



**Camden County
Workforce Development Board**
Supporting the Development and Retention of a World Class Workforce

*Gregg T. DeBaere, Chair
Jeffrey S. Swartz, Executive Director*

SYSTEMS PERFORMANCE COMMITTEE MEETING
February 23, 2018
Camden County Workforce Development Board Office

ATTENDANCE:

Members	Meeting Date										
	25-Nov-15	19-Feb-16	20-May-16	17-Aug-16	2-Dec-16	24-Feb-17	19-May-17	18-Aug-17	13-Nov-17	23-Feb-18	
Abusi, Pat, CHAIR											
Bryant, Janice	X	X	X	X	X	X	X	X	X	X	
Mayfield, KathLeen S	X	X	X	X	X	X	X				
McGuire, Laurie								X			
Pape, Barbara	X	X	X	X		X		X	X		
Sinclair, Nidia											
Volk, C. Ann	X	X	X				X	X			
Friedman, Joshua A.					X		X		X	X	
Weil, Robert	X	X	X	X	X	X	X	X			
Swartz, Jeffrey S., Exec. Director	X		X	X		X	X	X	X	X	
Primas, Theo	X	X	X	X	X	X	X	X			
Varallo, Kathleen				X	X	X	X	X	X	X	
Williams, Leslie J		X	X	X	X			X	X	X	

WELCOME:

Pat Abusi, Systems Performance Chair, welcomed attendees and asked for roundtable introductions.

MASTER BUDGET REVIEW

Janice Bryant, One-Stop, Fiscal Manager, presented fiscal reports to the Committee. The Committee reviewed the Master Budget year to date, 1/31/2018, Grant Funding Summary, Contract Analysis Summary and Expenditure Analysis Through 2/22/2018.

Janice reported that the only budget concern she is aware of is that TANF funds have not yet been fully spent and may be sent back to the State. Jeff Swartz, WDB Executive Director, said the SETC will be re-negotiating state performance metrics with the federal government. This will ultimately affect our allotments. The State will in turn be looking in each county for participation rates, barriers, to entry and how much money was sent back. Laurie Maguire, One-Stop Manager of Information Systems, said that it may be possible to remedy the concern by offering eligible Smart – Steps Participants RTV Vouchers. These students are taking out loans when they may qualify for training vouchers under the TANF Fund. We will have to contact the College to find out more about how this could work, if not for prior trainings, at least for upcoming trainings. Leslie Williams, WDB Comptroller, directed the committee’s attention to the TANF line item in the Master Budget that reflected only 67.7% of these funds being spent as of January 31st, 2018. She said it looks like other funds are falling short of the 70% obligated goal as well. The Committee discussed the funding streams and possible qualified solutions to utilizing these funds.

Full contract balances and salary, fringe and EO costs projected through 6/30/2018 are included in the obligations column. The Expense and Obligations column should be in the 50%-60% range at this time. The Paid/Accrued column reflects amounts paid and payable as of 6/30/2018. The %EXP column should be in the 20%-30% range at this time.

CONTRACT ANALYSIS SUMMARY

- The Contract Summary provides a snapshot of what each of our individual contractors have been doing.

The WIA Youth Contractors are required to be at least 70% expended as of 6/30/2018. At this point in time, none of the contractors are on track to meet this target. The Contract Accrual Report provides current detailed information for review.

The WorkFirst NJ Cwep/Brem contracts are shown as 100% obligated, however payments are dependent upon performance achievements. Janice said the contractor's expected expenditures are not on track. The committee reviewed the details of contract info included in the Contract Accrual Report.

The Individual Training Agreement (ITA) enrollments remain extremely low except for youth. The 2017/2018 Youth ITA dollars are almost fully expended in the 1st quarter.

The WIOA Youth funds have a Work Experience mandate equal to a minimum of 20% of program funding. Joshua Friedman, Director One-Stop Career Center said we passed that 20% of funding requirement to the Youth providers, and some are spending these funds. The balance of the money not contracted also has that requirement. These funds are subject to recapture if not spent. The One-Stop is implementing a Youth Work Experience program as of October 1st 2017. The program has been planned and is currently being implemented.

Leslie questioned Image and Attitude, a vendor that provide clothing vouchers for One-Stop participants. Janice said that referrals are very low. The need seems to be very low as well. There has been only one referral in this program year.

The Committee reviewed the summary and clarified why some of the Vendors dropped off or discontinued their contracts. One or two were under suspension and another vendor, Career Team discontinued their contract because of financial reasons. Jeff said that the challenge in Camden County is to attract more Youth Vendors. He said the reason we have been conducting "Think Tank" meetings is to review the contracts and performance benchmarks to find possible adjustments that would make the contract more business friendly. Several providers have discontinued their contracts or expressed concerns about the stringencies in the contracts making it almost impossible to produce successful outcomes. One of the biggest concerns is the benchmark regarding Youth obtaining full time employment. Many employers do not hire youth on a full time basis to start. Even Adult positions start out part time or temporary and work their way up to fulltime.

COOPER HOSPITAL – MEDICAL CODING INITIATIVE (CMCI)

- A consortium including Cooper University Health, Camden County College, Hopeworks, the Camden County One-Stop and the Camden County Workforce Development Board

have organized to create a certificate program in Medical Coding offered by Camden County College and approved by the American Health Information Management Association as an appropriate training platform, with the addition of certain life skills training provided by Hopeworks. Hopeworks will qualify participants for the positions and the career ladders will be identified by Cooper. This will further enable the participants to advance academically towards securing associate and baccalaureate degrees.

Joshua reported that the program is running well. Lou Bezich, SVP, Cooper University Health, will be conducting quarterly reviews of the program with all the partners as requested by the MOU. Lou Bezich also offered to open up some additional positions within the hospital for participants, in the first cohort, who find that medical coding is not working out for them. Hopeworks is still providing great training all the way around. Joshua said we are not currently funding any of the participants. He said the good news is that Hopeworks has a private donor that was so interested in the program, they are willing fund any of the participants that are in need of additional funding.

Program Evaluator's Report to Systems Performance Committee

WFNJ Think-Tank Summary Report

A pre-procurement "Think-Tank" for the PY 2018 Workfirst RFPs was held on January 30 at the CC One-Stop.

The following were in attendance:

- Josh Friedman, CCOS Operator
- Nidia Sinclair, CCOS Career Center Manager
- Laurie Maguire, CCOS MIS Manager
- Janice Bryant, CCOS Fiscal Manager
- Barbara Pape, CCOS Fiscal Professional
- Theo Primas, CCWDB Program Evaluator

Attendees did a complete review of the most recent Workfirst (TANF) RFP, and after much discussion and input from the diverse perspectives present, we adjourned with the following recommendations:

Below are some highlights from the session:

- Due to time constraints, proposals have been typically due to the WDB twenty (20) days after the RFP is published. Because we are getting such an early start in the procurement process this year, we should be able to afford up to an additional ten days (i.e., total 30 days) for vendors to draft and submit their proposals. This (at least, theoretically) should result in better quality proposals.
- Our chief concerns are to attract more vendors by making the RFP/contract more business-friendly; to minimize unspent grant funds (which get returned to the State); and finding ways to pay our providers a bit more money in exchange for higher quality services.

- Camden County will utilize a hybrid contract with Providers who are awarded contracts, which will specify that the Provider may receive 60% of the awarded contract amount on a cost-reimbursement basis. The remaining 40% may be paid based on performance payment benchmarks. This is a change from the last several years, in which the CR/BM ratio was 50-50%.
- Each service category has a mandatory maximum cost per participant. In recent years, it has been \$2500 for the CWEP participants. We discussed raising it to \$3000 or even \$3500. However, there is more calculating that needs to be done, and we resolved that by the end of February, it would be fixed.
- We agreed to raise the unit cost for clothing services from \$35 to \$50.
- FUNDING INCREMENTS: To ensure the best utilization of limited funding, all selected CWEP vendors will be given initial contracts for 25% of the total awarded level of service and 25% of the funding. As the utilization of these initial slots reaches 100% and expenditures reach 75%, the next (second) 25% of awarded slots and funds will be contracted with the vendor. As the utilization of the second 25% of awarded slots reaches 100% and expenditures reach 75%, the next (third) 25% of awarded slots will be contracted with the vendor. As the utilization of the third 25% of awarded slots reaches 100% and expenditures reach 75%, the final 25% of awarded slots and funds will be contracted with the vendor.
- FUNDING INCREMENTS (cont.): In recent years, providers were required to meet a 100% utilization of both slots and funds in order to “unlock” the next funding increment. This requirement was viewed by providers as a severe hindrance to the reasonable operation of their business. Some struggled to accommodate us, and others terminated the relationship. By only requiring providers to reach a 75% expenditure level, we hope to remedy this.

WIOA Think-Tank Summary Report

A pre-procurement “Think-Tank” for the PY 2018 WIOA RFP was held on 2/13/18 at the CC One-Stop.

The following were in attendance:

- Robert Weil, CCWDB Chair
- Josh Friedman, CCOS Operator
- Nidia Sinclair, CCOS Career Center Manager
- Laurie Maguire, CCOS MIS Manager
- Janice Bryant, CCOS Fiscal Manager
- Barbara Pape, CCOS Fiscal Professional
- Theo Primas, CCWDB Program Evaluator

Attendees did a complete review of the PY 2017 WIOA (Youth) RFP, and most discussion and input from the diverse perspectives present was centered on the transition from WIA to WIOA,

and the changes to performance measures accompanying that transition. Bringing the RFP into compliance with these performance measures is directly related to the setting of our benchmark payment structure.

Laurie Maguire, MIS, will draft the necessary changes to the Out-of-School Youth minimum performance requirements, and the Fiscal department will draft a recommendation for the hybrid contract percentages and the benchmark payment structure.

These drafts will provide the WDB with enough information to begin crafting RFP #18-YS-01 – For PY 2018 WIOA Out-of-School Youth Services.

Below are some other highlights from the session:

- Due to time constraints, proposals have been typically due to the WDB twenty (20) days after the RFP is published. Because we are getting an earlier start in the procurement process this year, we hope to be able to afford up to an additional ten days (i.e., total 30 days) for vendors to draft and submit their proposals. This (at least, theoretically) should result in better quality proposals.
- Our chief concerns are to attract more vendors by making the RFP/contract more business-friendly; to minimize unspent grant funds (which get returned to the State); and finding ways to pay our providers a bit more money in exchange for higher quality services.
- Camden County currently (PY 17) utilizes a hybrid contract with Providers who are awarded contracts, which specifies that the Provider may receive 40% of the awarded contract amount on a cost-reimbursement basis. The remaining 60% may be paid based on performance payment benchmarks. Currently under consideration is whether to adopt CR/BM ratio of 50-50% for PY 2018.
- The current mandatory maximum cost per participant shall remain at \$6000.
- FUNDING INCREMENTS: To ensure the best utilization of limited funding, all selected CWEP vendors will be given initial contracts for 25% of the total awarded level of service and 25% of the funding. As the utilization of these initial slots reaches 100% and expenditures reach 75%, the next (second) 25% of awarded slots and funds will be contracted with the vendor. As the utilization of the second 25% of awarded slots reaches 100% and expenditures reach 75%, the next (third) 25% of awarded slots will be contracted with the vendor. As the utilization of the third 25% of awarded slots reaches 100% and expenditures reach 75%, the final 25% of awarded slots and funds will be contracted with the vendor.
- FUNDING INCREMENTS (cont.): In recent years, providers were required to meet a 100% utilization of both slots and funds in order to “unlock” the next funding increment. This requirement was viewed by providers as a severe hindrance to the reasonable operation of their business. Some struggled to accommodate us, and others terminated the relationship. By only requiring providers to reach a 75% expenditure level, we hope to remedy this.

Follow up research and activities were assigned to participants as a result of these meetings. Recommendations were approved by the Systems Performance Committee and will be presented to the Executive Committee for final approval. A draft copy of the RFPs will be forwarded upon completion.

- Training Provider Contracts (ITA)
 - Monitoring
 - Broadway Vocational (2/27/18)
 - Home Inspection Institute (3/1/18)
 - Merit Training Institute (2/26/18)
 - Mike's Driving School (Date of site visit TBD)
 - Rutgers CCPD (Date of site visit TBD)
 - ASI Career Institute (2/28/18)
 - Procurement
 - (40) ITA vendors are currently eligible to receive CC Career Center referrals.
- Workfirst
 - Monitoring
 - Camden County College – 12/7/17
 - Center for Family Services – 12/6/17
 - Image and Attitude – 11/28/17
 - OEO – 11/29/17
 - Procurement
 - Think-tank for WFNJ RFPs was convened on 1/30/18.
 - See attached summary report.
 - Follow-up meeting set for 2/26/18
- WIOA
 - Monitoring
 - OEO on 1/16/18
 - The Work Group on 2/6/18
 - Procurement
 - Think-tank for WIOA RFP was convened on 2/13/18.
 - See attached summary report.
 - Follow-up meeting set for 2/26/18

Joshua summarized by reporting that all recommendations by the Committee for adjustments to the contracts will be reviewed by County Counsel. He will also assist Pat with any approvals that might

need to be made at the WDB Board of Trustees meeting. Pat thanked the Committee and the team that participated in the Think Tank Discussions. He said that any improvements we can make will ultimately benefit the customers we serve.

The tentative schedule for 2017-2018 System Performance Committee meetings is as follows:

Friday, May 18th, 2018@ 1:00pm (Re-scheduled May 25th, 2018@1:00pm)

Friday, Aug 17^t, 2018 @9:00am

Submitted by,

Kathleen Varallo

WDB Administrative Assistant