



2022-2024 MIDDLESEX COUNTY
WIOA Local Plan



MIDDLESEX
COUNTY • NJ
WORKFORCE DEVELOPMENT BOARD

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INTRODUCTION & OVERVIEW

Composition of the Board

Workforce Development Board (WDB) Members

As mandated by The Workforce Innovation and Opportunity Act (WIOA) of 2014, the Middlesex County Workforce Development Board's membership is majority comprised of private sector business representatives from a variety of high-demand labor sectors. Members of the Board are appointed by Chief Elected Official, Ronald G. Rios, Commissioner Director of the Middlesex County Board of County Commissioners. Board Appointments to the Board are made according to provisions set forth in WIOA sec. 107. Additionally, at least 20 percent of the members of the Local WDB must be workforce representatives. These representatives:

- 1) Must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives;
- 2) Must include one or more representatives of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists;
- 3) May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and
- 4) May include one or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

All required WDB members must have voting privilege. The Chief Elected Official may convey voting privileges to non-required members.

The WDB's role is to develop regional strategic plans and set funding priorities for the area. The Middlesex County Workforce Development Board (MCWDB) is the link to the public workforce system. As one of their many functions, the MCWDB facilitates partnerships between local businesses with similar training needs.

See Appendix A for Board Member List.

Workforce Development Board Staff

The Middlesex County Workforce Development Board is led by a director who is also appointed by the Commissioner Director for the County, and is responsible for the implementation, accomplishment, and execution of board plans, policies, and decisions under the scope of the board's authority. The Director manages the administrative staff of the board which consists of the following roles: Chief Fiscal Manager, Accounting Manager, Business Services Manager, Executive Coordinator, Planner, and Policy Analyst.

The staff of the Middlesex County Workforce Development Board provides oversight of local workforce area activities such as, but not limited to, policy development, monitoring, compliance, technical assistance, and professional development.

The WDB and its staff draft and develop the strategies used to integrate the American Job Center (AJC) services for the conduct of activities including assessment, planning, career services, supportive services, and follow-up services, which further support the strategic attainment of goals.

The Board's Business Strategies Team (BST) serves as an access point for businesses to utilize employer services and resources which assist with talent acquisition, candidate identification, and the recruitment of human capital.



The staff of the Business Department offer customized business plans to address hiring challenges, employee retention, and individual business needs while taking advantage of real-time labor market data, workforce estimates, industry, and occupational employment projections. The Office of Career Opportunity's Business Department works in tandem with the Middlesex County Office of Business Engagement (OBE), the agency responsible for coordinating and facilitating the success of Middlesex County's Economic Development Initiatives.

Population, Demographics, and Economy

Population

The chart below provides a measurement of specific variables which have impact on the local workforce area including projections of population rates for generational workforce categories that are approaching certain career lifecycle milestones.

Population Characteristics



Millennials

Middlesex County, NJ has 171,929 millennials (ages 25-39). The national average for an area this size is 175,833.



Retiring Soon

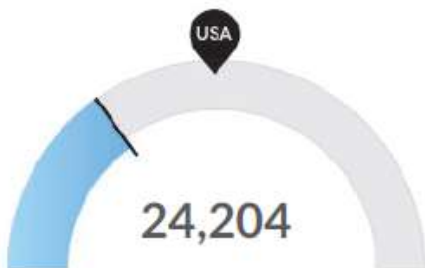
Retirement risk is about average in Middlesex County, NJ. The national average for an area this size is 255,863 people 55 or older, while there are 249,967 here.



Racial Diversity

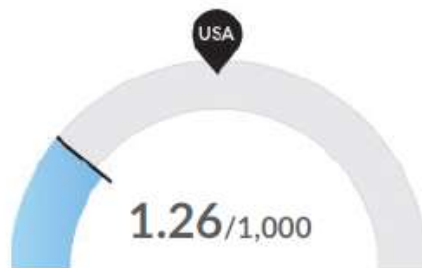
Racial diversity is high in Middlesex County, NJ. The national average for an area this size is 350,295 racially diverse people, while there are 517,233 here.

Racial Diversity in Middlesex County, having consistently measured above the annual national averages for years, has had a significant influence on the design of One-Stop system service strategies. Evaluations of accessibility measures, and the criteria upon which they are based, clearly reflect the value and advantage high diversity rates have had on the success of the regional economy. In acknowledgement of the advantages and benefits of workforce population diversity, activities are conducted regularly to identify and address barriers to equity and inclusion.



Veterans

Middlesex County, NJ has 24,204 veterans. The national average for an area this size is 46,372.



Violent Crime

Middlesex County, NJ has 1.26 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.



Property Crime

Middlesex County, NJ has 9.02 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Workforce Demographics

The COVID-19 Pandemic resulted in record high unemployment rates in Middlesex County during 2020, 2021, and part of 2022. Fortunately, all the jobs that were lost during the health emergency were reclaimed and still more were added. Currently, the unemployment rate in Middlesex County is at its lowest point historically at 2.5%, well below the national average. Despite high inflation and the possibility of a recession, businesses continue to add jobs with competitive wages and opportunities for career advancement. There are currently 460,000 County residents employed. It is anticipated that another 23,000 jobs will be added to the local economy by 2028.

Economic Conditions

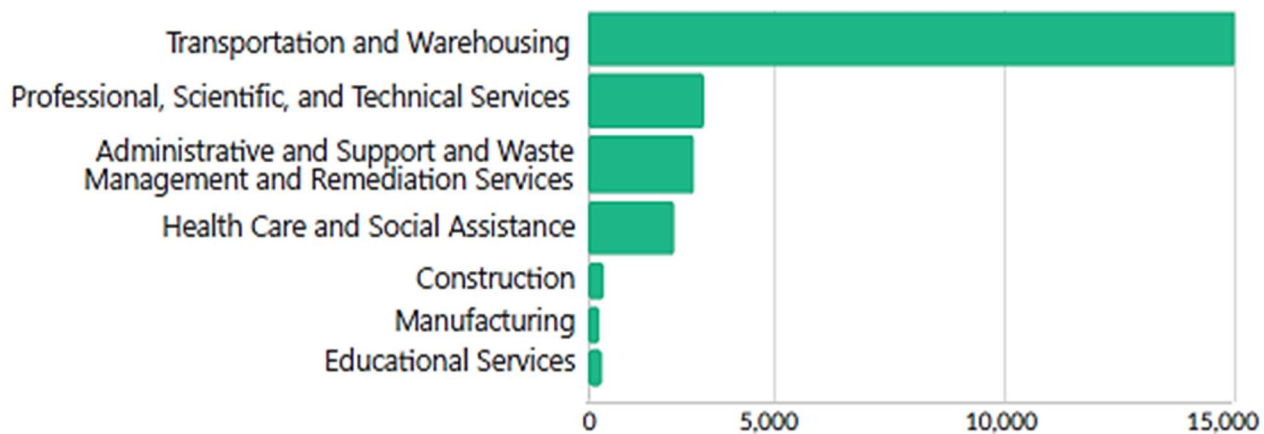
In Middlesex County, the economic network consists of a deep talent pool, global business leaders and startups, access to public and private funding, lab-ready locations, and unparalleled government support. The county is a partner of, and key connectors for, businesses of all sizes, with a focus on enhancing the County's nationally recognized ecosystem for life sciences, food innovation, and autonomous technology industries.

Largest Industries

Middlesex County is home to more than 50,000 employers across various industries, the largest of which are highlighted in the chart below. Transportation and Warehousing continues to be the largest industry followed by Government, Healthcare, Administrative and Support Services, Professional, Scientific, and Technical Services, Retail Trade, and Manufacturing.

Top Growing Industries

● Industry Jobs Growth



Vision, Goals, Themes

A Brighter Future

In 2020, Middlesex County developed and initiated Destination 2040, a strategic action plan shaping how the County will grow and evolve. The plan envisions the County’s role of fostering emergent opportunities across a variety of fields—education, healthcare, technology, private businesses—serving and connecting residents with the tools needed to lead healthy, prosperous lives.

Destination 2040 contains five distinct chapters, including one devoted to Economic and Workforce Competitiveness. The chapter explores ways to increase economic opportunities for County residents and businesses, expand access to high quality jobs, continue to provide the highest quality education to students, support the agricultural sector and other targeted sectors, and enliven communities with arts and cultural experiences.

Topics within the realm of Economic and Workforce Competitiveness include:

- Agricultural Development
- Arts and Cultural Resources
- Business Innovation, Expansion, & Entrepreneurship
- Workforce Development and Training
- Education and the County College
- Farmland Preservation
- Historic Sites and History Services

Emerging Industries

These topics are embedded in the local workforce development system, especially as the county’s department of economic development rolls out business attraction and expansion strategies in response to emerging industries.

Among the emerging or growing industries identified as part of the Destination 2040 Action Plan are:

➤ **AUTONOMOUS TECHNOLOGY**

Middlesex County, NJ, alongside Rutgers University and NJDOT, has created DataCity, a state-of-the-art urban living laboratory for smart mobility that will provide data to catalyze research and development in this emerging sector.





➤ **FOOD SCIENCE INNOVATION**

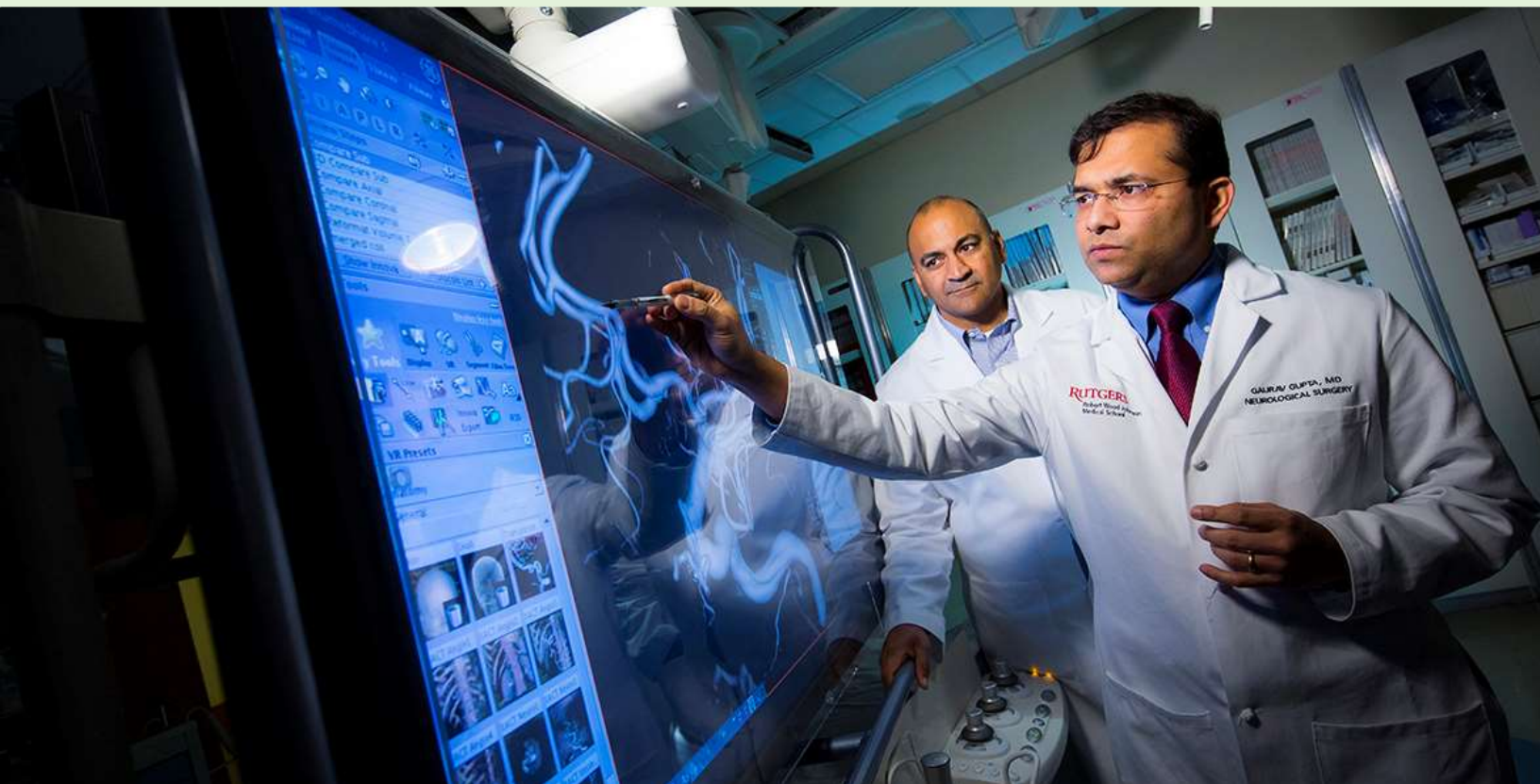
Middlesex County, NJ is part of the #1 metro area in the U.S. for employment of food scientists and technologists with one of the best infrastructures for food innovation, R&D, manufacturing, and distribution.

➤ **LIFE SCIENCES**

Middlesex County, NJ is where world-renowned scientists develop cancer immunotherapies at the State's only National Cancer Institute-designated Comprehensive Cancer Center.

➤ **HEALTHCARE**

The Autonomous Technology and Food Science Innovation sectors are considered Middlesex County's leading opportunity for attracting industries that traditionally have not been a significant part of our economy. Recent business recruitment efforts, including a targeted national marketing campaign, have bolstered the County's efforts to draw interest from companies in these sectors, with the objective of economic growth and job creation. These opportunities will be taken into consideration by aligning career service resources to match employer hiring requirements.





Leading Together

Rutgers University and Robert Wood Johnson-Barnabas Health, the state's largest healthcare provider, are constructing the Jack and Cheryl Morris Cancer Pavilion in New Brunswick, New Jersey. The facility is slated to open in 2025. Also known as the Cancer Institute of New Jersey, it will consolidate all aspects of the organization into one facility. It is projected that hundreds of new jobs will be created once the facility is completed. To prepare for these healthcare careers, the Middlesex County Workforce Development Board is spearheading an initiative that will create a talent pipeline to support the jobs that will be created. The WDB is partnering with Middlesex College and the Middlesex County Magnet Schools, to build training programs that will meet the hiring needs of the project. This proactive approach will also leverage work-based learning programs to upskill current healthcare professionals to support the project. Although most of the planned positions are Allied Health jobs, we also recognize the need for other positions that will support the healthcare infrastructure. The positions cross into other demand labor sectors such as Finance, Retail & Hospitality, Information Technology, Transportation, Logistics & Distribution, and Life Sciences.

It is anticipated that the Cancer Institute of New Jersey will spur economic growth in downtown New Brunswick, especially in areas contiguous to the facility. With that in mind, the WDB is working closely with the County's Department of Economic Development to identify direct and indirect hiring and training needs that will emerge from this project.

Section 1: Local Workforce Strategies

Section 1:A—Analysis of Labor Market Information

Existing and Emerging In-Demand Industry Sectors and Occupations:

As demonstrated by the table in the previous section of this plan, Transportation and Warehousing continues to be Middlesex County’s largest industry, followed by Government, Healthcare, Administrative and Support Services, Professional, Scientific, and Technical Services, Retail Trade, and Manufacturing.

The table below shows that these industries will continue to dominate, with further growth and additional job creation anticipated.

Alignment between Key Industry Pipelines.

Demand labor sectors often cross over into other sectors. For example, the Transportation, Logistics, & Distribution sector has needs and thus opportunities in IT Support, Finance, Marketing, and Customer Service. The same is true for the Health Care Sector which relies on the support of other sectors for sustaining job growth.

The WDB’s Business Strategies Committee meets quarterly to analyze labor market data related to industry pipelines and career pathways. The Committee advises the WDB about the latest trends in the local and regional labor market. The WDB is then able to allocate resources appropriately as the labor market changes.

Demographics and Target Populations

As of 2022 the population of Middlesex County had increased by 6.1% since 2017, growing by 50,438. Over the next 5 years, the population is expected to continue this trend with even higher rates of growth over the same time span. From 2022 through 2027, current data projections anticipate an additional 74, 797 individuals will reside in Middlesex County, a population increase of 8.5%.

From 2017 to 2022, jobs increased by 1.1% in Middlesex County, NJ from 455,307 to 460,171. This change fell short of the national growth rate of 2.4%. As the number of jobs grew, the labor force participation rate simultaneously decreased from 67.9% to 65.3% over the same period.



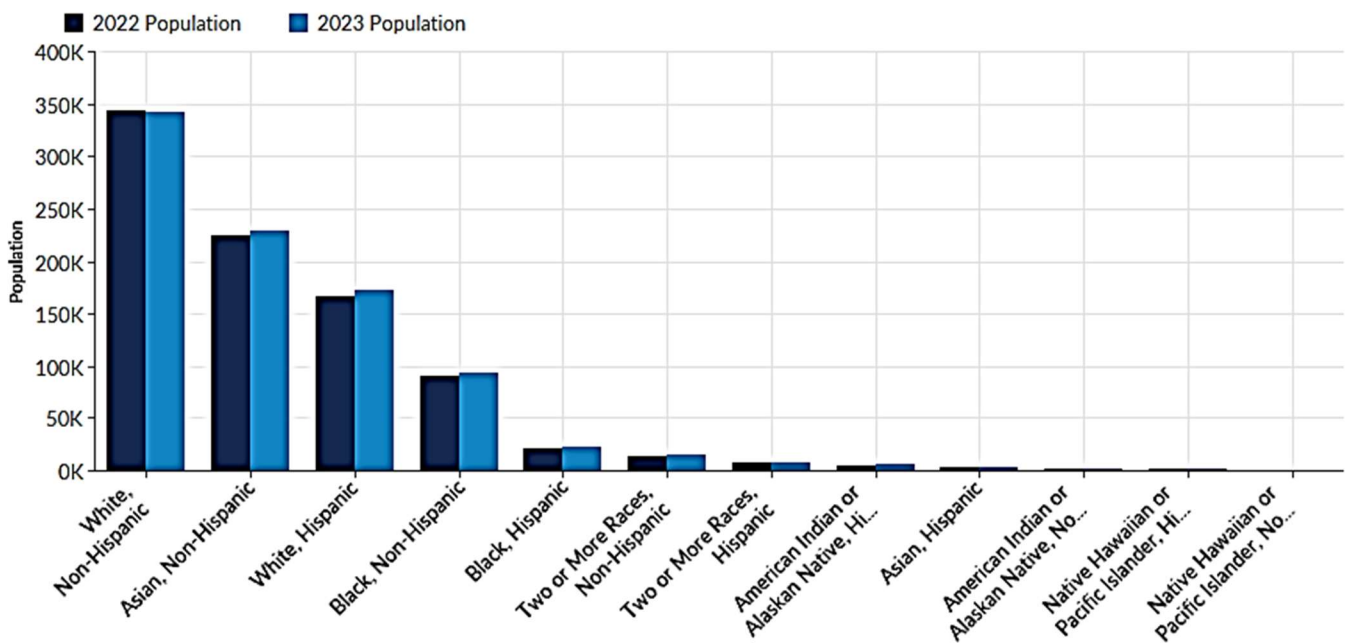
877,410 Total Population

460,171 Total Employment

\$91.7K Median Household Income (2020)

Concerning educational attainment, more than a quarter of Middlesex County residents possess a bachelor’s degree. At 26.8% this population measures 6% above the national average. An additional 6.4% of the population hold an associate degree, a rate which is about 2.4% below the national average. The introduction of this plan lays out Middlesex County’s demographics, specifically in the section labeled “Population, Demographics, and Economy.” Expanding on what has already been mentioned, the latest data from the US Census shows Middlesex County’s population increased by more than 50,000 residents in the past five years. Further projections show that the County’s population will increase by approximately 75,000 by 2028.

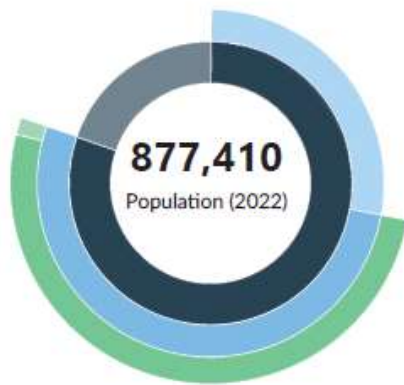
Population by Race/Ethnicity



Current Labor Force Employment, Unemployment and Underemployment data

Typically, Middlesex County’s rates of unemployment are lower than the state and national averages. Even still, Middlesex County is encountering historically low unemployment (2.5% to 2.9%). Although the area lost a significant number of jobs during the COVID-19 pandemic, when unemployment was historically high, the County not only recovered the jobs lost during the pandemic but has added new jobs as economic conditions have improved. It is estimated that the local labor market grew by 2% in 2022. Underemployment remains a challenge, as, according to a report published by Metrix Learning in fall of 2022, there are approximately 200,000 County residents who are considered underemployed.

See a breakdown of the Middlesex County Labor Force on the next page.



Dec 2022 Labor Force Breakdown

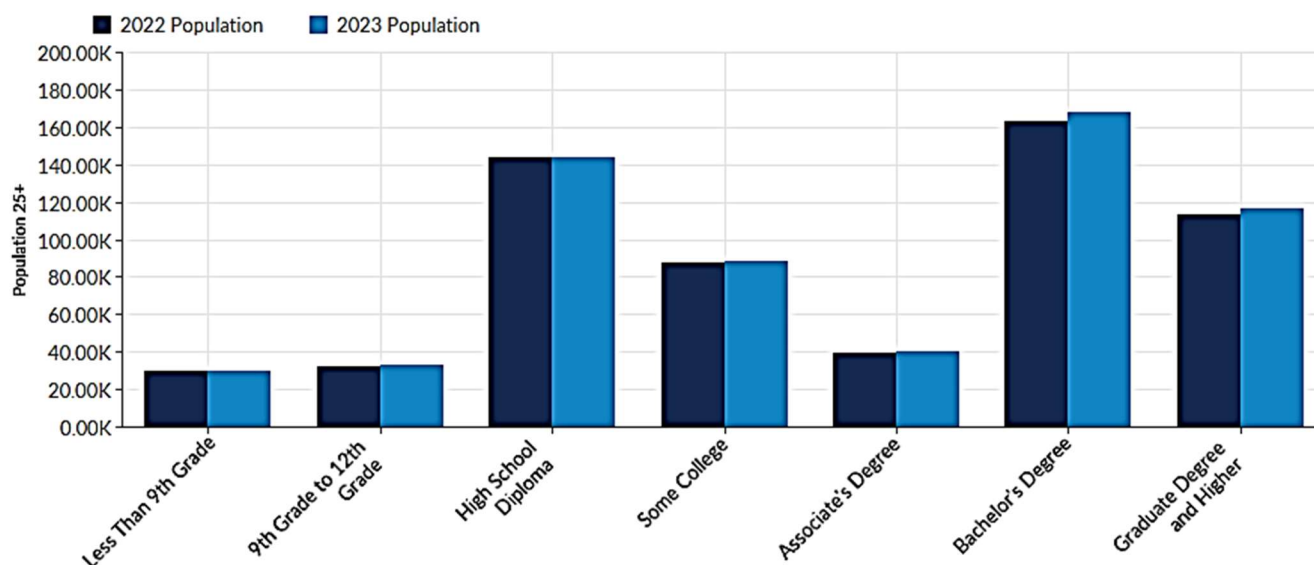
	Population
16+ Civilian Non-Institutionalized Population	704,158
Not in Labor Force (16+)	244,435
Labor Force	459,723
Employed	447,476
Unemployed	12,247
Under 16, Military, and institutionalized Population	173,252

Labor Market Trends and Educational Skill Levels

The Transportation Logistics & Distribution sector remains Middlesex County’s strongest, outpacing others by almost 10,000 jobs. This is mainly attributed to the County’s geographic location, situated squarely between two major metropolitan areas: New York City and Philadelphia. The port of Newark also plays a role in the need for transportation and warehousing jobs.

The introduction of this plan contains Middlesex County’s strategy for attracting new and emerging labor sectors, in the section labeled “Emerging Industries.” This type of business attraction/expansion is crucial to the county’s short- and long-term economic growth.

Educational Attainment by Level



Educational levels of constituents are a key component to workforce development in the local area. As demonstrated in the County’s Destination 2040 Master Plan, alignment of education and workforce development is key to achieving the objective of creating an environment that meets the needs of both job seeker and business.

On the topic of educational attainment, Middlesex County's population has slightly higher educational attainment rates relative to the state and national population, and the population with post-secondary and post-graduate education is gradually growing. Middlesex County is home to Rutgers University, and Middlesex College, both of which are central institutions that play an integral role in the local workforce development eco-system.



About 10% of residents lack a High School Diploma, while 24% have graduated from High School, 27% of residents have obtained a bachelor's degree, and 19% possess a Graduate Degree or higher, both above the state and national averages.

Workforce Development Activities in the County

The WDB uses various strategies to prepare customers for demand occupation opportunities, as determined by demographic and labor market analysis. These include ITAs, work-based learning activities, supportive services, career exploration, and job placement assistance.

INDIVIDUAL TRAINING ACCOUNTS (ITAS)

Provide customer access to training programs listed on the Eligible Training Provider's List (ETPL) as approved by the New Jersey Departments of Education, and Labor & Workforce Development. This customer choice option enables job seekers to choose their desired training program, according to their needs and abilities.



WORK-BASED LEARNING ACTIVITIES

Provides job seekers with several options that provide the opportunity for immediate job placement. These activities allow customers to earn a wage, while learning or enhancing existing skills. On-The-Job-Training (OJT), Transitional Jobs (TJ), Incumbent Worker Training (IWT), and Apprenticeship are the programs mainly offered through this model. Frequent technical assistance sessions conducted by the GSETA Institute provide the MCWDB with cutting edge approaches to implementing WBL strategies.

SUPPORTIVE SERVICES

Supportive services are services that are necessary to enable an individual to successfully participate in activities authorized under WIOA sec. 134(c)(2) and (3) (adults and dislocated workers) and sec. 129(c)(2) (youth) and defined in WIOA sec. 3(59). Each LWDB has established local policies for the provision of Supportive Services. These Services include but are not limited to the following:

- Linkages to Community Services
- Assistance with Transportation
- Assistance with Child and Dependent Care
- Assistance with Educational Testing
- Reasonable Accommodations for Individuals with Disabilities
- Legal Aid Assistance
- Referrals to Health Care
- Assistance with Uniforms and other Work Attire
- Assistance with Books and Fees
- Subsidies for Employment Related Applications & Fees and Certifications

CAREER EXPLORATION AND JOB PLACEMENT ASSISTANCE

Customers can access SkillUp™ NJ to explore career interests and take assessments that will guide them toward the appropriate career pathway. Additionally, each American Job Center offers job placement assistance through Business Services and Case Management Staff. Each AJC has “real-time” job postings that feature current employment opportunities listed by local area, regionally, statewide, and nationally. These postings vary from entry level jobs up to high skilled opportunities.

To supplement the above, the Middlesex County Office of Career Opportunity (MCOCO) also offers Title II adult basic skills remediation, High School Equivalency (HSE) preparation, basic computer skills training, and English language acquisition programs to those students in need of such to ensure their training and career success. These programs are offered directly through the in-house Workforce Learning Link and through collaborations with several literacy partners throughout the County, including but not limited to Literacy NJ, South Brunswick Public Library, New Brunswick Free Public Library, New Brunswick Adult Learning Center, Perth Amboy Adult School, Middlesex College, and more.

While Operations focus on jobseeker services, the Business Solutions Team serves to directly engage with and address the needs of local employers, hosting job fair, recruitment events, interviews, and negotiating collaborative upskilling efforts such as incumbent worker training. Refer to *Section 2:E – Employer Engagement* for further detail of the activities of the Business Solutions Team.

For a detailed table of One-Stop services provided by the Middlesex County Office of Career Opportunity, as well as an analysis of significant strengths and weaknesses, please refer to *Section 2:A – Service Delivery and Flow*, specifically *Table 2:A-1: MIDDLESEX COUNTY CORE & PARTNER PROGRAMS AND SERVICES*.



Impact of COVID-19 on Labor Market

Middlesex County's Labor Market was adversely impacted by the National Health Emergency and the COVID-19 Pandemic. This sudden shift from low unemployment to historically high jobless rates sent economic shockwaves through the nation and Middlesex County was no different.

Prior to the pandemic, Middlesex County's unemployment rates ranged from 3% to 3.5%. By April 2020, the rate of unemployment spiked to 14% and remained at or near that level throughout most of the pandemic. Consequently, the number of people applying for Unemployment Insurance throughout the state rose sharply during this period, beyond the capacity of the state's system to handle, resulting in severe delays in eligibility determination and payments. The severe backlog caused significant hardship for both UI recipients and local areas. Disenfranchised applicants often turned to the local areas seeking resolution to a myriad of issues that surfaced during this time. Unfortunately, LWDBs were not empowered or equipped to provide significant support during this unprecedented time.

In response to an unstable landscape, the Middlesex County Workforce Development Board began and continues to invest in virtual services, with consistent and promising results, as evidenced by a historically low local unemployment rate now under 3%. The models deployed by Middlesex County served as foundations for other regions to build upon and implement their own virtual service programs. Further, labor market analysis reveals industry and labor force shifts related to the pandemic, which have led to a realignment in occupational training priorities and a statewide emphasis on Work-Based Learning models to rapidly meet both labor and employer needs.

As in-person services resume, the MCWDB finds there remains a place for virtual and hybrid programs, with consideration paid to success rates and demographics. Certain populations, for example participants in the ELITE Youth Program, responded favorably to remote services, which afforded them flexibility and indirectly addressed logistical deterrents, like childcare and transportation challenges. Segments among other populations, such as Work First NJ, struggled with the lack of in-person services, primarily due to lack of consistent access to technology and high-speed internet – the observation of which has been a key influence in technology expansion referenced in this and other local and regional action plans.

Virtual services have proven to be an innovative solution that enables the MCWDB and MCOCO to enhance outreach and will continue in tandem with in-person services, beyond the pandemic and alongside initiatives to improve technology access and literacy, particularly among special populations.

Target Populations, Sectors, & Occupations

The MCWDB monitors local Labor Market trends utilizing several data sources while also collaborating with other local Workforce Development Boards in the form of the Central Jersey Partners *and* making use of state-wide resources and relationships to design a comprehensive map and framework of the economy – locally, regionally, and beyond. Each local area leverages its respective WDB’s Business Committee to collect input from businesses regarding industry trends, emerging occupations, workforce proficiency, and economic conditions. These factors are considered when analyzing labor market data as a proactive approach to prepare customers for current job opportunities while focusing on the future upskilling needs of the region’s employers.

The County is developing a customer outreach strategy that prioritizes training programs that closely match the needs of the labor sectors previously identified. These outreach efforts will employ a multi-faceted approach including both in-person and virtual information sessions. Collaboration with community partners, including libraries and other community-based organizations, will be encouraged. Outreach materials will be developed and distributed widely throughout the County and beyond. Official social media channels will be used, when and as appropriate, to disseminate program information, targeting specific audiences that may be considered hard to reach, such as out-of-school youth, those without transportation, the unhoused or those facing housing instability, and even populations lacking English literacy.

The WDB has developed a Priority of Service Polices in alignment with WIOA guidelines, as indicated above. Should economic and/or social conditions change, the County is prepared to pivot accordingly and redirect resources as necessary. Appropriate wrap-around services will be provided through One-Stop partners, alongside any other resources that are available to address the various barriers customers may be facing. These may include but are not limited to Social Services, Literacy Programs, Health Services, Behavioral Health, Housing, Transportation, Child Care, and access to Technology.



Labor Market Information Data Usage

Labor Market Information is collected from sources such as LinkedIn Insights, direct DOL data, and Lightcast; data may also be collected by and distributed among local partners using the tools at their disposal. Data is compiled, analyzed, and distributed by way of Workforce Development Board and subcommittee meetings, as well as through digital means such as the County website and e-mail lists. LMI data is used for strategic decision making and reviewed on a regular basis according to needs. LMI data is also presented directly to industry leaders, employers, and other representatives to verify that results and trends align with their experience and internal analytics. This review provides critical insight and sparks broader discussion of local labor market and workforce developments.



LMI is used as a facilitator in relationships with employers and jobseekers. The data is used as a foundation for strategic priorities and helps to frame conversations around various programs' scopes and applications, most often influencing decisions made around training initiatives. LMI is used as the foundation of all policy decisions, for example, by identifying growing and emerging industries along with workforce gaps such that the WDB can delegate resources to meeting market needs most efficiently, ensuring higher employment rates that meet the needs of employers, jobseekers, and workers.

The Middlesex County Workforce Development Board employs both a Planner and a Policy Analyst, each of whom have different but related responsibilities involving LMI collection, data analysis and interpretation, and dissemination. Other WDB staff, including but not limited to the Director, Executive Coordinator, and Business Development Manager, may be directly or indirectly involved in LMI collection, distribution, and interpretation as needed and appropriate.

Section 1:B – Strategic Priorities

Strategic Vision, Goals, & Priorities

Middlesex County’s Strategic Priorities align with those that are identified in the Central Jersey Partners Regional Plan, as set at the state level through GSETA initiatives with input from all levels of leadership.

1

Increase Access to programs and services through regional outreach, including the use of social media, conduct virtual information sessions, and continue a hybrid model of service provision, both in-person and virtually.

2

Establish a “Continuum of Services Model” that encourages customers to establish career pathways through repeat engagement with American Job Centers, short and long term.

3

Enhance connection to local businesses to further align their training and hiring needs by establishing and maintaining relevant career pathways.

4

Implement and optimize Work-based Learning opportunities to create a consistent model for job seekers and businesses alike, with regional uniformity and collaboration.

5

Convene local and regional meetings to measure growth and development of strategies and desired outcomes.

These priorities ensure that our local area will continue to use strategies that have already proven to be effective. In addition, the MCWDB is cognizant of the impact that COVID-19 has had and continues to have in Middlesex County. As a result, we are adopting strategies that will enhance our current system and address the gaps identified since the previous plan was developed several years ago, considering landscape changes in a post-COVID world.

Strategies & Priorities

Local Strategies for Career Seekers:

- Ensure access to the technology required to compete in the job market.
- Ensure lifelong access to education and training to maintain and advance careers.
- Build a foundation of workforce services that are adaptable to evolving economic conditions.
- Maintain a “Continuum of Service” model that promotes Career Pathways and Work-Based Learning opportunities.
- Cater opportunities and programs for special and priority populations to the specific needs of those populations (e.g. WIOA eligible youth aged 16-24)

Local Tactics for Career Seekers:

- Conduct Annual "Career Days" for High School Students promoting hot jobs and careers while utilizing current resources, connections, & frameworks.
 - Engaging parents, targeting graduating students that are not college bound
- Execute fundable outreach initiatives, including both traditional social media and traditional methods of information dissemination.
- Conduct training information sessions locally and with our regional partners.
- Create county-wide partnerships with library systems or other community organizations.’
- Expand community integration of ELITE Youth program while triaging eligible customers to appropriate career development pathways according to need, interest, limitations, and capabilities

Local Business Strategies:

- Ensure businesses and employers retain and grow (in size or in professional development, upskilling, etc.) their current workforce while remaining competitive in the global economy.
- Build a foundation of workforce services that are adaptable to changing economic conditions.
- Better align workforce development programs and services without economic development partners within the county enterprise.

Local Business Tactics:

- Convene an Annual Business Summit, in conjunction with regional partners.
- Convene Joint Regional Workforce Development Board meeting (Bi-Annual)
 - Supplemented by Bi-Monthly Regional WDB Senior Staff Meetings, and
 - Special Board/Staff meetings as necessary to address collaborative initiatives or coordinated events.
- Convene Regional Business Services meetings (Quarterly)
- Develop work-based learning partnerships (IWT, OJT) with Middlesex College and other higher education partners.
- Review Labor Market Information to adjust services based on market conditions, with input with the LWDB’s Business Strategies Committee.

For more information, please refer to *Section 2: Career One Stop Center Operations*, which goes into further details of how strategic goals are translated to outreach, service delivery, and follow-up supports to enhance engagement with targeted populations, including priority populations identified in WIOA and the New Jersey State Plan.

Local Partner Tactics

The LWDB is in a fortunate position due to the existing statewide coordination and collaboration among the system partners as outlined in detail in the NJ Central Jersey Partners(CJP) Regional Plan. Under the guidance of the Department of Labor and Workforce Development, staff work diligently to integrate WIOA Title I, Title II, and Wagner Peyser within the One Stop system, providing extensive cross-training, capacity building and coordination activities. Specifically, the strengths of workforce development activities in Middlesex County include:

Collaboration with New Jersey's Targeted Industry Partnerships to provide industry-driven services to Middlesex County businesses and job seekers. MCWDB is continues to build employer-driven, high-quality partnerships. These partnerships are critical to building new career pathways for jobseekers and students and to help increase the number of individuals with an industry-valued postsecondary degree or credential.

The MCWDB has aligned business, education, economic development, and the workforce board, under the direction of the Commissioner Director and County Administrator. These relationships focus on developing career pathways through individual training accounts, apprenticeships, OJTs and incumbent worker training. By working collectively, the local area and businesses will be able to determine the post job placement needs of customers that will enhance career opportunities and lead to upward financial mobility.

Middlesex County's newly created Department of Economic Development coordinates these efforts. This revised approach acknowledges the overlap between Workforce and Economic Development, while focusing on link to our local K-12 Education System, and Higher Education partners such as Middlesex College and Rutgers University. This comprehensive approach is designed to serve county residents, including youth, adults, dislocated workers, and the differently abled. A major resource in the strategy is to utilize WIOA Title I funds where applicable, in order to align the skills of job seekers with the training needs of local business partners.

SECTION 2: CAREER ONE STOP OPERATIONS

Section 2:A – Service Delivery and Flow

Partners of our One-Stop System play various roles in relation to program design and service delivery. As required by WIOA, MCWDB maintains a One-Stop Partner Memorandum of Understanding that is signed by each mandated partner. MCWDB will be updating its current One-Stop Partners MOU by the end of calendar year 2023. Cultivation and maintenance of the MOU is coordinated by our procured One-Stop Operator. Our One-Stop Partner Service Matrix is provided in Appendix B.

The services offered at our American Job Centers are fully integrated and are designed to meet the specific needs of customers. The WDB supports the development and integration of its One-Stop Partners, by establishing local policies in accordance with WIOA, monitoring program performance, providing technical assistance, and ensuring compliance. The WDB's Executive and One-Stop Partner Committees play a significant role in coordinating these efforts. A detailed description of partner roles is listed below.

- State Employment Services staff, funded by WIOA Title III / Wagner-Peyser program, will focus on providing group-based activities such as Reemployment Eligibility Assessment, PROs, Jersey Job Clubs, and the General Assistance 28-Day Job Search Program. Employment Services staff will also be responsible for staffing and creating resource rooms for jobseekers.
- The Local Workforce Development Board oversees the One-Stop Operator and counseling staff to manage triage, intake, and counseling for the systematic referrals of customers to the most appropriate programs offered by One-Stop partners to achieve more positive and prompt employment outcomes.
- Work First New Jersey (WFNJ) employment and training services are integrated into One-Stop Career Center services. Counseling staff, funded through WorkFirst NJ allocations to local Workforce Development Boards, provide most services to individuals. Employment Services staff will provide job search group sessions. WFNJ case management will be the responsibility of the local areas.
- The triage function in all One-Stop Career Centers will be Operator-led with assistance from staff of all key partners. The triage function should be always staffed, with designated customer service staff of the Operator and/or by counseling staff funded through WIOA Title I.
- Customers will be directed to general One-Stop and/or Training orientations where brief assessments will determine immediate Operator referrals to (1) WIOA Title III Employment Services, (2) Division of Vocational Rehabilitation Services (WIOA Title IV) or (3) WIOA Title I Counselors.
- WIOA Title I Counselors will perform the in-depth intake and eligibility functions, assess literacy and occupational skills, and prepare the universal individual employment plans/employment development plans. Based on the outcomes of intake, eligibility, assessments, and employment

plan development, WIOA Counselors will refer customers to the appropriate One-Stop partner program.

The MCWDB leads the local One Stop System and provides guidance regarding the design, implementation, and delivery of customer services. In this role the WDB establishes local policies and provides oversight to ensure that services are delivered according to WIOA guidelines, and other policies that govern that local area. Concurrently, the WDB monitors program performance and provides technical assistance to One Stop Partners when appropriate.

Customer Input

The Middlesex County Local Plan has been published on the Middlesex County website. The public, including representatives of businesses, representatives of labor organizations, and representatives of education, will be notified to take advantage of the 30-day review window to voice any comments, concerns, and/or questions.

During the Workforce Development Board's One Stop Operations Committee meeting on March 23, 2023, an announcement was made informing all in attendance about the 30-day public review. Attendees were all advised to visit the Middlesex County website during the expected 30-day review period. At that time, they will be able to list any questions, comments, or concerns.

MCWDB periodically collects feedback through customer surveys to measure the quality of staff engagement, service delivery, and facility access. We also survey attendees of virtual and in-person job fairs, recruitments, and other events facilitated by MCWDB or its partner agencies. The surveys are conducted by our One-Stop Operator. The OSO collects survey responses and disseminates the information to appropriate stakeholders as determined by the WDB Director.

County Residents and/or customers of the One-Stop system can also submit general inquiries or feedback to the WDB Director via the county website. The system provides real-time customer access, and responses are made to customers within 24 hours.

Section 2:B – Operational Priorities

MCWDB offers a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in and around Middlesex County. Training and services focus on preparing job seekers for career pathway employment in priority sectors previously identified in this plan.

American Job Centers

MCWDB operates two comprehensive AJCs which are strategically located in New Brunswick and Perth Amboy, NJ, within our local workforce development area. The AJCs are the gateway to WIOA Title I Adult and Dislocated Worker Program Services, offering basic career services, individualized career services, access to training services, and follow-up. Additionally, customers can access WIOA Title II, III, and IV programs at the AJCs through coordinated services delivery and collaboration among AJC partner agencies.

The AJC offers service along the three levels indicated below. These are supplemented by follow-up services. The content of these services includes the following:

Basic Career Services:

Basic career services are made available to all individuals, and include:

- Determinations of eligibility;
- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals;
- Workforce and labor market employment information;
- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

Individualized Career Services:

Individualized career services are provided as needed for an individual to obtain or retain employment. AJC staff rely principally on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments;
- Development of an individual employment plan;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- Internships and work experiences that are linked to careers;

- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Training Services:

MCWDB provides access to a wide range of training programs, which fall broadly into two types: institutional (ITA/Classroom) training programs, and work-based training programs, which are developed directly with employers and include activities such as on-the-job training, transitional jobs, and incumbent worker training. These services include:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training
- Transitional jobs
- Adult education and literacy activities

The precise services provided to job seekers enrolled in MCWDB’s WIOA Adult and Dislocated Worker Programs reflect individual needs and are determined as a result of a comprehensive assessment process and development of an individual employment plan, which is developed in collaboration with program staff.

The aforementioned slate of WIOA Title I services is supplemented by a variety of specialized programs and services to support the employment needs and career objectives of adults and dislocated workers served by MCWDB. Examples of such programs and initiatives include:

WORKFORCE WEDNESDAYS

A monthly series of virtual workforce and professional development workshops that focus on a wide range of topics. Past presentations focused on Resume Development, Avoiding Workplace Burnout, Enhancing your LinkedIn Profile & Social Media Presence, and Effective Job Interviewing Skills. Workforce Wednesdays also provide customers with information about accessing One-Stop Services including Labor Exchange, Occupational Training, and Job Placement Assistance.





SKILLUP™ MIDDLESEX

This online tool provides county residents with access to over 6,000 free virtual courses. Residents can complete these courses at their leisure, earning course completion certificates, and training toward industry recognized credentials in select courses. MCWDB also uses SkillUp™ Middlesex as part of its curriculum to serve customers in our job readiness programs as well as recipients of public assistance in our WorkFirst NJ Program.

LINKEDIN LEARNING

MCWDB became the first local area in New Jersey to include LinkedIn Learning as part of its service delivery model for WIOA Title I customers. This virtual learning platforms course catalog contains over 10,000 personal and professional development courses. These courses provide an option for customers who may not be able to participate in traditional classroom training. Likewise, LinkedIn Learning acts as a supplement to classroom and work-based learning activities through our service delivery model.

Priority of Service

MCWDB enforces WIOA priority of service requirements in accordance with agency policy, which specifies, as stated in the WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance,
2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.

MCWDB Policy PY2022-02, Appendix D, outlines the local area's Priority of Service policy in detail, in accordance with WIOA Section 134, as referenced above.



Title I Youth Services

MCWDB's ELITE Youth Program serves WIOA-eligible individuals ages 16 to 24, offering a wide variety of services that are customized to the needs and preferences of each participant. WIOA Youth Program services are coordinated with WIOA Adult services provided by the AJC and other locally available resources. ELITE stands for Entry Level Internships, Training, and Employment and exclusively serves out-of-school youth.

MCWDB is currently the direct provider of services to youth and young adults under the WIOA Out-of-School Youth (OSY) Program. However, MCWDB will be competitively procuring Youth services in Calendar Year 2024, in accordance with Federal, State and Local procurement guidelines.

MCWDB's WIOA Youth Programs provide all 14 of the following WIOA-required youth elements:

1. Tutoring, study skills training and instruction leading to secondary school completion or attainment of an equivalency credential;
2. Alternative education;
3. Paid work experience;
4. Occupational skills training;
5. Education offered concurrently with workforce preparation;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring;
9. Follow-up services;
10. Comprehensive guidance and counseling;
11. Financial literacy education
12. Entrepreneurial skills training;
13. Services that provide labor market information; and
14. Postsecondary preparation and transition activities.

20% of WIOA Title I Youth funding is allocated to ELITE’s Youth Work Experience Program. This option allows staff to place youth into employment opportunities either prior to vocational training or post-training. This strategy gives MCWDB the opportunity to utilize the activity for Career Exploration or for youth to obtain work experience in a Demand Labor Occupation related to recently completed occupational training.

While the ELITE Youth Program exclusively serves Out-of-School Youth, there has been discussion on providing some services to In-School Youth. However, that decision will be made upon review of relevant data under the advisement of our Youth Advisory Committee (YAC).

Integration of Technology and Data

Use of Technology to Support System Services

MCWDB remains committed to using technology to both directly provide services and supplement service delivery by providing customers with access to tools that enhance their capability to receive services. The focus on technology began prior to the COVID-19 Pandemic, and as a result, MCWDB was able to quickly pivot the service delivery model at the onset of the public health emergency, while maintaining continuity of services. During this period, services were delivered exclusively virtually, enabling staff to continue serving customers seamlessly while abiding by health and safety guidelines regarding close contact. Due to the effectiveness of this approach, the MCWDB local area now provides services through a hybrid model that administers in-person and virtual services according to need. Customers can either visit our AJCs or access services virtually through Zoom, Microsoft Teams, and other digital and online platforms that allow for two-way interaction with staff. As described in the previous section of this plan, MCWDB has the capacity to provide training activities virtually, increasing its capacity to serve more customers while expanding access to more training and services.



Data Collection and Analysis

MCWDB is equally committed to utilizing data in our local to achieve several objectives:

- Strategic Decision Making--leveraging data to identify trends, provide demographic information, and measure program performance.
- Analyze Labor Market Information—align training to the hiring needs of local business. Identify emerging industries and adjust resources accordingly.
- Data Comparison—determine if local area data is in-line with state and national data. If there are differences, determine what factors have caused the disparity.
- Best Practices—While most data are quantitative, we also find value in speaking with our national counterparts to collect intelligence on best practices and successful operational strategies. WDB staff participate in regular calls with the United States Workforce Association (USWA), National Association of Workforce Boards (NAWB), and National Association of Workforce Development Professionals (NAWDP). Staff attend national and regional workforce development conferences, to receive the latest information about data collection and analysis, as presented by national Subject Matter Experts.

Section 2:C – Service Expansion and Accessibility in American Job Centers

The One Stop Career Center analyzes competency in the areas of: staff training and knowledge; employer engagement; customer focus; quality of programs; and technology. Specifically, the One-Stop Certification policy maintains objective criteria and processes through which local boards will certify their One-Stops. New Jersey's proposed Criteria for One-Stop Career Center Assessment and Certification include as their first item:

SETC and the State agencies serving people with disabilities also seek to educate and inform their members and their organizations on critical disability issues and work together to ensure that the full array of One-Stop services is available to individuals with disabilities.

Other specific strategies include the following:

- Participation by DVRS leadership and staff in all the LWD efforts to coordinate services to all customers.
- Participation by DVRS leadership and staff with LWD Office of Research and Information committees that identify seven key industry sectors, to ensure consideration of employment for people with disabilities in the [Industry Partnerships](#) and other sector planning activities.
- The restructuring of a mandatory WDB committee focused on the systemic re-enfranchisement of customers with disabilities, named the Abilities Committee, that includes representatives from the core partners (DVRS, Labor Exchange, WIOA and Adult Education) as well as TANF and CBVI. This

Committee focuses on addressing challenges and improving protocols related to serving customers with disabilities. Topics of focus include accessibility of American Job Centers and community partners; environmental scan; identifying best practices and establishing policies and protocols for serving disabled customers regardless of nature of disability; sensitivity coaching for employers; De-stigmatization and empowerment of disabled jobseekers; Diversity, Equity, and Inclusion initiatives; and more.

Prior to the COVID-19 pandemic, MCWDB planned on expanding service accessibility through local libraries and other community-based organizations. This initiative, known as “SkillUp™ Connection Sites, was delayed in favor of developing a virtual service delivery system in response to the public health emergency that shuttered American Job Centers from early 2020 through 2023. SkillUp™ Connection sites are now planned to be established within the next 12-18 months, with satellite American Job Centers strategically located throughout Middlesex County. MCWDB’s vision is to create SkillUp™ Connection Kiosks in numerous accessible locations, connecting customers immediately with program information and virtual services.

The Board is committed to supporting the development of technical solutions and expansion of facilities, programs, and services. Listed below are the WDB’s strategic priorities addressing these areas:

- Establish a Workforce and Economic Development Center at Middlesex College. This Center would house the Workforce Development Board and components of the county’s Department of Economic Development, along with the college’s Office of Workforce Development and Lifelong Learning.
- Establish an American Job Center on Middlesex College’s Main Campus in Edison, NJ.
- Create a Network of SkillUp™ sites throughout the county as described above, to establish new service entry points.
- Create a “Three Tier” System of One Stop Partner Membership that will be categorized by Service Provider/Affiliate Site, Access Point, and General Member. This planned approach will allow the WDB to expand its network of partners to enhance access and service delivery throughout the system.
- Establish an ad-hoc WDB Diversity, Equity, and Inclusion Committee that will make recommendations to the Board to increase program accessibility and inclusion.
- Continue to leverage technology that continually improves access points to service delivery and activities.

While the Board strongly supports strategies to increase access to services virtually, a crucial realization is that some constituents may have little no access to Broadband service necessary to engage with online services. To overcome this service barrier, during the COVID-19 Pandemic, for example, the MCWDB procured laptops and Chromebooks to distribute to customers who lacked such resources. Many of the devices had built-in Wi-Fi access, while those that did not were paired with “air-cards,” functioning as

mobile hotspots. This technology resource lending program empowered customers to participate in various activities from communicating and meeting with counselors, to completing online training through platforms such as SkillUp™ Middlesex, to working on resumes, applying for jobs, and even participating in virtual job fairs and recruitment events.

Through successful implementation of these strategies, the MCWDB will continue to offer remote services as described above. Additionally, customers will continue to receive in-person services at the two established American Job Centers in New Brunswick and Perth Amboy, as well as the planned satellite locations to be established within the next 12-18 months. This hybrid model has increased the AJCs' capacity to serve both job seekers and businesses.

As the MCWDB continues to enhance its service delivery model through a hybrid approach, priority will be given to digital equity, including increasing distribution of laptop computers, and advocating for increased Broadband Access, where gaps exist in our communities.

Section 2:D – Detailed Partnership and Service Integration

The MCWDB's current One Stop Partner Memorandum expires at the end of calendar year 2023. The MCWDB is currently working on developing a new agreement which will commence on January 1, 2024. (Please refer to OS Partner Matrix on pages 16-18 of this plan.) There are 26 partners identified in the current MOU. There is no anticipated reduction in partnership and, in fact, the MCWDB's focus is to increase partnership with organizations in Middlesex County, which will be reflected in the revised MOU.

Our current Infrastructure Funding Agreement (IFA) expires at the conclusion of the current calendar year. The MCWDB is working closely with the New Jersey Department of Labor and Workforce Development to make necessary revisions to the IFA that closely align with our service delivery model, according to the contribution of partner resources. Our IFA will include a comprehensive One Stop Budget that reflects all costs and the contributions of all partners.

The Middlesex County Workforce Development Board will be including the following partners in its MOU and IFA as delineated in NJ DOL WIN WD-PY22-4.1

Required MOU/IFA Partners And Signatories

Core (Required) Partners

- Title I Adult Program – Middlesex County Office of Career Opportunity
- Title I Dislocated Worker Program – Middlesex County Office of Career Opportunity
- Title I Youth Program One Stop Partners – Middlesex County Office of Career Opportunity, ELITE Youth Program

- Title II Adult Education and Family Literacy – New Brunswick and Perth Amboy Public Schools
- Title III Wagner-Peyser - NJDOL Employment Service (ES)
- Title IV Vocational Rehabilitation Services - NJDOL Division of Vocational Rehabilitation Services

Additional Required Partners

- Title I Indian and Native American Programs
- Title I NFJP (National Farmworker Job Program)/MSFW (Migrant and Seasonal Farmworker) - NJDOL
- Title I Job Corps
- Title I YouthBuild
- Title III NJDOL Unemployment Compensation
- REO (Reentry Employment Opportunities) - NJ Re-Entry Corporation
- CTE (Career Technical Education programs) at postsecondary level - Carl D. Perkins Act – Middlesex County Vocational, Magnet Schools
- Housing and Urban Development Employment and Training programs - Edison, Woodbridge Housing Departments
- SCSEP (Senior Community Service Employment)
- TAA Program (Trade Adjustment Assistance)
- Jobs for Veteran State Grants
- Health and Human Services Employment and training activities carried out under Community Services Block Grant
- TANF (Temporary Assistance for Needy Families) programs
- NJ DOL Business Outreach Team

Optional Partners

- Ticket to Work
- SNAP
- Small Business Administration (SBA) Programs
- Public Libraries
- National Dislocated Worker Grants (WIOA Title I)
- Client Assistance Program (CAP) (Rehabilitation Act of 1973, as amended by WIOA title IV)
- Human Service Transportation Coordination
- Mental Health Agencies

The MCWDB will continue to add partners to the Local One-Stop System as necessary. As the One Stop-Partner MOU is a fluid document it will need to be revised on a regular basis to reflect the current configuration of the local area.

The Regional Plan of the Central Jersey Partners (CJP) outlines in detail how service delivery can be made more effective through a unified approach among its member counties. Middlesex County is committed to integrating services regionally as described in that plan. For example, the four WDBs in the region have committed to centralizing Business Services, to prevent duplication of services and reduce costs. Additionally, the region will facilitate regional WDB committee meetings and coordinate the convening of our respective local board chairs.

CJP recently established a partner website (<http://www.centraljerseypartners.org>), which is being used to host our policies, highlight regional events, and improve access to respective local systems through an additional point of entry.

Workforce Development Board and One-Stop Operator

Middlesex College currently serves as the One-Stop Operator for the MCWDB. The current contract expires June 30, 2023. Requests for Proposals are currently being solicited with a new contract slated to start on July 1, 2023. The role of the current and/or incoming One-Stop Operator is as follows:

- Collect and use data to track service flow, including co-enrollment across partner programs.
- Develop and maintain referral systems and mechanisms to support connection of an individual to services across the One-Stop system.
- Integrate and incorporate multiple service elements offered in American Job Centers including comprehensive assessment practices, individual service plan development, career coaching, basic and occupational skills training, work-based learning, supportive services, job search, placement assistance, and follow-up service.
- Assist the LWDB's Accounting Manager in developing and managing the One-Stop budget.
- Develop and implement workforce center operational policies including Standard Operating Procedures (SOPs).
- Update SOPs under the direction of the LWDB, ensuring that procedures align with WIOA, State, Local and WDB policies.
- Coordinate One-Stop partner services, with guidance from the LWDB and its staff.
- Develop and Update One-Stop Partner Memorandum of Understanding (MOU).
- Assist WDB with development of Infrastructure Funding Agreement (IFA).
- Facilitate customer flow and engagement, incorporating staff and resources across partner programs.

- Communicate mission and goals of the LWDB to American Job Center staff and One-Stop partners.
- Provide for most effective allocation of staff among all workforce centers and satellite locations, in consultation with the LWDB.
- Collaborate with the LWDB's Compliance Analyst or other designated staff on American Job Center certifications and ensure that workforce centers maintain compliance with standards for state and/or federal certification.
- Ensure appropriate levels of communication among partners, teams, functions, and locations within the one-stop service delivery system.
- Ensure all One-Stop service delivery system staff receive training necessary to carry out program requirements and meet performance goals for the system.
- Manage hours of operation at the One-Stop Centers.
- Report to LWDB and its staff on One-Stop Center activities
- Monitor and evaluate Triage system at the One-Stop Career Centers
- Provide feedback of the One Stop systems' performance and recommend any corrective action to LWDB.
- Collaborate with the LWDB's Compliance Analyst and/or designee on all partner performance measures.
- Report to the LWDB and its staff on all partner performance measures and the LWDB's Key Performance Indicators, as directed.
- Lead the LWDB's One-Stop Committee and hold meetings on a quarterly basis (except for Committee activities related to this or any future RFP for WIOA Title I Services, from which the OSO will recuse itself).
- Serve as the liaison between the LWDB, Career Services, and Youth Staff.
- Compile an aggregate monthly report of all American Job Center Activities including WIOA Title I Programs, and other American Job Center partners as determined by the LWDB.
- Attend meetings as specified by federal, state, and local funding authorities as determined by LWDB.



The current One-Stop Operator was procured on a part-time basis. Due to the realignment of the local One-Stop system in accordance with WIOA Local Governance provisions of WIOA, forthcoming OSO provider will be providing services on site, 35 hours per week.

THE MCWDB VIEWS THE ROLE OF THE ONE-STOP OPERATOR AS THE BRIDGE BETWEEN WDB STAFF AND THE CAREER SERVICE AND YOUTH PROVIDERS. THE ONE-STOP OPERATOR WILL PROVIDE A FIREWALL BETWEEN THE WDB AND SERVICE PROVIDERS.

Section 2:E – Employer Engagement

The MCWDB takes a “Business First” approach regarding the day-to-day operation of its American Job Centers. This means that the primary focus of the Employer Engagement Model is the alignment of jobseekers’ skills with the hiring needs of local businesses. Additionally, the MCWDB believes it is effective to place customers into jobs that will lead to career pathways, providing a system that encourages upskilling through additional training, including the utilization of Work-Based Learning Activities. This “Continuum of Service Model” encourages customers to reengage with the One-Stop System whenever necessary. This unique approach encourages the enhancement of existing skills while increasing earning capacity, leading to greater economic mobility.

The local area has established a Business Solutions Team (BST) that is tasked with developing high quality partnerships with local and regional businesses. Led by the county’s Business Services Manager, the unit collaborates to identify employers within the region’s in-demand industries, both for job placement opportunities and for input on developing curriculum for training programs that will address their hiring requirements. For the past several years, the BST has made use of Salesforce, a Customer Relations Management (CRM) Tool that allows for efficient tracking of business contacts.

The BST develops, maintains, and updates a Business Development Marketing Strategy that encompasses traditional and cutting-edge methods for promoting Middlesex County's American Job Center services, geared toward local/regional employers. The BST has established a more comprehensive approach to job development by creating a coordinated team of county and state staff who market One-Stop Services to the local businesses. This team enables the local workforce area to share resources and utilize a coordinated strategy in identifying potential employment opportunities for our customers. Through hiring incentives offered by the New Jersey Department of Labor and Workforce Development, employers realize cost savings by hiring employees who were referred through the One-Stop system. The BST assists businesses in posting employment opportunities on the state's employment portal. Staff match advertised job openings with the skills and experience of our job seekers, based upon information contained within their user profiles and resumes.

As part of its on-going Marketing Strategy, Middlesex County Government is planning on launching an Economic and Workforce Development Marketing Campaign in mid-2023. The campaign, funded strictly through county dollars, will highlight Workforce and Economic Development Services that are available to county residents and businesses. This campaign will include strategically placed billboards, and media ads, including television, print, and social media platforms. This campaign will also focus on business expansion and attraction, which will inevitably lead to more employment opportunities for Middlesex County Residents.

Meeting the Needs of Local Businesses

The MCWDB and its Business Solutions Team (BST) coordinate with private and public sector businesses, including high-demand industries, on ways to provide training, job opportunities, Work-Based Learning, and related activities to produce a skilled workforce. MCWDB has established a "Business Strategies" Committee in pursuit of this goal. Membership is comprised of business leaders, workforce, and economic development Subject Matter Experts, and MCWDB members. This committee provides guidance to the MCWDB regarding the effective alignment of training programs with the hiring needs of business and closely monitors industry trends.

MCWDB fully supports NJDOL's Targeting Industry Partnership Model, that places emphasis on working closely with specific labor demand occupation clusters. The targeted industries are:

- Life Sciences
- Health Care
- Transportation, Logistics, and Distribution
- Energy

MCWDB continues to be a demand-driven organization that relies on feedback from employers and labor market data to ensure that the local One-Stop System has the flexibility to meet the demands of current

economic conditions. The Board remains committed to effectively and efficiently allocating resources by prioritizing the needs of both jobseekers and employers.

Strategies for Employer Engagement

Effective employer engagement can be realized by maintaining a LWDB that consists of high-quality members, representing both public and private sectors. A fully engaged Board provides the building blocks for constructing and maintaining an innovative, results-oriented system where all voices are heard, and feedback is encouraged. By taking this approach, the Board has positioned itself to act as the convener of local businesses, leveraging available resources to assist them by providing new approaches to fill jobs.

The LWDB relies heavily on the input received through its Business Strategies sub-committee. The committee is a key element in employer engagement and assists in building and fostering relationships both in the local area and regionally. Members of the committee include a cross section of private sector business representatives, government representatives, and educational partners. Committee members closely mirrors the organizational make-up of the county's Department of Economic Development.

SECTION 3: LWDB STRUCTURE & FUNCTIONS

Section 3:A - Local Workforce Development Area Structure

As mandated by The Workforce Innovation and Opportunity Act (WIOA) of 2014, appointments to the Middlesex County Workforce Development Board are made according to the provisions set forth by the law defining required representation categories in proportion to the whole. Private sector business representatives from a variety of high-demand labor sectors comprise the majority of the MCWDB membership and are supplemented by key community stakeholders including representatives of business, education, organized labor, economic development, and other mandated partners as prescribed by WIOA.

The WDB holds open public meetings on a quarterly basis under the provisions of New Jersey's Sunshine Law. Meeting Agendas and Minutes are published and archived on the Middlesex County government website through PrimeGov, a public records portal with pages dedicated to each individual active board. The Board is led by a chairperson, vice chairperson, and secretary, which are elected every two years by board members. A full list of Board Members, including their affiliations, can be found in Appendix A.

Potential Board Members are recruited by the Chief Elected Official, WDB Director, and Board Officers. The WDB uses several resources to invite new members. This includes attending local networking events

with the local Chambers of Commerce, Civic Organizations, and Local Government Meetings. Board staff also take advantage of social media and online networking as a recruitment tool. The Board maintains a LinkedIn “Career Page” and utilizes LinkedIn Recruiter to conduct outreach in identifying new candidates. Several of the Board’s newest members were first engaged through the above online outreach efforts. Additionally, the Board relies on recommendations by established members through the partnerships they have cultivated within their respective industries. The Executive Committee vets all candidates and upon their approval, a recommendation is submitted to the Commissioner Director for approval by the full Board of County Commissioner through a meeting resolution.

Primary Board Functions

The WDB ensures the workforce-related needs of employers, workers, and job seekers in the WDB Area and/or the region are met, to the maximum extent possible with available resources. The WDB will, at a minimum:

Local Plan

Develop and submit a four-year local plan for the local area, in Partnership with the Chief Elected Official and consistent with WIOA sec. 108.

Regional Plan (where applicable)

If the Local Area is part of a planning region that includes other local areas, develop, and submit a regional plan in collaboration with other local areas. In addition, submit the local plan as a part of the regional plan.

Labor Market Information

Conduct workforce research and regional labor market analysis to include:

(a) Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers in the region;

(b) Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region specifically in collection, analysis, and utilization of workforce and labor market information for the region; and

(c) Other research, data collection, and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.

Convening, Brokering, Leveraging

Convene local workforce development system stakeholders to assist in the development of the local plan under 20 CFR 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the WDB.

Employer Engagement

Lead efforts to engage with a diverse range of employers and other entities in the region in order to:

- (a) Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the WDB,
- (b) Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities,
- (c) Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
- (d) Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector Partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

Career Pathways

With representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.

Dissemination of Promising Practices

Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.

Technology

Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and job seekers, by:

(a) Facilitating connections among the intake and case management information systems of the One-Stop Partner programs to support a comprehensive workforce development system in the local area,

(b) Facilitating access to services provided through the One-Stop delivery system including access in remote areas,

(c) Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the One-Stop delivery system such as improving digital literacy skills, and

(d) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

Oversight

In Partnership with the Chief Elected Official for the local area:

(a) Conduct oversight of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire One-Stop delivery system in the local area,

(b) Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and One-Stop delivery system in the local area, and

(c) Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA sec. 116.

Negotiate Performance Measures

Negotiate and reach agreement on local performance indicators with the Chief Elected Official and the Governor.

Negotiate Infrastructure Costs

Negotiate with Chief Elected Official and required Partners on the methods for funding the infrastructure costs of One-Stop Centers in the local area in accordance with 20 CFR 678.715 of this chapter or notify the Governor if they fail to reach agreement at the local level and will use a state infrastructure funding mechanism.

Selection of Providers

Select the following providers in the local area, and where appropriate, terminate such providers in accordance with 2 CFR part 200:

- (a) Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the WDB determines there is an insufficient number of eligible training providers in a local area, the WDB may award contracts on a sole-source basis as per the provisions at WIOA sec. 123(b),
- (b) Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA sec. 122,
- (c) Providers of career services through the award of contracts, if the One-Stop Operator does not provide such services, and
- (d) One-Stop Operators in accordance with 20 CFR 678.600 through 678.635.

Budget Administration and Fiscal Agent

Develop a budget for the activities of the WDB, with approval of the Chief Elected Official and consistent with the local plan and the duties of the WDB.

Middlesex County's Chief Elected Official has designated the Middlesex County Workforce Development Board as the Fiscal Agent that is responsible for disbursement and oversight of grant funds. The WDB maintains a Fiscal Unit that develops the local area's annual budget, submits monthly fiscal reports to NJ DOLWD, and oversees all accounts payable and receivables. Our budget is managed by utilizing Generally Accepted Accounting Principles, in accordance State and Federal Budget Policies and Practices.

Accessibility

Assess, on an annual basis, the physical and programmatic accessibility of our One-Stop Centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

One-Stop Certification

Certify One-Stop Career Centers in accordance with 20 CFR 678.800 and Guidance from the SECT and NJ- DOLWD

LWDB Standing Committees

Literacy Committee

The mission of the Literacy Committee is to identify and analyze local resources, programs, and services, and recommend ways to improve the quantity, quality and delivery of literacy programs. The Literacy Committee works to achieve a more literate adult community who are, therefore, more productive members of the workforce. The Literacy Committee serves as a resource for the literacy provider community and the business community so that more robust, comprehensive literacy services are available to county residents and so that employers may have access to a more literate workforce.

One-Stop Operations and Planning Committee

The One-Stop Operations and Planning Committee is responsible for One-Stop Operations and the workforce investment system, to ensure coordination between workforce programs and services.

Abilities Committee

The mission of the Abilities Committee is to make recommendations to the One-Stop in order to ensure that all services of the One-Stop are fully accessible to people with disabilities, regardless of the nature of the disability. Accessibility includes physical accessibility, along with systemic, attitudinal, and procedural accessibility, aiming to adequately provide services to, be inclusive of, and foster a sense of belonging in individuals with physical, developmental, cognitive, psychological, and other disabilities.

Youth Advisory Committee

The Youth Advisory Committee provides expertise in planning, policy development, and oversight of youth employment and training services and endeavors to increase the knowledge and access of youth to employment opportunities and workforce programs and services. The Youth Advisory Committee plans youth workforce activities and designs a comprehensive year-round system which is coordinated with other organizations serving youth.

Business Strategies Committee

The mission of the Business Strategies Sub-Committee is to enable the residents of Middlesex County to obtain self-sufficient employment and to enable business establishments in Middlesex County to have the skilled workforce essential to growth and profitability.

LWDB Staff

The following is a list of hired staff supporting the Local WDB, including specific information about roles and responsibilities:

- **Director** - The Director of the Workforce Development Board oversees the day-to-day functions of the Board, including management of staff, policy oversight, and program compliance. The Director

is the primary liaison to the Board Chair, Executive Committee, and Board Members. The Director ensures that the local area follows state and federal WIOA guidelines. The director is the primary conduit between the county's Chief Elected Official, the Board of County Commissioners, and the County Administration. The WDB Director works closely with local and regional businesses to align their training and hiring needs with the resources available through the WDB and its One Stop Partners.

- **Planner** - Under the direction of the Workforce Development Board Director, oversees the board's planning, procurement, and grant development functions, including the development of competitive bidding packages and related contracts. Provides Project Management for WDB initiatives, programs, and services. Prepares policy briefing documents, and acts as policy advisor to the Workforce Development Board and staff. The planner is responsible for pursuing funding opportunities and coordinates projects related to ancillary funding.
- **Policy Analyst** - Under the direction of the Workforce Development Board Director and/or designee, takes the lead in planning, developing, and coordinating large, complex employment and training programs or more than one smaller WDB employment and training program; does other related work relevant to the policies, procedures, and operations of the Workforce Development Board.
- **Senior Fiscal Officer** - Oversees the daily functions of accounts payables, and receivables. Develops and monitors Administrative and programmatic budgets. Complies with federal and state reporting requirements. Primary liaison to the county treasurer's office, and NJDOL Office of Internal Audit.
- **Senior Accountant** - Manages ITA Master Agreement sub-contracts, Work-Based Learning Contracts/Payroll, reviews and approves ETPL billing, and processes account payables on behalf of the WDB.
- **Accounting Assistant** - Prepares billing documents for payment approval by the Board of County Commissioners. Maintains and updates list of fixed assets. Coordinates purchases of supplies and maintains inventory. Provides clerical support to fiscal unit.
- **Compliance Analyst** - Coordinates the monitoring of Career Services, One Stop Operator, Youth Program Services providers, as well as other general programs funded by the Workforce Innovation and Opportunities Act of 2014, WorkFirst New Jersey, and other funding sources. The incumbent will serve as technical advisor in monitoring and evaluating services as they relate to policy and/or federal regulations to meet agency goals and objectives. The employee will ensure that WDB goals and objectives are being met according to Federal and State Workforce Development Policies. The Compliance Analyst will ensure that policies and procedures follow Federal, State, and Local policies.
- **Executive Coordinator**- Provides clerical support to the Director and Board staff. Responsible for developing resolutions for items submitted to the Board of County Commissioners, for approval, including budget insertion, contract approvals, and personnel transaction. Serves as the Human Resources Point of Contact to the county. Coordinates logistical items related to quarterly board meetings, including calendar management, agenda distribution, and correspondence.

It is anticipated that additional employees will be added to the Board Staff upon the implementation of policies related to WIOA Local Governance. These changes take effect no later than July 1, 2024.

Chief Elected Official, LWDB, and Fiscal Agent

The local Workforce Development Board, Chief Elected Official, and Fiscal Agent are all integral parts of the workforce development system in the local area. Working collaboratively, they ensure that the strategic priorities of the local workforce system are implemented consistently, continuously, and in compliance with laws and regulations.

The LWDB is responsible for overseeing and coordinating workforce development efforts in the local area, including developing and implementing a strategic plan for workforce development, identifying the needs of the local workforce, and allocating funding to workforce development programs and initiatives. The Chief Elected Official, Ronald G. Rios, Commissioner Director of the Middlesex County Board of County Commissioners, has responsibility for governing the local area, appointing the members of the local workforce development board, and ensuring the duties of the board are fulfilled.

Additional Responsibilities of the Chief Local Elected Official include:

1. In Partnership with the WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all WDBs and their Partners, and that incorporates plans for each of the local areas in the planning region.
2. Approve the WDB budget and One-Stop Operating Budget and Infrastructure Funding Agreement.
3. Approve the selection of the One-Stop Operator, Career and Youth Services Provider(s) following competitive procurement processes.
4. Coordinate with the WDB to oversee the operations of the American Job Center Network.

The Fiscal Agent, as designated by the Chief Elected Official, is the entity that manages the financial affairs of the local Workforce Development Board. This includes receiving and disbursing funds, managing contracts and agreements, and ensuring compliance with relevant regulations and guidelines. The Chief Elected Official of the County, in conjunction with the Board of County Commissioners have designated the Middlesex County WDB as the Fiscal Agent for the local workforce area.

The LWDB is responsible for overseeing workforce development efforts in a local area, the Chief Elected Official appoints the members of the Board and ensures its effectiveness, and the Fiscal Agent manages the financial affairs of the Board. Together, these entities work to improve the local workforce and support economic development in the area.

The Director of the LWDB, in consultation with the Chair of the Board, manages the coordination of the partners described above. While the roles and responsibilities of these individuals vary, the LWDB has established policies that clearly delineate how these partners interact. The roles and responsibilities of all One-Stop System Partners are clearly defined in the LWDB's One-Stop Partner Memorandum of Understanding. The general structure of the local workforce system is demonstrated in Appendix C.

The LWDB primarily serves as the governing entity of the local One-Stop System. It establishes, implements, and monitors policies in accordance with WIOA, and state policies. The LWDB ensures policy compliance by regularly monitoring all facets of the local system including the One-Operator, Career and Youth Services providers, and other system partners as necessary. As described above, the LWDB employs a Compliance Analyst who is responsible for coordinating all monitoring activities. The Compliance Analyst provides reports to the LWDB and if necessary, creates corrective action plans for any items that need to be addressed by our procured vendors.

The LWDB has also established firewalls between itself and its contracted vendors such as the One-Stop Operator and Career Services Entities. The procurement firewall is a set of policies and procedures designed to protect the integrity of a procurement process by ensuring that it is fair, transparent, and free from conflicts of interest. The procurement firewall consists of the following elements:

1. Segregation of Duties - Establish, Define, and Describe Scope of Work
2. Competitive Bidding - Procure contracted services through open and competitive process according to federal, state, and local procurement laws
3. Review and Approval - Proposals are reviewed and scored by a committee appointed by the WDB Chair. Once a provider(s) is chosen, the committee presents its recommendation(s) to the WDB, and Board of County Commissioners.
4. Monitoring and Auditing - This process is described in Section 3:C - Oversight and Monitoring.

Building Local Governance Capacity

The Executive Committee of the LWDB serves as its Governance entity. This enables the Board's officers and committee chairs to provide input, measure performance, and establish guidelines in accordance with Federal, State and local policies relevant to workforce development. As the Board moves toward procurement of Career and Youth Services in 2024, particular attention will be focused on compliance with WIOA Local Governance Policies, and coordination of open competitive procurement for One-Stop Operator, Career Services, and Youth Services.

The Middlesex County Workforce Development Board will also work closely with Central Jersey Partners to ensure consistency through the WDB Region. For example, any policy development in consideration will be coordinated among the CJP and in consultation with the SETC and NJDOL to ensure regional uniformity and regulatory conformity. This gives the regional partners the ability to develop consistent policies that are implemented across the region and offer the same high level of services to customers regardless of their specific location.



Section 3:B–Procurement of Operator and Services

All procurement initiated by the LWDB is based on principles of OMB’s Uniform Administrative Guidance. This includes sealed bids and competitive proposals. Middlesex County uses a platform called OpenGov where RFPs are posted; this platform is then used by the RFP Review panel to review and score proposals received. The OpenGov platform also ensures that advertised RFPs are disseminated to a wide range of potential proposers.

One Stop Operator

The Middlesex County Workforce Development Board has initiated a competitive procurement process for the services of a One-Stop Operator. The current competitively procured contract expires June 30, 2023. The LWDB released an RFP for those services on Monday, April 17, 2023, with submissions due 30 days following the publication of the RFP. A five-member review committee appointed by the LWDB Chair will review and score proposals that are received by the County of Middlesex’s Purchasing Office. Based on that process, the committee will recommend a provider to the Executive Committee of the WDB. The contract will commence on July 1, 2023, with approval from the Middlesex County Board of County Commissioners.

Career and Youth Services

Career and Youth Services are currently provided by Middlesex County's Office of Career Opportunity. In early 2024, the LWDB will initiate a competitive procurement process to identify distinct Career and Youth Services Providers in accordance with WIOA regulations and SETC guidelines. Those contracts will commence on July 1, 2024, and end on June 30, 2026. The agreement will be subject to two 1-year extensions, based on satisfactory performance by the selected providers.

A detailed WIOA Local Governance Plan, outlining procurement timelines, has been submitted to the SETC and NJ-DOLWD prior to the submission of this Local Plan.

Conflict of Interest

LWDB Members and staff are subject to the provisions of Middlesex County's Conflict of Interest Policy which was recently updated and approved by the Middlesex County Board of County Commissioners during its January 2023 Reorganization Meeting. The entire policy can be found in Appendix E.

Regional Procurement Supports

Each Local Area within the Central Jersey Region follows the procurement requirements set forth by The Workforce Innovation and Opportunity Act (WIOA) regulations at 20 CFR 679.370(l) which outline the required functions of Local Workforce Development Boards (LWDBs), including the selection and award of contracts for the provision of Youth Services, Career Services, and One Stop Operators. Providers are selected through a formal procurement process that promotes "full and open competition" as highlighted in the Uniform Administrative Requirements at 2 CFR 200.320. Furthermore, as part of a "full and open" process, LWDBs in the Central Jersey Region ensure that procurements utilizing federal funds are designed in ways that promote racial equity and support for underserved communities, promoting equitable access for vendors and customers, as highlighted in Executive Order 13985. Information regarding competitive procurement is shared among regional partners, including policy revisions, examples of best practices, and other resources that provide technical assistance.

Section 3:C – Oversight and Monitoring

The WDB, and/or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

1. Federal awards are used for authorized purposes in compliance with law, regulations, and State policies.
2. Those laws, regulations, and policies are enforced properly.

3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness.
4. Outcomes are assessed and analyzed periodically to ensure performance goals are met.
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed.

One Stop Career Center Operations

The LWDB has created a Contract and Compliance Unit (CCU) that is responsible for monitoring Procured Service Providers, and One-Stop Partners. Monitoring is conducted on an annual basis for the following programs and related providers.

- One Stop Operator
- WIOA Adult and Dislocated Worker Career Services
- WIOA Youth Services
- WorkFirst New Jersey

The CCU's Compliance Analyst facilitates monitoring activities. Monitoring Reports are completed and submitted to the LWDB Director and Board Chair. If any adverse findings are identified, a written corrective action plan will be submitted to the appropriate partner for resolution. The WDB will provide necessary technical assistance to service providers and conduct appropriate follow-up monitoring.

Monitoring activities focus on the following areas:

- Budget - review of documentation for costs incurred, obligated, and encumbered.
- Scope of Work - review of documentation that demonstrates service provider is fulfilling the contractual obligations of services rendered.
- Participation, service delivery, and outcomes of procured providers - monitoring ensures that service providers are fully engaged, offering seamless service delivery, and meeting the requirements of performance requirements established by the LWDB.
- ITA Contracts - Conduct random site visits to ETPL vendors and ensure that quality services are being provided as stipulated through the local area's Master Training Agreement, and related sub-contracts.
- Work-Based Learning - All agreements and contracts related to Transitional Jobs, On-The Job-Training, Incumbent Worker Training, and Apprenticeship are initiated, reviewed, approved and monitored by the CCU. Site visits are conducted at WBL sites on a regular basis.
- Employer engagement and accessibility of services – The Business Engagement Committee of the MCWDB is responsible for identifying, recommending, and ensuring **coordination**,

implementation, and monitoring of the program needs and services required and/or requested by the business community.

- The monitoring of operations of One Stop Career Centers, specifically American Job Center certification, as outlined by SETC Policy #2016-14, have been previously articulated in this plan.

The Workforce Development Board believes that quantitative and qualitative data collection and analysis are important tools that assist in continually improving the job seeker and business customer experience. First, board staff and members consider quantitative data a key element in monitoring program outcomes and as a vehicle for planning future activities and services. This data is especially relevant when developing program year budgets by allocating necessary funds to align with the needs of the local area. Second, program quality is a priority for the WDB. The Board's Executive Committee focuses on the customer experience and holds One-Stop Partners accountable for maintaining a system that focuses on a human-centered approach to program operations.

The LWDB uses monitoring data when determining the necessary scope of work for a particular project or procurement. This includes open and competitive processes for the One-Stop Operator, and Career and Youth Services Providers. Likewise, the board uses data for the procurement of any other services that are provided to job seekers, such as Targeted Industry Training Classes. All procurement activities are conducted through the County's Office of Purchasing. The office ensures that all federal, state, and local procurement laws are followed.

Structure, Staffing, and Processes of Monitoring and Compliance Activities

As mentioned elsewhere in this plan, the LWDB has established a Contract and Compliance Unit which is responsible for contract development, review, and approval. The CCU has responsibility for monitoring procured vendors, including the One-Stop Operator, Career Services and Youth Services. Staff also monitor ETPL entities by conducting both scheduled and unscheduled site visits. Records are reviewed and customers are interviewed about their experience with the ETPL school.

The unit is coordinated by the LWDB's Contract and Compliance Manager. A Compliance Analyst is assigned to the unit. The individual conducts most monitoring activities for the WDB. Monitoring reports are compiled and submitted to the WDB Director for review and approval. Those reports are shared with both staff and board members.

The CCU also play a key role in providing technical assistance to procured service providers and vendors as necessary, and in accordance with contractual agreements between the LWDB and entities.

WIOA Title I customers choose a Training Provider using the ETPL. Customers are directed to research at least three training providers and select the one they feel best meets their needs. Customers are advised to review provider performance measures and other qualitative data that is provided.

The LWDB analyzes all available data to monitor performance, identify trends, and determine future resource allocation. The LWDB also maintains a subscription to Lightcast which provides real-time information regarding the local and regional labor markets. This enables the LWDB to align its training resources with the needs of local business and industry. In addition to utilizing these data platforms, the One-Stop Operator conducts regular customer surveys. Surveys are given to a wide range of customers including customers enrolled in training, customer who attend hiring events, and Workforce Learning Link Participants. The LWDB pays close attention to the results from these surveys, along with participant demographics, such as location of domicile, age, gender, and work history. This assists the LWDB in effectively deploying resources to target populations.

American Job Center/One Stop Certification

The LWDB completes the AJC One-Stop Certification every two years as mandated by the State Employment Training Commission. The certification process is typically led by the One-Stop Operator, by engaging all partners in the process. The OSO works closely with the LWDB staff to ensure that required documentation, inspections, and other certification activities are conducted effectively.

Results Sharing and Distribution among Stakeholders

The Garden State Employment and Training Association (GSETA) oversees and monitors the activities of the localities across the state of New Jersey, including Middlesex County, by way of dedicated Operations, Monitoring, Youth program, Fiscal, MIS, and other state-wide committees where representatives from each County periodically meet and exchange best practices. The existing structure oversees state, regional, and local levels of decision-making, and efforts are conducted with both regional and local members and staff having a seat at the table. GSETA also collects regional data and generates reports which are then distributed among the CJP and other invested parties through digital means such as email, newsletters, and the GSETA website. These state-level processes continue to streamline oversight and monitoring efforts by narrowing top-to-bottom communication streams and minimizing lag time in communication, resulting in a culture and system of transparency built on a network of informed professionals. This ultimately lessens the number of local board staff work hours previously dedicated toward duplicated tasks.



Section 3:D – Performance Measures and Accountability

The LWDB will utilize local levels of performance negotiated with the Governor and Chief Elected Official pursuant to section 116(c) to track and measure the performance of:

The One Stop Delivery System as a whole

The LWDB contracts with Future Works BI, a service provider that collects WIOA Data via the USDOL's PERL Report. This data can be broken down by specific WIOA Title I programs to show current and historical performance outcomes for a local area. The data is broken down quarterly and can be viewed and analyzed in aggregate as well. Demographic data sets are also available that provide more specific information about customers which assists the local area in planning resources effectively.

The One Stop Operator

The LWDB's Contract and Compliance unit conducts an annual review of the One-Stop Operator contract, based on the scope of work of the service provider's agreement with the local area. The contract delineates quarterly deliverables that must be achieved by the OSO. If any deliverable is not achieved, the WDB will issue a Corrective Action Notice to the OSO, seeking remediation to any issues identified. The WDB's Compliance Analyst provides on-going technical assistance to the OSO based upon updates to state and federal workforce policies.

One Stop Career Services Provider

Career Services are currently provided directly by the LWDB. However, this facet of the board's operation will be competitively procured in 2024, with the service provider assuming those duties effective July 1, 2024.

Even though the WDB directly oversees these services, our Contract and Compliance Unit conducts an annual review of WIOA Title I Adult and Dislocated Worker Services. If any findings are identified during that review, the necessary corrective action is initiated.

Youth Provider

Youth Services are currently provided directly by the LWDB through its ELITE Youth Program. However, this facet of the board's operation will be competitively procured in 2024, with the service provider assuming those duties effective July 1, 2024.

Fiscal Agent

The Chief Elected Official has designated the Middlesex County Workforce Development Board as the fiscal agent for its local workforce area. In this role the LWDB utilizes Generally Accepted Accounting Principles to administer its annual budget. The Chief Fiscal Officer prepares a monthly report that is uploaded into NJ-DOL's SAGE grant management system. The report is reviewed and approved by the WDB Director.

NJ DOLWD's Office of Internal Audit conducts an annual review of our fiscal records to ensure that proper policies and procedures are being utilized to effectively manage our budget in accordance with federal and state guidelines.

Performance Processes

DATA SYSTEMS AND UTILIZATION

Per NJDOL regulations, local areas are not permitted to use third-party databases for measurement and/or tracking of performance levels across the region beyond the approved AOSOS and FutureWorks' Performance Matters software programs. With this restriction in mind, the MCWDB will work to improve data management and reporting capabilities through participating in the State Workforce Modernization Core Committee, which was convened by the NJDOL to identify a new database system for procurement across the state. The Director of the MCWDB will serve as the local and regional representative on this state-wide Committee.

The MCWDB will also explore the possibility of adopting a new approach to using existing, approved database management systems to generate regional reports measuring service levels, enrollments, exits, carryovers, and demographics, as part of collaborative efforts with the Central Jersey Partners. While the proposal is still in its initial phases, internal discussions on future implementation have included various ideas including the annual or biannual collection of these regional data points to be analyzed for the purposes of illustrating correlation measurements between labor market data and area enrollment rates, program reports, customer migration patterns and other performance metrics as available.

PARTNER AND STAKEHOLDERS INFORMATION SHARING

Reports are compiled using the aforementioned software and more immediate tracking measures like local databases and spreadsheets on a regular basis. Reports are then shared with stakeholders via email, the County web page, and discussed during Board and Committee meetings.

Section 3:E – Training and Development

Training Priorities for Implementation Support

Chief Elected Officials, County Leadership and Staff

The LWDB provides most training through the Garden State Employment and Training Association's "Garden State Institute". The Institute offers professional development courses facilitated by national Workforce Development Subject Matter Experts. Courses and workshops are offered monthly and open to our Chief Elected Officials, County Leadership and Staff. This is an on-going initiative for the local area.

Fiscal Agent

Our Chief Fiscal Officer and staff participate in relevant training through the GSETA Institute and participate in GSETA's quarterly Fiscal Committee Meeting. The committee's meeting agenda is developed by NJ DOLWD's Office of Internal Audit. The committee shares best practices and discusses any revisions to policies that may impact management of the budget.

LWDB Members and LWDB Staff

Board Members and Staff are provided the opportunity to participate in professional development courses through the resources described previously. Board Members and Staff also have the opportunity to attend

National and Local Workforce Development Conferences with the approval of the Board Chair and Director. These include National Association of Workforce Boards, National Association of Workforce Development Professionals, and GSETA.

One Stop Operator Staff, One Stop Career Services Staff, One Stop Youth Services Staff, Other System Stakeholders and Partners.

All the stakeholders listed above are provided with the opportunity to participate in staff training and development activities as previously described under the other categories listed in this section.

Staff and Partner Support

Practice Development, Capacity Alignment, And Plan Priorities

As New Jersey is a geographically small and densely populated state, most training activities and technical assistance workshops are performed on a state level, specifically through the Garden State Employment and Training Association (SETC) as well as the NJDOL directly and the State Employment and Training Commission (SETC). In addition to statewide initiatives, SkillUp™ Middlesex and LinkedIn Learning contracts allow managers, staff, and partners to pursue professional development opportunities at no additional cost beyond established licenses, as do WorkforceGPS and Workforce180 workshops and webinars. Local partner institutions and professional and industry organizations, such as Middlesex College, Rutgers University, the New Jersey Council of Community Colleges, and others, occasionally offer paid and no-cost professional development and training that align with the needs of MCWDB staff, and staff are encouraged to pursue such opportunities. Throughout the year, there are also conferences such as the National Association of Workforce Boards' Forum, the GSETA Conference, the NJALL Conference, and others, where staff have an opportunity to congregate and collaborate with other minds across the state and nation to learn about and discuss best practices.

Local Training and Development Targets

State training (also known as Regional in New Jersey), as well as development opportunities, will target managers, mid-, and lower-level staff of LWDB's, according to NJDOL funding guidelines and best practices. The strategic goal of training and development opportunities is to improve processes, procedures, and protocols that best allow the MCWDB to serve the public and attain collective and individual goals pertaining to workforce and economic development growth. Training opportunities will also be extended to contracted One-Stop Operators and other partner entities such as Eligible Training Providers, employers, and resource agencies, as appropriate, to facilitate collaboration and cooperation.

Training and Development Topics

Based on past topics of professional development conferences and training through the GSETA Institute, WorkforceGPS, USDOL/NJDOL, SETC, and Workforce180, as well as existing partnerships with GSETA, the NJ Business Action Center, the NJ Economic Development Authority and others, the following topics which were covered in 2022, which will be expanded and amended as the landscape evolves.

GSETA ANNUAL CONFERENCE

Webinar development and delivery, Customer Service, Human Resources, Data Systems, Community Outreach, Transformation Leadership, Leadership Styles & Strategies, Motivational Techniques, Documentation Skills, Personalized Learning, National Workforce Policy, Client Partnerships, Training Services Investments, Health & Wellness.

WORKFORCEGPS WEBINARS

Co-Enrollment Strategies, DEIA (Diversity, Equity, Inclusion & Accessibility) Strategies for WDB Boards & Entities, Training Employment Guidance, Outreach & Marketing, TTA (Training Technical Assistance) Workshops, WIOA Funding Sources, Employment & Case Management, etc.

US&NJ DOL/SETC

Work-Based Learning: Candidate and Employer Processes, Lead Generation, Prospecting, Contracting, Invoicing, Fiscal Trackers. WIOA Program Oversight and Development, SkillUp Staff Training, Individual Employment Plans (IEP), Individual Service Strategies (ISS), Measurable Skill Gains (MSG), Federal Bonding, Adult and Dislocated Workers, Services for Individuals with Disabilities, Governance and Planning, Performance Accountability, Career Pathways and Industry Partnerships, Services for Youth, One-Stop Operations

WORKFORCE180

Business Services, Case Management, Leadership Development, Motivational Interviewing, Racial Equity, Reentry Services, Time Management, Business for Women, OSY/ISY Youth Worker.

METRIX LEARNING: SKILLUP™

The thousands of courses in Metrix Learning's SkillUp course catalogue – which are available to all staff at no cost – cover a wide range of topics from soft skills like communication, problem solving and mediation, managing customer relationships, and time management, to technical, credential-aligned skills like project management, data analysis, and various Microsoft certifications. Over 100 ETPL Industry Recognized Credentials.

LINKEDIN LEARNING-

With approval from the NJ DOLWD, the LWDB recently purchased LinkedIn Learning licenses which will be utilized in part for staff training and development. Staff have access to thousands of on-line educational contents that will further enhance their skills.

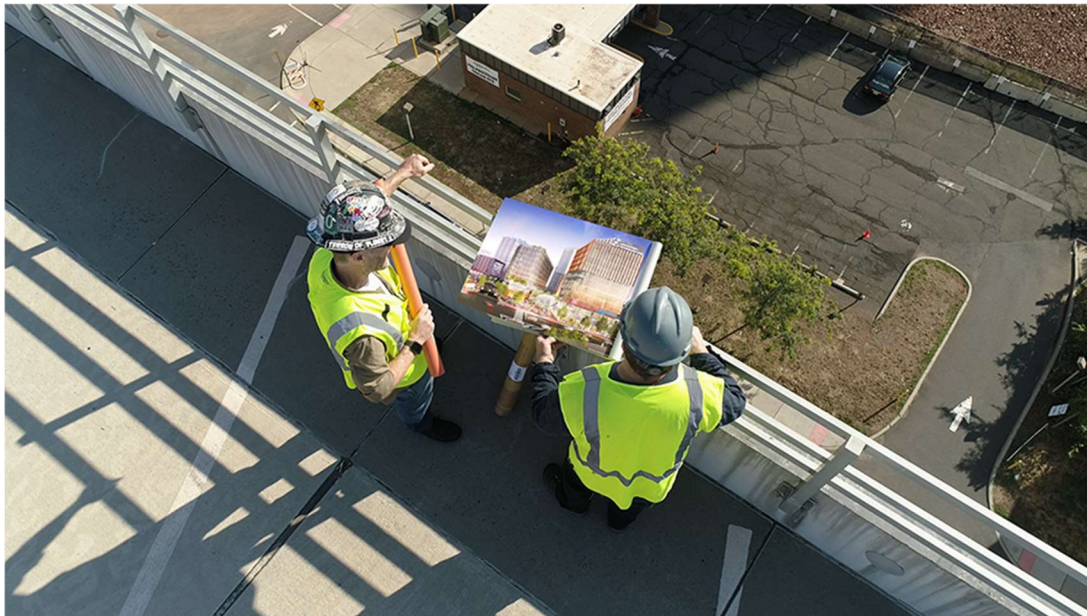
Training And Development Opportunity Implementation

Per NJ DOLWD, 1% of WIOA budgets is to be allocated to staff training and development. The MCWDB will therefore follow state and federal procurement procedures for securing additional training services in accordance with this funding allowance while also investigating and sharing additional no-cost resources should they be discovered. All local WDB directors throughout the State of New Jersey contribute to and collaborate on developing training and conference agendas through the Executive Committee of GSETA.

Identifying And Securing Training And Development Partners, Safeguarding Against Conflicts Of Interest, And Ensuring Suitable Firewall Placement.

To reiterate and expand, each WIOA local area must follow local, state, and federal procurement processes for the securing of training providers to safeguard against conflicts of interest. Additional no-cost resources such as those conducted by USDOL and WorkforceGPS trainings will be utilized in addition to the occasional, no-cost, workshops provided by NAWDAP, NAWB, and the GSETA Institute.


Supplementary resources such as NJDOL hybrid technical assistance programs and auxiliary training opportunities will also be leveraged for the purposes outlined in this plan. Further, each local area recently completed an annual procurement training through GSETA Institute addressing conflicts of interest and firewalls, etc. This exercise will continue to be followed each program year.



Section 3:F – Regional and Local Plan Development

The development of the Local Plan began with cooperative efforts of the four Central Jersey Partners, representing Middlesex, Mercer, Monmouth, and Ocean Counties, which convened for the first time on October 4, 2022, for the purpose of creating a strategic planning framework for the creation of the new 2023 WIOA Regional Plan Report. Regional Plan Team meetings were conducted for a duration of 1 – 1.5 hours on average. The Central Jersey Partnership Regional Plan Team consisted of the following Individuals:

- Kevin Kurdziel, Director, Workforce Development Board of Middlesex County, Office of Career Opportunity, Department of Economic Development, Middlesex County
- Cheryl Meyer, Program Coordinator, Ocean County Workforce Development Board
- Lawrence Sternbach, Executive Director, Monmouth County Workforce Development Board
- Virgen Velez, Director, Mercer County Workforce Development Board
- Jasmina Dizdarevic, Workforce Development Board Planner, Office of Career Opportunity, Department of Economic Development, Middlesex County
- Dana Jordan, Workforce Development Board Policy Analyst, Office of Career Opportunity, Department of Economic Development, Middlesex County



The 2023 Central Jersey Partnership Regional Plan and the Middlesex County Workforce Development Board’s Local Plan were written by the Staff of the Middlesex County Workforce Development Board listed above. Working Sessions listed below consisted of regular collaborative meetings between the MCWDB Planner and MCWDB Policy Analyst for the drafting and coordination of the completed document. Working Session meetings were conducted for 1.5 - 2.5 hours on each occurrence.

Following publication of the Regional Plan, the Middlesex County-specific Local Plan was a coordinated individual effort where sections were divided among the Executive Director, Planner, and Policy Analyst, who met less frequently as the research, data analysis, and collaboration from the Regional Plan laid a solid foundation upon which to build the Local Plan.

The 2022 Draft Middlesex County WIOA local Plan was published on Tuesday, May 9, 2023. The draft was first made public on the Workforce Development Board's webpage available through the Office of Workforce and Career Development's webpage at www.middlesexcountynj.gov/workforce and subsequently posted to LWDB webpages and distributed to board members and community stakeholders.

The public comment period remained open through Friday, June 8, 2023. During the 30-day public comment period no public comments were submitted and received by the MCWDB.

Middlesex County WDB Membership List

May 5, 2023

Member	Sector Represented	Current Term Expires (June 30)
Lourdes Valdes, WDB Chair Corp. Director of Workforce Development RWJ Barnabas Health	Business	2024
Jill Schiff, WDB Vice Chair Executive Director, Operations Associated Construction Contractors of NJ	Business	2023
Paul Hiler, WDB Secretary District Manager, Human Resources Commercial Metals	Business	2024
Gloria Aftanski, President & CPO United Way of Central Jersey, Inc.	Business	2025
Kyle Anderson Interim Executive Middlesex County Superintendent	Education	2024
Kim Bonaccorso, HR Director Europastry USA	Business	2024
Marie Bonamassa, Manager, Life Health Financial Services Fraser Brothers Group, LLC	Business	2023
Sandy Castor, Director of Business Engagement Middlesex County Department of Business Innovations, Education & Opportunity	Business/Economic Development	2023
Joanne Coffaro, Executive Director of Workforce Development Middlesex College	Education	2023
Robert Davis, Business Agent Operating Engineers Local 825	Organized Labor	2024
Jorge Diaz, Superintendent Middlesex County Magnet Schools	Education	2024
Sherri Goldberg, Director, Community and Family Services Jewish Renaissance Foundation	Community Based Organization	2023
Gabriel Lavigne, Vice President, Wealth Management UBS Financial Services	Business	2024
Melyssa Lewis, Director Middlesex County Human Services	Government Partner	2024
Rich Liebler, Vice President Sansone Auto Mall	Business	2023
Poo Lin, Workforce Manager Division of Programs & Services	Government Partner	2023
Angela Mackaronis, Director Middlesex County Board of Social Services	Government Partner	2024
Elayne McClaine, Regional Director New Jersey Small Business Development Center at Rutgers	Business	2023
Chanelle Scott McCullum, County Commissioner Middlesex County Board of County Commissioners	Elected Official	N/A

Member	Sector Represented	Current Term Expires <i>(June 30)</i>
José Montes, CEO Puerto Rican Action Board	Community Based Organization	2025
Patricia Moran, President Castle Grace Services, LLC	Business	2025
Wes Petteway, CEO Petteway Financial	Business	2023
Miriam Ruiz, Assistant Director Community Child Care Solutions	Community Based Organization	2024
Thomas Sommers TJS Bluing and Smithing	CBO/Labor	2024
Barbara Stockton, Business Outreach Team Consultant NJ Division of Vocational Rehabilitation	Government Partner	2024
Manisha Subramanian, Strategic-Partner/Owner PrideStaff	Business	2025
Timothy Timberlake, Principal New Brunswick Public Schools	Education	2024

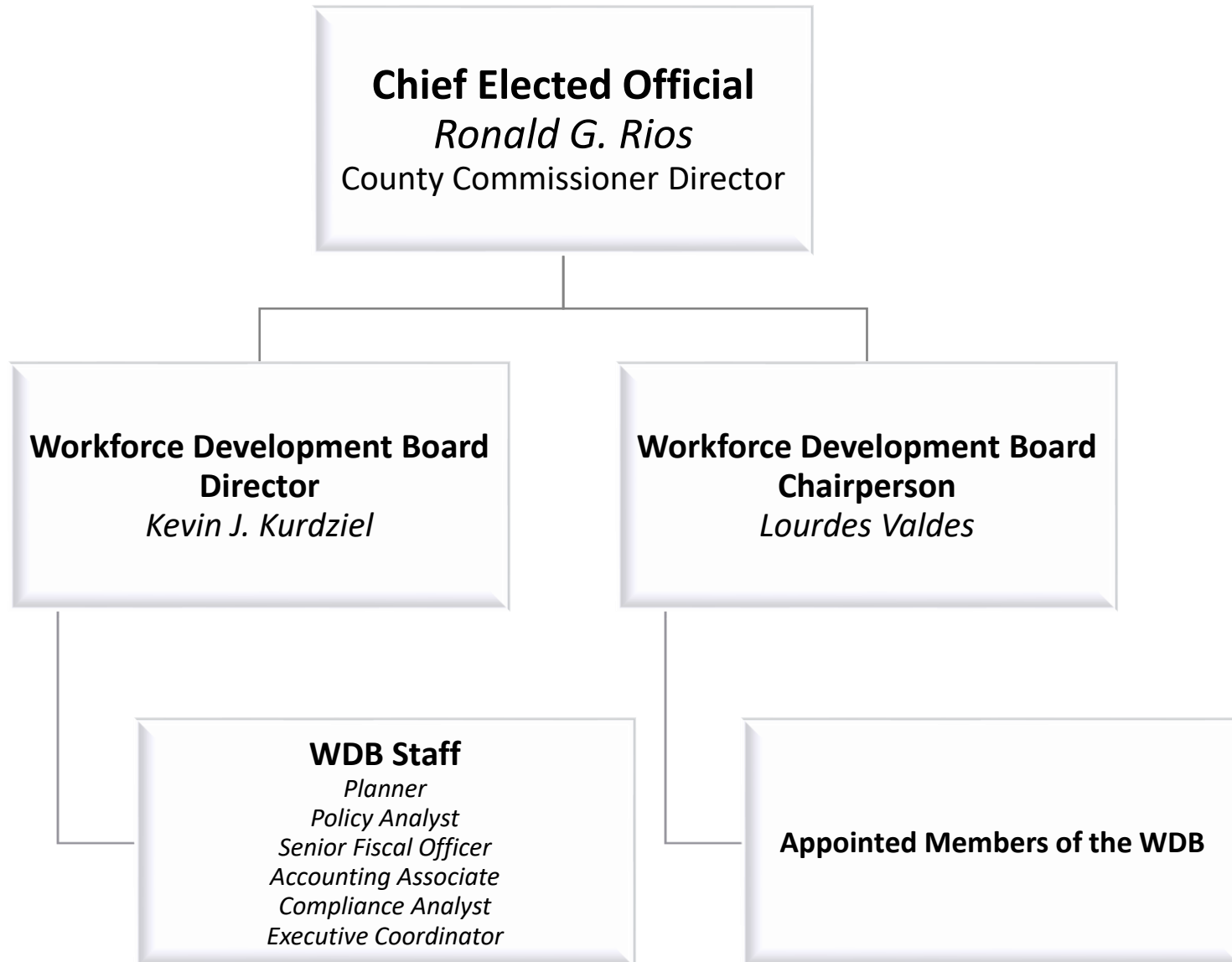
MCWDB WIOA Local 2022 – Appendix B

WORKFORCE DEVELOPMENT ACTIVITY	LOCATION	DESCRIPTION	ELIGIBILITY/CAPACITY	CAREER PATHWAYS	STRENGTHS	WEAKNESS
WIOA TITLE I - ADULT	AJC NB/PA	Occu/OJT/Apprenticeships/HSE/Basic Skills Remediation & Training	Low Income Adults (70% LLSIL) 18yrs+	Matching Job Seeker Skills with Employer Needs	Improved Identification & Remediation Outcomes for Educational/ Experiential Gaps or Deficiencies	Long Term Training Commitment/ Deferred Results
WIOA TITLE I - DISPLACED WORKER	AJC NB/PA	Occu/OJT/Apprenticeships/HSE/Basic Skills Remediation & Training	Displaced Workers/Military	Matching Job Seeker Skills/Experience with Employer Needs	Increased Competitive Credentialing and/or Prior Established Career Pathways	Limited Opportunities for Displace Workers with Advanced Education/ Experience
WIOA TITLE I - YOUTH	AJC NB/PA	Occu/OJT/Apprenticeships/HSE/Basic Skills Remediation & Training	Out-of-School Youth aged 16-24 (+identified barrier/s to employment)	Matching Job Seeker Skills with Employer Needs	Improved Identification & Remediation Outcomes for Educational/Experiential Gaps or Deficiencies	Limited Outreach/Promotion /Advertising, Youth Enrollment & Retention rates
WORKFORCE LEARNING LINK	AJC NB/PA	Literacy Services through Digital Technology	ALL	Basic/Entry Level Pathways	Flexible Scheduling/ Class Options	Does not offer ABE literacy remediation below 5th grade reading/math levels
TITLE II - ADULT EDUC/LITERACY	AJC NB/PA	English as a Second Language (ESL), Adult Basic Education (ABE), & High School Equivalency (HSE) Remediation Services	Adults requiring ESL, ABE, or HSE remediation	Basic/Entry Level Pathways	ABE & HSE literacy training, classroom style training	Limited Enrollment Capacity
TITLE III - WAGNER-PEYSER (Labor Exchange)	AJC NB/PA	Career Services for FT & PT Employment	ALL	Matching Job Seeker Skills with Employer Needs	Direct Career Services/Resume Building Assistance	Limited Staff Capacity
TITLE IV - VOCATIONAL REHABILITATION	AJC NB/PA	Individualized Training and Preparation for Active Employment	Individuals with disabilities	Matching Job Seeker Skills with Employer Needs	Individually Tailored Training Services based on Personal Abilities, Limitations, Strengths, & Priorities to prepare for Employment	Delayed Provision of Services (avg. 6+ months before commencement of services)
SENIOR COMMUNITY SERVICE (55+)	AJC NB/PA	Employment Assessment, Counseling, & Training for Unsubsidized Employment	Economically Disadvantaged Adults (aged 55+)	Matching Job Seeker Skills with Employer Needs	Targeted/Direct Assistance/Services for Mature Worker Demographic	-
JOBS FOR VETERANS STATE GRANT	AJC NB/PA	Priority Service for Employment & Training Services; Individualized Career Counseling	Eligible Veterans & Spouses	Matching Job Seeker Skills with Employer Needs	Improved Identification & Remediation Outcomes for Educational/ Experiential Gaps or Deficiencies	Public Education/ Awareness
EX-OFFENDER PROGRAM	AJC NB/PA	Occu/OJT/Apprenticeships/HSE/Basic Skills Remediation & Training	Individuals enrolled in Parole or Probation Programs, or recently released from Incarceration	Matching Job Seeker Skills with Employer Needs	Improved Identification & Remediation Outcomes for Educational/ Experiential Gaps or Deficiencies	Quantity & Availability of Employers Receptive to Consideration of Ex-Offender Job Candidates

MCWDB WIOA Local 2022 – Appendix B

TAA	AJC NB/PA	Employment & Training Services for Employees Dislocated due to Foreign Trade	Identification & Eligibility of Individuals Requires Employer/Company to be registered with Foreign Trade Relocation	Matching Established Career Pathways, Advanced Education/Experience, and/or Job Seeker Skills with Employer Needs	Greater Funding Levels for Training compared to standard ITA	-
Unemployment Insurance	Perth Amboy AJC	Unemployment Compensation	Criteria for Eligibility based on Work History/ Earnings	N/A	Financial Assistance during Unemployment Period to mitigate onset of Barriers to Employment	Location/ Accessibility in relation to AJCs, Limited/Minimal UI In-Person Services
WFNJ – TANF	AJC NB/PA	Job Search Classes/Occu/OJT/CW EP/HSE/Basic Skills remediation for low-income individuals	Low Income Adults (70% LLSIL) 18yrs+ with Dependents	Educational Assistance for Acquiring Soft Skills, In-Demand Employment Skills, & Skills matched to needs of Employers	Improved Identification & Remediation Outcomes for Educational/ Experiential Gaps or Deficiencies	Long Term Training Commitment/ Deferred Results
SNAP E&T	AJC NB/PA	Occu/OJT/Apprentices hips/HSE/ Basic Skills Remediation & Training for low-income individuals	Low Income Adults (70% LLSIL) 18yrs+	Matching Job Seeker Skills with Employer Needs	Improved Identification & Remediation Outcomes for Educational/ Experiential Gaps or Deficiencies	Long Term Training Commitment/ Deferred Results
WFNJ OJT	AJC NB/PA	Occu/OJT/Apprentices hips/HSE/Basic Skills Remediation & Training	Low Income Adults (70% LLSIL) 18yrs+	Matching Job Seeker Skills with Employer Needs	Improved Identification & Remediation Outcomes for Educational/ Experiential Gaps or Deficiencies	Availability of On-the-Job Training Opportunities
NJWDPP	N/A	PENDING AVAILABILITY OF FUNDS	Dependent upon Grant Funding Levels & Availability	Matching Job Seeker Skills and Employer Needs with Training Opportunities	Increased Training Capacity due to Greater Funding Levels/Availability, Services Available to Males Not Registered for Selective Service	Dependent upon Annual Funding Availability

Workforce Development Board of Middlesex County





Priority of Service

MCWDB Policy # PY-2022-02

October 25, 2022

TO PROVIDE ADDITIONAL INFORMATION REGARDING PRIORITY OF SERVICE POLICIES UNDER WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) PROGRAMS. THIS DOCUMENT UPDATES NJWIN 11-16 BY ADDING SECTIONS RELATING TO HOW LOCAL AREAS MAY DEVELOP POLICES ON SERVING OTHER INDIVIDUALS WITH BARRIERS TO EMPLOYMENT UNDER THE WIOA TITLE I ADULT PROGRAM, IN ADDITION TO THE MANDATORY PRIORITY GROUPS.

Background:WIOA Sec. 134 (c)(3)(E) establishes a priority of service requirement for customers served under the WIOA Title I adult program. Training and Employment Guidance Letter (TEGL) 3-15 provides guidance on applying those priorities as well as the priority of service for veterans and eligible military spouses. This guidance provides the sections of TEGL 3-15 that address priority of service and related definitions and policies. NJ Department of Labor and Workforce Development Workforce Innovation Notice # 11-16 (February 21, 2018) provides further guidance regarding Priority of Service.

Priority for Adult Funds

Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, One-Stop Center staff responsible for these funds must give priority to recipients of public assistance, other low- income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services. Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds. WIOA also expanded the priority to include individuals who are basic skills deficient as defined in WIOA section 3(5). (TEGL 3-15)

Adult Priority Groups

The following are the groups identified for priority of service for the WIOA Adult Program:

Recipients of Public Assistance

These are individuals who receive, or, in the past six months received, or are a member of a family that is receiving or in the past six months has received, assistance through one or more of the following:

- 1) Supplemental Nutrition Assistance Program
- 2) Temporary Assistance for Needy Families
- 3) Supplemental Security Income
- 4) State or local income-based public assistance

Other Low-Income Individuals

Other low-income individuals include those who are any one of the following:

- 1) In a family with total family income that does not exceed the higher of—
 - a. the poverty line; or
 - b. 70 percent of the lower living standard income level.
- 2) A homeless individual as defined in the Violence Against Women Act of 1994, or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act
- 3) An individual who receives or is eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act;

- 4) A foster child on behalf of whom State or local government payments are made; or
- 5) An individual with a disability whose own income meets the income requirement of clause (1), but who is a member of a family whose income does not meet this requirement.

TEGL 3-15 states that individuals who are underemployed (see Adult and Dislocated Worker Program and Training Eligibility Guidelines) and meet the definition of a low-income individual may receive career and training services under WIOA on a priority basis.

Basic Skills Deficient Individuals

A basic-skills deficient individual, for the purposes of the WIOA Adult and Dislocated Worker programs, is an adult that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society is an individual who meets any one of the following criteria:

- 1) Has English reading, writing, or computing skills at or below the 8th grade level (at or below 8.9 grade level) on a generally accepted standardized test or a comparable score on a criterion-referenced test
- 2) Lacks a high school diploma or high school equivalency and is not enrolled in secondary education
- 3) Is currently enrolled in a WIOA Title II adult literacy program

Policies and Procedures

The following provides guidance regarding the application of priority of service under the WIOA Adult program and the development of local policies:

WIOA Adult Program Priority-Veterans and eligible spouses (these are defined on page 5) continue to receive priority of service for all job training programs funded by the United States Department of Labor, which include WIOA programs. The WIOA Title I Adult program has a statutory priority for individuals who are receiving public assistance, other low-income individual and basic-skills deficient individuals. Local areas may also identify local priority groups from among individuals with barriers to employment identified in WIOA (see below).

Individuals with Barriers to Employment:

- 1) Displaced homemakers
- 2) Low-income individuals
- 3) Indians, Alaska Natives, and Native Hawaiians
- 4) Individuals with disabilities including youth who are individuals with disabilities
- 5) Older individuals (55 and older)
- 6) Ex-offenders
- 7) Homeless individuals (as defined in the Violence Against Women Act), or homeless children and youths (as defined in the McKinney-Vento Homeless Assistance Act)
- 8) Youth who are in, or have aged out of, the foster care system.
- 9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- 10) Eligible migrant and seasonal farmworkers
- 11) Individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (TANF)
- 12) Single parents (including single pregnant women)
- 13) Long-term unemployed individuals
- 14) Such other groups as the Governor involved determines to have barriers to employment

When programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

- 1) First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are public assistance recipients, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA **Adult** formula funds.
- 2) Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given statutory priority for WIOA **Adult** formula funds. (public assistance recipients, other low-income individuals and individual who are basic skills deficient)
- 3) Third, to veterans and eligible spouses who are **not** included in WIOA's priority groups, but who **are** included in the locally identified priority group.
- 4) Fourth, to non-covered individuals who are not included in WIOA's priority groups but are included in the locally-identified priority group.
- 5) Last, to non-covered persons (not veterans or eligible spouses) who do not meet the statutory priority outside the groups given priority under WIOA (public assistance recipients, other low- income individuals and individual who are basic skills deficient) and the local area priority group.

Individuals may meet multiple categories; in these cases, the highest priority level that a person is eligible for applies to them. For example, a local area identifies ex-offenders as a local priority group. If a person is an ex-offender *and* low income they would receive first or second priority, depending on their veteran status.

Military Pay

When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits **must be disregarded** for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. **Military earnings are not to be included** when calculating income for veterans or transitioning service members for this priority in accordance with 38 U.S.C. 4213.

***TEGL 3-15** requires local area to develop policies and procedures for providing priority of service for the populations described above for participants served in the WIOA Title I Adult program. The State is required to monitor local areas to ensure that these procedures have been developed and implemented.*

When developing policies related to applying priority of service, a One-Stop Operator may consider the following criteria:

- 1) The availability of other funds for providing employment and training programs
- 2) The needs of any individual identified as priority under local policy. These individuals must be individuals with barriers to employment as defined in WIOA. (some of these are already identified in the mandatory priority groups)

LWDBs are encouraged to actively seek out individuals with barriers to employment and provide those participants with relevant services under WIOA Title I funded programs, in accordance with the local priority of service policies. Individuals with barriers to employment should be the next level of consideration after statutory priorities in establishing local policy. This does not mean that only individuals with barriers to employment can be served. Where there is overlap in priority groups, WDBs can apply the highest level of priority that is relevant to that group.

Examples:

Determining Eligibility for Priority of Service for Veterans and Eligible Spouses

The following are used to determine eligibility for priority of service over non-veterans for receipt of services (covered person). This priority is only used if the person is already eligible under one of the WIOA programs.

- 1) Veteran
- 2) Spouse of any of the following:
- 3) Any veteran who died of a service connected disability.
- 4) Any member of the Armed Forces on active duty, who at the time of application for assistance under this section, is listed in one of the following categories for at least 90 days: missing in action; captured in the line of duty by hostile force; forcibly detained or interned in line of duty by a foreign government or power.
- 5) Any veteran who has a total disability resulting from a service-connected disability.
- 6) Any veteran who died while a disability so evaluated was in existence.

Any amounts received as military pay or allowance by any person who served on active duty and certain other specified benefits must be disregarded for veterans and other individuals for whom the amounts would normally be applied in making an eligibility determination. (TEGL 3-15) VA benefits for education and training services do not constitute “other grant assistance” under WIOA’s eligibility requirements. Therefore, eligibility for VA benefits for education or training services do not preclude a veteran or the veteran’s eligible spouse from receiving WIOA funded services, including training funds. Similarly, WIOA program operators may not require veterans or spouses to exhaust their entitlement to VA funded training benefits prior to allowing them to enroll in WIOA funded training.

Note that for programs that do not have mandatory priority populations (such as the WIOA Dislocated Worker program), veterans always receive first priority followed by all other participants. One-Stop Centers must prominently display, in all public areas, signage that informs individuals of the priority of service for veterans and eligible spouses. The New Jersey Department of Labor and Workforce Development (LWD) has a poster (see Attachment) that is available for printing in the Veterans Services section of the Workforce page of Inform.

Local Policies

Policies/Processes that provide service to other eligible individuals while remaining consistent with prevailing statute and regulations will consist of the following:

- 1) Flexibility to serve other individuals when required priority individuals have been served, are not available or are not appropriate to receive a specific service (e.g. OJT, Customized Training, Transitional Jobs)
- 2) Service to other eligible individuals does not impair the capacity to fully service required priority individuals (e.g., certain individual career services)

The Workforce Development Board of Middlesex County Inc, through approval and endorsement of this policy established that:

- 1) Priority of service is NOT an eligibility factor or criteria to limit which individuals will receive service.
- 2) Except for eligible Veterans, there is no priority of service requirement for ‘basic’ career services or for services funded using WIOA Youth or WIOA Dislocated Worker funding. Veterans receive priority in all DOL funded training programs.

- 3) Except where service to a specific population is authorized by statute it is unlawful under WIOA sec. 188(a)(2) to use demographic information to limit which individuals will receive services.
- 4) The Middlesex County WDB reserves the right to select populations from the list of individuals with barriers to employment, or identify a locally determined population based on the needs of the local area. The WDB of MC will identify the population they will serve and include this information in their local plan and submit to the State Employment and Training Commission for approval.

Recording Local Priority in America’s One-Stop Operating System

If a customer meets only the local priority of services, record by selecting “Yes” from the drop- down for Local Priority under Income Info in the Eligibility tab. (See screenshot below.)



Definitions

Veteran-The term “veteran” means a person who served at least one day in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable.

Note: This definition applies specifically to eligibility for priority of service. Eligibility for other veteran services may have different definitions.

Eligible Spouse - means the spouse of any of the following:

- 1) Any veteran who died of a service-connected disability;
- 2) Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - a) Missing in action;
 - b) Captured in the line of duty by a hostile force; or
 - c) Forcibly detained or interned in the line of duty by a foreign government or power;
- 3) Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- 4) Any veteran who died while a disability was in existence.

A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member. **(TEGL 10-09)**

Long-Term Unemployed-An individual with an employment history of a duration sufficient to demonstrate attachment to the workforce to the One-Stop Operator, who has been unemployed for 27 or more weeks in the previous 12 months.

Applying Priority of Service

Priority of Service - This means that an eligible individual receives access to a service earlier in time than an individual not in a priority group, or, if the resource is limited, the person in the priority group receives access to the service instead of a person outside any priority group.

Priority of service applies to the selection procedure for services such as classroom training in the following manner: if there is a waiting list for the formation of a training class, priority of service is intended to require that a person in a priority group goes to the top of that list. Priority of service applies up to the point at which an individual is both approved for funding and accepted or enrolled in a training class. Once a person outside any priority group has been approved for funding and accepted/enrolled in a training class, priority of service is **not** intended to allow a person in a priority group who is identified subsequently to “bump” the other person from that training class.

Verifying Status

At entry into the One-Stop system, it is not necessary to require verification of veteran/eligible spouse status; at this point self-attestation is acceptable. Veteran/eligible spouse status must be verified when a customer is to receive **individualized career** or **training services**. If an individual is already recorded in America’s One-Stop Operating System as a veteran when seeking WIOA individualized career or training services, but there is no hard documentation of their veteran status in their file, (such as a DD-214) it must be obtained and kept on file. The WIOA Adult and Dislocated Worker Eligibility Guidelines provide the documentation requirements.

References and Links:

TEGL 10-09 <http://wdr.doleta.gov/directives/attach/TEGL/TEGL10-09.pdf>

Training Employment Notice 15-10 <http://wdr.doleta.gov/directives/attach/TEN/ten2010/ten15-10.pdf>

TEGL 3-15 https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf

NJ DOLWD WIN # 11-16 <https://www.nj.gov/labor/wioa/documents/techassistance/NJWIN11-16%20priorityofservice%29.pdf>

1:21 **MIDDLESEX COUNTY CODE OF ETHICS**

Section 1. **Title**

1.01. This document shall be known as and may be cited as the "**Middlesex County Code of Ethics**".

Section 2. **Findings.**

2.01. The Middlesex County Ethics Board finds and declares that:

- a. Public office and employment are a public trust;
- b. The vitality and stability of representative democracy depend upon the public's confidence in the integrity of its elected and appointed representatives;
- c. Whenever the public perceives a conflict between the private interests and the public duties of a government officer or employee, that confidence is imperiled;
- d. Governments have the duty both to provide their citizens with standards by which they may determine whether public duties are being faithfully performed, and to apprise their officers and employees of the behavior which is expected of them while conducting their public duties.

Section 3. **Purpose and Authority**

3.01. It is the purpose of this Code:

- a. To provide a method of assuring that standards of ethical conduct for County employees and officers and financial disclosure requirements for officers of the County of Middlesex shall be clear, consistent, uniform in their application, enforceable, and to provide those officers or employees with advice and information concerning possible conflicts of interests which might arise in the conduct of their public duties.
- b. It is the further purpose of this Code to implement the provisions of the Local Government Ethics Law, P.L. 1991, c. 29.

Section 4. **Definitions**

4.01. As used in this Code:

- a. "Agency" means any agency, board, governing body, including the chief executive officer, office, commission or other instrumentality within the County of Middlesex,

and any independent County authority created by or appointed under the authority of the County of Middlesex, which performs functions other than of a purely advisory nature;

- b. "Business organization" means any corporation, partnership, firm, enterprise, franchise, association, trust, sole proprietorship, union, or other legal entity;
- c. "County employee" means any persons, whether compensated or not, whether part-time or full-time, employed by or serving on an agency who is not a County officer, as defined below;
- d. "County officer" means any person, whether compensated or not, whether part-time or full-time, who is one of the following:

- 1. A holder of County elective office, including Constitutional officers.

- 2. **COUNTY ADMINISTRATION**

- County Administrator
- Clerk to the Board of County Commissioners
- Deputy Clerk, Board of County Commissioners
- Archives and Records Management, Supervisor
- County Counsel
- Assistant County Counsel
- Deputy County Counsel
- First Deputy County Counsel
- Office of Business Engagement, Director
- Office of Communications, Director
- Public Information Officer
- Office of Human Resources, Director
- Office of Human Resources, Assistant Director
- Office of Human Resources, Labor Relations Specialist
- Office of Human Resources, Senior Labor Relations Specialist
- Office of Labor Relations & Compliance, Director
- Office of Information Technology, Director
- Office of Marketing, Director
- Office of Professional Development, Director
- Office of Public and Government Affairs, Director

- DEPARTMENT OF ECONOMIC DEVELOPMENT**

- Department Head of Economic Development
- Arts Institute of Middlesex County, Director
- Arts Institute of Middlesex County, Division Head of Art & History Program Services
- Arts Institute of Middlesex County, Division Head of Historic Sites & History

Rutgers Cooperative Extension Service of Middlesex County, Agricultural Agent, Director
County 4-H Agent
Office of Career Opportunity, Director
Office of Career Opportunity, Deputy Director
Office of Career Opportunity, Executive Coordinator
Superintendent of Schools

DEPARTMENT OF COMMUNITY SERVICES

Department Head of Community Services
County Adjuster
Office of Aging and Disabled Services, Executive Director
Office of Aging and Disabled Services, Division Head of Transportation
Deputy County Clerk
Special Deputy County Clerk
Office of Human Services, Director
Office of Human Services, Division Head of Housing & Social Services
Office of Human Services, Division Head of Addiction and Mental Health Planning
Office of Human Services, Division Head of Children's Services
Office of Human Services, Division of Social Work Services, Manager
Office of Human Services, Public Housing Agency, Executive Director
George J. Otlowski, Sr. Center for Mental Health Care, Executive Director
George J. Otlowski, Sr. Center for Mental Health Care, Medical Director
Veterans Internment, Supervisor
Deputy Surrogate
Special Deputy Surrogate

DEPARTMENT OF FINANCE

Department Head of Finance, Chief Financial Officer
County Treasurer
Assistant Treasurer
Assistant Comptroller
Budget Director
Internal Performance Auditor (Senior Auditor)
Department of Finance, Chief of Staff
Purchasing Agent
Assistant Purchasing Agent
County Insurance Manager

DEPARTMENT OF INFRASTRUCTURE MANAGEMENT

Department Head of Infrastructure Management
Office of Facilities Management, Director
Office of Golf Management, Director
Office of Parks and Recreation, Director

DEPARTMENT OF PUBLIC SAFETY & HEALTH

Department Head, Public Safety & Health
Department Public Safety & Health, Business Manager
Office of Adult Corrections and Youth Services, Warden
Office of Adult Corrections & Youth Services, Business Manager
Office of Adult Corrections & Youth Services, Chief of Staff
Office of Adult Corrections & Youth Services, Head of Internal Affairs
Investigations
Office of Adult Corrections & Youth Services, Head of Intelligence
Investigations
Juvenile Detention Facility, Superintendent
Juvenile Detention Facility, Division Manager of Investigations
Office of Emergency Management & Preparedness, Coordinator
Office of Emergency Management & Preparedness, Deputy Coordinator
Office of Inspections, Director
Office of Inspections, Division Head of Consumer Affairs
Office of Inspections, Division of Weights & Measures, Superintendent
Office of Inspections, Division of Weights & Measures, Deputy
Superintendent
Office of the Medical Examiner, Chief Medical Examiner
Office of the Medical Examiner, Assistant Medical Examiner
Office of the Medical Examiner, Morgue Custodian
First Assistant Prosecutor
Deputy First Assistant Prosecutor
Office of the Prosecutor, Chief of Investigators
Office of the Prosecutor, Deputy Chief of Investigators
Office of the Prosecutor, Chief of Staff
Office of Public Health, Director
Office of Public Health, Division Head of Environmental Health
Office of the Sheriff, Chief Sheriff's Officer,
Office of the Sheriff, Chief Warrant Officer
Office of the Sheriff, Director, Bureau of Narcotics
Office of the Sheriff, Undersheriff

DEPARTMENT OF TRANSPORTATION

Department Head of Transportation
Office of Engineering, County Engineer
Keep Middlesex Moving, Director
MCAT, Director

Office of Planning, Director
Office of Public Works, Director

AUTONOMOUS AGENCIES

Agricultural Development Board Members
Board of Elections Commissioners
Board of Elections, Administrator
Board of Elections, Secretary
Board of Social Services Members
Board of Social Services, Counsel
Board of Social Services, Director
Board of Social Services, Director of Welfare
Board of Social Services, Fiscal Officer
Board of Social Services, Personnel Officer
Board of Social Services, Senior Accountant
Construction Board of Appeals Members
Ethics Board Members
Middlesex County College Board of Trustees
Middlesex County College, President
Middlesex County Improvement Authority Members
Middlesex County Improvement Authority, Director Administration
Middlesex County Improvement Authority, Executive Director
Middlesex County Improvement Authority, Financial Officer
Middlesex County Improvement Authority, Director, Economic Development
Middlesex County Improvement Authority, General Counsel
Middlesex County Improvement Authority, Purchasing Agent
Middlesex County Utilities Authority Board Members
Middlesex County Utilities Authority, Executive Director
Middlesex County Utilities Authority, General Counsel
Middlesex County Utilities Authority, Treasurer
Middlesex County Utilities Authority, Solid Waste Division Manager
Middlesex County Utilities Authority, Wastewater Division Manager
Mosquito Extermination Commission Members
Mosquito Extermination Commission, Superintendent
Mosquito Extermination Commission, Treasurer
Planning Board Members
Planning Board Attorney
Roosevelt Care Center, Administrator
Roosevelt Care Center, Financial Officer
Vocational and Technical High School Board Members

"County officer" shall also include any person who is a managerial executive or confidential employee, as defined in the "New Jersey Employer-Employee Relations Act" (N.J.S.A. 34:13A-3) of the County of Middlesex or any agency created by or appointed under the authority of the

Board of County Commissioners. "County officer" shall not include a member of the Tax Board or Board of Elections or the Tax Administrator, all of whom are deemed to be State employees and covered thereunder.

- e. "County matter" means any application, award, bid, claim, contract, license, permit, proceeding, prosecution, resolution or transaction made by, to, against or with County government or any County officer or employee.
- f. "Financial interest" means any partnership, association, joint venture, proprietorship or corporation in which a County officer or employee, or his or her spouse or child has ownership or control of more than ten per cent (10%) of the stock or is a director or officer.
- g. "Member of immediate family" means the spouse or dependent child, as defined by the Internal Revenue Service Regulations, of an officer or employee.
- h. "Personal interest" means any interest of a County officer or employee or his or her spouse or child.

Section 5. Ethical Standards

5.01. No officer or employee of Middlesex County or member of his or her immediate family shall have an interest in a business organization or engage in any business, transaction, or professional activity, which is in substantial conflict with the proper discharge of his or her duties in the public interest.

5.02. A. No independent local authority shall, for a period of one year next subsequent to the termination of office of a member of that authority:

allow a former member of that authority to represent, appear for or negotiate on behalf of any other party before that authority; or

employ for compensation, except pursuant to open competitive examination in accordance with Title 11A of the New Jersey Statutes and the rules and regulations promulgated pursuant thereto, any former member of that authority.

B. The restrictions contained in this subsection shall also apply to any business organization in which the former authority member holds an interest.

5.03. No officer or employee shall act in his or her official capacity in any matter where he, a member of his or her immediate family, or any business organization in which he or she has an

interest, has a direct or indirect financial or personal involvement that might reasonably be expected to impair his or her objectivity or independence or judgment.

5.04. No officer or employee shall use or attempt to use his or her official position to secure unwarranted privileges or advantages for himself or others.

5.05. No officer or employee shall undertake any employment or service, whether compensated or not which might reasonably be expected to prejudice his or her independence of judgment in the exercise of his or her official duties.

5.06. No officer or employee, member of his or her immediate family, or any business organization in which he or she has an interest, shall solicit or accept any gift, favor, political contribution, service, promise of future employment, or other thing of value based upon an understanding that the gift, favor, loan, contribution, service, promise or other thing of value was given or offered for the purpose of influencing him, directly or indirectly, in the discharge of his or her official duties. This provision shall not apply to the solicitation or acceptance of contributions to the campaign of an announced candidate for elective public office, if the officer has no knowledge or reason to believe that the campaign contribution, if accepted, was given with the intent to influence the officer in the discharge of his or her official duties.

5.07. No officer or employee shall use, or allow to be used, his or her public office or employment, or any information, not generally available to the members of the public, which he or she receives or acquires in the course of and by reason of his or her office or employment, for the purpose of securing financial gain for himself, any member of his or her immediate family, or any business organization with which he or she is associated.

5.08. No officer or employee or any business organization in which he or she has an interest shall represent any person or party other than the County in connection with any cause, proceeding, application or other matter pending before any agency in the County of Middlesex in which the officer or employee serves. An exception is allowed for the representation of one employee by another where the representation is within the context of official labor union or similar representational responsibilities.

5.09. No officer shall be deemed in conflict with these provisions if, by reason of his or her participation in the enactment of any ordinance, resolution or other matter required to be voted upon or which is subject to executive approval or veto, no material or monetary gain accrues to him or her as a member of any business, profession, occupation or group, to any greater extent than any gain could reasonably be expected to accrue to any other member of such business, profession, occupation or group.

5.10. No elected officer shall be prohibited from making an inquiry for information on behalf of a constituent, if no fee, reward or other thing of value is promised to, given to or accepted by the officer or a member of his or her immediate family, whether directly or indirectly, in return therefor.

5.11. Nothing shall prohibit any officer or employee of Middlesex County, or members of his or her immediate family, from representing himself, herself or themselves, in negotiations or proceedings concerning his, her, or their, own interests.

5.12. No officer or employee of Middlesex County or members of his or her immediate family or business organization in which he or she has an interest, shall knowingly undertake or execute, in whole or in part, any contract, agreement, sale or purchase made, entered into, awarded or granted by the County or agency thereof, unless such contract, agreement, purchase or sale was made or let after public notice and competitive bidding, provided, however, that the provisions of this section shall not apply to purchases, contracts, or agreements which by law are not required to be made, negotiated or awarded with public advertising or bids if such purchases, contracts, or agreements shall have received a prior advisory opinion of the County Ethics Board.

5.13. No officer or employee elected or appointed in the County shall request, use or permit the use of any public property, vehicle, equipment, labor or service for personal convenience or the private advantage of himself or any other person. This prohibition shall not be deemed to prohibit an officer or employee from requesting, using or permitting the use of such public property, vehicle, equipment, material, labor or service which it is the general practice to make available to the public at large or which are provided as a matter of stated public policy for the use of officers and employees in the conduct of official business.

5.14. No Middlesex County board, agency, commission or other County body shall, for a period of two (2) years next subsequent to the termination of services or employment of any County officer or employee, allow the former officer or employee to appear before it, in relation to any case, proceedings or application in which the officer or employee personally participated during the period of his or her service or employment or which was under his or her active consideration.

5.15. No person shall induce or attempt to induce any County officer or employee to violate any provision of the "Middlesex County Code of Ethics".

5.16. No family member, as defined herein, of any County elected official, shall, after the effective date hereof, be hired by any County Department or autonomous agency in any full-time or part-time position.

A family member of a Department Head, Office Director, Division Head, member of any County autonomous agency or executive director of any County autonomous agency may be hired in any full-time or part-time position, as long as the family member is not employed in a position under the direct supervision of the Department Head, Office Director, Division Head, member of any County autonomous agency or executive director of any County autonomous agency.

For purposes of this section, "family member" shall mean: spouse; children; parents; stepchildren; in-laws; siblings; nephews; nieces; and first cousins.

The term “under the direct supervision” shall mean: a position wherein the family member is employed in the department, office, division or agency, where applicable.

5.17. Neither Middlesex County nor any autonomous agency or authority established by the Board of County Commissioners shall award a contract to or have a business relationship with any former County elected official, Department Head, Division Head, member of any County autonomous agency or authority or executive director of any autonomous agency or authority or any business organization in which said former official, employee or member has an interest for a period of three (3) years after the termination of office or employment of said individual. This restriction shall not apply to the award of contract which is publicly bid pursuant to *N.J.S.A. 40A:11-1 et seq.*

Section 6. Political Activity

6.01. No public official or County employee, who has a fixed or regular work schedule, shall engage in partisan political activity for or on behalf of any individual, group or organization during County working hours. This provision shall not apply to any public official who holds an elective County office.

6.02. County employees, County officers and County elected officials may not knowingly solicit, accept or receive a political contribution from any person who has, or is seeking to obtain, contractual or other business or financial relations with the County.

6.03. No County employee, County officer and/or County elected official shall solicit, accept or receive political contributions of any kind while in or on any County owned or leased building or property which is dedicated for the conduct of public business. No County employee, County officer and/or County elected official shall permit the solicitation, acceptance or receipt of political contributions of any kind to occur in or on any County owned or leased building or property which is dedicated for the conduct of public business.

6.04. “Political Contribution”:

- a. Includes any gift, subscription, loan advance or deposit of money or anything of value, made for any political purpose; and
- b. Includes any contract, promise or agreement, expressed or implied, whether or not legally enforceable, to make a contribution for any political purpose; and
- c. Includes any payment by any person, other than a candidate or a political party or affiliated organization, of compensation for the personal services of another person which are rendered to any candidate or political party or affiliated organization without charge for any political purpose; and

- d. Includes the provision of personal services for any political purpose.

6.05. To the extent not prohibited above, nothing in this section is intended to preclude County employees, County officers or County elected officials from participating in the political process, including fundraising on their own time and off County property.

Section 7. Duty to Report Solicitation

7.01. In the event that a County employee, County officer or County elected official is approached by any person who solicits influence, favor or vote in return for political contribution, as defined, or payment, direct or indirect, that official is charged with the duty to disclose the details of the solicitation to the Ethics Board, in writing.

7.02. Said disclosure is to be made as promptly as possible and in no event more than fourteen (14) days after the incident.

7.03. Failure to make disclosure of the solicitation shall be a breach of this Code and shall be handled according to the provision of Section 12 herein.

Section 8. Financial Disclosure

8.01. Every officer of the County of Middlesex shall annually file a financial disclosure statement with the County Clerk.

8.02. All financial disclosure statements shall include the following information, which shall specify, where applicable, the name and address of each source and the officer's job title:

- a. Each source of income, earned or unearned, exceeding \$2,000 received by the officer or member of his or her immediate family during the preceding calendar year. Individual client fees, customer receipts or commissions on transactions received through a business organization need not be separately reported as sources of income. If a publicly traded security is the source of income, the security need not be reported unless the local government officer or member of his or her immediate family has an interest in the business organization;
- b. Each source of fees and honorariums having an aggregate amount exceeding \$250 from any single source for personal appearances, speeches or writings received by the local government officer or a member of his or her immediate family during the preceding calendar year;
- c. Each source of gifts, reimbursements or prepaid expenses having an aggregate value exceeding \$400 from any single source, excluding

relatives, received by the local government officer or a member of his or her immediate family during the preceding calendar year;

- d. The name and address of all business organizations in which the local government officer or member of his or her immediate family had an interest during the preceding calendar year; and
- e. The address and brief description of all real property in the State in which the local government officer or a member of his or her immediate family held an interest during the preceding calendar year.

8.03. The Middlesex County Ethics Board shall prescribe a financial disclosure statement form for filing purposes. If a financial disclosure statement form has been promulgated by the New Jersey Local Finance Board, in accordance with the New Jersey Local Government Ethics Law, then that form shall be used. The Middlesex County Ethics Board shall make the forms available to the officers and employees required to file a financial disclosure statement.

8.04. The original statement shall be filed with the County Clerk or before April 30th of each year. A copy of the statement shall be filed with the Middlesex County Ethics Board.

8.05. No holder of elective or appointive office who is licensed to practice law shall be required to disclose any information pursuant to this section, if such disclosure would constitute a violation of the Disciplinary Rules adopted by the Supreme Court of the State of New Jersey.

8.06. All financial disclosure statements filed shall be public records.

Section 9. Powers of Middlesex County Ethics Board

9.01. The Middlesex County Ethics Board, which was established by the Middlesex County Board of County Commissioners by resolution dated July 3, 1991, shall have the following powers:

- a. To initiate, receive, hear and review complaints and hold hearings with regard to possible violations of the County code of ethics or financial disclosure requirements by local government officers or employees serving Middlesex County;
- b. To issue subpoenas for the production of documents and the attendance of witnesses with respect to its investigation of any complaint or to the holding of a hearing;
- c. To forward to the County Prosecutor or the Attorney General or other governmental body any information concerning violations of the code of ethics or financial disclosure requirements by officers or employees serving

Middlesex County which may warrant the institution of other legal proceedings by the Attorney General;

- d. To render advisory opinions to local officers or employees serving Middlesex County as to whether a given set of facts and circumstances would constitute a violation of any provision of the code of ethics or financial disclosure requirements;
- e. To enforce the provisions of the code of ethics and financial disclosure requirements with regard to officers or employees serving Middlesex County and to impose penalties for the violation thereof as are authorized by this Section; and
- f. To adopt rules and regulations and do other things as are necessary to implement the purposes of this Section.

Section 10. Advisory Opinions

10.01. An officer or employee of Middlesex County may request and obtain from the Middlesex County Ethics Board an advisory opinion as to whether any proposed activity or conduct would in its opinion constitute a violation of the code of ethics or any financial disclosure requirements.

10.02. Upon the showing of good cause and the need for immediate action, the Middlesex County Ethics Board shall meet to consider and render a formal advisory opinion, whenever possible, within twenty (20) business days after receipt of a request for such opinion.

10.03. Advisory opinions shall not be made public, except to the person asking for the opinion, except when the Board by the vote of two-thirds of all of its members directs that the opinion be made public.

10.04. Public advisory opinions shall not disclose the name of the officer or employee unless the Board in directing that the opinion be made public so determines.

Section 11. Formal Complaints

11.01. The Middlesex County Ethics Board shall, upon receipt of a signed written complaint by any person alleging that the conduct of any officer or employee of Middlesex County is in conflict with the code of ethics or financial disclosure requirements, acknowledge receipt of the complaint within 30 days of receipt and initiate an investigation concerning the facts and circumstances set forth in the complaint.

11.02. The Board shall make a determination as to whether the complaint is within its jurisdiction or frivolous or without any reasonable factual basis.

11.03. If the Board shall conclude that the complaint is outside its jurisdiction, frivolous or without factual basis, it shall reduce that conclusion to writing and shall transmit a copy thereof to the complainant and to the officer or employee of Middlesex County against whom the complaint was filed.

11.04. If the Board shall conclude that the complaint is within its jurisdiction and has at least a minimal factual basis, the Board shall notify the officer or employee of Middlesex County against whom the complaint was filed of the nature of the complaint and the facts and circumstances set forth therein.

11.05. The officer or employee shall have the opportunity to present the Board with any statement or information concerning the complaint which he or she wishes.

11.06. If the Board determines that a reasonable doubt exists as to whether the officer or employee of Middlesex County is in conflict with the County code of ethics or any financial disclosure requirements, the Board shall conduct a hearing concerning the possible violation and any other facts and circumstances which may have come to the attention of the Board with respect to the conduct of the officer or employee. All hearings required pursuant to this Section shall be conducted in conformity with the rules and procedures, insofar as they may be applicable, provided for hearings by a State Agency in contested cases under the "Administrative Procedure Act", (*N.J.S.A. 52:14B-1 et seq.*).

11.07. The Board shall render a decision as to whether the conduct of the officer or employee is in conflict with the code of ethics or any financial disclosure requirements. This decision shall be made by no less than two-thirds of all members of the Board.

11.08. If the Board determines that the officer or employee is in conflict with the code or any financial disclosure requirements, it may impose any penalties which it believes appropriate within the limits of Section 12. A final decision of the Board may be appealed to the Local Finance Board within 30 days of the decision.

Section 12. Enforcement and Penalties

12.01. An appointed officer or employee of Middlesex County found guilty by the Board of the violation of any provision of this code of ethics shall be fined not less than \$100.00 nor more than \$500.00, which penalty may be collected in a summary proceeding pursuant to the "Penalty Enforcement Law of 1999", *N.J.S.A. 2A:58-11*. The Middlesex County Ethics Board shall report its findings to the office or agency having the power of removal or discipline of the appointed officer or employee and may recommend that further disciplinary action be taken.

12.02. An elected officer or employee of Middlesex County found guilty by the Middlesex County Ethics Board of the violation of any provision of this Section or of any code of ethics in effect pursuant to this Section, shall be fined not less than \$100.00 nor

more than \$500.00, which penalty may be collected in a summary proceeding pursuant to the "Penalty Enforcement Law of 1999", (*N.J.S.A. 2A:58-11*).

- 12.03.** The finding by the Middlesex County Ethics Board that an appointed officer or employee of Middlesex County is guilty of the violation of the provisions of this code of ethics shall be sufficient cause for his or her removal, suspension, demotion or other disciplinary action by the officer or agency having the power of removal or discipline. When a person who is in the career service is found to have violated the provisions of this code of ethics, the procedure leading to removal, suspension, demotion or other disciplinary action shall be governed by any applicable procedures of Title 11A of the New Jersey Statutes and the rules promulgated pursuant thereto.

Section 13. Records of Ethics Board

- 13.01.** All statements, complaints, requests, or other written materials filed pursuant to this code of ethics, and any rulings, opinions, judgments, transcripts or other official papers prepared pursuant to this code shall be preserved for a period of five years from the date of filing or preparation, as the case may be.

Section 14. Effective Date

- 14.01.** This code of ethics shall take effect upon adoption, publication, public hearing and final adoption as required by law.

Section 15. Limitations

- 15.01.** To the extent that any term contained herein is not defined, then the definition, if any, contained in the Local Government Ethics Law, *N.J.S.A. 40A:9-22.1 et seq.* shall control.



Workforce Development Board
County of Middlesex

Program Year 2017
Annual Report
“Creating Opportunity Through
Innovation”

Kevin J. Kurdziel
Director

Gabriel A. Lavigne
Chairperson

INDUSTRY DIVERSITY

Industry diversity (67.6%) is high for Middlesex. This means that employment is distributed more evenly between the 12 industry clusters compared to the typical county. A region with high diversity can signal economic stability and more easily withstand economic pressures, while a region with low diversity can signal economic instability.

	2017 Jobs	% of Total Employment	% of County Employment
Non-Function Employment	214,662	47%	55%
Distributive Services	76,137	16.7%	8.3%
Knowledge-Intensive Business Services	40,645	8.9%	5.9%
Healthcare	23,749	5.2%	5.0%
Higher Education	22,223	4.9%	3.3%
Finance, Insurance & Real Estate	20,286	4.5%	5.0%
Capital-Intensive Manufacturing	17,540	3.9%	5.3%
Engineering-Intensive Manufacturing	13,047	2.9%	2.5%
Corporate Management & Administration	12,809	2.8%	1.7%
Media, Entertainment & Recreation	9,127	2.0%	3.1%
Government	4,926	1.1%	3.2%
Agriculture & Natural Resource Extraction	284	0.1%	1.6%
	455,434	100.0%	100.0%

Source: EMSI 2018

SkillUp Middlesex

The Workforce Development Board is committed to serving all residents of Middlesex County that are either seeking new career opportunities or interested in upgrading their knowledge and skills to align with the competencies that businesses require. In order to achieve this, the WDB and the Office of Workforce Development introduced SkillUp Middlesex to residents in October 2017.

This on-line learning platform provides county residents with access to over 4,000 online courses, many which lead to industry recognized certifications and credentials. This cutting edge technology allows county residents access to training without having to walk into one of our Career One Stop Centers. Through this innovation, the WDB ensures that Middlesex County's workforce is qualified, skilled and ready for placement into sustainable employment that lead to career pathways.

SkillUp™ Middlesex Activity				
October 1, 2017 to June 30, 2018				
User Summary	Q1 Oct-Dec 2017	Q2 Jan-Mar 2018	Q3 Apr-Jun 2018	Total
Total # Accounts Registered	103	485	1514	2443
Launched 1+ course	53	274	733	1060
Total # Customers completed 1+ course	28	166	390	584
Total # Courses Completed	139	933	1972	3044
Total # Hrs on Completed Courses	94	1021	1953	3068
Avg Completions per customer	5	6	5	5
Avg Hours per customer	3	6	5	5
License Summary				
# Skillsoft licenses used	61	457	1479	1997
# Prove It licenses used	63	457	1475	1995
Content Summary				
ProveIT Completions	0	49	95	144
SkillsSoft Completions	139	881	1877	2897

2017 ANNUAL REPORT MIDDLESEX COUNTY WDB

- Assistance with Resumes, Cover Letters, and Job Applications
- Interview Coaching
- Job Search and Job Retention Workshops
- Career Exploration, Guidance and Counseling
- Free Occupational Skills Training Grants
- Basic Skills Remediation and Basic Computer Literacy
- Follow-Up Services

The Workforce Innovation & Opportunity Act (WIOA) provides training to eligible individuals with opportunities to develop new skills leading to nationally recognized credential attainment and employment. The WIOA Adult and Dislocated Worker Programs are designed to help those who are unemployed or underemployed.

During Program Year 2017, the Office of Workforce Development met with 926 customers to determine eligibility and interests in occupational skills training. During this time, 419 customers were enrolled in occupational training via Individual Training Accounts. These customers received training in occupation sectors delineated by the New Jersey Department of Labor & Workforce Development as in demand.

ACTIVITY/SERVICE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
CERTIFICATIONS	90	105	80	102	72	79	72	64	51	80	72	59	926
TABE TESTS ADMINISTERED	56	53	63	62	50	51	46	54	39	54	46	21	595
ASSESSMENTS COMPLETED	60	82	48	61	53	39	84	45	38	46	38	32	626
CASE MANAGEMENT	478	484	498	449	455	252	869	1091	608	760	594	553	7091
TERMINATIONS								0	12	55	103	26	196
BASIC SKILLS ENROLLMENTS BY START DATE	0	0	10	7	3	1	13	3	9	7	2	2	57
ADULT FUNDS	0	0	1	0	1	0	5	1	4	4	1	0	17
DW FUNDS	0	0	9	7	2	1	8	2	5	3	1	2	40
WDP FUNDS	0	0	0	0	0	0	0	0	0	0	0	0	0
ITA ENROLLMENTS BY START DATE	53	37	49	33	28	26	48	42	40	44	15	4	419
ADULT FUNDS	10	8	10	7	7	4	11	7	9	9	6	2	90
DW FUNDS	43	29	39	26	21	22	37	35	31	35	9	2	329
WDP FUNDS	0	0	0	0	0	0	0	0	0	0	0	0	0

WorkFirst NJ (WFNJ)

The Middlesex County Office of Workforce Development provides case management services and job search programs for the Work First New Jersey (WFNJ) population. These federal and state funded programs include Temporary Assistance for Needy Families (TANF), General Assistance (GA) and Supplemental Nutrition Assistance Program (SNAP). The MCOWD and Board of Social Services work in collaboration to serve these customers.

The WFNJ job search programs are provided at both of the One-Stop Career Centers (New Brunswick and Perth Amboy) and provide a wide range of services. Listed below are the contracted WFNJ programs for PY 2017:

- Job Search Assistance Program (JSAP)
- Community Work Experience Program (TANF-CWEP, SNAP/ABAWD)
- Engagement/Reengagement Program (TANF)
- Job Readiness (TANF-BREM)
- Extended Job Search (GA-EJS)
- Extended Job Search (SNAP-EJS)

ACTIVITY/SERVICE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	PY 2017 TOTALS
TOTAL TANF CASELOAD	106	117	110	129	116	113	131	110	139	126	142	112	1451
PARTICIPATING IN WORK ACTIVITY	47	39	41	58	38	39	38	39	42	48	40	40	509
EMPLOYED	22	22	20	22	23	21	34	28	40	33	40	25	330
ENROLLED IN OCCUPATION	1	0	2	1	2	2	4	4	8	4	0	5	33
NOT PARTICIPATING	36	56	47	48	53	51	55	39	49	41	62	42	579
TOTAL GA/SNAP CASELOAD	N/A	N/A	N/A	N/A	24	97	101	112	143	149	162	141	929
PARTICIPATING IN WORK ACTIVITY	N/A	N/A	N/A	N/A	22	86	74	89	103	107	106	101	688
ENROLLED IN OCCUPATION	N/A	N/A	N/A	N/A	0	1	3	3	5	1	2	4	19
INACTIVE	N/A	N/A	N/A	N/A	2	10	24	20	35	41	54	36	222
TOTAL SNAP ONLY CASELOAD	N/A	N/A	N/A	N/A	46	120	186	207	235	251	242	240	1527
PARTICIPATING IN WORK ACTIVITY	N/A	N/A	N/A	N/A	44	99	134	142	154	174	132	164	1043
ENROLLED IN OCCUPATION	N/A	N/A	N/A	N/A	0	3	6	6	9	5	0	4	33
INACTIVE	N/A	N/A	N/A	N/A	2	18	46	59	72	72	110	72	451

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TOTAL ABAWD CASELOAD	N/A	N/A	N/A	N/A	3	19	34	38	64	63	88	51	360
PARTICIPATING IN WORK ACTIVITY	N/A	N/A	N/A	N/A	3	13	17	21	33	32	26	30	175
ENROLLED IN OCCUPATION	N/A	N/A	N/A	N/A	0	0	0	0	3	0	0	0	3
INACTIVE	N/A	N/A	N/A	N/A	0	6	17	17	28	31	62	21	182
BASIC SKILLS ENROLLMENTS BY START DATE	0	0	0	3	0	0	0	0	0	0	1	0	4
GA	0	0	0	0	0	0	0	0	0	0	1	0	1
SNAP	0	0	0	3	0	0	0	0	0	0	0	0	3
ITA ENROLLMENTS BY START DATE	4	1	5	1	0	0	0	1	1	0	0	1	14
TANF	0	0	1	0	1	0	0	1	1	0	0	1	5
GA	0	0	0	0	0	0	0	0	0	0	0	0	0
SNAP	3	1	4	1	0	2	0	0	0	0	0	0	11
CAVP	1	0	0	0	0	0	0	0	0	0	0	0	1
SMART STEPS	0	0	0	0	0	0	0	0	0	0	0	0	0

Listed below are the statistics for the number of referrals, enrollments, job placements and non-participating customers for PY 2017:

FUNDING FOR PROGRAM YEAR 2017

<u>AS OF JUNE 30, 2018</u>	<i>PROGRAM YEAR 2017: JULY 1, 2017 THROUGH JUNE 30, 2018</i>					
	PY17	PY17	PY17	PY17	PY17	PY17
FUNDING	TOTAL	DISBURSED	ACCRUED AND/OR	TOTAL DISBURSED	PERCENTAGE	# OF
STREAM	AMOUNT	AS OF 6-30-17	OBLIGATED	ACCRUED & OBLIGATED	OF FUNDS	CONTRACTS
	AWARDED		AS OF 6-30-17	AS OF 6-30-17	EXPENDED	WRITTEN
Adult	\$ 1,194,231	\$ 788,505	\$ 396,920	\$ 1,185,425	99%	107
Youth	\$ 1,414,148	\$ 628,221	\$ 554,299	\$ 1,182,520	84%	43
Dislocated Worker	\$ 2,033,843	\$ 1,398,528	\$ 621,325	\$ 2,019,853	99%	332
TANF	\$ 1,174,439	\$ 977,150	\$ 197,289	\$ 1,174,439	100%	4
WFNJ Needs Based Pay	\$ 26,500	\$ 16,265	\$ -	\$ 16,265	61%	
GA/SNAP	\$ 541,349	\$ 462,682	\$ 78,687	\$ 541,369	100%	0
SNAP Only	\$ 98,131	\$ 31,478	\$ 66,653	\$ 98,131	100%	13
CAVP	\$ 6,000	\$ 5,545	\$ 455	\$ 6,000	100%	0
Workforce Learning Link	\$ 407,000	\$ 185,160	\$ 47,840	\$ 233,000	57%	
Smart Steps	\$ 1,605	\$ -	\$ -	\$ -	0%	
TOTALS	\$ 6,897,246	\$ 4,493,534	\$ 1,963,468	\$ 6,457,002	94%	499

In the upcoming year, the Middlesex County WDB will use any and all criteria established by the State Employment and Training Commission regarding skill level and competency guidelines to be used as a basis for the selection of skill training programs and competency curriculum in the local areas.

Summary

The information in this report provides a snap-shot of the Middlesex County Workforce Development Board's actions and accomplishments for PY2017. While we consider our transition from WIA to WIOA to be successful, we are cognizant that there may be additional revisions to current policy that will guide the mission of our local area in subsequent years. The Workforce Development Board remains steadfast in adopting and implementing necessary amendments to local policy as set forth by the U.S. Department of Labor, New Jersey Department of Labor and Workforce Development, and the State Employment Training Commission.

NEGOTIATED PROGRAM PERFORMANCE

PY 2018 and PY 2019 Targets:

The **Middlesex County Workforce Area** WIOA Title I and Title III performance targets for PY 2018 and PY 2019 are provided below as negotiated by the New Jersey Department of Labor, and the Middlesex County Workforce Development Board.

Adults	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	75.9%	76.6%
Employment Rate 4 th Quarter After Exit	76.3%	77.1%
Credential Attainment 4 th Quarter After Exit	68.7%	69.0%
Median Earnings 2 nd Quarter After Exit	\$5,967	\$6,167
Dislocated Workers	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	76.3%	76.8%
Employment Rate 4 th Quarter After Exit	75.8%	76.7%
Credential Attainment 4 th Quarter After Exit	73.5%	74.0%
Median Earnings 2 nd Quarter After Exit	\$7,931	\$8,031
Youth	PY 2018 Targets	PY 2019 Targets
Employment Rate 2 nd Quarter After Exit	63.3%	64.3%
Employment Rate 4 th Quarter After Exit	45.0%	54.0%
Credential Attainment 4 th Quarter After Exit	67.7%	68.7%

NEGOTIATED PROGRAM PERFORMANCE

PY 2018 and PY 2019 Targets:

The **Middlesex County Workforce Area** WIOA Title I and Title III performance targets for PY 2018 and PY 2019 are provided below as negotiated by the New Jersey Department of Labor, and the Middlesex County Workforce Development Board.

Adults	PY 2019 Targets	PY 2019 Outcomes
Employment Rate 2 nd Quarter After Exit	76.6%	76.8%
Employment Rate 4 th Quarter After Exit	77.1%	74.7%
Credential Attainment 4 th Quarter After Exit	69.0%	54.4%
Median Earnings 2 nd Quarter After Exit	\$6,167.00	\$5,782.74
Dislocated Workers	PY 2019 Targets	PY 2019 Outcomes
Employment Rate 2 nd Quarter After Exit	76.8%	66.8%
Employment Rate 4 th Quarter After Exit	76.7%	68.5%
Credential Attainment 4 th Quarter After Exit	74.0%	67.1%
Median Earnings 2 nd Quarter After Exit	\$8,031.00	\$8,981.80
Youth	PY 2019 Targets	PY 2019 Outcomes
Employment Rate 2 nd Quarter After Exit	64.3%	70.3%
Employment Rate 4 th Quarter After Exit	54.0%	66.9%
Credential Attainment 4 th Quarter After Exit	68.7%	58.0%
Median Earnings 2 nd Quarter After Exit	n/a	\$3,414.77

PROGRAM FUNDING

PROGRAM YEAR 2020			
<i>(As of June 30, 2021)</i>			
FUNDING STREAM	PY18	PY19	PY20
Adult	\$1,054,167	\$1,145,826	\$973,511
Youth <i>(includes work experience funding)</i>	\$1,269,481	\$1,346,084	\$1,150,232
Dislocated Worker	\$ 1,838,067	\$ 1,778,241	\$1,678,418
Workforce Learning Link	\$ 233,000	\$ 270,000	\$146,000
WFNJ: TANF <i>(includes Case Management)</i>	\$1,237,792	\$1,237,792	\$1,136,577
WFNJ CAVP	\$ 34,340	\$ 34,340	\$8,000
WFNJ: Work Verification	\$ 34,000	\$ 34,000	\$32,500
WFNJ: Needs Based Pay	\$ 25,500	\$ 55,420	\$5,000
WFNJ: GA/SNAP	\$697,370	\$697,370	\$656,807
Smart Steps	\$3,210	\$3,210	\$0
TOTALS	\$ 6,426,927	\$ 6,602,283	\$5,787,045

In the upcoming year, the Middlesex County WDB will use any and all criteria established by the State Employment and Training Commission regarding skill level and competency guidelines to be used as a basis for the selection of skill training programs and competency curriculum in the local areas.

NEGOTIATED PROGRAM PERFORMANCE

PY 2020 Targets and Outcomes:

The **Middlesex County Workforce Area** WIOA Title I and Title III performance targets for PY 2020 are provided below as negotiated by the New Jersey Department of Labor, and the Middlesex County Workforce Development Board.

Adults	PY 2020 Targets	PY 2020 Outcomes
Employment Rate 2 nd Quarter After Exit	76.6%	76.8%
Employment Rate 4 th Quarter After Exit	77.1%	74.7%
Credential Attainment 4 th Quarter After Exit	69.0%	54.4%
Median Earnings 2 nd Quarter After Exit	\$6,167.00	\$5,782.74
Dislocated Workers	PY 2020 Targets	PY 2020 Outcomes
Employment Rate 2 nd Quarter After Exit	76.8%	66.8%
Employment Rate 4 th Quarter After Exit	76.7%	68.5%
Credential Attainment 4 th Quarter After Exit	74.0%	67.1%
Median Earnings 2 nd Quarter After Exit	\$8,031.00	\$8,981.80
Youth	PY 2020 Targets	PY 2020 Outcomes
Employment Rate 2 nd Quarter After Exit	64.3%	70.3%
Employment Rate 4 th Quarter After Exit	54.0%	66.9%
Credential Attainment 4 th Quarter After Exit	68.7%	58.0%
Median Earnings 2 nd Quarter After Exit	n/a	\$3,414.77

