

## Meeting Package

**GRWDB Quarterly Meeting**  
**3:00pm Thursday April 6, 2017**  
**27 Warren Street**  
**3rd Floor, Conference Room 3**  
**27 Warren Street**  
**Somerville, NJ 08876**



27 Warren Street  
Somerville, NJ

Parking Garage  
Accessible from Main St & Veterans Memorial Dr (Somerville, NJ)

April 3, 2017

To: Members, GRWDB

Fr: John Maddocks

Re: Director's Report

We are looking forward to seeing everyone for our regularly scheduled quarterly meeting at 3:00pm on Thursday April 6, 2017. Please note the location as 27 Warren Street, Third Floor, Conference Room 3, Somerville, NJ 08876. Parking is available in a multi-level deck behind (east of) 27 Warren Street, Somerville. The parking deck is accessible from either Main St. on the north or Veterans Memorial Drive on the south.

Our meeting at 27 Warren Street, Somerville, NJ will allow for a tour of our present Career Services delivery facilities on the 2<sup>nd</sup> Floor of that building.

There has been much activity and progress since the GRWDB last met on January 19, 2017, and a number of these items are reflected in the Agenda for our April 6, 2017 meeting.

### **Mission and Vision**

Consistent with the GRWDB request, we are providing the Mission and Vision of the GRWDB as a tool to help guide conversations and decision making. There has been discussion at previous meetings on possible amendments to the Mission and Vision statements. If required, staff is available to help support these efforts.

### **GRWDB Local Area Plan 2016 to 2020**

Our Local Area Plan, as required under the Workforce Innovation and Opportunity Act, was developed in-house and submitted to the New Jersey State Employment and Training Commission (NJSETC) by the deadline of December 15, 2016. We appreciate the comments and suggestions received on the draft plans presented throughout the latter half of 2016. The NJSETC has provided comments and findings on our Local Area Plan and a copy of the correspondence is included in your Meeting Package. While the NJSETC was complimentary of our work, there are 6 findings we are being asked to address.

While we certainly need to respond to the 6 findings in the NJSETC correspondence, we encourage the GRWDB to recognize that our Local Area Plan was found to be well written, strategic, and tactical. The NJSETC also found we had an excellent knowledge of local area needs and strengths in piloting new ideas.

**Resolution Requesting an Extension from the New Jersey State Employment and Training Commission to respond to comments and findings**

Included in your Meeting Package is a Resolution, which, if approved, will allow us to request a 60 day extension to respond to comments and findings in on Local Area Plan. The extension, if granted, will permit consultation with the GRWDB based on our regular quarterly meeting schedule.

**One Stop Operator Competitive Selection**

As has been discussed in detail since September of 2016, we are required under the Workforce Innovation and Opportunity Act to competitively select One Stop Operator services. I am pleased to report that on February 9, 2017 we publicly noticed the availability of a Request for Proposals for One Stop Services. On March 28, 2017 we received one response to our Request for Proposals. The One Stop Selection Committee was provided with copies of the response received along with an evaluation form and instructions. Consistent with NJ procurement laws and regulations, we will be submitting, under separate cover for your consideration, a memorandum of the evaluations by Selection Committee members.

**Review of McKinsey & Company Workforce Report**

At the March 2, 2017 meeting of the GRWDB Executive Committee we provided a copy of a report from McKinsey & Company. We are including a copy of this report in your Meeting Package for review and discussion by the full GRWDB.

**Financial Reports and Monthly Dashboard**

We have included in your Meeting Package our latest Financial and Monthly Dashboard Reports.

**Tour of Greater Raritan Career Services**

At the conclusion of our April 6, 2017 quarterly meeting we will be provided with a tour of the Greater Raritan Career Services offices. This facility houses staff and provides other resources to individuals seeking employment related education and training. We will schedule a similar tour of the Greater Raritan Career Services offices in Flemington, NJ to coincide with our July 6, 2017 quarterly meeting at Hunterdon Medical Center.

## AGENDA

GRWDB Quarterly Meeting  
3:00pm Thursday April 6, 2017  
Somerset County Department of Human Services  
27 Warren Street  
3<sup>rd</sup> Floor, Conference Room # 3  
Somerville, NJ 08876

- I. Welcome
- II. Chairs Remarks
- III. Mission and Vision
- IV. Approval of January 19, 2017 Meeting Minutes
- V. Review of NJ State Employment and Training Commission findings; GRWDB Local Area Plan
- VI. Resolution requesting an extension to submit Local Area Plan amendments
- VII. One Stop Operator Competitive Selection report and recommendation
- VIII. Review of McKinsey & Company Workforce Report
- IX. Financial Reports and Dashboard
- X. Tour of Greater Raritan Career Services
- XI. Reports Provided for Information Purposes
  - a. GRWDB Business Services Report
  - b. One Stop Operator Report

# Mission & Vision

April 6, 2017

## **MISSION**

Through policy, oversight, and planning the Greater Raritan Workforce Development Board ensures that workforce training and education are responsive to and meet the needs of employers.

## **VISION**

The Greater Raritan Workforce Development Board envisions a workforce training and education system where:

- Continuous improvement is embraced throughout the workforce training and education system.
- Workforce training and education resources meet the present and future talent needs of employers.
- Customer service and performance outcome expectations are exceeded
- There is increased engagement of employers in workforce development planning and policy implementation.
- There are expanded opportunities and outcomes for employers and job seekers through increased market penetration with a focus on serving the needs of local businesses.
- There are expanded opportunities and outcomes for youth populations with a focus on sustainable wage career employment.

# Strategic Priorities

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

## MINUTES

GRWDB Quarterly Meeting  
Thursday January 19, 2017

Members Present: Violet Kocsis (Chair), Paul Grzella (Vice Chair), Joanne Hala (Secretary), Sheridan Balmeo, Michele Boronkas, Elizabeth Conte, Ron Douglas, Christine Hellyer, Mike Kerwin, Fran Leddy, Terry Newhard, Chris Phelan, Marc Saluk, Michelle Satanik, Paul Steck, Ed Turrene, Bridget Walsh, Clint Wallace

Guest and Staff Present: Julie DeSimone, Michael Frost, Jessica Johannesen, Amanda Modale, John Maddocks, McKenzie Moran, Sally Nadler, Shanya Webb-Jules

The Chair called the meeting to order and requested self-introductions. It was noted that several new Members have joined the Board, and each were asked to provide some additional details on their organization and its connection with workforce investment initiatives.

Following a review of the GRWDB's Mission Statement, the Minutes of the October 13, 2016 GRWDB quarterly meeting were presented for consideration. Upon motion and second the Minutes of the October 13, 2016 meeting were approved unanimously.

A list of 2017 meeting dates was presented for consideration. Upon motion and second the GRWDB and GRWDB Executive Committee meeting dates for 2017 were approved unanimously.

The GRWDB Program Year 2015 Annual Report (period ending June 30, 2016) was presented for review. It was noted that the Annual Report details several significant outcomes including developing a Local Area Plan, producing a locally focused in-demand occupations report, and achieving certification by the NJ State Employment and Training Commission as a Local Workforce Development Board Area. The Board noted that the Annual Report was well designed and written and should be distributed broadly.

There was discussion on 2017 priorities, with Messr.'s Kerwin and Phelan providing an overview of Opportunity NJ as a statewide effort with workforce development as one of its key focus areas. Noting that the GRWDB has conducted research into the needs of employers it was suggested that this information be provided to Opportunity NJ in support of their on-going efforts. It was also suggested that the GRWDB can leverage the interests of Opportunity NJ in gaining recognition on the talent needs of employers.

It was stated that Dr. Jim Hughes of Rutgers University had recently delivered a presentation in Hunterdon County that noted gaps between the needs of employers and the skill sets of potential employees.

There was discussion on tactical initiatives, such as the need for 70 new hires at the Hotel Somerset Bridgewater, and strategic initiatives such as career pathways.

The United Way of Northern New Jersey “ALICE” report- *Asset Limited Income Constrained Employed* was discussed as it relates to training and education investments for sustainable employment. It was noted that the GRWDB in-demand occupations report placed an ALICE income threshold on occupations analyzed.

It was suggested that the GRWDB define what success would look like in creating value for employers, perhaps using a strategic focus on talent pipelines and career pathways combined with a tactical focus on transportation resources and meeting the immediate talent needs of employers. These efforts should include the NJ Talent Networks and other partners as necessary.

It was lastly noted that constraints on the use of federal and state workforce investment funding under the purview of the GRWDB need to be considered when establishing strategic and tactical priorities. It was suggested that an in-depth understanding of the populations to be served would aid decision making.

The GRWDB reviewed policy resolutions for incumbent worker training and supportive services. It was noted that the draft resolutions have been under discussion by the Executive Committee and would likely become a focus during Program Year 2017 budget discussions. It was suggested that an effort be made to quantify the financial impacts on the GRWDB budget of incumbent worker training investments, including the employer contribution.

The GRWDB Monthly Dashboard and Financial reports were presented for review and approval. Upon review, motion, and second, the GRWDB Financial Reports and Dashboard were approved unanimously.

It was noted that local Employment Services offices of the NJ Department of Labor and Workforce Development are being consolidated, in part due to changes under the Workforce Innovation and Opportunity Act and in part due to the use of technology in serving unemployment claimants. The GRWDB will need to ensure that unemployment claimants receive information on, and are directed to, educational and training resources through Greater Raritan Career Services.

There being no further business a motion to adjourn was made, seconded, and approved unanimously.



Chris Christie  
Governor

Kim Guadagno  
Lieutenant Governor



Aaron R. Fichtner, Ph.D., Acting Commissioner  
Department of Labor & Workforce Development

Dennis M. Bone, Chairman  
State Employment and Training Commission

March 17, 2017

Mr. John Maddocks, Executive Director  
Greater Raritan Workforce Development Board  
c/o Somerset County Business Partnership  
360 Grove Street  
Bridgewater, NJ 08807

Dear Mr. Maddocks:

The purpose of this letter is to advise you of the findings of the State Employment and Training Commission (SETC) and the NJ Department of Labor and Workforce Development (LWD) based on a review of your local area workforce plan, submitted with appropriate signatures on January 4, 2017.

**Each of the findings detailed below must be addressed in an updated local plan, with any revisions highlighted, to be submitted to the SETC by May 17, 2017.** The local plan cannot be approved until these issues are addressed. The local workforce board must review and approve the revisions made to the plan before it is submitted to the SETC and the revisions must be communicated to the local elected officials, as appropriate.

Overall, the review found that the Greater Raritan local plan was a well-written, strategic and tactical plan.

**Finding 1: Local Plan Alignment with State Plan and Regional Plan**

The local plan should strengthen its cross-references with the state and regional plans, and clarify the nexus between the local WDB activities and the regional and statewide activities.

**Finding 2: Plan Section VI: Accessibility**

WIOA emphasizes the inclusion of all populations in the One-Stop system delivery of services. The plan discussion and assurances of meeting accessibility requirements must be expanded, with specific attention to WIOA Section 188 and its corresponding regulations. Describe how the One-Stop physical facilities will comply and how foreign language resources are provided to all seeking assistance in the One-Stop. Describe how the local WDB will provide oversight of these activities.

**Finding 3: Plan Section XXI: Local Plan Development**

The local plan does not provide evidence of stakeholder engagement in the plan development. The local area should host stakeholder engagement forums specific to the implementation of the local plan within the next few months, to resolve this finding. The local plan discussion in Section XXI must be updated to include the dates of the public comment period and any other activities that engaged stakeholders.

**Finding 4: Plan Section I and Section IV: Labor Market Information (LMI) Data Analysis**

The analysis of the labor market information is logical, reflecting good knowledge of the area and the efforts to align strategies with key industries. However, the plan discussion of local area services must be enhanced to show integration with the needs of the combined counties.

**Finding 5: Plan Section XVI: One-Stop Operator Procurement**

The local plan must be updated to provide a detailed discussion of the WDB input into the competitive procurement scope and the process used to competitively procure the One-Stop Operator (OSOP), and the use of firewalls. The plan should indicate the role of the local government procurement official in the process.

**Finding 6: Plan Section XIII: Literacy Services Flow**

The plan must discuss efforts to be made to strongly link One-Stop Customers with Title II consortia, beyond simple referrals on an ad hoc basis, and vice versa. The plan must also describe the process for WDB review and signoff on Title II applications, contingent upon alignment with local literacy needs as discussed in the plan.

**Local Plan Strengths and Promising Practices**

Notable plan strengths include the discussion of supportive services provided to customers, and an excellent knowledge of local area needs, with corresponding efforts to pilot new ideas to address those needs.

**Regional Plan: North Jersey Partners**

The review of the North Jersey Partners regional plan review identified both strengths and weaknesses. The main strength of the regional plan is the representation of 42% of the state's population; this provides great potential to positively impact the region's economy and well-being.

The regional plan weaknesses include 1) a deeper analysis of LMI data is needed, with demonstration of clear linkages between the LMI data and training investments and stronger incorporation of data analysis in program delivery strategies; 2) the plan should describe how regional group efforts will account for similarities and differences between local area needs; 3) the plan should include the accomplishments of this partnership, which began in 2008, and discussion of the shared marketing and branding strategy for the region; 4) the plan should be updated to use "WDB" rather than "WIB" in references throughout the document; 5) the plan should discuss how the group will work together to build stackable credentials efforts to benefit all members of the communities; and 6) no formal shared services, with corresponding cost allocations, have been identified for the region.

We encourage the North Jersey Partners to give the shared services area particular consideration and make every effort to use this strategy in the implementation of the regional and local plans.

**In addition, a number of potential activities were identified in the regional plan; the regional partners are asked to identify five key action items and create a timeline for completion, in order of priority, with all being completed by July 1, 2018. Please provide this to the SETC by June 15, 2017.**

Thank you for your prompt attention to the local plan revisions outlined above, and to the identification of regional plan action items with your regional partners. Please share this letter locally, as appropriate. If you have any questions, please do not hesitate to contact Gary Altman at (609) 633-0605.

Sincerely,



Gary H. Altman  
SETC Acting Executive Director



Aaron R. Fichtner, Ph.D.  
LWD Acting Commissioner

c: Violet T. Kocsis, WDB Chairperson  
Patricia Moran, LWD  
Jeffrey N. Stoller, LWD  
Sheryl Hutchison, SETC

**Resolution Requesting a 60 Day Extension to Respond to Comments and Findings From the New Jersey State Employment and Training Commission on the GRWDB Local Area Plan 2016 to 2020**

Whereas, on December 2, 2016 the GRWDB approved the Final Draft of the Local Area Plan 2016 to 2020 for submission to the New Jersey State Employment and Training Commission, and

Whereas, on December 13, 2016 the GRWDB Local Area Plan 2016 to 2020 was approved by the Board of Chosen Freeholders for submission to the New Jersey State Employment and Training Commission, and

Whereas, on December 15, 2016 the GRWDB submitted their Local Area Plan 2016 to 2020 to the New Jersey State Employment and Training Commission for review, and

Whereas, on March 17, 2017 the GRWDB received comments and findings on the Local Area Plan 2016 to 2020 from the New Jersey State Employment and Training Commission, and

Whereas, The New Jersey State employment and Training Commission has requested that the GRWDB respond to the Findings contained in the March 17, 2017 communication by May 17, 2017, and

Whereas, any amendments to the GRWDB Local Area Plan 2016 to 2020 will need to be approved by the full GRWDB, and

Whereas, the GRWDB finds there is insufficient time between March 17, 2017 and the GRWDB quarterly meeting on April 6, 2017 to develop and respond to the comments and findings of the New Jersey State Employment and Training Commission, and

Whereas, the next quarterly meeting of the GRWDB will take place on Thursday July 6, 2017, after the deadline proposed by the New Jersey State Employment and Training Commission,

Now Therefore Be It Resolved that the GRWDB respectfully requests a 60 day extension from the New Jersey State Employment and Training to respond to the Local Area Plan comments and findings,

Be It Further Resolved that the Director of the GRWDB is hereby empowered to request a 60 day extension from the New Jersey State Employment and Training Commission and the New Jersey Department of Labor and Workforce Development regarding GRWDB Local Area Plan comments and findings.

Considered: April 6, 2017  
Adopted:

# One-Stop Operator Procurement under WIOA

Based on the Local Workforce Development Board vision, resources, planning, and partnerships, the board must certify through a competitive process the One-Stop Operator for the local area system. Based on the size of the local area, this may include one operator overseeing the system or multiple operators coordinating together. The board must also consider whether the competitive process will include other entities that are responsible for services that the board may desire the operator to perform.

## Who May Be an Operator?

- A public, private, or non-profit entity  
or
- A consortium of entities that must include at least three (3) or more required partners  
It CAN be
- An institution of higher education
- A State Wagner-Peyser Employment Agency
- A Community-based, nonprofit, or intermediary organization
- A Private for profit entity
- A Government Agency
- Interested Organizations such as a local Chamber of Commerce, business or labor organization  
It CANNOT be
- An Elementary or Secondary School, except non-traditional public secondary schools and area career and technical education schools
- Staff of the local workforce development board

## Considerations

- Conflict of Interest – If the Operator has multiple functions there must be a clear delineation of duties via a written agreement with the Chief Elected Official(s) and the Local Board
- Universal Services – the operator may not create disincentives to serving those with barriers

## Operator Role Required under WIOA

- Coordinate Service Delivery among Partners
  - Coordinate Service Delivery among Physical and Electronic sites
  - Coordinate Services across Local Area System
  - Primary Provider of Services at Physical Centers
- Includes:
- Manage hours of operation at all sites
  - Manage technological resources such as websites, case management information, business networking software, on-line testing sites
  - Manage daily operations thru coordination with WIOA Fiscal Agent for lease, utilities, and other invoice remittance
  - Manage partner responsibilities as defined in MOU
  - Manage services for individuals
  - Manage services for business
  - Provision of basic services such as orientations, information on careers and labor markets, and resource rooms
  - Submission of annual staffing, and operational budgets
  - Following federal and state regulations pertaining to handling of EEO responsibilities, customer complaints, and physical and programmatic accessibility
  - Implementation of board policies
  - Reporting to Board on operations, performance accountability, and continuous improvements

- Must use the most restrictive procurement policy applicable to the procuring entity.

## Additional Functions that may be considered for the Operator during procurement

- Provision of Career Services under the WIOA Adult and Dislocated Worker Programs
- Provision of Youth Program Services
- Provision of Other Services
- Fee for Service Activities
- Outreach and Recruitment of customers and voluntary partners
- Staff and partner training
- Membership and/or participation with local associations and workgroups
- Entering into lease agreements for the physical sites
- Specialized site management

## Functions the Operator may not Perform

- Convene System Stakeholders to assist in the development of the local/regional plan
- Prepare and Submit local plans
- Be responsible for oversight of itself
- Manage or Participate in the Competitive Selection Process for Operators
- Select or Terminate One-Stop Operators, Career Services, and Youth Providers
- Negotiate Local Performance Measures
- Develop and Submit Budget for Activities of the Local Board

## EVALUATION FORM

Competitive Contract for One Stop Services  
Greater Raritan Local Area Program Year 2017

Evaluator Name: \_\_\_\_\_

Date: \_\_\_\_\_

Respondent's Name : \_\_\_\_\_

### Background, Purpose, and Instructions

The Greater Raritan Workforce Development Board (GRWDB) issued, on February 9, 2017, a Request for Proposals (RFP) under the competitive contract provisions of NJ public contracting laws and regulations.

The purpose of this Form is to provide a consistent method for the evaluation of responses received to the RFP, with the result being award of a contract to the successful respondent.

Evaluations of responses are to be performed consistent with the seven criteria detailed in the RFP document. In evaluating responses the evaluator is to consider the criteria established for each evaluation area and provide a point score within the range specified, with 0 (zero) being the lowest possible score.

In order to assist Evaluators we are attaching the Scope of Work, Proposal Requirements, and Evaluation Criteria section(s) from the RFP and providing the numerical cross reference to those sections.

The below will serve as your official scoring of the response received which can be returned to me electronically at [jmaddocks@scbp.org](mailto:jmaddocks@scbp.org). I will tabulate the results in memorandum form for presentation to the full GRWDB on Thursday April 6, 2017 at the regularly scheduled quarterly meeting.

Thank you for all your help!

| RFP Sec. | Item/Activity/Task/Responsibility                             | Points |
|----------|---|--------|
| 3.       | Understanding of the requested work (0 to 20 points)          |        |
| 4.3      | Service Delivery Plan supports Scope of Work (0 to 20 points) |        |
| 4.4      | Staffing plan to support the Scope of Work (0 to 20 Points)   |        |
| 4.5      | Experience in providing similar services (0 to 10 points)     |        |
| 5.4.5    | Ability to meet schedule (0 to 10 points)                     |        |
| 4.6      | Accessibility of respondent (0 to 10 points)                  |        |
| 4.8      | Cost/Budget Proposal (0 to 10 points)                         |        |

The following excerpts of the official Request for Proposals are provided in order to help simplify and expedite your review of responses.

### **3. Scope of Work (SOW)**

#### **3.1 Background**

Greater Raritan is a Workforce Development Board Local Area serving the counties of Hunterdon and Somerset, NJ as established by the Boards of Chosen Freeholders of the Counties of Hunterdon, NJ and Somerset, NJ and designated by the NJ State Employment and Training Commission for purposes as described in the Workforce Innovation and Opportunity Act of 2014 (WIOA) and the NJ State Employment and Training Commission consistent with the New Jersey Combined State Plan for WIOA, 2016.

Greater Raritan Workforce Development Board (GRWDB) members are appointed by the respective County Freeholder Boards consistent with a Joint Agreement between parties.

Federal workforce investment grant funds are those made available to the Local Area under the Workforce Innovation and Opportunity Act of 2014. State of New Jersey workforce investment grant funds are those made available to the Local Area under Work First New Jersey.

The purpose of federal and state workforce investment grant funds is to provide reemployment education, training, and other services to targeted populations as defined in the grant contract terms and conditions with a focus on meeting the workforce talent needs of employers and resulting in employment of job seekers.

The County of Somerset, NJ serves as the Fiscal Agent and the administrative entity for the Greater Raritan Local Area with respect to federal Workforce Innovation and Opportunity Act and Work First NJ employment and training grant funds.

The Greater Raritan Workforce Development Board is required, under the Workforce Innovation and Opportunity Act of 2014 to secure, on a competitive basis, the services of a One Stop Operator.

The Greater Raritan Workforce Development Board is also permitted to define additional roles for the One Stop Operator. No part of the defined additional roles of the One Stop Operator should be interpreted as the Greater Raritan Workforce Development Board abdicating or otherwise relinquishing its policy and oversight responsibilities. Rather, the Greater Raritan Workforce Development Board seeks to assign responsibilities that create accountability and have the highest likelihood of improving service delivery and exceeding performance outcomes.

Competitively procured One Stop Operator services must be in place by July 1, 2017, which coincides with the start of a new Program Year for federal and state workforce investment grant funds.

The Workforce Innovation and Opportunity Act of 2014 emphasizes an improved and seamless customer focused One Stop delivery system with access to comprehensive work related training and education and enhanced streamlined operations.

Respondents are expected to be familiar with the Workforce Innovation and Opportunity Act of 2014, regulations adopted for purposes of implementing same, and laws, regulations, and polices of the State of New Jersey as relate to the roles and responsibilities of One Stop Operators and the use of federal and state workforce investment grant funds.

### **3.2 Eligible Applicants**

As defined in the Workforce Innovation and Opportunity Act of 2014, organizations eligible to apply under this solicitation include governmental entities, non-profit organizations, and for-profit organizations with proven records of success in providing the one-stop operator services.

### **3.3 Vision**

In seeking competitive Proposals for the One Stop Operator services the GRWDB is expressing the following vision for the Local Area:

- Creating an environment of continuous improvement in efficiency and effectiveness of workforce investments based on the needs of job seekers and employers.
- Setting high standards for all operating areas of the Greater Raritan Workforce Development Board, One Stop Operator, career services, and training services.
- Creating a culture where expectations are exceeded and accomplishments are recognized.
- Increasing the engagement of employers and job seekers with a focus on increased customer satisfaction levels and performance outcomes.
- Expanding opportunities for employers and job seekers through increased market penetration with a focus on serving the needs of local businesses.
- Expanding opportunities and outcomes for youth populations with a focus on sustainable wage career employment.

### **3.4 Goals**

A primary goal of this Request for Proposals is to ensure that the Greater Raritan Workforce Development Board is in compliance with the federal Workforce Innovation and Opportunity Act of 2014 and the State of New Jersey with respect to competitive selection of a One Stop Operator.

As permitted in the Workforce Innovation and Opportunity Act of 2014, the Greater Raritan Workforce Development Board, within this Request for Proposals, is exercising its option to define additional roles for the One Stop Operator with the goal of ensuring coordination, accountability, and continuous improvement of service delivery by One Stop partners.

As expressed in the Vision and Scope of Work, as well as other sections of this Request for Proposals, the Greater Raritan Workforce Development Board also seeks to use the opportunity of One Stop Operator competitive selection to “raise the bar” on workforce development and delivery activities in the Greater Raritan Local Area.

The GRWDB is further re-stating its strategic priorities and expressing a vision for the future of workforce delivery in the Local Area with a focus on the workforce talent needs of employers.

### **3.5 Operating Environment**

The Greater Raritan One Stop Operator will perform its responsibilities in a matrix reporting environment.

The Workforce Innovation and Opportunity Act of 2014 describes the role of the One Stop Operator as leading the design and coordination of service delivery of the One-Stop partners and providers throughout the One-Stop system.

The Workforce Innovation and Opportunity Act of 2014 and the New Jersey Combined State Plan for WIOA, 2016 further states that the One Stop Operator will serve as a convener, coordinator, and manager of the one stop delivery system in a local area.

The primary provider of direct services to individuals through the investment of federal and State of New Jersey workforce investment grant funds in the Greater Raritan Local Area is the Somerset County Department of Human Services through a unique division titled in federal law as Career Services. This arrangement is consistent with the Agreement between the Boards of Chosen Freeholders of the Counties of Hunterdon and Somerset, NJ.

It is envisioned that Workforce Innovation and Opportunity Act and Work First New Jersey direct services to individuals will continue to be provided through the Somerset County Department of Human Services, Greater Raritan Career Services division. To the extent that Greater Raritan Career Services utilizes sub-recipient and other contracting methods in the provision of direct services these will be considered a part of the Greater Raritan Local Area One Stop system and thus under the purview of the One Stop Operator.

The County of Somerset, NJ Department of Finance and Administrative Services is the Fiscal Agent for all federal and state workforce investment grant funds for which the Greater Raritan Workforce Development Board budgets on an annual basis.

The GRWDB does not envision any changes to the financial operating structure of the Local Area, where the Somerset County Department of Finance and Administrative Services serves as the GRWDB Fiscal Agent. The financial operating structure includes, among other requirements, that all federal and state workforce investment grant funds in the Annual GRWDB budget be formally accepted by the Board of Chosen Freeholders of the County of Somerset, NJ, that all contracts and agreements be procured consistent with public procurement laws and policies, and that all payments for services or other expenses be processed through the Somerset County Department of Finance and Administrative Services.

The Greater Raritan Workforce Development Board employs executive, financial, and business services staff in order to carry out its mission and implement policy. A primary responsibility of Greater Raritan Workforce Development staff is ensuring that Board policy is implemented. To the extent that Board policy impacts One Stop Operator activities, the selected respondent will be accountable to the Greater Raritan Workforce Development Board through staff of the Board.

In addition to other responsibilities, in the role of convener, coordinator, and manager, the successful respondent will be the liaison between the Greater Raritan Workforce Development Board and its staff and the provider of direct services to individuals including Greater Raritan Career Services.

The successful Respondent will be accountable to the Greater Raritan Workforce Development Board through Board staff in a collaborative environment. The Greater Raritan Workforce Development Board defines collaboration as shared planning and decision making related to implementation of Board established policies and priorities, including but not limited to performance improvement, enhanced services delivery, and innovative approaches to serving the workforce needs of employers.

The Greater Raritan Workforce Development Board receives annually Notices of Obligations of available funding under both the federal Workforce Innovation and Opportunity Act and the Work First New Jersey program and constructs an annual budget based upon available grant revenue.

### **3.6 One Stop Operator Responsibilities**

It is the respondent's responsibility to understand and anticipate the impact(s) that further federal and state guidance may have on the Scope of Work as detailed in this Request for Proposals.

Respondents to the Request for Proposals are expected to meet or exceed all federal, state, and local requirements including those related to methods and manners of investing federal and state workforce investment grant funds and achieving prescribed performance outcomes established for federal and state workforce investment grant funds.

The successful Respondent for the provision of One Stop Operator services must anticipate fulfilling the responsibilities defined in the Scope of Work, including but not necessarily limited to:

1. Maintain regular office hours in fulfillment of One Stop Operator responsibilities.
2. Convene regular, but not less than once every 3 months, discussions among all One Stop partners and providers for purposes of improving service delivery and performance outcomes.
3. Attend quarterly GRWDB meetings and report on One Stop operations
4. Coordinate the service delivery of required One Stop Partners and other One Stop partners as may be defined by the GRWDB.
5. Coordinate the hours of operations, staffing and customer service delivery at two (2) publicly accessible One Stop Centers; one in Hunterdon County, NJ and one in Somerset County, NJ.
6. Ensure that One Stop partners and providers conduct workshops and other programs to aid individuals in their efforts to gain employment and access training and education resources.

7. Coordinate the service delivery of other, One Stop partners throughout the system at both physical and non-physical locations consistent with the needs of job seekers and employers in the region.
8. Operate a customer intake triage function at two (2) designated One Stop Service Centers.
9. Collect, publish, and disseminate, in a manner prescribed by the GRWDB, customer satisfaction, system performance, and performance outcomes data and information.
10. Recruit additionally One Stop Partners to join the One Stop delivery system, including those that may be directed by the GRWDB, and coordinate service delivery of those partners.
11. Negotiate and facilitate execution of, including by the GRWDB, Memoranda of Understanding, infrastructure funding, and Resource Sharing Agreements with required One Stop Partners.
12. Ensure co-enrollment and entry of customer data into Americas One Stop Operating System or other such systems that may be made available or directed by the State of New Jersey for customer co-enrollment.
13. Maintain records as necessary for the coordinated, efficient, and effective delivery of services.
14. Ensure the maintenance of records and oversee any audits of the One Stop partners including but not limited to the Somerset County Department of Human Services as Greater Raritan Career Services as the direct services provider in the Local Area.
15. Implement One Stop Partner staff training and continuous improvement efforts as part of a One Stop Operator Continuous Improvement and Certification process.
16. Evaluate and make recommendations to the GRWDB on strategies to improve the local procurement of direct services to individuals through vendors and sub-recipients.
17. Disclose any real or perceived conflicts of interest arising from the relationships of the operators, partners, and other service providers.
18. Develop and provide in a manner acceptable to the GRWDB reports including but not limited to those concerning staffing, operations, performance, customer satisfaction, and service outcomes.
19. Ensure, through the adoption of policies and procedures, data integrity and confidentiality throughout the one stop system including but limited to managing technological resources for case management.
20. Develop an annual budget for consideration by the GRWDB to fund the provision of One Stop Operator services.
21. Consult with the GRWDB in the creation, updating, and/or amending of local and regional planning documents.
22. Promote the availability of job seeker education and training resources through electronic and other means as a way of increasing customer service levels.
23. Ensure partner compliance with the terms and conditions of Memoranda of Understanding, resource sharing agreements, and infrastructure funding agreements.

24. Ensure the provision of basic services to individuals including but not limited to job seeker workshops and orientations, information on careers and labor markets, and resource libraries or rooms; electronic or physical.
25. Lead the resolution of customer complaints and report on same to the GRWDB.
26. Report on training investments and employment outcomes with a focus on whether individuals gained employment in the field in which they received training.

### **3.7 Deliverables**

In addition to fulfilling the Scope of Work and responsibilities detailed therein, the successful respondent will, at a minimum, provide the following minimum deliverables at the intervals specified.

1. On the first day of each month provide a report covering the previous month's customer service activities including but not limited to number of clients entering triage, the customer service levels of each required partner, customer service levels at each of the two One Stop Centers, number of participants in required training grant orientation, and number of training grants issued.
2. Within 30 days of the start of the agreement, provide to the GRWDB a draft infrastructure funding agreement consistent with state and federal requirements that is acceptable to all One Stop required partners.
3. Within 90 days of the start of the agreement, provide a draft One Stop Partner Memorandum of Understanding consistent with state and federal requirements and reflective of the vision, goals, and strategic priorities of the Local Area.
4. Within 90 days of the start of the agreement, provide to the GRWDB a marketing and communications plan that will, when implemented, improve the visibility of Greater Raritan Career Services locations and the services available to job seekers through those resources.
5. Within 180 days of the start of the agreement present an amended budget request that is reflective of the infrastructure funding agreement.
6. Provide to the GRWDB summaries of quarterly One Stop Partners meetings to include, in addition to other relevant information, a listing of participants, agendas and items discussed, identification of oversight and performance issues of potential concern, report on successes or challenges in meeting performance outcomes, and recommendations for improvements to the One Stop delivery system.

### **3.8 Respondent Acknowledgements**

While every effort has been made to present a complete inventory of services to be provided and functions to be performed, respondents acknowledges that third parties have the ability to change requirements under which the Greater Raritan Workforce Development Board operates.

WIOA defines the minimum role of the One-Stop Operator as a convener, coordinator and manager of the One-Stop delivery system in a local workforce area. Local boards can develop a more expanded definition of the role of the One-Stop Operator as long as that role is consistent with state law.

Respondents acknowledge and agree that they have read and reviewed federal and state law, policy, regulations and guidelines related to and affecting the provision of services as outlined. While the GRWDB has made every effort to insure this Request for Proposals is consistent with all known requirements, it is an expectation and requirement that the successful awardee will perform those functions required in the Workforce Innovation and Opportunity Act of 2014 and any related or connected state laws, directives, requirements, policies, procedures, and/or planning documents.

In submitting a response to the Request for Proposals respondents acknowledge that changes in laws, regulations, and policies may potentially affect the One Stop Operator responsibilities and the needs of the Greater Raritan Workforce Development Board. While the Greater Raritan Workforce Development Board will evaluate responses based solely on the information contained in the Request for Proposals, changes in requirements may alter the terms and conditions of a final contract.

## **4. Proposal Requirements**

### **4.1 Title Page**

The Title Page should state: “Response To Request for Proposals, Greater Raritan Workforce Development Board, One Stop Operator Services PY 2017” and include the respondents company/organization name, address, telephone number, e-mail address, date of submission, and the name and title of the primary individual to contact regarding the submission.

### **4.2 Qualification Statement**

A statement is to be provided by the respondent identifying who will serve as the primary contractor. The Qualifications Statement shall identify the eligible applicant category as contained in the Workforce Innovation and Opportunity Act of 2014. The statement shall set forth brief details of the firm's principal activities, the number of personnel in the firm and the firm's location. Please provide a list of (3) three clients for whom similar services have been provided. Include the following in your response:

1. Name of agency/client.
2. Contact person’s name, position, and current telephone number.
3. Dates, cost and scope of service.
4. Status and comments

The Qualifications Statement narrative should include acknowledgement of the vision, goals, strategic priorities, operating environment, scope of work, and deliverables within the Request for Proposals and state the respondents experience in performing similar work and specify how

the respondent intends to fulfill responsibilities under this Request for Proposals consistent with the Workforce Innovation and Opportunity Act of 2014.

### **4.3 Services Delivery Plan**

The respondent should describe and state how the Scope of Work will be delivered and how One Stop Operator services will be performed, with particular attention paid to the convening of partners, the coordination of service delivery, the management of the One Stop delivery system in the Local Area, facilitating customer intake triage, implementing continuous improvement programs, reporting on outcomes and other responsibilities as defined in the Scope of Work.

The respondent should also document how technological resources will be deployed in performing the Scope of Work and achieving the deliverables as outlined in this RFP.

### **4.4 Key Personnel Information and Staffing Plan**

The Staffing Plan should support the Services Delivery Plan.

The respondent shall provide the identity and the professional credentials of the principals and other key personnel who will oversee the delivery of services to the client and identify any supervisory positions beyond that of the One Stop Operator.

Each proposal must include the identification of the individual(s) who will perform the duties of One Stop Operator for the Greater Raritan Local Area. In cases where the permanent One Stop Operator will be recruited and selected following contract award, the proposal must identify the individual who will serve as Interim Operator while the permanent Operator is being selected. Each proposal should also describe the process that will be used in transitioning from an Interim One Stop Operator to a permanent Operator.

The Staffing Plan must provide a description of how the respondent will fulfill responsibilities outlined in the Scope of Work and should include an anticipated organization and staffing structure for One Stop Operator services. The organization and staffing structure submission should envision connections between the One Stop Operator, required Partners and other providers, Fiscal Agent, and the Workforce Development Board and staff.

The Respondent must provide job descriptions for the One Stop Operator and for any supervisory positions anticipated as part of the Scope of Work.

### **4.5 Experience**

The respondent should describe their experience in performing similar work and detail how this experience will benefit residents of Hunterdon and Somerset County, NJ who are in need of help in transitioning from unemployment or underemployment to gainful employment.

The narrative should communicate relevant experience of the respondent in carrying out similar initiatives and provide examples of how the organization has demonstrated leadership in achieving outcomes, used strategic planning to define goals and objectives, developed data to

inform decision making, expand services, and achieved collaborative and coordinated delivery of services.

#### **4.6 Location of Servicing Office**

The proposal must list the location and address of the present, active office that will service and manage this contract.

#### **4.7 Subcontractors**

As stated in 2.11, it is not envisioned that, based on the Scope of Work contained in this RFP, subcontractors will be necessary. The owner will consider the primary contractor to be the sole point of contact with regard to contract matters. If the primary contractor envisions the use of subcontractors in carrying out the Scope of Work as detailed the primary contractor must, in the Staffing element of their response, identify these subcontractors by business name and address.

The primary contractor assumes sole responsibility for delivery of all services. Respondents may engage the services of subcontractors for completion of this project. If the proposal involves any subcontractors, full details on the nature of the work to be performed by them and the location in which the work is to be performed must be provided. The respondent understands that if selected, the owner prior to initiating any subcontracted work, must approve the use of subcontractors in writing.

#### **4.8 Budget Proposal**

The respondent must present a budget to perform One Stop Operator services as detailed in this Request for Proposals.

The budget proposal must be presented on a fixed price basis and include a breakdown of costs for personnel including fringe benefits, costs for operating expenses including rent, and costs for any overhead expenses beyond rent including telephone, internet, equipment rentals, etc.

The budget narrative should describe how the respondent has managed budgets and financial resources in achieving desired outcomes and identify any special strengths or talents of the respondent in meeting the needs of the GRWDB.

The respondent should also identify and quantify any in-kind services to be provided to the benefit of the owner.

It is anticipated that a majority, if not all, of the costs associated with the provision of One Stop Operator services are program related costs as defined in the Workforce Innovation and Opportunity Act of 2014.

#### **4.9 Proposal Forms**

The following forms are contained in the attachments. All forms are required and shall be completed and made part of the proposal submitted.

1. Proposal Cost/Signature Form
2. Non-Collusion Affidavit

3. Stockholder Disclosure
4. Affirmative Action Statement
5. Acknowledgement of Receipt of Addenda
6. Disclosure of Investment Activities In Iran
7. Budget Proposal Form

## **5.4 Evaluation Criteria**

The scoring of proposals will be performed by a One Stop Operator Selection Committee appointed by the GRWDB with final selection by vote of the GRWDB.

The arrangement of the criteria is not meant to imply order of importance in the selection process. All criteria will be used to select the successful respondent.

Scoring will be based on the quality of the content of the response and the respondent's ability to communicate a thorough understanding of the required tasks and approach to fulfill the Scope of Work outlined in the RFP. The proposals will be evaluated for general compliance with instructions and requests issued in the RFP. Non-compliance with significant instructions will be grounds for disqualification of proposals.

A points system will be utilized for scoring, with a maximum number of points assigned for each evaluation category.

### **5.4.1 Understanding of the Requested Work**

The proposals will be evaluated for general compliance with instructions and requests issued in the RFP. Non-compliance with significant instructions shall be grounds for disqualification of proposals.

### **5.4.2 Service Delivery Plan**

This includes how well the respondent has communicated their ability of to perform all of the tasks and fulfill adequately the stated requirements.

### **5.4.3 Staffing Plan**

This includes how well the respondent has communicated their ability of to perform all of the tasks and fulfill adequately the stated requirements. Respondents shall provide personnel qualifications in the Proposal. (See (4.3).

### **5.4.4 Experience**

Expertise of the firm shall be demonstrated by past contract successes providing clients with similar services. The respondent will be evaluated on knowledge, experience, prior collaboration and successful completion of projects/services similar to that requested in this RFP.

### **5.4.5 Ability to Complete the Project/Services in a Timely Manner**

This is based on an evaluation of how well the respondent has connected their staffing plan, service delivery plan, and budget to the successful implementation of the Scope of Work and achievement of deliverables.

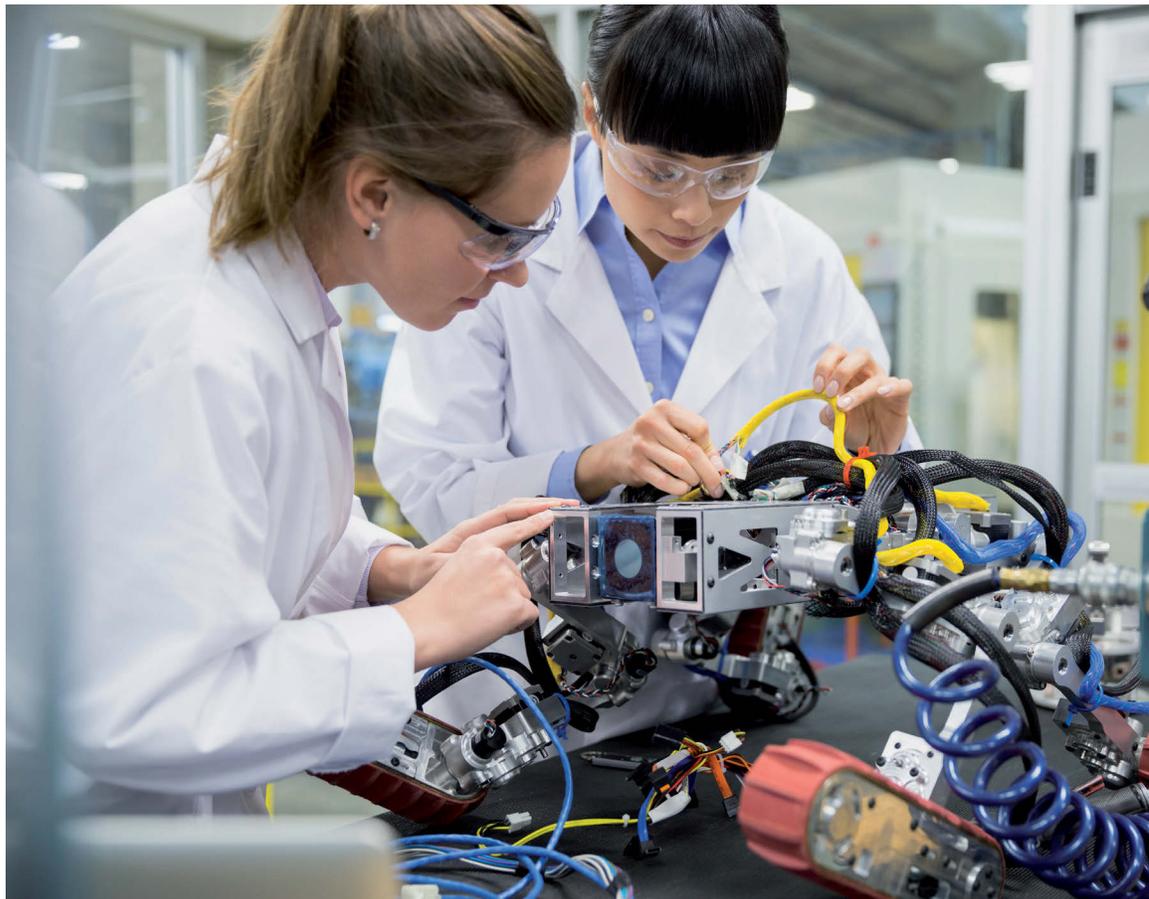
#### **5.4.6 Cost/Budget Proposal**

Evaluation will be based on total overall costs to complete the Scope of Work and deliverables with consideration given to the provision of in-kind services.

Any additional services not included as part of any resulting contract scope of services must be approved and authorized by the owner before such work is initiated. The owner shall pay for such approved services, at the rate or cost agreed upon between the owner and contractor, provided the respondent has provided a schedule of fees for additional services with this RFP.

# Closing the skills gap: Creating workforce- development programs that work for everyone

Public Sector February 2017



Martha Laboissiere  
Mona Mourshed

# Closing the skills gap: Creating workforce-development programs that work for everyone

The “skills gap” in the United States is serious. Here is how to do better.

“The land of opportunity”—that is the promise of the United States. And one of the reasons the country has been able to deliver on that promise is that it has been able to develop the talent it needs to create wealth and to adapt to ever-changing economic realities. But there are concerns that the United States can and should be doing better. This will require policies and actions on many fronts, for example on trade, taxation, regulation, education, and fiscal and monetary policy. In this article, we focus on a single subject: preparing people without college degrees for jobs with promising career paths. The need, for both business and society, is clear.

On the one hand, almost 40 percent of American employers say they cannot find people with the skills they need, even for entry-level jobs. Almost 60 percent complain of lack of preparation, even for entry-level jobs. On the other hand, this “skills gap” represents a massive pool of untapped talent, and it has dire consequences, including economic underperformance, social unrest, and individual despair.

The skills gap takes different forms. In some cases, it is a matter of youth struggling to enter the workforce; in others, it is midcareer learners who have lost their jobs because of factory closings or layoffs, and who now must adapt. Whatever the circumstance, when people are disconnected from the workplace, they often disconnect from other social institutions as well. This is not healthy—neither for those left out nor for the societies in which they live.

Recognizing the importance of this subject, McKinsey has done extensive research on global workforce-development programs and economic strategies.<sup>1</sup> We have also worked with a number of state, local, and national governments.

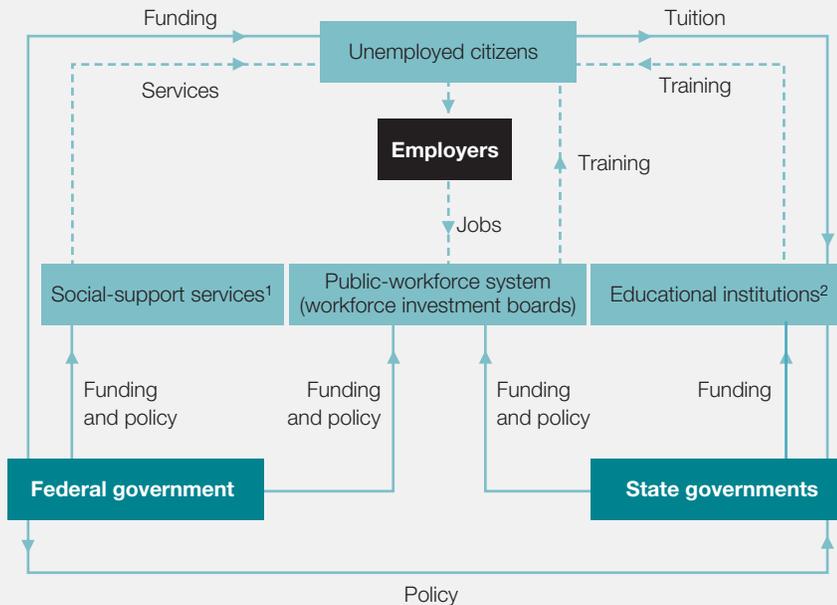
So based on our research and experience, we have identified five principles that we believe should be the foundation of workforce-development programs—for funders, participants, and employers (Exhibit 1).

*1. Define geographic assets and identify target professions.* To get where they want to go, state and local agencies need to know where they are starting. Even at the local level, economies are complicated.

The most promising approach, then, is to identify sectors with high growth potential where there are shortages or a high turnover of workers. Governments should conduct job-market analyses to identify each area’s distinctive attributes and supply-and-demand dynamics, as well as the current state of the workforce. This means looking at posted job vacancies, public infrastructure investment, demographics, local university-research commercialization, venture-capital spending, and regulation. The analysis should be done at the city and regional levels, and then buttressed by interviews with major companies in the area.

We have found the best workforce-development solutions happen when leading employers come together to address the talent problem for an entire sector. Assuming there are no antitrust issues, such collaborations can be attractive to industry competitors because the training costs are shared and the risk of poaching is limited. Such efforts typically take three forms: down a supply chain, with an anchor company taking the lead in encouraging its suppliers to participate; by a functional profession (for example, mechatronics) that is in demand by employers in different industries in the same location; and by sector, with competitors collaborating because they all face the same talent problem. One example of the latter is

**Exhibit 1 The US workforce-development system involves numerous stakeholders.**



<sup>1</sup>Such as child care and transportation.  
<sup>2</sup>Including universities.

the Automotive Manufacturing Technical Education Collaborative, which includes 19 automotive companies and 26 community colleges in 13 states.

In addition, government must ask itself whether it has the capabilities to meet the needs of businesses. This can be done simply—ask. Then, based on the responses, work with industry leaders, education providers, government agencies, and trade associations to identify the highest priorities on which to focus.

Successful economic-development efforts develop long-term strategies and make investment decisions based on hard data. A clear-eyed view allows decisions to be made based on a region’s

actual strengths, and avoids chasing economic-development fads where there is no basis for competitive advantage. The advice is ancient, but pertinent: know thyself.

*2. Deliver ROI to employers and workers.* Hard evidence of return on investment (ROI) for workforce-development programs is scarce, for both employers and workers. That lack of proof is why many employers are reluctant to participate in workforce programs, much less to pay for them. Therefore, metrics that link such programs to business performance should be tracked, including the cost of program recruitment and training, employer productivity and quality outcomes, retention, and speed to promotion.

Recent federal legislation, known as the Workforce Innovation and Opportunity Act (WIOA), aims to make the workforce-development system more outcome driven and to emphasize training that leads to jobs. Gathering employer ROI data is not only important for employers but can also help local agencies meet WIOA requirements.

If the ROI case can be proved, our research and experience shows that employers are willing to pay for training programs—up to 15 percent (or roughly two months) of the employee’s annual salary, on average. In areas of extreme scarcity, they will do much more. Apprenticeship 2000, a consortium based in Charlotte, North Carolina, comprises eight manufacturers that collaborate with the local community college on a mechatronics apprenticeship. It costs members \$175,000 per candidate over four years.

With respect to participants, few employment programs gather evidence of effectiveness. Some track job placement at completion, or retention after one to three months. Few programs, however, follow a range of metrics to show potential participants that their investment in time and effort will pay off with personal and financial well-being. No wonder many job-training candidates are wary. Successful programs, in contrast, can show candidates evidence that the program will place them in jobs with a future after finishing the course.

Once on the job, metrics to track include the income of program graduates before and after completion, continued employment, job promotion, and reliance on public support. These findings can help reveal what works—and just as important—what doesn’t. Programs that fall short can then be cut in favor of those that succeed.

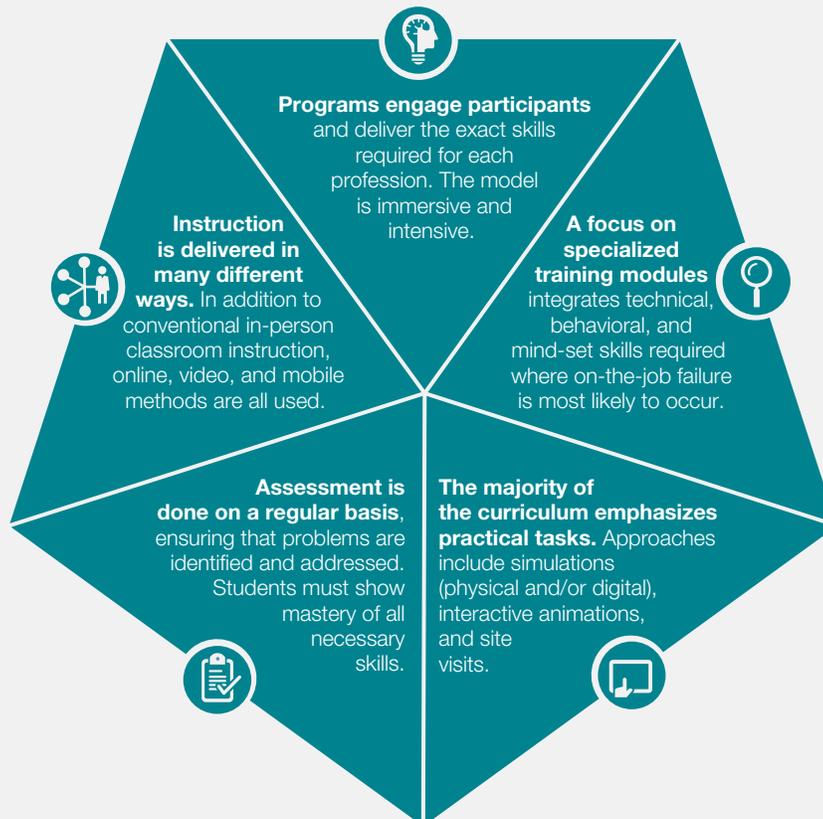
*3. Support comprehensive, demand-driven training methods.* Local, state, and federal

agencies have made numerous efforts to work with businesses, regional groups, education providers, and other stakeholders to deliver effective job training. Some training programs are excellent—others, not so much. Evidence does exist, however, of models that work in a variety of industry and regional contexts (Exhibit 2).

In successful programs, employers are involved from the start and guarantee interviews for graduates. Once providers decide which sectors and which high-scarcity or high-turnover professions to pursue, the next step is to shadow employees on the job in those professions. The goal is to identify which activities most differentiate high from low performers and to translate this insight into training for the right technical, behavioral, and mind-set skills which include attributes such as punctuality, diligence, and follow-through). Such observation is important, because our experience is that many employers are unable to accurately describe which skills matter most, leading to errors in program design.

In delivering training, one proven approach is to provide two- to three-month “boot camps.” During the boot camp, competency is assessed regularly, based on actual demonstrations. Employers collaborate with the training providers and can offer their staff as trainers. The boot camp must be practical, including in-person simulations, on-site apprenticeships, and “serious games” customized to the workplace, where learners can play virtually and repeatedly. Programs need to have a strong in-person component to deliver the necessary dosage of intensive practice and to build the trust that allows providers to support learners—many of whom face multiple life challenges. At the same time, technology-based solutions, such as online applications, mobile apps that track learner performance, and digital workplace simulations can significantly increase the efficiency and effectiveness of these in-person programs.

**Exhibit 2 Effective training incorporates five components.**



To reach the people who need these programs most—meaning those at risk of being disconnected from the workforce because of background or education—accessibility is critical. Meeting their needs for transportation or child care during the boot camp, for example, helps make it possible for them to succeed. Programs that respond to these needs see higher completion rates. Some go even further, providing postgraduate mentorship for the first few months on the job, which is the period of greatest vulnerability. If individuals can make it through the first three months on the job, the odds of them continuing to thrive professionally and personally rise significantly.

**4. Assess and prepare learners before they start training.** Programs need to start by ensuring that learners are ready to train for the professions to which they apply. For example, they must be able to meet job-licensing requirements, such as having a high-school diploma, or pass a background check or a drug test; they also need to show job-appropriate literacy and numeracy levels.

Once this basic screening is done, there are ways to improve retention in the program and in the job. One is simple: make sure that people know what the job is before they start the training. This explanation must cover both positive and

negative aspects, and might include things such as showing videos, hosting discussions of a “day in the life” with workers, and spending time at the job site. Someone training to be a certified nursing assistant, for example, needs to know that the position can be physically demanding and requires shift work.

When people understand what it takes to succeed at a given job, they are more likely to choose one that is right for them. That, in turn, improves program completion, job placement, and retention. It also ensures that program resources are spent on those who are most likely to benefit.

**5. Coordinate the workforce-development process centrally.** Estimated spending on US workforce-development programs for those not going to four-year colleges—everything from federal and state jobs programs, workforce training and certifications, community college, and employer training—is at least \$300 billion a year.<sup>2</sup> Most programs, however, are deployed in isolation and are not integrated with other services deployed by other entities. For example, a common scenario is that responsibility lies in different places: job training lies with the state’s workforce department, child care and food assistance lies with the social services, and mentorship support lies with a local philanthropy or not for profit. All these components are essential to the learner’s success in completing the training, finding a job, and then succeeding at it. Such tight complementarity of service delivery to learners, however, rarely occurs.

State governments can deploy three strategies to ensure effective use of resources. First, have a clear view of all funding and efforts available

for target learner segments and professions in a given location, and coordinate these to deliver holistic services to learners. Second, establish a set of outcomes and performance-management processes in which learner employment within 30 days of program completion, retention on the job, and income increases lie at the heart. Finally, ensure the provision of human, technology, and data-analytics capacity for program delivery that supports learners.



State and local public agencies want to help their citizens succeed. To do so, one priority is to better use the considerable resources that are available, by coordinating the mishmash of funding that now flows through numerous departments and agencies. A second is to improve job outcomes for program participants and employers in the WIOA context. A third is to do so on a large scale and at reasonable cost. There are proven ways to do this that benefit individual workers, companies, and the economy as a whole. By investing in talent in this way, governments and businesses will also be reinvesting in the American dream. ■

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<sup>1</sup> Dominic Barton, Diana Farrell, and Mona Mourshed, “Education to employment: Designing a system that works,” McKinsey & Company, January 2013, McKinsey.com.

<sup>2</sup> Anthony P. Carnevale, Artem Gulish, and Jeff Strohl, *College is just the beginning: Employers’ role in the \$1.1 trillion postsecondary education and training system*, Georgetown University Center on Education and the Workforce, 2015, <https://cew.georgetown.edu/wp-content/uploads/2015/02/Trillion-Dollar-Training-System-.pdf>.

**Martha Laboissiere** is a senior expert in McKinsey’s San Francisco office, and **Mona Mourshed** is a senior partner in the Washington, DC, office.



Monthly Dashboard  
April 3, 2017

| Monthly Dashboard                                 |                  |              |           |     |
|---|------------------|--------------|-----------|-----|
| Program Year 2016 (July 1, 2016 to June 30, 2017) |                  |              |           |     |
|   | Previous Year    | PY 2016 Goal | YTD       |     |
| <b>FINANCIAL</b>                                  |                  |              |           |     |
| Expended-Workforce Innovation and Opportunity Act |                  |              |           |     |
|   | Hunterdon County |              | 204778.77 |     |
|   | Somerset County  |              | 469530.41 |     |
| Expended-Work First NJ                            |                  |              |           |     |
|   | Hunterdon County |              | 165840.99 |     |
|   | Somerset County  |              | 383964.3  |     |
| <b>BUSINESS SERVICES</b>                          |                  |              |           |     |
| Business Contacts                                 |                  | 71           | 48        | 81  |
|   | Hunterdon County | 23           | 12        | 35  |
|   | Somerset County  | 48           | 36        | 46  |
| <b>CORE SERVICES</b>                              |                  |              |           |     |
| Workshops Conducted                               |                  | 23           | 20        | 16  |
|   | Hunterdon County | 15           | 10        | 7   |
|   | Somerset County  | 8            | 10        | 9   |
| Workshop Participation                            |                  | 254          | 320       | 377 |
|   | Hunterdon County | 135          | 200       | 103 |
|   | Somerset County  | 119          | 120       | 274 |
| Walk In Clients                                   |                  | 364          | 360       | 284 |
|   | Hunterdon County | 180          | 180       | 146 |
|   | Somerset County  | 184          | 180       | 138 |
|   |                  |              |           | 0   |
| Training Grant Orientations                       |                  | 487          | 465       | 561 |
|   | Hunterdon County | 77           | 75        | 80  |
|   | Somerset County  | 332          | 330       | 403 |
|   | Other            | 78           | 60        | 78  |
| <b>INTENSIVE SERVICES</b>                         |                  |              |           |     |
| Number of Training Grants Provide                 |                  | 284          | 253       | 197 |
|   | Hunterdon County | 43           | 46        | 27  |
|   | Somerset County  | 196          | 164       | 140 |
|   | Out of County    | 45           | 43        | 30  |
| Youth Credentials Issued                          |                  | 36           | 62        | 13  |
|   | Hunterdon County | 17           | 20        | 5   |
|   | Somerset County  | 19           | 42        | 8   |
|   |                  |              |           | 0   |
| WFNJ "To Work" Clients                            |                  | 274          | 279       | 225 |
|   | Hunterdon County | 76           | 61        | 77  |
|   | Somerset County  | 198          | 218       | 148 |
| <b>TRAINING GRANT SPECIFIC</b>                    |                  |              |           |     |
| Advanced Manufacturing                            |                  | 11           | 10        | 7   |
| Bio/Pharma/Life Sciences                          |                  | 11           | 13        | 13  |
| Financial   |                  | 43           | 35        | 48  |
| Health Care                                       |                  | 57           | 51        | 21  |
| Technology  |                  | 104          | 91        | 67  |
| Transportation/Logistics/Dist                     |                  | 24           | 18        | 25  |
| Leisure/Hospitality/Retail                        |                  | 31           | 35        | 16  |
| Other   |                  | 3            | 0         | 2   |
| TOTAL   |                  | 284          | 253       | 199 |





**Greater Raritan Workforce Development Board**  
**July 1, 2016 - June 30, 2017 (thru February 28, 2017)**

|  |  |  | <b>BUDGET</b>       | <b>EXPENDITURES<br/>YTD</b> | <b>UNEXPENDED<br/>YTD</b> | <b>PROJECTED 3RD<br/>QTR<br/>EXPENDITURES</b> | <b>RECISSION</b> |
|--|--|--|---------------------|-----------------------------|---------------------------|---|------------------|
|  |  | <b>Salaries</b>                                      |                     |                             |                           |   |                  |
|  |  | GROS Salaries  | 59,424.12           | 37,970.87                   | 21,453.25                 | 42,452.82                                     | -                |
|  |  | GROS Fringe  | 27,572.80           | 20,038.68                   | 7,534.12                  | 22,809.96                                     | -                |
|  |  | <b>Other</b>   | 1,703.08            | -                           | 1,703.08                  |   | -                |
|  |  | <b>Sub-total GROS Admin</b>                          | <b>88,700.00</b>    | <b>58,009.55</b>            | <b>30,690.45</b>          | <b>65,262.78</b>                              | <b>-</b>         |
|  |  | <b>Program</b>                                       |                     |                             |                           |   |                  |
|  |  | <b>Salaries</b>                                      |                     |                             |                           |   |                  |
|  |  | GROS Salaries  | 474,959.00          | 287,919.18                  | 187,039.82                | 302,585.76                                    | -                |
|  |  | GROS Fringe  | 220,380.98          | 143,932.83                  | 76,448.15                 | 165,961.26                                    | -                |
|  |  | <b>Travel</b>  |                     |                             |                           |   |                  |
|  |  | GROS Travel  | 600.00              | -                           | 600.00                    | -   | -                |
|  |  | <b>Occupancy</b>                                     |                     |                             |                           |   |                  |
|  |  | GROS Rent Somerset                                   | 20,000.00           | 13,333.36                   | 6,666.64                  | 15,000.00                                     | -                |
|  |  | GROS Rent Hunterdon                                  | 100,000.00          | 66,666.68                   | 33,333.32                 | 75,000.00                                     | -                |
|  |  | <b>Conference &amp; Training</b>                     |                     |                             |                           |   |                  |
|  |  | GROS   | 1,900.00            | 150.00                      | 1,750.00                  | 150.00  | -                |
|  |  | <b>Other</b>   |                     |                             |                           |   |                  |
|  |  | Operational Expenses                                 | 10,000.00           | -                           | 10,000.00                 |   |                  |
|  |  | Supplies   | 5,000.00            | -                           | 5,000.00                  | 1,200.00                                      |                  |
|  |  | Technology   | 2,000.00            | -                           | 2,000.00                  | -   |                  |
|  |  | Professional Memberships                             | 2,000.00            | 750.00                      | 1,250.00                  | 1,000.00                                      |                  |
|  |  | Unallocated Funds                                    | 17,365.67           |                             | 17,365.67                 | -   |                  |
|  |  | Other  | 33,647.00           |                             | 33,647.00                 | -   | -                |
|  |  | <b>Individual Training Contracts</b>                 |                     |                             |                           |   |                  |
|  |  | ITA's  | 1,012,000.00        | -                           | 1,012,000.00              | 126,500.00                                    | -                |
|  |  | <b>Contracts</b>                                     |                     |                             |                           |   |                  |
|  |  | WFNJ HCESC (Hunterdon County)                        | 118,453.00          |                             | 118,453.00                | 29,613.25                                     | -                |
|  |  | WFNJ HCESC (Somerset County)                         | 428,350.00          | 73,239.00                   | 355,111.00                | 107,087.50                                    | -                |
|  |  | HCESC (Workforce Learning Link                       | 51,000.00           | 38,000.00                   | 13,000.00                 | 51,000.00                                     | -                |
|  |  | Work Readiness Assessment_H                          | 48,466.60           | 7,800.00                    | 40,666.60                 | 12,116.65                                     | -                |
|  |  | Work Readiness Assessment_S                          | 27,335.40           | -                           | 27,335.40                 | 6,833.85                                      | -                |
|  |  | WFNJ Client Resource - Somerset<br>Social Services   | 70,000.00           | -                           | 70,000.00                 | 17,500.00                                     | -                |
|  |  | WFNJ Client Resources -<br>Hunterdon Social Services | 60,000.00           | -                           | 60,000.00                 | 15,000.00                                     |                  |
|  |  | SmartSteps   | 1,605.00            | -                           | 1,605.00                  | -   |                  |
|  |  | Needs Based Work Support                             | -                   | -                           | -                         | -   |                  |
|  |  | Transportation-Direct Services                       | 82,847.40           | 11,781.15                   | 71,066.25                 | 7,984.60                                      |                  |
|  |  | Youth Outreach-Somerset                              | 119,446.00          | 55,513.07                   | 63,932.93                 | 54,700.70                                     | -                |
|  |  | Youth Outreach-Hunterdon                             | 80,000.00           | 19,408.00                   | 60,592.00                 | 20,000.00                                     | -                |
|  |  | Youth Work Readiness, Incentives                     | 94,607.00           | 10,987.75                   | 83,619.25                 | 23,651.75                                     | -                |
|  |  | Youth ITA  | 48,000.00           | -                           | 48,000.00                 | 12,000.00                                     | -                |
|  |  | Youth Other  | 8,696.95            | -                           | 8,696.95                  | 2,174.24                                      |                  |
|  |  | <b>Sub-total Program PY15</b>                        | <b>3,138,660.00</b> | <b>729,481.02</b>           | <b>2,409,178.98</b>       | <b>1,047,059.56</b>                           | <b>-</b>         |
|  |  | <b>Sub-total Admin PY 15</b>                         | <b>272,016.93</b>   | <b>154,296.38</b>           | <b>117,720.55</b>         | <b>179,134.37</b>                             | <b>-</b>         |
|  |  | <b>Sub-total Admin O/S PY15</b>                      | <b>88,700.00</b>    | <b>58,009.55</b>            | <b>30,690.45</b>          | <b>65,262.78</b>                              | <b>-</b>         |
|  |  | <b>Total PY15</b>                                    | <b>3,499,376.93</b> | <b>941,786.95</b>           | <b>2,557,589.98</b>       | <b>1,291,456.71</b>                           | <b>-</b>         |



To: John Maddocks

From: Shanya Webb-Jules

Date: March 31, 2017

Subject: Business Services Report March 2017

- GRWDB staff attended the Garden State Employment and Training Association (GSETA) monthly general meeting among the topics discussed were NJ Talent Network partnership/collaboration, upcoming training, committee updates and the Annual GSETA Conference.
- GRWDB staff in partnership with the New Jersey Department of Labor and Workforce Development Business Services Reps assisted 3 local employers with talent recruitment events which resulted in hiring outcomes.
- GRWDB staff continues to perform outreach to local businesses on the work of the GRWDB, to identify business needs and coordinate outreach to our Workforce, Education and Economic Development partners to ensure resources and services such as hiring/tax incentives, recruiting assistance, training opportunities and business resources, are delivered effectively and efficiently (as reflected in the dashboard report).

# CAREER TRAINING SERVICES

## ONE STOP OPERATOR'S REPORT

Program Year 2016

March 1, 2017 – March 31, 2017



The Greater Raritan One Stop staff attended NJLWD's Big Idea Series on March 20<sup>th</sup> where John Franklin, Chief Executive Officer of United Way of Northern New Jersey presented on United Way's ALICE efforts (Asset Limited, Income Constrained, Employed) throughout the state.

For more information on this United Way's ALICE work, please copy and paste this link into your browser:

[http://www.unitedwaynnj.org/ourwork/alice\\_nj.php](http://www.unitedwaynnj.org/ourwork/alice_nj.php)

Eighteen quality applications were received for the Youth Employment Program (YES) Program Coordinator position. Interviews were conducted through the end of March and it is anticipated that the position will be filled by the end of April. We are looking forward to welcoming a new member of our One Stop Team!



DREXEL UNIVERSITY  
School of  
Education

The Greater Raritan One Stop staff attended NJLWD's Big Idea Series on March 31 where Drexel University's Dr. Paul Harrington, Director of its Labor Markets and Policy Center, gave a comprehensive presentation entitled **Employment Growth Outcomes Moving Forward**.

For more information on this Dr. Harrington and his research, please copy and paste this link into your browser:

<http://drexel.edu/soe/facultyresearch/faculty/Harrington-Paul/>

### Proposal for One Stop Services

Somerset County Department of Human Services (SCDHS) submitted a response to the GRWDB's Request for Proposals for One Stop Operator services. Proposals were due on March 28<sup>th</sup> with a decision anticipated on April 6<sup>th</sup>.

The Greater Raritan One Stop Career Training Services Center has been operated by the Somerset County Department of Human Services (SCDHS) since 2009. In its role as One Stop Operator, the SCDHS has overseen all aspects of direct service to individuals and businesses in Hunterdon County and Somerset County for the last eight years. With over 4,000 customers walking through the doors for career services and nearly 2,800 receiving individual training to upgrade skills and increase their marketability in the workforce, SCDHS has played a significant role in supporting job seekers in successfully obtaining and maintaining employment and in assisting businesses by providing candidates who are well prepared to re-enter the workforce and fill job vacancies. The number of customers served jumps to over 8,000 when those receiving services under Work First New Jersey and Workforce Learning Link are included.

In addition to the provision of direct services, the role of One Stop Operator has always encompassed a large number of diverse responsibilities which includes the management and coordination of the local one stop delivery system. The SCDHS has performed the One Stop Operator duties over the last eight years and has successfully brought One Stop Partners together in order to ensure that high quality services are provided in the most effective, professional and streamlined manner possible.

We hope that this monthly report has kept you up to date and informed about the many activities carried out and achievements attained by the Greater Raritan One Stop Operator and the Greater Raritan One Stop.

**DEDICATION.** (dedi' kāSHən)

(n.) the quality of being dedicated or committed to a task or purpose.

**COLLABORATION.** (kə,ləbə'rāSHən)

(n.) the action of working with someone to produce or create something

**PROGRESS.** (prō'gres)

(n.) forward or onward movement toward a destination.