



Local Plan Update 2019

(Updates to the plan are shown in dark green.)

Local Plan

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Submitted by:

**Camden County
Workforce Development Board, Inc.**

Executive Committee

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Introduction

Provide an introductory consideration of how the local area understands and plans to implement locally the Goals, Mission and Five Strategic Themes of the New Jersey Talent Development Strategy outlined above, and the concepts and strategies outlined in the New Jersey Blueprint for Talent Development. This summary should provide specific consideration of current practices within the local area as well as new and promising practices, methods and strategies being planned.

Executive Summary

In 2014, the Camden County Workforce Development Board (WDB) established a local, three-year plan based on a framework developed over two years, and with guidance from the New Jersey State Employment and Training Commission (SETC). The plan was updated in 2017 in conjunction with the update of New Jersey's State Plan as required under the Workforce Innovation and Opportunity Act (WIOA).

This 2019 Local Plan update is requested by the SETC to satisfy new WIOA requirements, and our local area is grateful for the guidance and assistance offered by both the SETC and the Department of Labor & Workforce Development (LWD). We are encouraged by the alignment of our plan with the Goals, Mission, and Five Strategic Themes outlined in New Jersey's Blueprint for Talent Development. Below are examples of activities and practices that have been completed or are currently underway which demonstrate that alignment:

Foundational Goals:

- 1. Building an Innovative, Skilled Workforce to Power Economic Growth.**
 - Per our Industry Sector Strategies, we have engaged businesses in key sectors to provide a skilled workforce that meets their needs. Examples include an Employer-specific welding program and retail programs conducted with the County College, or training Camden residents for an international metals recycler that is growing in our County.
 - We established a program with Cooper Hospital, Camden County College, and Hopeworks in Camden to provide training for youth in medical coding. As the Healthcare industry in our area continues to grow, so does the need for highly-skilled employees.
- 2. Building Economic Opportunity for all New Jersey Residents.**
 - Per our High Unemployment Population Strategies, we have developed partnerships with organizations that can provide pre-enrollment services. Examples include successful efforts to work with ex-offenders, Youth exiting probation programs, or Youth aging out of foster care. We have worked with

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multiple government agencies to assure these Youth have proper identification and documentation that employers require.

- Our Youth One-Stop, one of two in the state, addresses the unique needs of youth candidates, linking them with mentors and helping them to determine a career pathway best suited for their particular situation.
- We are continually strengthening our partnership with the Board of Social Services to assure that eligible candidates are referred to the Career Center for appropriate employment training.

Mission:

New Jersey will increase the number of residents with an industry-valued credential or degree through high-quality partnerships and integrated investments.

- Working with New Jersey's Talent Development Networks, as well as our own local consortia, be it existing or developed locally, we have made significant progress in determining industry organizations that have existing credentials, as well as those who are interested in developing new ones. An example would be Holtech Inc., a diverse company that built a large manufacturing facility in Camden and worked with us to train welders for the facility.
- We continue to work with Camden County College focusing upon the Retail Skills Training Program that has resulted in over 240 candidates receiving a credential as the retail industry continues to grow in the county.
- Working with local partners to include Cooper Hospital, Hopeworks, Camden County College, and the Career Center, we have embarked on the medical coding initiative which will guarantee jobs for candidates after the completion of basic skills training as well as college training. This local partner integrated investment will result in positive outcomes for all while enhancing leading-edge training and filling a developing healthcare talent need.

Five Strategic Themes:

1. **Career Pathways / Industry Credentials:** We have found career pathways to be critical in the Healthcare sector and continue to determine how to match customers who need basic skills training with our partners who can assist them, often at the start of this pathway. We are working with industry trade groups to determine existing credentials and associated training programs as well as employer needs. We are participating in the Atlantic City Electric (ACE) training initiative involving the county college, ACE, and regional partners to provide training, award credentials, and ultimately fill an employer need as their work force ages out.
2. **Employer-Driven Partnerships:** We've worked on this with our Business Services Team since 2014, with positive results. We often look to collaborate with the State for engagement with larger companies and have worked effectively with the Talent

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Development Networks and the county economic development authority to assure that new or growing companies have access to properly-trained candidates.

3. **Career Navigation via One Stop & Broad Partnerships:** Our career center features a Youth One-Stop that exposes Youth to the wide array of career opportunities along with the associated pathways and educational/training requirements. Our focus on pre-enrollment activities has resulted in partnerships with all agencies involved in Youth Exiting Probation and Youth aging out of foster care. We have agreed on protocols, implemented processes that work for all agencies, and have helped many people obtain proper identification, the first thing they need before entering the workforce!
4. **Strengthen Governance via Effective Boards & Regional Collaboration:** Through our “olive branch” approach, we have worked effectively with our partners. In addition, we have led regional collaboration efforts in the Southern Region, hosting quarterly meetings with meaningful agendas. The Atlantic City Electric initiative mentioned earlier is a prime example of regional collaboration.
5. **Ensure System Integrity with Metrics & Transparency:** Our Executive Committee has been using a Dashboard since 2012 and reviews the WIOA performance measurement targets monthly. In the interests of transparency, these targets and results are shown in our annual report. In addition, we developed a local “scorecard” in 2014 based on the original 21 strategies/measurable outcomes in our local plan. Since then, we have narrowed it down to 12 measurable outcomes that we continue to monitor on a semi-annual basis and provide reporting at our annual meeting.

Moving forward, our Board continues to remain focused on strengthening our outreach to employers while expanding our partnerships and reach. We have been working with local and county libraries with literacy efforts, with trade unions on apprenticeship efforts, with DMV and Probation helping youth obtain ID, and a host of others. These new partnerships and efforts are helping to connect those seeking a career with the training and resources they need to make that happen, while helping employers to grow their companies in this vibrant economy.

Our Board is fully engaged with New Jersey Department of Labor and Workforce Development, the State Employment and Training Commission and the Garden State Employment and Training Association while maintaining the proper balance of private and public sector membership. Our success stories at quarterly meetings are a reminder of why our volunteer board members work with us.

I. Describe the strategic planning elements

Consisting of—

- a. **An analysis of the local and regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. The New Jersey Department of**

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Labor and Workforce Development (LWD) is committed to supporting local areas in preparation of this analysis. This analysis may be drawn from existing data, including Regional Plans. In particular, New Jersey asks that your Local Plan include this reference in order to comply with USDOL requirements:

- “Please refer to Section II. Regional Data Analysis of the [North/Central/South] Regional Plan submitted to the State on October 3, 2016 for an initial analysis responding to this element.”

However, local areas are expected to also present additional data and analysis about unique economic, industry and labor market information, information on demographics and target populations, and other key information regarding the local area. Any use of non-LWD data must cite its source, timeliness and validity.

Camden County is strategically located on the Interstate 95 corridor connecting New York to our nation’s capital. Our 222 square miles of opportunity supports the following:

- A Solid transportation system including highways, rail, air and deep water ports, as well as the NJ Transit River line which links the city of Camden to the state capital in Trenton.
- Fiber optic cables throughout the county
- Strong regional Healthcare, Retail and Advanced Manufacturing sectors
- Excellent location for corporate and regional headquarters
- Excellent educational systems and access to post-secondary institutions
- Camden County College, Rutgers University, Rowan University, Rowan College of Medicine located in the county
- Sufficient supply of existing building inventory for expansions and relocations.
- Active redevelopment activities and waterfront development in the City of Camden
- Excellent quality of life, including housing selection and affordable cost of living.

The New Jersey Economic Opportunity Act of 2013, modified in 2014, has enabled the City of Camden to experience unprecedented growth. Nearly all of these projects fall into the Industry Sectors (sections) on which our local area is focused. Most companies that relocate to this area have certain criteria for the move with, the availability of a certified, reliable, well educated workforce as the top priority. Camden County has always relied on our workforce as our primary competitive advantage.

According to the NJLWD 2014-2034 population estimates, Camden County is positioned to grow our census by an average of 730 residents per year. This is a growth rate of about 2.8% over the 20 year period. With a population of 511, 000 in 2014, estimated to grow to 525,600 in 2034, we need to prepare these residents for the workforce system.

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b. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in- demand industry sectors and occupations. Describe how the local area plans to work in conjunction with the New Jersey Talent Development Centers, Talent Networks, Targeted Industry Partnerships and other industry and occupational associations and networks in developing and delivering in- demand services. Analysis of alignment between key industry pipeline and the provision of services by the one stop system should be included.

As our population grows and the industry sectors become more defined, is it important we identify the skills needed to ensure we are producing a world class workforce. First and foremost, our area will continue to engage with the business community. It is through this outreach, industry led consortiums and focus groups that we will gather important information about their hiring practices, industry valued credentials required for employment and future hiring opportunities.

Our local WDB will continue to participate in industry partnership meetings with LWD looking to implement the Next Generation Sector Partnership Model which will treat Business not as a customer but rather a partner. The continued emphasis will be to focus not only on training programs but on a coordinated talent pipeline.

Our local area will continue to work with the New Jersey Talent Development Centers. (Camden County College host the Advanced Manufacturing Center). Representatives regularly attend Workforce Development Board consortium meetings and events where employers have opportunities to share information. The Talent Networks regularly include CCWDB staff at their meetings to further reinforce connections to our programs.

The intel or input that we accumulate is then processed to our One-stop Partners to ensure we have an industry based pipeline of candidates to fill those positions. The contact information is posted on the Career Connections website and if necessary, a positive recruitment is scheduled for employers and potential candidates.

c. An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. Your analysis must be supported by data. Any use of non-LWD data must cite its source, timeliness and validity.

In 2014, Camden County had a population of 511,000 people. According to the U.S. Census Bureau, 2013-2017 American Community Survey, 406,282 people of that total population were at least 16 years old and potentially part of the local workforce. (Fig. 1) To develop an effective local plan which identifies specific strategies that will accomplish our goal of providing the best

Local Plan

delivery system for employment training, education and services, we identified labor market factors pertaining to this population including employment and unemployment data, labor market trends and educational/skill levels of the workforce.

Subject	Camden County, New Jersey			
	Estimate	Margin of Error	Percent	Percent Margin of Error
EMPLOYMENT STATUS				
Population 16 years and over	406,282	+/-441	406,282	(X)
In labor force	269,677	+/-2,007	66.4%	+/-0.5
Civilian labor force	269,394	+/-2,024	66.3%	+/-0.5
Employed	248,241	+/-2,226	61.1%	+/-0.5
Unemployed	21,153	+/-1,206	5.2%	+/-0.3
Armed Forces	283	+/-114	0.1%	+/-0.1
Not in labor force	136,605	+/-1,948	33.6%	+/-0.5

Source: U.S. Census Bureau 2013-2017 American Community Survey

Figure 1

The good news is as New Jersey's economy continues to improve, Camden County's economy is also improving. The state's unemployment rate of 4.6 percent is at its lowest level since 2007 and is down 5 percentage points from a recessionary high of 9.6 percent in January 2010. The state's labor force participation rate is 64.1 percent which is above the national average of 62.7 percent.

Camden County's unemployment rate has also decreased from 10.9 percent in 2010 to 5.1% in 2017. (Fig. 2) It is important to note that while the number of people employed did increase by approximately 8000 since 2010, the amount of people in the labor force has decreased by almost the same amount since 2010. This is partially due to a significant part of the population aging out of the workforce. The percentage of population turning 65 years old within the county is projected to increase at more than double the rate of the increase in total population from 2014 to 2024 and approximately one-half times the rate over the following 10 years. What that means is that from 2014 to 2034, the population in Camden County is projected to grow by about 2.9 percent, but the portion of that population age 65 and over is projected to grow by 40 percent. (Fig. 3)

Year	Labor Force	Employment	Unemployment	Unemployment Rate
2017	256,900	243,800	13,100	5.10%
2015	255,354	239,308	16,046	6.30%
2010	264,513	235,549	28,964	10.90%

Source: Local Area Unemployment Statistics

Figure 2

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Local Workforce Development Areas	2014	2024	2034	Change: 2014-2024		Change: 2024-2034		% of Elderly Population		
				Number	Percent	Number	Percent	2014	2024	2034
Camden County (Total Population)	511,000	519,400	525,600	8,400	1.6%	6,200	1.2%			
Camden County (65 year & older)	72,800	92,400	102,400	19,600	26.9%	10,000	10.8%	14.2%	17.8%	19.5%

Source: NJLWD 2014-2017 Population Estimates

Figure 3

The New Jersey Department of Labor and Workforce Development has highlighted **nine** key industry clusters that account for **82.4%** of employment and **82.9%** of wages for all private sector industries in New Jersey. Those industries are: Retail; Health Care; Manufacturing; Transportation, Distribution & Logistics; Leisure & Hospitality; Finance & Insurance; Technology; Construction & Utilities and Life Sciences. In 2017, the employed population of Camden County could be categorized into thirteen different industries. The top seven industries make up about 81 percent of the employment in the County. (Fig. 4) The nine key industry clusters in the County align with key industry sectors identified by the State.

Sectors	Estimate	Margin of Error	Percent	Percent Margin of Error
<u>Civilian employed population 16 years and over</u>	248,241	+/-2,226	248,241	(X)
Educational services, and health care and social assistance	66,684	+/-1,912	26.9%	+/-0.8
Retail trade	30,876	+/-1,265	12.4%	+/-0.5
Professional, scientific, and management, and administrative and	29,905	+/-1,333	12.0%	+/-0.5
Arts, entertainment, and recreation, and accommodation and food services	22,227	+/-1,369	9.0%	+/-0.5
Finance and insurance, and real estate and rental and leasing	18,365	+/-891	7.4%	+/-0.4
Manufacturing	17,851	+/-989	7.2%	+/-0.4
Transportation and warehousing, and utilities	14,768	+/-912	5.9%	+/-0.4
Construction	12,707	+/-707	5.1%	+/-0.3
Public Administration	11,389	+/-677	4.6%	+/-0.3
Other services, except public administration	10,304	+/-789	4.2%	+/-0.3
Wholesale trade	8,029	+/-558	3.2%	+/-0.2
Information	4,730	+/-462	1.9%	+/-0.2
Agriculture, forestry, fishing and hunting, and mining	406	+/-219	0.2%	+/-0.1

Source: U.S. Census Bureau 2013-2017 American Community Survey

Figure 4

Part of determining the success of strategies defined within our local plan is ensuring that Camden County residents are not only engaged in employment activity but are employed in jobs that earn a sustainable wage. Employment that keeps our citizens below the poverty level does not contribute to the development of a world class workforce that will remain motivated to continue working. The **nine** key industry sectors include not only in demand occupations but mid to high earning positions as well. (See the average earnings for the **nine** key industry

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sectors specifically for Camden County in (Figure 5.) It is also important to note that of Camden County's total population receiving some form of income, 11% are receiving public assistance either through General Assistance and/or Supplemental Nutritional Assistance. (Fig. 6) This is the population our workforce development efforts seeks to reach through WIOA Core and Partner programs.

Camden County			
Industry Sector	Average Annual Employment	Average Annual Wages	Total Wages
Retail	30,808	\$30,460	\$938,412,106
Health Care	34,191	\$60,104	\$2,055,001,049
Manufacturing	23,607	\$64,216	\$1,515,948,959
Food Manufacturing	3,922	\$49,359	\$193,584,200
Transportation, Distribution & Logistic	15,181	\$56,116	\$851,891,009
Leisure & Hospitality	19,574	\$28,023	\$548,517,820
Finance & Insurance	6,074	\$85,245	\$517,775,975
Technology	4,448	\$85,899	\$382,077,863
Construction & Utilities	ND	ND	ND
Life Sciences	1,873	\$62,108	\$116,327,678
All Cluster Industries	143,007	\$51,925	\$7,425,708,522
All Private Sector Industries, NJ	174,884	\$51,162	\$8,947,410,579

Source: Quarterly Census of Employment and Wages prepared by NJLWD March 2019

Figure 5

Income and Benefits	Camden County
With earnings	145,568
With Social Security	59,347
With retirement income	35,103
With Supplemental Security Income	10,826
With cash public assistance income	5,867
With Food Stamp/SNAP benefits in the past 12 months	22,915

Source: U.S. Census Bureau 2013-2017 American Community Survey

Figure 6

To ensure the development of a comprehensive strategic plan, it is necessary to examine data pertaining to other socioeconomic barriers to employment within Camden County. Such barriers would include but are not limited to educational deficiencies and those with disabilities. Identifying the size of the population with these types of barriers ensures our local board meets the workforce needs of the complete population.

Figure 7 shows, in 2014, the number of employed and unemployed persons in Camden County by their educational level for individuals between the ages of 25 and 64. 35.8% of civilian

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residents still in the workforce had a high school diploma or less. Of that 35.8%, 13.9% were unemployed. Of the 64.2% that held an Associate degree or higher, only 7.4% were unemployed. These numbers, while having decreased in 2015, evident by an overall unemployment rate in the County of 6.9%, show there is significant work to be done increasing the educational level of our residents to the level of available employment opportunities.

Educational Attainment by Employment Status Population Age 25 to 64	New Jersey Estimate	Camden County Estimate	Camden County %
Total:	4,803,357	275,758	
Less than high school graduate:	449,826	27,152	
In labor force:	295,802	15,601	
In Armed Forces	19	16	
Civilian:	295,783	15,585	7.048%
Employed	253,358	12,836	
Unemployed	42,425	2,749	
Not in labor force	154,024	11,551	
High school graduate (includes equivalency):	1,282,656	82,848	
In labor force:	984,364	63,731	
In Armed Forces	698	61	
Civilian:	983,666	63,670	28.793%
Employed	873,266	55,364	
Unemployed	110,400	8,306	
Not in labor force	298,292	19,117	
Some college or associate's degree:	1,186,066	78,209	
In labor force:	977,390	65,045	
In Armed Forces	2,634	100	
Civilian:	974,756	64,945	29.369%
Employed	883,896	58,383	
Unemployed	90,860	6,562	
Not in labor force	208,676	13,164	
Bachelor's degree or higher:	1,884,809	87,549	
In labor force:	1,628,217	76,985	
In Armed Forces	1,611	53	
Civilian:	1,626,606	76,932	34.790%
Employed	1,545,111	73,009	
Unemployed	81,495	3,923	
Not in labor force	256,592	10,564	
Total Civilian Population	3,880,811	221,132	
Prepared by: NJLWD, Division of Workforce Research and Analytics			
Source: U.S. Census Bureau, 2010-2014 American Community Survey			

Figure 7

Figure 8 shows the disabled population statistics for Camden County in 2017. Over 10% of the total civilian noninstitutionalized population over the age of 18 have some form of disability. If we focus just on those residents between the ages of 18 and 64, there are 34,804 disabled persons. Part of our strategy to serve this population includes identifying what portion of this population is employable and what training opportunities are available to make them contributing productive members of the community.

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Population	Camden County
Total Civilian Noninstitutionalized Population	505,446
Total with a Disability	67,816
Under 18 years	117,844
With a disability	6,636
18 to 64 years	315,404
With a disability	34,804
65 years and over	72,198
With a disability	26,376

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Prepared by: New Jersey Department of Labor and Workforce Development, Office of Research and Information

Figure 8

d. An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region.

In program year 2018-2019, CCWDB approved 47 Individual Training Account (ITA) providers who are on the Eligible Training Provider List (ETPL) to receive referrals from the One-Stop Career Center. The CCWDB also approved 2 youth services contracts, 5 TANF contracts, 4 General Assistance/Supplemental Nutrition Assistance Program (GA/SNAP) contracts and 2 Able Body Adults with Disabilities/ Supplemental Nutrition Assistance Program (ABAWD/SNAP) contracts. Each vendor and provider is evaluated based on the quality of their program or training, completion rates and job placement record. Each provider site is monitored in accordance with state monitoring procedures. Any provider or vendor who is suspended from the ETPL or violates their contracted services may be removed from the list to receive referrals or have their contract terminated.

All of our contracted vendors provide an industry valued credential upon completion of their programs. These credentials meet employer demands and industry standards. To ensure the education and training received by our customers meet employer needs within our region, the CCWDB along with some of our training providers and vendors have met with companies such as Cooper University Hospital, Ravitz Family Markets-Shoprite, Atlantic City Electric, Holtec International, Respond, Inc. and Eastern Metal Recycling to develop training curriculum that creates a pipeline of talent.

In program year July 1, 2017 to June 30, 2018, via our ITA providers, 217 customers enrolled in available programs, 148 customer completed their programs and 132 customer became in employed in training related jobs.

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e. Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of the Actⁱ in order to support regional economic growth and economic self-sufficiency. Describe how this supports the regional plan efforts and potential for shared cost. Describe how the local plan may differ from the regional plan, with a justification for the variance.

Our Board’s Vision and Mission has not changed since 2010 and adorns the back cover of our annual report every year. Based on our review of performance accountability measures, we continue to focus many of our efforts on youth, particularly youth with barriers. The staff at our Youth One-Stop have done an excellent job of identifying barriers to employment that many youth face, and we are already working with many of our partners, some of them very new, to assist youth in overcoming these barriers.

When measuring performance, in addition to monthly monitoring by the Executive Committee, we utilize our local scorecard to determine areas in need of attention or adjustment. This proved helpful while we waited for WIOA reporting to “catch up”, it was also helpful in educating the new One-Stop Operator during his transition. Large variations noted on the scorecard often alert us to situations that require the Board’s attention, such as a lack of referrals from the Board of Social Services. After reaching out and engaging them, we agreed to a new representative to work with our Operations Committee to the benefit of residents.

Our vision remains the same, to enhance the quality of life for the residents of Camden County by supporting the development and retention of a world class workforce. Some recent examples of this are:

1. Our Business Service Team continues to engage the business community to promote our services and gather intelligence relative to hiring cycles.
 2. We have expanded training options to include apprenticeships in our targeted industry sectors. Apprenticeships in the healthcare sector as well as advanced manufacturing sectors continue to grow.
 3. We have developed a significant partnership with our Board of Social Services (BSS) to provide a system of referrals, intake and pre-qualifications and (sanctions if needed) to better serve our customers. One noted initiative is a joint orientation offered to BSS customers reaching their five year lifetime limit of benefits. The orientation is offered 24 months prior to the expiration of benefits by the Career Center, Employment Services and the Board of Social Services. The orientation educates the customer about options, training opportunities, supportive services and transition to work activities.
- Our Literacy Committee takes the initiative to convene with local elected officials in neighboring towns in the County where Literacy concerns prevail. This initiative has

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advanced our Literacy Needs Assessment strategies and encourages partnering with the local libraries for literacy assistance to residents. We additionally established a satellite Learning Link in partnership with the Camden County Library System.

In addition, we will focus on the following goals:

1. Increase the engagement of business and industry in guiding the development of Camden County's workforce system in preparing individuals for employment in key industry sectors.
 - Establish industry consortiums or effectively engage with those already existing.
 - Conduct industry sector staff training while gathering industry intelligence.
2. Expand training options for sector-specific occupations with a priority on training, leading to an industry-valued credential.
 - Expand sector-specific training, measure use and effectiveness of local funding.
 - Prioritize Individual Training Accounts that result in an industry-valued credential.
 - Prioritize On-the-Job Training programs that result in increased job retention and employer satisfaction.
3. Improve coordination of employer engagement in the workforce system.
 - Strengthen outreach to employers via the Business Services team with established targets and measurable outcomes.
4. Identify, support and provide supportive services that ensure One-Stop Career Center customers are able to benefit from training, education, and skill development leading to success in the workplace.
 - Expand partnerships with supportive agencies that provide pre-enrollment services.
5. Strengthen and expand programs and One-Stop services providing work-readiness and literacy training, as these skills are the most important and fundamental skills required by industry for securing and retaining employment.
 - Strengthen the One-Stop literacy lab, effectively utilize Workforce Learning Link, and implement standards from new high school equivalency requirements.
 - Define work readiness skills through increased employer engagement.
 - Establish and document One-Stop work readiness protocols in coordination with NJLWD.
 - Analyze and update training course curricula and establish minimum standards.
 - Build upon the "Suited for Work" program and expand outreach to high school seniors.
6. Expand training and employment programs targeted to supporting populations

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experiencing high unemployment.

- Establish and measure effectiveness of transferability of skills programs for veterans.
 - Continue and enhance, the successful “Hire One” program, expanding the employer pool and range of customer populations.
 - Implement and enhance a mock interview project with “Hire One” employers.
7. Continue to improve and enhance the services of the Youth One-Stop within the Camden County One-Stop Career Center.
 - Increase outreach to out-of-school youth via pre-enrollment engagement activities and the development of an initial evaluation system.
 - Enhance and fine tune the service delivery model for out-of-school youth utilizing monthly reporting with the WDB’s Youth Investment Council.
 8. Conduct staff training and information-sharing sessions to foster high-quality partnerships that inform and engage a wide range of organizations in quality practices.
 - Utilize results of state performance measures, local plan scorecard, and annual One-Stop system evaluations to educate staff of the impact on performance measures while promoting system process changes.
 9. Conduct evaluations that assess outcomes and establish quality improvement standards.
 - Evaluate vendor performance outcomes relative to Request for Proposal (RFP) standards and curriculum elements/coursework, with an eye on performance measure impact.
 - Develop employer services evaluations to assure alignment of One-Stop processes to employer expectations.

As noted in the State Plan, we will continue to engage in high quality partnerships with existing and potential partners from a wide range of organizations.

The Camden County Workforce Development Board (CCWDB) policy, framework, Industry Sector Strategies and Core Value Priorities will support regional workforce initiatives.

As outlined in the South Jersey Workforce Collaborative Regional Plan, we set forth many new directives.

Specifically, outreach and services to out-of-school youth will be expanded regionally through the efforts of increased visits to high schools and judicial partners where many out-of-school youth are being served.

The increase of out-of-school apprenticeships and community work experiences will be explored. All the partners in the South Jersey Workforce Collaborative realize that employment

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opportunities hold no regional boundaries. The ultimate goal for the job seeker is a career/job with a fair wage.

Business outreach, on the local level, supports our efforts regionally. As outlined in goal #6 of the WDB goals, we will continue to strengthen outreach to employers by ensuring that employers fully understand the range of workforce related opportunities offered in Camden County. Regionally, we plan to commit to each local area a way to disseminate job orders over a certain size to the other areas.

We are committed to expanding regional job fairs with open invitations to our regional partners to local Abilities and Literacy awareness events. Our seven county partnership meets regularly and plans to host other yearly regional events such as a regional board meeting to share best practices and reevaluate regional policies and practices.

f. Taking into account analyses described above, a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the local area's strategic vision and goals.

Our Board promotes *consistency* in the management of Core Programs by insisting that monthly partner meetings are held without fail. We have enhanced the involvement of core program management at monthly Operations Committee meetings and assure that all partners have space on the agenda. In addition, the Board, on an annual basis, meets with the One Stop staff to review performance outcomes versus targets, to enhance their understanding of the performance measurement process while aligning the program goals and identifying any process overlaps.

II. Describe the workforce development system in the local area, including identifying the programs that are included in that system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services. Identify any areas of weakness in service delivery or resources and discuss rather regional or local solutions are most appropriate.

The local area should include in this description plans for services delivered by WIOA Core and Partner programs, and other programs, including:

- WIOA Title I Adult
- WIOA Title I Dislocated
- WIOA Title I Youth
- Title II Adult Education/Literacy
- Title III Wagner-Peyser Employment Service Program

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- **Title IV Vocational Rehabilitation**
- **Senior Community Service Employment Program**
- **Jobs for Veterans State Grant**
- **Migrant and Seasonal Farmworkers Program**
- **Ex-Offender Programs**
- **Carl T. Perkins Career and Technical Education Act**
- **Unemployment Insurance**
- **WorkFirst New Jersey (TANF) Employment and Training Program**
- **SNAP Employment and Training Programs**
- **New Jersey Workforce Development Partnership Program**
- **New Jersey Supplemental Workforce Fund for Basic Skills**
- **And other local public or other programs with which the local workforce system collaborates.**

Title III Wagner-Peyser Employment Service Program

The Labor and Workforce Development Department (LWD), also locally known as Employment Services, provides job search and placement assistance for job-seekers, including occupational and labor market information, assessment, and referral to employers. Funded activities may be provided through staff-assisted, self-service, or facilitated self-help service. Assessment of skills levels, career guidance, job search workshops, and referral to training and/or supportive services may also be provided. LWD offers recruitment services and special technical services for employers, including assistance in analyzing hard-to-fill job orders, assisting with job restructuring, and assistance in dealing with layoffs.

Title IV Vocational Rehabilitation

The Division of Vocational Rehabilitation provides a service delivery plan in the form of an Individual Plan of Employment (IPE). This plan is mutually agreed upon by the customer and counselor and looks at the customer's strengths, abilities, and interests to determine an appropriate vocational objective and the services that will be needed to obtain this objective. Since the plan is "customer centered" it is uniquely designed to meet the specific needs of that customer. Services can include but are not limited to vocational counseling and guidance, supported employment, college or vocational school sponsorship, physical restoration and assistive technology.

Senior Community Service Employment Program

WorkForce 55+ is a federally-funded program committed to empowering economically disadvantaged seniors to achieve economic independence and control of their futures. The aim of Workforce 55+ is to help mature workers return to the workforce through an "earn while you learn" program. The program partners with community-based, nonprofit organizations and government agencies to provide participants with training

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to update their skills. Program participants receive counseling, assessments, and training to obtain employment

Jobs for Veterans State Grant

At the Camden County One-Stop, signs are prominently displayed to notify veterans and eligible spouses that they receive priority of service. At the triage desk, all veterans are given a checklist that identifies Significant Barriers to Employment (SBEs). If a veteran discloses SBE(s), he or she meets with a Disabled Veteran Outreach Program Specialist (DVOP) who provides job search assistance through case management. Individual Employment Plans are created to guide the veteran towards full time employment. DVOPs may refer veterans to an array of supportive services such as Division of Vocational Rehabilitation Services or the Camden County Board of Social Services as well as provide help in navigating the Veterans Administration benefit system.

Ex-Offender Programs

Employment Services has a Reentry Specialist that provides information regarding referrals to ex-offender friendly employers and assistance in removing barriers to employment. A weekly workshop provides an overview of relevant resources that include Federal Bonding, Workforce Learning Link, On the Job Training (OJT), and appropriate Resume/Cover Letters techniques to land the interview. An ex-offender can meet individually with a Career Coach for an assessment and creation of an Employment Plan. (EP) that may contain referrals to supportive services and/or in demand employment opportunities. *However, we have found that the need for identification documentation for this population is critical. Without proper identification we cannot register or provide any services.*

Carl Perkins

The need for accountability, the local WDB does not get a report of the final outcomes for Perkins recipients. Reports should be sent to the WDB.

Unemployment Insurance

There are Unemployment Insurance (UI) Representatives on site at the Camden One-Stop Career Center to assist customers with their UI benefits claims. Computers and telephones are available for UI customers to file or claim their biweekly benefits.

III. Describe how the local board, working with the entities carrying out core programs,

- a. **will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment,**

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Our local board will address issues pertaining to One-Stop customers possessing significant barriers to employment by developing partnerships and protocols with a wider array of community organizations to procure upfront services.

This will be accomplished by securing agreements among partnering agencies or protocols for implementation. We plan to focus on the Veterans population, those previously incarcerated and individuals with physical or intellectual disabilities.

We also plan to increase the number of individuals who are job ready, gained transferable skills through education and training and who are employed and remained on the job.

These measurable outcomes adhere to the new WIOA tracking requirements.

Our WDB has been speaking with the local manager of the Motor Vehicle Commission to introduce another form of acceptable identification so some of our customers can get proper identification. The DMV requires 6 points of ID to get a State Issued ID or Driver's License. Youth often lack the proper ID to determine eligibility for services or a job. Once the WDB brought documentation barrier to the attention of the One-Stop partners and local youth agencies such as juvenile probation, they began to work with the DMV to get State approval for other acceptable forms of ID. Some of the other forms of ID suggested are school transcripts, a letter showing the address of their temporary housing, (i.e. the Covenant House) or a Youth Service Provider Issued ID Card (i.e. the Workgroup)

Our local Veterans Representative has engaged several local veterans groups to promote the services offered at our One-Stop.

The WDB convened a Justice Involved Youth Summit in cooperation with the Annie E. Casey Foundation in the fall of 2018 to address the barriers that youth served by the juvenile's justice system deal with.

b. will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and

The new WIOA legislation speaks to the value of co-enrollment and career pathways. The ability to leverage dollars and create stackable credentials leading to a career is how our board will facilitate this activity.

This board believes that we can better serve our customers by educating them for a career rather than simply finding them a job. To this extent, we are continually improving our initial assessment packet, reorganizing transferable skills to occupational opportunities and training customers based on an employer criteria. These are just a few ways we can ensure success for our customers.

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c. will improve access to activities leading to an industry valued credential, as made available through the Industry-Valued Credential List published by the New Jersey Department of Labor and Workforce Development. Highlight how the local area's education and occupational training programs will include employability skills (soft skills) training, experiential learning opportunities; including classroom training, on-the-job training, internships, externship, registered apprenticeship and any other training methods that are delivered.

Maintaining a continuous and open dialogue between targeted industry sector employers and the WDB will improve the process for employment. Our targeted industry formed consortia are an excellent venue to flush out the necessary criteria and credentials employers require for a career. In addition, for the employer credentials, the One-Stop counselors will continue to align the employer's expectations with the job seekers. We feel that if the job seeker fully understands the expectation the employer is requiring, the initial onboarding process should be smooth, eliminating uncertainty on the part of the job seeker.

Prior to any formal state action, relevant to industry valued credentials, this local Workforce Development area mandated that all providers of services to our customers provide an industry recognized valued credential to the participants or risk future training opportunities.

In addition, prior to the creation of the State's Talent Development Networks, our area convened and set up "Industry Related Consortiums" among 5 targeted industry sectors, the WDB felt would have the highest probability of success with future employment. These sectors were Transportation/Distribution/Logistics (TDL), Healthcare, Finance/Insurance/Real Estate (FIRE), Advanced Manufacturing (with an emphasis on food processing), and Retail/Hospitality/Tourism (RHT).

Currently, our WDB regularly attends all the Targeted Industry Partnership (TIP) events organized by the State's Talent Development Networks and is aligned with each of these networks. Our WDB invites and brings employers to events and suggests additional certifications be added to the Industry Valued Credentials List.

Education and occupational training programs are key for the future career choices customers will make. Our local area has redesigned a *Career Plan* packet for customers to receive when they come to the One-Stop for services. This document guides the customer through the steps of the career planning process.

It starts with attending a career planning orientation. This is mandatory for the customer seeking educational funding through the One-Stop. Self-knowledge is the starting point for any career plan. Helping the customer understand his/her interests, likes, dislikes, and skills will help the customer select the right career goal and training program.

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Often customers will use a period of unemployment to explore the idea of a career change. One-Stop counselors assist customers in reassessing their skills to see if those skills are transferable to another occupation. Next, the customer needs to understand the current job market and the industry sectors that are flourishing and will continue to flourish in the local area. Having gained this understanding, customers are then able to more strategically investigate job openings and the matching salaries, in those sectors. The more familiar the job seeker becomes with the sectors and industry trends, the easier their career choice will be.

Most employers today require at least a high school diploma or equivalent to be considered for a job. One-Stop counselors guide the job-seeker toward obtaining a High School Equivalency Diploma and then on to a specific job certification training or industry valued credentials.

Employers today are looking for employees with good employable skills. One-Stop counselors assess the customer's skill level and then recommends the additional training needed to meet the skill requirements of the employer.

The continued use of the Community Work Experience Program (CWEP) is a valuable way for participants to get real work experience with a non-profit organization. This on-the-job training can lead to permanent placement with that business.

Internships and Externships (both paid and unpaid) are a good way for employers to be introduced to the capabilities of a job seeker that may not have the required work experience

The Board, working in conjunction with the One-Stop, will continue to fine-tune the process and programs to meet the needs of employers and job seekers in our region.

Our local WDB will continue to review training providers, program offerings and industry needs in order to offer suggestions for the LWD's New Jersey Industry Valued Credentials list.

d. Provide/expand Registered Apprenticeship and Pre-Apprenticeship opportunities, and other work based learning opportunities planned in your local workforce area.

The local WDB sees the value in promoting Pre and Registered Apprenticeship programs to employers in our County. Additionally, we invited the Director of the Apprenticeship Program to address our local Board of Trustees at a quarterly meeting. There has been several follow up meetings with employers interested in the program after the Director's presentation. Several Camden County agencies have submitted both GAINS and PACE grant applications.

e. Local Areas with Significant MSFW local offices must describe their efforts to conduct vigorous outreach in their service areas or regions, in coordination with LWD staff, to communicate a full range of services to a population that may be unable to be reached by normal intake activities.

Non-Applicable

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IV. Describe the strategies and services that will be used in the local area in order to—

- a. **Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.**

Our local plan provides Industry Sector strategies related to employer engagement, including:

1. *Establishment of Sector Consortia (Strategy 1):* Where consortia already existed, as in Healthcare, we obtained a seat at the table. We also worked effectively with LWD's talent development networks and created our own groups in two sectors.
2. *Prioritization of ITA Funding (Strategies 4 & 5):* The numbers of sector-specific ITA's and OJT training programs are measured annually on our scorecard.

- b. **Support a local workforce development system that meets the needs of businesses in the local area.**

Coordination of Employer Engagement (Strategy 6): The Business Services Team continues to grow in effectiveness, and coordination with LWD has improved. The number of positive recruitments has grown dramatically, and feedback from employers, both large and small, has been generally positive. This employer engagement also provides us with an *opportunity* to learn about current best practices and adjust our training programs accordingly.

- c. **Better coordinate workforce development programs and economic development.**

We are fortunate to have an Executive Director on our Board who formerly headed up economic development activities for the county, and his connections are invaluable. New companies coming into the county are now routinely referred to the Business Services Team, and we maintain strong connections with the local Chamber of Commerce and the County's Economic Development Authority, who have members on our Board.

- d. **Strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

Once again, we are fortunate to have an excellent working relationship with local UC management. They attend monthly Operations Committee meetings, and well as monthly partner meetings, and are always on the agenda at both. As recently as a few months ago, UC worked with the Board of Social Services on ASOS training to assure eligibility information was obtained early in the assessment process and entered correctly. The silos of the past are no longer.

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- e. **Create linkage during program delivery between individual customers and employers.**

This description should include implementation of initiatives such as

- **Incumbent worker training programs**
- **On-the-job training programs**
- **Customized training programs**
- **Industry and sector strategies**
- **Career pathways initiatives**
- **Utilization of effective business intermediaries**
- **And other business services and strategies, designed to meet the needs of employers in the local area. It should also include content on how the area is supporting and or expanded registered apprenticeship in demand industries.**

Eligible young adults are referred through the Youth One-Stop for On-the-Job (OJT) training through the Recovery4Jersey Program. Business Services Representatives promote the availability of OJT incentives to employers who hire eligible Workfirst New Jersey (WFNJ) customers. DVRS has its own on-the-job-training (OJT) programs which are separate from the One-Stop. DVRS OJT's are less stringent and offer more flexibility to meet the customer's unique needs.

Employment Services career counselors walk eligible customers through the Workforce 55+ program which helps mature workers return to work.

Our Business Services Representatives encourage local employers, identified from the demand industries within our County to expand and participate in programs that meet the needs of both the employer and job seeker. The Employer Partnership Program allows businesses to train eligible individuals in programs specific to the needs of the business. The Registered Apprenticeship Program consists of a combination of both classroom/related technical instruction (RTI) and on-the-job training. Through this program, employers can improve productivity, profitability and employer/employee relations.

Supported by our Literacy Committee's Hire One Initiative, Business Services Representatives also encourage employers to take advantage of the Ex-Offenders incentives. By hiring ex-offenders, employers may qualify for no-cost Federal Bonding and on-the-job training incentives.

Other Strategies include:

- Streaming job orders on TV monitors throughout the One-Stop Career Center.

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- Creating targeted employer recruitments where interviews and testing are accomplished at the same time.
- Conducting program orientations with vendors, Camden County Board of Social Services, Camden County Resource staff, and ancillary agencies.
- Hosting effective monthly online training sessions offered by Industry and Workforce Development experts.
- Conducting workshops to prepare DVRS customers for the interview process during events such as Schedule A.
- Creating linkage opportunities to Career Connections programs and offerings such as resume building, interview tips and coaching.

The Cooper Hospital medical coding initiative and the Atlantic City Electric (ACE) programs are classic examples of this type of linkage.

f. Describe the structure of the current business engagement model in your local area; include a description of the roles of the WDB staff, LWD business services representative, the Veterans Business Representative, the program partner agencies and external partners, such as business organizations and chambers of commerce. Discuss how local workforce area services are aligned with state-driven business engagement activities. Identify any challenges and opportunities within the current model, and areas for continuous improvement.

The Camden County Workforce Development Board has a very active and engaging Business Service Team. The Team was established several years ago, modeled after a program the WDB Executive Director participated in while overseeing another agency. The team's objective is to provide engagement with targeted industry employers and gather intelligence on hiring cycles, industry skills demands needed by employers, national and local forecasts the that industry and introduce the services our local One-Stop can provide for their incumbent workforce as well as new hires. The current membership of the team is made up of private sector business, non-profit agencies, representatives, local college Business Engagement Representatives and LWD Business Service Representatives. (Veterans Services, Employment Services and Division of Vocational & Rehabilitation Services DVRS) One-Stop Career Center and WDB staff. Our local Business Service Representatives ensure that we are aligned with State driven business engagement policies.

V. Describe how the local board will drive an effective partnership between workforce development activities and economic development activities in both the local area and in the region. This will include a description of how the local board will coordinate local workforce investment activities with

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regional economic development activities that are carried out in the local area and how the Local WDB will promote entrepreneurial skills training and microenterprise services.

Our Board maintains a strong connection with the Camden County Improvement Authority, the County's economic development agency, as well as our Freeholder Liaison. Typically, we work with companies well ahead of time to determine staffing needs and required skill sets. If specialized training is needed, we work with employers to develop curriculum or revise elements of training already in place. Most of these activities are done with the Business Services Team led by our Executive Director. Quite often, employer-specific job fairs are held. In addition, we promote entrepreneurial skills training and microenterprise solutions offered by our partners such as the Latin America Economic Development Authority (LAEDA) or Hopeworks.

Several examples of this collaboration were realized with Holtec and European Metal Recycling, two manufacturers who recently expanded in the City of Camden. Collective meetings with members of the team enabled the company to take advantage of both financial and human capital incentive as well as One-Stop services.

Our Executive Director is also on the Board of the Southern New Jersey Development Council, which provides advance notice of upcoming development projects in the area.

Local Board members also discuss upcoming economic development news at our monthly Executive Committee Meetings, and attend the annual Tri-County Economic Development Summit. The Chair of the Regional Chamber of Commerce is on our Board and active with the Operations Committee.

Our One-Stop Career Center has gained the confidence of Camden City after their successful positive recruitment for the new Price Right supermarket in Camden, where 70% of those hired were city residents. The olive branch approach has once again fortified our partnership with the Mayor's office in Camden City as well, where economic development is currently active. The One-Stop Career Center holds regional job fairs with NJDVRS twice a year, often with over 50 employers represented.

VI. Describe the one-stop delivery system in the local area, including—

- a. **Describe how the local board will ensure the continuous improvement of one stop operator/ providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. Include in this description the local board's process for selecting and evaluating providers through solicitations (Requests for Proposals) for services, process for utilizing the Eligible Training Provider List (setting of local**

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standards of the Eligible Training Provider List), review of sub-grantee budgets and reports, and a description of the local area's monitoring and compliance unit and their activities;

The One-Stop Operator is accountable to the following WDB Committees:

- *Systems Performance Committee* - The Systems Performance Committee develops the standards and criteria for customer satisfaction and continuous improvement for One-Stop partners, programs and vendors. The committee also provides for the fiscal planning and management for the One-Stop system.
- *Operations Committee* - The CCWDB's Operations committee has the primary responsibility for setting the strategic direction for the Camden County One-Stop System and for ensuring its alignment with State and Federal goals and principals. To carry out this responsibility, the Workforce Development Board must have a comprehensive One-Stop Career Center that services residents and employers. The mission of the Operations Committee is the implementation and coordination the day-to-day operations of the Camden County One-Stop system.

The local WDB through its Operations Committee spearheaded the task of completing the One-Stop Certification process. A new Equal Opportunity Officer was appointed by the WDB full board and installed at the One-Stop. An updated EO complaint policy was then created and implemented.

The committee also had the quality benchmarking tool completed to ensure all partners cooperation and collaboration.

The physical and programmatic accessibility manual for the One-Stop was completed ensuring individuals with disabilities can have access to the services of the One-Stop. A tremendous amount of work went into assembling this manual and update any outdated standards.

Our MOU between the Partners clearly defines the roles and responsibilities of each agency and how we collaborate to ensure seamless service to our customer.

- *Youth Investment Committee* - The Camden County Workforce Development Board recognizes that the most successful programs provide comprehensive services designed to address a wide range of youth needs. This committee recognizes that youth need a pathway to success and an environment that is designed to meet their comfort level for learning.
- *Executive Committee* – The Executive Committee has governing authority over all Workforce Development Board activities and business affairs.

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The selection and evaluation of providers is done through a Request for Proposals (RFP's) process.

- The meticulous crafting of all RFPs and the corresponding proposal review process have enabled the Local Area to ensure continued improvement of our service providers. These are described in greater detail in Section XVI.
- Use of the Educational Training Provider List (ETPL)

All providers of services are required to be listed on the New Jersey Eligible Training Providers List (ETPL). For those providers procured through RFPs, an ETPL listing presupposes State approval of both the agency and its program(s).

- Review of budgets and midyear reports

Monitoring the fiscal integrity of all service providers is a priority. All potential providers must submit a recent audit, or Form 990 when appropriate, as a prerequisite to having a proposal considered. During the proposal review process, budgets are examined by fiscal experts for reasonableness and accuracy. Budget clarification requests during this process are not uncommon.

To ensure the best utilization of limited funding, all selected vendors are given initial contracts for 25% of the total awarded level of service and 25% of the funding. As the utilization of these initial slots and funds reaches 100%, the next (second) 25% of awarded slots and funds will be contracted with the vendor. As the utilization of the second 25% of awarded slots and funds reaches 100%, the next (third) 25% of awarded slots and funds will be contracted with the vendor. As the utilization of the third 25% of awarded slots and funds reaches 100%, the final 25% of awarded slots and funds will be contracted with the vendor. For increment attainment beyond initial award, providers must meet 100% of their level of service and have reported expenditures of at least 100% of existing total contract fund availability.

- Regular Operational meetings are held to discuss programmatic issues relevant to service providers and the various One-Stop partner agencies.
- All funded program participants must register with NJ Career Connections and must regularly access job leads through an active email account. Providers are monitored to ensure that this requirement is met.

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Individual Training Account (ITA) providers

- Request for Training Voucher (RTV) process – If a customer is deemed eligible for training and has completed all other related requirements, a letter of acceptance and a Request for Training Voucher is generated.
- Use of ETPL – All ITA providers must be “open to the public” with an active ETPL listing. For these providers, an ETPL listing presupposes State approval of both the agency and its program(s). Without these prerequisites, vendors are not offered a Master Program Year ITA Agreement with Camden County. Moreover, vendors who go into a suspension status with the ETPL have their One-Stop referrals placed on hold until the ETPL suspension is lifted.
- Quarterly Report Process

The WDB Systems Performance Committee has instituted a Quarterly Report Process to ensure that ITA providers exert maximum effort to place One-Stop customers in full-time, training related employment.

Each quarter, vendors are given a performance report generated by actual end date for the prior 12-month period. Vendors are also given the opportunity to validate the report data, and a revised report is then generated. Customer referral (slot) awards for the following quarter are based upon the revised report.

Performance calculations and subsequent slot awards are formulated per training course as follows:

Vendor’s *numerator* will include those customers who successfully completed training **AND** who found training related employment. This figure will be divided by *all* customers who received training and actually ended within the report parameter period; this is vendor’s *denominator*.

Occasionally, a vendor will update or offer a new course. Without a performance history, there is insufficient data on that particular course. Therefore, slot allotments are based on the vendor’s overall performance until such time that the vendor has a sufficient performance history.

Vendors will not receive One-Stop referrals once their quarterly slot allotment has been exhausted.

WDB Program Monitoring Activities

Establish Monitoring Schedule

The WDB Program Evaluator monitors all contracts for services executed with the One-Stop unless otherwise instructed by the Executive Director.

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The Program Evaluator makes an appointment with the key person or with a designated liaison at the provider for a specific date and time.

The Program Evaluator schedules visits based on priorities including: how long ago vendor was monitored, how many funded customers are enrolled, how many problems with the vendor in the past monitoring and any customer complaints.

At the discretion of the Executive Director, vendors who end up with no enrollments during the contract period and are out of State or north of Trenton may not be visited.

A follow up monitoring visit is scheduled about 60 days after the response to a corrective action has been accepted by the WDB.

Site Visit

On arrival, the Program Evaluator gives the provider a list of student files to be reviewed later during the visit.

The Program Evaluator interviews the provider staff using the previously prepared monitoring guide and questions.

If not previously examined in WDB files or items were not in the WDB files, the Program Evaluator reviews a copy of current school NJ certification or Training Provider approval, making sure it has not expired and that the certification is for the types of courses or programs being offered at the location under review.

Proof of insurance is verified to ensure coverage is current and that lines of coverage are maintained at the correct amounts.

The Program Evaluator uses the Training Provider Checklist to detail compliance with standard requirements. The Program Evaluator looks for evidence that all training was done by the Vendor directly with no subcontracting. If there are subcontractors, the provider must have executed subcontracts that conform to the County contract.

The Program Evaluator also must verify the course has the minimum number of instructional hours per week to satisfy Additional Benefits during Training (ABT) rules and the clock hours required to complete the training within the specific time frame.

A review is done of specific course completion requirements (grades, attendance, etc.) and policies to ensure that County requirements are being met.

The Program Evaluator inspects the facility and sits in on classes and labs in progress. Observations about the facility and environment are recorded on the chart in the monitoring guide

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Interviews or surveys of selected students are done to evaluate customer satisfaction levels.

Before leaving the site, the Program Evaluator conducts an exit interview with the appropriate vendor staff to discuss any issues or preliminary findings that arise from the visit and seek immediate answers and early resolution.

Preparation of Evaluation Report

Following the site visit, a draft of the program evaluation report is completed documenting the findings and contract compliance status based on observation, interviews, file reviews, and the monitoring guidelines. The vendor is contacted for clarification, for additional documentation, and/or to resolve as many potential issues as possible before an evaluation report is finalized. The vendor is notified that they have 30 days to respond to the mandatory corrective actions.

Once the report is finalized and approved, The Program Evaluator prepares a cover letter addressed to the vendor, informing them if there are any mandatory corrective actions and/or recommendations required. A final report is sent to the vendor and to the One-Stop Operator with an additional copy placed in the vendor's file at the CCWDB office.

If there are no corrective actions, no response is required, and no follow-up visit is needed for at least six months.

If there is a corrective action response required, and the provider fails to meet the deadline for a response, a letter is written to the provider, with the approval of the Executive Director, notifying them that all referrals and/or payments will be placed on hold until a satisfactory response is received by the WDB.

If a provider is placed on hold, the type and duration of the hold is communicated to the affected One-Stop Partners by the Program Evaluator, via the WDB Contract List.

When a hold is removed, the Program Evaluator with the approval of the Executive Director, notifies the vendor that the hold has been removed. The Program Evaluator also notifies One-Stop Partners the hold has been removed by sending out an updated contract list.

b. Describe how the local board will facilitate access to services provided through the One-Stop delivery system, including in remote areas, through the use of technology and through other means; such as distance learning

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Two years ago, our Literacy Committee researched literacy levels in ALL areas of the county and found that the southeastern end of the county was greatly in need of literacy and other services. We reached out to the County Library systems in these towns and ran Literacy Day events at the Clementon Library and the South County Library Branch in Winslow to create awareness of available services. These events will now be held annually.

The One-Stop piloted a satellite Learning Link program in partnership with the Camden County Library System at their South County Branch. Our Literacy Need Assessment indicated the need for additional outreach to that part of the County.

Finally, due to building problems, the One-Stop will be relocating to the Woodcrest Corporate Center in Cherry Hill, adjacent to the Woodcrest Station of the PATCO High-Speed Rail Line, which is centrally located in the county and will provide easy access to public transportation.

c. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188 of the Act regarding non-discrimination, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;

The Camden County One Stop Career Center (CCOSCC), Proud Partner of the American Job Center, strives daily to ensure universal access and equal opportunity to all visitors in accordance with the strict directives of Section 188 and associated regulations.

For purposes of physical accessibility, the CCOSCC is a one-story facility with access ramps and American with Disabilities Act (ADA) compliant parking in excess of the minimum required under law. In the future, the County of Camden anticipates purchasing the land and constructing a state-of-the-art building which will be fully ADA compliant. ADA compliance is assisted and accomplished by Division of Vocational Rehabilitation Services' (DVRS) continual cross trainings of One-Stop partners and the One-Stop staff on disabilities, accommodations, Schedule A and services for those with a disability.

In addition to the large print Equal Opportunity (EO) notice posting in all partner offices, the CCOSCC maintains several bi- and multi-language speaking personnel, and shared TTY services through the New Jersey Unemployment Insurance office.

With regard to oversight by the Workforce Development Board, the Board has designated Mr. William Curry, an employee of the CCOSCC, as the WDB Equal Opportunity Officer (EOO). Mr. Curry works in conjunction with Michael Ayles of NJLWD on a regular basis in reviewing complaints that might arise to the EOO level, and mediates all complaints that are decided to not

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fall under any allegations of discrimination. New Jersey State Employment Services, a One-Stop partner, also utilizes its manager, Ms. Kristi Connors as a Complaint Specialist under the EO postings.

Finally, in addition to ensuring all technology continues to be accessible by people with disabilities, the CCOSCC is reviewing all marketing materials in support of the federally mandated requirements of EO in marketing, brochures, etc. All employees have been provided with the Office of Disabilities Employment Policy manual, “Promising Practices in Achieving Universal Access and Equal Opportunity: A Disability Reference Guide”.

d. Describe the flow of services delivered at the One-Stop centers, including a discussion of the utilization of state and local staff for each area, in compliance with federal and state law. A diagram of customer flow and services provision may be provided as an appendix to the plan, as appropriate.

All customers entering the One-Stop Center must attend an orientation which is led by both One-Stop and LWD Employment Services staff. All participants must complete an assessment form. Based on the results of the assessment, customers are either assigned a WIOA Counselor or referred to other state services such as Unemployment, Division of Vocational Rehabilitation Services (DVRS), or LWD Employment Services (Career Services). Customers who are interested in obtaining career training must attend a Training Workshop prior to being seen by a WIOA Counselor.

The WIOA Counselor completes the intake and eligibility determination process. Eligible customers are then given an educational skills assessment test. Using the results of the initial assessment and the educational skills assessment, the counselor helps the customer come up with an Individual Employment Plan which shows the steps the customer needs to take to obtain employment.

Some customers are referred to adult basic education or literacy programs to increase their educational skills or work toward obtaining a High School Equivalency diploma. Others are referred directly to a training provider to begin training for their chosen career field. Customers who qualify for youth services are referred to the Youth One-Stop. Those who require services outside the immediate scope of One-Stop Career Center are referred to Employment services, DVRS or other State Programs.

Customers also come to the One-Stop through a referral from the Board of Social Services. These customers are usually Workfirst New Jersey (WFNJ) customers who are receiving some form of public assistance. These customers must also go through the same orientation and assessment process. However, they have additional requirements and time limits in which to complete these requirements. For example, there are some WFNJ customers who must participate in a Community Work Experience Program (CWEP) while completing job search

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activities. A CWEP participant must volunteer at a non-profit business or agency a minimum of 10 hours developing job readiness skills.

The goal for all of our customers serviced through the One-Stop Career Center is to obtain employment earning a sustainable wage where the quality of their lives will be enhanced and they will be contributing and productive members of the county or regional workforce. *(See Appendix 3 for a flowchart of services.)*

e. Describe the roles and resource contributions of the one-stop partners. This should include a description of the local Workforce Development Board's Memoranda of Understanding (MOU) agreements with the local one-stop partners and resource sharing agreements. Also include a description of the steps taken, and any agreements reached with partners, regarding One-Stop infrastructure costs and shared costs. These local MOUs and agreements should be included as attachments.

The following are key elements of the MOUs:

- Mission/Vision of the Local System
- Agreement:
- Parties to the agreement
- Duration of Agreement
- Process for Updating and Reviewing MOU for Local WDB Certification
- Definition of Roles/Responsibilities of Each Party
- Description of One-Stop delivery services provided by each partner
- Dispute Resolution Procedures
- Breach of Agreement
- Severability
- Modification of Agreement
- Infrastructure Costs* and Resource Sharing Agreement
- Oversight and Review Schedule of Local Workforce System
- Description of Technical Assistance Available for the Partnership
- Referrals:
- Within the Partnership
- Within the Local Area
- Access for individuals with barriers to employment, including individuals with disabilities
- Performance and other reporting requirements
- Record retention and personally identifiable information policies
- Signatures [Local Board, one-stop partners, chief elected official(s)]

** The development of guidance on Infrastructure Costs is ongoing at this time.*

The attached Camden County Workforce Development Board Memorandum of Understanding describes the roles and resource contributions of the One-Stop partners. The resource sharing

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agreement is included with the MOU as an attachment. (See Appendix 1) The One-Stop partner services matrix has been updated to incorporate the new WIOA changes. At our monthly Partners meetings the delivery of these services is reviewed and discussed at length.

VII. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area. Include a description of how your education and occupational training programs will include employability skills training content (soft skills) that prepares workers for a range of workplace activities and behaviors and a range of skills that are required to succeed in today's workforce.

Population groups can obtain a wide array of job seeking and employment development services, including the initial assessment of skills and abilities, self-help information relating to career exploration and skill requirements of various occupations, consumer report information on the performance of local education and training providers, and quality, labor market information.

The One-Stop core providers and partners such as, Literacy Volunteers of America and Camden County College ensure adults and dislocated workers have access to the following employment and training activities:

- Training workshops
- Career exploration and development
- Resume writing
- Interviewing skills development
- Literacy skills development
- High School equivalency diploma attainment
- Career training
- Job Placement Services
- English as a Second Language

A customer may come in seeking services through the One-Stop Resource Center or through Employment Services. The first step for every customer is to attend a One-Stop orientation. If the customer is interested in career training, the customer is referred to a training orientation. After completing orientation the customer begins to work on their career plan. To assist them with this process, the Career Club is available to help customers explore potential occupations and research training schools they may want to attend. The customer then meets with a counselor to obtain one-on-one career counseling, determine eligibility and to perform a career assessment. The customer is also given a Test of Adult Basic Education (TABE) to assess their educational level. The counselor then guides the customer through a service strategy (formerly

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the Individual Employment Plan) where their aptitude, interest and skill level are considered to help determine the next step in the process. If the customer has a high school diploma but is still in need of remedial education, the customer is referred to the Learning Link where they are helped to increase their math or reading levels. If the customer does not have a high school diploma, they are referred to the Adult Basic Skill (ABS) Consortium if there is an opening. If ABS does not have an opening, the One-Stop Learning Link will provide the same services to prepare them to take the High School Equivalency Test (HiSET). However, there is no duplication of services. Customers serviced by ABS are not sent to the Learning Link. Customers who demonstrate an extremely low education level are referred to Literacy Volunteers of America, part of the ABS Consortium co-located at the One-Stop to provide immediate services. Once the customer has attained a 5th grade reading level they are referred back to either the Learning Link or another stage of ABS.

English as a second language (ESL) for WIOA customers is done through ABS. ESL for Workfirst and Able Body Adults without Dependents is done through a contracted service which is competitively procured. The current contract for these services is with Camden County College.

Soft skills are included in the range of services offered. For example, if the customer needs help writing a resume or improving interviewing skills, they are referred back to the Jersey Job Club (JCC) through Employment Services. Employment Services also provides career coaches who are available to improve soft skills by conducting mock interviews. JCC services are available to both WIOA and Workfirst customers.

VIII. Describe how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A) of the Actⁱⁱ.

The Camden County WDB will coordinate workforce development activities with statewide rapid response activities when our local area or the local areas in the Southern region experience disasters, mass layoffs, plant closings or any other event that precipitates substantial increases in the number of unemployed individuals. The WDB will encourage mobilization of our local business services representatives to reach out to the affected population to determine specific needs of both employers and job seekers. We will also work closely with other WDB's in the southern region to plan recruitment events and job fairs. One-Stop staff and Business Service representatives will also be provided information regarding other county social service resources to give to the residents of the affected areas with whom they come in contact.

IX. Youth Activities:

Describe and assess the type and availability of youth workforce development activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce development activities. (WIA to WIOA Youth Transition Plans as the baseline for this section...add new activities and plans developed since those plans were submitted).

The local WDB and the Camden County One Stop/Resource Center are committed to providing high-quality services for out-of-school youth and young adults which include career exploration and guidance, career pathways for educational and industry-based opportunity, skills training for in demand occupations, access to pre-apprenticeships, internships, other work experiences, and enrollment in postsecondary education (TEGL No. 23-14, 2015). This transition plan will assist disconnected youth in navigating through educational and workforce systems by implementing a strategy to increase services to out-of-school youth and young adults.

The local WDB and the Youth Investment Council recognizes that the educational and training needs of youth are uniquely different from adult participants. As such, the Camden County One Stop hosts youth-specific orientations that provides pertinent information regarding our enrollment process. Our youth orientation is concise, providing clear guidance leading to enrollment in route to educational and/or career training, as well as, employment opportunities.

In program year 2015, Camden County has currently served 174 eligible youth ages 16-24. Of those served, 68.39% are drop-outs, 28.16% are pregnant or parenting, 4.6% are homeless; and 2.3% are disabled. In program year 2018, Camden County has served 239 eligible youth ages 16-24 via the Youth One Stop, Youth Contractors and Camden Corps Plus. Of those served, 75% were dropout; 31% were pregnant or parenting; 2% were homeless and 1% were disabled. The local WDB expects to serve more than 250 out-of-school youth and exit nearly 148, meeting established performance indicators, as required (Camden, 2015).

Recruitment and retention of youth

Through a social marketing approach, our recruitment and retention efforts will reflect our ability to understand our audience, help us look at our program from a “youth point of view”, and reflect services that will change behavior and directly engage our target population. By considering program barriers, benefits, and competition, we will understand how to recruit youth and engage them to stay in the program. A targeted recruitment and retention audience includes parents, guardians, and a peer driven approach using social networking practices; other techniques will involve focus groups and key interviews with participants (Cozier and Powers, 2012).

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Recruitment will begin by reaching out to youth and young adults and directly connecting with organizations such as schools, faith-based organizations, community centers, government programs, recreation centers, juvenile justice systems, and the adults that touch their lives (Chilcoat and Eisler, 2013). Recruitment and retention efforts will focus on reversing barriers to youth participation by:

- Asking them if they want to be involved
- Showing them how to get involved
- Providing a convenient time for them to be involved
- Revealing that making a commitment will improve their life
- Understanding that family life is complicated
- Identifying methods for transportation
- Learning about issues that are important
- Obtaining new skills
- Connecting with friends
- Being more productive with free time
- Meeting others in similar situations
- Increasing the desire to be successful
- Gaining greater status and self-worth
- Making a difference in the community

In order to attract, screen, and identify eligible youth for services, Camden County will actively and continuously compete for the time and attention of youth in the community. Understanding potential youth and how to reach them is a critical element of connecting services and will allow our program to maximize its impact on the disconnected youth population (Chilcoat and Eisler, 2013).

One goal of this approach to youth in the community is to adopt outreach strategies and partnerships to successfully increase the number of out-of-school youth served. In doing so, the WDB and One-Stop continue to work toward the objective of establishing an information sharing agreement with local school districts that includes a list of drop-out students within the bounds of the law, as well as strengthening existing relationships between the Juvenile Justice System and other organizations serving out-of-school youth to increase the number of referrals.

A second goal is the creation of an overall marketing plan to reach eligible youth and young adults in Camden County. This continues to be accomplished by placement of promotional materials (flyers, posters) in community centers, grocery stores, State agencies, community-based organizations, and alternative learning schools; improvement of communication channels through social media, mobile phones, on-line tools, web-site information, and email blasts; and by increasing staff outreach through on-site presentations in community based organizations, partner orientations, and include adult audiences to reach youth through family members such as parents, guardians, aunts, uncles, and others to recruit eligible youth. Among other outreach

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efforts, the Camden County One Stop Resource Center regularly appears at all Town Hall meetings, and local area efforts to increase job training, such as the recent Camden Construction Career Initiative, an event coordinated by Coopers Ferry Partnership and McKissick Construction.

Youth requiring additional assistance: Local decision

The local WDB will utilize the criterion, *an [out-of-school] individual who requires additional assistance to complete an educational program, or to secure and hold employment*, defining and documenting the eligibility category as one of the following (TEGL 8-15, 2015):

Category	Definition	Required Documentation
Incarcerated Biological Parent	Youth whose biological parent is incarcerated at the time of eligibility determination.	Verification using Inmate Locator tool, http://www.jailexchange.com/CountyJails/New_Jersey/Camden/Camden_County_Jail_Inmate_Search.aspx ; or Letter/documentation from a corrections facility or corrections officer.
Sibling childcare responsibilities	Youth who must assume a parenting role for siblings because the parent/guardian is employed or incarcerated at the time of eligibility determination.	Parent/guardian paystubs; and Parent/guardian self-certification of younger sibling responsibilities; and Family size documentation; or Court records.
Alcohol and drug dependency	Youth who admits to drug and/or alcohol dependency.	Medical records; or Referral from current treatment center and/or court.
Basic skills deficient despite having a High School diploma or equivalency	Youth with basic skills deficiency in Reading and Math and lacks literacy sufficient to receive occupational training.	High School diploma or equivalent; and TABE PC 10 pre-test with scores below 9th grade in Reading and Math.
Victim of harassment, sexual abuse, or bullying	Youth who is a victim of harassment, sexual abuse, or bullying at any time prior to eligibility determination.	Referral from current treatment center counselor; or School records
Youth between the ages of 18-24 who is no longer a foster child due to age.	At age 18, a foster parent no longer assisted youth due to loss of support.	Documentation from NJ Dept. of Children and Families (DCF), Division of Child Protection & Permanency (DCP&P) formerly DYFS.

Figure 9

Youth Activities in the Local Area

The local WDB has developed relationships with youth service providers in the community. Through existing relationships and the strengthening and development of new relationships, the local WDB and One-Stop Operator will assist in establishing a local framework to leverage other federal, state, local, and philanthropic resources to support out-of-school youth in Camden County (TEGL No. 23-14, 2014).

CamdenCorpsPlus (CCP)

The Department of Labor and Workforce Development initiated a \$1.9 million USDOL grant for the City of Camden for the purposes of targeting youth unemployment. The goal of the program was to serve over 100 out-of-school youth and young adults between the ages of 16 and 24. The program integrated occupational training with literacy skills and basic skills training as well as incorporated work readiness, financial literacy, and career awareness. Three types of work experiences were made available, including community service and job shadowing, as well as

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internships (LWD, 2015). CCP concluded its service provision in 2018 having served 81. CCP enrolled two (2) cohorts.

Latin American Economic Development Association, Inc.

An example of entrepreneurial training is available through programs in the community such as the *Latin American Economic Development Association, Inc.* (LAEDA). Entrepreneurial programs like LAEDA provide an alternate route to gainful employment for eligible young adults in the community. Disadvantaged individuals have the opportunity to learn how to establish their own business.

Workforce Learning Link

The Workforce Learning Link, located in the Camden County One-Stop ensures that every New Jersey resident has the ability to upgrade the basic skills needed to enter the workforce. This short-term program is available to young adults and can provide tutoring, study skills training, and instruction that lead to completion of the requirements for a secondary school diploma (WLL, 2009).

Welding and Advanced Manufacturing

Holtec International, one of the country's largest and most respected energy production equipment companies is relocated its headquarters to Camden, NJ. The company brought several manufacturing jobs to the local area. In working closely with our community partners and Holtec International, a program was developed to identify and train youth and young adults for careers in advance manufacturing. The first phase of the project began with the training of 28 welders for the planned opening of Holtec International in the fall of 2017. Holtec International hired 12 graduates from this program. Durand Glass Manufacturing and The Davis Companies also hired graduates from this program. Due to a change in their hiring needs, this course is no longer being offered.

YouthBuild

As a community-based alternative education program, *YouthBuild* provides job training and educational opportunities for targeted youth ages 16-24. Youth learn construction skills while rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth divide their time between the construction site and the classroom, where they earn a high school diploma or equivalent, learn to be community leaders, and prepare for college and other postsecondary training opportunities. *YouthBuild* includes significant support systems, such as a mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement (USDOL YouthBuild, 2014).

Youth Corps

The New Jersey Youth Corps (NJYC) is funded by the State Department of Labor and Workforce Development and is a year-round voluntary program. The program serves youth and young adults

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between the age of 16 and 25 who have become disconnected with high school. The program offers life skills and employability skills; personal and career counseling; preparation to obtain a high school equivalency, and helps participants transition to college, advanced training, and other service opportunities (LWD, 2013).

NJ Job Corps/Aleut-Odle Training and Development

The local WDB recognizes the importance of partnership in cultivating progressive opportunities for local youth. As such we have implemented a MOU with Job Corps in collaboration with the Camden County One Stop Career Center to expose local youth to the training opportunities available via both points of entry. Our MOU with Job Corps sets forth the referral of Job Corps applicants to the Camden County One Stop Career Center for individuals who do not meet the eligibility or suitability qualifications of their program. Job Corps is on site at the Camden County One Stop several times per month conducting information sessions to prospective candidates and their parents.

Justice-Involved Collaborations

The local WDB recognizes the importance of working across agencies to achieve mutual goals. For this reason, the Camden County One Stop Career Center has launched a more targeted outreach and coordination initiative working with the Juvenile Justice Commission – Office of Juvenile Parole & Transitional Services, Vicinage Probation Office, Superior Court of NJ, Camden County and the Camden County Juvenile Detention Center. The WDB recognizes that efforts to support justice-involved youth necessitates inter-agency coordination and relationships that drive mutually beneficial engagement. Our collaborations provide on-site interactions concerning available resources, workshops, high school completion, remediation, career training and access to employment opportunities.

Mentorship

The local WDB accepts the research that youth benefit from close, caring relationships with adults. In partnership with Rowan University the Camden County One Stop has developed a mentorship program to bolster supportive relationships and positive decisions for participants. Our mentorship program helps youth acknowledge and address personal challenges and academic deficiencies while developing realistic prevention strategies in a judgment-free space.

Personal Development Workshops

The local WDB recognizes that many disconnected youths would benefit from exposure to life and career readiness skill instruction. Our Camden County One Stop provides access to a four-part workshop series featuring content in self-assessment, resume writing, interviewing skills, career exploration and financial literacy facilitated by TD Bank.

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Describe how your area will satisfy the requirement for 75% of WIOA Title I Youth funds to be used for Out of School Youth, and 20% of total youth funds to be used for work experience activities.

Paid and unpaid work experiences

As identified in WIOA section 129(c)(4), the local WDB and One-Stop Operator/Fiscal Agent anticipate that 100% of non-administrative local area WIOA funds for the grant period July 1, 2015 through June 30, 2018 will be expended on programs for out-of-school youth. No less than 20% of such funds will be spent on paid work experience programs. Programs in the community will be coordinated with other youth serving organizations and agencies (Camden, 2015, p. 2).

On-the Job training

New Jersey has “On-the-Job” Training programs designed to encourage employers to expand their workforce by hiring an unemployed job seeker. Many young adults entering the One-Stop are receiving or have exhausted unemployment benefits within the last 52 weeks. The full-time job requirement coupled with at least a \$10 per hour wage level, allows employers to receive 50% salary reimbursement for a period up to six-months. This program will be utilized to ensure On-the-Job training opportunities are available to young adults eligible for services through the Camden County One-Stop.

Paid internships

The local WDB and One-Stop Operator/Fiscal Agent recognize that work experience is a critical element of youth services and as a result will utilize 20% on paid work experiences, as required. This youth service will be procured in accordance with the criteria established in *New Jersey’s Unified Workforce Investment Plan of 2012-2017* (NJWIN 10-15, 2015). The procurement process will follow the timeline documented in the *Engagement and Decision* section 4.1 of this plan.

In establishing critical success factors for paid work experience programs, the local WDB and One-Stop Resource Center will continue to create evidence-based success factor indicators, establish minimal standards for performance measurement of work sites to link training and education, and establish demonstrative standards for youth, including but not limited to attendance and job performance.

Job shadowing and mentoring

The local WDB intends to provide job shadowing services to eligible youth through existing services in the community, partner agency services, and/or formal procurement methods. Critical elements of job shadowing include being sure the youth and the mentor are trained and understand the entire job shadowing process. Interests and aptitudes will also be part of the job shadowing placement process, in addition to transportation and other critical elements.

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Mentoring services can be a way to have youth enter, emerge, become an expert, or even exit an occupational experience. Through existing services and/or procurement methods, mentoring services will be accessible to youth and young adults in Camden County. Finding beneficial ways of mentoring can bring this experience not only to youth, but also to employers in order to solve real business problems such as succession planning and non –traditional initiatives (Emelo, 2015).

Pre-Apprenticeships

The local WDB recognizes that registered apprenticeship is a proven solution for recruiting, training, providing specific skills to meet emerging market demands. We are excited about the potential to better align secondary, post-secondary, and adult education and occupational training to the unique needs of Garden State employers, utilizing the NJ Department of Labor and Workforce Development newly formed Pre-Apprenticeship in Career Education (PACE) Training Program (NJLWD, 1/2019). Work-based learning combined with classroom instruction is an effective model and can provide youth with a unique, flexible experience (Jobs4Jersey, 2014). According to the *Search Apprenticeships Near You* web site, New Jersey is ranked as a “high opportunity state” for apprenticeships (USDOL, n.d.).

NJBuild-Camden Training Program

Examples of pre-apprenticeships in Camden County include *NJBuild-Camden*. The program is designed for individuals who want to prepare for entrance into apprenticeship programs in the construction trades. Accepted participants will learn the skills required to sit in an apprenticeship interview and prepare to take an apprenticeship entrance exam. This interactive curriculum is designed as a hands-on approach based on adult learning theory and includes: presentations, demonstrations, activities, exercises, and hands on training. Delivered by Journey-level instructors, the curriculum consists of academic, vocational, workplace safety, OSHA 10 Safety Training, basic skills, workforce readiness instruction, and practical training needed to be successful in building trades and life. Participants will be trained in carpentry, bricklaying, basic electrical theory, basic plumbing and pipe fitting, and introduction to structural ironwork (NJBuild-Camden, 2015). The targeted program population is women and minorities.

Unpaid internships and volunteerism

With the expansion of WIOA Youth eligibility to age 24, emphasis of public assistance recipients as a priority population, and the significance of post-secondary education, Camden County will utilize the *SmartSTEPS* program as a linkage to WIOA youth services. Camden County has one of the most successful *SmartSTEPS* programs in the State and received approximately 61 slots for program year 2017. Many current *SmartSTEPS* participants are under the age of 25 and all are attending academic programs at two or four year colleges and universities. This provides an opportunity for young adults to access career pathways and create valuable unpaid internships and volunteer work experiences. Additionally, through the virtue of benefit reimbursement, the *Smart STEPS* participant can garner experience that might not otherwise be available due to *WorkFirst New Jersey* participation requirements.

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As this type of opportunity is created in the local area, the local WDB and One Stop will establish a data base of available unpaid internships and volunteerism work sites for eligible youth participants, and utilize semester breaks for modular assessments to prepare and identify available unpaid and volunteerism opportunities, so that the ultimate goal of linking appropriate unpaid and volunteer work experiences to youth enrolled in academic programs to create summer opportunities is accomplished.

a. Describe the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 are to be made available within that framework.

The local WDB and One-Stop Operator/Fiscal Agent have determined that WIOA Youth “design framework services” are more appropriately provided by the grant recipient through the Camden County One-Stop/Resource Center and will not be competitively procured; such services are *intake, objective assessments, development of individual service strategies, case management, and follow-up services* (NJWIN 10-145, 2015). After reviewing youth intake and participation rates, the WDB’s Youth Investment Council along with the counselors in the Youth One-Stop determined that providing intake, assessment and case management services in-house would facilitate the initial coordination of services for the youth in one location. The Youth One-Stop was designed to separate youth services from adult services in order to increase youth participation and to reduce some of the initial barriers that deter youth from taking advantage of necessary services and opportunities.

In order to determine the appropriate goals and mix of services that reflect the unique needs of each youth, the local design framework will utilize a modular assessment tool method to determine appropriate program elements in consideration of: age, basic skills level, disabilities, and other distinct characteristics. This design framework provides development strategies and service needs for target areas such as youth, youth with disabilities and young adults (NJWIN 08-15, 2015). For example: Common knowledge suggests that a youth of age 16, a youth with a disability, and a young adult of age 24 will not benefit from utilizing a similar assessment method. Attachment A of this document identifies the target population, WIOA element being assessed and the design framework assessment tools that will be utilized for youth, youth with disabilities, young adults. This framework will establish a process to identify and develop a unique *Individual Service Strategy* for each participant.

Both classroom and web-based modules will be utilized to review and determine appropriate service needs and career pathways. Upon initiation of the *Individual Service Strategy*, the career counselor along with the participant, will determine which assessment modules will prepare the youth for referral to available youth services in the community. In consideration of the wide ranging age and educational levels of the youth population, curricula from approximately **nine**

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different sources will be offered to target groups such as youth, youth with disabilities, and young adults. Classroom assessment curriculum:

- *Money Smart* (FDIC, 2014)
- *Skills to Pay the Bills* (ODEP, 2007)
- *Adkins Life Skills Program* (Adkins, 2002)
- *Equipped for the Future* (CLE, 2000)
- *A Guide to Teach Youth What Employers Want Them to Know* (Coplin, 2005)
- *Teen Practical Life Skills Workbook* (2012)

Web-based assessment curriculum:

- *New Jersey Next Stop...Your Career* (NJOIT, 2016)
- *New Jersey Career Assistance Navigator* (NJDOE/NJLWD, n.d.)
- *Career Scope* (VRI, 2010)

In order to ensure youth are prepared to participate in programs and services, post-assessment workshop tools will be created to provide critical information in the on-going development of the service strategy

Design Framework Flowchart

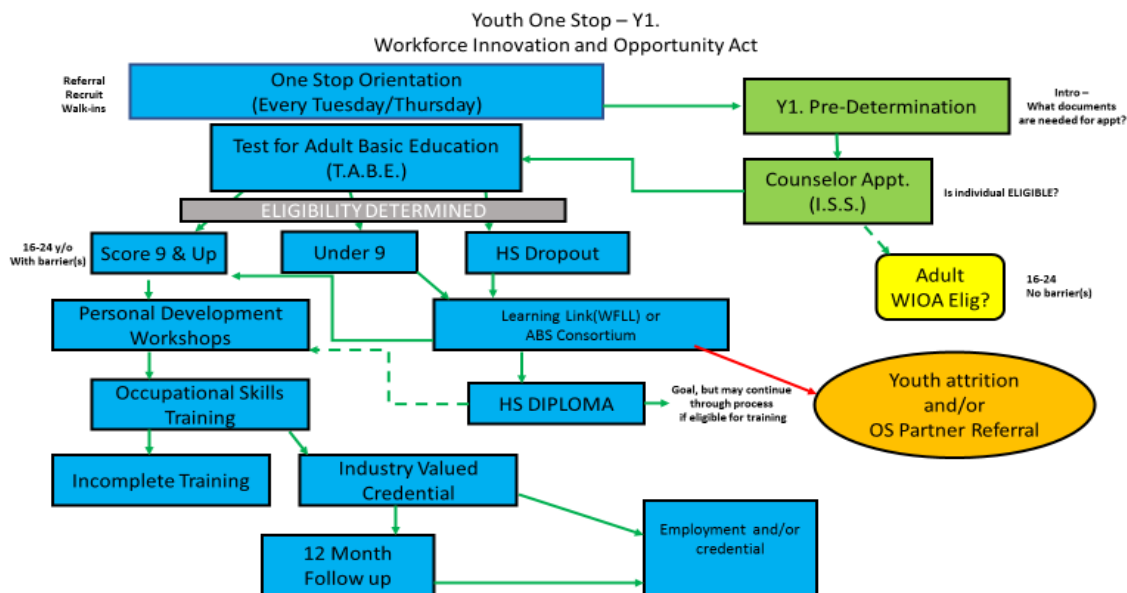


Figure 10

- b. Clarify how and if the area will be securing any youth program elements without the procurement of programs and services.**

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The local WDB and One-Stop Operator/Fiscal Agent have determined that WIOA Youth “design framework services” are more appropriately provided by the grant recipient through the Camden County One-Stop/Resource Center and will not be competitively procured; such services are *intake, objective assessments, development of individual service strategies, case management, and follow-up services* (NJWIN 10-145, 2015).

Additionally, a comprehensive mapping process was conducted with the local partners, to define each function in response to consolidation. A detailed analysis was conducted and identified specific processes and standards for what services a customer can receive as a result of engagement. A framework for system integration with processes and standards was initiated (WIB, 2014). The goal is to establish the required Memoranda of Understanding (MOU) between the local Board, One-Stop Operator, and required partner agencies for which youth services are provided. *The MOU between the WDB, the local One-Stop and partner agencies has been executed by all local parties and sent to the State.*

X. Describe how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

The One-Stop coordinates secondary and post-secondary education and workforce activities through our partners at the Adult Basic Skills Consortium and Camden County College. For example, a local manufacturing company expressed a need for certified welders. The Center for Advanced Manufacturing located at Camden County College, met with the company to develop a training program that would graduate welders with the certification required by the hiring company. Customers interested in a welding career, who are WIOA eligible, are referred to the college for training. Customers who may be ineligible for WIOA funding may be eligible for training and other funding available through Camden County College or one of our other local colleges.

The Board and the One-Stop meet monthly with our partners to share resources and discuss new opportunities to work together to provide services and avoid duplication. When an Opportunity Partnership Grant is awarded to one of our partners, a meeting is scheduled to determine the most effective and efficient way to provide services to eligible customers prior to the start of any training. The communication process within the local area is designed to ensure that where a grant opportunity exist there is coordination through the partners and the One-Stop to maximize services for the customer.

Counselor at the Youth One-Stop and representatives from The Division of Vocational Rehabilitation Services contact high school counselors regarding out of school students to

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facilitate entry into any necessary post-secondary training. Activity reports are shared with various Workforce Development Board committees to improve service delivery and avoid duplication of resources.

The Camden County Resource Center will facilitate and coordinate employment, education, and apprenticeship programs with Camden County College, Rutgers University, and Rowan University. Through regular monthly partners and operations committee meetings. The focus of these partnerships will be to build off of the successes of these title II programs by placing clients into real high demand occupation training opportunities, internships, work experience programs and apprenticeships.

XI. Describe how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services such as; child care and public housing.

The Board has always been cognizant of the fact that reliable transportation is critical to successful job performance. Our One-Stop provides bus passes for eligible customers and works with the following transit providers:

- South Jersey Transportation Authority
- Delaware River Port Authority Transit
- New Jersey Transit Access Link
- Sen-Han Transportation

In addition, Camden County offers the *Camden County Resource Compass* which provides information to connect residents with vital services including, but not limited to, addiction counseling, senior services, child care and supplemental transportation.

<http://camdencountyresourcecompass.org/>.

Child care is also provided by Center for Family Services at the One-Stop Resource Center for eligible customers and residents. The WDB has also worked effectively with the Camden Housing Authority to assure that *all* residents have access to adequate housing.

XII. Describe plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

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The Camden County One-Stop Career Center will be moving to a new facility by the end of FY19. Key partners have taken this as an opportunity to create a truly integrated service delivery system. WIOA Title I (Local WIOA staff), Title III (LWD ES staff), Title IV (LWD DVRS) Counselors and the Board of Social Services (WorkFirst NJ) Case Managers will be located in a common area. Aligning staff by counseling and case management functions will enable DVRS, ES and WFNJ staff to efficiently deliver comprehensive and cohesive services to our customers. The CCWDB is working with this team to more deeply integrate WIOA Title I, Title IV, Wagner Peyser, and WFNJ within the One-Stop system, providing training, capacity building and coordination of activities. This integrated approach will ensure seamless process navigation for our customers and avoid duplication of services. Front-line staff from all partners will be cross-trained regarding One-Stop services so they can refer customers to the appropriate partner.

Through the co-location of One-Stop staff according to functional job duties, we will be able to move towards an integrated workflow. County Dislocated Workers are scheduled for a One-Stop Orientation under the direction of the One-Stop Operator. Employment Services (ES) staff conduct the workshop that provides an overview of One-Stop Career Center services and concludes with a brief one-on-one assessment. The customer is scheduled for an appointment with a WIOA Counselor for a more thorough assessment and appropriate program referral. The WIOA counselor may refer customers directly to partner agencies including Unemployment (UI), Division of Vocation Rehabilitation Services (DVRS) or Career Services, as needed. In the event of a UI claim or problem, they are directed to the UI Staff. If a customer self identifies any physical or mental barrier, they are referred to DVRS. When a customer requires more intensive career services, they are referred to Jersey Job Club workshops, targeted Veteran services, Re-Entry services and/or one-on-one appointments with One-Stop career counselors. If additional training is needed, customers are referred to the Camden County Resource Center Training Workshop.

The initial appointment with the WIOA One-Stop Counselor begins the intake and eligibility process. By utilizing industry standard literacy and occupational assessment tools such as the Test of Adult Basic Education (TABE), Best Plus, Best Literacy, CareerScope, NJ Career Assistance Navigator (NJCAN), Occupational Information Network (O-Net), and Prove IT, the counselor effectively determines a customer's needs. An Individual Employment Plan (IEP) that leads to a Path to Employment is created with the customer by utilizing the Career Connections.

(careerconnection.nj.gov) Plan, Prepare and Succeed virtual tool kits. Through the employability needs assessment, the WIOA Counselor refers the customer to the appropriate career pathway services such as, Workforce Learning Link, Literacy Volunteers, Work Based Training, Individual Training Accounts (ITA's), On the Job Training (OJT), Youth One-Stop, Tuition Waiver, Additional Benefits for Training (ABT), Opportunity Partnership Grant, Jersey Job Clubs (JJC), Re-entry, Parole Employment Placement Program (PEPP), Trade Ready Access (TRA), WorkForce 55+, Apprenticeships, State Rental Assistance Program (SRAP) and individual job search.

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The public assistance population accesses the “To-Work” system via the County Board of Social Services who will do the eligibility determination, mandatory status verification, and scheduling for the initial workforce activity. Both ES and local staff share in the provision of group Orientations and Job Search Workshops which provide the information to the customer for their navigation through their work activities. All work activities in Camden are decided upon with the customer, the WIOA “To-Work” Case Manager and the Instructor of the Workshop. In this way, gaps in communication are avoided and participation in countable yet appropriate work activities are assured. The same selection of work activities is available to any customer with the associated/required skill levels for attainment regardless of economic status.

The General Assistance 28 Day protocol is handled solely by ES staff in accordance with NJ LWD directions. (See Appendix 3)

We have implemented the use of digital information boards to promote programs and assist in intake and orientation of our clients. We are also empowering our client greeters to data input client information and needs as a means to track accurate participation rates as we know that just ASOS data is falling short in this area.

XIII. Describe how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title IIⁱⁱⁱ.

- a. This section must include a description of how the local area will effectively refer one stop clients to WIOA Title II programs and how Title II program recipients will access one-stop center services. Include information about existing and planned efforts for co-location and co-enrollment of title II activities within the one stop system.**

The Adult Basic Skills Consortium which includes the County College, the County Library system and Literacy Volunteers of America provide core services to help customers attain their High School Equivalency Diploma as well as provide other levels of literacy needs. However, if customers come to the One-Stop wanting to obtain a high school diploma and/or enter training; and no slots are available through ABS Consortium, Learning Links is permitted to provide services to the customer for high school completion.

All partners have received a referral guide which explains the various literacy levels of services available through the ABS Consortium. ABS ensures each customer accesses “CareerScope”.

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“CareerScope” is an interest and aptitude assessment used by customers to advise them on what programs and courses they should focus to pursue their chosen career.

If a customer is WIOA eligible and no other funding stream is available, the One-Stop will pay for the High School Equivalency Test (HiSET).

The WDB’s Literacy committee is continually seeking ways to boost youth and adult literacy levels for Camden County residents which is crucial to developing a quality workforce. The Literacy committee recently completed a Literacy Needs Assessment to identify areas and municipalities within the County that would most benefit from literacy programming. The Literacy Committee shared the results of the assessment with the partners in the ABS Consortium to ensure the programs and services being offered, address the literacy deficiencies identified in the assessment, particularly in the areas of the County with the greatest needs. The Literacy Committee continues to work with Literacy Volunteers of America, who maintain space in our One-Stop. We also have reached out to some municipal libraries in the County to partner with us on promoting literacy services. **The Literacy Committee plans and conduct two annual Literacy Awareness events at the Clementon Memorial Library and the South County Branch in Winslow Township. These events help to promote services such as High School Diploma completion programs, English as a Second Language programs and Adult Basic Skills programs. A Literacy Services Guide is given to each attendee.** The County Library system, with its many branches, has also been involved in promoting literacy and will be engaged in all efforts with our literacy needs assessment. The Literacy Committee will continue to monitor changes in literacy levels by reviewing program participation and completion rates as well as changes in demographics and economic conditions.

b. Describe all literacy services including those provided through the workforce learning link, WFNJ and any other WIOA program and services.

WIOA and Workfirst NJ (WFNJ) customers have access to the Learning Link. However, WFNJ customers do receive priority of service. Services are based on need not economic status. The same selection of work activities is available to any customer with the associated/required skill levels for attainment regardless of economic status.

c. Describe the referral process out of literacy program into a career pathway.

Customers who display acceptable skills levels can be referred directly to training. However, they must still complete a career plan with a counselor one-on-one and additionally meet with a WIOA counselor to determine eligibility and assessments. There is assistance available through the Career Club for soft skills training as well.

XIV. Describe the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the

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local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.^{iv} Describe in this section what internal mechanisms will support these initiatives and how these technical assistance initiatives are coordinated with or supported by the Department of Vocational Rehabilitation and the New Jersey Commission for the Blind and Visual Impaired.

As a partner with the One-Stop, DVRS works closely with the other partners to ensure those individuals with disabilities are referred and provided with the services they need to be successful in the workforce. While all One-Stop clients may not want to engage in DVRS services, but rather work with the One-Stop directly, DVRS ensures that they are orientated to DVRS as an agency and foster a seamless transition to the One-Stop. DVRS can provide assistance to the One-Stop regarding the impact of the disability on obtaining employment.

Through the One-Stop staff cross trainings, partner meetings, committees, joint ventures and projects the Board and the One-Stop have a great working knowledge of DVRS as an agency and the proper protocol for referral of perspective customers. With this, comes an understanding of the DVRS process from inception to completion. DVRS has also established an on-going monitoring system where they are able to provide specific information on compliance, services, and outcome on a monthly basis or as needed by the One-Stop with our “shared customers”.

DVRS and the One-Stop have also received praise for their “Suited to Work” initiative. In addition, DVRS and the One-Stop have partnered on monthly federal hiring events, yearly “Schedule A” hiring event, and “Schedule A” training.

XV. Identify the entity responsible for the disbursal of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i).^v

Stated in the Agreement between the Camden County Chief Elected Official and the Camden County Workforce Development Board AND pursuant to WIOA legislation Section 107(d)(12)(B)(i)(III), the grant recipient (who is Camden County) shall be the fiscal agent who is responsible for the receipt and disbursement of all funds related to the Workforce Innovation Opportunity Act, NJLWD and DHS programs, in accordance with all State and Federal

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requirements. The County through the Department of Workforce and Economic Development shall appoint someone who will be responsible to carry out the duties of the fiscal agent. According to the WIOA, 29 USC § 3151 Sec. 121(B)(i), the local grant recipient shall disburse the grant funds for workforce investment activities at the direction of the local WDB pursuant to the requirements of this title. Camden County as the local grant recipient, through the fiscal agent, shall disburse the funds immediately on receiving direction from the local WDB in accordance with established County policies and procedures.

Also pursuant to WIOA legislation Section 107(d)(12)(B)(ii) and (iii), the Camden County WDB will continue to carry out its duties under the act by continuing to remain incorporated and operate as an entity described in section 501(c)(3) of the Internal Revenue Code of 1986.

The local WDB will also continue to solicit and accept grants and donations from sources other than Federal funds made available under WIOA.

XVI. Describe the competitive process to be used to competitively select the One-Stop Operator, and to award the sub-grants and contracts in the local area for activities carried out under WIOA Title I.

Pursuant to section 121(d)(2)(A) of the Workforce Innovation and Opportunity Act (WIOA) requiring the designation of the One-Stop Operator through a competitive bid process, the Camden County Workforce Development Board (WDB) established a taskforce to publically submit a “Request for Proposal” as well as receive, review and score proposal submitted.

The purpose of the solicitation was to select a One-Stop (OS) Operator to operate the Camden County One-Stop Career Center (CCOSCC) and other service access points for federally-funded CCOSCC partners, as required by WIOA and other community partners serving employers and customers seeking jobs, career counseling, training, and career advancement in the Camden County Workforce Development Area.

A One Stop Procurement Task Force was appointed, consisting of the Camden County WDB members. All Task Force members were and remain intimately familiar with the need for the services provided by the One-Stop Career Center, and all Task Force members determined that none were in any conflict or potential conflict of interest as defined the Local Government Ethics Law.

The RFP was released on March 10, 2017 and due back to the WDB taskforce by April 10, 2017 allowing 30 days for responses. A legal notice with all relevant information was posted on the WDB website as well as placed in the Courier Post, our required local newspaper. The full RFP was provided by email or by hard copy to all persons who requested a copy by in-person, by email, telephone or mail. One week after the release of the RFP, a technical conference was held.

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At the close of the response period, the WDB staff did an initial review of the proposals received to ensure all basic requirements were met.

The Task Force met on April 13, 2017 to do a complete review of the proposal received. The scoring rubric used by the Task Force included evaluation criteria which proposing vendors, by its inclusion within the RFP, knew they would be judged. These included program design criteria, management criteria, and cost criteria. The methodology included a point computation and was established so as to not unfairly or illegally discriminate against or exclude otherwise capable vendors. The scores were averaged to produce a final proposal score.

Based on the results of the scoring, the taskforce made a recommendation to the Executive Committee for Camden County to be the One-Stop Operator for PY 2017-2018 and PY 2018-2019. The Executive Committee accepted and approved the recommendation from the taskforce. This action has been documented in the April 2017 Executive Committee meeting minutes.

The Executive Committee then requested a full Board vote to approve offering a contract to Camden County to be the One-Stop Operator for PY 2017-2018 and PY2018-2019. The Board, through electronic ballot, voted to approve Camden County as the One-Stop Operator by an amount exceeding two-fifths of the Board membership as required in the WDB by-laws. WDB resolution 2016-8, authorizing the approved action to be taken was signed by the Chair of the Board on May 24, 2017.

The contract was sent to Camden County on May 25, 2017 for signature and approval by the Chief Elected Official and a certified resolution.

For WIOA and WorkFirst services, Camden County intends to identify more than one provider in order to insure that the diverse needs of the population are addressed and there is reasonable geographic access for all County residents. Requests for Proposals (RFPs) are used to procure the various providers of WIOA and Workfirst services.

The process is initiated with a “think-tank” meeting, which includes the WDB Program Evaluator, the One-Stop Operator, and representatives from the Management Information Systems (MIS) and Fiscal units. The prior program year is thoroughly discussed, and input is received from various perspectives as to what worked well; what did not; what needs to be changed; what new legislation or guidelines mandate changes; etc.

Once finalized, the RFP document is advertised by publication in the Legal section of the local newspaper. A pre-proposal meeting is scheduled and directed by the WDB Program Evaluator (PE). At this meeting, the most critical points of the RFP are emphasized and questions are addressed.

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Proposals are received at the WDB office, and a receipt is given for each proposal received. The WDB staff does an initial review of each proposal to ensure all formal requirements are met.

Proposals are reviewed by an appointed review committee consisting of One-Stop personnel, WDB staff and private sector members. All committee members are intimately familiar with the need for the proposed services. As defined in the Local Government Ethics Law, the review committee members sign a document attesting they do not have any conflict or potential conflict of interest with the vendors submitting proposals

The RFP specifications set forth various expectations of the Local Area, and include evaluation criteria upon which the vendor knows they would be judged. These include program design criteria, management criteria, and cost criteria. The methodology to conduct the review includes a point computation and was established so as to not unfairly or illegally discriminate against or exclude otherwise capable vendors.

The proposal review committee is divided into teams of four. Two team members review and score the program components of assigned vendor proposals, and two team members review and score the fiscal components of assigned vendor proposals.

All proposal reviewers are allotted time to individually read their assigned proposal and to draft their scores and comments onto a 'Discussion Document', which corresponds to the RFP.

Next, proposal reviewers discuss their conclusions within their team, and any requests for budget clarification is submitted to the vendor (via the WDB).

After discussion and clarification, each proposal reviewer completes a final scoring rubric (which corresponds to the RFP) and submits same to the WDB Program Evaluator.

Scores for each category are averaged, and as indicated in the RFP, a proposal must score at least 50% in each category, or be disqualified.

Qualified proposers are sent written offers by the WDB, and Resolution requests are sent to the Freeholders by the One-Stop Operator to award contracts.

Contracts are generated by the WDB, with relevant forms and attachments provided by MIS and Fiscal, respectively.

XVII. Describe how the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), will be used to measure the performance of the local area and will be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.vi Describe any additional performance measures developed or used locally.

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The local levels of performance are reviewed with the One-Stop Operator monthly at the Executive Committee meeting. Areas of performance that are below target are referred to committees and One-Stop Partners to determine reporting integrity and/or the need for corrective action. Annual shortfalls in the past have often become topics for evaluation when certification comes around.

As for local performance measures, our 2014 Local Plan included 21 strategies, most with measurable outcomes, that became the springboard for our local scorecard. We found the most challenging part of developing the scorecard was sourcing the information, as much of it comes from multiple agencies. We are grateful to have the scorecard for the past 4 years, as it provided insight during the WIOA “catch up” period and was useful during One-Stop Operator transitions.

XVIII. Describe the local board membership as follows:

- a. **Membership: provide a list of members, and indicate alignment with new requirement per SETC policy #2015-01 and WIOA. Include description of how membership aligns with New Jersey key industries and local area priorities.**

The Board is to be comprised of not less than thirty-three (33) Trustees. The Board shall consist of at least 51% business representatives including at least 1 representative from economic development authorities, agencies or organizations; not less than 20% representation from organized labor and community-based organizations; at a minimum, 1 representative from Title II Adult Education, 1 member from higher education and 1 representative from the County Vocational-Technical School; and at a minimum 1 representative from the State Employment Service Office and 1 representative from the Division of Vocational Rehabilitation Services. Per guideline attached to State Employment and Training Commission (SETC) Policy resolution 2015-01, an individual may be appointed as a representative of more than one entity, except business representatives, if the individual meets all the criteria for representation, for each entity.

The local Chief Elected Official (CEO) is responsible for the process of appointing members to the Camden County Workforce Development Board (WDB). Nominations for vacant Board of Trustee positions may be submitted to the CEO by local business or trade organizations; recognized state and local labor federations; community leaders; education leaders and other local elected officials. Copies of the nominations are provided to WDB Chair and WDB Executive Director.

(See Appendix 2 for a complete list of Camden County Board of Trustees.)

- b. **Discuss recruitment plans to address any deficiencies.**

As the present time all Board of Trustees positions are filled and in compliance with SETC policy #2015 and WIOA. If an opening becomes available, current Board members and the Executive

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Director will request nominations be made directly to the CEO from representatives of the vacant category.

c. Describe development/training programs with board members.

The Executive Director meets with each newly appointed Board Member to orient them to WDB board policies and SETC regulations. New board members receive a Board Member handbook containing information about the structure and regulations of the WDB and One-Stop.

The Board of Trustees are invited to quarterly board meetings. These meetings usually have keynote speakers from various departments within New Jersey Labor and Workforce Development (LWD) or the State Employment and Training Commission (SETC). The Operations Committee selects the topics of discussion in order to inform and educate the Board of Trustees about state updates in workforce development.

d. Describe the actions the local board will take toward becoming or remaining a high-performing workforce development board, consistent with the factors developed by the State.

Members of the Board of Trustees are also invited, each year, to attend the Garden State Employment and Training Association (GSETA) Conference. They attend workshops and group panel discussions at this annual conference. The Board of Trustees also serve on the WDB committees. These committee meetings often include invited guests that speak about pertinent topics. Recent examples include an event organized by the Literacy and Abilities Committees, with employers who shared their best practices or systems for hiring persons with disabilities. Members of the Board are encouraged to and actively attend the New Jersey Talent Development Consortium meetings, in the seven industry sectors, currently functioning in the region. These meetings provide valuable feedback and educate Board members how the local colleges work to develop programs, learning modules or courses that meet employer certification requirements.

In addition, the Executive Director and/or the Board Chair attend SETC meetings on a regular basis, and participate on work groups and committees. Board/committee members participate and help to match employer needs with educators who develop on-the-job certification training programs. Some programs that our board has helped to develop as result of these employer driven partnerships include:

- Customized Employer Training Welding Program for Holtec International (Camden County College Advanced Manufacturing Center).
- Retail Management Associate Degree Program (Camden County College, Rowan University) WDB was responsible for the state certification.
- Project Search – Kennedy Hospital One-the-Job Training Program for Individuals with Autism.

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XIX. Describe staff and partner development and training efforts. Provide plans/timeline for such trainings. Include both local and partner staff efforts.

Continuous staff development and training remain a priority for the One-Stop Staff and its partners. AOSOS and Onramp cross training is provided to the **Board of Social Services**, Employment Services and Camden County Resource Center staff by our New Jersey Labor Workforce and Development (LWD) local office expert on a yearly basis. All Employment Services and Camden County Resource Center counselors are encouraged to regularly attend other training presented by LWD. The roll out of the new Career Connections website was preceded by an overview presentation conducted on site by LWD. In addition, the Garden State Employment and Training Association (GSETA) offers relevant workshops at their annual conference and makes other workforce development training modules available through the GSETA Institute. The conference and the institute are open to any workforce development professional or partner.

The United States Department of Labor (USDOL) webinars are also valuable tools for staff development.

Our partners at DVRS are also involved in cross-training efforts with the One Stop on an annual basis. Through this, there is a mutual understanding of both the One Stop and DVRS mode of operation. DVRS provides training for the One-Stop staff in regards to obtaining federal employment via the “Schedule A” event, which is a yearly event held at the One-Stop with both federal **employers** and contractors.

Continued professional development and cross training of personnel will improve the customer’s experience and increase his/her potential for success.

XX. Describe how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.^{vii} Within this section, be sure to address how training will lead to industry-valued credentials.

Each program year, the Local Area utilizes a Master Individual Training Account (ITA) Agreement for “open to the public” providers of training programs.

- The use of this Master ITA Agreement is authorized by Freeholder Resolution.

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- Use of Eligible Training Provider List (ETPL) – All current and potential ITA providers must be “open to the public” with an active ETPL listing. For these providers, an ETPL listing presupposes State approval of both the agency and its program(s). Without these prerequisites, vendors are not offered a Master program year ITA Agreement with Camden County. Moreover, vendors who go into a suspension status with the ETPL have their One-Stop referrals placed on hold until the ETPL suspension is lifted.
- Once the threshold requirement of an active ETPL listing is met, a Contract Package is sent to the vendor. The WDB does not authorize One-Stop referrals to a vendor until/unless the contract package is completed.

Contract Package Completion Requirements

- Three (3) copies of the contract must be signed with original signatures, embossed with the organization’s seal (if applicable) and notarized.
- A Reporting Requirements Form, on which the vendor specifically acknowledges the reporting requirements of the Contract, must be completed and signed.

Completion of Standard Assurances and Certifications

- Providers must affix their signatures on both pages 5 and 13 of the Assurances and Certification section of the contract to confirm they will comply with the standard assurances of the contract and the general provisions of the contract, respectively.

The following is a list of documents that each provider must submit with their proposal to be eligible for consideration.

1. Applicable Section J or other approval, currently in effect, issued by the State of New Jersey. If vendor are located outside of New Jersey, vendor submits current program approvals for the state on which vendor is located;
2. Copy of certification as a teaching institution, or private vocational school issued by the State of New Jersey. If vendor is located outside of NJ, vendor submits current copy of certification for the state in which vendor is located;
3. NJ Business Registration Certificate; (unless a high school or college)
4. Completed W-9 Form;
5. Credential Alignment Form

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6. Copies of current course catalogs and bulletins with printed tuition cost, schedules of classes, student handbooks outlining course completion and attendance requirements, school rules and policies;
7. Certificate of General Liability Insurance
 - (Minimum \$1 million liability, \$200K property damage)
 - with the County of Camden and the State of New Jersey as additional named insured and as certificate holders
 - showing current coverage for the Sites involved;
8. Certificate of Worker's Compensation showing current coverage (minimum \$500,000);
9. Tuition Performance Surety Bond, currently in effect, at a minimum of \$10,000 (unless a college);

Nationally Recognized Credential Requirement

Vendors contract include the following statement:

“Your Camden County contract requires that your funded students must, as a direct result of the skills training, be qualified for and prepared to take a test that will allow them to achieve a nationally recognized credential. Credentials are not school course completion certificates. Training courses that do not meet these requirements will no longer receive referrals from the Camden County One-Stop.”

The contract package includes a Credential Alignment Form on which the vendor must indicate (for each training course listed on the ETPL) the course title; CIP Code; Recognized Credential; Testing Cost; and Testing Location.

The WDB Contract List

The WDB maintains a continually updated contract list, which the One-Stop personnel use to determine the status of vendors. (i.e. Is the Vendor in good standing; have they returned a completed contract package; are they listed on the ETPL; are there any WDB administrative holds; etc.)

Customer Choice

A customer may request, through their counselor, to attend a training program with a provider for whom the WDB currently does not have an executed Master Agreement. The counselor can then request an Individual Training Account (ITA) Master Agreement be sent to provider/vendor.

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Master Agreement coordination with Individual Training Account vendor/provider.

When a Master Agreement has been fully executed with an ITA vendor/provider of a training program(s), that vendor is then eligible to receive One-Stop customer referrals, via the Request for Training Voucher process.

Request for Training Voucher (RTV) process

Customers seeking a Training Voucher (Individual Training Account) begin by attending an orientation, which are held each Tuesday and Thursday in the One-Stop Resource Center. This is the initial information session. Customers receive a Career Plan Packet which includes a description of the assessment process, available grants, and an Occupational Training Research Worksheet.

Customers may bring their packets to a “Career Club” (held each Monday and Wednesday at the One-Stop Resource Center). Here, they have the opportunity to see a Career Counselor and have their packets checked for completeness.

With a completed packet, customers are assigned a Career Counselor and an appointment is scheduled. At this appointment, an assessment and an eligibility determination are done. Also during the appointment, customer data is entered into One-Stop Operating System.

If the customer is eligible for training, he/she is instructed to visit at least three schools and provides his/her Career Counselor with a letter of acceptance from the school he/she has chosen.

This letter of acceptance results in the Request for Training Voucher.

XXI. Describe process to create the local plan, and provide assurances that it was an open and transparent process, including:

- a. List and describe any meetings of workgroups, taskforces or similar efforts. Documentation of these meetings, including minutes and attendees, must be maintained locally. Include a list of the participants and their organizations. (This should include local elected officials, local public entities, regional and local economic development partners, WIOA system partners such as Adult Education and Literacy providers, community colleges, Talent Networks, Talent Development Centers and other entities with a stake in the local workforce system and plan.)**

The Camden County WDB Operations Committee has the primary responsibility for setting the strategic direction for the Camden County One-Stop System and for ensuring its alignment with State and Federal goals and principals. **The Operations Committee met over the course of several meetings including our March 8th, April 12th, May 10th and May 17th to discuss the**

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details of the local plan, to assign writing of various segments of the plan based on job functions and areas of expertise; and to combine each person's contributions to one cohesive plan document. The industry sector strategies identified in our strategic plan and included in this local plan were developed by the WDB Operations Committee, Systems Performance Committee, Abilities Committee, Youth Committee and Literacy Committee. Each of these committees has some representation of our workforce development stakeholders such as Camden County College, Camden County Technical Schools, the Housing Authority, NJ Employment Services and the Division of Vocational Rehabilitation Services. Minutes were kept of each meeting documenting the discussion and the attendance of members. A draft of the local plan was posted on the WDB website for open public comment for a 30-day period. A notice of the public comment period was posted in the local newspaper as well as electronically distributed to all WDB members. No other public forums were held in preparation of the local plan.

The following is a list of sub-committee members of the Operations Committee that participated in the gathering of information from the various stakeholders and writing the plan. (Fig. 11) These individuals represent private sector members, government agency partners, local public entities and WIOA system partners.

Members	
DeBaere, Gregg T., CHAIR	Atlantic Coast Communications
Cirii, Frank	Local Area Operations Director
Connors, Kristi	Manager, Employment Services, NJLWD
Deitz, Jeff	Manger I, NJ Division of Vocational Rehabilitation Services
McFarland, Salama	Case Manager Administrator, Board of Social Services
Regensburger, Robert	Project Specialist Principal Integrated Warfare Systems and Sensors, Lockheed Martin
Swartz, Jeffrey S.	WDB Executive Director
Williams, Leslie J.	WDB Comptroller
Varallo, Kathleen	WDB, Administrative Assistant to the Executive Director

Figure 11

b. Describe the process used by the local board to make available copies of the proposed local plan to the public, through electronic and other means such as public hearings and local news media; ensuring that the document was made available in accessible formats.

The CCWDB Operations committee is comprised of members including the WDB Board Chair, Executive Director, One-Stop Operator and other management officers from the Department of Labor and Workforce Development. This committee is charged with writing the local plan. The committee assembled information, wrote and reviewed all data and elements of the local plan. Once the plan is written reviewed and edited by the Operations Committee it will then be sent

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by email to the members of the full board. The local plan will be made public through electronic media outlets including the WDB website. Copies of the local plan will also be available at the WDB office. The local plan will be distributed electronically to all of the WDB members. Our WDB Quarterly meetings are published and open to the public. Community business employers, elected officials, educators, consortia and talent network members are invited to attend these meetings. The Operations Committee will present the local plan at the December quarterly board meeting.

c. Describe the process used to provide an opportunity for public comment, including comment by representatives of businesses, representatives of labor organizations, and representatives of education and input into the development of the local plan, prior to submission of the plan. Describe any additional local requirements or processes for local public comments. Provide a list of stakeholders who were notified of the opportunity for public comment. Include as an attachment to the Local Plan any such comments including those that represent disagreement with the plan.

The completed draft of the Local Plan, as well as a public comment form with instructions, was posted on the WDB website, emailed to all Board members (inclusive of stakeholders) and made available in hard copy at our local WDB offices. On November 11, 2016, an Invitation for Public Comment was run in the local Courier Post newspaper. The public comment period remained open for 30 days until December 10, 2016. No comments were received. In addition, the Local Plan was submitted to the Camden County Board of Freeholders for a resolution to approve the plan. The public is welcome to attend county Freeholder meetings and make comment on any item up for resolution. No comments were made.

XXII. Describe how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

The American One-Stop Operating System (AOSOS) is used as a case management system. The State has elected to upgrade the current AOSOS system to keep up with the reporting requirements to ensure we meet our performance metrics. Career Connections updates to AOSOS so all partners have access to customer information. Customer information is also captured through On-Ramp registration. Future applications for ASOS include scanning of documents to determine verification.

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XXIII. Priority of Services:

- a. Describe how the local board will ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600

Priority of Service: All veterans have priority of service within WIOA. However, as described in TEGL 10-09, 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 also recipients of public assistance, 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 priority for WIOA adult formula funds.
3. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
4. Last, to non-covered persons outside the groups given priority under WIOA.

In practice, the priority of service policy means that in any cases where there are lines or waiting lists, those with higher priority move ahead of other individuals in those lines or waiting lists based on the priority of service. Local areas must describe their Priority of Service policy and process.

Priority of adult career and training services are provided to public assistance recipients, low-income individuals and those that are basic skills deficient. The One-Stop Operator oversees expenses according to funding to ensure these priority populations receive needed services. The Camden County One-Stop Veterans Priority of Service policy includes the following processes:

- Signs prominently placed to notify Veterans and Eligible Spouses that they receive priority of service.
- A separate line at our front desk specifically designed for priority of service eligible customers.
- Triage Desk staff ask every customer if they are a Veteran or Eligible Spouse. If the customer identifies as a Veteran or Eligible Spouse, Triage Desk staff provide a Significant Barrier to Employment (SBE) checklist to determine whether a

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Veteran is eligible to receive assistance from a Disabled Veteran Outreach Program Specialist (DVOP).

- If a Veteran or Eligible Spouse is found to be eligible through the completion of the Significant Barriers to Employment (SBE) checklist, they are immediately referred to a Disabled Veterans' Outreach Program Specialist (DVOP). Our DVOP provides intensive services and facilitates placements to meet the employment needs of Veterans and Eligible Spouses, prioritizing service to special disabled veterans, other disabled veterans, and other significant barriers to employment categories. Intensive services are provided to both unemployed participants who require such services to obtain employment and to employed participants who require such services to obtain or retain employment leading to self-sufficiency.
- If there are no Significant Barriers to Employment identified, then the Veteran or Eligible Spouse is referred immediately to an Interviewer for employment assistance
- Staff advise Veterans or Eligible Spouse that under WIOA's eligibility requirements, VA benefits for education and training does qualify as "other grant assistance". Therefore, veterans may enroll in WIOA funded services including training without requiring them to exhaust their entitlement to VA funded education and training benefits.
- In addition, through the weekly "Veterans Round Table" veterans are introduced and exposed to all of the one-stop partners and the services they provide. Once they determine what services they need or want they are transitioned to the agencies that best meet their needs.
- Also, DVRS offers veterans the opportunity to participate in "Schedule A" and "Targeted Hiring" events several times throughout the year.
- Lastly, Disabled Veterans Outreach Program Specialist (DVOPS) provide monthly outreach services to homeless veterans at the Volunteers of America Home of the Brave facility located in Camden. The goal is to assist homeless veterans overcome employment barriers that will lead to economic and social self-sufficiency. To achieve this goal, an Individual Employment Plan (IEP) is jointly developed by the DVOPS and Veteran. The IEP provides agreed upon actions that the Veteran will take to obtain employment. As the IEP progresses, DVOPS assist job ready veterans, one-on-one, with creating a resume and cover letter, practicing interviewing skills, identifying job opportunities, applying for jobs, and ensuring success once employed. If needed, DVOPS may refer veterans to other One-Stop services such as occupational training, high school completion/literacy

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classes, Jersey Job Club workshops, Vocational Rehabilitation services, and employment counseling. The DVOPS follow up with each veteran, using a case management approach, to ensure progress is being made to complete plan.

- Our Veterans Business Representative (VBR) formerly known as Local Veterans Employment Representative (LVER) performs outreach to the employer community and provides facilitation within the state's Employment Service delivery system. VBR outreach to employers positioned to hire veterans ensures priority of service to employment. Promoting the advantages and incentives of hiring veterans to employers, employer associations, and business groups is the cornerstone of the VBR securing employment opportunities for Veterans that leads to self-sufficiency.
- c. **Veterans Services: Each local area must develop and describe its policy for providing Veterans services and maintaining the Priority of Service as required by USDOL.**

Roles and Responsibilities of Jobs for Veterans State Grant Funded Staff: USDOL- VETS provides LWD with an annual grant to cover Disabled Veteran Outreach Program (DVOP) staff and Local Veterans Employment Representatives (LVERs) in New Jersey local workforce areas. DVOPs focus their effort on providing intensive services to eligible veterans with defined significant barriers to employment. LVERS outreach to businesses on behalf of all veterans. USDOL wants DVOPs to focus exclusively on the hardest to place subset of the veteran population. USDOL advocates for the delivery of time intensive, one-on-one services using a case management approach. In order to ensure that DVOPs only see eligible veterans with barriers to employment, each local area must have a veterans' customer flow plan that assumes all staff in the One-Stop are "veteran's staff." Customer pre- assessments should be conducted during triage or registration and veterans who are either ineligible because of their term or type of military service or because they don't have a significant barrier should receive "Priority of Service" (go to the front of the line for services and training), but should not be automatically sent to the DVOP. USDOL estimates that 70%-80% of veterans coming into the One-Stop should be served by Wagner-Peyser and other non-JVSG staff. Local areas should describe their processes for ensuring that staff deliver these veterans services as required.

Signage: USDOL -VETS also requires appropriate signage to encourage Veterans to self-identify and to make them aware of Priority of Service. Each local area must describe its process to ensure adequate signage. This may be within the Priority of Service policy.

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The Camden County One-Stop Veterans Priority of Service policy includes the following processes:

- Signs prominently placed to notify Veterans and Eligible Spouses that they receive priority of service.
- A separate line at our front desk specifically designed for priority of service eligible customers.
- A Veterans' checklist to determine whether a Veteran is eligible to receive assistance from a Disabled Veteran Outreach Program Specialist (DVOP).

Our Disabled Veterans' Outreach Program (DVOP) Specialist provides intensive services and facilitates placements to meet the employment needs of veterans and spouses, prioritizing service to special disabled veterans, other disabled veterans, and other significant barriers to employment categories. Intensive services are provided to both unemployed participants who require such services to obtain employment and to employed participants who require such services to obtain or retain employment leading to self-sufficiency.

If a Veteran or eligible spouse is found to be eligible through Significant Barriers to Employment (SBE) to see a DVOP, they are immediately referred. If no eligibility for DVOP assistance is presented, then the Veteran or eligible spouse is referred immediately to an Interviewer for employment assistance.

In addition, through the weekly "Veterans Round Table" veterans are introduced and exposed to all of the one-stop partners and the services they provide. Once they determine what services they need or want they are transitioned to the agencies that best meet their needs.

DVRS also offers the veterans population the opportunity to participate in "Schedule A" events both in the Camden Office.

Veterans can also participate in the DVRS "Targeted Hiring Events" also in the Camden office.

Lastly, Disables Veterans Outreach Program Specialist (DVOPS) provide monthly outreach services to homeless veterans at the Volunteers of America Home of the Brave facility located in Camden. The goal is to assist homeless veterans overcome employment barriers that will lead to economic and social self-sufficiency. To achieve this goal, an Individual Employment Plan (IEP) is jointly developed by the DVOPS and veteran. The IEP provides agreed upon actions that the veteran will take to obtain employment. As the IEP progresses, DVOPS assist job ready veterans, one-on-one, with creating a resume and cover letter, practicing interviewing skills, identifying job opportunities, applying for jobs, and ensuring success once employed. If needed, DVOPS may refer veterans to other One-Stop services such as occupational training workshops, high school completion/literacy classes, Jersey Job Club workshops, Vocational Rehabilitation services, and employment counseling. The DVOPS follow up with each veteran, using a case management approach, to ensure progress is being made to complete plan.

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Part of ensuring priority of services to veterans is ensuring there are employers positioned to hire veterans. Our Veterans Business Representative (VBR) formerly known as Local Veterans Employment Representative (LVER) performs outreach to the employer community and provide facilitation within the state's employment service delivery system. Therefore, the VBR is assigned duties that promote to employers, employer associations, and business groups the advantages of hiring veterans.

XXIV. Additional Local Elements

Local boards may include any additional elements to the local plan that they believe are relevant that do not fit within the framework outlined above. In order to retain formatting and order of elements, all additional sections should begin with this item number and be placed here at the end of the plan.

Letter of Support Process

The Camden County Workforce Development Board has set up a policy to address applications for both Federal and State funding opportunities.

Our local area has taken the approach that partner collaboration, on the grant, versus individuality is the proper method or best practice for implementation.

All federal and State grants require the following review process for a letter of support to be generated.

Three (3) documents; an executive summary, a budget presented with line item associated costs and a budget narrative must accompany the request for a support letter.

These documents are carefully reviewed by WDB staff for accuracy and continuity. Once the WDB determines the satisfaction of the documents, a letter of support is generated.

All partner agencies competing for the same grant are highly encouraged to collaborate and partner on the grant. The WDB will facilitate meetings to bring the partners together to assess the grant and collectively decide if they want to proceed with the application process. The WDB's policy is signing one (1) letter of support for each grant application.

Because of the competitive nature of these grants, grantor reviewers look at agency collaboration, partnerships and methodology as they score the application.

This approach to letters of support has brought together many partner agencies in the County and fostered a climate of transparency and good spirit so we never lose sight of who we are trying to serve.

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