1,343,000.00

**PY 2015 WORKFIRST NEW JERSEY PROGRAM
WORK ACTIVITIES BY VENDOR**

PROPOSED SUB GRANTEES	UNION COUNTY COLLEGE	WORKFORCE ADVANTAGE	VENTURE & VENTURE	B&M	URBAN LEAGUE
TYPE OF AGENCY	Public Institution	For-Profit	For-Profit	For-Profit	Non-Profit
LOCATION OF PROGRAM	COUNTYWIDE	ELIZABETH	PLAINFIELD	ELIZABETH	ELIZABETH
<u>EMPLOYMENT DIRECTED ACTIVITIES</u>					
<u>TANF</u>					
Job Search	YES	YES	YES	YES	YES
Community Work Experience Program	YES	YES	YES	YES	YES
CWEP Transitional	YES	YES	YES	YES	YES
CWEP/WE + Education Directly Related to Employment	YES	YES	N/A	YES	N/A
CWEP/WE + Job Skills Directly Related to Employment	YES	N/A	N/A	YES	N/A
CWEP/WE + Satisfactory School Attendance-Cert of Gen. Equivalence.	YES	N/A	N/A	N/A	N/A
<u>GA/SNAP</u>					
Job Readiness/Life Skills	YES	YES	YES	YES	YES
Community Work Experience Program	YES	YES	YES	YES	YES
CWEP Transitional	YES	YES	YES	YES	YES
Alternative Work Experience Program	YES	YES	N/A	YES	N/A
TABE Testing Services	YES	NO	YES	YES	YES
TOTAL RECOMMENDED FUNDING	\$ 500,000	\$ 400,000	\$ 94,000	\$ 255,000	\$ 94,000

**PY 2014 WORKFIRST NEW JERSEY PROGRAM
WORK ACTIVITIES BY VENDOR**

PROPOSED SUB GRANTEEES	UNION COUNTY COLLEGE		WORKFORCE ADVANTAGE		B&M CONSULTANTS INC.		VENTURE & VENTURE	URBAN LEAGUE
TYPE OF AGENCY	Public Institution		For-Profit		For-Profit		For-Profit	Non-Profit
LOCATION OF PROGRAM	COUNTYWIDE		ELIZABETH		ELIZABETH		PLAINFIELD	ELIZABETH
EMPLOYMENT DIRECTED ACTIVITIES	Enrollments	Placements	Enrollments	Placements	Enrollments	Placements	Not Awarded Funding PY 2014	
TANF								
Job Search	76	3	43	3	28	0	N/A	N/A
Community Work Experience Program	245	14	125	21	74	6	N/A	N/A
CWEP Transitional	102	1	89	4	70	4	N/A	N/A
CWEP/WE + Education Directly Related to Employment	238	9	31	6	N/A	N/A	N/A	N/A
CWEP/WE + Job Skills Directly Related to Employment	New Activity for PY 2015							
CWEP/WE + Satisfactory School Attendance-Cert of Gen. Equivalence.	New Activity for PY 2015							
GA/SNAP								
Job Readiness/Life Skills	97	2	20	2	24	0	N/A	N/A
Community Work Experience Program	131	2	81	6	49	2	N/A	N/A
CWEP Transitional	162	3	117	2	112	3	N/A	N/A
Alternative Work Experience Program	71	0	26	3	N/A	N/A	N/A	N/A
TOTAL FUNDING AWARDED PY 2014	\$ 500,000		\$ 400,000		\$ 224,000		N/A	N/A

WorkFirst New Jersey

Programs

- Temporary Assistance to Needy Families (TANF) - *Adults with dependent children*
- General Assistance (GA) - *Adults without dependents*
- Supplemental Nutrition Assistance Program (SNAP)
- GA/SNAP

Work Activities	Definition	Program
Job Search/Job Readiness	A work activity in which a person is engaged in an active effort to secure employment. The program operates for four (4) consecutive weeks.	TANF, GA, SNAP, GA/SNAP
Community Work Experience Program (CWEP)	A core activity designed to provide work and training experience for individuals not otherwise able to obtain employment, in order to improve their employability. Individuals perform work for the direct benefit of the community under the auspices of public or non-profit organizations. Can be a stand-alone 35 hour program per week or 20 hours per week as a service program component	TANF, GA, SNAP, GA/SNAP
Job Skills Training Directly Related to Employment	Job skills training directly related to employment promotes basic skills including English as a second language, computer and workplace literacy, work values, occupational and transferable skills, personal career portfolio development, and other skills necessary for the individual to obtain employment. 15 hours per week combined with 20 hour CWEP	TANF Only
Education Directly Related to Employment	Education related to a specific occupation, job, or job offer. Specific occupational skill development can be provided such as Adult Basic Education and English as a Second Language if the individual's career goals require them.	
Satisfactory School Attendance at a Secondary School or Course of Study Leading to a Certificate of General Equivalence	High school education or education designed to prepare a participant for a high school equivalency certificate. This activity requires regular attendance, in accordance with the requirements of a secondary school or course of study, leading to a certificate of general equivalence, for recipients who have not completed secondary school or received such a certificate.	
Alternative Work Experience Program (AWEP)	This program is designed as a combination of Community Work Experience, for 20 hours per week, at a non-profit or public sector employer to develop and enhance workplace competency, and a 10 hours a week job training component or education classes for English as a Second Language (ESL), Basic Remedial Education (BREM), and Adult Basic Education (ABE).	GA, SNAP, GA/SNAP

Resolution of the Union County Workforce Development Board

Whereas, the Union County Workforce Development Board of Directors has been granted oversight authority under the Workforce Innovation and Opportunity Act of 2014 (WIOA) to design staffing and programing budgets; allocate funding to sub-grantees through a procurement process; and develop a strategic workforce vision for countywide implementation; and

Whereas, The Union County Workforce Development Board—with the support of both the County Manager and the Board of Chosen Freeholders of Union County—shall align its workforce development strategy to mirror the core values outlined within New Jersey’s Unified Workforce Investment Plan.

Whereas, the core values include: (i) driving investments based on industry needs; (ii) meeting job seekers where they are; (iii) equipping the workforce for employment; and (iv) increasing system accountability.

Whereas, the intent of the Union County Workforce Development Board in mirroring New Jersey’s Unified Workforce Investment Plan is to synchronize investment efforts in the development of a strong, talented and globally competitive labor force. The desired outcome of these strategic investments is to help Union County residents find employment within the seven key growth sectors in New Jersey.

Whereas, The seven key growth sectors within the State of New Jersey include (i) health care, (ii) life sciences, (iii) financial services, (iv) advanced manufacturing, (v) transportation, logistics & distribution, (vi) technology & entrepreneurship, (vii) and retail, hospitality & tourism; and

Whereas, the construction industry has been identified by the Union County Workforce Development Board as an over-arching job growth industry (see attached); and

Whereas, employability skills training have been identified by the State Employment & Training Commission and the Union County Workforce Development Board as integral to jobs seekers attaining and retaining employment opportunities;

NOW, THEREFORE, BE IT RESOLVED, the Union County Workforce Development Board shall allocate and invest \$503,000 of Adult and Dislocated PY 2015-16 Workforce Innovation & Opportunity Act (WIOA) funds and \$197,000 Workforce Development Partnership funds for Individual Training Accounts (ITA's) in the aforementioned growth sectors; and

BE IT FURTHER RESOLVED, the Union County Workforce Development Board shall allocate and invest \$60,000 for In-School Youth and \$580,000 Out-of-School Youth of PY 2015-16 Workforce Innovation & Opportunity Act (WIOA) funds;

BE IT FURTHER RESOLVED, the Director of the Workforce Development Board is authorized to approve waivers in order to effectuate policies of the Board and to most efficiently provide training opportunities and/or job opportunities for eligible clients;

BE IT FURTHER RESOLVED, the Union County Workforce Development Board shall allocate and invest a minimum of \$700,000 in Adult and Dislocated under the PY 2015-16 Workforce Innovation & Opportunity Act (WIOA) funds for employability skills Training, job development and On-The-Job Training (OJT) programs management with priority given to the growth sectors identifies herein;

BE IT FURTHER RESOLVED, a Request for Proposals shall be released immediately for the management of the On-The-Job Training (OJT) program by a public educational institution.

Glenn Nacion, Chairman **Date:** _____
Union County WIB _____

Erich Peter, Secretary
Union County WIB **Date:** _____ _____

New Jersey's Talent Connection

Key Industries

Health Care

Life Sciences

**Financial
Services**

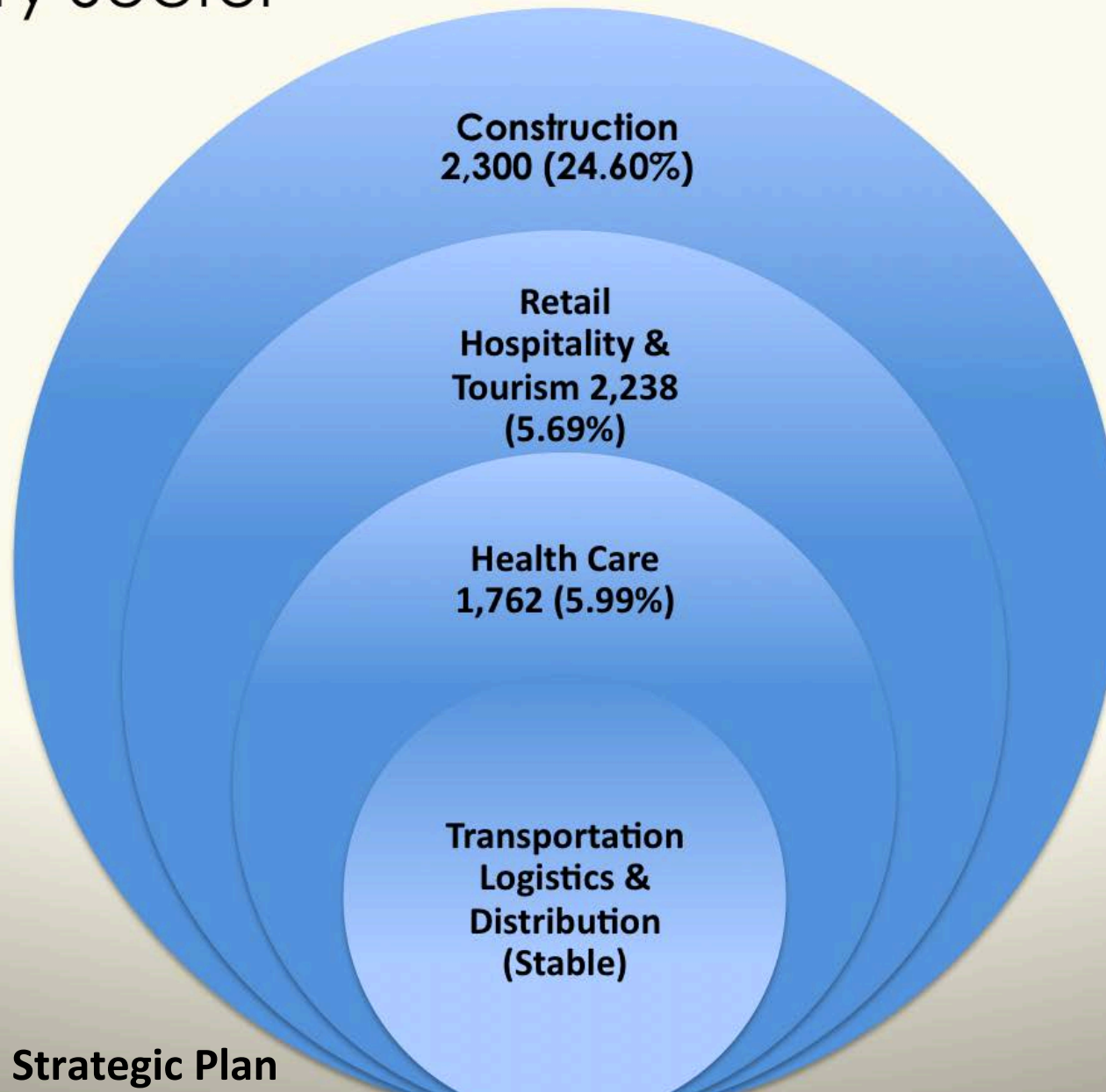
**Advanced
Manufacturing**

**Transportation,
Logistics &
Distribution**

**Technology &
Entrepreneurship**

**Retail, Hospitality
& Tourism**

Union County Projected Job Growth (2010-2020) By Industry Sector



John J. Heldrich Center for Workforce Development

evaluation report

Evaluation of the Union County One-Stop Career Centers, 2015

by Ronnie Kauder, Ian Myre and Maria Heidkamp

Introduction

In late 2014, the Union County Workforce Investment Board (WIB) contracted with the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey to conduct a qualitative process evaluation of the One-Stop Career Centers in Union County, New Jersey.

This evaluation is particularly well timed, as the recently enacted federal Workforce Innovation and Opportunity Act (WIOA), which replaces the Workforce Investment Act (WIA), is now being implemented in New Jersey and across the nation. WIOA offers opportunities for a fresh strategic direction, a new type of partnership between Union County and the state, and a different role for the One-Stop Career Center system in the community. The new law offers a chance to ensure that the One-Stop system is flexible and responsive to changes in the economy, the labor market, and the community.

The One-Stop Career Centers in Union County, like One-Stop Career Centers throughout New Jersey and the nation, are comprised of collaborations of different agencies that provide services to people seeking jobs, career advice, and support for education and training. These agencies also provide services to employers. There are different funding streams for the various agencies and programs, each with its own rules, regulations, and performance expectations and measures.

There are two One-Stop Career Centers in Union County — one in Elizabeth and the other in Plainfield. There is also a satellite center at The Mills at Jersey Gardens in Elizabeth; however, the satellite center was not part of this evaluation.

This report contains the Heldrich Center's final evaluation of the Union County One-Stop Career Centers. The primary goals of this evaluation were to:

- > Document the key services being provided at the One-Stop Career Centers in Elizabeth and Plainfield,
- > Provide feedback to the county/WIB on the effectiveness of these services, and
- > Highlight promising practices from one or both One-Stop Career Centers in terms of serving job seeker and employer customers.

Research Questions

The Heldrich Center customized a number of key questions for each party that would be interviewed in order to define answers to the following broader research questions:

1. How integrated are the services and staff at both of the One-Stop Career Centers? How integrated is the One-Stop with the rest of the community?
 - > **Interviews** with the WIB director, county One-Stop operator management staff, and the New Jersey Department of Labor and Workforce Development (LWD) Employment Services managers at each location. The purpose of these interviews was to understand their roles and invite their opinions on the services provided to job seekers and employers.
2. What are the primary reasons that job seekers visit the One-Stop Centers?
3. How are the facilities themselves, and how easy are they to access?
 - > **Focus groups with frontline staff members.** Nine staff members participated in each staff focus group, one held in Plainfield and the other in Elizabeth. The purpose of these focus groups was to understand the responsibilities of the staff and the services they provide.
4. How do the customers feel about the services that are provided and about how they are treated by staff?
5. What is the division of labor between state and county staff, and how does that division of labor influence their activities?
 - > **Focus groups with job seekers.** The research team also conducted in-person focus groups with job seekers. A total of six job seekers in Plainfield and nine job seekers in Elizabeth participated in these focus groups voluntarily, and each was paid \$20 for his/her participation. The job seekers in the focus groups were invited to participate by staff, who were asked to find people who had utilized a variety of different services. It should be noted that a few of the job seekers were Community Work Experience Program (CWEP) participants who were carrying out their work assignments at the One-Stops. The purpose of these focus groups was to understand how job seekers learned about the One-Stop Centers, the services they used, and their opinions about the services and staff.
6. How are the different statewide initiatives (e.g., Jobs4Jersey, Jersey Job Clubs, Talent Networks) being implemented and received at the One-Stops?
7. How does the One-Stop system in Union County tailor its services to meet the specific needs of job seekers in Union County?
8. Do the staff at the One-Stops have the resources needed to do their jobs effectively and efficiently?
9. How do the One-Stops determine whether their services are effective?
 - > **Employer survey.** In order to obtain employer feedback on services received, a brief employer survey was sent via email to nine employers with whom the One-Stop Career Centers currently work. The employers were asked questions relating to their opinions on the services provided, how well the centers met their expectations, and whether they would use the services again to recruit new employees.

Data Collection Methodologies

The Heldrich Center used a number of qualitative research methods to carry out this evaluation.

Site Visits. The Heldrich Center team visited the Plainfield One-Stop on February 10, 2015 and the Elizabeth One-Stop on March 27, 2015. During the course of these visits, the research team conducted the following activities:

Program Description

One-Stop Career Centers provide a variety of employment and training-related services to people seeking employment, training, unemployment benefits, and public assistance. They also provide services to area businesses. The services offered at the One-Stop Career Centers in Elizabeth and Plainfield are generally the same as the services offered in One-Stops throughout the state. These include:

- > Job search assistance, primarily provided by LWD. The services include the Jobs4Jersey website and job matching tool, Jersey Job Club activities, workshops for unemployment benefits recipients required to attend as a condition of continued receipt of benefits, job fairs and “positive recruitments,” and one-on-one job search assistance for job seekers.
- > Training assistance for job seekers interested in training or further education, primarily provided by Union County One-Stop operations staff funded through WIA Title I (soon to be WIOA).
- > Assistance to customers applying for unemployment benefits or needing help troubleshooting problems with unemployment claims, provided by the LWD Division of Unemployment Insurance (UI).
- > Job search, compliance, and case management activities related to General Assistance (GA) and the Supplemental Nutrition Assistance Program (SNAP, formerly known as Food Stamps), provided by LWD staff.
- > Computer-assisted training in the on-site Learning Link, which offers instruction in English-as-a-Second Language (ESL), computer literacy, and basic math and reading literacy. This is a joint effort of the county and LWD.
- > Public access resource area with computers, telephones, printers, and other resources to help job seekers with their job and training searches, and with applying for unemployment benefits.
- > Staff fully dedicated to serving high-need veterans. Job seekers are screened for veteran status and referred to these staff members.
- > Business services to help employers with their recruitment and training needs. This appears to be carried out by LWD staff.

The overall goal for One-Stop Career Centers is to meld a unified, customer-friendly, high-performing system from the various programs and funding sources that support the One-Stop system, with as much cooperation among partner agencies as possible. This is always a challenge, given different program and performance requirements, and overall resource limitations relative to customer needs.

This report presents the findings and recommendations of the Heldrich Center’s review of the two full-service One-Stops in Union County.

Findings

Customer Flow

Finding #1. The majority of job seekers who visit the One-Stop Career Centers go there for the first time because they are required to do so.

The initial visit for most of the Union County One-Stop customers is the result of a requirement to show up. Some are unemployment benefits recipients who must attend Reemployment and Eligibility Assessment (REA) or Project Reemployment Opportunities Systems (PROS) programs as a condition of continued eligibility for benefits. Others are applying for or complying with work requirements under GA, Temporary Assistance for Needy Families (TANF), or SNAP. Staff in Plainfield did not say what proportion of those who visit their One-Stop Center are mandated to come in, but staff in Elizabeth estimated that about 60% to 70% of job seekers who visit do so because it is mandated. This proportion is consistent with other One-Stop Centers across the state.

Finding #2. Of those customers who come in voluntarily, most appear to do so because they want to file for unemployment benefits or have other UI-related issues.

According to staff, the majority of the individuals voluntarily visiting the Union County One-Stops are going there in search of assistance with UI benefits. However, others visit because they are interested in training, want to use the public access resource area, have heard about the One-Stop Centers through the Union County College (UCC) Job Connection newsletter, or are attending job fairs or “positive recruitments” with employers that are recruiting new employees. In addition, some people visit the One-Stops to see agencies such as Vocational Rehabilitation or other on-site partners.

Finding #3. There is limited outreach to non-mandatory customers about services.

By all accounts, many job seekers in Union County are not required to visit a One-Stop Center but could benefit from its services. As was heard in both job seeker focus groups, job seekers who find their way to a One-Stop Center consistently said that they greatly appreciated the resources that were available to them, but they would have liked to have found out about the services earlier and gained access to them faster. This was especially true for the unemployment benefits recipients who were not called in mandatorily.

Even though the information is available online, job seekers reported that it was difficult to find out what services were available to them, as well as determine what they had to do to see a counselor. A number of job seekers said that this was due to a lack of communication between partner agencies within the One-Stop system. They stated that UI staff did not inform them of the services that were offered by the One-Stop when they first applied for unemployment benefits, and once they did learn of the services, they were not told how to utilize them. One job seeker in particular said that she was initially told by staff at one center that she was not eligible for any services but was later told by staff at the other One-Stop Center that she was eligible. Another job seeker said that it took her a month to finally speak to a counselor. A number of job seekers said that they were not informed about

how to register for a training orientation, or how to schedule an appointment with a counselor.

Finding #4. The reception area at both centers is highly structured and not integrated among the partners, meaning each agency has its own receptionist.

Essentially, a visitor to one of the One-Stops must know what he/she is there for first, and then, depending on the purpose, the security guard tells him/her to go to Line 1, Line 2, or Line 3 or to take a number to be served by UI staff. Several job seeker focus group participants noted that if they did not know what type of assistance they needed, it was more difficult for them to get to those services because they didn’t know what to request. All three reception lines are staffed by participants on work assignments through CWEP (i.e., none are paid staff). Although these CWEP participants may do their best to help customers and many are bilingual, it appears that they do not understand all of the agencies and programs in the One-Stop Centers and are not trained to understand customer needs and direct customers to the most appropriate services.

The UI setup has an especially bureaucratic feel, with customers seated in chairs lined up in rows waiting for their number to be called. Although there were not many people present at the time of the research team’s visit, the area where claimants would normally wait was small and cramped.

Finding #5. Jersey Job Club workshops were highly regarded by job seekers participating in focus groups.

Many job seekers from both focus groups shared positive comments regarding the Jersey Job Clubs, noting that the classes and workshops were very useful. The Jersey Job Club in Elizabeth is particularly well developed, and includes an orientation to services at the One-Stop Center, résumé and advanced résumé workshops, an interviewing skills workshop and mock interviews that are recorded, a networking workshop, a workshop on how to use LinkedIn, and a monthly “chat session” that people can drop into. Job seekers mentioned that they especially liked the mock interview sessions and the informal support groups. In the mock inter-

view sessions, job seekers were able to sit down with the Jersey Job Club coordinator and practice their interviewing skills while being recorded, and then had the opportunity to review the video afterward to observe how they acted during the interview. Job seekers also greatly appreciated the support group (“chat”) sessions for helping them cope with being unemployed and showing them that they aren’t alone. Job seekers in the Elizabeth focus group were tremendously enthusiastic in their support for the Jersey Job Club coordinator, who provided moral support, empathy, and even homemade cookies during support group sessions. Heldrich Center researchers have visited One-Stop Centers throughout New Jersey and have not heard about such Jersey Job Club activities as recorded mock interviews and drop-in support group sessions in any other One-Stop Center. These activities are innovative and were praised by both job seekers and staff. The Heldrich Center considers them to be promising practices.

Finding #6. Support for occupational training was also highly valued by job seekers, but job seekers noted problems with the tuition waiver system, including frustration at having to wait until late registration to register for classes.

In both focus groups, a number of the job seekers were engaged in occupational training, and they expressed their appreciation for having access to training resources. Some job seekers were beginning new careers while others decided to pursue credentials based on previous experience, such as one individual who wanted to get an accounting degree since he took a number of college accounting classes in the past. This job seeker in particular was grateful for the opportunity to finish what he had started years prior.

Although job seekers were happy to be able to have tuition waived, they expressed frustration at being forced to wait until the late registration period to register for classes, at which point they are allowed to fill whatever seats remain. In many situations, the classes are already full by the time job seekers can register. This can be distressing for people who have mandatory classes in their programs of study and could potentially slow their progress toward earning their degree or credential.

Finding #7. Staff members utilize different forms of labor market information when helping job seekers choose a training program.

The primary use of labor market information within the One-Stop is the New Jersey LWD list of in-demand occupations. Job seekers meet with counselors and explore their interests, and then select an occupation that they would like to pursue. Staff then check the state list to determine if the occupation is in demand, and attempt to steer job seekers away from that occupation if it is not on the list. Heldrich Center researchers have visited a number of One-Stops in New Jersey where staff mentioned that the statewide in-demand occupations list is at least three years old and may not reflect the current job market. Union County management staff were aware that the state’s in-demand occupations list is only to be used as a starting point when approving training programs. Job seekers can still pursue an occupation that is not on the list if they or the staff they are working with can show that the occupation is in demand in the local area. Staff usually determine this by using information from the Talent Networks, job fairs, a “top 50 jobs” list from labor market analysts, and the New Jersey Career Assistance Navigator, an online resource that presents current national, New Jersey, and local labor market information.

Finding #8. Job seekers reported long waits for services, and some job seekers also complained about having to “jump through hoops for no apparent reason” to get funding for training.

Some job seekers mentioned long delays for training orientation sessions (four to six weeks), which is the first step in the training approval process. A number of staff members confirmed this by saying that the training orientations were booked for at least one month in advance. Aside from the long waiting time for orientations, job seekers also expressed frustration over having to “jump through hoops for no apparent reason,” such as being forced to take the Test of Adult Basic Education even if they had a Bachelor’s degree. Even when job seekers were able to get into an orientation, see a counselor, and finish the process of choosing a training provider, they stated that they still had to wait for funding to come through. One job seeker

stated that although the process from the orientation up through choosing a training provider only took about two weeks, he had to wait an additional two weeks for his funding to come in. It appears that the whole training approval process can be time-consuming and that training funds are not always available at the end, leading to disappointment or additional waiting.

Finding #9. There are many high-need job seekers going to the Union County One-Stops but limited services to address these needs.

Both staff and managers indicated that one of the major challenges in Union County is a large number of high-need job seekers. Many of those accessing services from the One-Stop system have a high school education or less, few job skills, limited English language skills, and inadequate computer literacy. The One-Stop Centers are only able to address these issues in a limited way. For example, there are very few bilingual Spanish-English staff and a very small ESL and computer literacy capacity. Both staff groups mentioned that the centers need to focus on computer literacy because many of the job search and training resources are online, but many job seekers do not know how to use a computer.

Finding #10. The programs at the One-Stop Centers appear to run parallel to each other and do not often intersect.

While many partner agencies are co-located in the same building, the advantages of co-location are not being fully realized in terms of coordination and integration of services. Job seekers who participated in one focus group expressed frustration that the staff of the different agencies do not communicate with each other. This lack of communication, especially between the UI staff and other One-Stop staff, is one reason that job seekers do not learn about the services of the One-Stop Centers early enough in their unemployment periods.

Facilities

Finding #11. Both One-Stop Centers are in convenient locations.

Both locations are easily accessible via public transportation and have parking nearby. Both facilities are pleasant and appear to be well maintained.

Finding #12. Services are co-located.

The One-Stop Career Center in Elizabeth houses Union County One-Stop operations; LWD's UI, Employment Services, and Vocational Rehabilitation divisions; Reconnections (a prisoner re-entry program); and Easter Seals (an employment program for adults 55+). The center in Plainfield houses all of the same organizations except Vocational Rehabilitation. Having all or most services available in a single location is more convenient for customers and makes it easier to coordinate and integrate services. Co-location is a necessary ingredient in a unified One-Stop system, but does not by itself bring about coordinated services to individuals.

Staffing

Finding #13. While staff understand their own responsibilities, knowledge of the responsibilities of partner staff appears incomplete.

Staff in one of the One-Stops appeared to have good informal communication and seemed to understand each other's roles and programs. In the other One-Stop, however, county staff could explain county tasks and LWD state staff could explain LWD tasks. However, only certain staff members understood both, adding to the impression of programs being siloed. It should also be noted that services did not seem to be less siloed at the One-Stop where there was good informal communication. Staff had a good understanding of what others within the system did, but they did not necessarily work together.

Finding #14. The UI presence in Elizabeth seemed to be both understaffed and lacking important language skills.

According to staff focus group participants at the Elizabeth One-Stop, UI was forced to close for a two-week period due to inadequate staffing. Also, staff reported that there are no bilingual UI staff, despite the fact that according to the Census Bureau's 2013 American Community Survey, Elizabeth has a population that is more than 50% Hispanic.

Finding #15. Job seekers who participated in one of the focus groups were positive about their experience with the One-Stop staff.

Job seekers from both Plainfield and Elizabeth characterized the One-Stop staff they dealt with as caring and responsive. In particular, job seekers at one center identified specific counselors by name with whom they said they had developed a good relationship. They said that although the counselors may push them, they are caring and are always there when job seekers need them. However, job seekers at the other One-Stop did express some frustrations with staff there. They said that they had to "shop around" until they found a counselor that they felt really cared about their situation. To further aggravate matters, these job seekers also said that since staff don't communicate with one another very well, they feel as though they have to start from the beginning every time they move to a new counselor.

As noted earlier, the Jersey Job Club leader in Elizabeth received special praise for not only being caring and respectful, but for also emailing job seekers regularly to tell them about different events that were coming up at the One-Stop.

Finding #16. Management staff reported few professional development opportunities for the staff.

In Union County and statewide, it appears that staff development has received relatively little attention in the past several years. Both management staff and the WIB director mentioned that there has been little staff development at the One-Stops in Union County, and have expressed that this is an issue.

Finding #17. The time demands associated with conducting required group activities and compliance functions leave staff little time for one-on-one activities with job seekers.

Almost all of the LWD Employment Services staff time appears to be occupied with required group activities, such as REA, PROS, and Jersey Job Club, and compliance activities related to public assistance recipients. This leaves little time for one-on-one activities with job seekers. It is not clear how staff allocations are made statewide by LWD to the local One-Stop Centers, but staff in both Elizabeth and Plainfield appear to struggle just to keep up with required activities. In Plainfield, there are no Employment Services counselors, only interviewers. Staff believe that customers greatly benefit from one-on-one counseling, but aside from helping with the training process, there is little time available for this to happen.

One-Stop Management and Partner Relationships

Finding #18. There is no unified management structure within the One-Stop system.

The current management structure within the two One-Stop Centers in Union County is comprised of two LWD Employment Services managers (one at each center) and two county One-Stop operations managers who go back and forth between the two One-Stops. However, both Employment Services managers are functioning in an acting capacity, and the One-Stop operations managers handle both centers instead of one manager per center. This has created a management structure where no one person or agency is in charge of each One-Stop. Consequently, there is no single person to contact who manages what happens in each facility. This management approach is consistent with the observations that programs appear to operate parallel to each other instead of a fully integrated system.

Finding #19. There appears to be little formal partner interaction at the One-Stops.

Based on comments from both focus groups, and all of the interviews, there appears to be limited formal interaction among the partners at the One-Stops. This includes a lack of staff sharing information about customers and limited knowledge of what other agencies are doing. It was not clear whether there was any interagency referral system. It appears that there are no regularly scheduled partner management meetings within the centers, which differs from other One-Stop Centers in the state. One staff member described his center as a “vertical maze” where people from different agencies do not talk to each other.

Finding #20. Though it is not an on-site partner, there appears to be a good working relationship with UCC.

Both staff and job seekers mentioned UCC’s Job Connection newsletter, published weekly by UCC’s Center of Economic and Workforce Development and supported by the county. This newsletter includes information about community events, including those at the One-Stops, as well as an extensive listing of job opportunities. It is distributed at the One-Stop Centers, among other locations. In addition to the widely praised newsletter, UCC appears to be a training institution of choice for many job seekers and accepts tuition waivers.

Technology

Finding #21. The antiquated unemployment benefits claims system has the effect of increasing traffic at the One-Stops.

Though this is a statewide issue, and not within the control of Union County, the outdated UI claims system results in frustrated customers visiting the centers to troubleshoot their problems with both the online and telephone systems. A number of staff and job seekers mentioned that this causes particular problems in Union County because UI is severely understaffed at the One-Stops.

Finding #22. Union County One-Stop staff reported several problems with the Jobs4Jersey system.

While Jobs4Jersey is a statewide system and not within the control of Union County, staff reported that it is difficult for non-computer literate and non-English-speaking job seekers to use, and many Union County job seekers are one or both. In addition to user limitations, the system also suffers from some technical problems. Both staff and job seekers mentioned that the search and matching algorithm is not accurate. This is especially true for less-skilled job seekers, who usually receive “matches” produced by the system that are too broad. Staff also said that they had received complaints from employers who said that the system is not user friendly on their end, and job seekers mentioned that the résumé builder can scramble their résumé once they upload it.

There was positive feedback on Jobs4Jersey from one of the people who handles business services. That individual said that the staff-assisted function facilitates ongoing relationships with employers.

Finding #23. There are different information systems, forms, and requirements for partner programs.

This creates additional work for staff and in some cases, “double data entry” issues. For example, America’s One-Stop Operating System (AOSOS) does not communicate with other systems within the One-Stop, such as the system for TANF, SNAP, and GA. This creates a situation where staff must input the same information twice. Also, there have been complaints about the interface between Jobs4Jersey and AOSOS, where anything that is written in Jobs4Jersey overwrites everything in AOSOS. This has created situations where job seekers will accidentally make changes on their profile on Jobs4Jersey that then changes their profile in AOSOS.

Finding #24. None of the technology systems facilitate tracking outcomes in real time.

One frustration felt by staff and management is that there is no easy way to find out what happened to job seekers in real time. The Jersey Job Club staff member in Elizabeth keeps a Microsoft Excel spreadsheet that allows her to keep in touch with

Jersey Job Club participants, but the existing information systems do not facilitate follow-up with participants. The required information systems are a statewide issue.

Also, one person interviewed remarked on the unrealistic nature of the official performance targets set by the U.S. Department of Labor (expecting local areas to achieve employment rates of 80% to 90% for low- and moderately skilled populations). This individual stated that this leads to some manipulation of the reporting system, which in turn leads to the official reporting system being of limited use in understanding what does and doesn't work in terms of serving job seekers. This issue is not limited to Union County and may be a statewide and even a nationwide issue.

Business Services

Finding #25. Services to businesses are conducted primarily by the acting LWD Employment Services manager in Elizabeth and the LWD business services representative (BSR) in Plainfield.

Both the BSR and the acting Employment Services manager have made it their focus to reach out to businesses in the area to partner with the One-Stops. They organize positive recruitment sessions and bring businesses into the centers to help make the connection between job seekers and local businesses in need of employees. Their goal is to satisfy employers by referring qualified candidates. The BSR has countywide responsibility, while the acting manager, who was previously a BSR in a neighboring county, has experience in business services and has made this area a priority for his work in Elizabeth.

Finding #26. The Union County One-Stop Centers seem to have a closer relationship with the Talent Networks than One-Stops in other parts of the state.

According to the staff focus groups, and interviews with both acting Employment Services managers, the One-Stops in Union County utilize the Talent Networks in a number of ways. Around the state, each Talent Network comes into each One-Stop Career Center once a year to host an information session on what skills employers are seeking in that

sector in local markets. These arrangements are made through the Jersey Job Club coordinators in each One-Stop Center. However, according to staff, the Union County One-Stop Centers engage with the Talent Networks in other ways. They use information from the Talent Networks for labor market information when trying to find training opportunities for job seekers. If a job seeker has a college degree or past experience in a Talent Network industry, then the One-Stop will work with the Talent Network to help the job seeker network and find more job leads. It appears that the One-Stop Centers work with the Transportation, Logistics, and Distribution and Health Care Talent Networks more than others, as those Talent Networks were mentioned by job seekers in particular, and a number of businesses that work with the One-Stops are in those fields.

Finding #27. Though few employers responded to an online customer satisfaction survey, those that did were positive about their experiences with the One-Stop Career Centers.

As was expected, few employers responded to the survey. (It is traditionally difficult to get employers to participate in focus groups or surveys about the public workforce system.) Those employers that responded indicated strong support for the Union County One-Stop Career Center services they received. They appear to value most the referral of qualified candidates for job openings. They were somewhat more mixed though still positive about other services (general customer assistance with navigating the workforce system, Jobs4Jersey.com/OnRamp information and assistance, and information about programs, services, and incentives). They each indicated they would use the services of the One-Stop Career Center again.

Recommendations

The implementation of WIOA offers opportunities for Union County to rethink the services of the One-Stop system and the place of the One-Stop Centers in the community. The Heldrich Center understands that many of the findings in this report are not within the sole control of Union County and require action by the state. LWD has taken an unusually collaborative approach to WIOA imple-

mentation, presenting a chance for Union County to work with LWD to develop a more integrated approach to providing services in the One-Stop Centers. At the same time, some issues, especially those relating to technology systems, are the state's responsibility to resolve.

The Heldrich Center recommends that the Union County WIB, in concert with the Union County One-Stop operator and other One-Stop partners, especially LWD, consider the following recommendations:

Recommendation #1. The county, state, and other partner agencies should better coordinate services offered within each One-Stop Center.

This will require more formal communication mechanisms, at least among on-site partner agencies. There should be regular management team meetings at each location and between the two centers, and team building and cross training for the staff.

Recommendation #2. The county and other partners should establish a unified management structure.

In order to better coordinate services, a different management structure is needed. The current structure reflects the parallel operations of the different programs. No one person is responsible for what happens in each building and no one person is responsible for organizing partner meetings or bringing people together. Some One-Stop Centers in other parts of the state and nation have figured out ways to organize the management structure so that it is more unified, while at the same time respecting the roles and responsibilities of the different agency managers. These structures vary from county to county, and at times even from One-Stop to One-Stop within certain counties. At times, the One-Stop operator(s) is clearly in charge of the center, while in some cases the Employment Services manager is in charge. Sometimes the WIB director is the convener. Regardless of which structure is used, there must be a management structure where someone is the point person for the entire operation at each center.

Recommendation #3. County and state partners should market and streamline services.

There must be better marketing of the services available as early in the unemployment period as possible. All of the agencies at the One-Stop Centers, including UI staff, need to improve their upfront communication with job seekers to tell them exactly what services are available to them. It may also be necessary to increase the frequency of training orientations so that job seekers can move through the process more quickly.

Recommendation #4. All of the partners in the One-Stop system should better address the needs of job seekers, particularly high-need job seekers.

While the county has already begun to move in this direction, more needs to be done. Addressing these needs could involve both changes at the One-Stops and additional relationships with other organizations in the larger community. Recommended strategies include:

- > ***All partners should have more bilingual staff.*** The Census Bureau's 2013 American Community Survey reported that 74% of Elizabeth residents and 47% of Plainfield residents speak a language other than English at home. Serving this population necessitates staff at every agency that can communicate with these residents.
- > ***The county should establish closer relationships with community organizations.*** Although the One-Stop Centers already have a good relationship with UCC, it would be beneficial to establish additional relationships with other community organizations (faith-based organizations, community-based organizations, libraries, etc.) in order to improve the One-Stop system's image and reach. Currently, the feeling among some staff and job seekers is that the One-Stops are disconnected from the rest of the community, and that the One-Stops have a "don't call us, we'll call you" reputation. By forging closer relationships with community organizations, the One-Stop Centers will be able to change their image to that of a community partner, and thus take advantage of other services in the community that support employment outcomes.

- > ***The county should arrange for more ESL and computer literacy instruction.*** Given the extent of need, the One-Stop system should develop or connect with additional services specifically for the high-need population served by the One-Stop Centers. At a minimum, there should be additional classes offered directly or by partner and community organizations in ESL and computer literacy so that customers can function better in the job market. In light of LWD's emphasis on the Jobs4Jersey portal, customers with limited computer skills will need additional training so as not to be left behind in the job search process. There are a variety of modalities for offering such courses, such as in-person, teacher-led, online learning, and mixed-method. Different approaches may work for different people, and some of these approaches may be relatively inexpensive.
- > ***The agencies in the One-Stop Centers should streamline and professionalize the reception/triage function.*** Currently, the reception desks are not integrated (each agency has its own receptionist) and they are all staffed with CWEP participants. It would be best if there were fewer people at the reception desk and that they be paid professional staff that understand all of the agencies and programs in the One-Stop Centers and are able to triage based on customer needs. One person interviewed stated that the county is already looking to move in this direction.

Recommendation #5. The state and county should further develop the staff.

In consultation with the state, the county should develop and implement a staff development plan for all One-Stop Career Center staff. Staff would benefit from team building and cross training, as well as efforts that bring staff up-to-date with labor market trends and current job search modes. This should involve general information sharing about the various partner programs and activities, information on labor market trends and changing demands for workers, and specific training to enhance the skills of staff in each discipline.

Recommendation #6. The WIB should analyze staffing and resource issues and set strategic priorities.

Clearly, the One-Stop Career Center system has resource limitations and cannot be all things to all people. It is important to identify what the One-Stops can do by utilizing all of the resources available and setting priorities. The delays that job seekers complained about can discourage and alienate customers, but this may not be the best way to reduce the workload.

Recommendation #7. The WIB should establish formal customer feedback mechanisms.

This could involve periodic surveys — on paper or online — to check in with both job seeker and employer customers. It might also include mechanisms to follow up with both types of customers individually after a period of time to gauge outcomes. This type of customer feedback would help the One-Stop system evaluate the value of its services, periodically redirect resources, and keep its strategic direction attuned to the needs of and input from customers.

RESOLUTION NO.: 03 – 2015

DATE: September 18, 2015

Resolution of the Union County Workforce Development Board

Whereas, the Union County Workforce Development Board of Directors has been granted oversight authority under the Workforce Innovation and Opportunity Act of 2014 (WIOA) to design staffing and programing budgets; allocate funding to sub-grantees through a procurement process; and develop a strategic workforce vision for countywide implementation; and

Whereas, the Union County Workforce Development Board of Directors has ultimate responsibility for the quantitative and qualitative performance outcomes of the American Job Center of Union County—formerly the One Stop Career Center; and

Whereas, the Union County Workforce Development Board of Directors—through the work done in both the American Job Center Oversight Committee and the Adult Education & Literacy Committee—has engaged in dialogue to review and evaluate various instruments to measure the efficacy and performance of the American Job Center—through quantitative (Attachments A-D) and qualitative methods—in the areas of client case management, placing residents into training and employment opportunities; and

Whereas, the Union County Workforce Development Board of Directors had retained the qualitative evaluation services of the Heldrich Center for Workforce Development at Rutgers University and a final report has been provided to the Workforce Development Board and the American Job Center; and

NOW, THEREFORE, BE IT RESOLVED, that the Union County Workforce Development Board of Directors shall require the Operator of the American Job Center of Union County—formerly the One Stop Career Center—to provide the Union County Workforce Development Board of Directors with a written Qualitative & Quantitative Performance Improvement Plan to be presented at the Workforce Development Board public meeting scheduled for November 13, 2015; and

BE IT FURTHER RESOLVED, that the attached hereto Quantitative Evaluations Forms—Attachment A: Systems Quantitative Evaluation; Attachment B: WIOA Client Tracking; Attachment C: Work First New Jersey Quantitative Evaluation; and Attachment D: Workforce Learning Link Quantitative Evaluation—shall be completed by the Operator of the American Job Center of Union County—formerly the One Stop Career Center—on a monthly basis and submit same to the office of the Workforce Development Director; and

BE IT FURTHER RESOLVED, that the aforementioned Quantitative Evaluations Forms are to be completed for the existing Program Year, July 1, 2015 –June 30, 2016.

Glenn Nacion, Chairman
Union County WDB

_____ Date: _____

Erich Peter, Secretary
Union County WDB

_____ Date: _____

AMERICAN JOB CENTER OF UNION COUNTY
SYSTEMS QUANTITATIVE EVALUATION
MONTHLY REPORT

<u>WORKFORCE SYSTEM EFFICIENCY</u>	YOUTH	ADULT	DISLOCATED WORKER	WDP	TOTAL
SERVICE FLOW					
Individuals Accessed Core Services					
Individuals Provided Intensive Services					
Individuals Provided Individual Training Accounts (ITAs)					
Individuals Provided On-the-Job Training					
Youth Registered in AOSOS					
Youth Enrolled in Post-Secondary Education					
Workshops					
Number of Individuals Waiting for Training					
Average Wait Time for Occupational Training					
Number of Individuals Referred to WIA Title II Adult Literacy and Civics Education Consortium (ABLE Plus)					
Number of Clients Enrolled in Workforce Learning Link					
Number of Clients Exited From Workforce Learning Link					
Number of Employers Served					

<u>WORKFORCE SYSTEM EFFECTIVENESS</u>	YOUTH	ADULT	DISLOCATED WORKER	WDP	TOTAL
SKILLS OUTCOMES					
Credential / Degree Attainment (Number of Participants)					
Literacy & Numeracy Gains (Number of Youth Participants)					
Number of WLL Participants Increased Literacy Levels					
EMPLOYMENT OUTCOMES					
Job Placements (Number of Participants)					
Job Placements Directly Related to Training					
Retention - 6 months (Number of Participants)					
Average Earnings					

KEY GROWTH INDUSTRY SECTORS							
WORKFORCE SYSTEM EFFICIENCY / KEY GROWTH SECTORS	OCCUPATIONAL TRAINING						EMPLOYER OUTREACH
SERVICE FLOW	YOUTH	ADULT	DISLOCATED WORKER	WDP		TOTAL PARTICIPANTS TRAINED	
Advanced Manufacturing							
Construction							
Financial Services							
Health Care							
Hospitality, Tourism & Retail							
Life Sciences							
Technology & Entrepreneurship							
Transportation, Logistics & Distribution							
Other:							

WORKFORCE SYSTEM EFFICIENCY / KEY GROWTH SECTORS	JOB PLACEMENTS						
EMPLOYMENT OUTCOMES	YOUTH	ADULT	DISLOCATED WORKER	WDP	WLL	TOTAL PLACEMENTS	EMPLOYER OUTREACH
Advanced Manufacturing							
Construction							
Financial Services							
Health Care							
Hospitality, Tourism & Retail							
Life Sciences							
Technology & Entrepreneurship							
Transportation, Logistics & Distribution							
Other:							

AMERICAN JOB CENTER OF UNION COUNTY
WIOA CLIENT TRACKING
MONTHLY REPORT

	Participant		Date of Client Intake	Date of Client Program Enrollment	Program Funding (Adult/DW/WDP)	AOSOS Client No.	Occupational Training Program	Training in Industry Sector	Training School	Date of Client Exit	Date of Employment	Employer	Employer Address	Job Title	Hourly Wage	Placement in Training Related Employment (Y/N)
	LAST NAME	FIRST NAME														
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AMERICAN JOB CENTER OF UNION COUNTY
WORK FIRST NEW JERSEY QUANTITATIVE EVALUATION
MONTHLY REPORT

Agency	Program	Month Reported	Contract Amount	Total Paid YTD	YTD Balance	LOS -Client Referrals	LOS - Clients Enrolled	%	Placements	Referrals Returned/No Show		% of Referrals Returned	Terminations	% of Terminations
										NO SHOW	RETURNED			
Example: ABC LLC	TANF	Example: 5-15	\$100,000.00	\$10,000.00	\$90,000.00	40	30	75%	10	5	3	20%	2	5%
	GA		\$50,000.00	\$5,000.00	\$45,000.00	10	8	80%	3	1	2	30%	3	30%
	SNAP		\$50,000.00	\$5,000.00	\$45,000.00	10	8	80%	2	2	1	30%	2	20%
	GA/SNAP		\$75,000.00	\$8,000.00	\$67,000.00	20	15	75%	8	2	1	15%	5	25%
	TOTAL		\$275,000.00	\$28,000.00	\$247,000.00	80	61	76%	23	10	7	21%	12	15%
	TANF							#DIV/0!						
	GA							#DIV/0!						
	SNAP							#DIV/0!						
	GA/SNAP							#DIV/0!						
	TOTAL		\$0.00	\$0.00	\$0.00	0	0	#DIV/0!	0	0	0	#DIV/0!	0	#DIV/0!
	TANF													
	GA													
	SNAP													
	GA/SNAP													
	TOTAL		\$0.00	\$0.00	\$0.00	0	0	#DIV/0!	0	0	0	#DIV/0!	0	#DIV/0!
	TANF							#DIV/0!						
	GA							#DIV/0!						
	SNAP							#DIV/0!						
	GA/SNAP							#DIV/0!						
	TOTAL		\$0.00	\$0.00	\$0.00	0	0	#DIV/0!	0	0	0	#DIV/0!	0	#DIV/0!
	TANF							#DIV/0!						
	GA							#DIV/0!						
	SNAP							#DIV/0!						
	GA/SNAP							#DIV/0!						
	TOTAL		\$0.00	\$0.00	\$0.00	0	0	#DIV/0!	0	0	0	#DIV/0!	0	#DIV/0!

All Contracts Combined - TOTAL	80	61	76%	23	10	7	#DIV/0!	12	#DIV/0!
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Balance of Funding Remaining - All Contracts Combined			
Funding Source	Awards	Total Paid YTD	YTD Balance
TANF			\$0.00
GA			\$0.00
SNAP			\$0.00
GA/SNAP			\$0.00
Total Funding	\$0.00	\$0.00	\$0.00
Percentage Expenditures	#DIV/0!		

AMERICAN JOB CENTER OF UNION COUNTY
WORKFORCE LEARNING LINK QUANTITATIVE EVALUATION
MONTHLY REPORT

	Participant		Date of Client Intake	Date of Client Program Enrollment	Date of Data Entry Into AOSOS	AOSOS Client No.	Educational Program (ESL, ABE, Computer Literacy)	Location of Program	Date of Client Exit	Goals Achieved				Date of Employment	Employer	Employer Address	Job Title	Hourly Wage
	LAST NAME	FIRST NAME								Educational Gain 1+ Levels	Entered Post-Secondary Education	Attained GED	Entered Employment					
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RESOLUTION NO.: 04 – 2015

DATE: September 18, 2015

Resolution of the Union County Workforce Development Board

Whereas, the Union County Workforce Development Board of Directors has been granted oversight authority under the Workforce Innovation and Opportunity Act of 2014 (WIOA) to design staffing and programing budgets; allocate funding to sub-grantees through a procurement process; and develop a strategic workforce vision for countywide implementation; and

Whereas, the Union County Workforce Development Board of Directors has the policy-making responsibility over federal and state workforce development funding; and

Whereas, the New Jersey Department of Labor & Workforce Development has over-arching authority of all workforce area funding and policies connected thereto; and

Whereas, the New Jersey Department of Labor & Workforce Development is requiring the development of a Cost Allocation Plan for assigning costs to the appropriate funding sources—Workforce Innovation & Opportunity Act, WorkFirst New Jersey, Workforce Learning Link and Workforce Development Partnership funds; and

Whereas, the New Jersey Department of Labor & Workforce Development has determined that the attached Time Allocation & Salary Certification Form is a critical determinant to the approval of Union County Workforce Development Board's Cost Allocation plan; and

NOW, THEREFORE, BE IT RESOLVED, that any and all employees paid from Workforce Innovation & Opportunity Act, WorkFirst New Jersey, Workforce Learning Link and/or Workforce Development Partnership funds are required to complete the Time Allocation & Salary Certification Form effective September 1, 2015; and

BE IT FURTHER RESOLVED, that the Union County Workforce Development Board of Directors shall require the Director of the Workforce Development Board to present an updated Workforce Area Budget;

BE IT FURTHER RESOLVED, that the Union County Workforce Development Board of Directors shall require the Director of the Workforce Development Board to present a Cost Allocation Plan for approval and for said plan to be presented at the Workforce Development Board public meeting scheduled for November 13, 2015; and

Glenn Nacion, Chairman
Union County WDB

_____ Date: _____

Erich Peter, Secretary
Union County WDB

_____ Date: _____

**Workforce Innovation and Opportunity Act (WIOA)
Time Allocation & Salary Certification Form (Required Under OMB Circular A-87)**

Instructions: This form is to be completed by the employee subsequent to the bi-weekly pay period indicated, not prior.

DEPARTMENT _____ **DIVISION** _____

EMPLOYEE NAME _____ **EMPLOYEE TITLE** _____

PAY PERIOD DATES _____ **SUPERVISOR'S NAME** _____

FUNDING	HOURS	FUNDING	HOURS	FUNDING	HOURS	FUNDING	HOURS	TOTAL HOURS
WIOA Adult		WFNJ TANF		WLL Case Management		County		
WIOA I/S Youth		WFNJ GA		WLL Instruction		Non-County		
WIOA O/S Youth		WFNJ Case Management		WDP				
WIOA DW		WFNJ WDP		WDP Counselor				
		WFNJ Work Verification						
TOTAL		TOTAL		TOTAL		TOTAL		70

I hereby certify that the information contained in this **Time Allocation & Salary Certification Form** accurately reflects 100% of my actual time and effort distribution for the pay period referenced above, as indicated.

EMPLOYEE SIGNATURE _____ **DATE** _____

SUPERVISOR SIGNATURE _____ **DATE** _____

DEFINITIONS FOR TIME ALLOCATION & SALARY CERTIFICATION FORM

Workforce Innovation & Opportunity Act (WIOA) of 2014 Adult

An individual who is age 18 or older. Services seek to increase the employment, retention and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce. The service framework is guided by a career pathways approach that links education and training services that enable students to advance over time to successively higher levels of education and employment in a given industry or occupational sector. Services include counseling and case management.

Workforce Innovation & Opportunity Act (WIOA) of 2014 Dislocated Worker

Individuals who are 18 years of age or older that have lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.

Case managers organize education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable. Training services assist individuals to enter or advance within a specific occupation or occupational cluster.

Workforce Innovation & Opportunity Act (WIOA) of 2014 In-School Youth

Youth eligibility for services aged 14 through 21. Each youth must be provided an Individual Service Strategy that identifies career pathways that include education and employment goals. Appropriate services for the participant take into account the objective assessment and the youth's specific needs and goals. Services may include a work experience component.

Workforce Innovation & Opportunity Act of 2014 (WIOA) Out-of-School Youth

Youth eligibility aged 16 to 24. Out-of-school youth in high-risk categories do not have to prove low-income status to receive services. This includes individuals who have dropped out of high school, have not attended school for at least one calendar quarter of the most recent school year, or are subject to the juvenile or adult justice systems. It also includes homeless individuals, runaways, current or former foster care youth, and individuals who are or are pregnant or parenting. Youth who are not attending school, hold a secondary credential, and are either basic-skills deficient or an English language learner must be "low-income." Each youth must be provided an Individual Service Strategy.

WorkFirst New Jersey (WFNJ) Temporary Assistance to Needy Families (TANF)

The WorkFirst New Jersey Temporary Assistance to Needy Families (TANF) program is designed to provide adults with dependent children that are welfare applicants, recipients, and non-cash recipients a connection to the labor market resulting in unsubsidized employment that leads to self-sufficiency. Individuals receiving public assistance are mandated to participate in work experience activities that provide an individual with an opportunity to acquire the general skills, training, knowledge and work habits necessary to obtain employment. Programs are to provide services to assist these individuals with job placement; transitional employment and other employment related training and support services they need to make the successful progression into long-term unsubsidized employment.

WorkFirst New Jersey (WFNJ) General Assistance (GA)

The WorkFirst NJ General Assistance (GA) program provides welfare services for individuals and couples without children. The goal of the WorkFirst New Jersey program is to help people get off welfare, secure employment and become self-

DEFINITIONS FOR TIME ALLOCATION & SALARY CERTIFICATION FORM

sufficient, through job training, education and work activities. Individuals receiving public assistance are mandated to participate in work experience activities that assist these individuals with job placement, transitional employment and other employment related training and support services they need to make the successful progression into long-term unsubsidized employment.

Workforce Development Partnership (WDP) Counselor

Workforce Development Partnership Program - Dislocated Worker- Employer Focused (WDPDW-EF) funds are available to New Jersey Workforce Development Boards (Wills) to support job driven training programs that will lead New Jersey's dislocated workers, including the long-term unemployed and Unemployment Insurance (UI) exhaustees to meaningful employment. In utilizing these funds, WDBs are encouraged to strengthen and expand existing partnerships with employers and education/training providers.

Workforce Learning Link Case Management (WLL)

Case managers will conduct an interview with the client and develop an Individual Employment Program based on the academic and skills assessment of the client. The appropriate educational/training program will be based on the client's assessment. Services include counseling and career planning.

Workforce Learning Link Instruction (WLL)

The mission of the WLL is to provide **short-term services** to enhance basic skills in order for customers to secure or improve their level of employment and attain a level of self-sufficiency. This may include obtaining additional training, English as a Second Language educational services, or basic computer skills. The program will provide overall readiness to enter the workforce, further career opportunities, advance to higher education and/or enhance already acquired skills. Attendance records must be kept.

WorkFirst New Jersey (WFNJ) Case Management

WFNJ Case Management helps clients become and stay employed by offering employment and training opportunities through the One Stop Career Center and/or Division of Social Services. Clients are referred to work experience activities that take into account academic and skill level assessments. Case managers arrange and coordinate supports such as childcare and transportation related expenses for clients while participating in work activities.

All TANF participants must have an Employability Development Plan completed within two weeks of being referred to the One-Stop System for "to work" services. The TANF registrant must complete a "Rights and Responsibilities" statement.

WorkFirst New Jersey (WFNJ) Work Verification

Work Verification funding is used for verification of the time and attendance of the TANF individuals to the Department of Human Services (DHS) e-Time system. Funds are to be used to verify hours and follow-up with vendors who are delayed with their date-entry: it is not to be used for actual data-entry of time and attendance into the system.

Non-County

Salaries and expenses charged to county funds or other grants, e.g., Community Development Block Grant (CDBG).

MEMORANDUM OF UNDERSTANDING
UNION COUNTY COLLEGE & UNION COUNTY WORKFORCE DEVELOPMENT BOARD

September 1, 2015 - June 30, 2016

This is a Memorandum of Understanding between Union County College and the Union County Workforce Development Board. The purpose of this agreement is to define the relationship, responsibilities and to set the level of expectations for both organizations to serve as collaborating entities on the **LINCS** (Leveraging, Integrating, Networking, Coordinating Supplies) **SCM** (Supply Chain Management) Program.

The **LINCS SCM** Program at Union County College provides educational opportunities and job skills training to prepare participants for entry and middle level employment in the Supply Chain Management Industry. The program also benefits employers in industry by closing a skills gap between firms' need for SCM skills and currently available skills. LINCS education and certification for specific SCM skill sets is a pathway to entry and mid-level jobs in demand.

The Workforce Development Board will provide business outreach and recruitment for the program.

LINCS Background

Union County College is a member of a national consortium funded by a federal TAACCCT grant awarded by the U.S. Department of Labor's Employment and Training Administration. The grant's goal is to provide training to qualified unemployed workers, displaced workers, the underemployed, and veterans to prepare them for active employment in the SCM industry. Training and certifications can provide entry to a career. Short-term training programs are designed to provide workers with a competitive advantage in the labor market. Benefits of training include: increased job opportunities, new responsibilities, promotions or pay increases.

The LINCS SCM Program includes all subject matter determined by the industry to be most relevant in preparing workers to meet the labor demands of the growing SCM Industry. At Union County College, program participants gain the knowledge, understanding, and ability to apply this subject matter, as they learn how to perform the functional operation tasks identified by the LINCS National Consortium to be of most value in the SCM field.

The LINCS SCM program delivers practical and relevant training to increase labor market skills for adults seeking career opportunities through eight certification track courses. The program design allows participants to stack or lattice courses, providing the opportunity to build a portfolio of portable, standardized, and industry-recognized certifiable skills. Participants earn CSCMP

MEMORANDUM OF UNDERSTANDING
UNION COUNTY COLLEGE & UNION COUNTY WORKFORCE DEVELOPMENT BOARD

September 1, 2015 - June 30, 2016

certifications at the conclusion of each course by passing a final exam, certified by the Council of Supply Chain Management Professionals (CSCMP).

The eight courses are as follows:

1. Supply Chain Management Principles
2. Warehousing Operations
3. Customer Service Operations
4. Transportation Operations
5. Demand Planning
6. Inventory Management
7. Manufacturing and Service Operations
8. Supply Management and Procurement

Each course is approximately 40 hours duration

Population to be Served:

Adults eighteen (18) and older that desire a career in the Supply Chain Management Industry.

Responsibilities of Union County College

1. Provide instructors for all courses
2. Provide classroom/lab facilities for on-campus offerings
3. Serve as a site for proctored CSCMP certification exam
4. Provide employer on-site delivery of courses for eligible incumbent workers as appropriate
5. Dr. Gaba will serve as the primary contact at Union County College

Responsibilities of Union County Workforce Development Board

1. Negotiation and modification of Memorandum of Understanding
2. Provide business outreach and recruitment to employers to enhance the value of the LINCS program and its credentials.
3. Business outreach and recruitment to facilitate employment opportunities for graduates of the LINCS program.
4. Meet weekly with Union County College LINCS Project Team, or representative to provide business outreach and recruitment plan and progress
5. Provide monthly report, with invoice, of business outreach and recruitment plan to Dr. Gaba

**MEMORANDUM OF UNDERSTANDING
UNION COUNTY COLLEGE & UNION COUNTY WORKFORCE DEVELOPMENT BOARD**

September 1, 2015 - June 30, 2016

Payment Procedure:

The billing process will be according to the County of Union procurement policies.

Budget Schedule:

Total Budget Ceiling (not to exceed) **\$ 55,000.00**

Monthly invoice (due end of the month with monthly report) **\$ 5,500.00**

The funding source of this Memorandum of Understanding is the US Department of Labor Employment & Training Administration. Grant funds shall not exceed \$ 55,000.00. It is anticipated that the Union County Workforce Development Board will provide up to \$ 45,000.00 in in-kind resources to ensure program success.

The undersigned has read the Memorandum of Understanding between Union County College and the Union County Workforce Development Board and agrees to comply with the provisions mentioned therein. Union County College agrees to reimburse the Union County Workforce Development Board an amount not to exceed the budget ceiling of \$ 55,000.00 for the aforementioned services rendered. The reimbursement will be used for program costs related to business outreach and recruitment, not to exceed \$ 55,000.00. The undersigned attests that he/she is authorized to commit their respective organizations to the provisions of this MOU.

**Union County Workforce
Development Board**

Union County College

Signature

Signature

Print Name

Print Name

Title

Title

Date

Date