

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

Board Members Present:

Juan Carlos Dominguez, J.J.J. Distributors **(Chair)**
Gary Pfarr, IBEW **(Secretary)**
Mark Bocchieri, Verizon New Jersey
Peter Capodice, Union County Vocational Technical Schools
Ed Faber, NJ Div. of Vocational Rehabilitation Services (Leila Molaire)
James Horne, Jr., United Way of Union County
Tina Early, Elizabethtown Gas
Charles Gillon, Division of Social Services
Richard Capac, Crowne Property Management
Dr. Margaret McMenemy, Union County College (Dr. Lisa Hiscano)
Glenn Nacion, Trinitas Regional Medical Center
Erich Peter, Union County Economic Development Corp. (Gwen Ryan)
Stan Robinson Jr., SHR Marketing, LLC
Kamran Tasharofi, Union County Healthcare Associates (Tonya Harkin)
Julio Sabater, Workforce Advantage.

Board Members Absent:

Gloria Durham, Qunnection Management **(Vice Chair)**
James R. Brady, The Savor Group, LLC
Salvador Garcia, MAS Development Group
Anna Belin-Pyles, Plainfield Public Schools
Pamela Capaci, Prevention Links
Donna Dedinski, Wakefern Food Corporation
David Moskowitz, NJLWD, Employment Services, One Stop
Sandra McLachlan, Phillips 66 Bayway Refinery

Guests:

Isaias Rivera, Union County College
Perle Almeida, UCDHS WDO
Elton Armady, American Job Center
Gisela Bernal-Castro, American Job Center
Meredith Barracato, American Job Center
Kathryn Hoven, International Rescue Committee
Raji Ramachandra, New Jersey Department of Labor
Aman Gill, Plainfield Public Library
Jasmine Ranjoola, Life Sciences Talent Network
Carolee Morano, Community Access Unlimited

County of Union:

Edward Oatman, County Manager
Amy Wagner, Deputy County Manager, Director, Department of Economic Development
Debbie-Ann Anderson, Director, Department of Human Services
Antonio Rivera, Director, Workforce Development Board
Thomas McCabe, Workforce Development Board
Elizabeth Paskewich, Workforce Development Board

I. CALL TO ORDER & WELCOME

- a. The meeting was called to order by Workforce Development Board (WDB) Chair, Mr. Juan Carlos Dominguez at 9:10 AM.

II. FLAG SALUTE

III. OPEN PUBLIC MEETINGS ACT

- a. Ms. Elizabeth Paskewich read the Open Public Meetings Act Statement

IV. ROLL CALL

- a. Ms. Elizabeth Paskewich conducted the Roll Call.

V. Approval of the September 21, 2018 Minutes

- a. Motion was made by Glenn Nacion and seconded by Stan Robinson, Jr.
- b. The motion carried.

VI. 2019 Meeting Schedule

- a. Motion was made by Gary Pfarr and seconded by Erich Peter.
- b. The motion carried.

VII Budget and Expense Report

- a. Thomas McCabe, Accountant, provided the Board with Budget and Expense updates. He provided specific numbers as to the expenditures and budgeted items for PY 2017 through September 30, 2018. WDB Director Antonio Rivera indicated that the information was in the meeting packet along with supporting documentation. Mr. McCabe then went on to call attention to WFNJ's PY 2017 expenses and allocations. Subsequently, he specified as to PY 2018 budget allocations and what has been expended to date for both WIOA and WFNJ.

VIII. Local Strategic Plan Review

- b. Elizabeth Paskewich, Senior Planner presented the committee with an overview of the Local Strategic Plan. She initially stated that we are bringing back the Local Strategic Plan first introduced at the end of 2017 that zeroed in on the local plan. We are working with Group I & I to come up with 6 goals for the plan. The WDB has produced these six goals in an attempt to improve and help our local area.
- c. Goal 1: Increased Emphasis on Career Pathways and Industry-Credential Attainment. This goal is to provide high quality education while looking at co-enrollments. We want to furnish opportunities for our clients to earn stackable credentials that will aide them on their career path.
- d. Goal 2: Expanded One-Stop Integration of Service Delivery. This involves integrating all of our One Stop partners so that we may administer streamlined services. If someone is looking for employment information at one of the partners, they will be able to receive the same information that they will be able to secure if they visited a One Stop.

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

- e. Goal 3: Broadened Use of Technology in Operation & Customer-Facing Processes. This is to provide a high quality of services as well as improve and expand communication with our clients.
- f. Goal 4: Expanded Access to Service Levels. WIOA has expanded and improved eligibility requirements for programs, especially youth. There will be increased services for more individuals. More individuals will be able to receive training in programs that will be able to help them to succeed.
- g. Goal 5: Enhanced Employer Engagement. This is about improving and developing partnerships with employers as well as incorporating them in our strategic plans. We want to include them in our school programs in addition to our occupational training programs.
- h. Goal 6: Expanded Use of Evaluation Metrics Beyond National Performance Standards/Systemic Oversight. This is about insuring increased accountability not only for our sub-recipients, but our own internal monitoring oversight as well.
- i. We have taken these 6 goals and are breaking them down into our 34 sub strategies which are divided into 3 categories. They are the WDB, AJC and our customers. Our customers are broken down into 3 groups. They are Adult and Dislocated Workers Population, Youth Population and Employers. We are focusing on our committee work to take care of the sub strategies within the three categories. This allows us to circle back to our local plan and see how these sub strategies are working. The American Job Centers Partners Committee is focused on continuous improvement for the AJC as well as its recertification. We will be looking at what specific problems and issues that staff need training on as sub-recipients. With regards to the Adult Literacy Committee, we are looking at enhancing and increasing our educational services as well as co-enrollment opportunities throughout the system. We will be looking at identifying problems and obstacles that might contribute to our population's difficulties. We are also looking at increasing supportive services. These committees will allow us to look at our sub strategies to see how they are working throughout the system. Our committees have begun to meet and will let us know where they are in terms of meeting the local goals as stated in the sub-strategies.
- j. Antonio Rivera added that it is important to understand that the committees have been meeting and the framework has been established to stay focused on these sub strategies. Additionally, they will come up with a 2.0 version of the Strategic Plan. Group I & I will work with the committees to help focus on the strategies. We need to know what is relevant today, and where we need to change in order to be successful in delivering services.

IX. Committee Reports

a. AJC Partners Committee-Debbie-Ann Anderson Chair.

b. Ms. Anderson began by mentioning how parts of the attachments on the Google Drive speak about the previously held committee meeting. The committee is taking a systemic approach. WE brought together representatives of Union County College, United Way as well as team members of the American Job Centers. At subsequent meetings we will be adding Social Services, as they oversee WFNJ, TANF and GA populations. We will be reaching out to housing authorities such as Elizabeth, Plainfield and Rahway. We will be connecting the dots in the most vulnerable populations. We are looking at the system. As Antonio mentioned, part of the conversation was getting the One Stop/AJC achieve recertification. Other points were discussed, such as performance and how do we measure it. Our first meeting saw a synergy and excitement. The committee will be brainstorming with regards as to how to build a better system. A calendar of upcoming meetings has been posted. We should have a progress report available shortly. It, as well as the calendar will be available online. It is very exciting and more information is forthcoming.

c. Literacy Committee- Julio Sabater, Chair.

d. Mr. Sabater started by saying what a pleasure it was and how honored he was to be appointed as committee chair by Chairman Dominguez. He stated that is a well-recognized responsibility and he has been involved in literacy training since 1988.

e. Additionally, he mentioned that he has been on the State Employment and Training Commission for many years and was originally appointed by Governor Florio. He further stated that he has experience working with customers as well as policy and could bring this experience to the table. He also declared that he is pleased to bring this experience to Union County. It is a county that welcomed him many years ago as a refugee from Cuba and is grateful to have the opportunity to pay it back.

f. He then discussed the first meeting of the committee. It was a meeting which saw good participation from many stakeholders in the community. He specifically mentioned Antonio Rivera, Director of the Workforce Development Board, as well Marlene Loff, of Union County College's Center for Economic and Workforce Development where she serves as Coordinator (Grant & Contract Programs)/Grant Director as well as a representative of the Plainfield Public Library, AJC and Workforce Advantage.

g. At the meeting there was a very exciting discussion in which Chairman Sabater shared his ideas as he sees his role as a facilitator as well as to bring issues and ideas to the table and integrate the system. The first point

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

is that all customers must have a career pathway leading to a certification which is recognized by employers.

- h. Additionally, any certification and education will be portable and help customers and be a real asset for the rest of their careers. The second point is that we must integrate the system. We must do all we can to get rid of the fragmentation. This is a barrier in seeking a career path. This is one of the duties of the committee.
- i. Mr. Sabater sees his job as one in which the Literacy components come together with the other partners and create a seamless path for interaction. He wishes to see the committee's sub-system come together with
- j. the rest of the system. We need to have a seamless process of referrals. There must be a transparency between all the parts of the system.
- k. The ultimate goal to be accomplished is to meet all of the requirements of parts 1 and 2. Participants must have a pathway to success. There needs to be a mapping of the entire process. It might be going from ESL to a GED. The literacy component should be first. We must also provide social services, including transportation and other tools that they may need to get a job. Chairman Sabater chose not to go into more specifics. He realizes that any literacy plan must be aligned with the Strategic Plan. This includes the 34 sub-strategies that have been laid out. He is looking forward to bringing the WDB members updates as to where we stand and the challenges we may be facing. In conclusion, he stressed the need for cooperation with all the board member so that the work of the Adult Literacy Committee will be successful.

I. Youth Committee: Mr. James Horne, Chairman.

- m. Chairman Horne began his committee report by mentioning that the Youth Committee also had its first meeting. It was well attended and featured a wide cross section of providers. He spoke of the need to work well together so that the committee will better able to maximize use of its resources. He went on to add that there had been a healthy discussion of how to integrate services and be able to cross refer participants to each other.
- n. He also mentioned discussion of what the Youth Initiative is to become as well as to enroll youth in the different programs provided. Some people have been under the impression that cross enrollment in classes is impermissible. Chairman Horne assured us that this is not the case. Participants may be enrolled in multiple programs to be able to take advantage of all available resources. Our goal is to think of how to do it. There is a need to define "best practices." We need to learn what these "best practices" are. We need to see what is working and what is not. There is an obligation to learn from one another. It was very exciting to see a school superintendent, agency directors and others around the

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

table attempting to help youth find a positive pathway to success. He finished by stating it was a great beginning and he is looking forward to see what is to come, creating a very cohesive group.

o. Simon Youth Academy:

- p. Amy Wagner, Deputy County Manager assisted by Gwen Ryan of the Union County Economic Development Corporation spoke about the Simon Youth Academy.
- q. Ms. Wagner thanked the Chairman for indulging her by departing from the agenda and allowing her to make a presentation. She stated that after 2 years of planning and talking and lots of lawyers, the Simon Youth Academy at the Mills of Jersey Gardens is now open. There was a soft opening on October 17th. There will be a different look as January 1st 2019 as the current year budget has been exhausted. There will then be more funds allocated for the school. Ms. Wagner then went on to thank WDB Director Rivera as well as the attorneys who went back and forth on all the agreements. She next thanked the Union County Vocational Technical School District, without whose assistance, the Simon Youth Academy would not be possible. It is shocking how quickly things have taken
- r. off. Ms. Wagner then called for Ms. Ryan to give a quick update of the numbers.
- s. Ms. Ryan stated that the Academy opened with 8 students and has grown to 17. The Academy allows OSY to attend high school and receive a New Jersey State High School Diploma, not a GED. She further declared that in a small environment with 1 on 1 instruction, it is a big win for all of those supporting the academy. Ms. Wagner added that the City of Elizabeth should be thanked for its out of the box thinking. She went on to mention that Antonio and she were first approached 2 years ago to make this a reality.
- t. Dr. Hiscano asked, "What does the program look like?" She further asked about what levels of education were provided as well as to how one gains entrance?
- u. Ms. Wagner replied we need to find OSY and bring them back. The program consists of online instruction as well as part time 1 on 1 faculty instruction. Job experience is blended with instruction. Assistance is provided in a variety of ways. She thanked the Freeholders and the WDB.
- v. Dr. Hiscano then asked if the program was limited to Union County residents. Ms. Ryan replied that it was. Ms. Wagner then mentioned how the Simon Property Group helped on the back end. The program has always been very focused on student success. This type of endeavor has seen a 98 per cent graduation rate. There are currently 39 Simon Youth Academies in the United States. However, we are unique. It is the only

one in the country that partners with a county Workforce Development Board. This trend could explode around the country as we pave the way for others. We are currently the only Simon Youth Academy in New Jersey.

- w. Erich Peter inquired as to whether 25 students is the capacity at the Simon Youth Center. Ms. Wagner replied that is it. She further stated there is potential for expansion down the road as the mall itself is expanding. If the program is successful it may be expanded to accommodate more students. They can succeed in a smaller more personal environment. There is a difference between this and other programs. These students earn a High School Diploma, not a GED.

X. Policies & Procedures

WAGL-2018-7 Required Certifications

Board Action Required

- a. WDB Director: Antonio Rivera
- b. Prior to addressing Policies and Procedures he spoke for a few minutes on what is taking place with the WDB and its partners. He mentioned hearing the word "exciting" being used a lot. He inquired, "How can we help these kids." He further stated how exciting it is to have over 20 people at a Youth Committee meeting discussing this. How can we move these kids from a place they are not supposed to be, to a place where they should be? The committee has been discussing how they can make a difference in their lives. We had the Juvenile Justice Commission there. How can the problems be solved and fill the chasm that exists? Frontline workers are asking how they can help the kids. Things have changed from a period of time when the kids were told that they are on their own. Mr. Rivera went on to mention how excited he is about the Simon Youth Academy. Once the students start walking, "How can we get them to graduate with credentials?" "How can we transition them from high school to college?" Not everyone will be able to go on to college.
- c. However, there are other existing programs. For example, Union County College has a welding program which we can pay for. Director Rivera added that he is very excited that we have the resources to help people. "Why not use them to make an impact on people's lives, How can they be used?" Director Rivera now addressed WAGL-2018-7. "The policy is pretty straight forward." "It requires certifications." He stated some of the provisions (available in your meeting packets) and stated we don't need to do them. Every contract signed by the WDB already has these documents. The Federal Government has stated that even though you are doing something, you must have policies in place to support them. Mr. Rivera told the board that he will attempt to bring some policies to every meeting to help them get up to speed.
- d. Referring to WAGL-2018-7 he stated "If you touch the funding, it does not matter how many layers down, you will be held accountable." One

significant piece of this policy is that there is a declaration and certification required for every voucher processed. Here we are talking about WIOA with DOL funding. He further mentioned that we need to certify every voucher, and if a false statement is made, we are in trouble. Also, Federal Funds may not be used for lobbying.

- e. A motion was made by Gary Pfarr and seconded by Richard Capac. The motion carried.

XI. Performance Dashboard

- a. WDB Director: Antonio Rivera. He commenced this discussion by stating that he wished to give a brief review of performance matters. He then spoke about the fact that when these meetings are held, the primary focus is on policies. We keep coming back to performance indicators. Director Rivera mentioned that he would like to give both a qualitative and quantitative overview of what is happening. He communicated that during the prior WDB Board meeting, Group I & I gave a qualitative overview. He now wished to give a quantitative one. We will look at the 4 different categories and how they are defined. "Upon exit the core indicators kick in." "We need to measure clients success 2 and 4 quarters out." We have no data yet from AJC. They are analyzing it now. He then brought us back to data we already possess.
- b. The 4 core measures are goals that have been negotiated with the State of New Jersey. While we have historically looked at the core measures, there is a problem. By waiting to look at them you cannot fix anything. If there is a problem 6 months after a client has exited from the system, nothing can be done. We are looking to continue to provide services upon exit. While they are unable to receive the full spectrum of services, there is a need for the AJC partners to come up with a strategy to aid them. Director Rivera then addressed the performance measures for Adult, Dislocated Workers, and Youth. These dashboards along with performance standards that Mr. Rivera referenced may be found in the meeting packets. He went on to state that Dislocated Worker performance standards were not met. He then added that we had failed 2 measures on the Youth side, and there have been internal discussions regarding the validity of the data. Mr. Rivera's response was "Show me your data." While he did not want to steal Debbie Ann Anderson's "thunder", he stated that "We need to implement measures to truly track data." "We need to look at trend line indicators. If we don't, we are stuck with the core measures we see."
- c. Dr. Hiscano asked about data. She wanted to know when were individuals exited from the system and when is Q2? What are the dates? Director Rivera responded by stating that it is 6 months after the date. For example if a client exits in January, the date would be July. Dr. Hiscano then inquired as to what date the exit is, or is it cumulative? Mr. Rivera replied "Yes and no." There has been discussion as to whether the dates

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

used are accurate. Dr. Hiscano stated that it was just a moment in time. Mr. Rivera agreed. The data is thru June 30th. It is data that has been collected through time that may not be entirely accurate. That is why we are having conversations as to how to come up with more accurate data. If you are not providing services you are not accurately tracking these 3 elements. Performance measures only look at the past.

- d. Mark Bocchieri then had a question. He asked if the students in the Simon Youth Academy are put into the Youth Category. Director Rivera replied that as of now they are not. He again stated that core performance measures look at the past. That is why we need to be able to include the students currently enrolled at the Academy. He mentioned the need to know what is happening live. He then stated that if there are strategies employed, you don't have to fail. If you see someone doesn't have a job, why not bring him back in and offer more services? Let's bring him back in for some intensive case management. Look at his resume. Do some mock interviews with him. These things are not happening now. These are things that we should be targeting now to prevent failure. If this is done, we can evaluate data properly as they would not be considered as having exited. If we are failing, we are not properly servicing the clients.
- e. Amy Wagner questioned if employment figures were full-time. She has seen some summer programs. Are these numbers not being captured in here? James Horne responded. He said summer employment is not captured. We are only capturing unsubsidized employment. He also agreed with the points regarding data that had been stated by WDB Director Rivera. We need to sync-up the data. Over time we can properly do that. We will see improvements in measurement met. He also stated that credentialing is not really zero. He will not panic on that right now. He further discussed Q2 as opposed to Q4 employment. We need to understand what the exit date was. If we are seeing a deficiency in Q4 it could be due to the fact that they are not really in Q4 yet. We need to make the data come alive and see what it is really saying.
- f. Richard Capac asked if this would be implemented soon, or what is the timeline?
- g. Director Rivera responded by saying that he would allow Debbie Ann Anderson to address this when she speaks.
- h. Chairman Dominguez stated "Down the road when you accumulate enough data, you will be able to come up with leading indicators." Mr. Rivera responded that there would be a timeline for where we are going. We have 500 clients we have seen exited. He went on to add that there should be an entire team working on these clients to make sure they have been brought back in with services provided, or a job found. There will be a shifting of when the data counts.

XII. American Job Centers Performance Report

Debbie-Ann Anderson, Director Human Services.

- a. Before addressing the AJC Performance Report, Ms. Anderson introduced and welcomed Mr. Elton Armady the new American Jobs Center Director.
- b. Ms. Anderson started her report by reiterating Director Rivera's statement that data is very vital to what we are trying do and the disconnect we may be experiencing, or how we are connecting the dots. In the past, we worked in silo with some of our partners. We need to bring all the partners together and have data flow through the AJC. We have looked at how we determined eligibility through that time period.
- c. There have been 455 Adult and 652 Dislocated Worker referrals. We are looking at the report the Board has approved which takes a look at the dollar amounts in the budget. When did it start, and when did it end in addition to the contract obligations. How are we trending year to date? What are the balances in the Adult and Dislocated Worker budgets? These are some of the requirements approved in the last board meeting.
- d. We are trying to track UCC as to what individuals they have seen, come in for supportive services and to see what is reportable and what is not. Other partners are looking to see what is reportable and what is not. We are making sure that our partners' numbers add up in the only system the state looks at and verifies. The reason we are checking so closely is the AOSOS system at the Department of Labor. We are confirming everything that comes in. We are looking at contract amounts and where they are year to date.
- e. Regarding the UWGUC we are tracking the same. We need to look at the reports that they have submitted and what Director Rivera has asked. The United Way states that they have 73 reportable participants. We show 40 in our system. We show the same with those participants who have exited as well as those placed in employment. We have a shift in staff. We have a program administrator as well as a compliance manager. They are connecting with the United Way. They are asking them "How do we work together to make sure the numbers gel?" The numbers need to be as clean as possible so the state gives us credit for the amazing work we do. We are looking at what Director Rivera sees with Futureworks. In the Adult category the goal is 80.6 per cent and status is saying 74 per cent. How are we working through to make sure everything is on the same page?
- f. We all need to speak the same language so that we at the One Stop have all the correct data. We have added a Compliance Manager to oversee MIS as well as verify, check the numbers and work with career counselors to ensure that the data we have, is in fact, correct. Data is what tells the story. Now that we are shifting to creating a career pathway, the data must tell the story for each participant that comes in. What we have used in the past will not work in the future. "I won't tell you

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

the success story. But, I want you to see what we have been doing behind the scenes.

- g. Based on what the state wants to see, and what we need to track, our current system is really outdated. We are looking for real time data and it is really a challenge. Our staff is currently tracking things on paper and it drives Ms. Anderson insane. We should be using technology that is more efficient. We have done a lot of research and spoken to a lot of vendors. We have spoken to a company that uses a sales force platform tracking system. The platform is focused on workforce development. The company is Launchpad and they did a presentation at UCC with UWGUC, Social Services and other partners participating.
- h. Launchpad is headquartered in Los Angeles and currently provides a software platform for 65 different workforce development agencies. One of the challenges we have is outdated participant tracking with no workforce specific tools for the population. We need to know how to integrate the platform. Launchpad offers a client centered focus for managing job seekers. We can track them, know what interests them, what programs can they get into, and then track what we are spending down on Individual Training Accounts. It is a real time cloud based system and even has a texting component. They are currently licensed with the DOL. However, they are not currently licensed in New Jersey. We are working on it. We will be able to sync this platform with the AOSOS system.
- i. Their system is a Customer Relations Management System. They have many success stories which include the Office of Education as well as Michigan Works. Ms. Anderson will work with Director Rivera as well as the Board to present a revised budget that will enable us to acquire this software and rebuild our operations. We will bring in a Program Analyst for everything data as well as using it for outreach. We want to be more client centered to help create a career pathway. The system will also have a web based platform. This will enable an employer to go to the website which will be linked to that of the County. Clients will be able to apply for jobs. They will be able to fill out applications that will be linked to the One Stops. It will be a very integrated reporting system. We will be able to provide the government with a much more accurate tracking system.
- j. Director Rivera commented that this was a mandate from the Board and Ms. Anderson "grabbed the bull by its horns". Chairman Dominguez praised Ms. Anderson for her hard work. He also asked a question. He asked if we are outsourcing the data entry. Ms. Anderson replied that the staff is currently doing data entry and hopes that it will continue with the use of organizational shifts within the budget.
- k. Chairman Dominguez went along with a point that Mr. Rivera had made regarding a mentoring program for people that exit the program to

Workforce Development Board of Director's Meeting
Holiday Inn Clark, 36 Valley Road, Clark, NJ 07066
9:00 AM November 2, 2018

ensure that they stay employed. He also mentioned that we could use programs such as Constant Contact to facilitate things. He also mentioned reaching out to those who have exited to see if they need any further assistance and to keep them engaged.

- I. Ms. Anderson then spoke of the 7 touch points. She spoke of the need to contact the client to see how everything was going and could we help in any way. After they exit we want to keep in contact so that they may have a conversation with us for the duration. Things will be open so that a client will always be able to contact a staff member.

XIII. Old Business

XIV. New Business

XV. Public Comments

- a. Prior to adjournment, Director Rivera commented that the Executive Committee should meet to take budget action so that a budget could be ratified at the next full Board Meeting.

XVI. Adjournment

- b. Stan Robinson, Jr. made a motion which was seconded by Richard Capac. The motion carried. The meeting was adjourned at 10:28 AM.