

# Member Orientation Guide & Handbook

March 2016

## Contents

1.	Key Terms.....	3
2.	The National Workforce Development Board System.....	4
3.	About Workforce Development Boards in New Jersey.....	5
4.	What is a Workforce Development Board? .....	6
5.	Local Area Mission and Priorities .....	6
6.	Strategic Priorities .....	7
7.	Who's Accountable to Whom? .....	7
8.	Governance Structure, Greater Raritan Workforce Development Board.....	7
9.	Administrative Structure, Greater Raritan Workforce Development Board.....	8
10.	Administrative Structure, Greater Raritan One Stop Career Training Services..	9
11.	Financial Structure .....	10
12.	Annual Budgeting.....	11
13.	Annual Federal and State Workforce Investment Grants .....	12
14.	GRWDB Annual Budget.....	12
15.	Greater Raritan One Stop Career Training Services Annual Budget .....	13
16.	Board Member Responsibilities .....	13
17.	GRWDB Committees .....	14
18.	Questions and Answers .....	14
19.	Our Commitments .....	15
20.	How to Contact Us .....	16

## 1. Key Terms

The following definitions will assist the reading in understanding aspects of the workforce investment system and the contents of this Handbook.

**Administrative Funds:** That portion of gross federal and state workforce investment grants that are not directly connected to providing services to individuals and may be used to support the operation of the Greater Raritan Workforce Development Board

**Fiscal Agent:** The County of Somerset, New Jersey serves as Fiscal Agent for the Greater Raritan, accepting workforce investment grant revenue, using established financial and accounting processes and methods to account for revenue and expenses.

**Fiscal Year:** June 30 to July 1.

**Grant Recipient:** All federal and state workforce investment grants must flow through a public entity. For Greater Raritan the Grant Recipient is the County of Somerset, NJ, who also serves as the Fiscal Agent by maintain books, records and accounting of grant funds.

**Joint Agreement:** A required agreement by and between the Board of Chosen Freeholders of the County of Hunterdon, New Jersey, the Board of Chosen Freeholders of the County of Somerset, New Jersey, and the Greater Raritan Workforce Development Board establishing the operating structure for the Greater Raritan Workforce Development Board Local Area.

**Local Area:** For purposes of the Workforce Innovation and Opportunity Act of 2014, a geographic region designated by the New Jersey State Employment and Training Commission. For the Counties of Hunterdon and Somerset, New Jersey the Local Area is known as Greater Raritan.

**New Jersey State Employment and Training Commission (NJSETC):** The Workforce Development Board for the State of New Jersey. The NJSETC authorizes the existence of Local Areas through a certification process and establishes polices that Local Areas must adhere to.

**One Stop Operator:** The primary management level position appointed by a Workforce Development Board to oversee the delivery of services and resources directly to individuals and to engage “partners” in the delivery of services.

**Program Funds:** Workforce investment grant revenue from federal and state sources connected directly to providing individuals with resources and services.

**Workforce Development Board (WDB):** A governance and policy body established with the Workforce Innovation and Opportunity Act of 2014. The Act specifies, among other requirements, Membership and representation (business, non-profit, education) categories.

**Workforce Innovation and Opportunity Act of 2014:** Federal Law that replaced the Workforce Investment Act of 1998 and establishes legal program and administrative requirements.

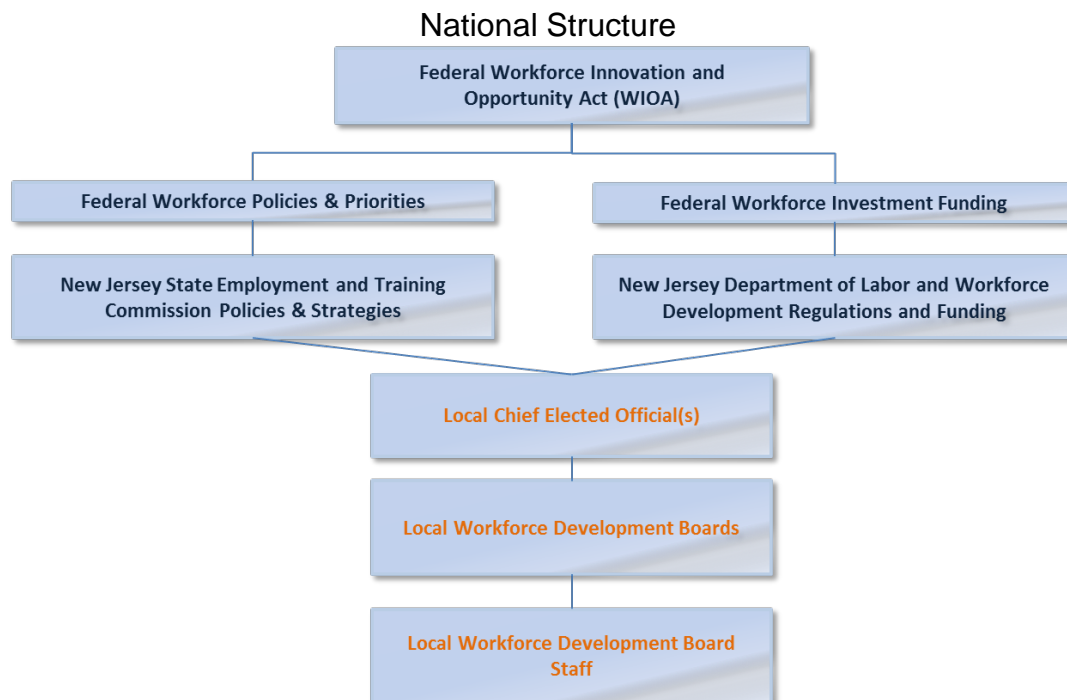
## 2. The National Workforce Development Board System

The Workforce Innovation and Opportunity Act of 2014 establishes a structure for delivery of federal workforce training and education investments. This extensive piece of legislation allocates funding to states, is the basis for regulations governing the use of funds, directs membership categories for state and local Workforce Development Boards, defines required Board committees (One Stop, Youth, Disability, Literacy) sets performance standards, and establishes categories of funding (Dislocated Worker, Adult, Youth) among many other provisions.

Key statements from the United States Department of Labor, Employment and Training Commission on positive aspects of the Workforce Innovation and Opportunity Act include:

- “WIOA streamlines membership of business-led, state and local workforce development boards.”
- “WIOA emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers.”
- “adds flexibility at the local level to provide incumbent worker training and transitional jobs as allowable activities and promotes work-based training...”
- “promotes the use of career pathways and sector partnerships to increase employment in in-demand industries and occupations.”

While the Workforce Innovation and Opportunity Act is both a policy document (ex: board membership) and funding legislation (Dislocated Worker, Adult, Youth) these functions begin to split at the state level as depicted in the following chart.



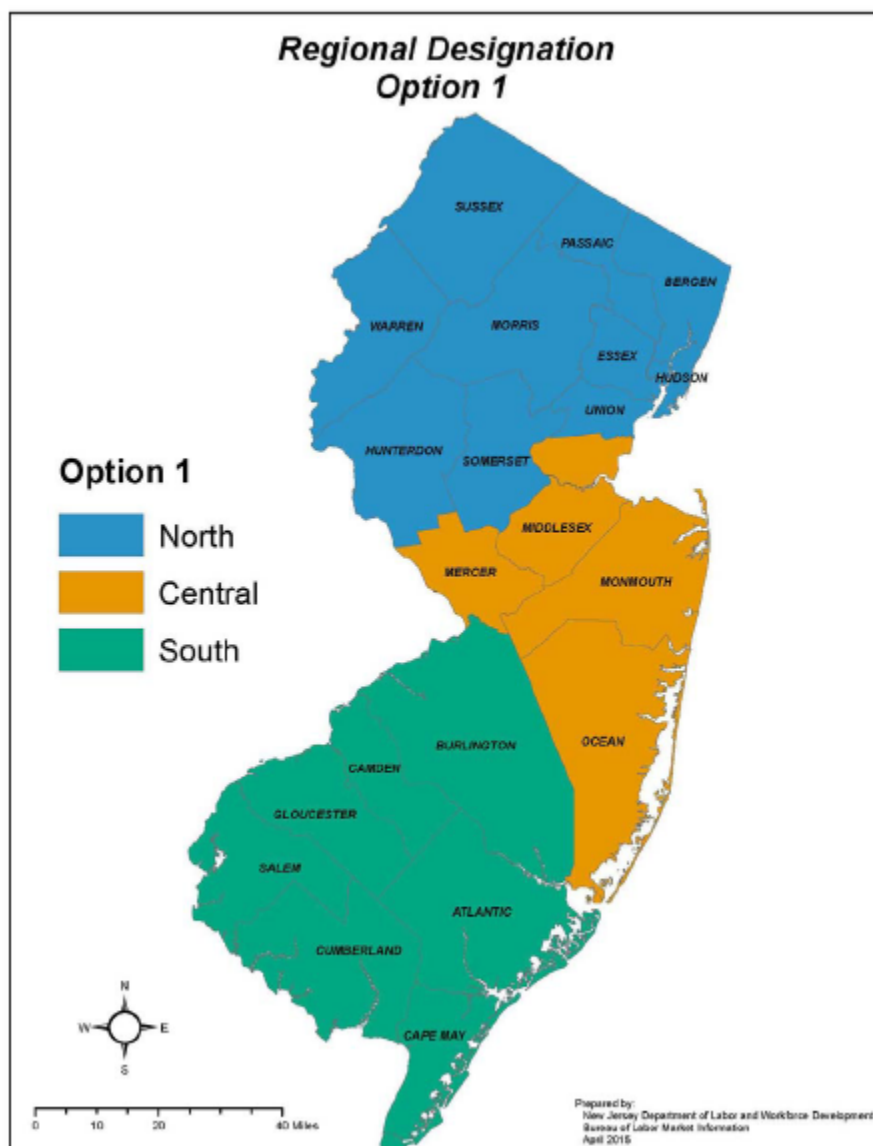
### 3. About Workforce Development Boards in New Jersey

The Greater Raritan Workforce Development Board is one of 8 Workforce Development Boards in the “Northern New Jersey Planning Area” and one of 17 Workforce Development Boards in the State of New Jersey. The GRWDB is required to undertake regional workforce investment planning with our northern New Jersey partners.

In northern New Jersey the other Workforce Development Boards are: Bergen, Hudson/Jersey City, Essex, Newark, Passaic, Union, and Morris/Sussex/Warren.

In Central New Jersey the Workforce Development Boards are: Mercer, Middlesex, Monmouth, and Ocean.

In Southern New Jersey the other Workforce Development Boards are: Burlington, Camden, Gloucester, Cumberland/Salem, and Atlantic/Cape May.



## 4. What is a Workforce Development Board?

*[Editor's Note: The following is excerpted from the New Jersey State Employment Commission "WIB Member Handbook". References to Workforce Investment Boards (WIB's) have been updated to Workforce Development Boards (WDB's) and other minor editing has taken place]*

Workforce Investment Boards (WDBs) are important policy Boards for occupational skills training and educational programs in their respective workforce areas. Local elected officials appoint WDB members to volunteer positions on the WDB. A majority of seats are filled with private business representatives and other required membership categories like Labor Unions, Community Based Organizations, Education and others.

WDBs are charged with integrating publicly funded services and training into a workforce system that is flexible, seamless, and responsive to the needs of both job seekers and employers. The WDB must define a vision, mission, and goals based on local community needs. These are memorialized in a strategic plan that establishes the local one-stop service delivery system, a system to serve youth, a system to provide literacy training and a system to serve welfare recipients.

The WDB is expected to act as a Board of Directors to identify the needs of the local job market, leverage resources, oversee One-Stop Career Centers, and otherwise direct workforce investment programs in their area. WDBs work in conjunction with economic development and related organizations to promote economic growth and ameliorate worker dislocations. They work with community colleges, K-12 school systems, and other providers to improve services and curriculum for dislocated workers, incumbent workers and new entrants to the workforce.

## 5. Local Area Mission and Priorities

The Greater Raritan WDB oversees workforce delivery policy in Hunterdon and Somerset counties, New Jersey.

The Greater Raritan WDB brings together organized labor, education, community-based organizations and economic development agencies in setting workforce investment policy including:

- Overseeing the investment of approximately \$3,500,000 in federal and state training funds for demand occupations training and education to meet local employer needs.
- Serving as a unifying agent for the two-county business sector, especially for small- and medium- sized businesses.
- Fostering high-skill, high-wage jobs for all populations.
- Helping people on public assistance move into employment.
- Guiding disadvantaged and at-risk youth to career paths and opportunities.
- Ensure that adults have the basic education to maintain a sustainable living.

## 6. Strategic Priorities

GRWIB members are focused on setting policy around the following strategic priorities:

- Focus on sector strategies consistent with the New Jersey State (Economic Development) Plan and the New Jersey Unified Workforce Investment Plan.
- Build strategic alliances with partners, including those in the economic development arena.
- Coordinate outreach to the business community among the various entities currently engaged in contacting businesses.
- Focus our strategies on career paths versus simply employment.
- Recognize the role that transportation plays in employment.
- Develop additional revenue streams and re-think our finances.

## 7. Who's Accountable to Whom?

With so many stakeholders involved in working toward the development of an effective local and State workforce system, it is easy to lose sight of who is ultimately accountable to whom. In summary, the lines of accountability are as follows:

- The Local Elected Official is accountable for the local Workforce Investment System and for the fiscal integrity of the funds distributed to the area.
- The WDB is accountable for the effectiveness of the local system.
- The One-Stop Operator is accountable to the WDB and Local Elected Official and State and federal funding sources for the performance of the local One-Stop System.
- The One-Stop Partners are accountable to the One-Stop Operator and the WDB as well as to their respective State or County Departments.
- Site Managers at satellite One-Stop Career Center offices are accountable to the One-Stop Operator.
- WDB staff is solely accountable to the WDB.
- The WDB prepares the annual budget.
- The LEO signs off on the budget.
- The State gives final approval.
- The LEO's Fiscal Agent must distribute funds as directed by the approved budget, and as such is accountable to the WDB.

## 8. Governance Structure, Greater Raritan Workforce Development Board

The Greater Raritan Workforce Development Board includes the counties of Hunterdon and Somerset, New Jersey and is certified as a Local Area by the New Jersey State Employment and Training Commission.

In order to establish a governance structure for the Greater Raritan Local Area, the Boards of Chosen Freeholders of Hunterdon and Somerset Counties and the Greater Raritan Workforce Development Board enter into a "Joint Agreement" defining roles and responsibilities of the partners.

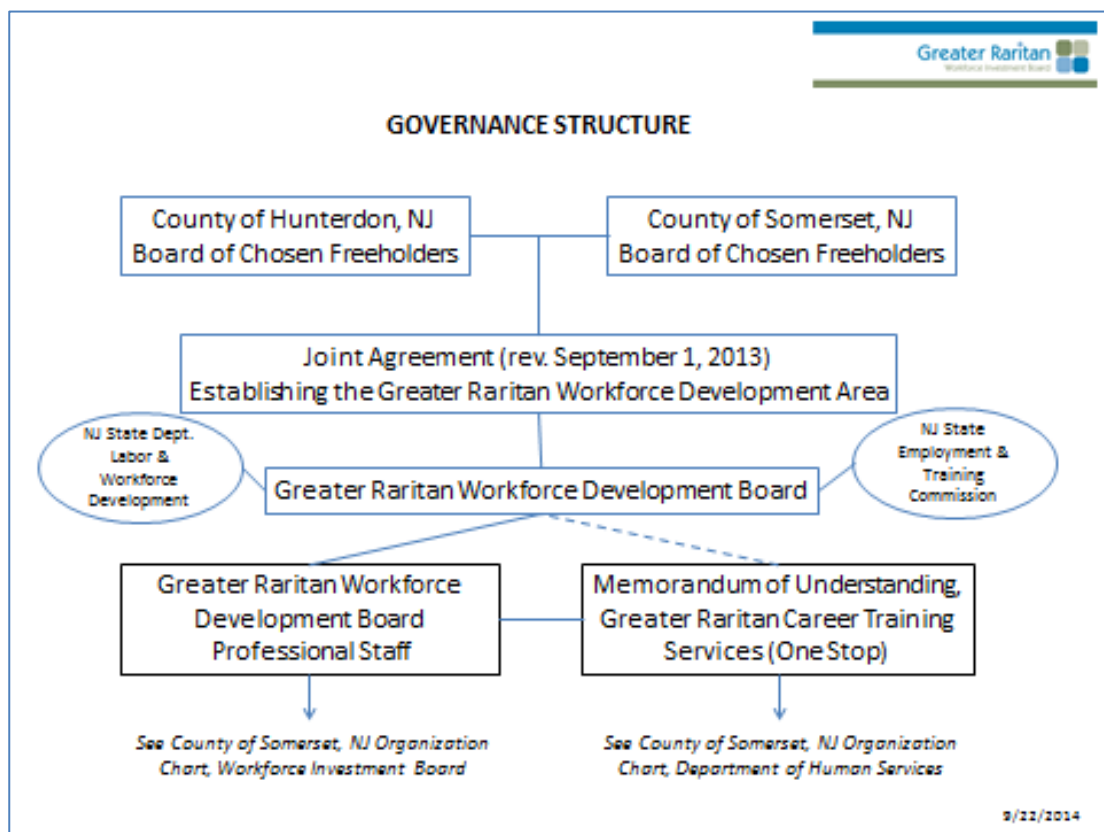
Among other provisions the current the Joint Agreement:

- Establishes GRWDB Member appointments



- Designates the County of Somerset, New Jersey as the Grant Recipient and Fiscal Agent
- Designates the Department of Human Services of the County of Somerset, New Jersey as the “One Stop Operator”

The following chart shows the relationship between the Boards of Chosen Freeholders, the Greater Raritan Workforce Development Board, state entities, the Board’s staff, and the One Stop Career Training Services Operator.



## 9. Administrative Structure, Greater Raritan Workforce Development Board

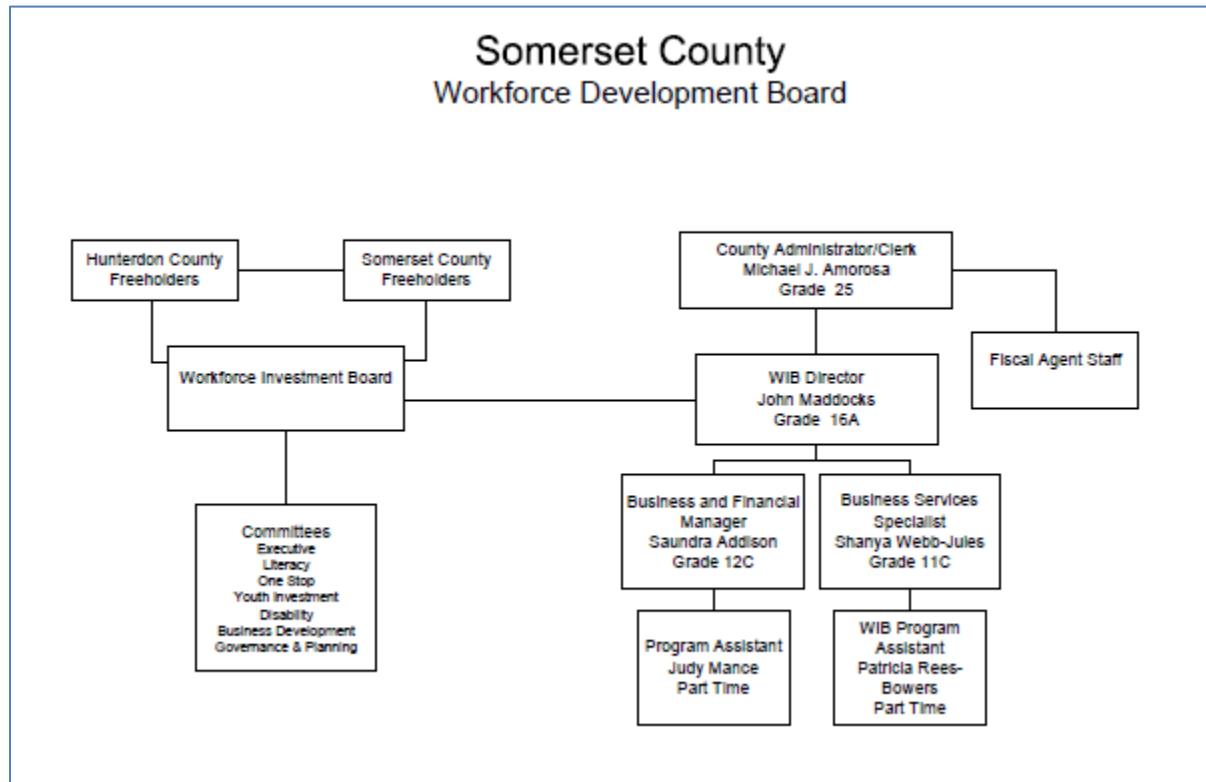
The County of Somerset, NJ has agreed to be the employer of Greater Raritan Workforce Development Board and Greater Raritan One Stop Career Training Services staff. This enables the Board to leverage the resources of the County of Somerset including personnel policies, payroll administration, performance review, and employer responsibilities under federal and state laws and regulations.

For administrative and supervisory purposes, Greater Raritan Workforce Development Board staff is aligned with the Administrator’s Office of the County of Somerset, NJ.

The below Organizational Chart depicts how staff of the Greater Raritan Workforce Development Board is aligned with supervisory staff at Somerset County and the



connection between that staff, the Workforce Development Board and the Boards of Chosen Freeholders of Hunterdon and Somerset Counties.



## 10. Administrative Structure, Greater Raritan One Stop Career Training Services

As noted previously, the Joint Agreement between the Boards of Chosen Freeholders of Hunterdon and Somerset Counties and the Greater Raritan Workforce Development Board calls for the Somerset County Department of Human Services to establish a unique Division in the Department for purposes of providing direct services to clients.

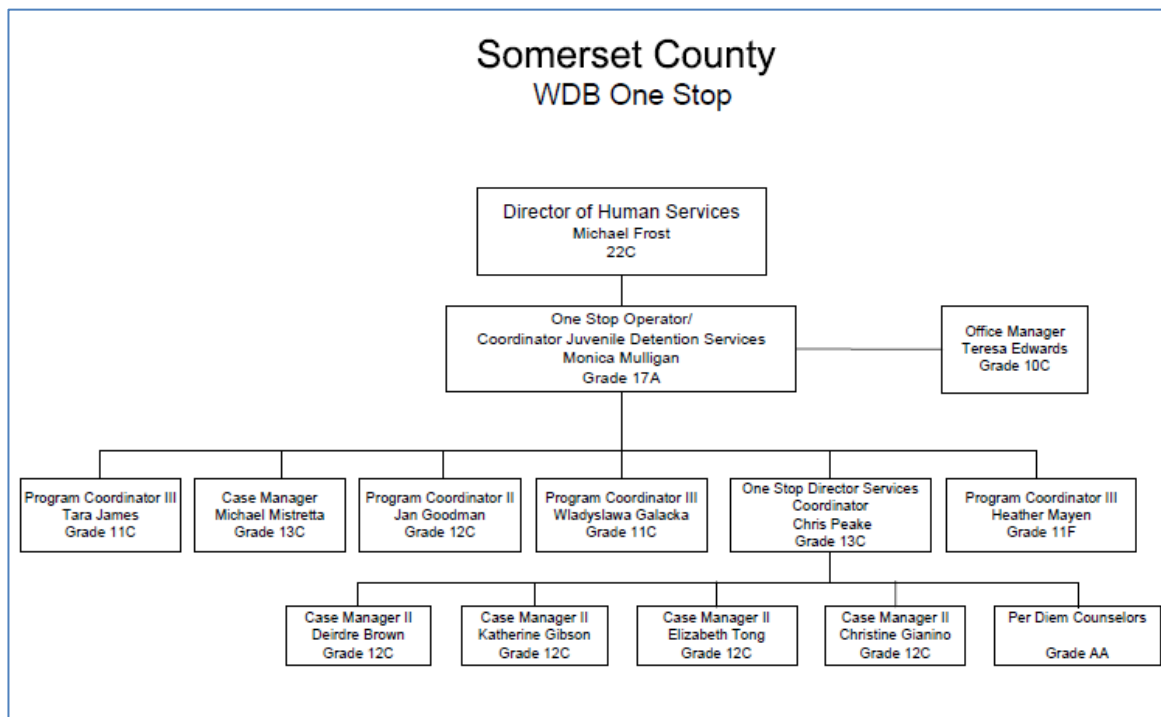
The Greater Raritan Workforce Development Board enters into a Memorandum of Understanding with Greater Raritan Career Training Services as the “One Stop Operator”

The federal Workforce Innovation and Opportunity Act defines the One Stop Operator role as:

- Coordinating service delivery among partners
- Coordinating service delivery among physical and electronic sites
- Coordinating services across local area system
- Serving as the primary provider of services at physical centers

It should be noted that by July 1, 2017 the Greater Raritan Workforce Development Board will be required to use a competitive selection process in appointing a “One Stop Operator”. Specific rules and regulations regarding this process have not yet been specifically defined at either the state or federal level.

Depicted below is the current administrative structure for Greater Raritan One Stop Career Training Services.



## 11. Financial Structure

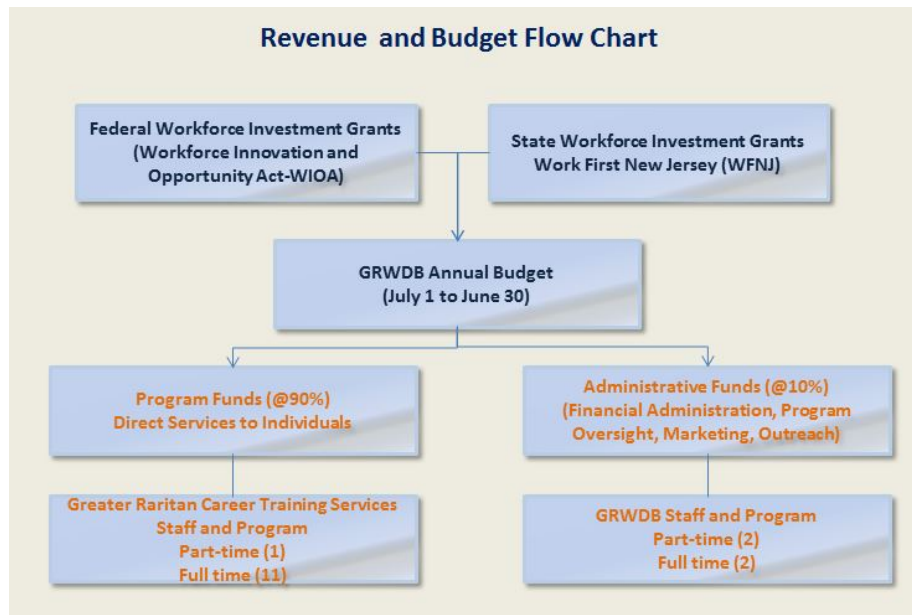
Federal and state workforce investment grant funds must flow through a government entity. The County of Somerset, NJ has agreed to assume responsibility as the grant recipient and fiscal agent for the GRWDB.

Annually, the State of New Jersey issues Notices of Obligation to the GRWDB that detail the program category of funds being made available, the amount of funds being made available, and including any special conditions on the funds. An example of a special condition is an allocation available for use in only to Hunterdon or Somerset County.

GRWDB staff prepares Resolutions for acceptance of the funds for consideration by the Somerset County Board of Chosen Freeholders. Upon acceptance by the Freeholder Board the Somerset County Finance Department establishes grant accounts to track income and expenses.

It should be noted that state and federal workforce investment funds are “reimbursable”, which means that the State of New Jersey only transmits actual funds after the funds have been spent at the local level.

To recoup funds expended by the County of Somerset relative to state and federal workforce investment grants GRWDB staff prepares a monthly submission to the NJ Department of Labor and Workforce Development detailed all expenses in the previous month. Once the GRWDB monthly expenses report is accepted by the NJ Department of Labor and Workforce Development the County of Somerset is then reimbursed for those expenses.



## 12. Annual Budgeting

GRWDB staff prepares a draft budget annually for consideration. The draft budget submission includes known and estimated revenue.

The annual budget package for the GRWDB is actually two separate budgets; one for the operations of the GRWDB, the other for operations of Greater Raritan Career Training Services.

In general terms, the GRWDB budget includes administrative funds, while the Greater Raritan One Stop Career Training Services budget contains program funds.

Administrative funds are used to meet the requirements of the New Jersey State Employment and Training Commission, including local and regional strategic planning, budget development and administrative oversight, and implementation of local strategic priorities.

Program funds can generally only be used in providing direct services to clients.

### 13. Annual Federal and State Workforce Investment Grants

The following is an example of how the GRWDB begins to develop its Annual Budget based on revenue from federal and state sources.

Revenue Worksheet							
Program Year 2017							
July 1, 2017 - June 30, 2018							
Federal Workforce Grant Revenue	PY 2016 Actual	PY 2016 Administrative	PY 2016 Direct Services-Program	PY 2017 Actual	PY 2017 Administrative Actual	PY 2017 Direct Services-Program Actual	Variance 2016 - 2017
Workforce Investment Act Youth	577,734.00	57,773.40	519,960.60	461,539.00	46,153.90	415,385.10	116,195.00
Workforce Investment Act Adult & Dislocated	1,634,180.00	163,418.00	1,470,762.00	1,428,323.00	142,832.30	1,285,490.70	205,857.00
Workforce Development Partnership Program - Dislocated Worker - Employer Focus Allotment			-	-	-	-	-
<b>Total</b>	<b>2,211,914.00</b>	<b>221,191.40</b>	<b>1,990,722.60</b>	<b>1,889,862.00</b>	<b>188,986.20</b>	<b>1,700,875.80</b>	<b>322,052.00</b>
State Workforce Grant Revenue							
Workfirst New Jersey Temporary Assistance to Needy Families	841,512.00	100,981.44	740,530.56	715,285.00	85,834.20	629,450.80	126,227.00
Workfirst New Jersey General Assistance/Supplemental Nutritional Aid Program	245,542.00	29,465.04	216,076.96	299,493.00	35,939.16	263,553.84	(53,951.00)
SNAP Only	70,164.00	8,419.68	61,744.32	63,148.00	7,577.76	55,570.24	7,016.00
Workfirst New Jersey Workforce Learning Link	51,000.00	-	51,000.00	91,000.00	-	91,000.00	(40,000.00)
Workfirst New Jersey Career Advancement Training (CAVP)	12,000.00	1,440.00	10,560.00	6,000.00	720.00	5,280.00	6,000.00
Workfirst New Jersey Work Verification	15,600.00	-	15,600.00	-	-	-	15,600.00
SmartSTEPS Program	1,605.00	105.00	1,500.00	-	-	-	1,605.00
Workfirst New Jersey Needs Based Work Support	50,000.00	-	50,000.00	75,000.00	-	75,000.00	(25,000.00)
<b>Total</b>	<b>1,287,423.00</b>	<b>140,411.16</b>	<b>1,147,011.84</b>	<b>1,249,926.00</b>	<b>130,071.12</b>	<b>1,119,854.88</b>	<b>37,497.00</b>
<b>Total Federal and State</b>	<b>3,499,337.00</b>	<b>361,602.56</b>	<b>3,137,734.44</b>	<b>3,139,788.00</b>	<b>319,057.32</b>	<b>2,820,730.68</b>	<b>359,549.00</b>

### 14. GRWDB Annual Budget

There are two halves to the GRWDB Annual Budget, following is an example of the GRWDB Operations half.

Example: BUDGET GRWDB			
Revenue			
		Prev Year	Current Year
State & Federal Workforce Investment Revenue			
Expense			
GROS Administrative			
Operational Expenses			
Occupancy Costs			
Supplies			
Technology			
Salaries			
	Director		
	Business Mgr		
	Business Outreach Specialist		
	Operations Support		
	Part-time Staff		
Fringe			
	Director		
	Business Mgr		
	Outreach Specialist		
	Executive Support		
	Fringe Part Time		
Board Priorities			
	Business Outreach		
	Marketing & Communications		
	Partners Collaboration		
	Targeted Industries		
	Career Paths		
	Transportation to Work		
	Revenue Enhancement		
NJSETC Requirements			
	Annual Report		
	Local & Strategic Planning		
	Program Monitoring		
	Web site		
	Board Development		
	Youth Committee		
	Literacy Committee		
	Disabilities Committee		
	One -Stop Committee		
Total Expense			
<b>NET</b>			

## 15. Greater Raritan One Stop Career Training Services Annual Budget

The other half of the GRWDB's two part Annual Budget is for One Stop Operator and Career Services investments. As sample version of that budget appears below.

Example: BUDGET GROS				
Revenue				
			Prev Year	Current Year
State & Federal Workforce Investment Revenue (Est.)				
Administrative Revenue				
<b>TOTAL CAREER TRAINING SERVICES REVENUE</b>				
Expense				
GROS Admin				
	Salaries			
	Fringe			
GROS Program				
	Salaries			
	Fringe			
Occupancy Costs				
		Hunterdon County OS		
		Somerset County OS		
Operational Expenses				
	Supplies			
	Contracts			
		Workfirst NJ-Hunterdon		
		Workfirst NJ-Somerset		
		Workforce Learning Link		
		Work Readiness Assessment-Hunterdon		
		Work Readiness Assessment-Somerset		
		Workfirst NJ Client Resources-Somerset Social Services		
		Youth Outreach-Somerset		
		Youth Outreach-Hunterdon		
		Youth Work Readiness, Incentives & Internships		
		Youth Individual Training Accounts		
		Individual Training Accounts		
	Technology			
	Transportation-Direct Services			
	Memberships			
	Travel			
	Conference and Training			
<b>TOTAL GROS PROGRAM</b>				
<b>TOTAL GROS ADMINISTRATIVE &amp; PROGRAM</b>				
<b>NET</b>				

## 16. Board Member Responsibilities

GRWDB Members, while appointed by either the Hunterdon County Board of Chosen Freeholders or the Somerset County Board of Chosen Freeholders, are expected to act in the best interests of the bi-county Local Area and the future workforce needs of employers.

Members are expected to attend meetings and participate in discussions on policy, oversight, and financial matters that may come before the Board. It is a goal of the Board to have actively engaged Members who contribute their insight, experience and knowledge on workforce delivery and investment concerns and opportunities in the Local Area.

It is also expected that GRWDB members will, to the best of their ability, act as ambassadors for the organization and seek to involve others in helping insure an effective and efficient workforce delivery system in the Local Area.

If a Member finds themselves in the position of being unable to regularly participate in meetings of the organization, it is the Member's responsibility to advise the Chair or Director of their challenge so that reasonable action may be taken.

If a duly appointed individual Member is no longer able to participate in policy, oversight, and financial discussions of the GRWDB it is the Member's responsibility to advise the Chair or Director of their intent to resign. Any Member submitting an intent to resign is expected to assist the GRWDB in identifying a new potential appointee to the GRWDB who possesses similar knowledge, background, and experience.

The GRWDB recognizes the need to balance the volunteer nature of Board service with the legislated and regulatory responsibilities of the organization. It is a goal of the GRWDB to engage individuals with special knowledge and experiences to improve the workforce delivery system in the Local Area consistent with the needs of employers.

## 17. GRWDB Committees

The GRWDB, bi-annually, elects an Executive Committee to serve the Membership in between quarterly meetings of the Board. The Executive Committee meets 8 times per year at times and locations established by the GRWDB.

The GRWDB is responsible for maintaining four required Committees, these are:

- One Stop Committee
- Youth Committee
- Disabilities Committee
- Literacy Committee

The GRWDB may elect to establish other Committees necessary to the efficient conduct of business.

## 18. Questions and Answers

### **What is a Local Workforce Development Board?**

A Workforce Development Board is a public/private partnership formed at the local level. The "local level" for the Greater Raritan Workforce Development Board is Hunterdon and Somerset Counties, New Jersey.

Local Workforce Development Boards are directly responsible for overseeing the investment of federal and state workforce investment grant funds (see: How is the Greater Raritan Workforce Development Board Funded?) and for setting workforce investment policy in the region.

### **What does the Greater Raritan Workforce Development Board do?**

The primary responsibilities of the Greater Raritan Workforce Development Board are to: appoint an "Operator" for One Stop Career Training Services (often referred to as the

One Stop Operator), develop and adopt an annual budget, and oversee the activities of Greater Raritan Career Training Services.

The Board is also charged with maintaining certain committees, including a Youth Investment Committee, a One Stop Committee, a Disabilities Committee, and a Literacy Committee.

The NJ State Employment and Training Commission places additional responsibilities on the Board including requirements to engage in a certification process, participation in regional planning, producing a Local Strategic Plan, producing an Annual Report, and maintaining records of the Boards activities.

### **How is the Greater Raritan Workforce Development Board Organized?**

Federal law, the Workforce Innovation and Opportunity Act of 2014 (WIOA), establishes parameters for local Boards, including roles, responsibilities and membership criteria.

The Boards of Chosen Freeholders of Hunterdon and Somerset Counties, New Jersey appoint Members of the Greater Raritan Workforce Development Board. The County of Somerset, NJ additionally serves as the Fiscal Agent for the Greater Raritan Workforce Development Board.

The New Jersey State Employment and Training Commission is responsible to the US Department of Labor, Education and Training Administration, for local Board operations. The NJ State Employment and Training Commission authorizes the existence of local Boards through a certification process and establishes policies relative to local activities.

### **How is the Greater Raritan Workforce Development Board Funded?**

The Greater Raritan Workforce Development Board receives grant funding from both the state and federal governments. State funds are titled Work First New Jersey (WFNJ) and federal funds are titled Workforce Innovation and Opportunity Act (WIOA).

### **What is the Workforce Innovation and Opportunity Act of 2014?**

The Workforce Innovation and Opportunity Act is federal law that authorizes workforce development boards, or WDBs, to be established throughout the country to insure that the workforce system is responsive to the needs of employers and job seekers.

## **19. Our Commitments**

The following Guiding Principles drive the day to day work of the Greater Raritan Workforce Development Board (GRWDB):

**We are responsive:** GRWDB staff responds to all inquiries in a timely matter. We provide direct answers to questions and/or concerns. Where we do not have an immediate answer we acknowledge the inquiry and seek out facts related to the issue or concern. We communicate these facts regardless of whether they are positive or negative.

**We resolve breakdowns:** We acknowledge when a breakdown has occurred and analyze the factors contributing to the breakdown. We actively take steps to implement



solutions so that breakdowns are not repeated. We improve our operations to eliminate future and/or repeated occurrences of breakdowns.

**We are private sector focused:** We engage the business community where they are, attending their meetings as guests and actively seeking out additional partners and constituents.

**We meet our partners where they are:** We carry our message to organizations, trade groups, elected officials, and partners at their regular meetings.

**We meet our leadership where they are:** We do not expect our volunteers to come to us, we go to them. This includes conducting our meetings at private sector locations and showcasing private sector job creation in our community.

**We are facilitators and collaborators:** We recognize the contributions of our partners and seek ways to engage them consistent with the GRWDB's legislated and regulatory responsibilities. We are driven by the human resource talent needs of employers. We seek to eliminate duplication of efforts, and to ensure the business community is being served in an efficient, effective manner.

## 20. How to Contact Us

John Maddocks  
Director  
Greater Raritan Workforce Development Board  
360 Grove Street  
Bridgewater, New Jersey 08807  
(908) 218-4300 Extension 25  
[jmaddocks@scbp.org](mailto:jmaddocks@scbp.org)

Aubrey Flanagan  
Business Services Specialist  
Greater Raritan Workforce Development Board  
27 Warren Street, 2nd Floor  
Somerville, New Jersey 08876  
(908) 541-5725  
[aflanagan@co.somerset.nj.us](mailto:aflanagan@co.somerset.nj.us)

Sandra Addison  
Business and Financial Manager  
Greater Raritan Workforce Development Board  
27 Warren Street, 2<sup>nd</sup> Floor  
Somerville, New Jersey 08876  
(908) 541-5723  
[Addison@co.somerset.nj.us](mailto:Addison@co.somerset.nj.us)