



YOUTH TRANSITION PLAN

Morris-Sussex-Warren Workforce Development Board

January 25, 2016

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Executive Summary

The Morris, Sussex, Warren Workforce Development Board and Morris, Sussex, Warren Employment and Training Services have historically met both the Workforce Innovation and Opportunity Act requirements for 75% out-of-school (OOS) youth expenditure and 20% work experience expenditure, are meeting them during Program Year 2015, and expect to continue to meet them in the future. New youth initiatives led by the Youth Investment Council will provide additional program options for eligible area youth.

I. LOCAL DEMOGRAPHIC, GOVERNANCE AND PLANNING PROCESS

This section should address, at a minimum, the following elements:

a. Summary of Local Area Youth Transition Planning

Morris-Sussex-Warren Workforce Development Board (WDB) members and staff, Morris-Sussex-Warren Employment and Training Services (ETS) staff and Youth Investment Council (YIC) members, including youth training providers, all participate in planning the transition of Youth programs from the Workforce Investment Act (WIA) to the Workforce Innovation and Opportunity Act (WIOA).

Working from the WIOA law, Notices of Proposed Rulemaking and State Employment and Training Commission policies and guidance, WDB staff identify significant changes from WIA to WIOA and discuss their implementation with ETS staff. Both WDB and ETS discuss the changes with current Youth service providers. The WDB staff informs WDB members on WIOA changes and solicits their feedback and guidance on program implementation.

Information gathered through research and discussion is then shared at the YIC meeting for agreement on the details of transition and implementation.

WDB staff then prepares a draft plan for YIC approval.

b. Overview of Local Workforce System Youth Program Service Area

The Youth Program Service Area includes Morris, Sussex and Warren Counties, an area of 1,380 miles. Morris County is wealthy, suburban and more densely populated than partially rural Sussex and Warren Counties.

The November, 2015 unemployment rates for the three counties are: Morris 3.7%, Sussex 4.4% and Warren 4.5%.

In regard to youth programs, the area has a dearth of youth service providers which can accommodate WIOA Youth Program requirements. The three long standing youth providers -- NewBridge Services in Morris County, Phillipsburg School-Based Youth Services in Warren County and Sussex County Technical School -- provide excellent youth services which have led to MSW WDB's highly successful Youth Program performance. However, MSW WDB's youth programs would greatly benefit from the emergence of additional expert providers.

As described later, transportation is a significant challenge in the three counties. Area youth, especially in Sussex and Warren Counties, have limited access to public transportation to reach program sites. Also, there are few or no concentrated geographical areas of disadvantaged youth, making recruiting and transportation logistics even more challenging.

Details on each county's labor market follow:

Morris County

In 2011, the largest private employment sectors in Morris County were Professional & Business Services (+25.2%) and Trade, Transportation & Utilities (+22.0%), which combined comprised 47.2% of Morris County's private sector job base. Retail Trade accounted for more than half of the Trade, Transportation & Utilities sector's employment (53.9%).

Educational & Health Services added the most jobs (+3,122) between 2006 and 2011, followed by Leisure & Hospitality (+2,034). Employment growth in Educational & Health Services was, in part, due to a growing and aging population. Financial Activities shed the most jobs (-7,914) as a result of the financial crisis, a major catalyst of the economic slowdown. As consumer demand weakened, Trade, Transportation & Utilities saw jobholding decrease by 6,740 jobs as component industries Retail Trade, Wholesale Trade and Transportation & Warehousing were all negatively impacted.

The following Morris County Industries are projected to have the most employment growth through 2020:

- Healthcare and Social Services (5,000)
- Professional, Scientific and Technical Services (4,300)
- Administrative and Waste Services (3,850)

The following Morris County occupations are projected to have the most annual job openings through 2020:

- Landscaping and Groundskeepers (100)
- Retail Salespersons (90)
- Registered Nurses (80)

Sussex County

With 7,012 jobs in 2009 (the latest Community Fact Book data available), Trade, Transportation & Utilities was the largest employment sector in Sussex County, accounting for 23.1% of private sector payrolls. Retail Trade made up 73% of the jobs in this sector. Other sectors with notable employment levels were Educational & Health Services (6,909 jobs), Leisure & Hospitality (4,807), and Professional & Business Services (4,346). With just 406 jobs, the Information sector had the smallest employment base.

From 2004 to 2009, total private sector payrolls in Sussex County decreased by 2,531 or 7.7%. Trade, Transportation & Utilities accounted for 45% of the county's losses. Educational & Health Services had the most gains in employment mainly due to the needs of the county's growing and aging population.

The following Sussex County Industries are projected to have the most employment growth through 2018:

- Healthcare and Social Services (800)
- Accommodation and Food Services (400)
- Other Services (200)

The following occupations have the most projected annual job openings in Sussex County through 2018:

- Cashiers (70)
- Waiters and Waitresses (40)
- Child Care Workers (40)

Warren County

Total private sector employment in Warren County experienced a loss of 1,639 or 5.3% from 2004 to 2009. Jobholding was up by 1,292 in 2005 before trending down each year through 2009. The greatest drop in employment occurred in 2006 (981), due primarily to losses in the Professional & Business Services (-820) and Manufacturing (-512) sectors.

In 2009, Trade, Transportation & Utilities (TTU) was Warren County's largest employment sector, comprising 28.3% of overall private sector employment. Retail Trade was the largest industry component within TTU, accounting for 74.0% of sector employment.

Three sectors added employment in Warren County between 2004 and 2009: Educational & Health Services (+780), Other Services (+77), and Trade, Transportation & Utilities (+56). Educational & Health Services added jobs in each year of the five-year period. Job growth in Trade, Transportation & Utilities was tempered by closures by several national retailers and the recession.

The three industry sectors with the most projected employment opportunities through 2018 are:

- Healthcare and Social Services (1400)
- Government (750)
- Retail Trade (300)

The following Warren County occupations are projected to have the most annual growth through 2018:

- Cashiers (70)
- Retail Salespersons (50)
- Registered Nurses (40)
- Food Preparation and Serving (40)

c. **Alignment with Priority Populations/Demographics of Population Served**

In Program Year 2014, ETS served 71 eligible youth. All 71 were low income and learning disabled, 58 were not attending school or high school dropouts, 49 were basic skills deficient, two were offenders and two were homeless or runaway. In previous program years, ETS served as many as five pregnant or parenting youth. The WDB and ETS expect that, based on historical enrollment patterns, Program Year 2015 and future Youth

program participant demographics will be very similar to Program Year 2014.

d. **Governance of Workforce Area (local WDB, other Policy/Planning Decision Making Resources)**

The County of Morris is the administrative entity for all workforce development and related funds in Morris, Sussex and Warren Counties.

The Morris-Sussex-Warren Workforce Development Board plans, develops policy for and oversees the local One-Stop Career Center system with particular emphasis on activities funded through Title I of WIOA. The Youth Investment Council provides additional planning and policy development for area youth programs.

While the WDB accesses a wide range of information and partner input on workforce development programs, there are no other official workforce development policy or planning entities in the tri-county area.

e. **Summary of Planning Process**

Upon enactment of the Workforce Innovation and Opportunity Act (WIOA) in July 2014, the Morris-Sussex-Warren Workforce Development Board (WDB) Director and the Morris-Sussex-Warren Employment and Training Services (ETS) Director convened meetings with ETS staff to discuss implementation of WIOA youth provisions. Initial meetings determined that the WDB and ETS have historically met the WIOA requirements for expenditure of 75% of WIOA Youth Funding on OOS youth and will continue to do so without changes to program design. The WDB and ETS have also historically met the 20% work experience expenditure requirement through payments to Sussex County Technical School work experience participants. However, the WDB seeks to expand and diversify its work experience offerings for in and OOS youth.

In late 2014, Youth Investment Council members, youth training providers and WDB Executive Committee members began contributing suggestions for initiating program-wide work experience. At that time it became clear that identifying an “employer of record” for youth program participants was a critical aspect of work experience implementation. (Morris County, the administrative agent for WIOA funds in Morris, Sussex and Warren Counties, will not employ WIOA youth.) Subsequently, ETS made tentative arrangements for a local personnel agency to provide payroll services for youth participants.

On November 23, 2015 at the MSW Youth Investment Council meeting, youth services providers and YIC members discussed plans for developing and monitoring worksites, payments to youth, timesheet completion and collection.

WDB staff then used the information and guidance from the planning process to develop the Youth Transition Plan, which will be reviewed by the YIC before transmittal to the SETC.

f. **Youth Investment Council Membership and Engagement/Decision Points**

The MSW Youth Investment Council (YIC) members are:

Anne Marie Brown (Chair)	Sodexo
Michelle Borden	NewBridge Services, Inc.

Stacy Crosson	Sussex County Technical School
David Fiore	I.B.E.W. - Local Union No. 102
Ray Gara	Warren County Technical School
Robert Glowacky	Warren County Technical School
Karen Gottshall	Phillipsburg One-Stop Career Center
William Horn	Phillipsburg School-Based Youth Services
Kimberly Johnson	Morris-Sussex-Warren Employment & Training Serv.
David Johnston	NJ Department of Children Protection & Permanency
Rosalie Lamonte	Sussex and Warren County Schools
Scott Moffitt	Morris County School of Technology
Dianna Morrison	Center for Prevention and Counseling
Michael Muckle	NJ Youth Corps of Phillipsburg
Robert Parker	NewBridge Services, Inc.
Kyersten Rozanski	Project Self-Sufficiency
A.J. Teat	NJ Youth Corps of Phillipsburg
Jan Tensen	Sussex County Community College

Anne Marie Brown, of Sodexo, is the recently appointed YIC Chair. Sodexo is a pioneer in employing youth with disabilities and Anne Marie has extensive, successful experience in youth employment.

The YIC guides the youth provider procurement process, reviews and approves or rejects potential youth provider applications, reviews youth program performance, assists in the development of strategic youth plans, provides information on youth services and suggests program modifications and improvements. The YIC is currently assisting in the development of the plan to expand work experience options for participating youth.

g. Business/Stakeholder/Partner Engagement

Through membership on the MSW WDB, Fulton Bank learned of the Phillipsburg School-Based Youth Services Program and donated \$1,000 to assist youth participants with expenses not covered through WIOA funding. Fulton bank may make additional, larger donations in subsequent calendar years.

Major youth stakeholders and partners in the three counties are represented on the YIC and are readily engaged through YIC meetings and communications.

II. RESOURCE INVESTMENT STRATEGIES, PROGRAMS AND SERVICES

This section should address, at a minimum, the following elements:

a. Alignment with Key Industries/Sectors; Outliers for Area, Business Engagement Strategies, Employment Opportunities, and Demand

At every opportunity, MSW WDB and ETS seek to align youth program services with key industries and the local labor market. However, many of the jobs with the most projected area openings (cashiers, retail sales, landscapers, waiters and waitresses, child care workers) do not provide self-sufficiency wages. These jobs are suitable steps toward transition to more substantial careers, but are not suitable long-term career occupations.

There are no significant outlier industries in the MSW WDB area.

A detailed overview of the counties composing the Local Workforce System Youth Program Service Area can be accessed at:

<http://lwd.dol.state.nj.us/labor/lpa/pub/factbook/morfct.pdf>

<http://lwd.dol.state.nj.us/labor/lpa/pub/factbook/susfct.pdf>

<http://lwd.dol.state.nj.us/labor/lpa/pub/factbook/warfct.pdf>

To address the mismatch between available short term employment and desirable long term employment, the WDB and ETS use the following strategies:

- ETS youth counselors and service provider staff insure that Youth program participants receive voluminous labor market information and assistance in interpreting it. The counselors / providers emphasize the difference between short and long term career goals and facilitate entry into part time or transitional employment. Concurrently, the same ETS and provider staff assist trainees in developing long term career goals in growing industries and occupations that pay self-sufficiency level wages.
- The ETS Senior Youth Employment Counselor reviews on line job listings and forwards appropriate labor demand listings to youth program staff, who in turn share them with participants. The counselor also visits area employers to develop work experience, internship, On-the-Job Training (OJT) and post program employment. Although the counselor targets labor market demand jobs, “outlier” jobs may be suitable for some youth with special needs or occupational interest.
- The WDB gathers youth based labor market intelligence from LWD analysts, Business Service Reps, service providers and WDB and YIC Members. Each WDB meeting features a labor market discussion, led by WDB business members, with emphasis on emerging skills and occupations, some of which may be suitable for youth. This information is used to develop training programs and services. The discussion often yields information on outlier jobs (front line chefs, production equipment mechanics) that are appropriate career goals for youth program customers.
- Please see section 1.b. of this plan for a detailed review of sectors, employment opportunities and demand.

Businesses are engaged by One-Stop Business Representatives, ETS staff, provider staff and YIC members. Businesses provide labor market intelligence, especially on appropriate jobs for local youth, that is used to shape training programs and employment strategies. Finally, WDB meetings feature extensive labor market discussions with youth-specific information from educators, employers and labor market analysts.

b. Key Partners, Vendors, Community Resource Leverage

Key partners and vendors are represented on the YIC (please see list under 1.f.). In addition to the funds leveraged through Fulton Bank (Please see 1.g.), ETS has initiated discussions with our community college partners to establish Youth One Stop Career Center(s) on area campuses. This initiative will allow substantial leveraging of community college resources including academic enrichment, career counseling, job placement and follow up services.

c. **75% Out of School**

MSW WDB and MSW ETS have historically spent over 75% of youth allocations on OOS youth and will continue to do so without extensive program modifications.

1. **Recruitment Plans**

The WDB has three long serving youth services providers. The In-School (IS) provider is Sussex County Technical School (SCTS) in Lafayette. The Out of School (OOS) providers are New Bridge Services (NBS) in Boonton and Phillipsburg School Based Youth Services (PSBYS).

SCTS identifies students for program fit and motivation and then recruits appropriate eligible students for the WIOA program. The ETS-SCTS contract strictly limits enrollment and payment levels to insure that overall IS expenses, including ETS youth staff IS support, do not exceed 25% of WIOA Youth expenditures.

New Bridge Services (NBS) has an extensive network of social service providers that assist in recruiting OS youth through referrals and outreach. New Bridge receives some dropout lists from some Morris County high schools, which also assists in recruiting.

PSBYS is closely linked to Phillipsburg high school and receives direct notices of dropouts and referrals from the school system. PSBYS also receives referrals from former participants. The program has an excellent “word of mouth” reputation among area youth that has facilitated recruiting.

Both NBS and PSBYS recruit OS youth only.

The ETS youth counselors also recruit OS youth through school visits, job fairs, mall kiosks and maintenance of an effective referral network of social service and education providers. The counselors’ recruiting is directed entirely to OS youth.

2. **Retention Plans:**

WDB/ETS youth programs are designed to retain youth participants in training and post-training employment.

Through the procurement process the WDB shapes youth program design to retain youth participants in training. The combination of pre-employment training, resume development, job development/placement services, High School Equivalency (HSE) preparation, leadership training/motivational services, transportation, and education, vocational, clinical and other assessments is very attractive to motivated youth. In addition, youth provider staff immediately identify and report attendance or performance issues that adversely impact retention. Upon notification, ETS youth counselors engage “at risk” trainees to provide support and additional services as needed.

OS youth receive stipends, testing fees and performance incentives while they are active program participants. IS youth receive payment for work experience. These stipends and payments are key factors in youth retention. Historically,

the completion rate for MSW WDB / ETS youth programs is well over 90%.

To retain former youth program participants in post-program employment or education, provider staff contact them at least quarterly, for one year to determine employment status and offer retention services as needed. ETS counselors meet with youth near program completion and then again in 12 months to offer retention support. These practices have proved successful in retaining youth in post program placements.

d. 20% Work Experience

Wages paid to Sussex County Technical School IS youth participants are more than 20% of projected total WIOA youth expenditures. Additional work experience options will increase this percentage in future Program Years.

1. On-the-Job Training

ETS employs a full time On-the-Job Training (OJT) specialist who develops OJT openings and writes OJT contracts. She is aware of the employment needs and options for area youth and attempts to develop OJTs for youth whenever possible. To assist in meeting the WIOA 20% work experience requirement, the OJT counselor has redoubled her effort to place OS youth in OJT positions, with the expectation of successful placement in Program Year 2015.

2. Internships/Paid and Unpaid

SCTS participants perform paid 80 hour internships at sites developed by SCVT staff and receive \$8.75 per hour. To meet WIOA requirements, ETS staff has started discussions with youth program partners to expand their capacity to provide internships, externships and job shadowing in local demand occupations.

3. Externships/Job Shadowing:

Both ETS staff and youth training provider staff actively seek to develop externships and job shadowing. The logistics in successful development of these activities are more challenging than for internships, because externships and job shadowing typically occur away from contracted provider facilities, thus requiring transportation and scheduling coordination. Nevertheless, the WDB and YIC highly value these activities and will provide resources to facilitate their implementation.

4. Pre-Apprenticeships

The WDB and ETS maintain productive relationships with federal and local apprenticeship representatives. All three county technical schools, which employ apprenticeship coordinators, are represented on the YIC. The US Department of Labor apprenticeship representative for Morris, Sussex and Warren counties, attended the November 2015 YIC meeting and presented information on pre-apprenticeship and apprenticeship programs to youth providers and program staff. The attendees agreed that, due to challenging requirements and logistics, pre-apprenticeship is best suited to youth program completers rather than active participants. All youth program participants are

provided with pre- apprenticeship and apprenticeship information and interested youth are referred to county apprenticeship coordinators.

5. **Volunteerism**

The WDB recognizes the value of volunteering and will provide assistance in volunteer placement through ETS staff, provider staff and the extensive WDB network of social service providers. Youth with declared, specific career goals may request a volunteer position that provides exposure to that occupation and may provide acquisition of job-specific skills. Youth with less well defined career goals will have access to volunteer settings that provide general exposure to the world of work and the opportunity to give valuable assistance to their host entities.

6. **Year Round Employment Opportunities**

All contracted youth service providers operate twelve months a year. SCTS youth participants are active in work experience all year. OOS participants have access to year round employment opportunities and receive job search assistance from contracted provider staff and ETS staff. Youth participants seeking employment are encouraged to use Jobs4Jersey.com to optimize their exposure to local employers.

In the past year, ETS has funded Individual Training Accounts for over 20 area youth. These youth receive intensive job search and job placement assistance from training providers and ETS youth staff. Providers and staff also assist in placing these youth-in-training in part-time or other year round employment that supports their career goals.

e. **Job Seeker Service Model; integration of 14 Youth Program Elements into Local Area's Programs and Services**

The 14 required youth program elements are integrated into the local area's program and services by a team approach. Some elements are provided directly by ETS, some by contracted youth training providers and some through referrals to programs and services. Some elements are provided by both ETS and training providers and/or through referrals.

The following elements are provided by ETS youth staff:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
2. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
 - a) Summer employment opportunities and other employment opportunities available throughout the school year
 - b) Pre-apprenticeship programs
 - c) Internships and job shadowing, and

- d) Referral to On-the-Job Training (OJT) opportunities
3. Occupational skill training with priority consideration for training programs that lead to recognized stackable credentials that are aligned with in-demand industry sectors or occupations.
 4. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
 5. Supportive services.
 6. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
 7. Follow-up services for not less than 12 months after the completion of participation, as appropriate.
 8. Financial literacy education.
 9. Entrepreneurial skills training.
 10. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
 11. Activities that help youth prepare for and transition to postsecondary education and training.

The following elements are provided by contracted youth providers:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
2. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
 - a) Summer employment opportunities and other employment opportunities available throughout the school year
 - b) Pre-apprenticeship programs
 - c) Internships and job shadowing, and
 - d) Referral to On-the-Job (OJT) opportunities
3. Occupational skill training with priority consideration for training programs that lead to recognized stackable credentials that are aligned with in-demand industry sectors or occupations.
4. Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster.
5. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
6. Supportive services.
7. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
8. Follow-up services for not less than 12 months after the completion of participation, as appropriate.
9. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
10. Financial literacy education.
11. Entrepreneurial skills training.

12. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
13. Activities that help youth prepare for and transition to postsecondary education and training.

The following elements are provided by referrals from either ETS youth staff or contracted providers to programs and services:

1. Alternative secondary school services, or dropout recovery services, as appropriate.
 2. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
 - a) Summer employment opportunities and other employment opportunities available throughout the school year
 - b) Pre-apprenticeship programs
 - c) Internships and job shadowing, and
 - d) Referral to On-the-Job Training (OJT) opportunities
 3. Occupational skill training with priority consideration for training programs that lead to recognized stackable credentials that are aligned with in-demand industry sectors or occupations.
 4. Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster.
 5. Supportive services.
 6. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
- f. **Development of Training Programs and Curriculum Development etc. Based on Industry Intelligence and Alignment with Employer Needs**

The WDB and ETS use the labor market information described in Section 1.b. and other labor market intelligence to develop training programs and curricula. Funded youth providers provide pre-employment training based on employability skills determined in demand by local employers. Work experience and internships are targeted toward local demand occupations. The WDB and YIC receive guidance from employers on hiring requirements and shape program activities to meet them. Youth providers prepare youth for a broad range of possible post program employment, training and education, but intensive occupational training usually occurs after youth program completion.

ETS staff have placed numerous youth program completers in Individual Training Accounts in demand occupations.

III. BEST PRACTICES AND CHALLENGES

a. List up to Three Areas of Local Excellence/Success

Areas of success/excellence:

1. MSW WDB and ETS have met or exceeded all youth performance metrics since the inception of the Workforce Investment Act in 2000.

2. MSW WDB and ETS have consistently spent 75% of Workforce Investment Act Youth funding on Out of School Youth.
3. In the last year, ETS has funded Individual Training Accounts for 22 youth aged 18-21

b. List up to Three Local Challenges and How SETC/LWD Can Impact Solution Finding

Challenges/Solutions:

1. The MSW Local area has chronic difficulty in engaging youth training providers. Despite exhaustive efforts to identify and obtain new providers, the Local Area's most recent Youth Request for Proposals yielded only two respondents. Many potential providers are deterred by the perceived inability to successfully offer all required youth elements. The SETC and LWD can help by seeking waivers of as many of the 14 required elements as possible. Fewer required elements would facilitate training provider procurement.
2. Transportation is an acute problem in Sussex and Warren counties, with minimal transportation options. Program participants without cars face challenges in reaching training and work sites at scheduled times. Although ETS and training providers assist youth in planning transportation, such assistance is limited by the availability of public conveyance in these two rural counties. The SETC and LWD can assist by advocating for enhanced public transportation in Sussex and Warren Counties.
3. Lack of or inconsistent access to dropout lists from local high schools severely hinders recruiting of OOS youth. Some schools refuse to provide dropout lists while others provide them sporadically, after many requests. The absence of these lists is particularly problematic in Sussex and Warren counties where there are no concentrations of eligible youth and ETS must find and engage youth spread out over a large area. The SETC and LWD can help by supporting currently pending state legislation requiring timely reporting of dropouts to workforce development programs.